



ASSOCIATION OF CHIEF POLICE OFFICERS IN SCOTLAND



2006/2007
ANNUAL REPORT

'WORKING
TOGETHER
- DRIVING
CHANGE'

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1 President's Message

The Scottish Police Service operates in a society that is subject to ever-increasing demand at a time when there is a continual and rapid demographic change.

The work that is currently being undertaken within the Scottish policing environment has a significant emphasis on reform and modernisation of a service which, in the past, has always been in a position to demonstrate clarity of purpose and flexibility of response.

At the meeting of ACPOS Council in November 2005, members agreed to develop an outline of the work which could be undertaken to analyse and assess the capacity of the Scottish Police Service across the spectrum of protective services, examining the five key work streams of serious and organised crime, major crime investigation, counter terrorism, firearms and public order.

A report with specific recommendations was approved by ACPOS Council in November 2006 and, as part of the discussion, it was recognised that this was a significant piece of work which would be achieved incrementally over the next three-year period. The review has a strong emphasis on the principle of interoperability between forces on a geographical, strategic alliance, lead Force or collaborative basis to allow for the delivery of sustainable and effective protective services throughout Scotland.

The work on counter terrorism has complemented activity which has been ongoing for some time, as both the UK and Scottish counter terrorism experience had previously confirmed the need for a detailed assessment of capacity and capability. This work has not in itself been seen as a 'delivery plan'; rather, it offers a clear 'road-map' and strategic vision for future counter terrorism policing structures across Scotland.

This year has also seen the development of new Business Change arrangements which will allow Scotland's police forces to deliver common integrated information communications technology

(ICT) systems which support an agreed National Business Model of Policing. This will allow individual Chief Constables the capability to place resources, effort and emphasis on those policing themes, activities and outcomes that are most appropriate to local needs.

ACPOS has also contributed significantly in taking forward the delivery of the recommendations outlined in the report presented by Sir Michael Bichard, following the tragic Soham murders. This is a critical piece of work which will ensure that appropriate structures, working practices and technical systems are in place throughout Scotland and the UK to discharge these recommendations. It also allows for the development of integrated national IT systems, the introduction of information management protocols and the enhancement of vetting procedures relating to persons working with children and young persons.

Significant progress has also been made in relation to the development of a National Performance Management Framework for Scotland, with confirmation of funding through the Efficient Government Fund, which will drive performance improvement throughout Scotland and allow for greater efficiency in data collection. The overall objective is to have an accurate and consistent picture of police performance across Scotland, supporting a national standard of performance and service delivery and capable of local response and targeted improvement.

The past year has also seen the continued development of working arrangements with many of our existing partners. Relationships in the community planning arena are maturing and many examples of good practice designed to meet community needs are now emerging throughout Scotland. In the same context, the Scottish Executive discussion document 'Transforming Public Services' sought views on how the transformation of public services could be achieved.

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The aim of this process was to inform the direction of the development of public sector reform policy and to shape the future direction of the long-term transformation of public services within Scotland. From the outset, it has been evident that any ambition for service transformation should apply equally across the whole spectrum of the public sector and clearly this will include the police and fire services, local government, the National Health Service, the enterprise networks and further and higher education institutions, as well as the Scottish Executive itself.

Within ACPOS, there has been broad agreement towards these emerging views and, as an organisation, we have advised that we are content to continue to contribute to the ongoing debate. It is evident that a 'one size fits all' approach will not suffice and it is also clear that change should not only be about restructuring. There are strong arguments to support the view that the challenge should be about local communities and public services, with local accountability, working together to identify reforms that will transform service delivery in their respective areas of responsibility.

For the first time, the revised Scottish Strategic Assessment will now consider all three levels of criminality, as defined by the National Intelligence Model, and allow police forces to identify and prioritise issues ranging from youth disorder to serious and organised criminality and counter terrorism. Significant work has taken place to enhance this document, which has drawn heavily on strategic assessments compiled within Scotland and the rest of the UK. This approach will enhance local policing delivery and allow forces to provide the highest quality of service in the prevention and detection of crime, whilst at the same time maintaining a focus on those individuals who are involved in criminality at a national and international level.

On 1 April 2007, the Association welcomed the establishment of the new Scottish Police Services Authority (SPSA). The SPSA has a remit to provide support services to Scottish police forces on a national basis, as well as maintaining the Scottish Crime and Drug Enforcement Agency (SCDEA), which has been placed on a statutory basis and given new statutory functions.

The SPSA also took over responsibility for the staff and functions of the Scottish Police College (SPC) and the newly formed Information Services. The Information Services consist of two business areas - Criminal Justice, formerly the Scottish Criminal Records Office (SCRO) and Information Communication Technology, formerly the Scottish Police Information Strategy (SPIS). In addition, it is responsible for providing the new Forensic Services, which comprises the four previous police laboratories, the four fingerprint bureaux and force scenes of crime officers.

Governance and accountability of this organisation is achieved through the SPSA Board, which comprises representation from Chief Constables, police authority conveners and independent members. As this change programme progresses, there is a continuing need for constructive dialogue with the SPSA to further develop both formal and informal communication networks which embed a customer supplier relationship that meets the needs of the police service. The Association is engaging positively with the SPSA to support its development and ensure the delivery of efficient, high quality services to each of the existing Scottish police forces.

ACPOS is determined that policing should continue to be at the forefront of public service responsiveness. The challenges which the service faces for 2007/08 are significant; however, the work which has taken place in the past year paints a reassuring picture. As a service, ACPOS looks forward to the year ahead and, in handing over to my successor Colin McKerracher, I am confident that the Scottish Police Service will continue to be an active partner in any debate with an emphasis on improving both existing practices and the level of service which is provided to the public on a day-to-day basis.



Ian J Latimer QPM MA
President
May 2007

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2 About ACPOS

The Association of Chief Police Officers in Scotland (ACPOS) is the collective organisation of Chief Constables, Deputy Chief Constables, Assistant Chief Constables and Senior Support Staff from the eight police forces in Scotland, the British Transport Police (Scotland) and the newly formed SPSA.

Formally a staff association, ACPOS has evolved to the strategic body which oversees and co-ordinates all aspects of the direction and development of the Scottish Police Service as a whole. ACPOS plays a vital role in formulating policing policy and is widely recognised amongst its many partners as a valuable and trusted contributor and leader in the consultation process.

Office Bearers

ACPOS office bearers are the President, the Vice President and the Honorary Secretary. Each post is by nomination and approval by the entire ACPOS membership.



Vice-President
Mr Colin McKerracher QPM LLB
Chief Constable
Grampian Police



President
Mr Ian J Latimer QPM MA
Chief Constable
Northern Constabulary



Honorary Secretary
Sir William Rae QPM
Chief Constable
Strathclyde Police

Structure

ACPOS structures its response to policing issues into ten distinct business areas of expertise, which sit within and report to ACPOS Council. Each business area draws representation from the eight Scottish forces, the British Transport Police (Scotland) and the SPSA, ensuring the views expressed by business areas are representative.

Each business area seeks opinions and advice to formulate national policing strategies on behalf of the Scottish Police Service and provides advice to the Scottish Executive, the Scottish Parliament and other partner agencies.

The Secretariat of the Association provides administrative support to members and acts as a single point of contact.

2.1 ACPOS 'Limited'

In 2005, ACPOS tasked a small review team to conduct a comprehensive review of its structures and constitution. The review team considered the changing face of policing and the Association's structures for corporate governance and submitted the Re-structuring Report to members at the 2006 AGM. The report made several fundamental recommendations to position ACPOS for the future challenges in policing contemporary Scotland.

Central to the future structure was that ACPOS reconstitute itself as a company limited by guarantee, to provide the flexibility necessary to employ, contract and facilitate the necessary corporate governance appropriate for the Association. In addition, the report recommended that a post of General Secretary be introduced to reduce the burden on Office Bearers in their capacity as Chief Constables, as well as recommending the Secretariat move to new premises outwith any particular force's estate.

At the 2006 AGM, members fully endorsed the report and the fruits of this decision saw the establishment of ACPOS Ltd in October 2006, with the new company taking on responsibilities for the

business of ACPOS on 1 April 2007. ACPOS also moved to new premises at 26 Holland Street, Glasgow, and appointed Mr Harry Bunch as its first General Secretary.

ACPOS firmly believes the new structures and other changes brought about by the report position the Association positively in terms of corporate governance and its ability to influence the policing agenda in Scotland. Members look forward to continuing to work closely with all their partners within the Scottish criminal justice community as the Association meets the challenges of the next term of the Scottish Parliament.

2.2 ACPOS General Secretariat

The ACPOS Secretariat works in support of the Association and, in particular, the President, Honorary Secretary and General Secretary. The General Secretariat comprises an Inspector, a Sergeant and an administration officer and acts as the single point of contact for the Association, as well as being the central repository and clearing house for all correspondence directed to the Association.

This includes consultation opportunities from various bodies, including the Scottish Executive and the UK Government, enquiries from the general public, legislative plans, parliamentary questions, press enquiries and various reports passed to ACPOS for comment from a diverse range of public, private and voluntary sector organisations. As a measure of this business, in excess of 2,800 pieces of correspondence were managed through the Secretariat in 2006.

