

'Engaging Partners - For a Better Service'



ASSOCIATION OF CHIEF POLICE OFFICERS IN SCOTLAND

annual report | '05 - '06

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1 President's Message

On a Sunday in late May 2005, during the final stages of preparation for the policing of the G8 Summit, Chief Constables discussed the theoretical problem presented by the need for inter-force co-operation should the number of demonstrators threaten to overwhelm the policing arrangements in the vicinity of Gleneagles. This became known as the Kier Roundabout question, named after the strategic junction between Stirling and Gleneagles (near the boundary between Tayside and Central Scotland Police force areas) where a blockage might have to be placed on the movement of protestors northwards.

The resolution to this question of inter-force co-operation, and the co-ordination of policing resources at the peak of operational challenge, unfolded to be an example of extremely effective joint working by Scotland's police forces. This reflected a shared common purpose to achieve our part in the successful outcome that was, in the minds of many, a significant policing operation in Scotland during the first week of July.

While the horrific images of the London bombings and the subsequent enquiries have provided a backdrop of concern over the impact of international terrorism, the focus for policing in Scotland quickly returned to the continuing pursuit of collaborative working in day-to-day policing, and in meaningful partnership with other public services.

In building our shared working approach across police forces with colleagues in the criminal justice community, and elsewhere in the public and private sector, we have also watched the developments of police force reform in England and Wales. An observer might conclude that the focus on police reorganisation in isolation indicates a narrower agenda than that which the Scottish Executive has sought to lead through an examination of public sector reform in the round.

The Association was pleased to be invited to the discussions led by the First Minister and Head of the Civil Service in Scotland, involving Local Authority and Health Board Chief Executives, as well as those

involved in Enterprise and Higher Education. The opportunity which Scotland now has, to think through properly the delivery of public services in a more effective and efficient way, is one that should not be missed and one in which ACPOS is anxious to engage. As the Association starts to deliver on its priorities for 2006 – 2009 (see page 26), Chief Officers are keen to pursue our agenda of leadership in public sector reform.

Throughout this report, you will see repeated examples of the work of police forces and the Scottish Police Service at large in extending our capability through engaging with others. At the same time, the Association recognises that it must maintain a strategic capability to demonstrate operational strength on a national basis when circumstances so demand. We will therefore remain closely involved with the policing agenda in England and Wales, and in particular with developments for the Serious and Organised Crime Agency, and the National Police Improvement Agency.

In the meantime, much remains to be done to fulfil the ambitions of the legislation to put the Common Police Services of Scotland into a more appropriate structure. For many years, the Service has benefited from the effective operation of the Scottish Police College, the Scottish Criminal Record Office, the SDEA (Scottish Drug Enforcement Agency), and the information systems delivery arm, SPIS (Scottish Police Information Strategy). We acknowledge the opportunity to put these services, and others in the future, on a proper national footing to ensure their continuing success. As new lay members come to the table, it will be important to ensure that the direction and leadership which has previously been provided is maintained. Increasingly, police forces in Scotland rely on the effective provision of training, scientific services, IT support, as well as the operational strength of the Scottish Drug Enforcement Agency. As we move to new arrangements, ACPOS will ensure that the high standing of these services and the quality of their work is maintained.

Throughout the year, ACPOS has continued to examine the internal working arrangements of the Association to ensure that we can use the professional experience available to us to provide the best advice and solutions to emerging issues. We have created two new Business Areas, Criminal Justice and Performance Management,



to address the new co-operative arena that is the Criminal Justice sector at large, and the expectation of improved evidence of performance improvement from the Police Service in Scotland. Details of the activities of new business areas, as well as those which have been in place for some time, can be found within this report.

The Association has also sought to improve its administrative support through the establishment of a Communications Unit and a Business Benefits Unit, as well as seeking to introduce a Freedom of Information Co-ordinator's post. These functional areas and post have helped to improve our responsiveness to the needs of the media at large and our stakeholders.

Throughout the year, we have once again seen the retirement of what can only be described as the best examples of professional policing in Scotland. Notwithstanding the fact that Chief Officers have to discharge their responsibilities in their own force areas or agencies, considerable personal sacrifice is given in the leadership provided to national programmes. Deputy Chief Constables Ian Gordon, Bob Ovens, and David Mellor had separately led important agendas on behalf of the Service and in their own forces, while Kenny McInnes completed a distinguished period of police service as Assistant Inspector of Constabulary. David Garbutt also retired from his position as Director of the Scottish Police College, capping nearly four decades in policing with a period as President of the European Police College network (CEPOL). ACPOS recognises the tremendous credit to the Service that the industry and commitment of these officers have provided.

The privilege and responsibility of being President of ACPOS is one which comes by rotation, but is nonetheless treasured by the holder. It has been my honour to represent the Association, and policing in general, on many occasions in the past 12 months. Some will say these months have been more challenging than most, but that has been the luck of the draw, and I am more than grateful for the continuing support of all those within the Association and in Fife Constabulary who have allowed me to give the necessary attention to these duties.

I am confident that the reins I hand over to the capable hands of Ian Latimer are those which lead an

organisation which continually demonstrates a thirst for challenge, improvement and service. We are fortunate to be in a position where we can always demonstrate clarity of purpose and flexibility of response. Whatever the changes which lie ahead, I am confident that policing in Scotland will continue to be recognised as an active partner in improving public service.

Peter Wilson
President
May 2006

ACPOS

2 Office Bearers and Business Structure

The Association of Chief Police Officers in Scotland (ACPOS) is the collective organisation of all chief police officers, including senior police staff, from the eight Scottish forces, the British Transport Police in Scotland and the Common Police Services.

ACPOS has evolved to be the strategic body that oversees and co-ordinates all aspects of the direction and development of the Scottish Police Service, ensuring the effective and efficient delivery of policing in Scotland. ACPOS has the central role in formulating and promulgating policing policy and is a key, trusted leader and contributor in the consultation process with its many and varied partners.

Office Bearers



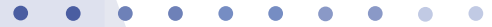
Vice-President
Mr Ian Latimer MA
Chief Constable
Northern Constabulary



President
Mr Peter Wilson QPM LLB
Chief Constable
Fife Constabulary



Honorary Secretary
Sir William Rae QPM
Chief Constable
Strathclyde Police



Business Structure

ACPOS structures the business of policing in Scotland into ten distinct business areas of policing expertise, with a co-ordinating General Secretariat. Reflecting the dynamic nature of policing, two of these business areas have been introduced in the past year: Criminal Justice and Performance Management.

The ten business areas drive forward the relevant issues that impact upon their respective portfolios and develop national policing strategies on behalf of the Scottish Police Service. Each area also takes responsibility for providing professional opinions and advice to the Scottish Parliament, Scottish Executive and its other partners.

Through its business areas, the Association aims to:

- ◆ maximise the potential of its established, new and planned partnerships
- ◆ provide the professional voice of the leadership of the Scottish Police Service
- ◆ ensure a professional service is delivered to all the communities of Scotland.

Given the depth of ACPOS's involvement in consultation, partnership working and driving the national policing agenda, the undernoted updates can only provide a flavour of the work being taken forward by the General Secretariat and each business area.

2.1 ACPOS Secretariat

Supporting the work of the Association and its members, the General Secretariat (Secretariat) comprises an Inspector, Sergeant and one full-time admin support position, based within the ACPOS offices in Glasgow. Acting in support of the office bearers, the Secretariat, which also accommodates four of the business areas and the undernoted functional units, provides a single-door entry to the Association for all police forces and partner organisations.

The evolving nature of policing in Scotland has increased significantly the demands placed on Association members and the Secretariat.

The growing reliance on electronic communication has seen an expansion of 283% in e-mail traffic in the past year alone.

Management of this unheralded increase has prompted the recent roll-out of the ACPOS Intranet to all forces. This will provide an effective and efficient method for improving the recording, storage and management of ACPOS information and business. The newly appointed Intranet administrator, based in Glasgow, will manage this system, along with future plans to relaunch an improved web presence.

The Communications Unit within ACPOS comprises a manager and a recently appointed communications officer. This allows the Association to raise further its profile within the criminal justice community and amongst the public through the communication of key messages and priorities to targeted audiences. The unit plans to collate a series of position statements from every business area and this database will provide support and guidance to police personnel across Scotland, as well as providing information to media organisations.

The Business Benefits Unit (BBU) also forms part of the Secretariat and, since April 2005, has provided independent analyses for the Scottish Police Service in order to verify and validate the business benefits of Best Value reviews and activities, and Efficient Government bids. The Unit's objective is to assist forces to produce consistent, standardised, properly validated and verified information, which supports the work being carried out across Scotland to achieve efficiency savings, share best practice and promote Best Value.

A number of work areas have been identified to determine the benefits of a Best Value review or verification audit. Additionally, work is underway to develop a 'Best Practice Guide for the Best Value Review Process' within the Scottish Police Service.

Whilst not a 'public authority' in terms of the Freedom of Information (Scotland) Act 2002, ACPOS undertook to act in the spirit of the legislation. The Association provides advice and guidance to forces on matters that may have an impact on a national basis and has offered comment on 182 occasions, the majority of which originate from members of the press.

The General Secretariat can be contacted at:

The Association of Chief Police Officers in Scotland
c/o Strathclyde Police Headquarters
173 Pitt Street
Glasgow
G2 4JS
Tel No: (0141) 532 2057
E-mail: Acpos.secretariat@strathclyde.pnn.police.uk

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2.2 ACPOS Business Area Updates

2.2.1 Crime Business Area Update



Chair
Mr Ian Latimer MA
Chief Constable
Northern Constabulary



Secretary
Mr John L S Malcolm
Assistant Chief Constable
Strathclyde Police

The past year has seen much progress in developing initiatives to impact upon criminality. The ongoing implementation of the National Intelligence Model (NIM) is on schedule. The NIM allows intelligence and information to be analysed properly, enabling the Scottish Police Service to identify priorities at local, inter-force and national level. A Scottish Strategic Assessment, identifying priorities and action, is to be

published at a national level by the Scottish Strategic Tasking and Co-ordinating Group, with an appropriate control strategy, which will be monitored closely throughout the year. A comprehensive update on NIM is provided within the Policing Priorities section later in this report.

During the past year, the Crime Business Area has introduced a Counter Terrorism Sub Group (CTSG). It plays its part in ensuring Scotland is at least as secure from terrorism as any other part of the UK and is chaired by an Assistant Chief Constable who, since the July attacks in London, has been essentially dedicated to leading on counter terrorism issues. This involves substantial interaction with policing in England and Wales, and it is reassuring to note that many Scottish policing processes and systems are being replicated, in part or in full, elsewhere within the UK. Terrorist activity takes no cognisance of policing boundaries. Accordingly, Scottish Chief Constables are committed to working collaboratively, ensuring the collective and significant capability of the Scottish Police Service delivers, when and where necessary, to counter terrorism activities.

The ACPOS Bichard National Working Group is progressing the recommendations in Sir Michael Bichard's report on the Soham murders in 2002, and a number of these have now been discharged. ACPOS is engaged in a significant round of work with many partners to ensure the remaining recommendations are fully implemented and, reflecting the importance of this work, ACPOS recently established the Bichard Implementation Team. In light of the wider UK requirements in this area, ACPOS is liaising closely with ACPO to address national and cross-border issues.

In September 2005, a Bichard Seminar was held at the Scottish Police College with Sir Michael attending as the keynote speaker. The seminar was very well supported, with over 140 delegates from all areas of the justice and care community, and representation from international police forces and the European Commission. A second seminar is planned for 19 September 2006.

