



## PRESIDENT'S INTRODUCTION TO ANNUAL REPORT

Policing performance in Scotland has never been better – crime levels are at a thirty year low, detection rates have never been higher and communities are more reassured than ever.

These results are remarkable given the challenging environment in which we operate and particularly as we see the outcomes of the financial crisis truly starting to bite across the public sector.

## CRIMINAL JUSTICE BUSINESS AREA

The work of the Criminal Justice Business Area has been dominated this year by significant changes in Scots Law and by continuing efforts to reduce re-offending.

Detained suspects were granted the legal right to solicitor access after a landmark Supreme Court judgement in October 2010. Following the decision, both Criminal Justice and Crime Business Areas worked closely together, in collaboration with the Crown Office and Procurator Fiscal Service, and Scottish Government, to ensure the integrity of criminal

## CRIME BUSINESS AREA

Building on Business Area restructuring in 2009, new governance arrangements were implemented this year to manage risk, improve accountability and ensure work is relevant, deliverable and focused on priorities.

Collaboration between Scottish forces in major crime and terrorism investigations was reviewed by HMICS and the Business Area acted decisively on the recommendations. Together with progress on projects to achieve seamless working with counterparts south of the border, this will ensure Scotland maintains readiness and capability to carry out major investigations.

The Serious Organised Crime Strategy reached its first anniversary this year. The Strategy, comprising activities under the '4Ds' (Divert,

This report illustrates the breadth and quality of work delivered by the Association of Chief Police Officers in Scotland to support Scottish policing. From our work to improve public safety on the roads, to preventing crime in our communities, the report makes it clear that ACPOS is engaged at all times in supporting forces in their contribution to a safer and stronger Scotland.

I acknowledge and appreciate the professionalism and commitment of all Chief Officers and Executive members from the eight Scottish police forces and the SCDEA, who carry a substantial number of national portfolios all of which are geared to supporting the modernisation and development of policing across Scotland.

ACPOS, as the principal voice of police leadership in Scotland, has a key role, along with the Scottish Government and Police Authorities, in responding to the financial challenges and ensuring we continue to shape the delivery of policing services in a positive way.

Change with a view to continuous improvement has been a constant for the service; the added dimension to this dynamic over the last two years has been the prospect and the reality

investigations and management of solicitor access throughout this process. Following the judgement, the Criminal Justice Business Area has led and coordinated ACPOS work on solicitor access. In January 2011, the ACPOS Manual of Guidance on Solicitor Access was published, replacing the Lord Advocate's interim guidelines. The Business Area is currently working on the ACPOS response to Lord Carlroway's Review of Law and Practice.

ACPOS worked closely with partners on the introduction of the Community Payback Order (CPO), which came into effect on 1 February 2011. CPOs, which replace Community Service Orders, Probation Orders, Supervised Attendance Orders and the former Community

Disrupt, Deter, Detect), brings together police, government and other agencies to reduce harm to communities from organised crime. Notable work includes mapping of serious organised crime groups, and collaboration with the business community and public sector to exclude crime groups from lucrative contracts. Acknowledging the achievements of the first year, the Crime Business Area and its partners are committed to maintaining momentum.

New sexual offences legislation came into force this year, with implementation supported by Crime Business Area through guidance and training to achieve the best possible service to victims of sexual crime. Child protection was improved by national implementation of a community sex offender disclosure scheme.

The National Ballistics Intelligence Service is a database of intelligence and forensic evidence

of embracing change against the backdrop of reducing budgets. Whilst finance and budgets are extremely important we must ensure we properly understand the value of what we have and work tirelessly to continue on that trajectory of improvement.

In such a time of major change, there are clearly a wide variety of opinions, within the service and beyond, on the way forward. With this in mind, ACPOS must show leadership and ensure the professional voice of policing is heard loud and clear whilst the debate continues but, thereafter, be very clear in our duty and commitment to deliver the best possible policing outcomes, whatever the decision may be.

ACPOS looks forward to the year ahead and in presenting this report I wish my successor, Chief Constable Kevin Smith, every success in the role of President.



**Chief Constable Patrick Shearer**  
Dumfries and Galloway Constabulary  
ACPOS President 2010-2011

Reparation Order, are intended to ensure the swift application of justice.

Another ground-breaking project led by ACPOS is 'Getting People to Court'. In collaboration with Scottish Government and criminal justice partners, this efficiency project aims to improve the attendance of accused persons and civilian witnesses, whilst reducing the time spent by police officers at court.

