
ACPOS Annual Performance Report (2010/11)
The Scottish Policing
Performance Framework



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FOREWORD



On behalf of ACPOS Performance Business Area, I am delighted to present the second ACPOS Scottish Policing Performance Framework Annual Performance Report.

This report is being published simultaneously with that of the data report for the Annual SPPF 2010/11 compiled by the Scottish Government's Justice Analytical Services Department.

Over the year, the police service, working with the public and partners, has continued to maintain high levels of performance delivering excellent policing outcomes to the communities of Scotland.

- *We continue to provide a service that results in high levels of public satisfaction;*
- *Overall crime continues to fall and the number of people killed or injured on our roads is decreasing;*
- *Reports are being submitted quicker to the Procurator Fiscal; and*
- *Sickness rates and overtime costs are down.*

We are serving the public more effectively than ever in high risk areas such as child and adult protection, managing sex offenders and domestic violence. We are also tackling the threat from serious organised crime in a much more robust manner.

Community and partnership working is continuing to pay dividends, together with the very determined efforts of every police officer and member of staff to provide the best police service possible.

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

There is no doubt that we are entering uncharted territory in terms of policing as we move towards police reform. I am however confident that in the truest traditions of the police service we will continue to delivery quality policing to the communities of Scotland.

*Patrick Shearer
ACPOS Performance Management Business Area*

INTRODUCTION

The Scottish Policing Performance Development Group (SPPDG) is responsible for the governance of the Scottish Policing Performance Framework (SPPF). On 21 June 2010, this group agreed that the publication of the data report¹ on the framework would be the responsibility of the Scottish Government's Justice Analytical Services Department.

In addition, it was agreed that the Association of Chief Police Officers in Scotland (ACPOS) Performance Management Business Area (PMBA) would simultaneously produce a report which would:

- a) provide a view on the data in terms of policing performance;
- b) provide suitable commentary; and
- c) comment on how performance management is maturing within forces.

THE FRAMEWORK

Launched in April 2007, the SPPF was the result of collaboration between ACPOS, the eight Scottish police forces, the then Scottish Executive Justice Department, Her Majesty's Inspectorate of Constabulary for Scotland (HMICS), Audit Scotland, the Scottish Police Authorities Conveners' Forum and the Scottish Police Services Authority (SPSA). Its key aims remain:

- to develop a single suite of performance measures that reflects the breadth and variety of policing activity across Scotland;
- to create a framework that supports managers throughout the police service in understanding, reflecting on and improving performance so that forces can provide more effective policing within Scottish communities;
- to provide a mechanism for better accountability, at local and national levels, through the publication of consistent and transparent performance information that will support the Scottish Government, police authorities and the general public in their understanding of policing performance; and
- to provide a basis for robust performance management and, in turn, performance improvement.

The SPPF is divided into four sections, referred to as pillars, designed to cover the breadth of policing activity:

- **service response**;
- **public reassurance & community safety**;
- **criminal justice & tackling crime**; and
- **sound governance & efficiency**.

¹ <http://www.scotland.gov.uk/stats/bulletins/00935>

In each of the four pillars, high level objectives (HLOs) have been identified which reflect the fundamental aims of the policing activities they represent. The performance indicators contained in each are divided into **Inputs** (the resources committed), **Activities** (the activity or process used) and **Outcomes** (what is achieved). Additionally, there are **Context** measures which are not measures of performance but which provide contextual information on the demands facing police forces and the environments in which they operate.

TECHNICAL NOTES

A technical note² accompanies each performance indicator. The technical note explains how the indicator is defined, states how and by whom it is measured and notes factors, both internal and external, that could influence the indicator and subsequent outputs.

Points to Note

- The commentary provided is based on the data covering the period 1 April 2010 to 31 March 2011 with a comparison, where possible, with the previous three years.
- The SPPF is subject to review annually to ensure that it is fit for purpose. New indicators are agreed by the SPPDG, with the technical notes then being produced by the ACPOS Performance Practitioners Group (PPG). When any new indicator is introduced, there is a strong probability that the data will be incomplete and disparate. This can be due to many factors such as ICT systems, differences in interpretation or lack of detail within the technical note.
- Whilst the SPPF was introduced in April 2007, some of the indicators are relatively new i.e. introduced in 2008/09 or 2009/10. Where possible when an indicator has been introduced, forces have provided the data retrospectively but may not be in a position to supply the information because of ICT and resource issues.
- 2010/11 technical notes will be used for the purposes of this report and any commentary applied.
- ACPOS would direct the reader to consider the raw figures in the Scottish Government data report 2010/11 (herein referred to as the data report) and not simply focus upon the percentage changes. A force could appear to have a large percentage increase/decrease however the difference in actual numbers may be small.

² <http://www.acpos.police.uk/SPPF/Index.html>

COMMENTARY

Through consideration of crime and community safety statistics in Scotland and beyond, ACPOS has recognised that there are inherent risks in simply comparing performance data from one police area with another. This is due to the inevitable variances in crime and detection levels between rural and urban settings as well as the differences in demographics and cultures.

These variances are best avoided by comparing results of one year with the previous year in each police area. However, a single police area scrutiny must also recognise changes in economic and cultural issues that emerge over time.

Any requests for further information regarding a particular force's performance should be made direct to the force in question.

SERVICE RESPONSE

Complaints about police officers and police staff

In April 2007, the Police Complaints Commissioner for Scotland (PCCS) took over the role previously held by HMICS to review the handling of complaints about the police.

The Police, Public Order and Criminal Justice (Scotland) Act 2006 defines a complaint as 'a written statement expressing dissatisfaction about an act or omission by a person who, at the time of the act or omission, was a person serving with the police'.

This indicator measures the:

1. total number of complaint cases;
2. total number of complaint cases per 10,000 members of the resident population;
3. number of 'on duty' closed allegations;
4. number of 'off duty' closed allegations; and
5. total number and proportion of closed allegations (on duty and off duty combined) where action has been taken.

This indicator was introduced in 2008/09 and later updated in April 2010. Whilst the indicator still reports on the number of complaint cases recorded it also focuses on the number of closed allegations and the number and proportion where action has been taken. The indicator was amended to improve consistency between the SPPF indicator and the data published in the PCCS Annual Statistical Report³.

A complaint case is a single investigation undertaken by an investigating/enquiry officer into one incident or a group of incidents following a complaint by one or more persons. On each occasion that a member of the public makes separate complaints about the police, a

³ <http://www.pcc-scotland.org>.

complaint case is raised that may contain one or more allegations. For example, where a person complained that they were assaulted by an officer during arrest and later threatened at the police station, this would be recorded and investigated as one complaint case comprising of two complaint allegations. Had a second person complained about the assault, this would still be investigated as one complaint case but with two complainers.

According to the PCCS counting conventions, an allegation can relate to an act or omission committed by a member of a relevant authority whilst that person was 'on duty' or 'off duty', or to the 'quality of service' provided by a relevant authority.

The most common types of 'on duty' allegations made are: irregularity in procedure; incivility; assault; neglect of duty; oppressive conduct and excessive force. 'Off duty' allegations include driving offences and incivility.

A complaint case or allegation can be regarded as completed when:

- The complaint case or allegation has resulted in formal action in terms of the police 'conduct regulations' and when these procedures are completed; or
- The complaint case or allegation does not lead to conduct proceedings and the final decision not to take proceedings has been made by the appropriate officer.

A large proportion of the complaint allegations are resolved by an explanation to the complainer.

The time spent on investigating a complaint will differ depending on the complexity. In some instances investigations into complaints featured during this reporting period may still be ongoing. This can therefore lead to considerable variations across forces in relation to the number of closed allegations arising from complaints.

With the exception of a marginal increase in Grampian, the number of complaint cases has decreased across Scotland.

Cognisance should be taken that this ACPOS report focuses on complaints recorded and closed allegations. It should also be pointed out that the number of closed allegations recorded during a specific period does not correlate with the number of complaint cases recorded. While the proportion of closed allegations where action has been taken would appear to be extremely low, as mentioned earlier, investigation into complaints can be very complex and therefore it may be that the allegations contained within the complaint are dealt with and closed during a different reporting period.

This is not the complete picture in relation to allegations as open allegations are not included within the indicator but are reported and monitored by individual forces. Therefore ACPOS would refer the reader to the PCCS website <http://www.pcc-scotland.org>.

Quality of service complaints

A quality of service complaint is about the standard of service delivery provided by the force rather than about the conduct of individual (or groups of) staff members. Whilst some forces have recorded the 'number of quality of service complaints' for several years, the PCCS only formally requested that this be done routinely from 2007.

This indicator measures the:

1. number of quality of service closed allegations; and
2. number of quality of service closed allegations per 10,000 members of the resident population.

'Quality of Service' complaints and allegations fall into three categories: Policy/Procedure; Service Delivery and Service outcome.

- Policy / Procedure complaints and allegations relate to policing policy, practice or procedure.
- Service delivery complaints and allegations are generally in respect of the policing response. This would include policing presence, time of response and type of response.
- Service outcome complaints and allegations are made in respect of the outcome of policing action. It would also include quality of service complaints where the complaint was one of failure to take action or a lack of satisfaction with the action taken.

Whilst the picture is varied across all forces, the number of quality of service closed allegations dealt with by the police service in Scotland has decreased.