The ACPOS Web Co-ordinator has taken forward much work recently, culminating in the successful launch of an updated web presence in May of this year. The new site is fully accessible, meeting all new 'W3C' accessibility standards, and will develop in the coming months to provide a comprehensive library containing ACPOS strategies, policies, press releases, news and other relevant documentation for public access. The relaunched site can be accessed at www.acpos.police.uk

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Also based within the Secretariat office in Glasgow, the ACPOS Communications Unit plays a key role in promoting the public face of ACPOS through the media, providing a national policing perspective on many topical issues attracting headlines throughout the year. It also acts to raise further the profile of the Association with the wider criminal justice community, community planning partners, the Scottish Executive and the Scottish Parliament, ensuring key ACPOS messages on important national issues are raised.

The Business Benefits Unit monitors and evaluates national continuous improvement in the Scottish Police Service to report findings internally and to the Scottish Executive and external agencies as appropriate. The unit also provides a support facility for projects and continuous improvement activities at any stage of development. This helps managers measure, realise and report on the benefits from their work on a standardised, verifiable and properly validated basis. In addition, the unit produces the annual ACPOS Best Value Report.

In the past year, ACPOS appointed a Freedom of Information (FOI) Co-ordinator to assist Scottish forces and agencies comply with the statutory obligations placed upon them by the Freedom of Information (Scotland) Act 2002. The co-ordinator provides a national perspective to enquiries made and liaises with partner agencies and the Office of the Scottish Information Commissioner on strategic matters affecting the Scottish Police Service.

The ACPOS Secretariat can be contacted at:

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2.3 ACPOS Business Areas

2.3.1 Crime Business Area



Chair
Mr Peter Wilson QPM LLB
Chief Constable
Fife Constabulary



Secretary
Mr John L S Malcolm
Assistant Chief Constable
Strathclyde Police

The Crime Business Area guides the Scottish Police Service in relation to crime prevention, recording, investigation and intelligence-gathering processes to establish best practice and guidelines.

The revised Scottish Strategic Assessment, Intelligence Requirement and Scottish Control

Strategy were published in November 2006, introducing a framework for the identification of priorities and the monitoring of action through the three levels of criminality as defined by the National Intelligence Model (NIM). Full implementation of the NIM continues on schedule, including work towards developing and extending the use of NIM principles by partner agencies.

Implementation of phase 3 of the Vulnerable Witnesses (Scotland) Act 2004 extends provisions to all child witnesses in summary proceedings (excluding District Courts). By providing evidence of identification via Video Identification Parade Electronic Recording (VIPER), there will be a significant increase in such parades and work continues to establish the best way to resource and deliver this.

The Bichard National Working Group continues to progress the Scottish response to the recommendations contained in Sir Michael Bichard's report. Last year, the IMPACT Nominal Index (INI) was successfully implemented in all Scottish forces and the SCDEA. This contains shared multi-agency information to assist in the investigation of child abuse, allowing more accurate risk assessments and a significant increase in the level of protection provided.

Developments continue regarding the management of offenders with the Multi-Agency Public Protection Arrangements (MAPPA) being implemented in April 2007. With co-ordinators in place in each local authority, preparations continue in respect of the inclusion of violent offenders and restricted patients. Work on Orders for Lifelong Restriction, Home Leave and the National Accommodation Strategy for Sex Offenders is complete and arrangements for the Home Detention Curfew are nearing conclusion. The Violent and Sex Offender Register (ViSOR) has been implemented and will facilitate information sharing between partners as part of MAPPA.

In 2006, the Scottish Executive announced its intention to legislate for a Vetting and Barring Scheme for persons wishing to work with children or vulnerable adults. ACPOS looks forward to participating in the formal consultation process in

order to secure the introduction of an effective and efficient scheme in Scotland.

Violent crime has been identified as a priority for Scottish forces and, in April 2006, an anti-violence 'Safer Scotland' campaign commenced, co-ordinated by a team within the Violence Reduction Unit (VRU). In support of this, a National Violence Reduction Alliance is being created through community planning structures which will identify and prioritise the strategic development associated with violence reduction.

Fresh challenges have been set through the introduction of the disclosure of information held by police and the Crown Office and Procurator Fiscal Service (COPFS). Lord Coulsfield was requested by the Justice Minister to conduct a review of the law and practice in relation to disclosure, and the ACPOS Crime and Criminal Justice Business Areas are represented on the Disclosure Reference Group. Work will continue to ensure that fair, efficient and effective procedures are agreed and put into place.

In March 2007, the revised ACPOS Drug Strategy was published, detailing the commitment of the Scottish Police Service to tackling drug misuse. The strategy provides a framework to reduce supply, demand and harm, and a number of work streams are being progressed to fully implement it.



2.3.2 Criminal Justice Business Area



Chair
Mr David Strang QPM MSc BSc
Chief Constable
Lothian and Borders Police



Secretary
Mr Kevin Smith BA
Assistant Chief Constable
Strathclyde Police

In its first full year of business, the Criminal Justice Business Area has become an influential part of the ongoing criminal justice reform programme within Scotland, establishing itself within the national agenda on the National Criminal Justice Board, the Scottish Executive Summary Justice Reform Programme Board, the ISCJIS Operational Board and on Local Criminal Justice Boards.

The vision of summary justice reform has developed into a range of work streams and

practical measures forming the basis of a more efficient, effective victim-focused criminal justice system. Recent legislation has helped to reduce the number of cases entering the court system by providing the police and COPFS with a range of measures to deal with appropriate cases directly and speedily, whilst reducing the number of unnecessary court appearances and adjournments. The main work streams to achieve this are:

- ◆ developing business rules with COPFS to increase the number of cases submitted by undertaking, rather than citation;
- ◆ developing the Standard Prosecution Report 2 (SPR2);
- ◆ evaluation of the successful pilot project of antisocial behaviour fixed penalty notices. (This will provide operational officers with a non-bureaucratic and effective way of dealing with antisocial behaviour whilst fulfilling a requirement of summary justice reform.)

The work on fixed penalty notices is being developed along with a system of formal police warnings into the wider 'Direct Measures' programme, ensuring that they complement the wider range of options that will be available to Procurators Fiscal as an alternative to prosecution.

To ensure effective co-ordination of this work across forces, the Business Area has formed a Summary Justice Reform Implementation Group, with a co-ordinator appointed to assist forces drive forward the changes to ensure ACPOS is ready for the onset of summary justice reform in December 2007.

The Business Area is also involved in establishing a new protocol with COPFS on the prioritisation of warrants, ensuring warrants are effectively managed and processed. In addition, work continues around the unification of District Courts into the Scottish Court Service, commencing in Lothian and Borders in late 2007 with a national roll-out through to 2010.

The newly formed National Custody Forum (NCF) meets quarterly to discuss and implement best

working practices in this high risk area. Current work streams include the conversion of the ACPO manual on the Safer Handling of Persons in Police Custody, scoping for Saturday courts to alleviate cell overcrowding, performance monitoring of Reliance Custodial Services and implementation of the National Custody Project.

Phase 1 of the custody project has concluded, following the successful conclusion of the project within Dumfries and Galloway Constabulary in January 2007. Phase 2 is underway and members of the National Custody Forum liaise, assess, consider and prioritise proposed system enhancements and future business benefits.

To deal with the Prisoner Escort and Court Custody Services (PECCS) Contract, a Multi-Agency Liaison Group was formed from agencies involved in the contract (Scottish Executive, Scottish Prison Service, Reliance Custodial Services and ACPOS). The group meets regularly to discuss performance and emerging trends in order to ensure the terms of the contract are achieved and to adopt a partnership approach to this developing area of business.

2.3.3 Diversity Business Area



Chair

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



Secretary

Mr Ian J Latimer QPM MA
Chief Constable
Northern Constabulary

The Diversity Business Area provides strategic guidance and co-ordination, to ensure that it promotes an impartial service to members of the public and members of the Scottish Police Service. Its work centres on equality and the prevention, elimination or regulation of discrimination of persons on grounds of sexual orientation, marital status, race, disability, religion, age or gender. March 2007 saw the retirement of Mr Paddy Tomkins, Chair of the Diversity Business Area with Mr Ian Latimer carrying out the duties of both Chair and Secretary for the remainder of the business year.

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In the past year, the Business Area has participated in a variety of activities which have seen the development of work in a number of areas of diversity. Following on from the ACPOS Diversity Strategic Seminar in May 2006, a Race and Asylum Reference Group was formed, comprising race equality practitioners whose work has focused on community engagement with hard-to-reach groups. This work will continue in the coming year.

Progress has been made by the Scottish Police Service in tackling issues associated with religious hatred and intolerance. The ACPOS Religion and Faith Reference Group was established and produced an action plan outlining vision, aims and objectives, as well as engagement with faith communities. The initial scoping report identified the essential stakeholders and the experiences of faith communities, and forces, throughout Scotland. A draft action plan was prepared and developed further in meetings with the Scottish Executive Race, Religion and Refugee Integration Team, COPFS and the Scottish Interfaith Council.

Members of the ACPOS Gypsy Travellers Sub Group continue to work on the development of joint protocols between local authority site managers and the police. The sub group is also progressing the relevant guidelines produced by ACPOS and the Scottish Executive.

ACPOS continues to promote mainstreaming of equality and diversity, and encourages continuous improvement in the Scottish Police Service. In support of this, the Diversity Action Group was established at the Scottish Police College (SPC), with members drawn from the divisions of the College and the SPC Independent Advisory Panel. The panel provides specialist guidance to assist the police service in achieving an inclusive and anti-discriminatory environment.

During the past year, the ACPOS Staff Diversity and Learning Working Group completed a review of the National Equal Opportunities Training Strategy, resulting in the development of national high level aims which forces will take responsibility for implementing locally. The ACPOS Lesbian Gay Bisexual and Transgender (LGBT) Reference

Group continue to drive progress. During a seminar with various partner agencies in September 2006, many issues that were identified are now being taken forward, including tackling same sex domestic violence.