Disclosure, the process by which all relevant material in a case is submitted to the Crown, becomes a legal duty on 6 June 2011. Through work by the Business Area, Scottish forces are already fully compliant and work continues to improve existing good practice.

from firearms incidents, allowing gun crime investigations to be linked nationally and internationally. Scottish forces were integrated into NABIS this year, which has already produced positive results.

Seizing cash and assets from criminals disrupts organised crime, with seizures reinvested into communities. Crime Business Area has worked closely with Scottish Government, implementing a national plan to ensure proceeds of crime are identified and seized through all areas of police activity. A national approach to tackling serious and complex fraud has also been agreed.

Crime Business Area continues to work with stakeholders and partners to maximise the effectiveness of the Scottish Police Service to protect the public, detect crime and bring perpetrators to justice



## ROAD POLICING BUSINESS AREA

Our commitment to improving public safety on Scotland's roads has seen significant success recently. Throughout the year, ACPOS ran a number of high profile road safety campaigns, and worked closely with the Scottish Government and road safety partners, to reduce the number of people killed or seriously injured on Scotland's roads. The latest figures show there was a significant reduction in the number of casualties and the reduction percentage has exceeded the targets outlined in the Scottish Government's Road Safety Framework.

	2004/2008 Statistics	2010 Target	Actual
Killed or Seriously Injured	4843	2906 (40% reduction)	2124 (56% reduction)
Slightly injured	17,196	15,476 (10% reduction)	11199 (35% reduction)
Children killed or seriously Injured	849	425 (50% reduction)	221 (74% reduction)

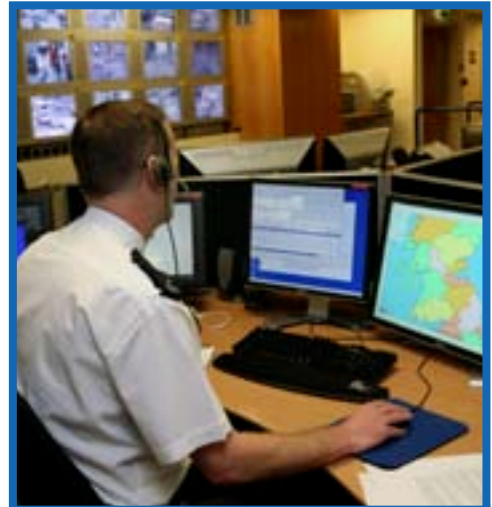
In October, the vehicle forfeiture scheme was awarded a Prince Michael International Road Safety Award. The Royal Awards celebrate achievements in road safety and are presented annually to the most outstanding examples of innovation across the world.

The forfeiture scheme allows authorities to seize vehicles from people caught drink driving for a second time. It was first introduced during the 2009 ACPOS Festive Drink Drive campaign and is a collaborative project between ACPOS, the Crown Office and Procurator Fiscal Service, the Scottish Government and the Scottish Court Service.

Although initially introduced to target repeat drink drivers, the scheme was extended in June to include those caught driving under the influence of drugs. Opportunities to expand the scheme further are being examined and consideration is being given to including first time offenders who are heavily intoxicated.

Forfeited	114
Seized Awaiting Decision	27
Pending	53
Total	194

Figures Dec 2009 - April 2011



## INFORMATION MANAGEMENT BUSINESS AREA

The importance of international co-operation around information sharing is reflected in the new International Information and Intelligence Exchange (IIIE) portfolio introduced during the year by ACPOS.

This function is new to Scotland and provides for a more interactive approach by forces to international work streams on the issue emanating, mainly, from the European Union (EU).

Typical of the work being taken forward, ACPOS and EU colleagues are engaged with the Schengen Information System, covering criminal activity and movement across Europe, the Criminal Justice Roadmap and the Exchange of Antecedent Criminal History.

The Business Area works closely with partners, including the Scottish Police Services Authority, the Crown Office and Procurator Fiscal Service, the Scottish Court Service and the Scottish Government, to ensure Scottish policing interests are considered when developing EU directives. In this way, future decisions with an adverse impact on all Scottish partners can be avoided or minimised.

Work also continues with partner agencies to develop Information Sharing Protocols to support the delivery of safer communities and to ensure that these protocols and agreements are properly recorded.