This indicator also focuses solely on closed allegations and ACPOS would refer the reader to the PCCS website <http://www.pcc-scotland.org> for more detailed reports on how the police service in Scotland is performing in this area.

User satisfaction with service provided

This indicator is intended to provide a general measure of the level of satisfaction that the public experience in relation to their contact with the police and the subsequent service provided by the force through a user satisfaction survey.

This indicator measures the:

1. level of satisfaction with the initial police contact;
2. level of satisfaction with the actions taken by the police to resolve the enquiry;
3. opinion of the person surveyed in relation to being kept adequately informed about the progress made;

4. level of satisfaction with the way the person was treated by the police at initial contact and on attendance; and
5. level of satisfaction with the overall way the police dealt with the matter.

Whilst there are agreed set questions, which form part of the user satisfaction survey, how they are positioned in the survey is at the discretion of each force. This can therefore significantly change the interpretation of the questions and therefore the responses.

There is currently no nationally agreed standard user satisfaction survey and forces have the autonomy to decide how often and when they survey. Some forces have a rolling programme whilst other forces only survey bi-annually. In addition, there is currently no national standard agreement on survey methodology, for example some forces carry out telephone surveys whilst others conduct postal surveys therefore performance should not be compared between forces. All aspects of survey methodology are being reviewed for ACPOS PMBA by the Consultation Working Group (CWG).

The quality of service provided by forces to communities is the corner stone of policing and it is encouraging to note that most forces can demonstrate an improvement in the satisfaction levels, particularly in terms of 'being kept adequately informed about the progress made regarding the enquiry'. Considerable work has been ongoing by forces to improve feedback to service users as this has been an area where forces generally performed less well.

Public confidence in the police

This indicator measures the level of public confidence in a police force and is taken from the Scottish Crime and Justice Survey. ACPOS cannot comment on the above as results from the survey are not due to be available until November 2011. However, when published, the findings contained within the report will be carefully scrutinised and any lessons learned considered.

Proportion of 999 calls answered within 10 seconds

This indicator measures the quality of service in relation to the speed at which 999 calls are answered.

This indicator measures the:

- number of 999 calls in the sample; and
- proportion of 999 calls answered within 10 seconds.

It should be noted that this indicator is based on a sample as it is recognised that there may be ICT issues which impact on the quality of data captured from forces' call management systems. These ICT issues are restricted to data capture and do not reflect the ability to physically answer 999 calls.

The police service receives a significant number of 999 calls which are not always emergencies. For example people using their mobile phones when they have run out of credit or when they suffer a vehicle breakdown, which can increase the demand being placed on forces. In addition the demand on control room staff often increases following road traffic collisions or during bad weather when the force receives multiple inquiries about the same issue(s).

For the fourth consecutive year it is welcoming to note the number of 999 calls received by the police service has decreased. However both, Central Scotland and Tayside experienced an increase in the number of 999 calls received during 2010/11. There are no identifiable reasons noted for Central Scotland's marginal increase in call volume and Tayside consider this increase to be a return to the normal levels expected for 999 calls.

All forces are performing consistently well in this indicator. Northern are marginally below the 90% target of answering 999 calls within 10 seconds, but are still achieving a high standard, with an improvement on the previous year.

Time taken to respond to emergency response calls

This indicator provides a measure of the quality of service in relation to the speed at which emergency calls are responded to. This indicator reflects the amount of time it takes from receiving an emergency call to the responding officer's arrival at the location of the incident.

This indicator measures the:

1. total number of emergency response calls and the number and percentage responded to within the overall force target response time; and
2. the overall average force response time for emergency response calls.

The locality of an incident can significantly affect this indicator with challenges of distance and remoteness for responding in large rural areas or of congestion in urban areas.

When considering performance results in relation to response times, officer and public safety should always be taken into account.

Due to variances in practices and procedures between forces, these figures are only valid for comparison on individual force performance over time and not comparison of performance between forces. It is anticipated that the migration of all forces to STORM MA, a command and control ICT system, and the implementation of national agreed incident grading standards will address this issue.

For the reasons highlighted above ACPOS has not commented on this indicator and would direct the reader to the individual force should further information be required.

Handling of non-emergency calls

This indicator provides a measure of the quality of service in relation to the speed at which non-emergency telephone calls are answered. The data also shows the demand placed on the service in relation to call volume and the subsequent deployment of resources.

This indicator measures the:

1. number of non-emergency telephone calls;
2. number of non-emergency telephone calls answered;
3. proportion of non-emergency telephone calls abandoned/lost; and
4. proportion of non-emergency telephone calls answered within 40 seconds.

The number of non-emergency calls received will not always be from members of the public. Due to system limitations some forces are unable to distinguish between calls generated internally and calls generated externally. It should be noted that a proportion of all calls received by Force Communication Centres may be requests from the caller to be transferred internally to a specific member of staff.

If the force uses an interactive voice response (IVR) system, the call is presented to answer once the IVR has finished. If the force does not use an IVR system, the call is presented to answer on the first ring. Forces who use IVR may demonstrate an increased response rate when compared to other forces who do not operate an IVR.

The number of non-emergency telephone calls has decreased considerably for the third year, with the proportion being abandoned or answered within 40 seconds remaining static.

The decrease in the number of non-emergency telephone calls received can be linked to the general reduction in crime and road collisions. In addition improvements made in other areas of Service Delivery performance has had a direct impact on this indicator.

One example is that Dumfries and Galloway has made a direct correlation to their Standards of Service relating to customer feedback. The number of calls previously received from victims of crime requesting an update on their incident has decreased whilst the level of those who stated they had been kept adequately updated has increased.

While the police service continued to answer over 90% of all non-emergency calls within 40 seconds, Central Scotland, Fife, Strathclyde and Tayside although performing very well did not achieve the 90% target.

Vacancies within Central Scotland's Force Service Centre impacted on call handling performance in the latter part of 2010/11 as did several periods of exceptional weather conditions. Recruitment is ongoing to address the vacancy situation.

Whilst Fife finds it extremely difficult to identify specific reasons for this minimal decrease, the move towards increasing the number of incidents resolved at 'first point of contact', resulting in

increased initial telephone time along with a reduction of routine call takers within the Force Contact Centre may be a contributing factor.

Re-structuring occurred within Strathclyde Force Communications Centre during the period 2010/11. Demand management was fully implemented and a 'Touchtone' facility was developed to improve call routing and is now fully integrated. Throughout 2010/11 the force has demonstrated continuous improvement.

Like all forces, Tayside strives to reach 90% and the force is satisfied to have almost met this challenging target.

PUBLIC REASSURANCE & COMMUNITY SAFETY

Number of recorded crimes and offences and detection rates

This indicator details the volume of crimes and offences recorded by the police service in Scotland and the proportion that are detected.

This indicator measures the:

1. number of recorded crimes and offences;
2. number of recorded crimes and offences per 10,000 population; and
3. detection rate for recorded crimes and offences.

Crimes and offences are recorded in seven groups: -

- Group 1 - Crimes of violence
- Group 2 - Crimes of indecency
- Group 3 - Crimes of dishonesty
- Group 4 - Vandalism, fire-raising and malicious conduct etc
- Group 5 - Other crimes
- Group 6 - Offences (miscellaneous)
- Group 7 - Offences (road traffic)

In April 2004 the Scottish Crime Recording Standard (SCRS) was introduced throughout all Scottish forces. The aim was to provide a more victim-orientated approach that serves the needs of our communities and ensures uniformity in crime recording practices throughout Scotland.

It should be noted that the SCRS is subject to annual review and may, from time to time, be updated to include changes in Scottish Government Counting Rules when new legislation is introduced.

Crimes of violence - violent crime occurs throughout society in both public and private locations. Research and experience show that alcohol and/or drugs are often contributory factors to violent behaviour.

In an attempt to combat violent crime, the police along with partner agencies, can influence behaviour to a limited extent by various means including:

- increased patrols at identified problem areas and times;
- ensuring compliance with licensing legislation;
- initiatives targeting specific individuals or groups; and
- initiatives targeting the carrying of knives and other offensive weapons.

Based on the recorded crime figures, the likelihood of anyone being a victim of violent crime in Scotland is 22 in every 10,000 people in the estimated population, which is less than the three-year average of 24.

The number of recorded crimes within this group has decreased significantly from the three-year average although there is a slight increase against the previous year. Central Scotland, Fife and Lothian and Borders experienced a larger increase from the previous year than the rest of the forces. Strathclyde and Tayside were the only two forces to experience a decrease against the previous year.

Central Scotland recorded an increase in crimes of violence from the exceptionally low levels during 2009/10. The increases for Central Scotland are mainly attributed to crimes of robberies, attempted murder and child cruelty/neglect.

The increases for Fife are mainly attributed to serious assaults when compared to the previous year. Hotspot and trend analysis shows no specific pattern to this increase, however a spike in alcohol related domestic incidents in the home has been observed.

The increases in Lothian and Borders are mainly attributed to an unfortunately exceptional high number of murder cases. These have each led to significant investigations with accused persons identified. There has also been an increase in the number of cruelty to children crimes and the number of crimes relating to threats and extortion. This increase in the number of threats and extortion was primarily due to a number of offences involving one perpetrator. The force also experienced increases in robberies and serious assaults compared to last year, however the number of robberies recorded is lower than the three-year average.