In the coming year, the new gender equality duty will place a number of legal requirements on the Scottish Police Service. When combined with the announcement of the proposed Single Equality Scheme in 2009 and the introduction of the Commission for Equality and Human Rights (CEHR) later this year, it highlights the need for impact assessments of policies and procedures to ensure that all people receive equitable provision of 'goods, facilities and services'.

There is growing interest in developing a Hate Crime Manual to ensure best practice is shared and delivered across the country. It is the intention of the ACPOS Diversity Business Area to progress this development with potential cross-cutting benefits being experienced in all aspects of the Scottish Police Service.



2.3.4 Finance Management Business Area



Chair
Sir William Rae QPM
Chief Constable
Strathclyde Police



Secretary
Mr Doug Cross OBE FCMA
Director of Corporate Services
Tayside Police

The Finance Management Business Area (FMBA) represents the Scottish Police Service in matters of finance and asset management, guiding the service through each three-year spending review cycle. This Business Area works closely with the Business Benefits Unit (BBU) to demonstrate commitment to the Scottish Executive's efficiency agenda by encouraging forces to make best use of resources and collate and quantify efficiency savings.

The ACPOS Annual Report on Best Value provides a comprehensive report on how the Association responds to the continuous improvement agenda. In the past year, finance officers worked closely with the BBU to compile cash and time-releasing savings for inclusion in the 2006/07 report. The Business Area continues to be proactive in embracing the principles of efficiency and has produced guidelines and technical notes for forces.

A number of initiatives throughout the year have led to improved clarity and transparency with regard to how the FMBA engages with the Scottish Executive, other business areas, forces and partner agencies, with regular meetings taking place with partner agencies to discuss matters of mutual benefit or concern, demonstrating open debate on current issues.

A template has been designed for use by other business areas to provide information in support of bids for funding from the Scottish Executive and other sources. The template ensures clarity of the proposed bid, identifying associated costs and business benefits which should accrue from the initiative. This information is then used to support bids for additional funding or to identify the share of the costs to be met by each force.

During the year, Business Area members have worked to identify the cost of full-time support given by forces to various working groups and projects within ACPOS. The commitment and cost borne by forces will be regularly monitored to ensure an equitable contribution is made by all forces.

Staff progressed with the work of the Business Change Programme Board to facilitate delivery of a national infrastructure to support future information communications technology (ICT) developments. This was achieved through the agreement of forces to a proposal to top-slice £5 million from the 2007/08 and 2008/09 capital grant allocations.

The Business Area has also been involved in preparations for the 2007 Spending Review. Figures for the police service have been included in the Convention of Scottish Local Authorities' (COSLA) submission to the Scottish Executive

and these identify cost pressures to the current budget, as well as a requirement for significant additional funding to accommodate new initiatives and legislative demands. Further refinement of the police bid will be undertaken, in conjunction with the Scottish Executive, as a clearer picture of priorities and funding availability emerges.

In support of the aims of the Business Area to promote best value, sharing of good practice and pursuit of continuous improvements, there are a number of ongoing developments which reflect this. These include:

- ◆ participation in an emergency blue lights shared services project to identify cost-effective and efficient procedures for the management of fleet vehicles;
- ◆ force payroll managers participating in a joint benchmarking exercise to compare the cost of payroll provisions;
- ◆ undertaking a rolling programme of activity analyses in each force from 2007/08, the results supporting the Scottish Policing Performance Framework; and
- ◆ continuous work resulting from the recommendations of the McClelland Report 'Review of Public Procurement in Scotland', including the development of a national centre of excellence for procurement.

2.3.5 Information Management Business Area



Chair

Mr Colin McKerracher QPM LLB
Chief Constable
Grampian Police



Secretary

Mr Colin Peebles MBE BSc (Eng) MCIPD
Director of Corporate Services
Lothian and Borders Police

The Information Management Business Area (IMBA) consults, deliberates and advises ACPOS Council on matters relating to technological and electronic aspects of policing. It works in partnership with the SPSA Information Services - Information Communication Technology in delivering IT solutions for the Scottish Police Service, promoting efficiency, best practice and value for money.

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The past year has seen significant change with the establishment of the Business Change and ICT Directorates. Several of the Former SPIS applications have now been delivered, and significant progress has been made in planning the convergence of forces' IT systems, the development of an ICT infrastructure and the transition of staff to the new Scottish Police Services Authority (SPSA) Information Service in April 2008.

Digital communication and mobile data technology have been at the forefront of ICT development for the past year. The Airwave system is now operational in all forces with further improvements being identified and developed. Personal data assistant e-notebooks, to assist officers to collect and distribute data more efficiently and effectively, were tested by officers from Lothian and Borders Police and these have been recommended for use in all forces. A business case is presently under consideration for the introduction and further development of mobile data in all Scottish forces.

In October 2006, ACPOS appointed a Freedom of Information Co-ordinator to assist Scottish forces and agencies to comply with the statutory obligations placed upon them by the Freedom of Information (Scotland) Act 2002. During 2006, Scottish forces dealt with over 11,000 separate requests for information, a rise of almost 30% on the previous year, with a marked increase in the overall complexity of requests. The Information Assurance Release Committee, which is a formally constituted sub group of the IMBA, continues to oversee national issues around freedom of information and information security.

The Records Management Sub Group addresses improvements in information management, in particular the retention, organisation and authenticity of information. During 2006, the group developed the ACPOS Business Classification Scheme to help standardise the organisation of information and improve information sharing within forces and agencies. The group has also contributed to the development of the Manual of Police Information (MOPI), published an update to the ACPOS Records Retention Schedule and reported on the management of records from the G8 Conference.

In November 2006, a joint initiative was launched with ACPOS entering into a collaborative arrangement to create the Scottish Institute for Policing Research (SIPR). Three distinct networks are being advanced to research and understand the areas of police organisation, evidence and investigation, and policing communities. ACPOS looks forward to SIPR developing a body of knowledge that can be used to improve policing policy and practice in Scotland.

IMBA continues to be involved in the Police Information Technology Organisation Biometric Identification Programme, the Facial Images National Database (FIND) and the National Visual Identification System (NVIS) projects and is taking work forward in progressing the establishment of national standards.

Key developments for the Business Area have included the roll-out of the new Criminal History System, further development of the Automatic Number Plate Recognition (ANPR) network, and improved linkages and data sharing for the Scottish Intelligence Database (SID) and Crimestoppers. In December 2006, the automatic finger and palm print capture and recognition system, IDENT1, was introduced, enabling finger and palm prints to be captured electronically and searched across a UK-wide database linked to the Police National Computer (PNC).



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2.3.6 Operational Policing Business Area



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



Secretary
Mrs Norma Graham
Deputy Chief Constable
Fife Constabulary

Previously known as the General Policing Business Area, the Operational Policing Business Area actively encourages high visibility policing and community engagement to engender increased levels of public confidence, and assist frontline officers to make more effective use of their time.

The Civil Contingencies Act 2004 delivered a single framework for civil protection in the UK to

meet the challenges of the 21st century and police emergency planning officers continue to work with partners across the eight Strategic Co-ordinating Groups (SCGs) in Scotland. With the publication of Community Risk Registers and associated detailed risk assessments, the SCGs will focus on joint exercising and training, business continuity, warning and informing the public, and reviewing the strategic co-ordinating plans.

The community planning process continues to develop nationally with the police service playing a significant role as one of the partner agencies. The ACPOS Community Planning Forum promotes and co-ordinates community planning within the Scottish Police Service and recently engaged in a survey to determine how it could best serve the needs of the service and disseminate best practice in community planning.

The number of special constables continues to grow, both in terms of the numbers of active officers and hours performed by them. National figures have risen to almost 1,500, with an impressive rise of 132% in hours worked since 2003. Forces are committed to continuing the recruitment drive with the ACPOS Special Constables Group working towards developing a national marketing and recruiting strategy.

ACPOS continues to support the Young Scot Awards by funding the 'Unsung Hero' category. This year's winner was Kelly Ross (20) from Dumfries and Galloway. Despite having experienced personal challenges when she was younger, Kelly has moved on to use her experiences in helping others and now plays an active part in community groups. Kelly hopes to graduate with a BA in community learning and development later this year.

ACPOS has established contact and developed positive liaison with the Scottish Executive Health Department to discuss and address issues of mutual interest. Agreement has been reached to form cross-sector working groups with representation from the Scottish Executive, ACPOS, the NHS and appropriate medical professionals to take forward relevant issues.

Football banning orders were introduced in September 2006 under the Police, Public Order and Criminal Justice (Scotland) Act 2006. This Act provides police officers with new powers to target and deal with individuals who display a range of negative behaviour associated with football matches involving Scottish clubs and the national side, both in Scotland and abroad. Since its introduction, 155 cases (45 relating to breach of the peace with either a sectarian or religious prejudice aggravation) have been submitted to Procurators Fiscal in Scotland, requesting that a football banning order be granted.

In January 2007, the first national joint ACPOS/ Scottish Executive/COSLA Seminar was held to consider the issues associated with antisocial behaviour. The seminar was opened by Chief Constable John Vine of Tayside Police, accompanied by Johann Lamont, Deputy Justice Minister, and Councillor Pat Watters, President of COSLA. The event attracted a wide audience with robust discussions and suggestions taking place for changes to current processes. The ACPOS Monitoring Group continues to examine incidents of antisocial behaviour, identifying and addressing training needs, and submits returns to the Scottish Executive. To expand the multi-agency approach, the group has been increased to include the Scottish Executive, COSLA and the fire and rescue service.