Information Management and Police National Database are two important projects for the Scottish Police Service on which a considerable amount of important work has been done in the past year and will continue apace.

# ANNUAL REPORT 2010/11

## PEOPLE, DEVELOPMENT AND DIVERSITY

The Scottish Police Service is committed to delivering equality and tackling discrimination on the grounds of sex or marital status, race, disability, age, sexual orientation, language or social origin, or of other personal attributes, including beliefs or opinions.

The work of this Business Area is, in part, driven by the ACPOS People Strategy and Action Plan. This provides a clear ten-year vision for the modernisation of the Scottish Police Service, recognising the need for improvements in both internal people management and external service delivery. Recently revised and restructured, the Business Area has a number of strategic work streams to ensure that the key elements are effectively addressed.

On the people front, the Business Area oversaw a pilot project of shared recruitment over four forces – Central Scotland, Fife, Lothian and Borders and Tayside – with a successful outcome reported and further development underway.

Development saw ground breaking work on talent management and succession planning, which is still under way, and a review of probationer training that reduced initial training at the Scottish Police College to a ten week block followed by an “operational phase” in communities policing.

A new Senior Leadership Programme was also developed, which is overseen by representatives from ACPOS, the Scottish Government, trades unions and professional bodies.

In October 2010, the Equality and Diversity chair invited portfolio leads to present a review of their respective portfolios, and its development against the strategic commitments - Service, Engagement, People and Hate Crime - as contained within the ACPOS Equality and Diversity Strategy 2009-2012 “Celebrating and Valuing Difference”. This was an opportunity to promote the achievements, national work, improved partnership working and engagement with community groups, by each of the portfolios.

Also in 2010, the Hate Crime Guidance Manual was published. The Manual was written by members of the Business Area following extensive consultation within the service, and with partner agencies, who have experience and responsibility for tackling Hate Crime. The Manual is designed to be “put to good use by operational colleagues at the front end of the organisation” in tackling Hate Crime head on with maximum impact.

Other work under way in which the Business Area is closely involved includes a review of officer safety training, revision of the police efficiency regulations and modernisation of terms and conditions.



## PERFORMANCE MANAGEMENT BUSINESS AREA

ACPOS is committed to continually improving the efficiency and effectiveness of the service by analysing force performance and identifying opportunities for improvement.

The performance of the Scottish Police Service is measured using the Scottish Policing Performance Framework (SPPF) and published in the SPPF Annual Report. The framework provides a set of performance indicators which reflect the breadth and variety of policing activity across Scotland. These indicators offer the basis for robust performance management and, in turn, performance improvement.

To provide greater clarity on performance, the Business Area produced the first ACPOS Annual Performance Report in October to coincide with publication of the Annual SPPF Report. This new report provides context to the SPPF indicators by providing commentary on the performance information, explaining the factors influencing the statistics and outlining how performance management is maturing within forces.

The Business Area continues to work closely with the Scottish Government and partners to develop the performance framework and ensure every aspect of the service is captured. The project to introduce a common performance management platform for the police service in Scotland remains on track and is expected to be in place by June 2012. With the introduction of a centralised system, the service will have far greater control over the recording and management of its performance data.

Further information about SPPF, as well as performance reports, can be found on the ACPOS website.

## OPERATIONAL POLICING BUSINESS AREA

Ensuring the Scottish Police Service has the capability and capacity to protect our communities is a priority for ACPOS. The Scottish Police Information and Coordination Centre (S-PICC), which is part of ACPOS, assists with national coordination of police resources for major incidents and events. A substantial amount of work has been carried out over the last year to revise roles for staff and formalise processes to enhance the Service's capability to share resources throughout the UK. Common names and standards for key operational specialisms have been agreed and this work will assist national monitoring and mobilisation. The work will also benefit the Service in responding to spontaneous incidents or future major events, including the 2012 Olympic Games.

The London 2012 Olympic and Paralympic Games will require the largest ever peacetime security and policing operation experienced in the UK. ACPOS and ACPO have been working closely to ensure appropriate structures are in place to support the delivery of mutual aid, ensure national policing resilience and provide information co-ordination among police forces throughout the games period. The plans developed for the Olympic Games will also assist police planning for the Commonwealth Games in 2014, which is now well underway.

Recent major firearms incidents in UK and abroad have prompted a review of police procedures in responding to such events. The National Police Firearms Training Curriculum has been updated and new training has been rolled out across the country. In addition, to ensure officers are sufficiently prepared to respond to this type of incident, weaponry, ammunition and equipment have been enhanced in all Scottish forces.