Overall the number of crimes recorded as threats and extortion has increased considerably compared to the previous year. Threats, whether verbal or written, are criminal if they menace some substantial injury to the recipient or to his property and the threat is perceived as real and deliverable⁴. These crimes will be closely monitored by those forces that have experienced large increases to identify trends and causes.

Strathclyde saw a decrease in violent crime compared to the previous year, largely attributable to reductions in serious assaults and robberies. This continues the trend of year-on-year reduction in violent crime.

⁴ Common Law definition of Threats as per Scottish Criminal Law

By working closely with colleagues in Scottish Crime and Drug Enforcement Agency (SCDEA) and harnessing the support of communities and partners Tayside have reduced the number of crimes of violence. Together they have actively targeted serious organised crime at all levels. Continued commitment to intelligence-led community policing ensures that they have the right people in the right place at the right time to deal with incidents as they happen, thereby reducing the potential of escalation.

Tayside recognised that they must employ different tactics to deal with issues such as domestic violence. In response to this they have introduced MARAC (Multi-Agency Risk Assessment Conference), which is a process used by all forces in Scotland aimed at tackling domestic violent crimes and offences.

If a victim of domestic abuse is assessed as very high risk, they will be referred to MARAC. This is a monthly meeting chaired by the police and is intended to share information in order to prevent serious harm, develop a safety plan and put all possible support in place and lower the risk as soon as possible. The meeting is attended by a variety of organisations such as police, NHS, Social Work etc who may be involved in supporting victims, or who are connected with the perpetrator.

Across Scotland, the detection rate for this group is relatively high with an increase on both the previous year and the three-year average. Cities face greater challenges detecting crime due to their larger, more transitory populations. More rural areas have smaller more stable communities who know each other and are more likely to be able to identify perpetrators and provide intelligence. The transient nature of city life can make random acts of violence such as serious assaults difficult to detect, and the lack of local community intelligence makes identifying those who commit robberies more difficult to detect.

The impact of these factors is a lower detection rate for both Lothian and Borders and Strathclyde police in violent crime than other areas although each has increased performance considerably both against the previous year and the three-year average.

Crimes of indecency – Some of the crimes contained within this group are: rape; assault with intent to rape; indecent assault and sexual offences against children.

Crimes of indecency remain relatively low in number compared to some other categories, however, the effect on victims of crimes in this category is often very serious.

Many crimes in this category are not reported at the time and therefore there are often fluctuations in the figures with reports and investigations, often many years after the incidents, uncovering evidence to allow multiple crime reports to be submitted. If they are reported more than two years from the date committed, these are classified as historical crimes but are recorded at the time they are reported.

It is widely acknowledged that some sexual crimes, particularly rape, are for a variety of reasons, not reported to the police and this is referred to as under-reporting. There needs to be caution in interpreting the increased reporting of such crimes as a rise may mean increased reporting rather than an increase in incidents. Equally, a decrease in reporting is not necessarily an indication that sexual crimes have decreased.

Whilst there has only been a slight increase in this group from the previous year, it is expected that over the next year there may be a further increase as a result of the introduction of the Sexual Offences (Scotland) Act 2009. This Act was implemented on the 1 December 2010.

The Act repealed a number of common law crimes and created a number of new statutory sexual offences. The new legislation applies to offences committed from 1 December 2010 and any offences committed prior to that date will be recorded under the appropriate legislation in place at that time.

However there will be some instances when the victim reports crimes which have crossed over both periods and in this instance the appropriate crime under the old and new legislation should be recorded. This can mean that on occasion two crimes may be recorded when previously one crime would have been recorded.

A sexual crime is only recorded as detected when an offender has been traced and charged and a report submitted to a criminal justice agency. It should be noted that this means that undetected cases include those where an alleged perpetrator is identified but corroboration of what took place, and clarity about whether consent was given, can not be established. This, quite properly, victim-focused recording practice must be highlighted to avoid creating a false and unhelpful perception amongst the public that stranger sex attacks are prolific as the available statistics contradict this.

To create an accurate reflection of the prevalence and nature of this crime type an 'Enquiries (Case) Concluded' marker was introduced in 2009. This marker can only be used in crimes where:

- The crime or offence relates to a serious sexual crime, which potentially may be subject to legal proceedings under Solemn procedure;
- The crime relates to an allegation in which there is an identified, definitive suspect;
- The crime relates to an allegation which fundamentally hinges on corroboration on the issue of consent/lack of consent on the part of the complainer to participation in the sexual act;
- Police enquiries have been exhausted; and
- The crime will remain undetected.

Forces do not currently report on the number of crimes marked as 'Enquiries Concluded'.

Crimes of dishonesty - Some of the crimes contained within this group are: thefts including housebreaking or opening lockfast places (OLP); thefts of and from motor vehicles and fraud.

It should be noted that in April 2009, changes were made to the counting rules for fraud, which could potentially impact on levels of recorded crimes of dishonesty.

Other areas that impact on dishonesty crime levels are:

- Acquisitive crime by those seeking to fund their substance abuse problems – often impacts on levels of more minor dishonesty offences such as shoplifting;
- Advances in technology increasing the number of online frauds; and
- Particular localised spates of crimes becoming prevalent, for instance, motor vehicle crime.
- The current difficulty in the economic climate may impact adversely on levels of dishonesty crime.

Based on the recorded crime figures the likelihood of being a victim of dishonesty in Scotland is 299 in every 10,000 people in the estimated population, which is less than the three-year average of 314.

Overall the police service in Scotland can report that there has been a slight increase in crimes of dishonesty on the previous year. With the exception of Fife and Lothian and Borders all forces experienced an increase albeit very minor in some instances. All forces have reported a significant decrease compared with the three-year average.

Many forces identify priorities within this group of crimes, which tend to focus on those offences which have the worst impact on victims such as domestic housebreakings. Forces often undertake initiatives into crime types not covered by national priorities where particular spates of crimes become prevalent, for instance, motor vehicle crime. These tend to be short-term initiatives and targeted at local level but can influence figures.

Central Scotland continue to experience an increase in crimes which may be related to the current economic climate with increases in theft and shoplifting. Theft crimes included theft of plant / machinery, metal and fuel with large-scale thefts in particular from commercial properties. These crimes often increase when the resale values become more attractive to criminals. The force also experienced a number of thefts of petrol/diesel through 'drive-offs' from petrol forecourts, which may be linked to the increase in fuel prices.

Dumfries and Galloway experienced increases in nearly all crimes of dishonesty. Acquisitive crime is influenced by a number of social factors including economic well-being. During the period there was an increase in the number of thefts of domestic heating oil and signalling cable from rail networks and other forms of rural crime including the theft of copper and lead from unoccupied houses or business premises to exploit the very high resale values. Similar to Central Scotland and across many parts of Scotland, the ever-increasing price of fuel and heating oil also make it a very attractive target for thieves with unprotected tanks located at houses in the rural areas, lorries parked up in remote locations and forestry operations all being targetted.

Grampian has also experienced an increase in crimes of dishonesty, which can be attributed to an increase in the number of general thefts and frauds.

Northern have experienced a very minor increase in crimes of dishonesty.

Strathclyde experienced an increase against the previous year, primarily due to increases in housebreaking and theft. The force recorded a reduction in crimes of dishonesty against the three-year average.

While a slight increase Tayside has generally maintained a reduction over the last three years, sustaining this will be challenging. The use of analysis to deploy appropriate resources where they can be most effective in preventing crime, is achieving positive results.

Fife and Lothian and Borders have reported a year on year decrease for the last three years.

In Fife crimes of dishonesty was a high priority for each of the seven local areas during 2010/11. This crime group featured on the agenda of the Area Community Safety Co-ordinating Group, which is a monthly multi-agency meeting. This meeting helped populate localised action plans to tackle crimes of dishonesty.

Lothian and Borders welcome the reduction in this group and attribute it to a reduction in housebreakings particularly within the City of Edinburgh. Other high volume crime types such as motor vehicle crimes have experienced a decline over this year and the previous two years.

Vandalism, fire-raising and malicious conduct, etc - Some of the crimes contained within this group are: vandalism, malicious mischief, fireraising and reckless conduct.

Based on the recorded crime figures the likelihood of being a victim of vandalism etc in Scotland is 157 in every 10,000 people in the estimated population, which is less than the three-year average of 207.

The number of crimes recorded over 2010/11 within this group have decreased significantly compared to the previous year and also the three-year average.

Community Safety Partnership working has made major inroads into this area. Working alongside partners, such as the NHS and respective Local Authorities, forces have been able to introduce and sustain initiatives aimed at tackling under-age drinking, antisocial behaviour and vandalism.

This crime group contributes significantly to the overall crime figure in terms of numbers recorded, but more significantly in terms of the difficulty in detecting crime in this group, which traditionally is very low.

Whilst still maintaining an above average detection rate for 2010/11, Dumfries and Galloway has seen a significant drop in its detection rate compared to the previous year where a number of culprits were reported for multiple offences. Resources will continue to be deployed to tackle vandalism through back-track initiatives identifying the culprits involved to ensure the force maintains low levels of crime and high levels of detection.

Overall it should be highlighted that often in any force area it is a few people responsible for many crimes rather than a lot of people for individual crimes.

Other crimes – These crimes are recorded and detected as a result of pro-active police activity and range from investigations to tackle drug supply and operations to tackle possession of offensive weapons. The crime types included within this group are often crimes against society rather than individuals. The nature of these crimes means that a very high detection rate is normal for this group.