2.3.7 Performance Management Business Area



Chair

Mr Ian J Latimer QPM MA
Chief Constable
Northern Constabulary



Secretary

Mr Colin Mather
Deputy Chief Constable
Central Scotland Police

The Performance Management Business Area focuses on continuous improvement in police service delivery and this, in accordance with the Government's modernisation agenda, reflects the importance ACPOS attaches to achieving maximum effectiveness, efficiency, accountability and value for money.

The Business Area is taking forward a number of strategic projects, including the development of a

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national performance management and automated data capture framework to better inform national strategic planning; development of information relative to the policing environment and performance of the Scottish Police Service; and, in partnership with key agencies, development of information sharing which supports the achievement of joint national and community objectives.

Phase 1 of the Scottish Policing Performance Framework went live in April 2007. This framework embodies a rationalised suite of outcome based targets and objectives derived through a collaborative project. It represents a broader range of policing activity in the four key areas – namely, service response, public reassurance and community safety, criminal justice and tackling crime, and sound governance and efficiency.

The reporting of Statutory Performance Indicators (SPIs) has been rationalised and a guide to Scottish Police Performance Indicators developed and distributed to performance managers in the Scottish police forces.



In response to an HMIC recommendation to identify an IT solution to support performance management, the Performance Platform Project has been established. The work of this project is closely aligned to that of the Policing Performance Framework Project. This will enable the Performance Framework to be, in most cases, updated automatically and will also ensure the service is in an improved position to understand, manage and improve its performance. Funding in support of the Performance Platform Project was made available by the Scottish Executive and delivery of the system is anticipated prior to the business year 2009/10.

The Police Service in Scotland Quarterly Report has been created to provide statistical data and cross-service activity, consolidating and rationalising police performance information in Scotland. Work continues to standardise statistical counting and reporting mechanisms, allowing easy comparison across forces and the SCDEA, enabling them to learn from each other – and improve – through the identification of effective practices. The Quarterly Report is closely linked to progress on the Scottish Policing Performance Management Framework and the Performance Platform Project.

The recently launched Scottish Institute of Policing Research (SIPR) will help facilitate the effective use of research by the police in order to strengthen the evidence base on which policing policy and practice are developed. By providing a single focus for policing research in Scotland, SIPR will help develop national and international links with other researchers, policymakers and practitioners involved in policing research. The Performance Management Business Area looks forward to working closely with SIPR in the coming years around the issues of best value, continuous improvement and performance management in general.

2.3.8 Personnel and Training Business Area



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

The Personnel and Training Business Area has a wide and challenging remit covering the leadership, people management and development of both police officers and police staff within the Scottish Police Service. The Business Area has a close and effective working relationship with the Scottish Police College (SPC), which provides a national training facility at a number of levels.

The past year has been particularly busy within the Business Area, culminating in the relaunch of the ACPOS People Strategy in January 2007. The strategy provides a clear ten-year vision for the modernisation of the Scottish Police Service and is the vehicle to drive forward the attainment of a number of the significant actions and absorb new work in preparation for future demands.

Through the People Strategy, a continuum of leadership development now exists throughout the Scottish Police Service, from cadet to chief officer level, inclusive of police officers and staff. The clarity of the strategic goals and the associated action plan has produced substantial change over the past three years; this is outlined in full in the People Strategy Action Plan 2nd Phase. This document and the ACPOS People Strategy can be accessed through www.acpos.police.uk

The Scottish Police Service continues to drive positive change in relation to equality and diversity and endeavours to create an organisational culture that is free from barriers. This is achieved through engagement with various staff associations and support groups. National aims for all diversity training and development have been produced, providing scope for forces to adapt training and development according to local needs.

The development of a Critical Thinking Tool in relation to racial attitudes is a substantial piece of work, sponsored through the Business Area and taken forward by Strathclyde University, which will assist in the selection of potential recruits. Early indications suggest that under-represented communities may be reassured by this development, promoting greater confidence and encouraging future recruitment.

Other areas of significant development within the Business Area include a review of the pilot of the Performance and Development Review (PDR), a national appraisal system, which found it to be fit for purpose; a wider roll-out programme has now been implemented. April 2007 saw the introduction of the Diploma for Police Service in Leadership and Management, which will in time replace the police promotion examination. The launch of the Senior Careers Development Service (SCDS) in

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January 2007 provides for personal and professional development opportunities for both lateral and vertical movement at superintending ranks and above, including equivalent police staff.

Following recent deliberations at ACPOS Council, members collectively supported the proposal to make mandatory the requirement of completion of the national Strategic Command Course (SCC) for those wishing appointment to Chief Officer from 2008. The decision was taken, recognising the need for equity in employment opportunities, and a working group was established to consider access arrangements and ensure the smooth introduction of the requirement.

The past year has seen a number of guidelines published regarding the management of substance misuse, disability legislation requirements, flexible working, stress management, recruitment and medical standards. The revamped Police Advisory Board for Scotland (PABS) and the strengthened involvement of the Police Negotiating Board Scottish Forum will allow for a more cohesive approach to pay and conditions of service. With the publication of Sir Clive Booth's Stage One Report on police pay reform, there is a pressing need to ensure that the Scottish perspective is taken into account.

2.3.9 Professional Standards Business Area



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 represents the Scottish Police Service in all matters pertaining to professional standards, including complaints against the police, vetting, misconduct and corruption. Members aim to provide vision, drive and support to the police service and act as the focal point for police service liaison with other agencies and government departments on relevant issues.

WORKING TOGETHER - DRIVING CHANGE

The past year has seen continued development across all areas of work, with the strategic aim of ensuring efficiency through collaborative working, and the development of common standards and processes. Values are promoted to encourage the highest standards of behaviour, both on and off duty.

On 1 April 2007, the Police Complaints Commissioner for Scotland (PCCS) adopted his full legislative powers and ACPOS looks forward to engaging positively with him in his new role. The PCCS provides independent and transparent oversight in reviewing the manner in which non-criminal complaints against the police are handled, bringing increased formality to complaints about service delivery and introducing oversight of off-duty behaviour. Complaints which allege criminal action remain the responsibility of the Crown Office.

National training for officers investigating complaints against the police across the Scottish Police Service was introduced in 2006. Benefits are being realised through the sharing of good practice, which supports the drive for common standards and procedures. Regular training also takes place for senior officers who may be required to act as the Chair of a misconduct hearing.

Over the past six months, the Business Area was fully engaged in a PABS Short Life Working Group, examining the change associated with the introduction of the PCCS. The group has prepared legislative guidance and a new national leaflet for complainers has been produced to ensure the police service provides consistent advice.

The Business Area has also participated in a PABS Technical Working Group to prepare new legislation regulating the conduct and efficiency of police officers. These measures amend the current legislation and align practices with other ongoing workforce modernisation.

The Business Area also engaged with a number of external partners during the year and has agreed protocols with HM Revenue and Customs (HMRC) to support the role of the Crown Office in investigating suspected acts of criminality by

HMRC staff. The Equal Opportunities Commission and the Commission for Racial Equality are supporting the Business Area in preparing guidance for the new conduct and efficiency regulations.

The past twelve months have seen ACPOS introduce a modern IT platform for all forces to enhance their ability to support common standardised recording practices and the data production of management information around complaints. Learning from complaints is a key aim of the Business Area and the improved IT will support use of the National Intelligence Model methodology in addressing management issues emanating from complaints against the police.

The ACPOS Professional Standards Practitioners Forum develops policy, procedure and practice and implements a wide range of decisions and recommendations across the Scottish forces on behalf of the Business Area. Good practice is shared, and sub groups assist in developing policy and procedure to support common standards and efficiency, addressing emerging national issues and trends. Recent work includes the development of a national Professional Standards Strategic Threat Assessment and collaborative arrangements to support relevant investigations.

Vetting continues to emerge as a growth area and the ACPOS Vetting Forum develops and disseminates policy and best practise in all matters relating to this issue. The group aims to provide advice and practical assistance to the Scottish Police Service by managing the introduction of changes and enhancements to current vetting practices.

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2.3.10 Road Policing Business Area



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



Secretary
Mr Ian Learmonth
Assistant Chief Constable
Strathclyde Police

The Road Policing Business Area liaises with key partner organisations, exploiting new technologies and available intelligence and information, tackling the full breadth of criminal behaviour, and has the responsibility to reduce and deal with serious injury road crashes.

The Business Area co-ordinates the efforts of Scottish forces through a series of national campaigns scheduled to coincide with the work of

several key partner organisations, including Road Safety Scotland and the Department for Transport.

Following on from several previous high profile and successful seasonal drink/drug driving campaigns, which have indicated an increasing trend in the number of drink drivers detected, in the past year ACPOS was keen that forces continue to focus on such issues throughout the year. The Association has also co-ordinated a series of one-day campaigns, focusing on the key issues of speeding and seat-belt wearing.

These campaigns, which are increasingly embedded in core policing activity, were well received by the public and the press, and ACPOS will continue to raise awareness of these and other significant issues during the forthcoming year.

The efforts of forces to achieve the Government's 2010 Public Service Agreement targets on Scotland's roads continue to be channelled through the Business Area and the Scottish Road Safety Strategy. ACPOS is pleased to report that the targets relative to fatalities and serious injuries remain on track and are likely to be met ahead of schedule.

On 1 September 2006, the ACPOS policy on police vehicle pursuits was launched, outlining the Scottish Police Service's approach to the professional management and resolution of vehicle pursuits. Whilst recognising the need for flexibility, the policy makes clear the minimum expected standard and provides a structure within which Chief Officers can create individual force instructions.