## FINANCE MANAGEMENT BUSINESS AREA

The Business Area has been working over the year with unprecedented financial challenges for the police service.

Work was carried out to support the forces in identifying efficiencies, shared services and collaboration in preparation for what is anticipated to be a series of stringent financial settlements. This has included preparing an impact assessment, providing information to the

Scottish Policing Board and working with the Sustainable Policing Project team examining the future shape of policing in Scotland.

ACPOS also prepared a funding business case and need assessment as part of the Scottish Government's spending review.

The Business Area has been closely involved in monitoring the funding arrangements for the new police pension scheme, now the responsibility of the Scottish Government. There are now transitional arrangements in place and these are being monitored.

ACPOS and the Scottish Police Service take their responsibilities around carbon reduction seriously and carbon accounting initiatives have been taken forward, as well as a climate change action plan being approved by ACPOS Council. In addition, a national programme led to carbon management plans being published by forces.

The Business Area also advises ACPOS Council and the Business Change Programme Board on the delivery of national projects. In addition, funding solutions have been explored throughout the year and recommendations made on important projects such as Information Management and Police National Database.

## PROFESSIONAL STANDARDS BUSINESS AREA

ACPOS takes the threat of substance misuse among police officers very seriously and has worked closely with the Scottish Government on developing a national policy, backed by legislation, on testing for substance misuse.

There is considerable partnership work under way on the subject of conduct and efficiency regulations, and draft guidance is being prepared which will be kept under review after it is implemented.

The Business Area continues to work closely with the Police Complaints Commissioner for Scotland on establishing a minimum common standard on statistical information which can be provided to police boards or authorities. This allows for performance to be reviewed and for trends and patterns to be identified. Boards and authorities will still be able to request additional information.

Efforts are being made, through Grampian Police, to improve the efficient management of persistent complaints about the police, and to identify and trial solutions to problems generated by such

complainants. ACPOS intends to provide the Police Complaints Commissioner for Scotland and all Scottish forces with a response model, combining preventative and reactive elements.

Corruption is a critical challenge for the police service and a threat assessment is being finalised, with ACPOS working closely with ACPO to develop guidance in regard to data protection issues. With the growth of the Police National Database, there remains an ongoing threat and ACPOS recommends that audit standards should be implemented by individual forces.

## ACPOS BUSINESS CHANGE

Business benefits can only be realised by business change and ACPOS is committed to the effective management of a national change programme. The ACPOS Business Change Programme Board (BCPB) has identified and managed an emerging national programme of ICT-enabled business change based on a Business Vision of "common, integrated information and communication systems" and "common and shared end-to-end business processes".

Projects contributing to the national programme illustrate the commitment to convergence of force business applications while, at the same time, building a coordinated national approach to information management and applying new technology in support of front-line officers.

Following the award of a contract for a national command and control solution, designed to provide Scottish forces with an enhanced

capability in managing the police response to incidents, Lothian and Borders Police successfully migrated to the new system this year. Work is ongoing with the other forces to prepare for the new application, leading to a national system operating across force boundaries; this will provide significant operational benefits in incident management and an improved call management service to the public.

Convergence to a common Human Resource and Duty Management application, offering the potential for further benefits of standardisation in the future, has continued throughout the year, with six forces, SPSA and the Scottish Crime and Drug Enforcement Agency (SCDEA) now live with the system.

In the last year, the BCPB, together with other partners, has also overseen implementation of the ICT development required to support the Protection of Vulnerable Groups (PVG) legislation. The BCPB has also managed a coordinated Scottish approach to the UK-wide development of the Police National Database,

currently scheduled for implementation later in 2011.

ACPOS recently completed work with the Scottish Children's Reporters Administration (SCRA) to facilitate the electronic transfer of police reports involving juveniles to SCRA. This has increased the speed with which information can be exchanged between two key criminal justice partners, resulting in more timely decision-making, to allow appropriate intervention for children. In addition, this work has realised cashable savings by avoiding the need to transport documentation, as well as reducing printing costs.

Of course, improved integration of information depends on effective common business processes, supported by modern technology, and ACPOS continues to invest in a coordinated approach to Information Management and Mobile Data projects. The development of these projects is being monitored closely, given the potential each has for realising substantial business benefits.