The Management of Offenders (Scotland) Bill has now been passed by the Scottish Parliament and ACPOS has established a Management of Offenders



Implementation Team to ensure the proposals, which also link through Bichard recommendations, are fully addressed.

The team will work with the Scottish Executive to draw up guidelines that will support the new legislation covering violent offenders. Initial discussion has also taken place regarding the new Community Justice Authorities in terms of the reporting and monitoring arrangements in each area.

Automatic Number Plate Recognition (ANPR) has long been recognised as a powerful policing tool in engaging criminals who use the roads network. The past year has seen the fixed site network nearing completion, with fifteen of the nineteen identified sites commissioned, and it is hoped all sites will be in place by summer 2006. The exploration of formal partnership arrangements and the subsequent sharing of information and intelligence between law enforcement and other agencies are important parts of the ANPR Strategy currently being drafted.

The National Mobile Phone Crime Unit (NMPCU) was introduced to support operations against groups and individuals who steal, handle, reprogramme and export stolen mobile phones. The NMPCU co-ordinates police, industry and other law enforcement activities in relation to mobile phone crime and criminality. Already, 185,000 mobile phone owners in Scotland have registered on the database and ACPOS is in the final stages of planning to allow for the NMPCU to be fully functional in Scotland.

2.2.2 Criminal Justice Business Area Update



Chair

Mr David Strang QPM BSc MSc
Chief Constable
Dumfries and Galloway Constabulary



Secretary

Mr Kevin Smith BA
Assistant Chief Constable
Strathclyde Police

In recognition of the national criminal justice reform process, ACPOS established the Criminal Justice Business Area in July 2005 to build partnerships more effectively within the criminal justice community. The remit of this business area is to develop an ACPOS criminal justice strategy, maximise the performance of the Scottish Police Service in all aspects of the criminal justice system and engage in the programme of criminal justice reform, alongside other criminal justice partners.

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ACPOS is developing a series of objectives to influence the reform programme, with immediate priorities being to: improve the quality and timeliness of police criminal justice processes, warrants and citations; improve support to witnesses/victims; and engage in the national and local Criminal Justice Boards. Key performance indicators are being worked up to measure effectiveness of action against these objectives.

ACPOS also is represented nationally on the Crown Office and Procurator Fiscal Service (COPFS) Summary Justice Review Steering Group and the Summary Justice Reform Programme Board, and a range of bilateral and trilateral meetings with COPFS and the Scottish Court Service have helped strengthen partnerships.

A key target area identified for attention by ACPOS relates to warrant processes. With its partners, the Association has established a Warrants Action Team to undertake a fundamental review of the systems and processes used by the criminal justice agencies to deal with warrants and to make recommendations for improvements that will lead to safer, stronger communities. Work is progressing well and a shared warrants database is being established, which will bring effective prioritisation of warrants in terms of offender profile and risk.

The Disclosure Policy Working Group is a significant development and follows an opinion of the court obliging the Crown to disclose statements, outstanding cases and previous convictions of witnesses in certain circumstances. ACPOS and COPFS are working together to address the issues around this matter.

ACPOS continues to work with its partners to identify smarter ways of working to reduce the burden on the criminal justice system by removing the need to report 'minor' offences in the traditional manner.

In recognising the importance of this work, ACPOS has established the Non-Reporting Options Working Group to develop these initiatives further (additional information is provided at p29 under Antisocial Behaviour).

The criminal justice reform agenda is now moving forward at a pace. ACPOS is determined to be at the forefront of developments and will work closely with its partners in this area to bring about improvements and efficiencies.

2.2.3 Diversity Business Area Update



Chair
Mr Paddy Tomkins BA (Hons) RCDS
Chief Constable
Lothian and Borders Police



Secretary
Mr Ian Latimer MA
Chief Constable
Northern Constabulary

In the past year, the Diversity Business Area has responded to the most exacting scrutiny of the Scottish Police Service's diversity performance. The Commission for Racial Equality (CRE) has rigorously investigated every element of Scottish policing. It is a matter of great professional pride that the CRE's report, 'Independent Review into Police and Public Relations in Scotland', commended the Scottish Police Service as being 'exemplars in public life' in respect of its commitment and outcomes in equality and diversity. ACPOS wishes to build upon that performance and is working with the CRE to deliver all of the recommendations in the report.



In addition, during 2005, all police forces in Scotland reviewed and rewrote their Race Equality Schemes. Given the importance and changing nature of this subject, the work will be continuous, particularly the elements involving the development and use of Impact assessments.

The Lesbian Gay Bisexual and Transgender (LGBT) Reference Group recently instigated a pilot project in Lothian and Borders to monitor the sexual orientation, religion, ethnicity and disability values of all staff. The results will enable the service to demonstrate the progress made developing its staff and provide empirical evidence of progress in line with the commitment to equality and diversity. The group also established a number of policies covering transgender custody issues, sexual orientation monitoring in the workplace and the role of lay advisors, which culminated in the LGBT National Conference at the Scottish Police College in December 2005, with over 120 delegates attending.

The Gender Recognition Act 2004 and the Civil Partnership Act 2004 came into force in 2005, requiring ACPOS to provide guidance to forces on the impact of each, both operationally and in terms of changes to working practices. The business area also secured joint funding with the Scottish Executive for a full-time Gay Police Association National Co-ordinator.

A recent, and ongoing, diversity scoping exercise undertaken by ACPOS identified religious hatred in its widest form, including sectarianism, Islamophobia and anti-Semitism, and provided direction to the Scottish Police Service in developing partnerships with key groups in Scotland. These groups include the Scottish Executive, voluntary organisations and groups with responsibility and expertise in this area, and ACPOS recently established the Religious Hatred Reference Group to ensure a corporate approach is taken in addressing these matters.

In January 2006, the Scottish Executive published an action plan, 'Tackling Sectarianism in Scotland'. ACPOS is fully supportive of this action plan and will work with communities and partner agencies in tackling sectarianism in Scotland. The proposals on football banning orders progressing through the Scottish Parliament will enable courts to impose banning orders to deal with such behaviour and ensure football is not used as a vehicle for sectarianism.

The Diversity Business Area is also taking forward work in the areas of asylum seekers, gypsies/travellers, gender, older people and mental health and disability. Working groups across all these areas are progressing work to ensure the Scottish Police Service meets its obligations, and the needs of these communities, in an effective manner.

2.2.4 Financial Management Business Area Update



Chair
Sir William Rae QPM
Chief Constable
Strathclyde Police



Secretary
Mr Doug Cross FCMA
Director of Corporate Services
Tayside Police

ACPOS

ACPOS has engaged proactively with the Scottish Executive, Scottish Parliament and its criminal justice and local government partners regarding spending pressures, and continues to explore ways to deliver on the Executive's efficiency agenda.

Following the recent Government Spending Review, the Scottish Police Service has been set significant and challenging targets for cashable (£4m) and non-cashable (£10m) efficiency savings for year 2005-2006. In this regard, ACPOS has worked with the Scottish Executive to establish comprehensive guidelines to assist forces in meeting these challenges with clarity and accountability. The efficiency savings targets for 2005-2006 have been met and exceeded by the Scottish Police Service, and will be reported on fully in early course, through this year's ACPOS Best Value Annual Report.

Force finance officers have been at the heart of much of the work of the business area and discussions are ongoing with the Scottish Executive to change the rules relating to the prudential regime for capital accounting, allowing forces to fund revenue loan charges from capital grants so as to maximise benefits in this area. ACPOS has also engaged with the Scottish Fire and Rescue Service, which could similarly benefit from changes to these rules, with no additional costs involved.

A new pension scheme for all police officers was introduced on 6 April 2006, which required ACPOS to establish a new set of arrangements on a national basis. Separately, ACPOS is in discussions with regard to the anticipated shift of funding risk for police pensions to the Scottish Executive; the Association is closely examining the financial implications for the Scottish Police Service of such change.

The G8 Conference in July 2005 provided behind-the-scenes challenges for ACPOS to ensure detailed and robust revenue monitoring procedures were put in place for Scottish, as well as English and Welsh, forces. The provision of accurate, timely financial information was essential in controlling costs and allowed accurate, evidenced figures to be presented to the Scottish Executive to facilitate early reimbursement of the additional costs incurred in policing the event. Assistance was also provided to the incipient Scottish

Police Services Authority in working up budget and actual cost data for the development of the Scottish Forensic Service; ACPOS will continue to support this work in 2006-2007.

In September 2005, the ACPOS Annual Report on Best Value 2004/05 was published, detailing the excellent work being progressed by Scottish forces in this area. In particular, the review of payroll has seen joint work with three forces to identify a lead force for the provision of payroll and associated services; this work will provide clear savings and business benefits. Procurement initiatives have seen effective national framework agreements developed in each area, with one force negotiating to contract for all forces, providing real efficiencies.

One final issue of note is the 'Review of Public Procurement in Scotland', published on 15 March 2006. The report identified a number of key issues around efficient public sector procurement and will influence the work undertaken by the ACPOS Procurement Management Group in 2006-2007. The Group has already identified key priorities of improved data sharing, e-procurement and service delivery as part of an action plan to maximise efficiencies from force procurement strategies.



2.2.5 General Policing Business Area Update



Chair
Mr John Vine QPM BA MSc MCIPD
Chief Constable
Tayside Police



Secretary
Mrs Norma Graham
Deputy Chief Constable
Fife Constabulary

Covering a wide range of administrative and operational policing matters, this business area has driven forward a number of agendas across the Scottish Police Service.

The ACPOS Community Planning Forum was established following recommendations in the Community Planning Implementation Group Final Report. The aim of the forum is to promote and coordinate community planning within the Scottish

Police Service and bring a police perspective to several cross-sector groups developing community planning throughout Scotland. During the year, members also endorsed the report, 'Communities Scotland; National Standards for Community Engagement'. This report set out measurable performance standards that can be used by community planning partners to demonstrate commitment and achieve the highest quality of process and results.

ACPOS has also driven the development of a catalogue of the main items of uniform, allowing forces to benefit from common procurement efficiencies. This includes the new style of operational uniform, felt to be more fit for purpose whilst presenting a modern and professional image to the public. This uniform is being increasingly adopted by forces across Scotland and it is estimated that, over the three-year period of the contract, savings of £266k can be brought to Scottish forces through use of the catalogue.



Through the ACPOS Youth Strategy, action plans are in place to progress the objectives, which are to:

- ◆ promote safety of young people in communities
- ◆ tackle persistent offending
- ◆ promote the effectiveness of the police service.

One of the key themes of the strategy is support of the 'Young Scot, Smart Citizenship Project', which is now established in 11 schools across all force areas. ACPOS also sponsored the 'Unsung Hero' category of the Young Scot National Awards, won by Rian MacAllister (12) from Argyll & Bute, who is almost blind, but is achieving top marks in school and is one of the youngest members of the school's debating team.

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Following the launch of Phase II of the review of the Children's Hearing System, ACPOS is working closely with the Scottish Executive and other relevant agencies in taking forward an ambitious agenda for change in service delivery for young people. The proposals include the requirement to identify and address the needs of children and young people before consideration is given to referring to the Children's Reporter. Recognising the importance of this work, ACPOS has seconded two police officers to the Scottish Executive to assist with the programme.

Following extensive trials of the Taser, which discharges an electric charge into the target, Scottish forces have adopted it for use as a less lethal option, deployed alongside conventional firearms. It is important to note that Taser is not a replacement for such weapons; rather, it provides another less lethal option, which may assist in the safe resolution of firearms incidents without recourse to more lethal force. Taser is issued only to specially trained firearms officers, and authorisation for issue and use is in accordance with strict guidelines developed by ACPOS.