The European Road Safety Charter, launched in 2004, is the driving force for organisations to provide a tangible contribution to improving road safety in Europe. The overall aim of the charter is to achieve the common goal of halving the number of road fatalities by 2010.

In March 2007, ACPOS became one of the 65 UK and over 800 European official signatories to the charter, signalling its intention to help reduce road casualties. Signatories are able to use the logo alongside their own, demonstrating their commitment to road safety.



The fixed penalty system for offences in respect of vehicles provides a quick and effective way of dealing with a wide range of relatively minor road traffic offences, whilst preserving the right of individuals to challenge an alleged offence in court. In April 2006, a joint guidance document was produced by ACPOS, ACPO and the Home Office, providing an updated list of offences together with guidance on administrative responsibility relative to the respective systems.

The past year has seen the introduction of significant legislation to help enhance safety on Scotland's roads. The Road Safety Act 2006 was implemented on 27 February 2007, attracting considerable media and public interest, with the introduction of the first key section relating to drivers using mobile telephones and similar interactive communication devices whilst driving. During the introductory 24-hour period of the Act, 113 motorists were caught driving using a mobile phone. The Motor Vehicles (Wearing of Seat Belts) (Amendment) Regulations 2006 came into effect on 18 September 2006 and a number of specific new offences were created relating to the use of seat-belts and child safety seats within motor vehicles.

3 Scottish Police Services Authority

SCOTTISH POLICE SERVICES AUTHORITY



Mr David Mulhern
Chief Executive
SPSA

Following much work undertaken previously as part of the 'Review of Common Police Services', the past year saw the completion of the passage through Parliament of the Police, Public Order and Criminal Justice (Scotland) Bill, which provided for a range of measures intended to improve police effectiveness, strengthen the hand of the SCDEA in the fight against crime, including serious organised crime, and enhance the safety of communities across Scotland.

The Bill provided for the establishment of a new statutory body, the Scottish Police Services Authority (SPSA), which has two principal duties: to establish and maintain the SCDEA; and, to provide the services previously delivered through the Common Police Services, including responsibility for developing and providing new national services such as a national forensic science service.

ACPOS, Scottish forces and the Chief Executive of the SPSA, David Mulhern, have been involved in

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much work over the past year to help bring the Act to fruition. The Chief Executive of the SPSA was responsible for drawing together a project team from the constituent parts of the Common Police Services to establish the SPSA and the Corporate Services Division it required to support the body from 1 April 2007.

Many challenges were met and overcome in establishing the new body in April 2007. Although a number of outstanding issues are currently being addressed, ACPOS is confident that the efforts of all parties will ensure the effective operation of the SPSA, and the Scottish Police Service will continue to receive the excellent service it has previously experienced.

The SPSA now provides the services of the Scottish Police College and has absorbed the SCRO and SPIS into its new Information Services business area. In addition, the new Forensic Services also falls under the control of the SPSA as a provided service, along with, distinctively, the SCDEA as a maintained service.

It is commendable that the efforts of all parties involved in this exciting and significant project resulted in the successful introduction of the SPSA as an operating entity on 1 April 2007. Business continuity has been ensured through the provision of interim measures which will remain in place until such time as the SPSA has corresponding structures and mechanisms in place. Focus now moves to Information and Communications Technology (ICT), which is subject to a similar transitional process in the coming year. The lessons learned, and the measures and solutions put in place, will provide a template for the resolution of any similar difficulties encountered in future transfers.

3.1 Scottish Crime and Drug Enforcement Agency

SCOTTISH CRIME & DRUG ENFORCEMENT AGENCY



Mr Graeme Pearson QPM MA
Director General of the SCDEA

In an exciting time for the Scottish Crime and Drug Enforcement Agency (SCDEA), the new name – as designated in the Police, Public Order and Criminal Justice (Scotland) Act 2006 – better reflects a commitment to tackling serious organised crime in all its forms. Crucially, in a departure from the previous constitutional basis of the Scottish Drug Enforcement Agency (SDEA), the 2006 Act places the SCDEA on a clear statutory footing.

On 1 April 2007, the SCDEA became part of the Scottish Police Services Authority working to deliver maximum efficiency and effectiveness. Being part of the new organisation also marked a watershed for the SCDEA in that it is now able to recruit police officers directly to its ranks.

The threat from serious organised crime is accentuated by a rapidly changing social, economic and political climate, increasing technological developments and the appetite of

WORKING TOGETHER - DRIVING CHANGE

serious organised criminals to achieve profit, whatever the cost to society. Law enforcement must enhance its ability to respond to this threat. Scotland's communities are entitled to nothing less and the SCDEA is determined to deliver on this commitment.

Recent operational results reflect this commitment. During 2005/06, SCDEA activity resulted in the arrest of 134 criminals and the seizure of 383kg of Class A drugs, including heroin, cocaine and ecstasy. In addition, 8,294kg of cannabis with a street value of over £25.4m was seized. Over £5.8m of realisable assets have been identified to the appropriate authorities for consideration of restraint. The results for 2006/07 will be published shortly and are again impressive, reflecting the dedication, commitment and loyalty of the Agency's professional investigators and support staff.

The SCDEA has a strong commitment to developing educational strategies aimed at reducing the opportunity for organised crime groups to flourish within communities. The national Choices for Life event in 2006 was delivered to an impressive audience of 46,000 children. This event was targeted at children during their transition from primary to secondary education and was very well received.



The ACPOS Drugs Conference, held in March 2007, aimed to influence and inform the debate on drugs across Scottish communities and to provide a platform for policy makers and practitioners to come together with partners in social work, health, prison services and education, to share common experiences on contemporary drugs issues. The conference theme, The Hash Reality, was chosen because of concerns surrounding the prevalence of cannabis, the associated health effects and the fact that it is increasingly a commodity trafficked by organised crime groups for vast profit.

In a further development for the SCDEA, preparatory work has commenced for the build of the Scottish Crime Campus, which will bring together a number of key law enforcement bodies at a single site. The establishment of the campus sends out a clear message that serious organised crime will face a formidable adversary in Scotland and find it increasingly difficult to profit at the expense of Scottish communities.

The coming year will see the SCDEA build on past success and employ an even greater range of innovative disruption strategies to maximise the risk to serious organised criminals and remove their illegal profits. The continued support of ACPOS and stakeholders at home and abroad will allow it to reach its full potential and make Scotland a safer, more secure place in which to live, visit and invest.



3.2 Scottish Police College

**SCOTTISH
POLICE COLLEGE**
**SCOTTISH
POLICE
SERVICES
AUTHORITY**



Mrs Margaret Barr BSc Chartered FCIPD
Director of Scottish Police College

The Scottish Police College (SPC) is unique in the UK and Europe in that it encompasses training for all members of the Scottish Police Service throughout their careers at one central campus.

Whilst the College is perhaps most recognised for the training of all probationary constables, it also provides training for staff up to and including executive level for police officers and equivalent staff grades. Courses provided at the College range from specialist training for various career paths to leadership and management training for first line managers onwards.

The past year saw a change in the College Executive with ACC John Geates of Strathclyde Police being appointed as Deputy Director; DCC Margaret Barr remains as Director and Mr Tony Ward continues as College Secretary. As part of the newly formed SPSA, the College will continue to deliver training and education to meet the needs of the Scottish Police Service.

There have been a number of major changes in training, development and deployment in the past year, with the Learning Support Division strengthening its various partnerships, including its association with the Foreign and Commonwealth Office and the Ministry of Defence Police. A postgraduate certificate in International Policing (Peace Support Operations) has been created in conjunction with the University of Stirling, and the International Unit at the College continues to develop various projects and provide training assistance to the police service in Guyana. As a result of the changing environment, the College library now offers a remote mailing service to its customers, receiving requests for support from many countries worldwide.

The SPC continues to run the Leadership Module of the Strategic Command course for police officers and staff preparing to take up executive posts across the UK. A number of international delegates participated in this course, with international leaders from the fields of ethical decision-making, negotiating and influencing, and diversity attending as keynote speakers. A number of graduates from the 2006 course have since taken up Chief Officer and executive positions across the UK.

The training for all diversity trainers in the Scottish Police Service is administered by the College, as is the Leadership in Counter Terrorism (LinCT) course, the latter of which is run in partnership with the Federal Bureau of Investigation, the Police Service of Northern Ireland and the Royal Canadian Mounted Police. The SPC has also recently taken on seven new staff members with responsibility for delivering and administering the Diploma in Police Service Leadership and Management, which will replace the existing Police (Scotland) Promotion examinations.

This year again saw a very successful Continuous Professional Development Programme (CPDP) with approximately 2,000 delegates attending a series of seminars. For the forthcoming year, a particular effort has been made to enhance the positive action and diversity development opportunities provided. These were developed in collaboration with representative bodies, such as the Gay Police Association, Women's Development Forum and SEMPER Scotland.

3.3 Forensic Services

FORENSIC SERVICES SCOTTISH POLICE SERVICES AUTHORITY



Mr Tom Nelson CChem MRSC
Director Forensic Services

Vision

'To provide the Scottish Justice System with world class, impartial, efficient and effective forensic science services.'

Key Objectives

Quality – to deliver a forensic service that meets agreed quality standards and provides a framework for continuous improvement;

Service Development – to continually develop the range, effectiveness and flexibility of our service to meet stakeholder needs;

Communication – to be easy to deal with by encouraging all staff to communicate in a constructive and open manner which encourages co-operation, mutual understanding and effective use of the service;

Staff Development – to develop the expertise of all our staff, by agreement, in support of the aims of the organisation. To value all our relationships and be helpful, positive and enthusiastic;

Research and Development – to encourage, and facilitate, research and development which has clearly identified potential application in improving the provision of innovative forensic services;

Health and Safety – to provide a safe work environment and encourage a positive work ethic conducive to health, safety and work-life balance.