It should be noted that there have been changes in the counting rules under the SCRS which have impacted on the recording of drug offences.

The police service in Scotland has recorded a decrease in the number of recorded crimes within this group year on year.

Apprehending a major drug dealer may have little impact on the crime statistics, with potentially only one or two offences recorded, but the apprehension of that person may have an impact on the community, and can result in significantly reducing the availability of drugs in the area.

A number of factors can dictate the level of crimes and offences detected within this group from availability of resources to deploy to operations and the level of public concern and available evidence that might lead to a stop and search initiative or a large scale drugs operation and for these reasons commentary on the recorded levels in this crime group is not offered.

Miscellaneous offences – Many of the offences in this group may be described as antisocial behaviour (e.g. breach of the peace, minor assault, and alcohol related offences). This group contains a mixture of offences – some reflecting police operations, for example to tackle concerns about consumption of alcohol in public places and linked disorder, and some involving victims such as minor assault.

The number of offences recorded in this group has decreased considerably against both the previous year and the three-year average, with Fife, Lothian and Borders and Strathclyde each experiencing a significant decrease.

A number of initiatives were undertaken by Fife throughout 2010/11 to tackle antisocial behaviour and drinking related offences. The force has been working closely with the license trade to ensure enforcement of relevant legislation in terms of the sale and consumption of alcohol. Schemes such as 'Best Bar None' and 'Taxi Marshalling' have become recognised deterrents to those who may previously have become involved in disorder. Best Bar None was developed to encourage best practice in public safety and customer care. Taxi Marshalling involves staffing at taxi ranks to ensure that members of the public can make their way home safely after a night out.

Within Lothian and Borders there has been a noticeable decrease across divisions primarily due to a significant reduction in minor assaults. This reflects significant effort by police and Community Safety Partners, investing time and effort in local initiatives through enhanced police engagement with communities.

Analysis undertaken by Strathclyde has identified a significant decrease in breach of the peace. Other reductions in relation to minor assaults and the consumption of alcohol in public have also contributed to the force's overall reduction in this crime group.

It is worth noting that the number of fixed penalty notices issued for antisocial behaviour offences have also seen a decrease against the previous year.

Interestingly in more rural areas, forces are experiencing an increase of wildlife and general animal offences.

Road traffic offences – offences in this group include; drink driving, careless and reckless driving, speeding, seat belt offences and motor vehicle defects.

The overall Scottish picture is one of a reduction in road traffic offences with the exception of Dumfries and Galloway, Grampian and Tayside. Enforcement is a key strand of the road safety strategy⁵ to reduce the number of casualties on our roads. Tackling road safety through the five 'E's⁶, partnership working and a collaborative approach has delivered a reduction in the overall number of casualties on our roads across all forces.

In addition to ensuring our roads are safe, the road policing officers also play a vital part in tackling criminals who use our roads. Activities can range from tackling counter terrorism to public reassurance, and from addressing serious organised crime to tackling antisocial behaviour.

Number of racist incidents, racially motivated crimes and offences and detection rates

This indicator provides a measure of the level of racist incidents and racially motivated crimes reported within police force areas with a view to informing how, where and when to best tackle racist crime as well as supporting communities that may be effected by such crimes.

This indicator measures the:

1. number of recorded racist incidents;
2. number of racially motivated crimes and offences recorded; and
3. detection rate for recorded racially motivated crimes and offences.

The number of racist incidents recorded across Scotland has fallen year on year. However both Central Scotland and Fife have experienced an increase during this reporting period.

The fall in the national figure is against an increase which was experienced between 2004/05 and 2009/10 when the number of incidents increased by 10%⁷. One of the factors thought to have impacted on the numbers increasing was public intolerance of such behaviour and increased public confidence that reporting such incidents was worthwhile.

⁵ http://www.acpos.police.uk/Documents/Policies/RP_Framework_2009-2012.pdf

⁶ Enforcement, Education, Engineering, Encouragement and Evaluation

⁷ <http://www.scotland.gov.uk/Publications/2011/03/24114924/0>

The Scottish Crime and Justice Survey 2009/10⁸ reported that only approximately 37% of those surveyed who had reported that they were subject to an incident they believed to be due to their ethnicity had reported this to the police.

Tackling hate crime is a priority for all police forces and it is widely recognised that hate crimes can often go unreported. The ACPOS Hate Crime Manual⁹ published in September 2010 recognises these concerns and provides guidance to forces around how to tackle under-reporting. Increased reporting will provide a clearer picture of the level of actual incidents and a better flow of intelligence leading to more effective preventative and enforcement action.

There was an increase in the number of crimes and offences recorded by Central Scotland compared to the previous year when figures were exceptionally low. Whilst the precise reason for this is unclear, it may relate to increased reassurance and community engagement being conducted with partner agencies and the impact of a new Lay Advisors Group for the force. This group comprises of representatives from all equality and minority groups within the community. One of their responsibilities is to support the force in its efforts to identify, prevent and effectively deal with all hate incidents and crimes.

In Fife, an improved system to record each incident reported was implemented. This involved changing the core crime recording system to ensure a more accurate reflection of the level of racist incidents.

Number of recorded ASB community crimes and offences and detection rates

This indicator provides a measure of the number of crimes and offences which can be considered as antisocial behaviour and impact on local communities.

This indicator measures the:

1. number of antisocial behaviour community crimes and offences recorded; and
2. detection rate for antisocial behaviour community crimes and offences.

The crimes and offences which currently contribute to this indicator are drawn from the recorded crimes and offences indicator set out earlier in the report. The commentary supporting the group crimes and offences section of this report is also applicable to this indicator.

Effectively tackling incidents related to antisocial behaviour (ASB) is a key challenge for law enforcement in reassuring the public and preventing further criminality. The police service in Scotland recognise that antisocial behaviour is a result of wide-ranging issues often deeply embedded within communities. Providing long-term and sustainable solutions is integral to partnership working and Community Planning Partnerships across Scotland.

⁸ <http://home.scotland.gov.uk/home>

⁹ http://www.acpos.police.uk/Documents/Policies/ED_ACPOS_HateCrimeManual_Sept2010.pdf

Antisocial behaviour is a high level priority in the Scottish Policing Assessment and the key police strategy to tackle this includes:

- Effective enforcement of available legislation to reduce occurrences of ASB in communities;
- Maximising information and intelligence gathering to enhance understanding of the nature of ASB in local communities; and
- Engaging with communities and partners to divert young people into intervention programmes.

To date this strategy has contributed to a significant year on year reduction in the number of recorded antisocial behaviour community crimes and offences.

Level of detected youth crime

This indicator is used to establish the level of detected crimes and offences involving children and young people recorded by the police service in Scotland.

This indicator measures the:

1. number of detected crimes and offences (groups 1 to 6) committed by young people (aged 8 to 17 years inclusive) within the period; and
2. number of children and young people (aged 8 to 17 years inclusive) who have committed crimes or offences.

ACPOS would caution the reader from making a direct correlation between the statistics recorded in this indicator and the statistics in the recorded crimes and offences indicator. The number of recorded crimes and offences include all crimes whether detected or undetected. The number committed by young people can only be based on those crimes and offences which have been detected. Individual forces may make a correlation but this is based on more detailed information that they have at force level.

ACPOS would advise best practice is to consider the crime groups individually as the SCRS counting rules are different across the groups.

It should also be noted that in many instances the main protagonist in youth offending may be over 17 and have encouraged or even coerced younger people to engage in committing the crime.

In respect of part 2 of the indicator, again no comparison can be made across forces. This indicator is based on the number of accused persons and not the number of crimes they commit and so there can be a single accused young person who may have committed several crimes over the time period.

The increase in Dumfries and Galloway in the level of youths committing crimes of violence is consistent with the increase recorded in general for this crime group. The crimes committed in

this group by youths have predominantly been serious assaults. The majority of offenders were between 16 and 17 and the assaults were generally committed during a fight/brawl.

Fife noted an increase in crimes of violence committed by youths and is consistent with the increase recorded by the force overall for this crime group. The increase in crimes of indecency is thought to be a result of the proactive work undertaken by the newly established Public Protection Unit that has resulted in the detection of a number of historic crimes with multiple charges attached.

Number of persons killed or seriously injured in road accidents

This indicator establishes the number of persons killed, seriously injured and slightly injured in road collisions and reflects the result of partnership efforts in reducing road casualties.

This indicator measures the:

1. number of road accidents/collisions resulting in slight, serious and/or fatal injury;
2. number of persons (including children) killed or injured in road accidents/collisions;
3. average number of persons (including children) killed or injured in road accidents/collisions;
4. number of persons (including children) killed or seriously injured in road accidents/collisions per million vehicle kilometres;
5. number of children killed or seriously injured in road accidents/collisions per million vehicle kilometres; and
6. number of persons slightly injured in road accidents/collisions per million vehicle kilometres.

As mentioned earlier in the report tackling road safety requires a partnership approach and focuses on Education, Enforcement, Engineering, Encouragement and Evaluation¹⁰. It is encouraging to note that overall the number of casualties has fallen year on year over the last four years. These very welcome reductions include the number of adults and the number of children who have been killed or seriously injured as well as the number of people suffering slight injury – a very positive picture, although the fact that road casualties – and in particular fatalities – still continue means that the challenge for police and road safety partners also continues.

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. In addition although initially introduced to target repeat drink drivers, the implementation of legislation that allows for vehicles to be forfeited from offenders through the courts 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.