2.2.6 Information Management Business Area Update



Chair
Mr Colin McKerracher QPM LLB
Chief Constable
Grampian Police



Secretary
Mr Colin Peebles MBE BSc MCIPD
Director of Corporate Services
Lothian and Borders Police

The past year has seen advances in police information and communications technology and the Information Management Committee has worked closely with the Scottish Police Information Strategy (SPIS) to develop and oversee a number of crucial areas of national business.

In an important development, the ACPOS Business Change Programme Board, which provides oversight to a co-ordinated national change programme, was established and an ACPOS Business Change Director has been appointed, reporting to the Board. The Business Change Directorate is undertaking a review of national projects and will identify and develop a set of agreed business rules and processes across police forces and Common Police Services. This will allow for the identification and agreement of a single national business change programme under the governance of the Programme Board.

Under the same umbrella, an Information and Communications Technology (ICT) Directorate has been established as an interim measure in preparation for the transfer of ICT support to the new Scottish Police Services Authority (SPSA). The interim ICT Director is currently using the findings of a national landscape review to produce an ICT strategy in support of the business, and a long-term strategy for integrating the interim Directorate within the new SPSA is being developed.

A recent moratorium on ICT procurement has allowed the Business Change Directorate to work with the



interim ICT Directorate to establish efficiencies in ICT procurement and enhance financial planning across the Service. The broad vision underpinning the new ICT arrangements is that, through the Business Change Programme, Scotland's police forces will deliver common, integrated information and communication systems that support an agreed national business model of policing.

A further development for the Scottish Police Service has seen the implementation of Airwave, the new digital communication system. By early April 2006, all Scottish police forces had successfully migrated to the system. The next stage of the Airwave project rolls out mobile data, a programme of work arguably more complex than migrating to the system itself, but one which will bring excellent operational and financial benefits to forces.

The ACPOS High Level Information Management Strategy (HLIMS) Working Group has continued to drive forward the project, which seeks to link force data sets. SPIS has taken forward work on a pilot database involving information on family protection matters and the HLIMS database at SCRO has been uploaded with data from forces. Early indications suggest it is a valuable tool for staff working with vulnerable people and ACPOS is liaising with forces in England and Wales to share data across comparable databases.

Nationally, ACPOS oversees Freedom of Information (FOI) issues to ensure a consistent approach is adopted to inquiries requiring a national response. During the past year, over 3,000 requests have been received and 9,000 questions posed to Scottish forces as FOI requests. While individual force FOI Units liaise with one another and the UK Central Referral Unit, a business case has been approved to appoint, on a pilot basis, an ACPOS FOI co-ordinator to provide strategic oversight and corporacy to the national picture.

2.2.7 Performance Management Business Area Update



Chair
Mr Peter Wilson QPM LLB
Chief Constable
Fife Constabulary



Secretary
Mr Colin Mather
Deputy Chief Constable
Central Scotland Police

The creation of the Performance Management Business Area reflects the importance ACPOS attaches to driving continuous improvement in police service delivery and the criticality of providing maximum efficiency and value for money.

Established in 2005, this business area is driving a number of projects/initiatives centred on national strategic planning through improved data capture, developing performance management strategies and

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engaging with partners to improve information sharing in support of joint national and community objectives. This work is being taken forward in close consultation with the Scottish Executive, particularly in relation to the setting of indicators and targets.

ACPOS has fully embraced the findings and recommendations of the HMIC thematic report on performance management, 'Managing Improvement'. A detailed action plan to progress responses to the recommendations is being taken forward to ensure robust processes are in place to monitor and manage performance improvements across Scottish forces.

In this regard, the Senior Strategic Steering Group was established, comprising representatives from ACPOS, the Scottish Executive, HMIC, Audit Scotland and the Scottish Police Authorities Convenors Forum to better co-ordinate performance improvement generally and develop national performance indicators and performance reporting across the Scottish Police Service.

Work is ongoing to standardise statistical counting and reporting mechanisms to allow easy comparison across forces. In this way, forces can adopt best practices and a more effective national approach to public performance reporting can be developed. The Scottish Police Service Quarterly Performance Report is evolving with a view to providing a much broader and more informed picture of policing demands and police performance in Scotland.

Work also is underway to secure funding for a common IT software platform for performance management through an Efficient Government Fund bid. The delivery of such a system will drive performance improvement throughout Scotland and realise greater efficiency in relation to staff time involved in data collection. A detailed information audit and scoping exercise has already been carried out to assess the technical and management infrastructure required.

ACPOS arranged a Performance Management Seminar at the Scottish Police College in May 2006, with representatives from the Scottish Executive and Audit Scotland attending, focusing on achieving improvement through an understanding of the key principles of performance management and the practical application of techniques. A national strategic overview was provided with examples of the strands

of work undertaken through the business area. The seminar featured Scottish Policing Priorities 2006-2009, each of which will be taken forward by lead ACPOS officers.

In collaboration with the Scottish Funding Council, ACPOS is progressing work to establish a Scottish Police Research Centre. In total, thirteen universities have expressed an interest in providing this function and a broad range of potential research topics has been identified. Work is ongoing to assess the nature and scope of research and develop mechanisms for topics to enter the system and then feed the research findings back into policing.

Over the last year, real progress has been made in developing the various elements of a comprehensive Performance Management Model. The work of the business area continues to gather pace, and future activity will focus on securing improvements in the police service through more efficient partnership working.

2.2.8 Personnel and Training Business Area Update



Chair
Mr Andrew Cameron QPM BA
Chief Constable
Central Scotland Police



Secretary
Mr Peter Thickett BSc (Hons) MSc FIPD
Director of Human Resources
Lothian and Borders Police

ACPOS acknowledges the importance of continued personal development within the framework of a professional lifelong learning ethos, inclusive of both lateral and vertical development opportunities, to enable a skilled and knowledgeable workforce.

As a consequence, the ten-year 'People Strategy for the Scottish Police Service', launched in 2003, is reviewed on an annual basis to provide a cohesive vision for workforce modernisation in the Scottish Police Service. The overall strategic direction of this document recognises the need for continued modernisation and improvement in both internal people management and external service delivery. The recently established Leadership and Management Sub-Committee has been involved in the design, delivery and ongoing evaluation of the Senior Leadership Development Programme (SLDP2) in partnership with the Leadership Academy for Policing at Centrex, the central police training and development authority for England and Wales. The objective of SLDP2 is to develop the competencies of serving superintendents and chief superintendents, and prepare officers for attendance at the Police National Assessment Centre (PNAC).

ACPOS has also taken forward work to extend the Accelerated Promotion Scheme for Graduates to Phase 5, allowing progression to chief inspector rank within the scheme and is working on the accreditation of leadership learning products. A diploma in police leadership and management is being progressed, in partnership with Scottish universities and the Scottish

Qualifications Authority, to replace ultimately the current Police (Scotland) Promotion Examination. Successful attainment will both qualify police officers for promotion and open up further study opportunities (for police and support staff) to continue learning to Honours degree level.

In addition, work is progressing on a national Performance Development Review (PDR) System for the Scottish Police Service and this is currently being piloted in the Grampian Police area. This system will play a pivotal role in developing performance management for the individual officer, focused on service delivery. The scheme offers opportunities for linkage to pay and rewards, presently under discussion at PNB.

ACPOS is progressing a shared recruitment project involving Lothian and Borders Police, Tayside Police, Fife Constabulary and Central Scotland Police. The project is at an early stage, but the intention is to bring together the recruiting processes of these forces. In doing so, the efficiency benefits offered are significant, with potential to roll out the project to other forces across Scotland.

Recognising the importance of stress management as a key element in the provision of a healthy workforce, ACPOS, supported by the Scottish Executive, commissioned research on long-term exposure of officers and staff to serious/traumatic events. The results of this research will be reviewed with the intention of identifying actions and good practice for implementation across all forces.

Funding has been approved for the validation stage of a selection tool, based on academic research commissioned by ACPOS, to be used in screening applicants to the Scottish Police Service in respect of their attitude to diversity. This marks a significant step forward in developing a rigorous and robust process for screening out inappropriate attitudes from potential recruits to the service.

One significant area of work to be progressed in the next year will be a proposal to introduce a Standard Fitness Test for police officer recruitment and retention throughout a police career. Research has been completed recently on the levels of fitness required of a police officer and this will form the basis of consultation on standards to be introduced during 2006-2007.

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2.2.9 Professional Standards Business Area Update



Chair
Mr Garry Sutherland MA
Deputy Chief Constable
Northern Constabulary



Secretary
Mr Ricky Gray QPM
Deputy Chief Constable
Strathclyde Police

The Professional Standards Business Area is the lead body representing the interests of the Scottish Police Service in all professional standards issues, including complaints against the police, vetting, misconduct and corruption. The past 12 months have seen developments across all the primary areas of work, and ACPOS is committed to ensuring efficiency through collaborative working and the application of common standards and processes.

In November 2005, the third ACPOS Professional Standards Conference adopted the theme 'Common Threats: Common Approach' to encourage partnership working between forces and appropriate agencies. These partnerships have helped develop protocols for cross-border assistance in professional standards investigations, and helped facilitate compliance with new disclosure rules and the introduction of common documents among forces.

The Scottish Centurion Practitioners Forum aims to provide an information-sharing platform among Scottish forces and co-ordinate development and management of the Centurion computer system. This system is used to record and manage complaints and conduct issues against police staff in Scotland. All forces have agreed to use Centurion and the forum assists in standardising practices among forces in the recording of complaints data and the provision of management information. The forum includes representatives from ACPOS, BTP, HMIC and Audit Scotland, and liaises with the Scottish Executive and the Crown Office.

Following the HMIC Report 'A Review of the Investigation of Complaints against the Police in Scotland', the Justice Minister's Working Group was established, on which ACPOS was represented, examining all aspects of complaints against the police. The recommendations made by this Group will direct much of this business area's work over the next year. This will include the proposals before the Scottish Parliament to establish an Independent Police Complaints Commissioner, providing independent oversight to unresolved non-criminal complaints. This additional layer of independence is strongly supported by ACPOS.

Reflecting the increasing importance of vetting for all staff and contractors, ACPOS established the Vetting Forum to develop policy and best practice in this area. This forum is currently examining the draft National Vetting Policy for the police service, which will introduce significant change and enhance the current vetting practices.

The G8 Summit at Gleneagles in July involved several thousand officers from throughout the United Kingdom and required significant planning arrangements by professional standards personnel from ACPOS and individual forces. Good practice was identified from previous large public order deployments in the UK



and a complaints strategy and protocol were prepared. Leaflets on how to make a complaint and the investigation processes were produced in all the main European languages. G8 was the largest UK deployment of public order officers and, despite the potential for conflict, the number of complaints against police officers was low and highlighted the professional performance of all officers from across the United Kingdom during their deployment at G8.

2.2.10 Road Policing Business Area Update



Chair
Mr John Vine QPM BA MSc MCIPD
Chief Constable
Tayside Police



Secretary
Mr Ian Learmonth
Assistant Chief Constable
Strathclyde Police

ACPOS continues to co-ordinate the efforts of Scottish forces through a series of national campaigns to coincide with the work of several key partner organisations, including the newly established Road Safety Scotland. As well as the continuing commitment to reduce drink/drug driving, over the past year, forces have focused nationally on the issues of speeding and mobile phone use whilst driving.