The SPSA came into being on 1 April 2007 under the Police, Public Order and Criminal Justice (Scotland) Act 2006. It brings together several existing and complex services which operate at a number of different locations across Scotland. The legislation also sought to establish a national forensic science service. The ACPOS Forensic Science Project Report, published in 2004, was the catalyst for the establishment of the national forensic service. The project to bring about this change was established under the governance of the Common Police Service Programme Board (CPSPB).

The newly created SPSA Forensic Services brought together, for the first time, the entire forensic, fingerprint and crime scene examination capability in Scotland. This integration places the service at the forefront of evidence capture and analysis, with a service provision that extends from crime scene through to court. The Forensic Services will deliver the effectiveness and efficiencies of a national service, whilst at the same time maintaining a local response that concentrates on the priorities of local communities.

This has been a very demanding project involving many work streams. Over the past year, many milestones have been achieved which involved close working with the eight Scottish police forces, the SCDEA, and the Crown Office and Procurator Fiscal Service. The concept of a virtual 'Gateway', in which forces will assess cases before they are

submitted to the new Forensic Service is well established and is central to the delivery of a quality service for the Forensic Services.

The Forensic Services have developed service level agreements with each of the eight Scottish forces to help identify key service delivery priorities, and these recognise both national and local requirements. The Forensic Services are also committed to delivering a scientific support service from its forensic science laboratories, fingerprint bureau and scenes of crime departments that is based on both technical excellence and sound management practice.

This is a very exciting time in the development of key scientific disciplines in Scotland and the integration of forensic services from crime scene through to court across Scotland provides an excellent opportunity to develop a world class forensic service.

Our Quality Philosophy – ‘Doing the Right Things and Doing Things Right’



3.4 Information Services

INFORMATION SERVICES
SCOTTISH
POLICE
SERVICES
AUTHORITY

3.4.1 Information Services - Criminal Justice



Ms Carol McLean
Head of Information Services -
Criminal Justice

Information Services - Criminal Justice (previously known as SCRO) forms part of the new SPSA. The organisation provides and manages vital integrated information systems for the eight Scottish forces and the wider criminal justice community within Scotland. The organisation is made up of a range of different services, each providing a central information support service for its customers.

Staff at the Criminal Justice Information and Intelligence Support Bureaux continue to develop and manage the Scottish Intelligence Database (SID), the Criminal History System (CHS) and the Automatic Number Plate Recognition (ANPR) System. In the past year, this work has included the installation of an updated version of SID, with an additional helpline and compliance unit being introduced to assist with the implementation of the

Violent and Sex Offender Register (ViSOR) to the 32 local authorities, completion of the Scottish ANPR fixed site network, and continued research and development into the replacement CHS for its roll-out this year.

Information Services - Criminal Justice is now the single point of contact in Scotland for the recording of data in relation to European conviction information and ensures all relevant data for Scottish subjects is entered onto the CHS and passed to forces via SID.

The Scottish Executive and Crimestoppers Scotland campaign, 'Drug Dealers Don't Care, Do You?' has improved public awareness of this issue, with an increase in the number of anonymous callers to Crimestoppers. The campaign provided valuable information and intelligence on the prevention and detection of such crime, and led to 219 arrests and over £0.5 million worth of drugs and criminals' cash being seized. Under the Proceeds of Crime Act 2002, the money and assets seized have assisted with the running of these campaigns.

Disclosure Scotland provides an accurate and responsive disclosure service to people working with children and adults at risk in the public, private and voluntary sectors, and enables employers to make safer and more informed recruitment decisions. Disclosure Scotland continues to work closely with the Scottish Executive and ACPOS on the recommendations made by Sir Michael Bichard, following his Inquiry into the Soham murders. A number of the recommendations have been discharged and are now embedded in Disclosure Scotland's procedures and processes.

The Protection of Vulnerable Groups (Scotland) Bill proposes to establish a new agency which will include Disclosure Scotland and a Central Vetting and Barring Unit. As a result of this, Disclosure Scotland will effectively leave the ACPOS family and become a Scottish Executive Agency.

The Scottish Fingerprint Service (SFS) provides expert witnesses and fingerprint identification to the Scottish Police Service, the 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 integrate its tenprint and scene of crime mark images and demographics with those of England and Wales to form a UK mainland fingerprint database in excess of 6.5 million records. The new Livescan capture terminals, which allow the electronic capture of tenprints, are linked to this database and all tenprints of individuals arrested are searched across the UK database for identification, significantly enhancing forces' investigatory abilities.

A parliamentary enquiry was carried out by the Justice 1 Committee of the Scottish Parliament, which compiled a report and made recommendations regarding the future of the SFS in February 2007. In conjunction with the SPSA Action Plan for Excellence, these recommendations and further suggestions will be actioned by SFS in the coming year. This, along with other work, will continue in the coming year to ensure the successful integration of the SFS into the new Forensic Service Business Area of the SPSA.

3.4.2 Information Services - Information Communication Technology



Mr Robert Kirkwood
Interim Director

Formerly known as SPIS, Information Services - Information Communication Technology now forms part of the SPSA. The organisation aims to deliver and maintain a unified approach to the development of new generation systems for the police service

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and associated organisations in Scotland. It ensures the most cost-effective delivery of information services and improves efficiency, effectiveness and the exchange of information between forces and across traditional boundaries.

Staff comprise of IT specialists and contractors and seconded police officers from various Scottish police forces. They are located at Atlantic Quay in Glasgow with a small team based at Kilsyth Police Office in Strathclyde.

The organisation has made a significant contribution towards the transition of all agency ICT staff, including those of SPIS, to the new SPSA Information Services. The second stage will see all Scottish force ICT staff transfer on 1 April 2008. The new SPSA Information Services will work in partnership with ACPOS and Scottish forces to ensure that those services delivered will meet the key requirements of its customers.

Throughout the transition period, the staff will continue to work on the many business and technical projects associated with it and other agencies, including the National Custody System, which will provide a national approach to custody processing, including a vulnerability assessment. The initial iteration of the application has already been introduced in Dumfries and Galloway Constabulary, with ongoing discussions taking place regarding the introduction of this system across the Scottish Police Service.

The 2nd phase of the Automatic Number Plate Recognition System (ANPR) will provide an updated back office system to support the Scottish ANPR network, and allow covert and overt monitoring of vehicles within, and across, force boundaries. However, this will be supplemented by a growing number of business system convergence projects and new developments, which utilise the available aggregate resource within forces and agencies.

The Command and Control convergence programme and the Human Resource convergence programme will see the migration of both to single national products. It is anticipated that many more convergence projects will form part

of the business programme and that the organisation will support the development of new systems, such as National Information Management.

Much work is currently ongoing around the national infrastructure programme, which will provide the data network, storage and performance capability to support both national convergence programmes (Command and Control, and HR) and new systems deployment is presently underway.

The new SPSA Information Services will support the policing plans and priorities of the Scottish Police Service by developing and maintaining services which truly meet their requirements.

4 ACPOS Business Change Directorate

The ACPOS Business Change Programme Board was established in January 2006 to govern and manage a programme of significant business change in the Scottish Police Service. Through a comprehensive programme of work, the Board will oversee work towards common integrated information and communication systems, which will support an agreed national business model of policing. The model will be based on the delivery of outcome-based services, supported by common and shared end-to-end business processes.

The programme will provide each Chief Constable with the added capability to place resources, effort and emphasis on those policing themes, activities and outcomes most appropriate to local needs. The Business Change Programme Board is chaired by Chief Constable Colin McKerracher and made up of the eight Deputy Chief Constables and the Chief Executive of the Scottish Police Services Authority. During 2006 the Board has overseen substantial development in business change arrangements.

A temporary suspension on ICT procurement has enabled the Programme Board to identify efficiencies and enhance financial planning across the service. Having commissioned the ICT Directorate to develop a technical blueprint for the

convergence and consolidation of existing ICT business applications, the Programme Board also arranged for a business design team to assess business needs relating to the blueprint and to advise on prioritisation. To provide a business transformation capability, the Programme Board has also commissioned a scoping study, the National Information Management Project. This aims to identify a development plan for the national application of effective common business processes.

A number of potential business benefits have been identified through the national business change programme and the application of efficient common business processes. These benefits, which cover operational, technical and aspects of change, include:

- ◆ crime reduction;
- ◆ increased detections;
- ◆ improved fiscal control of operations;
- ◆ improved management of resources;
- ◆ improved strategic management of major incidents;
- ◆ improved protection of vulnerable persons,
- ◆ adherence to National Intelligence Model (NIM) standards;
- ◆ compliance with Bichard recommendations;
- ◆ Management of Police Information (MoPI) standards.

The management of these benefits offers a means by which improvement can be demonstrated across the police service by focusing on the achievement of business objectives and outcomes.

Management of the business change programme requires rigorous governance arrangements. ACPOS is committed to follow the Office of Government Commerce (OGC) guidelines in its governance arrangements. With the recruitment of a National Programme Support Manager, these arrangements are currently being developed and will apply to all projects within the programme.

Commitment to the business change programme has now been formalised through the establishment of a small number of key posts within the Business Change Directorate to support the programme and its associated projects. This

modest central resource will assist the Board in adhering to programme and project management principles, whilst applying a coherent and consistent approach across the programme.