¹⁰ http://www.acpos.police.uk/Documents/Policies/RP_Framework_2009-2012.pdf

Unfortunately no matter what action the police service and our partnerships take, collisions do happen. Some serious collisions can occur due to ill-health, for example a driver suffering a heart attack whilst at the wheel or sudden onslaughts of bad weather conditions. In one force area a spell of heavy rain followed by a very cold snap caused the roads to freeze over. Following this, there were in excess of 40 minor collisions within a one hour period.

Fife had a number of fatal and serious road collisions during 2010/11. Analysis shows that there had been an emerging trend towards young drivers, inappropriate speeds and weather/road conditions. The increased demands on the force due to the number and level of investigations carried out as a result of the fatal and serious road collisions impacted on the road policing unit's ability to enforce and detect offences. At the same time the Safety Camera partnership also suffered a reduction in enforcement officers during this period.

Offenders managed under MAPPA who are re-convicted or breach conditions

Multi-Agency Public Protection Arrangements, or MAPPA, are a statutory set of partnership working arrangements (introduced in 2007 under Section 10 of The Management of Offenders etc. (Scotland) Act 2005), and operated by the Responsible Authorities (Police, Local Authorities, the Scottish Prison Service (SPS) and Health) to assess and manage the risk posed by sex offenders and mentally disordered restricted patients.

This is the fourth year of MAPPA being in place across Scotland. These arrangements continue to evolve and develop through strengthened practice and inter-agency links. Practitioners involved in the management of those subject to the notification requirements work closely together to minimise the risk that these offenders pose to the public.

Further information on offenders managed under MAPPA can be found in the MAPPA annual report.¹¹

Survey based indicators

The following indicators are taken from either from the Scottish Government Scottish Crime and Justice Survey.

- Perception of general crime rate in local area;
- Victimization rates for personal and household crime; and
- Level of personal and household crime and proportion reported to the police.

ACPOS cannot comment on the above as results from the Scottish Crime and Justice Survey 2010/11 are not due to be available until November 2011. However when published the findings contained within the report will be carefully scrutinised and any lessons learned considered.

¹¹ <http://www.scotland.gov.uk/Publications/2011/09/13153548/0>

Volume of forensic services provided

The Scottish Police Services Authority (SPSA)¹² provides policing and support services to the eight police forces and wider criminal justice community. These services include criminal records, forensic services, specialist ICT, training, including the Scottish Police College (SPC), corporate services, and specialist officers and staff for the SCDEA.

This indicator examines the volume of forensic services provided by the SPSA in relation to;

- Scenes of crime – where a crime scene is attended and a scene exam conducted;
- Biology – includes blood traces and extraction of DNA from evidence found at the scene;
- Chemistry – includes analysis of paint and glass, fire debris, accelerants, footmarks and tool marks, etc;
- Drugs – includes analysis of substances to establish if they are controlled etc; and
- Fingerprints – the number of scene of crime fingerprint cases processed.

In context when looking at the data report, demand refers to the actual number of cases received by the SPSA service centre. Output relates to the number of cases for which reports are generated. Opening caseload refers to the number of cases either waiting to be worked on or being worked on at the start of the year. Closing caseload refers to the number of cases either waiting to be worked on or being worked on at the end of the reporting year and carried over.

Number of special constables and the hours they are on duty

This indicator details the use of the support service provided by special constables.

This indicator measures the:

- number of special constables within a force; and
- total number of hours special constables are used.

The Special Constabulary is a volunteer body that works alongside the regular force in the delivery of policing to the community. Special Constables work a minimum of 60 hours a year for the force. They are an invaluable addition to the regular force and their dedication is exemplified in the level of commitment they give to the force. Many special constables go on to become regular police officers.

The number of special constables and the hours they are on duty has been increasing year on year. Over 222,500 hours were worked by Special Constables during 2010/11. The average

¹² <http://www.spsa.police.uk>

total working days per year for an officer working a 40 hour, 5 day week is 228 days. Based on this calculation, the hours worked in total by Special Constables across Scotland equates to approximately 122 police officers.

CRIMINAL JUSTICE & TACKLING CRIME

Percentage of criminal cases dealt with in 26 weeks

This indicator forms part of the Scottish Government's National Performance Framework which presents this indicator as a joint target of the police service in Scotland, Crown Office and Procurator Fiscal Service (COPFS) and the Scottish Courts Service.

The target indicator states that at least 60% of cases will be disposed of within 26 weeks of caution and charge. Under 'Scotland Performs'¹³, performance on this target needed to increase by 3 percentage points by 2011, from a baseline of 66% in 2006/07. This target was achieved and in 2010/11, 73% and 74% of cases for Sheriff Courts and District Courts/Justice of the Peace Courts respectively were dealt with within the target time.

Overall re-conviction rate

By reducing criminal re-offending, the emotional, social and economic impact of crime on our communities is reduced as well as enabling offenders to make a more positive contribution to society. To assist in meeting one of the National Outcomes of building safer and stronger communities, offenders are made to take responsibility for their actions and given the opportunity, where appropriate, to make amends for the damage they have caused. Re-conviction rates are one of the main ways of measuring how well we are managing offenders in our criminal justice system.

Number and percentage of reports submitted to the Procurator Fiscal within 28 calendar days

This indicator highlights the contribution of police forces towards the efficiency and effectiveness of the criminal justice process.

This indicator measures the:

1. number of police reports submitted to the Procurator Fiscal; and
2. percentage of police reports submitted within 28 calendar days of caution and charge.

A police report can contain one or multiple accused and can contain one or multiple charges. There can therefore be a considerable difference between the number of reports each year depending on the circumstances of the detections.

¹³ <http://scotland.gov.uk/About/scotPerforms/indicators/criminalCases>

However, with the exception of Dumfries and Galloway, the number of reports submitted to the Procurator Fiscal has decreased year on year. This decrease is in line with the general decrease in reported crimes and offences.

The increase in the number of reports submitted to the Procurator Fiscal in Dumfries and Galloway is linked to the increased number of road traffic offences. During this period there was increased pro-activity by the force's road policing unit and camera safety partnership in a continuing focus on trying to reduce speeding and other behaviours that contribute to road casualty levels.

Overall the percentage of reports submitted within 28 calendar days by the police service in Scotland has increased over the year to 90%.

Number and percentage of reports submitted to the Children's Reporter within 14 calendar days

This indicator highlights the contribution of police forces towards the efficiency and effectiveness of the Scottish Children's Reporter Administration (SCRA) process.

This indicator measures the:

1. number of police reports submitted to SCRA; and
2. percentage of police reports submitted within 14 calendar days of caution and charge.

The number of reports submitted to the Children's Reporter has fallen drastically over the last year. This is due to the move away from reports to the Children's Reporter to a multi-agency approach to tackle youth crime.

The Early and Effective Intervention (EEI) process introduced by the Scottish Government is a multi-agency process centred around the GIRFEC '*Getting it right for every child*' programme. The GIRFEC model supports practice to ensure action can be taken on an individual basis to improve outcomes for the child or young person.

EEI case meetings provide a forum for case discussion and the application of a multi-agency response to offending behaviour. Hopefully by early intervention and a partnership approach to addressing the needs of the child and the wider community the number of youths re-offending will substantially decrease.

With the exception of Tayside, the 80% target time of reports being submitted within 14 calendar days is being achieved.

In Tayside, before any decision as to the appropriate disposal can be made, additional assessments in the decision making process are required. If the decision is that the appropriate disposal is to submit a report to the Children's Reporter then this has impacted on the 14 day target which is calculated from the date the offender is cautioned and charged to the date the report is submitted to SCRA.

Current work is now ongoing nationally to replace this indicator with a measurement that is more relevant following the implementation of the EEI process.

Number of individuals reported to the Procurator Fiscal where proceedings were not taken

Overall, the percentage of subjects marked 'No Proceedings' has remained broadly similar over the last three years.

There can be a number of reasons why a case is marked 'No Proceedings' such as public interest, insufficiency of evidence or further action disproportionate. The agencies involved liaise to identify and apply lessons learnt.

Weight of class A drug seizures and number of supply and possession with intent to supply offences recorded

This indicator establishes the total weight (powder, tablets and liquids) of class A controlled drug seizures within police force areas, along with the number of offences recorded for supply and possession with intent to supply, with a view to reducing the harm caused by drugs.

This indicator measures the:

1. weight of class A drug seizures; and
2. number of recorded offences for supply and possession with intent to supply class A drugs.

As stated earlier in the report, forces can spend a considerable amount of time gathering intelligence to break a drugs ring and apprehend high-volume dealers. Breaking up a major drugs ring may have little impact on the volume of drugs seized but the impact on the community can be considerable.

In addition this indicator focuses solely on class A drug seizures and supply and possession with intent to supply offences. For many forces class A drugs are not the prevalent drug of choice in the area and there may be significant seizures for class B and C drugs especially cannabis with its derivatives and diazepam.

It is important that forces continue to tackle illegal use of controlled drugs, not only to reduce the harm it does to our communities and individuals but also to address a variety of other issues associated with the drugs trade, from funding terrorism and serious organised crime to general antisocial behaviour and linked dishonesty crime.

Serious organised crime groups (SOCGs) in communities of Scotland remain a very high priority for the police service in Scotland. These groups perpetrate a number of criminal activities and offences such as fraud, violence, intimidation and exploitation, contributing to levels of drugs misuse, drugs deaths and fear of crime.