Seeking to achieve Best Value and to return officers to operational duties, ACPOS continues to identify tasks that can be more efficiently carried out by other organisations. The Trunk Road Incident Support pilot scheme has been operating within the Strathclyde Police area since May 2005. This involves Amey Infrastructure Services providing two highly conspicuous help and emergency response operator vehicles to assist in minimising disruption, improving the safety of road users by providing a safe and timely response to incidents, and rapidly clearing blocked lanes. The pilot has attracted favourable comment and is being evaluated by the Scottish Executive, with the potential to extend the initiative across the central belt.

ACPOS supports fully the use of technology, particularly in the area of road safety. Last year saw the introduction of the A77 SPECS Road Safety Average Speed Cameras, an automatic digital camera system measuring the average speed of vehicles between any two camera positions along a route. The technology has demonstrated the ability to produce safer driving behaviour, reduce average speeds and lower the number of fatal and serious injury accidents. The initial impact is very encouraging and, although there are no plans to spread this type of system widely throughout Scotland's road network, the technology might prove to be a useful option in specific problem areas requiring attention.

In line with restricting criminals' use of the road network, ACPOS established the Scottish Road Policing Intelligence Forum (SRPIF) in support of the National Roads Policing Intelligence Forum (NRPIF). It is anticipated SRPIF will complement the national tasking and co-ordinating process, and enhance the potential to share intelligence on a national basis. This forum will bring together a range of police partners, and senior practitioners from the Vehicle & Operator Services Agency, Her Majesty's Revenue and Customs, and DVLA, with representation from the Scottish Business Crime Centre.

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In the past year, ACPOS has worked closely with the Crown Office, following the publication of a UK-wide Code of Practice in response to the Railway and Transport Act 2003. This legislation provided the police with additional powers in the enforcement of drink and drug driving offences, including powers relating to Preliminary Impairment Tests (PIT). ACPOS co-ordinated the Scottish response, which involved the retraining and reauthorisation of officers, along with the preparation of new PIT documentation. In September 2005, all Scottish forces implemented the new procedures.

Scotland has one of the best road safety records in the world and ACPOS is committed to improving this further. The Road Safety Bill, currently progressing through Westminster, contains a raft of measures designed to improve road safety and will have a substantial impact on ACPOS and all Scottish forces.

3 Policing Priorities 2003-2006

ACPOS is acutely aware of its responsibility to ensure Best Value is achieved across the range of demands placed upon the Scottish Police Service and provide an effective return on the level of expenditure committed to policing by the Scottish Executive and local councils. In this regard, and following extensive consultation, ACPOS published in 2003 the 'Policing Priorities for Scotland 2003-2006', which articulated its strategic priorities for the three-year period and included a number of performance targets.

Following on from this, and reflecting the themes contained in the Policing Priorities document, ACPOS identified four policing priorities to drive forward the agenda, namely:

1. Delivery of Police Performance Assessment
2. Community Engagement
3. Intelligence-Led Policing
4. Improving Police Productivity.

The outcomes and achievements of the Policing Priorities 2003-2006 have been drawn together and are summarised in this section.

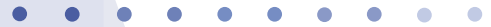
3.1 Policing Priority 1: Delivery of Police Performance Assessment

This priority reflects a key ACPOS aim to drive performance assessment more effectively across the police service in Scotland through demonstrable and sustainable improvements by means of an effective performance framework. Consistency in performance data, analysis and reporting is critical in providing an effective mechanism for meaningful comparison and learning through good practice. In taking this priority forward, ACPOS closely examined performance targets and measures to ensure that they were fit for purpose.

Early research in 2003 determined that the current performance management structures of the Scottish Police Service were unsuitable and different models were discussed. A small group was set up to consider performance management models, with a particular focus on the Police Performance Assessment Framework (PPAF) utilised by police forces in England and Wales. The group examined the potential for the PPAF framework to be tailored for Scottish policing needs, but found it to be inappropriate in a Scottish context for a number of reasons, including its limitations in addressing specific local policing issues, and ACPOS Council discounted this option in July 2004.

During this time, the group worked to ensure that the current Statutory Performance Indicators (SPIs) remained fit for purpose and capable of servicing a new performance framework, and to improve the reliability and consistency of performance data. In 2004, HMIC published the performance management thematic 'Managing Improvement', which led ACPOS to set up the Performance Management Business Area to focus more effectively on and manage police performance. A number of sub groups were set up to establish methods of compiling, analysing and reporting all force performance information as a means of improving police performance. These sub groups now engage with the Scottish Executive, particularly in relation to the setting of indicators and targets.

The Senior Strategic Steering Group – comprising representatives from ACPOS, the Scottish Executive, HMIC, Audit Scotland and the Scottish Police Authorities Convenors Forum – is working



to better co-ordinate performance improvement and the development of national performance indicators, performance measurement and reporting.

The Development Sub Group is progressing work to finance a national performance management software platform through an Efficient Government Fund bid. The delivery of such a system will drive performance improvement through the provision of a common IT system throughout Scotland, and realise greater efficiency and savings in relation to staff time involved in data collection.

The Performance Sub Group is leading the development of the Scottish Police Service Quarterly Performance Report, which is designed to consolidate and rationalise police performance. Counting and reporting mechanisms are being standardised across all forces to aid comparison, identify effective practices and facilitate a national approach to public performance. The Quarterly Performance Report is being refined constantly through improvements to the contextual information, and stakeholder market testing is being carried out to ensure that it is relevant, appropriate and useful.

The creation of the Performance Management Business Area and the development of the Quarterly Performance Report reflect the importance ACPOS places on driving continuous improvement in police service delivery, and the criticality of providing maximum efficiency and value for money. This is evidenced in the findings of the ACPOS Best Value Report, following the examination of improved practices and efficiencies across a number of functional areas, and ACPOS will continue to drive forward this agenda in the Policing Priorities for 2006-2009 and further Best Value Work.

3.2 Policing Priority 2 – Community Engagement

ACPOS continues to encourage and support the commitment of all Scottish forces to the Community Planning process, and the past three years have seen much work in taking this important priority forward.

The ACPOS Community Planning Forum has been established with the aim of promoting and

co-ordinating Community Planning within the Scottish Police Service, as well as representing the police service in a network of cross-sector groups throughout Scotland.

The past year has seen the fifth anniversary of Community Plans and, as many were written as 10-year visionary documents, many of the partnerships are taking the opportunity at this 'half-way' stage to review their plans, taking account of progress made during the last five years amidst a changing landscape.

Community Scotland's 'Standards for Community Engagement' was endorsed and has been embraced by ACPOS as best practice in this area. This provides a common benchmark point for all agencies and partnerships. Consistent progress continues to be made on developing and delivering on the ACPOS Youth Strategy, launched in 2004, which is aimed at promoting the safety of young people in the community, tackling persistent offending and promoting the effectiveness of the police service.



Forces are actively pursuing the Youth Justice Model and continue to work in accordance with the national standards with all the agencies and services involved in Youth Justice. Progress is being made in a number of forces with regard to reductions in the number of those who have been identified as persistent offenders. Additionally, performance continues to improve in relation to submission of reports to the Children's Reporters, with an increase of 3.4% to 84.6%* in the past quarter figures for case submission within the 14 day target (* provisional figure).

In pursuing this priority, ACPOS formally set challenging targets for increasing the number of Special Constables by 500 by 2006. It was recognised that increasing the numbers and effectiveness of our Special Constables

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would underpin our approach to enhancing community safety and community reassurance by increasing accessibility, engagement and visibility.

Since 2003, ACPOS, in conjunction with the Scottish Executive, has invested considerable time and effort to meet the targets of increasing establishments and improving the management and deployment of the Special Constabulary so as to increase the profile and effectiveness of this important asset. The centralised funding provided by the Scottish Executive has greatly assisted this effort, with the Reward Scheme now firmly established and Special Constables' Co-ordinators appointed in all forces to take forward this work. Since the announcement of this priority, 686 Special Constables have been recruited, which is a very significant achievement. Whilst the figure should be considered as a considerable success, the questions of retention and efficiency were also seen as relevant.

Whilst the number of Special Constables recruited during the period is 686, there is still a shortfall in the overall increase in numbers to 500 by 180. Almost two thirds of this shortfall is due to Special Constables being recruited and subsequently joining the regular force. This recruiting 'pool' is an undoubted benefit to forces that recruit partly trained, highly motivated individuals who have the keenest possible insight into policing and what lies ahead of them.

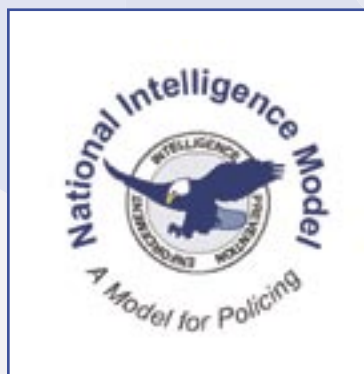
In terms of efficiency, the picture is extremely positive with a much more motivated and committed workforce, as a result of which the hours worked by Special Constables have increased by 85% to 17,000 hours in the three-year period.

Following the London bombings on 7 July 2005, ACPOS supported the public appeal for calm and understanding, and forces throughout Scotland were active in developing further links with, and providing reassurance to, a broad range of minority communities. Forces were greatly assisted in this regard by the local and national Muslim community leaders in publishing a message from their communities that condemned the actions of those responsible. The efforts of all forces continue in this regard, and ACPOS remains alert to any threat to community cohesion and will respond immediately to any threat should it arise.

Actively engaging with the community at all levels, both formal and informal, is seen as a key priority for ACPOS and will continue to be at the centre of our policing priorities for the next three-year period.

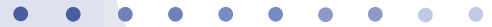
3.3 Policing Priority 3 – Intelligence Led Policing

The Scottish Police Service is committed to tackling all issues of criminality and disorder, and ACPOS supports firmly the development of the National Intelligence Model (NIM). The basic principles of the model ensure that police forces and the SDEA deploy resources to police high-risk areas in an effective and efficient manner. To take forward this priority, ACPOS established the NIM Development Project Team in November 2004, and the team made visits to all forces and the SDEA to assess NIM compliance and execute an initial baseline assessment.



The assessment process continues and is on schedule to achieve full compliance with Minimum Standards 1 by the end of 2006. Minimum Standards 1 relates to the NIM standards set out in the Police Reform Act 2002, which have been adopted by Scottish forces, and relate to intelligence, IT, analysis, partnership working, leadership and business planning matters. The assessment to date has found all forces have made progress in a number of areas, particularly relating to improved tasking and co-ordination of resources to tackle priority areas and use of analysts in identifying areas of high risk. There was also clear evidence of improved information sharing with partners, including local authorities, the Scottish Prison Service, National Criminal Intelligence Service (NCIS) and United Kingdom Immigration Service (UKIS), and operational policing influencing business planning processes.

With training a key element in embedding the NIM ethos in Scottish policing, the team will have



integrated NIM training throughout all divisions at the Scottish Police College (SPC) by mid-2006; thereafter, the team will move on to developing internal NIM-related training amongst forces and the SDEA. The SPC hosted the first NIM Seminar in January 2006 as part of the College's Continuous Professional Development Programme and, following its success, a further seminar is planned for early 2007.

Central to the successful implementation of the NIM is the creation of an overarching framework for the setting of strategic objectives based on threat and risk, allowing prioritised resource allocation to high-risk areas. This will be supported through partnership working, involving organisations with a stake in efficient and effective policing, such as local councils and the Scottish Executive, together with other parts of the public, voluntary and private sectors. The consultation will ensure that the policing priorities fully reflect the needs of the Scottish public, both locally and nationally.