The Police, Public Order and Criminal Justice (Scotland) Act 2006 places a duty on the SPSA to develop and maintain a strategy for the acquisition and use of ICT systems for the Scottish Police Service. ACPOS and the Scottish Executive have a memorandum of understanding which sets out how the transition of ICT support to SPSA will be managed. The Business Change Programme Board is working closely with the Chief Executive of the SPSA to ensure this is achieved effectively, without adverse impact on local needs. It is expected that the transition will be complete by April 2008.

5 ACPOS Policing Priorities 2006/09

Significant activity has taken place during 2006/07 in relation to the ACPOS Policing Priorities. The priorities are designed to enhance the quality of service provided to the communities of Scotland; ensure that policing practices, processes and procedures are fit for purpose; and enable ACPOS to maintain its role as a leading partner in the reform and improvement of public services in Scotland.

The priorities were determined through consultation with the Scottish Executive, Her Majesty's Inspectorate of Constabulary, the Convention of Scottish Local Authorities, the Scottish Police Authorities Conveners' Forum, SOLACE and the Crown Office and Procurator Fiscal Service.

A monitoring mechanism has ensured sustained progress and lead officers have reported quarterly on the key actions identified to take each priority forward as detailed below.

Community Engagement

ACPOS is committed to communities having a greater say in how local policing services are planned and delivered. The work stream uses the

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National Standards for Community Engagement as a framework for its activity, as well as the continuing development of the public reassurance model.

Update:

During the year, a Public Reassurance Strategy, embodying the National Standards for Community Engagement, has been developed and approved. In addition, a set of generic questions for use during public consultation and community engagement events has been created and is currently being piloted.

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

Performance Improvement

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

Update:

The Scottish Policing Performance Framework exemplifies a rationalised suite of outcome based objectives and targets, derived through a collaborative project involving various strategic partners.

A project produced to deliver an IT solution to provide quality performance information across all Scottish forces and the SCDEA is well established through the ACPOS Performance Platform Project and will be delivered prior to the business year 2009/10.

The Police Service in Scotland Quarterly Report has been created. It consolidates and rationalises police performance information in Scotland and work continues to standardise statistical counting and reporting mechanisms to facilitate appropriate

comparison. In this way, forces and the SCDEA can learn from one another and improve through the identification of effective practices.

The Scottish Institute of Policing Research was launched in November 2006. It offers a national research facility provided by ACPOS and the Scottish Funding Council and is a collaboration of thirteen Scottish universities. Business processes are being refined and research work on items of strategic significance to policing is underway.

Lead Officer – ACPOS President
Lead – Performance Management Business Area

Increasing Productivity

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

Update:

A key strand of this priority is making better use of mobile data. Pilot projects have been conducted in Lothian and Borders Police and Strathclyde Police with full analysis of the business benefits progressing. New software is being developed in relation to fixed penalty notices and a full roll-out of mobile data terminals to all operational police staff in Lothian and Borders Police has commenced.

To further increase productivity, the ACPOS Police Time at Court Working Group continues to work with the Scottish Executive Justice Department to gauge the time officers spend at court.

The third strand of this priority is the introduction of a single non-emergency telephone number for all Scottish police forces. Work is scheduled to commence on this project in 2008.

Lead Officer – ACC Richardson
Lead – Performance Management Business Area

Developing a Successful Scottish Police Services Authority (SPSA)

The establishment of the SPSA presents an opportunity to develop an effective range of services to support policing in Scotland. In this regard, ACPOS is keen to ensure the SPSA enhances the existing service and provides the best opportunity for sharing common functions in the future.

Update:

The creation of an effective forensic service is complete and, since 1 April 2007, the SPSA Forensic Services has been a single organisation delivering forensic services to the Scottish Police Service. The ACPOS Forensic Science Advisory Group has been established to act as an 'intelligent customer' to the Forensic Services with business objectives being developed and forensic science gateways established in each police force.

Although the Scottish Crime and Drugs Enforcement Agency is embodied within the SPSA, it retains operational independence with policy setting and operational integration arrangements having been created.

The transfer of resources from police forces to the SPSA has been fully supported by ACPOS Council.

Lead Officer – CC Peter Wilson
Lead – 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 co-ordinated 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 SPSA in 2008.

Update:

The co-ordinated programme for national change management has moved forward through a number of elements of this priority including the establishment of an ACPOS ICT Directorate, the creation of a high level technical blueprint for convergence and consolidation on existing force business applications and development of a national change work programme. A National Programme Support Manager is now in post and further benefits management work has been carried out in relation to projects within the programme.

Governance and programme support arrangements are being further developed, and the ICT Convergence Team has engaged the support of forces' technical teams to progress the blueprint to a more defined technical solution.

The project portfolio comprising eight projects is now complete with some having been implemented and others being introduced during 2007.

Lead Officer – CC Colin McKerracher
Lead – Information Management Business Area

Counter Terrorism

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

Update:

A variety of policing activities are needed to counter terrorism. A review of the counter terrorism capacity and capability of the Scottish Police Service has been completed with a view to ensuring that Scotland is as secure from terrorism as the rest of the UK.

In addition, the structures and mechanisms in place to co-ordinate the complexity of counter

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terrorism policing activities in Scotland have evolved over the last few years. In taking this forward, a review is being carried out to ensure that the current structures and mechanisms are appropriate to the contemporary risks and threats from terrorism

Lead Officer – ACC John Corrigan
Lead – Crime Business Area

Criminal Justice

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

Update:

Planned changes to the reforms of the criminal justice system over the next two years are extensive with much change already underway through legislation passed or proposed. The work centres on preparing the Scottish Police Service to implement the changes already agreed, including reform of the children's hearing system, sentencing proposals, identifying and monitoring resource requirements of the changes, and capturing the benefits arising from criminal justice reforms.

A raft of legislative and non-legislative change is scheduled for implementation by December 2007 and the ACPOS Criminal Justice Business Area is working towards this with other criminal justice agencies.

Lead Officer – CC David Strang
Lead – Criminal Justice Business Area

Policing Capacity Review

The collaborative approach to the shared use of resources has been a recurring feature of the Scottish Police Service. This was seen most

effectively in the policing of G8 and the adoption of the Scottish Police Information and Co-ordination Centre for national policing events. The proposal to amalgamate forces in England and Wales and the debate on public service delivery in Scotland 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.

Update:

The ACPOS Policing Capability Review has involved the completion of a gap analysis against a future assessment of risk and required operational capacity. The Review made a number of recommendations that have been approved by ACPOS Council. The next steps involve a significant work programme to be progressed by specific ACPOS lead officers with oversight by ACPOS Council.

Lead Officer – ACPOS President
Lead – ACPOS Council

Delivering the People Strategy

First published in 2003, the ACPOS People Strategy continually reviews the resourcing and training needs of the police service to reflect the internal and external issues of diversity and disability. As the bulge in the retirement profile continues towards the end of the decade, recruitment and the maintenance of expertise within the service remains a key component of the People Strategy. Work in this strand will look at creative, effective and affordable ways to support the resourcing of the service and enhance leadership development.

Update:

The ACPOS People Strategy and Action Plan provide a ten-year vision for the modernisation of the Scottish Police Service, specifically in relation to leadership, people management and development. Its associated Action Plan takes account of future work, in particular the continuous workforce modernisation of the service, together with the impending loss of skills and experience

due to a potential surge of retirements. Additionally, there is an acknowledgement that leadership is paramount throughout the organisation at every level, as well as collaboratively with our partners.

Progress on this priority includes:

- ◆ a review of existing diversity training and the appointment of a National Diversity Co-ordinator to assist in a strategic inspectorate role;
- ◆ the design and validation of a screening tool for recruitment, which will assist in identifying racist attitudes, and extension of the Accelerated Promotion Scheme for Graduates, allowing progression to Chief Inspector level;
- ◆ a new Personal Development Review for the Scottish Police Service;
- ◆ the establishment of a Senior Careers Development Service and the Chief Officer Development Programme in Scotland;
- ◆ publication of guidelines on the management of substance misuse, disability legislation requirements, flexible working, stress management, recruitment and medical standards;
- ◆ development of a common approach to HR Management across the Scottish Police Service and the introduction of a police diploma to replace the current police examinations.

Lead Officer – CC Andrew Cameron

Lead – Personnel and Training Business Area

The priorities are revised and refreshed on an annual basis to ensure that the planning and priority setting process is flexible, dynamic and capable of responding to emerging national issues and community concerns.

6 Counter Terrorism - Public Reassurance

The past year has seen a great deal of change, both within Scotland and the UK, in the governance, structure and operation of counter terrorism policing. Following a change in policy, threat levels are now made public with the threat from international terrorism being assessed for most of 2006/07 as Severe (an attack is highly likely).

Currently, and prior to this policy change, ACPOS is acting to ensure Scotland has an efficient, effective and robust counter terrorism policing strategy. Assistant Chief Constable John Corrigan of Strathclyde Police was appointed ACPOS Co-ordinator of Counter Terrorism (ACCT). His remit is to develop Scottish counter terrorism capacity, capability and strategy and confirm that relevant activities are in accord with the UK-wide International Counter Terrorism Strategy (CONTEST). The ACCT chairs the ACPOS Counter Terrorism Sub Group, which ensures that Scotland's counter terrorism policing agenda is relevant, current, compatible and effective. The ACCT also chairs the Scottish Guardian Group, which co-ordinates the ACPOS operational protective security response to the current threat from terrorism and extremism. The introduction of these two ACPOS sub committees has ensured greater co-operation and co-ordination amongst Scottish forces and partner agencies in this arena.

