

SCOTTISH  
POLICE  
SERVICES  
AUTHORITY

# ANNUAL REPORT SUMMARY 2008-09



Supporting Policing, Serving Scotland

FORENSIC SERVICES

INFORMATION SERVICES

SCOTTISH POLICE COLLEGE

CORPORATE SERVICES





# FOREWORD

The reporting year 2008-09 represents the Scottish Police Services Authority's (SPSA) second year of operation. A year that saw SPSA provide its customers with:-

- one of the world's only 'crime scene to court' forensic services, supporting both the investigation and prosecution of crime;
- ICT support for over 17,000 PCs and laptops across 250 sites;
- vital information and intelligence systems to over 50 agencies throughout the UK; and
- national training to over 8,000 police officers at the Scottish Police College.

This summary report, published alongside our full Annual Report and Accounts for 2008-09, sets out to capture our work and our achievements over that period.

For example, the delivery of a record number of police probationers at Tulliallan (more than double the previous year's total), the achievement of our target two percent efficiency saving and the successful transfer of ICT services from the eight forces, including the integration of over 350 ICT staff, with continuity of service throughout.


There were also less visible, but no less important day-to-day contributions, as you will see featured in the rest of this document.

At the start of the year, SPSA agreed upon 14 Key Performance Indicators (KPIs) with the Scottish Government. SPSA has achieved or exceeded nine of the 14 KPIs, fallen short against three of the 14 KPIs, and considers two of the 14 KPIs to have been unmeasurable. An analysis of how we performed can be found at the end of this document.

Despite not achieving all the objectives, we believe that the results, outcomes and services provided have given valuable support to our customers, and reflect well on the dedicated and professional staff working in our organisation.

We have made good progress in the last year, but we acknowledge that there is much more still to do. We are determined to deliver high-quality services, to solve problems where they arise, and to provide services that are fit for policing on both quality and cost.

Our talented and professional 1,600-strong workforce is central to the service we give to our customers – every hour of every day. So we invite you to meet some of them in the pages ahead as they take you through a 'day in the life' of SPSA.

  
Vic Emery  
SPSA Convener

  
Jo Brigham  
Interim Chief Executive





# 7AM Scottish Police College

A cacophony of morning alarm bells is heard resounding through the accommodation blocks at the Scottish Police College as Sergeant LesleyAnn Docherty of probationer training prepares for another busy day.

With up to 590 new police recruits on site at any one time, there are record numbers of trainers to ensure the quality of training, and the ratio of one trainer to eight students, is maintained. This has supported the Scottish Government's commitment to putting 1,000 additional officers on the streets of Scotland.

"In the year 2008-09 the College has trained the highest number of police recruits in its history with 1,663 students completing their 15-week initial training," says LesleyAnn.

But to accomplish this was no mean feat. It required a great deal of logistical planning and flexibility to accommodate the increased numbers and had an impact on every part of the College.

Temporary classrooms and office space sprung up across the grounds to help meet demand but the areas which were affected the most were catering and housekeeping. Accommodation was reconfigured to provide more beds and bed capacity was being utilised at 100 per cent - a level that few, if any, commercial hotels could maintain. Staff even implemented a shift system for meals, showers and evening entertainment.

The Scottish Police College is also responsible for the ongoing training of police officers and police staff. Even with the increased numbers of probationer training flexible planning also ensured that other scheduled training courses took place.



**KEY PERFORMANCE INDICATOR**  
 Deliver at least an average 90 per cent uptake on training courses provided by the College (by 31 March 2009) - target exceeded.



# 8AM Forensic Services

SPSA forensic scientist, Dr Pamela Strahorn, sets up the new BioRobot to obtain DNA profiles from another batch of crime samples. The BioRobot extracts DNA from

biological material (i.e. blood, saliva, skin cells and semen samples) obtained from crime scenes.

As Pamela explains, "We will then use the BioRobot in conjunction with other instruments to determine how much DNA is present in each sample to allow for amplification into a visual DNA profile. These DNA profiles, if good enough, can be loaded to the DNA database or compared to other reference DNA profiles to aid in the identification of perpetrators of crime."

Available at both the Glasgow and Dundee laboratories these new £100,000 robots are capable of testing up to 78 DNA samples in just over 24 hours, providing results three times quicker than conventional manual testing which used to take two people up to three days.

The automation of this process has allowed SPSA Forensic Services to speed up turnaround times of DNA evidence to the police in volume crimes, such as housebreakings - allowing staff to concentrate sophisticated forensic expertise in the most serious and complex criminal investigations.



**KEY PERFORMANCE INDICATOR**  
 Provide measurable evidence that the value of forensic contribution to criminal detections is equivalent to at least 30 per cent - target not measurable. SPSA is able to measure the critical success rates for two main evidence types which contribute to detections, namely DNA and fingerprints.



## 9AM ICT

John Baker, SPSA Information and Communication Technology (ICT) Account Manager meets with Bill Parker, Business Relationship Manager

at Fife Constabulary. John and Bill are the designated single points of contact between SPSA and the force on all ICT-related matters. They meet on a weekly basis to review recent activity, plan for the week ahead and to prioritise ICT service requests from users within Fife Constabulary.

SPSA ICT has eight account managers, who provide a new customer relationship management capability, responsible for supporting and liaising with local forces on ICT service delivery.

This development is part of SPSA ICT's drive to develop a national, customer-focused service and is a result of the integration of all force ICT staff to SPSA. The new structure marks a significant milestone for police ICT - laying the foundations for a truly national service while retaining the flexibility to respond to local needs.

This morning, John and Bill are discussing a recent service request for planned changes to the force e-citation system. The changes will allow police officers and staff to view their electronic citations and countermands via the force intranet.