Progress has also been made in integrating Problem Solving Policing with the NIM. In several areas of Scotland, there is clear evidence of joint tasking and co-ordination with external partners to combat shared problems. Information sharing protocols have been developed to provide multi-agency solutions to many policing problems, particularly in respect of antisocial behaviour hotspots. Local authority funding for community analysts co-located with police staff is one example of good practice in this area.

With the NIM Minimum Standards 1 roll-out set to be achieved, the adoption of Minimum Standards 2 is now under consideration, with the Project Team compiling a business case to take forward the next steps to 2008. ACPOS is fully committed to ensuring the maximum benefits are achieved from the successful implementation of the NIM in the fight against criminality and disorder in Scotland.

3.4 Policing Priority 4 – Improving Police Productivity

ACPOS firmly believes the key to delivering a professional and high quality service is to enable staff to work more effectively and efficiently. One of

the drivers underpinning this priority is the public's desire to see a more visible policing presence within their communities, and the Scottish Police Service is determined to facilitate this through more effective use of officers' time.

To progress this priority, ACPOS recognised the need to establish definitive baseline measurements to identify the current position and enable progress and improvement to be achieved. This work was taken forward with a number of partners and saw the development of the Scottish Police Service Quarterly Performance Report. In addition, baseline measures are being progressed in relation to the effective use of partnership working and appointing professional or trained staff to release police officers from non-core police functions to operational policing.

Further improvements were sought through the use of technology to meet community needs and, to this end, call management improvements and e-policing tools have been high on the agenda. In the past three years, all forces have conducted reviews of their call management performance and structures with significant changes across all forces to address demand management issues. This has delivered significant reductions in call abandonment rates, with an increase in available patrol time for frontline officers, through improved prioritisation and better management of a range of non-attendant calls initially via the telephone. Further performance improvements are being taken forward through the single non-emergency telephone number service, with Grampian Police already having introduced a single number. Events in England and Wales, where a three digit non-emergency number is being rolled out, are being followed with interest and ACPOS IM is taking forward plans for all forces to migrate towards a single number in the short to medium term.

Maximising the benefits of mobile data through Airwave and piloting electronic notebooks or PDAs for operational officers are being progressed and will ensure that police visibility within communities is increased. The opening of communication/service centres across the country will also further the steady progression of e-policing.

ACPOS proactively identifies roles that do not require police powers to be undertaken by support staff.

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In continuation of previous extensive civilianisation programmes, a number of posts were identified and support staff recruited, thereby releasing police officers to operational duties. These posts stretch across the organisational hierarchy, including the Heads of Personnel, Training, Corporate Communications, and Communications and IT as well as training officers and production officers to name but a few.

The ACPOS Business Benefits Unit will help drive forward initiatives underpinning this priority and is presently examining work carried out across the Scottish Police Service under the Best Value banner. Following the success of the 'Systems Thinking' Conference, hosted by Grampian Police in November 2004, a number of forces have continued to use this approach, resulting in significant changes to previous bureaucratic processes. Both Grampian Police and Lothian and Borders Police have made changes in relation to criminal justice processes, resulting in savings in respect of police and partner agencies' time.

Improving police productivity is central to all ACPOS business, and the Association fully supports all initiatives to improve processes, beat bureaucracy, deliver continuous improvement and achieve value for money. In light of the importance of this work, ACPOS will continue to seek improvements, and this priority is continued in the Policing Priorities for 2006-2009.



3.5 Specific Performance Targets from Policing Priorities 2003-2006

Target	Target
To reduce the incidence of serious violent crime by 5% by the end of 2005-2006.	To increase the clear-up rate for violent crime by 2% by the end of 2005-2006.
Outcome	Outcome
Achieved - 7.9% reduction in serious violent crime over the period reflects a reduction of some 1300 victims in the past year.	Not achieved - 0.1% increase in detection rate equates to a 59.8% detection rate for 2005/2006. Although this target has not been met it is reassuring to note that the detection rate remains stable at nearly 60%.
Target	Target
To increase the weight of Class A drug seizures by 10% by 2005-2006.	To increase the number of offences for possession and possession with intent to supply drugs by 10% by 2005 - 2006.
Outcome	Outcome
Achieved - 18% increase in Class A drug seizures for 2005 - 2006 to date. These figures are provisional due to the reporting delay inherent in drug analysis and confirmation.	Achieved - 13.9% increase equates to some 5170 more crimes recorded in this area. This increase may reflect the improvements in intelligence led policing in targeting drug offenders. These figures are again provisional.
Target	Target
To reduce the incidence of housebreaking by 5% by 2005 - 2006.	To increase the detection rate of racially aggravated crime by 5% by 2005 - 2006.
Outcome	Outcome
Achieved - 31.5% reduction equates to some 7000 less victims of this type of crime across Scotland.	Not achieved - 3.1% reduction in the detection rate for racially aggravated crime. It is worthy of note, however, that there has been a 56% increase in reported racially aggravated crime over the period. This increase reflects well on the improved reporting mechanisms for such crimes and the increasing confidence of minority groups in the Scottish Police Service.
Target	Target
Against the baseline (1994 - 1998) for road accidents, by 2005 - 2006 to have reduced the number of people killed or seriously injured by 33%.	Against the baseline (1994 - 1998) for road accidents, by 2005 - 2006 to have reduced the number of children killed or seriously injured by 40%.
Outcome	Outcome
Achieved - 41.1% reduction in the number of persons killed or seriously injured.	Achieved - 54.7% reduction in the number of children killed or seriously injured.

3.5 Specific Performance Targets from Policing Priorities 2003-2006 - cont.

Target	Target
Against the baseline (1994 - 1998) for road accidents, by 2005 - 2006 to have reduced the number of people slightly injured in road accidents by 10%.	To reduce the proportion of working time lost to sickness absence.
Outcome	Outcome
Achieved - 18.6% reduction in the number of persons slightly injured.	Achieved Police - Reduction from 5% in 2002 - 2003 to 4.4% for 2005 - 2006. Achieved Support Staff - Reduction from 5.7% in 2002 - 2003 to 5% for 2005 - 2006. These figures are provisional.
Target	Target
To achieve completion of roll-out programme for Airwave to all Scottish forces by June 2005.	To answer at least 90% of 999 calls within 10 seconds.
Outcome	Outcome
Achieved - Final roll-out of Airwave was completed on 10th May 2005, when Northern Constabulary achieved its Ready for Service (RFS).	Not achieved - 88.9% of 999 calls answered within 10 seconds. Over the past year the Scottish Police Service received over 608,000 999 calls from the public of which 540,500 were answered within the 10 second target. The target was missed by 6,682 calls not being answered within 10 seconds.
Target	
To increase by 500 officers the establishment of the Special Constabulary throughout Scotland.	
Outcome	
Not achieved - 686 new Special Constables recruited over the period. This equates to an increase of 320 Special Constables to existing numbers by April 2006. In addition, there has been an 85% increase in the number of hours worked. See the Community Engagement Priority Update at page 21 for further information.	



4 ACPOS Policing Priorities 2006-2009

The Policing Priorities 2003-2006 have successfully moved forward important policing issues and enhanced the quality of service provided to the communities of Scotland. ACPOS now undertakes, through the Policing Priorities 2006-2009, to lead a dynamic agenda which will ensure that policing practices, processes and procedures are fit for purpose, enabling ACPOS to maintain its role as a leading partner in the reform and improvement of public services in Scotland. In finalising the 2006-2009 Priorities, the Association has consulted with relevant stakeholders, namely the Scottish Executive, HM Inspectorate of Constabulary, the Convention of Scottish Local Authorities, the Scottish Police Authorities Convenors Forum, SOLACE, the Crown Office and the Procurator Fiscal Service.

ACPOS will continually review and refresh the make-up of its business areas to ensure professional capability in all policing activities. The interaction as a leading partner in the modernisation and improvement of public services, through involvement in areas of work such as community planning and criminal justice delivery, exemplifies the commitment of the Scottish Police Service to be a meaningful source of energy on these agendas.

Policing Priorities 2006-2009

ACPOS has reviewed the Priorities for 2003-2006 and, in assessing each of the four areas, the Association concluded that priorities on Improving Productivity, Community Engagement and Improving Police Performance will continue as part of the 2006-2009 work. The priority under Intelligence will also be continued, but as part of the improvement of internal processes.

The over-arching purpose of policing in Scotland is to deal with criminality and to promote safety in our communities. The police service in Scotland has a natural approach, which continually focuses on local needs, working closely with local partners. However, Chief Officers retain a responsibility to deliver on a national and international level, whether it is in response to civil emergency or in tackling serious and organised crime. The priorities set out below reflect both parts of that responsibility.

Community Engagement

ACPOS is committed to communities having a greater say in how local policing services are planned and delivered. The work stream will use the National Standards for Community Engagement as a framework for its activity, as well as the continuing development of the reassurance model.

Lead Officer - ACC John Neilson
Lead Business Area - General Policing

Performance Improvement

The creation of the Performance Management Business Area has already established a structure upon which to develop common measurement tools and systems. While operational priorities may vary from time to time, the identification of performance indicators, which focus upon meaningful outcomes rather than inputs or service specific activity, will benefit the users of the service, and the need to demonstrate value for money.

Lead Officer - ACPOS President
Lead Business Area - Performance Management

Increasing Productivity

The ACPOS Best Value reports of recent years have focused on improvements made by police forces in the use of resources. This work will continue through collaboration between the Performance Management, and Finance Management Business Areas. Further activity will build on existing work around common procurement, Efficient Government Funding initiatives, and other collaborative working.

Lead Officer - T/ACC Neil Richardson
Lead Business Area - Performance Management

Developing a Successful Scottish Police Services Authority

The establishment of the Authority with an effective legal framework for the constituent Common Police Services presents a new opportunity to develop an effective range of services to support policing in Scotland. As the new governance arrangements come into being, ACPOS is keen to ensure that the transition enhances the existing service and provides the best opportunity for further sharing of common functions in the future.

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Lead Officer - ACPOS President
Lead Business Area - ACPOS Council

Standardising Processes/ Maximising Shared Use of Information Technology

The adoption of new technology to benefit the delivery of policing services demands that business processes are developed and aligned wherever possible. This provides benefits not only in meeting public expectation, but also in training and procedures. Procurement of systems can be coordinated with consequent financial benefit. ACPOS has created a Business Change Directorate and, in conjunction with the Scottish Executive, is developing an integrated ICT Directorate, which will become part of the Scottish Police Services Authority in due course.

Lead Officer – Chief Constable Colin McKerracher
Lead Business Area - Information Management

Counter Terrorism

The police service in Scotland has always maintained a close involvement in national developments for strategies to tackle terrorism. The ACPOS Counter Terrorism Sub Group will ensure that work in Scotland complements the UK strategy, reducing the vulnerability of Scottish communities, preventing the potential for attacks, and ensuring effective investigation of terrorist crimes.

Lead Officer - ACC John Corrigan
Lead Business Area - Crime

Criminal Justice

The creation of the Criminal Justice Business Area identified the importance which ACPOS attaches to this theme. The benefits of the High Court procedural reforms are still being delivered, while the impending summary justice reforms offer even more significant opportunities. ACPOS is anxious to engage constructively with planned and future reforms not only in court processes but in the wider areas of offender management.

Lead Officer – Chief Constable David Strang
Lead Business Area - Criminal Justice

Policing Capacity Review

The collaborative approach to shared use of resources has been a recurring feature of the Scottish Police Service. This has been seen most recently in the policing of G8 and the adoption of the Scottish Police Information and Coordination Centre for national policing events. The proposal to amalgamate forces in England and Wales, and the debate on public service delivery in Scotland has prompted a review of policing capability in Scotland with an initial focus on serious and organised crime, major crime investigation, police use of firearms and public order.