ACPOS liaises closely with colleagues from elsewhere in the UK to ensure that proposed changes to counter terrorism governance and structures across England and Wales are considered at an early stage by ACPOS, thereby allowing for policy changes if necessary. The formation of an ACPOS Counter Terrorism Best Value Review team has led to a more efficient and effective, outcome-focused approach in both the strategic and tactical counter terrorism arenas.

The past year has seen numerous arrests throughout the UK in regard to alleged terrorist activities, and Scotland is not immune to this

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increase in extremism, with more detentions and investigations being carried out here.

Operation Overt, the August 2006 alleged plot to blow up aircraft, highlighted the Scottish Police Service's ability to deliver a joined up and co-ordinated response to a major counter terrorist enquiry. Through the vehicle of the Scottish Guardian Group, the eight Scottish forces and British Transport Police delivered a strategy that ensured the safety of the public transport system in Scotland and provided protection and re-assurance to the public. This operation also saw a major deployment of Scottish officers to England to assist with the enquiry, gaining valuable experience for Scotland's counter terrorism capability, and developing the co-ordination and capability for cross-border mutual aid between England and Wales and ACPOS.

The following table summarises the HMIC recommendations identified during inspections over the past year which are to be undertaken by ACPOS and shows the intention and progress made by the relevant business area.

7 HMIC Recommendations

Her Majesty's Inspectorate of Constabulary for Scotland (HMIC) is a statutory body which operates independently of police forces, police authorities and the Scottish Executive. It exists to promote efficiency and effectiveness in the police services in Scotland by:

- ◆ inspecting police forces and the SPSA;
- ◆ carrying out thematic inspections;
- ◆ examining how forces deal with complaints against the police (until 1 April 2007);
- ◆ providing advice to Scottish Ministers.

Over a five-year period, each force and the SPSA is subject of a primary (full) inspection, augmented by reviews at 18-month intervals.

In furtherance of the recommendations outlined overleaf, two separate reports have been received from HMIC, namely 'Scottish Police College Primary Inspection 2006' and 'Common Knowledge: Thematic Inspection 2006'. These recommendations will be progressed through the relevant business areas and progress made reported to HMIC.

INSPECTION	REC NUMBER	RECOMMENDATION	BUSINESS AREA	INTENTION/PROGRESS
Grampian Police Primary Inspection 2006	5	ACPOS consider the impact of work conditions on staff welfare, and the attraction to future candidates of posts where demands, resilience and rewards appear inconsistent with others, with a view to identifying solutions which may involve disseminating good practice and/or changes to regulations.	Personnel and Training	<p>The report highlights that forces have a duty to consider staff welfare in compliance with working time regulations. This causes difficulty for forces when certain police officers are required to work overtime but are not entitled to overtime payments. If officers work more than their contracted hours, this problem cannot be legitimately resolved through payment.</p> <p>Forces have recourse to special priority payments and bonus schemes to recognise special demands and contribution. This is a matter for individual forces and ACPOS will take steps to remind forces of their responsibility, recommending good practice.</p>
Grampian Police Primary Inspection 2006	11	ACPOS take cognisance of increasing demand on forces for Financial Investigation Services, and consider ways to address that increase.	Crime	<p>Fraud and Financial Investigation Units (FIUs) have been restructured to take account of the capacity and availability issues. A number of police officer posts are filled by support staff and several officers are being trained as Fraud and FIU officers, ensuring that there are potentially more officers available.</p> <p>Where it is not always possible to obtain extra resources, best practice will be used and a sub group has been formed to discuss trends and improvements. This group reports change to the Concerted Inter Agency Criminal Finance Group Scotland (CICFAS).</p>

WORKING TOGETHER - DRIVING CHANGE

<p>Joint Thematic Inspection of Case Management 2006</p>	<p>1</p>	<p>ACPOS and COPFS progress a review of the existing joint protocol in light of current developments within the criminal justice system, and agree a refreshed joint protocol that will serve as a catalyst for further improvements in case management. ACPOS and COPFS should also develop an implementation plan to deliver the refreshed joint protocol, with key deliverables, milestones and monitoring arrangements.</p>	<p>Criminal Justice</p>	<p>This recommendation has largely been overtaken by the ongoing development of business rules by ACPOS and COPFS under the summary justice reform work stream, progressed currently.</p>
<p>Joint Thematic Inspection of Case Management 2006</p>	<p>3</p>	<p>ACPOS and COPFS support the introduction of end-to-end targets which drive the joint performance of criminal justice partners in relation to their key processes in bringing offenders to justice.</p>	<p>Criminal Justice</p>	<p>End-to-end targets are fully supported by ACPOS and COPFS and are agreed at 26 weeks within the framework of the Summary Justice Model. These targets are monitored by the National Criminal Justice Board and the Statistical and Management Information System.</p>
<p>Joint Thematic Inspection of Case Management 2006</p>	<p>4</p>	<p>ACPOS incorporate the current and proposed data requirements for criminal justice as part of the user specification for any common IT solution to support police performance management.interest</p>	<p>Criminal Justice</p>	<p>Work is already ongoing in this area through ACPOS to develop a common IT solution to support police performance management.</p>

<p>Joint Thematic Inspection of Case Management 2006</p>	<p>5</p>	<p>ACPOS and COPFS review and update the 'Guidance on Police Reports, Statements and the Presentation of Evidence in Court' revised in 2004 and disseminate this updated guidance across police forces and Area Procurators Fiscal.</p>	<p>Criminal Justice</p>	<p>The Deputy Crown Agent currently chairs a forum which is examining this area.</p>
<p>Joint Thematic Inspection of Case Management 2006</p>	<p>9</p>	<p>ACPOS and COPFS review the current and proposed range of non-reporting and non-court options, with a view to establishing a national framework to inform forces and Procurators Fiscal of which offences are most suited to which disposal.</p>	<p>Criminal Justice</p>	<p>ACPOS will collate responses from forces in respect of the non-reporting options currently being used by Scottish forces and will thereafter liaise with the Deputy Crown Agent with a view to progressing.</p>
<p>Joint Thematic Inspection of Case Management 2006</p>	<p>10</p>	<p>ACPOS and COPFS evaluate the benefits of abbreviated reports against developments in non-reporting and non-court disposals, with a view to including reporting formats within any national framework to inform forces and Procurators Fiscal which offences are most suited to the use of abbreviated reports</p>	<p>Criminal Justice</p>	<p>Strathclyde Police and COPFS have agreed a standard content in relation to abbreviated reports and this will be taken forward to the ACPOS Criminal Justice Business Area for progression on a national level.</p>

WORKING TOGETHER - DRIVING CHANGE

<p>Joint Thematic Inspection of Case Management 2006</p>	<p>11</p>	<p>ACPOS and COPFS review the current target to respond to all requests for information within 14 days, and establish a new target set against the date by which the response is required. COPFS should also explore the feasibility of using the Future Office System (FOS) to record and monitor performance relating to requests for information.</p>	<p>Criminal Justice</p>	<p>ACPOS agreed to defer this recommendation to individual forces.</p>
<p>Joint Thematic Inspection of Case Management 2006</p>	<p>12</p>	<p>ACPOS and COPFS establish a new target for submitting statements, set against the date by which the statements are required. COPFS should also explore the feasibility of using the Future Office System (FOS) to record and monitor performance in relation to submitting statements.</p>	<p>Criminal Justice</p>	<p>COPFS intimate they will be able to measure performance as of June 2007. As part of the summary justice reform process, individual forces will develop their own system of performance measurement.</p>
<p>Joint Thematic Inspection of Case Management 2006</p>	<p>13</p>	<p>ACPOS and COPFS develop a joint protocol for disclosure requests.</p>	<p>Criminal Justice</p>	<p>Agreement in principle has been reached between ACPOS and COPFS on business rules relative to the submission and disclosure to the defence of statements, previous convictions and outstanding charges. The Joint Protocol has been agreed and finalised.</p>

<p>Joint Thematic Inspection of Case Management 2006</p>	<p>14</p>	<p>ACPOS and COPFS, as part of the review of the Joint Protocols, establish a joint working group to develop a strategy for training on criminal justice issues, including Standard Police Reports and statement taking.</p>	<p>Criminal Justice</p>	<p>ACPOS and COPFS acknowledge the requirement for a training needs analysis to be carried out. Work is ongoing preparing the 'Summary Justice Reform Training for Trainers' at the Scottish Police College.</p>
<p>Strathclyde Police 18 Month Review Inspection 2006</p>	<p>7</p>	<p>ACPOS examine the authorisation of directed surveillance with a view to identifying training needs on a national basis.</p>	<p>Crime and Personnel and Training</p>	<p>A joint Home Office/ ACPO Review of the Regulation of Investigatory Powers Act 2000 (RIPA), associated legislation and Codes of Practice have recently commenced. At its conclusion, HMIC anticipates that ACPOS will wish to examine the outcomes, making any necessary adjustments with regard to legislation under the Regulation of Investigatory Powers (Scotland) Act 2000. HMIC will examine progress in this area at the next review inspection.</p>
<p>Scottish Crime and Drug Enforcement Agency (SCDEA) 2nd Review Inspection</p>	<p>9</p>	<p>ACPOS rigorously pursues the issue of firearms support for surveillance activity towards an early conclusion in order that national guidelines are clearly understood and any resulting training requirements addressed.</p>	<p>Operational Policing</p>	<p>ACPOS has agreed to support the Scottish Crime and Drug Enforcement Agency (SCDEA) through the provision of a firearm capability by forces and the issues around this matter are being considered as part of the Capability and Capacity Review.</p>