Use of police direct measures

This indicator provides a measure of the level of alternatives to prosecution available to forces that are utilised when dealing with the relevant offences.

This indicator measures the:

1. number of antisocial behaviour fixed penalty notices issued and the percentage complied with;
2. number of formal police warnings issued and the percentage accepted; and
3. number of restorative justice warnings issued and conferences held.

The Scottish Government introduced powers to issue fixed penalties for antisocial behaviour¹⁴ to help minimise police bureaucracy and allow quicker and more proportionate response to more minor offences.

An increase or decrease in the number of tickets issued could be attributed to particular initiatives focused on street disorder that forces may run throughout specific periods.

Whilst the number of tickets complied with as shown in the indicator is relatively low this relates to a 28 day time limit for people to comply with the ticket issued and this figure may increase outwith the 28 day period. However this still leaves a considerable number of tickets not complied with which may result in a report being submitted to the Procurator Fiscal. Should the offender subsequently either fail to appear at court or fail to pay the fine issued by the court, the offender will be pursued. The costs incurred in terms of police and court time for pursuing an initial £40 antisocial behaviour ticket can sometimes be substantial.

Formal warnings are issued to persons who are aged 16 years or over, have committed a minor crime, or are generally a first time offender. Whilst forces can monitor trends on the number of warnings, future analysis may also concentrate on the effectiveness of these warnings in particular whether a person who receives a warning does not re-offend.

Restorative justice conferences are not employed throughout all Scottish forces. As highlighted earlier the EEI scheme is now used across Scotland and has impacted on the number of restorative justice warnings issued and conferences held.

¹⁴ http://www.acpos.police.uk/Documents/Policies/Scottish_Strategic_Assessment_2010_11.pdf

Value of net criminal assets identified for restraint through criminal proceedings by the SCDEA

Detecting and seizing the proceeds of criminal activity is essential in the fight against serious organised crime. This year the SCDEA identified assets valued at £9.1m for consideration of restraint by COPFS.

By restraining and seizing assets, criminal enterprise is less able to make future investments in further criminal activity. Assets recovery also benefits communities throughout Scotland with recovered profits being used to provide additional investment for local services.

SOUND GOVERNANCE AND EFFICIENCY

Value of efficiency savings generated by forces

The total cashable savings of £80.350 million exceeded the target of £51.694 million by £28.657 million (or 55%). It should be noted savings have been classified as 'cashable' in line with guidance from the Scottish Government and in accordance with the terms of the Scottish Government's efficiency regime. The cashable savings generated have been used to develop and improve service delivery within the eight forces.

The combined effect of the foregoing is not that forces can operate effectively with £80.350 million less cash but rather that the efficiencies generated have enabled forces to do more within their cash limited budgets.

Value of efficiency savings generated by the SPSA

The Scottish Police Services Authority (SPSA) budget for 2010/11 included a 2.7% inflationary increase with a two percent top sliced efficiency target giving a real term decrease of two percent. Against a backdrop of other financial pressures, including increased pension costs, costs relating to the new Dundee laboratory and general inflation and VAT increases, there was a significant challenge for SPSA to maintain and enhance services.

During 2010/11 SPSA continued to operate within budget and also achieved service delivery enhancements to Scottish policing.

The £1,422k cash releasing efficiencies increase is primarily associated with staff related efficiencies through robust staff management and workload planning together with procurement savings through contract renegotiations.

Proportion of working time lost to sickness absence

This indicator reports on the amount of police time lost through sickness and injury absence for serving police officers and police staff.

Nationally the proportion of working time lost to sickness absence for police officers has decreased year on year and this is generally reflected across most forces. However, whilst there is no Scottish picture for sickness absence for police staff due to ICT issues for one force, it can be seen that there is a generally downward trend with Lothian and Borders being the main exception.

Work is underway in Lothian and Borders to tackle this concern and identify any additional underlying trends but the long-term absence of a number of police staff is likely to have impacted on this indicator. With smaller numbers of police staff employed than police officers, three or four persons who experience long-term sickness absence can impact considerably on the overall percentage sickness rate.

Through assisting and advising with rehabilitation, phased return to work and re-deployment, forces offer a positive and supportive approach to force personnel which helps to ensure that the proportion of working time lost to sickness absence has remained steady or decreased year on year. Forces actively encourage officers who may have suffered an injury or illness that may prevent them from carrying out operational duties to return to work and carry out light duties which provides them with a meaningful role whilst allowing them time to recover to their full fitness level.

Turnover rates for police officers and police staff

This indicator measures the proportion of police officers and police staff leaving a force.

The turnover rate for police officers has remained fairly consistent, with new officers being recruited on the retirement of current officers.

With the budget for policing funding being reduced for future years, forces need to review their spending and make appropriate cuts. With over 80% of all police budgets being staffing costs the main area to reduce spending is on police staff costs. Forces have been firmly committed to doing everything they could to avoid the instigation of police staff compulsory redundancy schemes and forces have offered voluntary redundancy/early retirement to police staff. The uptake of this scheme has resulted in a reduction in the number of police staff and consequently an increase in turnover rate.

It should be noted that the voluntary redundancy/early retirement process for police staff is ongoing and the impact of this will continue to be reflected in the future.

Proportion of salary costs accounted for by overtime

This indicator looks at the amount of overtime expressed as a percentage of the total salary costs disaggregated by police officers and police staff.

The proportion of salary costs accounted for by overtime for police officers across Scotland has decreased year on year. It is likely the impact of austerity measures implemented in forces, coupled with the decrease in the number of recorded crimes and road collisions have contributed to this decrease. In addition, whilst no detailed analysis has been carried out, the reduced sickness levels of police officers may also have played a part in reducing overtime costs.

A similar picture can be seen for police staff with a year on year reduction. Austerity measures and more streamlined working practices have assisted in maintaining this reduction.

Scottish Police College course utilisation rate

This indicator measures the availability of courses at the SPC and forces' utilisation of these courses and is used to illustrate the effective use of the college as a development resource for Scottish policing.

The course uptake rate for 2010/11 was 83%. This is a reduction on the previous year as Continuous Professional Development Programme (CPDP) courses were not previously included in the calculation. These courses carry quite a high allocation of spaces as they are mainly lecture theatre based so can accommodate larger numbers. It is considered, however, that this provides a more accurate reflection of the full provision of training and force uptake at the SPC.

Number of police officers and police staff (FTE)

This indicator reports on the full-time equivalent police officers and police staff employed by the force whether on a permanent or temporary basis.

Excluding officers on career breaks, the number of police officers (FTE) has decreased by one percent from 2010/11 although the remaining number exceeds the Government target of 17,234. The percentage of those police officers in force currently remains constant at 95% with three percent of police officers currently either on secondment or temporary service to SPSA/SCDEA.

Not including temporary or agency staff, the number of police staff (FTE) has decreased from 2010/11. As mentioned previously this decrease is expected to continue in line with the decrease in force budgets.

Staffing profile by declared disability, ethnicity and gender

ACPOS has not commented on this indicator as while the percentage change may appear to be significant in some forces, the numbers involved are relatively small and there is no statistically significant change in this indicator during the reporting period.

The ACPOS People, Development and Diversity Business Area (PDDBA) people strategy and action plan provides a clear ten-year vision for the modernisation of the police service in Scotland, becoming a more diverse and inclusive service.¹⁵

Expenditure on salaries, operating costs and capital

This indicator provides details of expenditure on salaries, operating costs (overheads), capital and pensions to demonstrate efficiency and effectiveness of the police service.

This indicator measures the:

- expenditure on salaries;
- expenditure on operating overheads; and
- expenditure on capital.

It should be noted finance figures are extracted at a point in time, before 'close of books' therefore the figures published in each force's respective Annual Financial Accounts and the SPPF may differ. Accounts generally close at the end of September and final accounts may not be published until mid November.

The accuracy of the statistics under these headings is such that a comparison between forces is not appropriate. However work is ongoing to establish and apply consistent counting conventions for this suite of indicators with a longer term plan to move to the new Police Objective Analysis (POA) model.

POA is a management tool that will allow robust financial information to be gathered providing clear, relevant and comparable cost information for the police service. This more detailed finance information will assist in:

- performance improvement;
- benchmarking;
- resource allocation;
- the efficiency agenda;
- use of resources; and
- developing collaboration and workforce modernisation proposals.

¹⁵ http://www.acpos.police.uk/Documents/Policies/P&T_People_Strategy_2003-13.pdf

Expenditure on salaries

Whilst there was an overall reduction in both police officers and police staff on the previous year, the expenditure on salaries has increased. This arises from police officers and police staff receiving their increments as they work through the grading scales and service bands.

Expenditure on operating costs (overheads)

As highlighted previously there is a need for forces to reduce their spending over the coming years and where possible forces have implemented measures to reduce their operating overheads.

It should be noted however that spend on operating overheads can only be partially controlled by forces. Forces can seek reductions in external costs such as rents, rates, petrol costs etc but are at the mercy of other agencies as to what increase/decrease may be implemented.

Despite best efforts in this area to reduce expenditure, overall Scotland has experienced an increase.

Expenditure on capital

Accounting arrangements vary between forces; some reporting independently whilst others report as part of their local authority and therefore follow their protocol, and this can influence financial reporting. There are occasions when capital funding may be carried over from one year to the next financial year; especially if there are significant projects being undertaken. When this occurs it can result in larger than normal fluctuations in the actual capital spend year on year.