Lead Officer – Chief Constable Ian Latimer
Lead Business Area - ACPOS Council

Delivering the People Strategy

First published in 2003, the Strategy continually reviews the resourcing and training needs of the police service. As the bulge in the retirement profile continues towards the end of the decade, recruitment and the maintenance of expertise within the police service remains a key component of the People Strategy. Work in this strand will look at effective ways to support the resourcing of the service, through further civilianisation of posts and leadership development.

Lead Officer – Chief Constable Andrew Cameron
Lead Business Area - Personnel and Training

Monitoring and Review

Action Plans have been created in respect of each of the Priorities. The delivery of the ACPOS Priorities will be monitored and reviewed by the Performance Management Business area, on behalf of ACPOS Council, with public reporting through the ACPOS Annual Report.

Annual monitoring and review will allow account to be taken of the 2007 Spending Review and the outcome of the Scottish Parliamentary and Local Government elections.



5 ENGAGING PARTNERS – FOR A BETTER SERVICE

ACPOS is fully committed to engaging with a range of partners to improve efficiency and effectiveness, seek continuous improvement and provide excellent policing services. Partnership working is mainstreamed now within the Scottish Police Service, and forces co-operate widely internally and externally with other policing bodies and community partners to deliver a safer Scotland and achieve Best Value. A cross-section of the work ACPOS is progressing in these areas is outlined below.

Violence Reduction Unit

In January 2005, Strathclyde Police established the Violence Reduction Unit (VRU) to develop sustainable reductions in the level of violence; from April 2006, the VRU's role was extended to cover Scotland, with additional funding provided by the Scottish Executive. Preventing and reducing violence in the long term requires a multi-agency approach and the VRU strategy actively involves partner agencies and communities to achieve long term societal and attitudinal change, while at the same time focusing on enforcement to manage and contain all forms of violent behaviour.



Central to the strategy, a National Violence Reduction Alliance has been established, involving existing Community Planning Partnership structures within local authorities. The alliance will identify, prioritise and advance the strategic development and common agenda issues within violence reduction.

Offender Management

The Violent and Sex Offender Register (ViSOR) is an IT system which facilitates information sharing in the management of registered and unregistered sex offenders, violent offenders, dangerous offenders and potentially dangerous persons.

The Scottish ViSOR Implementation Team (SVIT), overseen by the ACPOS ViSOR Implementation Board, facilitated the roll-out of ViSOR to all Scottish forces and set up four criminal justice social work pilot areas (Fife, Dundee, Dumfries and Stirling) where trained social work staff have access to the system. Implementation has been funded by the Scottish Executive, and SVIT is assisted by a social work department secondee. Future planning in Scotland is being progressed by SVIT with a view to all 28 local authorities and the Scottish Prison Service having access to ViSOR by March 2007.

Antisocial Behaviour

Addressing the multitude of issues associated with antisocial behaviour is a priority for the Scottish Police Service and the introduction of the Antisocial Behaviour etc (Scotland) Act 2004 has provided a range of effective tools with which to tackle such behaviour. The legislation demands closer working arrangements with local authorities and communities to develop antisocial behaviour strategies, and ACPOS is fully committed to this. In taking this forward, information-sharing protocols have been developed between forces and local authorities.

In line with the legislation, Tayside Police is currently piloting a Scottish Executive funded Fixed Penalty Notices for Disorder Scheme for ten types of offence, including breach of the peace, vandalism, urinating in public and being drunk and incapable in a public place. The aim is to offer the police new and effective ways of dealing with low-level, antisocial and nuisance offending, whilst delivering swift, simple and effective justice, which carries a deterrent effect. Early indications are that the pilot has proven very effective and has helped reduce the administrative burden on operational officers.

ACPOS Fleet Co-ordinator

The ACPOS Fleet Co-ordinator (AFC) continues to drive forward initiatives, identifying innovative ways of joint force and partnership working around vehicle fleet management. A recent report identified potential savings of up to £2 million, achievable over three years, and the AFC is taking forward recommendations with forces' fleet managers. ACPOS is engaging with other emergency services, through the Joint Emergency Services Scoping Study Project Board, to submit a Stage

ACPOS

2 Efficient Government Fund bid, taking forward the recommendations from the recently completed Advise Fleet Consultants Report. ACPOS continues to seek partnership opportunities with other agencies to drive down costs in the arena of fleet management.



NHS

Through the Community Planning process, ACPOS works closely with the NHS and is taking forward work with regard to shared performance indicators and information sharing protocols. ACPOS recently met with the Chief Executives of NHS Boards throughout Scotland to discuss common agenda matters including mental health, violence, care of persons in custody and information sharing. These meetings will continue and ACPOS is confident that such partnership working will impact on safety and security matters for both the police and the NHS, benefiting the health of individuals and communities.

Scottish Legal Aid Board

ACPOS has recently established links with the Scottish Legal Aid Board (SLAB) as a means of developing a better understanding of the wider criminal justice system. Both organisations are currently engaged in developing partnerships with other stakeholders in the criminal justice system and it was felt important that this work was not progressed in isolation of each partner's common interests. The meetings to date have proved invaluable in giving a deeper insight into one another's priorities and direction, and have uncovered a number of important matters on which parties were unsighted. ACPOS is committed to influencing and improving the criminal justice system with its partners, including the Crown Office and Procurator Fiscal Service (COPFS),

the Scottish Court Service and the Scottish Prison Service, and will actively seek new partners in this important arena.

Campus Police Officers

Following consultation with local education departments and schools' staff, a number of forces across Scotland have appointed campus police officers/ education liaison officers, integrating police officers with schools, colleges and universities. The principle underpinning these initiatives is to build positive relationships and increase contact between officers and pupils/students, following concerns about a lack of respect some pupils and students showed for others in and around their respective educational communities.



Officers make regular presentations within schools on a range of issues, including drugs, alcohol, vandalism and good citizenship, and many become involved with out-of-school and holiday activities. Local education departments are displaying great interest in these initiatives, which help to promote safety and well-being, and ACPOS fully supports the good work in this field.

Service Delivery through Post Offices

Police forces in Scotland have taken the lead in establishing improved access to police services through a growing partnership with local post offices in rural communities. Nine post offices currently participate in the scheme in the Fife, Tayside, and Lothian and Borders police areas. Nationally, discussions are ongoing with Communities Scotland, the Scottish Executive, Royal Mail and the Federation of Sub-Postmasters to agree a standard template which can be adopted across Scotland.



Conclusion

ACPOS is committed to partnership working with the public and private sectors to ensure maximum efficiencies are levered from tight budgets, and that Community Planning arrangements are driven forward effectively to provide Best Value in the provision of all services for the people of Scotland.

As evidenced throughout this report, ACPOS is not only at the heart of providing better policing services, but is also helping to shape the provision of better public sector services across all areas in which it is represented. Policing can be a key ingredient to the provision of better public services and ACPOS is determined to work closely with its many partners in making a significant contribution to this agenda.

6 G8 – A WEEK IN JULY

Planning for the spread of policing operations during the first week of July when the leaders of the G8 countries travelled to Scotland could not have been more challenging. In the period of a single week, Chief Constables across Scotland demonstrated an ability to come together for the most significant policing operation in many years and show how effective the police service can be through the combined contributions of policing from across the United Kingdom and many partner agencies, organisations and individuals.



The groundwork had been laid during the previous two years when Tayside Police and the multi-force planning team for Operation Sorbus set out four clear objectives:

- ◆ deliver a safe and secure Summit
- ◆ facilitate lawful protest
- ◆ provide policing as normal across Scotland
- ◆ prepare for contingencies.

During the course of that week in July, each one of these objectives was demonstrated as events unfolded across Scotland, involving policing from every force in mainland Britain.

Through early discussion amongst Chief Constables, the policy of maintaining Scotland's traditional policing style was agreed. Throughout the pre-Summit media coverage, Chief Constable John Vine repeatedly set out the stall of Scottish policing that lawful protest was welcomed, but that troublemakers would be dealt with promptly and efficiently.



With the bulk of supportive policing from England and Wales due to arrive immediately in advance of the Summit itself, it was left to Scottish police officers to cope with the enormous turnout at the 'Making Poverty History' demonstration in Edinburgh on 2 July. This good-natured stream of protestors moving slowly around Edinburgh city centre was stewarded and policed in a low-key and friendly way by Lothian and Borders Police and, even when a small outbreak of disorder occurred, the planned tactic of containment worked effectively for the public to see. The 'tone' of policing had been successfully set for the week.

As the Summit approached, protests continued on a daily basis across the whole country. The most significant outbreaks of disorder occurred in Edinburgh on 4 July

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and across the road network of central Scotland on the morning of the opening day of the Summit.

The Scottish Police Information and Co-ordination Centre (S-PICC) had been set up in advance within Police Headquarters at Glenrothes and, making the very best use of video technology, Chief Officers kept themselves informed of the developments in protestor movement throughout the week.



Considerable effort and effective community engagement across Scotland ensured the public was kept informed. This approach had been set in Auchterarder from the outset by Tayside Police and, although tensions inevitably arose during the initial period of the Summit, the overall picture was of effective and professional policing throughout Scotland.

The breaking news of bombs on the London Transport system on the second day of the Summit necessitated the application of the 'contingency planning' objective and, through the invaluable support of the military, officers from the Metropolitan Police were rapidly transported south. This clear demonstration of inter-force co-operation, and the effective deployment and redeployment of resources, provided further reassurance to the effectiveness of joint training, communication and co-operation.

Understandably, the terrible loss of life in London naturally took precedence in everyone's mind. However, the underlying recognition of the work done by the police service from across the United Kingdom during that first week of July in 2005 was overwhelmingly favourable. While many lessons have been drawn from the policing operation, and have been built into future planning, the collaboration

across the service during that week surely demonstrated, both locally and nationally, how effectively forces in Scotland can come together on the national stage when required. This perhaps exemplifies the balance which Chief Officers repeatedly try to strike in the need to maintain a service which can meet national objectives when required, but which throughout the year maintains the principal focus on local policing in local communities.



7 Common Police Services

The Common Police Services comprise the Scottish Criminal Record Office (SCRO), Scottish Police College (SPC), Scottish Drug Enforcement Agency (SDEA) and the Scottish Police Information Strategy (SPIS).

These services are being brought together under the soon to be established Scottish Police Services Authority (SPSA), which will also see the introduction of a new Scottish Forensic Service. These specialist services provide essential and wide-ranging support for the delivery of effective and efficient policing services in Scotland.

The following updates for the services provide a synopsis for each, reflecting ongoing and previous work over the past year.



John McLean, QPM BA MSc MCIPD
Director of SCRO

SCRO Vision

To provide a world class integrated Scottish criminal justice information service

Mission Statement

To manage information for the Scottish Police Service, wider criminal justice community and the public to assist in the prevention and detection of crime and enhance public safety

7.1 Scottish Criminal Record Office



SCRO
Scottish Criminal Record Office

SCRO provides and manages vital integrated information systems for the eight Scottish police forces and the wider criminal justice community within Scotland.

Criminal Justice and Intelligence Support Bureaux

The continued management and development of the Scottish Intelligence Database (SID), the Criminal History System (CHS) and the Automatic Number Plate Recognition (ANPR) system have been the priorities of staff. To assist all users, activity has centred on achieving the highest standards of data quality through audit and compliance procedures. Staff have continued to provide a 24/7 user support service in terms of fault reporting, user access assistance and specialist search advice.

Crimestoppers

The processes and procedures within Crimestoppers are continuously refined, leading to a seamless flow of information to the eight Scottish police forces through

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SID. Crimestoppers Scotland is working in conjunction with the service in England and Wales to enhance its business continuity and ensure an uninterrupted service is provided in any given situation. Crimestoppers now offers a service through Language Line for anyone who wishes to report crime anonymously and whose first language is not English.

Disclosure Scotland

Disclosure Scotland was set up under Part V of the Police Act 1997 to provide a disclosure service for people working with children and adults at risk in the public, private and voluntary sectors. It enables employers to make safer and more informed recruitment decisions.

Disclosure Scotland has been working closely with ACPOS and the Scottish Executive on the recommendations made by Sir Michael Bichard following his inquiry into the Soham murders. The most notable recommendation for the disclosure service is the setting up of a Central Vetting and Barring Scheme. This will have the effect of reducing the number of checks required and puts in place a mechanism for notifying employers when subsequent convictions are recorded.

Scottish Fingerprint Service

The Scottish Fingerprint Service (SFS) provides quality information to the Scottish Police Service, wider criminal justice community and relevant agencies to assist in the prevention and detection of crime on a 24-hour, seven-days-a-week basis.

The past year has seen the SFS move ahead in the first phase of the IDENT1 project, which will introduce a UK-wide database of fingerprints, including palm capture and search capabilities. The new terminals required for the project have been introduced across the eight forces in Scotland and to date have processed in excess of 90,000 tenprint forms.

The SFS continues to remain totally participative in the design and implementation of fingerprint training on a UK-wide level. Through involvement with the National Fingerprint Board Personnel and Training Group, the SFS has been proactive in the design of national policy on fingerprint training. Key elements of current SFS training programmes have been highlighted as models

of best practice, particularly with regard to competency testing, the provision of expert continuous professional development courses and the in-house training programmes delivered by the Bureau trainer. Many of these elements have been incorporated into the new national training programme.

7.2 Scottish Police College



Margaret Barr, BSc Chartered FCIPD
Director of Scottish Police College

Vision

To be the leading centre of excellence at the heart of a learning organisation

Mission Statement

To train and develop the staff of the Scottish Police Service

The Scottish Police College delivers training to the whole Scottish Police Service and offers such services to other countries throughout the world.



The College provides a broad range of training from probationer training for new recruits to leadership training for the most senior officers and managers throughout the country.

To ensure the effectiveness of training and the appropriate management of staff, the Executive Management Team of the Scottish Police College firmly believes in:

- ◆ the continuous review and revision of training delivery to the Scottish forces
- ◆ an annual review of the policies, processes and procedures which govern the administration of the College
- ◆ benchmarking against external organisations
- ◆ development of the skills of those within the organisation.

To this end, 2005-2006 saw another successful year for the College in a number of areas, including the launch of the revamped Initial Leadership Development Programme and an additional four accredited and quality assured qualifications. Training of College staff continued to be a priority, with the Diploma in Higher Education in Training and Development being a key feature for the development of all College staff. Seventeen staff members completed this, five of whom are carrying on their studies to degree level.



David Garbutt, QPM LLD FCIPD

The last year also marked the retirement of Mr David Garbutt as Director of the College. It is only right that his long and valued contribution to the Scottish Police Service, as well as his work with the Colleges of the European Police (CEPOL) is recognised.

The succession of Mrs Margaret Barr, previously Deputy Director of the College, to the Director's post marks the first occasion a woman and a serving police officer has held the position.

Much work continues in the field of technology, with staff from both the Leadership and Management and Learning Support Divisions jointly creating 'Exercise Engage', which will test and enhance the critical incident decision-making skills of students in terms of leadership. Two further exercises, namely Firearms Tactical Commander and Public Order, are also in the process of being finalised.

The College has recently established an International Development Unit within the Learning Support Division, and this will provide greater capacity to undertake its growing overseas commitment to provide training to developing nations, thus supporting the Scottish Executive and UK Government in their ambitions in this area. As an example, the Foreign and Commonwealth Office recently commissioned the College, working in partnership with Centrex, at Bramshill, to deliver a training programme to the Guyana Police Force on management, training of trainers and public order. This was supported by a number of the Scottish forces in providing staff to achieve completion of this initiative.

The Police National Assessment Centre held their annual programme at Tulliallan, with a number of officers selected for training in preparation of filling Chief Officer posts throughout the United Kingdom. The successful candidates subsequently attended the Strategic Command Course, the Leadership Module of which was once again successfully delivered at the College in partnership with Bramshill.

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7.3 Scottish Drug Enforcement Agency

SCOTTISH DEA



Graeme Pearson QPM MA
Director of SDEA

Mission

To support Scottish police forces and to lead in tackling serious organised crime as it affects more than one police force area, including immigration and customs crime perpetrated by organised crime groups.

To act, on request, in support of Scottish police forces in connection with terrorist investigations.

Strategic Aims

- ◆ disrupt and dismantle the capability and effectiveness of serious organised crime groups
- ◆ take the profit out of serious organised crime
- ◆ reduce the demand for the products of serious organised crime
- ◆ maximise the potential of staff and resources
- ◆ work in partnership to increase effectiveness.

Serious organised crime poses the single biggest threat to the stability and prosperity of Scotland's communities and, over the past year, the SDEA has employed a range of specialist skills and intelligence gathering techniques to disrupt and arrest those organised criminals who are willing to profit from the pain and anguish of others.

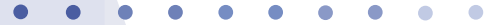
The Agency continues to take the lead role on behalf of the Association with regard to enforcement, intervention, operational intelligence gathering and the co-ordination of partner activities in relation to cross-border, national and international criminality. In addition, the level and nature of support available to Scottish police forces from the SDEA has been expanded to include support in connection with terrorist investigations, and the Agency works in support of the recently appointed Assistant Chief Constable (Counter Terrorism).

The SDEA adopts a progressive approach towards mainstreaming all aspects of the Proceeds of Crime Act 2002 (POCA) within its structure and culture. Through innovative investigative techniques, the Scottish Money Laundering Unit has developed national and international links to enhance financial investigations. By bringing the full weight of POCA to bear on serious organised crime, the Agency will continue to target the profit obtained by criminals and repatriate recovered criminal assets, visibly strengthening and repairing those communities hardest hit by drug dealing and violent crime.

The SDEA and the Scottish Police Service welcome the creation of the Serious Organised Crime Agency (SOCA), which was launched on 3 April 2006. The newly appointed Regional Director SOCA Enforcement – Scotland & Northern Ireland, Robert Lauder, was previously Deputy Director of the SDEA. ACPOS, all Scottish forces and the SDEA look forward to working with SOCA in the future.

The SDEA will shortly become the Scottish Crime and Drug Enforcement Agency (SCDEA), in line with the commitment made by the Scottish Executive in the Police, Public Order and Criminal Justice (Scotland) Bill.

This new name reflects the Agency's expanding remit and focus on all forms of serious organised crime. In terms of governance, the SCDEA will be subject to the



oversight of a Scottish Police Services Authority and looks forward to working with stakeholders in the months ahead to prepare the necessary structures before the Authority comes into being in April 2007.

The vision of ensuring that Scotland is a safe and prosperous place for all its communities, free of serious organised crime, sits at the heart of the Agency. Its achievements are respected throughout the UK and across the international community, and are reflected in the excellent results and outcomes achieved by the Agency. This is in no small part due to the tremendous efforts of its people.

The SDEA fully expects to build on its achievements over the coming year and ensure that the Scottish Police Service and the people of Scotland benefit from the Agency's commitment and skills. It will employ an ever-increasing range of lawful techniques and strategies to remove illegal profits and reduce the harm caused to the people of Scotland.

7.4 Scottish Police Information Strategy



Dr Claire Monaghan
Interim Director of SPIS

Mission

The Scottish Police Information Strategy will deliver and maintain a unified approach to future generations of police support systems that facilitate communication across traditional boundaries, improving the consistency and accessibility of information and allowing the Scottish forces to deliver an improved value for money service to its communities.

The Scottish Police Information Strategy (SPIS) is focused on developing integrated police IT solutions. SPIS had a busy, and successful, year in 2005-2006. The appointment of an Interim Director, Dr Claire Monaghan, coincided with consideration by ACPOS and the Scottish Executive of how to maximise the contribution of all police IT resources to support the Scottish Police Service. Further considerations at this time included preparations for the establishment of the Scottish Police Services Authority, and a landscape review of the IT applications and infrastructure across the forces and Common Police Services. SPIS has contributed to all these activities, as well as continuing development of applications and contributing to Parliamentary questions and Freedom of Information requests as required.

SPIS staff comprises a mixture of IT specialist employees and contractors, seconded police officers and corporate services professionals. The organisation's main location is Atlantic Quay in Glasgow, with a small team based at Kilsyth Police Office.

The Criminal History System Replacement Project will replicate and redevelop the existing SCRO mainframe computer system. Energy this year has centred on putting the project onto a clear delivery path for providing the final version of the system from SPIS to SCRO at the end of 2006 and for agreeing the detail of the functional and non-functional requirements of the applications.

The Custody System Project will provide a national approach to custody processing, including a vulnerability assessment. It will facilitate greater accuracy and consistency of standardised custody information and improve real time data sharing across forces. This will improve the care of those in custody and the protection of staff. Dumfries and Galloway Constabulary, which will be the

first force to take the application, is currently preparing for user acceptance testing. Deployment is scheduled for autumn 2006 and attention is now turning to scoping out additional requirements for the system to meet the needs of all forces.

The Scottish Intelligence Database (SID) is a nationally networked application that allows sharing and dissemination of criminal intelligence between forces and relevant agencies throughout Scotland.

SID allows frontline police officers to operate with increased access to current intelligence, improved quality and reliability of intelligence, and the most up-to-date and accurate information at both local and national levels.

Effort this year has focused on improving the performance of Version 8 and working with the third-party supplier on the delivery of Version 9, which will include interfaces to other systems that support modern, effective policing.

The Human Resource System will provide an integrated, common HR system for the efficient and effective management of human resources within the Scottish Police College, in line with the ACPOS HR Strategy. The application is being developed on a modular basis. As well as continuing development, the project is supporting implementations in Grampian Police and Fife Constabulary, and working towards implementation in Lothian and Borders, Northern and Central Scotland forces, and the Scottish Police Services Authority.

During 2006-07, SPIS will continue to support the Scottish Police Service in making communities safer by continuing to develop applications to contribute to the police IT agenda and to prepare for the Common Police Services to become part of the Scottish Police Services Authority in April 2007.

7.5 Scottish Forensic Service



Tom Nelson CChem MRSC
Interim Director of the Scottish Forensic Service

The ACPOS Forensic Science Project Report, published in 2004, made 28 recommendations which were taken forward by ACPOS. The report recommended the integration of the four Scottish forensic science laboratories into a national forensic service, to improve the efficiency and effectiveness of the service through an integrated management structure and the creation of specialist centres.

The project to bring about this change is now being conducted under the governance of the Common Police Services Programme Board (CPSPB). The Scottish Forensic Service will form one of the arms of the soon-to-be established Scottish Police Services Authority. Taking the Forensic Project work forward is the Interim Director of the Scottish Forensic Service, Tom Nelson, who reports to the CPSPB and the Forensic Science Programme Board.