In Tayside there was a significant increase in capital expenditure due partly to a lower than normal spend in 2009/10 when funds were carried forward to be used in the capital programme in 2010/11.

Expenditure per resident

Based on the estimated resident population of a force area, this indicator provides details of the expenditure on police activity per member of the resident population within that force area.

In terms of operational and financial resources, events and planning is a major commitment for forces. These include managing and coordinating marches and parades; handling large scale concert events such as Rockness and visits by members of the royal family.

In addition, policing priorities span all types of crime and disorder, focusing on areas of antisocial behaviour, violence, public protection, serious organised crime groups and terrorism, all of which can cut across local, national and international boundaries. Expenditure

spent on tackling national issues is not often recognised by the local community as it does not directly impact on them.

It should be noted that this indicator is also based on net expenditure and due to the nature of their size or geography some forces may have greater opportunity to generate income than others.

SPSA expenditure

From the 1 April 2009, all government entities required to prepare accounts in accordance with accounting principles and disclosure requirements of the Government Financial Reporting Manual (FreM) have had to adopt International Financial Reporting Standards (IFRS). The following figures are therefore presented on an IFRS basis (all figures are in thousands).

SPSA is mainly funded by Scottish Government and the cash Grant in Aid Budget allocated for the year was £101,748 (2009/10; £95,113). This £6,635 increase is attributable to:

- SCDEA expansion funding - £2,000
- Voluntary severance - £3,000
- Additional ICT related expenditure - £1,200
- Forensic Evidence Management System - £600
- Net impact of other SG Funding Initiatives - £1,145
- 2009/10 Deferred Expenditure - £815
- Reinstatement of 2009/10 GIA retention- £750

(Police Pension Costs are now administered by the Scottish Government, removing £2,875 from the budget and expenditure).

An additional amount of £6,251 (£6,203 - 2009/10) was allocated to cover non cash expenditure for depreciation and notional property rentals. This gives a total resource budget of £107,999 (£101,136 - 2009/10).

The main financial objective of the SPSA is to ensure that the financial outturn for the year is within the resource budget, and for 2010/11 the resource expenditure of £105,394 was £2,605 under-spent against the resource budget of £107,999.

CONTEXT

Context measures are not measures of performance but are designed to provide contextual information on the demands on a police force and the environment they operate within (examples of which are time, resources and finance).

The raw numbers provide little by way of explanation around the level of demand placed on police forces. For example, it could take less time to deal with 10 (fairly straightforward) missing person incidents than one (particularly complex) missing person incident due to the demanding nature of that specific enquiry.

Whilst it would be more reflective of the demand on the service if the amount of time spent tackling these indicators could be collated this is currently not feasible.

Number of telephone calls and incidents

This indicator shows the level of demand from the public. They are also key factors in resource deployment and productivity.

This indicator measures the:

- total number of 999 telephone calls;
- total number of non-emergency telephone calls; and
- total number of incidents.

The number of telephone calls has been commented upon earlier in the report. At this time there is no standard definition of 'incident' in use across all forces. Future migration towards a common command and control ICT system will provide an opportunity to achieve commonality of recording and grading.

Number of sudden deaths reported to the Procurator Fiscal

This indicator records the number of sudden deaths dealt with by individual forces for which a report was submitted to the Procurator Fiscal by the police.

The Procurator Fiscal is obliged, by statute, to investigate sudden, suspicious, accidental, unexpected and unexplained deaths or any death occurring in circumstances such as to give rise to serious public concern. All deaths of this nature must be investigated by the police and a detailed report of the circumstances submitted to the Procurator Fiscal.

The number of sudden deaths reported by the police to the Procurator Fiscal has increased slightly over the previous year.

Whilst the numbers may not have significantly increased the time spent dealing with sudden deaths by police forces can be considerable.

It is worth noting that in the calendar year of 2010, 485 sudden deaths recorded were drug-related. Whilst this was lower than the previous year it was seven percent higher than in 2007. Also in 2010, 781 probable suicides were recorded, an increase on the previous year¹⁶.

¹⁶ <http://www.gro-scotland.gov.uk/files2/stats/drug-related-deaths/2010/drug-related-deaths2010.pdf>

Number of recorded missing person incidents

This indicator illustrates the number of incidents where the police become involved in investigating missing persons/abscondee.

It should be noted that a missing person incident can involve more than one person or many incidents can relate to the same person.

As with all context measures the raw numbers provide little by way of explanation around the level of demand placed on police forces. While the number of missing person incidents has reduced over the previous year, there is currently no way to identify what impact this had on force resources. The number of missing person incidents recorded may have been lower but enquiries may have been much more protracted and more resource intensive.

Number of registered sex offenders in the community

This indicator is a measure of the total number of sex offenders registered and it assists in illustrating the volume of demand placed on police forces.

The number of registered sex offenders in the community has increased slightly on the previous year. This may not necessarily mean an increase in the number of registered sex offenders as it may be that some offenders who were in prison have now served their sentence and have been released.

Registered sex offenders are managed by MAPPA with their details logged on an ICT database called ViSOR (Violent Offender and Sex Offender Register).

The fundamental purpose of MAPPA is public safety and the reduction of serious harm. By assessing, planning and managing the needs of offenders, the risk to the community is diminished because of the boundaries imposed.

Number of recorded domestic abuse incidents

This indicator illustrates the volume of domestic abuse incidents reported within police force areas.

This indicator measures the:

- total number of domestic abuse incidents reported to the police; and
- number of domestic abuse incidents per 10,000 population.

The number of recorded domestic abuse incidents has increased on the previous year. Domestic abuse is widely believed to be considerably under-reported to the police and therefore it may be that this apparent increase could in fact be an encouraging result of more victims coming forward.

Partnership working is essential to tackling domestic abuse and part of that partnership working is to work to prevent domestic abuse in the future, making it clear that domestic abuse is never acceptable. This is done through a wide range of tactics across Scotland, ranging from public events and advertising, to talks in schools.

Number of problem drug users

This indicator illustrates the estimated number of problem drug users and is an important source of information on the scale and extent of problem drug use in Scotland. It also reflects performance that is recorded within the Scottish Government's 'Scotland Performs' National Framework where a national indicator has been established to decrease the number of problem drug users in Scotland by 2011¹⁷.

The National Framework focuses on building safer and stronger communities and partner agencies including the police service in Scotland who have a key role in tackling problem drug use by reducing supply offences through law enforcement and using intelligence-led activities to disrupt organised crime.

Number of individuals brought into custody

This indicator is a measure of demand on individual police forces, which in turn informs resource deployment and productivity.

There can be no direct correlation with the number of individuals brought into custody and the number of crimes and offences. Whilst the crimes and offences may see a reduction this may not necessarily be reflected in the number of custodies. It may be that a number of the crimes involve only one person, whilst a number may involve multiple culprits.

Number of freedom of information requests and questions

This indicator provides details of the number of freedom of information requests and questions received by Scottish forces in terms of the Freedom of Information (Scotland) Act 2002 (FOISA) to assist in illustrating the volume of demand placed on forces.

A request for information under the freedom of information act may contain only one question or a number of questions and the complexity can vary. Depending on the nature and number of questions, enquires can either be answered relatively quickly or can take a considerable amount of time.

In addition, the information requests can be wide and varied and force area specific. It is interesting to note that whilst in general Strathclyde accounts for 30-50% of the count for

¹⁷ <http://www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice/TrendPrev>

indicators such as complaints, crime etc, their percentage of all freedom of information (FOI) questions in 2010/11 was 14% with Tayside having the highest percentage of requests at 15%.

QUALITY ASSURANCE

Quality assurance measures to monitor and, where required, improve the quality of the data supplied by forces are carried out as follows:

- The ACPOS Quarterly Performance Report on the SPPF is the main item on the agenda of the ACPOS PMBA Performance Reporting Sub Group (PRSG). This group closely monitors the data in the report and holds forces accountable for the quality of their submissions and examines differences in performance standards to allow the identification of good practice.
- Areas of concern that a force may have around the understanding and compliance of any indicator is discussed at the PPG. This group will then review the technical note, if required, with a view to amending to ensure consistency and understanding.
- Working with the Scottish Government's Justice Analytical Department, the template, which is used by forces to submit their data, has been updated and validations added to assist forces when required.

ACCOUNTABILITY

All forces provide updates on the indicators contained within the SPPF on a quarterly basis to the Scottish Government. This is also received by the ACPOS Performance Report Editorial Team who compile a quarterly report which is circulated within forces.

The ACPOS Quarterly Performance Reports on SPPF are available to the public and other interested parties via ACPOS and force internet sites. Forces have amalgamated SPPF indicators into performance reports to their Police Authorities/Boards to enhance local as well as national accountability.

MANAGING PERFORMANCE

The monitoring of national policing performance has evolved and developed over the last three years, following the introduction of the SPPF.

In December 2009, the SPPDG was formed to oversee emerging and developing performance measurement frameworks that impact on policing.

Performance reporting allows the service to identify trends and variances, and provides opportunities to establish commonality of reporting to then go forwards and learn from those forces who are performing more efficiently and effectively in any particular aspect.

To ensure the framework fulfils its ultimate purpose of identifying areas for improvement and driving improvement activity, the PRSG reviews forces' performance on a regular basis. If a force is performing particularly well in a specific indicator, the group will then ensure this is not a result of different counting regimes or particular resource investment by the force, thereafter, having excluded these possibilities, the issue will formally be passed to the ACPOS Continuous Improvement sub group. This group will then ascertain what the force is doing to achieve good performance and will consider how the best practice could be shared across all forces.

The SPPDG and ACPOS PMBA are working to develop the indicators to more effectively measure and focus on performance in the Very High Priority areas of the Scottish Policing Assessment and Scottish Control Strategy. Enhancements will be included in future iterations of the framework.

THE YEAR PAST AND THE YEAR AHEAD

For over a year there has been significant debate over the structure of the police service in Scotland with many different opinions on the best fit for the future. The Scottish Government has now announced that there is to be a single force for Scotland. Moving to a single police force is the most significant change to the service in its history and the year ahead sees the police service in Scotland beginning the next stage in the reform process.

Whilst work has now begun towards the transition towards a single force, this will take some time and forces will continue to pursue the highest standard of policing for the people of Scotland.

Forces continue to face a challenging and testing time in the year ahead, not only in terms of finance but also with a number of legislative and ICT changes.

The financial situation

The predicted budget cuts of 25% over the three-year period 2011-2014 reported in last year's report did not materialise and instead a one year budget was published. When the Scottish Budget was published last year, the reduction for the eight police forces was 2.6% in cash terms. This has required forces to make difficult decisions on how and where to reduce costs.

Forces implemented, or are currently in the process of implementing, voluntary redundancy/early retirement for police staff and as can be seen from the data report there has been a considerable reduction in the number of police staff in 2010/11. With the transition towards one force it is anticipated that the number of police staff may continue to reduce.

Police personnel

As mentioned earlier the number of police staff has reduced considerably and it is anticipated that this trend may continue in the next year. Whilst the number of police officers has decreased, this is predominantly through natural wastage (retirals). This is likely to be a temporary situation as recruitment is ongoing to ensure the policing numbers for Scotland are sustained.

With the loss of a considerable number of police staff and the retirement of a significant number of experienced officers over the last year, the police service in Scotland has been looking at how best to deploy staff. In the past year, 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 10-week block followed by an 'operational phase' in communities policing.

Legislative changes

There have been several legislative changes throughout the year however the changes listed below have had specific impact on the indicators contained within the SPPF:

- Late March 2010 - The Offences (Aggravation by Prejudice) (Scotland) Act 2009 (Commencement) Order 2010. The Act allows for aggravations of offence on the ground of disability, sexual orientation or transgender identity to be taken into account by court when sentencing.
- October 2010 - the Criminal Procedure (Legal Assistance, Detention and Appeals) (Scotland) Act 2010. This Act amended the laws relating to access to a solicitor following the Supreme Court Decision in the case of *Cadder v HMA*.
- October 2010 - the introduction of Section 38 of the Criminal Justice and Licensing (Scotland) Act 2010. This section was introduced following the case of *Harris v HMA* [2009] which confirmed that the common law offence of breach of the peace requires a 'public element' in order for it to be a breach of the peace.
- December 2010 - the Sexual Offences (Scotland) Act 2009. This legislation was introduced following widespread media and academic criticism of the previous law in Scotland surrounding rape and other sexual offences, particularly the gender specific nature of the common law offence of rape.
- February 2011 - the Protection of Vulnerable Groups (Scotland) Act 2007. PVG was implemented as a Scottish Government response to the report published in June 2004, following Sir Michael Bichard's Inquiry. It introduces a new system of protecting children and protected adults, building upon the current public protection provisions within the Police Act 1997, Part V.

Some future legislation changes which are currently either just being introduced or at Bill stage which may affect the indicators in the SPPF are:

- The Double Jeopardy Scotland (Bill) once enacted, will provide for circumstances in which a person acquitted of an offence may be prosecuted again.
- Domestic Abuse Scotland Bill which once in force, will introduce a new section into the Protection from Harassment Act 1997 which will remove the requirement to show there has been a course of conduct before a non-harassment order can be granted in civil proceedings involving domestic abuse.
- The Offensive Behaviour at Football and Threatening Communications (Scotland) Bill, if passed, will criminalise behaviour which is threatening, hateful or otherwise offensive at a regulated football match, including offensive singing or chanting. It will also criminalise the communication of threats of serious violence and threats intended to incite religious hatred, whether sent through the post or posted on the internet.

ICT changes

A national command and control solution (STORM MA), designed to provide Scottish forces with a common capability in managing the police response to incidents is currently being implemented, with Lothian and Borders successfully migrated to the new system. Work is ongoing with the other forces to prepare for the new application, leading to a national system operating across force boundaries.

ICT development has been ongoing to support the Protection of Vulnerable Groups (PVG) legislation and the implementation in Scottish forces of the Police National Database.

Work has recently been completed 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 timeous decision-making, to allow appropriate intervention for children.

Improved integration of information depends on effective common business processes, supported by modern technology, and the police service in Scotland continues to invest in a coordinated approach to Information Management and Mobile Data projects.

The project to introduce a common performance management platform for the police service is continuing and is expected to be in place by late 2012. With the introduction of a centralised system, the service will have far greater control over the recording and management of its performance data.

The police service in Scotland is working towards its vision of 'common, integrated information and communication systems' and 'common and shared end-to-end business processes'. Work is ongoing on the National Infrastructure (NI), the platform for the convergence of ICT.

There is also a need to keep up with and where possible lead the fast paced innovations that are occurring externally. The level of social media interaction through ICT is growing at a phenomenal rate. At the time of writing this report there are currently approximately 30 million

registered users of Facebook in the UK with over 600 million users worldwide. Up to 400,000 people sign up to Twitter every day and there are over 5 billion mobile phones in the world¹⁸.

This is a challenging area for the police service in Scotland. Not only is E-crime on the increase, forces need to take advantage of this social media to interact with their communities and use this powerful tool to their advantage to provide education, guidance and advice in an interactive environment which is now reaching a far greater audience than the traditional avenues of newspapers and television.

¹⁸ http://www.acpos.police.uk/Documents/Conference2011/LocalPolicing_CCCurranDCCScobieCSPow.pdf

GLOSSARY

ACPOS	Association of Chief Police Officers for Scotland
COPFS	Crown Office Procurator Fiscal Service
CPDP	Continuous Professional Development Programme
CWG	Consultation Working Group
EEI	Early and Effective Intervention
FreM	Government Financial Reporting Manual
FTE	Full-Time Equivalent
GIRFEC	Getting It Right For Every Child
HLOs	High level objectives
HMICS	Her Majesty's Chief Inspector of Constabulary Scotland
ICT	Information and Computer Technology
IFRS	International Financial Reporting Standards
IVR	Interactive Voice Response
MARAC	Multi-Agency Risk Assessment Conference
MAPPA	Multi-Agency Public Protection Arrangements
NI	National Infrastructure
PCCS	Police Complaints Commissioner for Scotland
PDDBA	ACPOS People, Development and Diversity Business Area
PMBA	Performance Management Business Area
POA	Police Objective Analysis
PPG	Performance Practitioners Group
PRSG	Performance Reporting Sub Group
PVG	Protection of Vulnerable Groups
SCDEA	Scottish Crime and Drug Enforcement Agency
SCRA	Scottish Children's Reporters Administration
SCRS	Scottish Crime Recording Standard
SOA	Single Outcome Agreements
SOCG	Serious Organised Crime Groups
SPC	Scottish Police College
SPPDG	Scottish Policing Performance Development Group
SPPF	Scottish Policing Performance Framework
SPS	Scottish Prison Service
SPSA	Scottish Police Services Authority
ViSOR	Violent Offender and Sex Offender Register

APPENDIX A

Scottish Policing Assessment

The ACPOS Scottish Policing Assessment 2011-15 is a four-year strategy for policing in Scotland. It considers both operational and business priorities for the service with the aim of ensuring that it is best placed to deliver the most effective service to communities of Scotland, ensuring that they live their lives free from crime, disorder and danger. The priorities identified within the document are:

- Community Policing;
- Antisocial Behaviour;
- Violence;
- Road Deaths and Injuries;
- Public Protection;
- Serious Organised Crime Groups;
- Terrorism;
- Natural Hazards and Major Events;
- Service Reconfiguration;
- Workforce Development; and
- Information, Science and Technology.

The priorities in the document have been identified through robust analysis and risk assessment of a wide range of information provided by all Scottish forces and the law enforcement agencies as well as key partners such as the Scottish Government and Local Authorities. Importantly the priorities identified also take account of the opinions of the public about those issues that matter to them.

Activity undertaken in line with the strategy is monitored through ACPOS with appropriate performance measures identified to assess success in these areas. Outcome based performance measures reflecting these areas are either currently reported in the SPPF or being developed for future iterations.

Single Outcome Agreements

The Single Outcome Agreement (SOA) is based on the agreed set of national outcomes outlined in the National Performance Framework and takes account of local priorities.

The purpose of the SOAs between the Scottish Government and local community planning partners is to focus public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. These agreements set out how each member of the Community Planning Partnership will work in the future towards improving national outcomes for the local people in a way that reflects local circumstances and priorities

Strategic objectives are:

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

Further information on the National Performance Framework is available at <http://www.scotland.gov.uk/Publications/2007/11/13092240/9>

End of report