This is a significant project involving many work streams. It is making good progress towards the planned implementation date of 1 April 2007. The Interim Director is progressing a programme of work with police forces and the Procurator Fiscal Service to develop the 'intelligent customer' concept. This work is identifying key forensic service delivery priorities within each force, to ensure that the service delivers both nationally and at local level. A working group was formed to review the Crown Office/Police Forensic Science National Protocol, which was implemented two years ago. The group has taken the views of both service providers



and customers and is significantly revising the original document, as well as revisiting the corroboration thresholds required in forensic analysis, with the aim of further improving service delivery.

A work stream is looking at standardisation of scientific practices and establishing specialist centres. This will bring significant benefits to the forces, through improved service provision. Recognising the quality and calibre of staff – and continuing to develop them – is key to the success of the project. A successful pilot scheme at the Tayside Police forensic laboratory involving the Council for the Registration of Forensic Practitioners reduced the bureaucracy involved in the current system for registration. It is highly encouraging to note that there has been a significant rise in registrations in 2004-2005.

The creation of a single IT system that electronically links all four laboratories, their customers and existing relevant databases will be essential. A review was undertaken on behalf of the Scottish Executive, in conjunction with the laboratories, scenes of crime/identification bureaux and SPIS, which produced a comprehensive overview of the requirements of a Scottish national forensic system, and the project is now taking this work forward. A number of other work streams include examining the transportation of productions, business continuity planning and finance.

The forthcoming year will be a challenging one, with key decisions and actions requiring to be taken that will ultimately shape the future of the new Scottish Forensic Service.

8 HMIC Recommendations

Her Majesty's Inspectorate of Constabulary (HMIC) is a statutory body independent of the eight Scottish police forces. The primary function of HMIC is to promote efficiency and effectiveness in the forces and organisations that make up the Scottish Police Service. Other functions include the provision of advice to Scottish Ministers and the examination of the manner in which forces deal with complaints against the police.

HMIC carries out a programme of inspections, including thematic reviews in particular areas, and primary and review inspections of the:

- ◆ eight Scottish police forces
- ◆ Scottish Drug Enforcement Agency (SDEA)
- ◆ Scottish Criminal Record Office (SCRO)
- ◆ Scottish Police College (SPC)
- ◆ Scottish Police Information Strategy (SPIS).

The inspection process determines whether forces and the Common Police Services remain 'fit for purpose' and add value to the provision of the policing service.

Over a five-year period, each force and Common Police Service is subjected to a primary inspection, followed by two subsequent reviews at 18-month intervals.

The following table details the HMIC Inspection recommendations arising from inspections over the past year, which are directed to ACPOS for action, and shows the intention and progress made by the relevant ACPOS Business Area in taking forward these recommendations.

INSPECTION	REC NUMBER	RECOMMENDATION	BUSINESS AREA	INTENTION/PROGRESS
Meeting the Standard Crime Recording Thematic 2005	2	<i>ACPOS, drawing on the experience of the Scottish Crime Registrars Group, engages with the Scottish Police College with a view to introducing a standardised approach to training, recognising the different needs of operational officers and support staff, probationers, first line managers, force crime registrars and their deputies.</i>	Crime	Despite earlier training on the application of the Scottish Crime Recording Standard, it was identified that there was a requirement to develop a further training package to ensure police officers and support staff could at any time check their understanding of the standard or seek clarification of an issue. The ACPOS Crime Business Area has recently approved initial funding for the development of a training product that members of staff will be able to access locally from a desktop PC.
Meeting the Standard Crime Recording Thematic 2005	3	<i>ACPOS considers the requirements of the SCRS in light of prioritisation of IT development within the SPIS programme.</i>	Crime	The needs of the service relative to crime recording, management and performance will be considered at an early meeting of the ACPOS Change Programme Board as it considers the priority and content of the programme to be progressed in Scotland over the next five to 10 years.

Meeting the Standard Crime Recording Thematic 2005	11	<i>ACPOS engages with the Scottish Executive to assess the suitability of publishing a subcategory of unco-operative complainers in statistical returns in relation to group 1 and 2 crimes.</i>	Crime	ACPOS supports this recommendation, but believes it should be operated across groups 1 to 6 and not just 1 and 2. There is agreement in this with the Scottish Executive, with the caveat that forces, in consultation with HMIC, agree a definition of 'unco-operative' and that robust processes are in place to ensure that it is only applied in cases which merit its use. The issue is being progressed currently.
Meeting the Standard Crime Recording Thematic 2005	12	<i>ACPOS engages with the Scottish Executive and Crown Office in pursuing a clearer definition of serious assault to standardise the classification and recording of this crime within Scottish forces.</i>	Crime	The Scottish Crime Registrars Group has developed a standardised definition of serious assault that was recently submitted to ACPOS for endorsement. During development of the definition, close liaison has been maintained with the Scottish Executive and the Crown Office. It is anticipated the definition will be agreed by all parties in early course.
Meeting the Standard Crime Recording Thematic 2005	13	<i>ACPOS considers the introduction of a policy that makes provision for the non-investigation of crime, based on the wishes of the complainer, balanced with public safety and public interest issues.</i>	Crime	This issue will be progressed through the Scottish Crime Registrars Group and a recommendation made to ACPOS in early 2006.

<p>Meeting the Standard Crime Recording Thematic 2005</p>	<p>14</p>	<p><i>ACPOS pursues with ACPO the introduction of a standard policy for recording and investigating airport crime throughout the UK, with a view to extending such a policy across European states and beyond.</i></p>	<p>Crime</p>	<p>Guidance on the recording of airport crime has been developed and is included in the ACPOS Crime Recording Guidance Manual. Work is ongoing to ensure standardisation across the UK. The issue of policy across European states and beyond will take time to develop.</p>
<p>Northern Constabulary Primary Inspection</p>	<p>7</p>	<p><i>ACPOS should develop processes to disseminate good practice or lessons learned from the review of major crime enquiries within Scotland and share this information with the National Crime and Operations Faculty to facilitate wider circulation.</i></p>	<p>Crime</p>	<p>A proposal has been submitted to Chief Constables to convene a representative panel of senior detectives who would be given access to appropriate reviews and who would identify/confirm aspects of best practice. Further discussions will take place on how best the information can then be integrated within the existing ACPO structures in England and Wales.</p>

<p>Managing Improvement: Performance Management Thematic 2005</p>	<p>1</p>	<p><i>ACPOS, through the existing work of the NIM development team, maximises its efforts to establish compliance with the NIM Minimum Standards 1 across Scottish forces.</i></p>	<p>Performance Management</p>	<p>The NIM team visited all forces in Scotland together with the SDEA in the spring of 2005 to assess compliance with Minimum Standards 1 criteria. All organisations have created action plans to meet the standard, and it is anticipated all forces and the SDEA will have reached the Minimum Standards 1 criteria following the next visit from the NIM team in the summer of 2006.</p>
<p>Managing Improvement: Performance Management Thematic 2005</p>	<p>2</p>	<p><i>ACPOS considers the training needs of the service around issues of indicator and target setting.</i></p>	<p>Performance Management</p>	<p>ACPOS considered the background to the recommendation and, to better inform the action plan development, requested the source information behind Recommendation 2. This is being analysed to categorise the training needs required. Performance-related content for courses delivered at SPC is being considered, and a Performance Management Seminar is planned for May 2006.</p> <p>As the underlying performance model has a major affect on the choice of indicators, ACPOS considers that the development of training indicator and target setting needs to be co-ordinated with the development of a national performance model.</p>

<p>Managing Improvement: Performance Management Thematic 2005</p>	<p>3</p>	<p><i>ACPOS engages with the Scottish Executive to consider establishing a mechanism for feeding evidence from force consultation exercises into the design of the policing questions in the Scottish Crime and Victimisation Survey, and allow its use for future performance monitoring.</i></p>	<p>Performance Management</p>	<p>Due to a change in the way the Scottish Crime Survey gathers data, the opportunity exists to shape future questions in line with the recommendation. The ACPOS Strategic Planning Sub Group will consult the Scottish Executive and other stakeholders to consider the relationship with force consultation surveys.</p>
<p>Managing Improvement: Performance Management Thematic 2005</p>	<p>4</p>	<p><i>ACPOS engages with NCIS with a view to determining a mechanism to provide strategic analysis, which looks across NIM levels 1, 2 and 3 and which will inform the Scottish Strategic Assessment and allow a control strategy to be set, reflecting operational policing priorities at a local, force and national level.</i></p>	<p>Crime</p>	<p>Proposals to extend the Scottish Strategic Assessment (SSA) to cover all three levels of policing and to realign the submission of force and Agency strategic assessments with business planning cycles were recently endorsed by the ACPOS Crime Business Area. This will result in the setting of a Scottish control strategy that now covers priorities relative to local policing, serious and organised crime, and national security.</p> <p>Accompanying the control strategy will be an intelligence requirement that highlights the gaps to be filled to allow for accurate assessments to be made as to the level of threat and probability of impact. It is anticipated that the first production of the amended SSA will be available by August 2006.</p>

<p>Managing Improvement: Performance Management Thematic 2005</p>	<p>5</p>	<p><i>ACPOS establishes a formal arrangement whereby strategic oversight can be applied to the setting of national priorities, which reflect the wide range of services the Scottish Police Service provides. The arrangement should include consultation with the Scottish Executive and the Accounts Commission and be timed to align with business planning cycles.</i></p>	<p>Performance Management</p>	<p>ACPOS has developed a fresh set of Policing Priorities for 2006-2009. Representatives of the Scottish Executive have been consulted on the draft proposals, which take account of identified support priorities and reflect partnership working, and these have now been circulated to a broad range of stakeholders. Through the new Priorities, ACPOS will lead a dynamic agenda, which will not only ensure that policing practices are fit for purpose, but will also seek to ensure that ACPOS plays a full and leading role in the reform and improvement of public services in Scotland.</p> <p>The priorities will be subject to ongoing review, and progress will be measured through the Performance Management Business Area. The Policing Priorities will inform the setting of objectives and targets, which are linked to the following recommendation and the establishment of the Senior Strategic Steering Group.</p>
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<p>Managing Improvement: Performance Management Thematic 2005</p>	<p>6</p>	<p><i>ACPOS engages with the Scottish Executive and Audit Scotland towards the establishment of a Strategic Steering Group, involving representation from each, to co-ordinate performance measurement and reporting in the Scottish Police Service. It also recommends that a priority area of activity for the Strategic Steering Group should be a fundamental review of existing performance indicators and targets and the processes for identifying these, with a view to establishing a systematic approach to performance monitoring which meets the needs of all partners.</i></p>	<p>Performance Management</p>	<p>A Senior Strategic Steering Group has been established comprising members of the Scottish Executive, Audit Scotland, HMIC, ACPOS and Police Authorities Convenors. The group has been created to provide guidance on the process of setting performance indicators for the service, taking into account the range of activity undertaken by the police service in Scotland. This means indicators that measure relevant outcomes not just for the police alone, but for criminal justice and community planning partnerships as well.</p>
<p>Managing Improvement: Performance Management Thematic 2005</p>	<p>10</p>	<p><i>ACPOS, in liaison with the Scottish Executive, pursues the procurement of a suitable common IT solution to support performance management across all Scottish forces, as a top priority.</i></p>	<p>Performance Management</p>	<p>A national project to deliver an Efficient Government Funding bid has been established and a funding bid will be submitted in early course. An audit of the current position is underway and involves consultant visits to each force and other major stakeholders.</p> <p>Grampian Police is testing the deployment and functionality of a potential solution. It is envisaged at this time that the national solution, in addition to providing a common performance tool, will provide sufficient local flexibility to support the management of local performance within each force. It could also provide the means to centrally extract and store force performance data in support of national data sharing, public accountability and auditing.</p>