## 10AM ICT

A call is received from Strathclyde Police to report a problem with one of the Automatic Number Plate Recognition (ANPR) mobile units. This is

passed to Chris Braxton, Technical Services Officer, who arranges for the car to be brought to the Road Policing complex in Glasgow.

After a full analysis of the system, it appears there is a problem with the unit's online capability, which allows officers to verify vehicle make, model and colour, and to receive Police National Computer (PNC) checks and 'wanted markers' for suspect vehicles, all in real time. Chris identifies that the fault relates to the unit's software and re-builds the system, resetting it to an 'as new' condition.

This means he also has to re-install security software to ensure the information is protected.

Once this is complete, the unit is fully operational again and the car is back on the road within 48 hours.

SPSA ICT is also responsible for managing the software for the ANPR fixed camera network and, in partnership with the Association of Chief Police Officers in Scotland (ACPOS), is developing a national system to integrate the eight local force networks to provide a joined-up ANPR solution for Scottish policing.





# 11AM Corporate Services

Rita Nimmo, Learning and Development Officer with Human Resources, is running the weekly report to plan the next phase of training to be booked.

Rita explains, "Staff training and development is a high priority for SPSA and the numbers of staff completing their annual performance development reviews is closely monitored by HR managers".

SPSA introduced the national Performance Development Review (PDR), developed by ACPOS, as part of its people management strategy, across the organisation on 1 April 2008.

This new PDR process not only recognises and values our staff, but also encourages and promotes performance and service delivery. It focuses on both the achievement of objectives as well as assessing the behaviours required to carry out individual roles.

Staff are encouraged to focus on their training and development needs to enable them to carry out their role more efficiently.

Since the initial roll out the PDR process is now electronic and incorporated within the SPSA online HR system. This ensures that all staff have access to their training record and can monitor their development of performance within their personal record.



## KEY PERFORMANCE INDICATOR

**Target of three days of formal learning and development for all staff – target exceeded. Ensure 100 per cent of all available staff have a performance development review - target not achieved. Sixty two per cent of available staff have had PDRs. A fully automated system for the completion and recording of forms is in place for the 2009-10 PDR cycle.**



# 12NOON Scottish Police College

Kerrie Sinclair, Conference and Accommodation Manager, is completing the paperwork for a booking of the conference facilities at the Scottish Police College. Having

received an enquiry to hold a two-day weekend conference for 200 delegates, Kerrie's role is to ensure that the event runs smoothly for both the client and the College.

Kerrie says, "We normally receive telephone enquiries and I would ask for some background information about the client's conference and briefly discuss their requirements. If possible, we like to follow that up with a meeting here with the client to discuss their requirements in more detail which allows us to prepare a formal quotation."

"Once the client confirms the booking I liaise with them nearer the event ensuring I have their exact requirements and then brief the relevant internal departments - catering, housekeeping, transport and the bar stewards - to co-ordinate the conference and ensure all the client's needs are met."

The College's facilities are perfect for training and conferences with a purpose-built lecture theatre, courtroom and adjacent break-out rooms. Utilising the facilities at weekends allowed us to generate £408,100 of income this year.



## KEY PERFORMANCE INDICATOR

**Increase income generated from utilisation of Scottish Police College conference facilities by 10 per cent - target not achieved. Income generated in 2008-09 was £408,100. Demand relating to additional probationer training limited the use of facilities for conference income, and some high value events from 2007-08 were not repeated in 2008-09.**



## 1PM Criminal Justice

Around 15 vetting forms sit in the tray to be dealt with, an average amount in any week in the SPSA Vetting Unit. John Symon, Vetting Officer, divides the forms between his team to start the vetting checks.

John explains, "Every check is different and depends on how much information is contained in the form and to what level the person needs vetted. We work to a target of 48 hours to carry out the initial checks against the main national systems to first of all establish whether there is any criminal information or intelligence on the applicant or contractor."

Set up in June 2008 the Vetting Unit, part of SPSA Criminal Justice, was created to carry out all organisational vetting and National Security Vetting for SPSA staff and contractors. Organisational vetting includes recruitment vetting for new staff and management vetting of non-police personnel, such as consultants and suppliers. National Security Vetting is applicable to those staff who have access to sensitive government national security assets. Therefore the unit is critical in terms of protecting the integrity and reputation of SPSA.

Throughout the year the Vetting Unit processed a total of 756 forms and carried out 337 annual reviews for those posts which require a yearly assessment.

### KEY PERFORMANCE INDICATOR

To complete 95 per cent of all vetting checks on national systems within 48 hours of receipt – target exceeded.



## 2PM Forensic Services

Imagine the scene. It's the inside of a court room. You are in the witness box being questioned by the procurator fiscal. How prepared are you?

Will you hold up under the pressure? This is a situation that many of SPSA forensic experts regularly face.

In this case however, the court room is the dedicated training facility at the Scottish Police College. There are no actors - the person sitting in the witness box is one of our fingerprint trainees and the procurator fiscal is actually just that. This is part of the training organised by Alex McGinnies, Principal Training Officer for SPSA Forensic Services, in conjunction with the Crown Office and Procurator Fiscal Service to prepare our fingerprint experts for providing evidence in court.

Alex explains, "Becoming a fingerprint expert requires great determination and commitment and takes years of specialist training. Good presentation skills are key.

The mock court environment is ideal and helps the students prepare for the day when they have to appear in court and provide expert testimony."

This year, four fingerprint trainees have gained expert status. They are Sara Burns (Edinburgh), Grant MacGregor and Karen Smith (Aberdeen) and Laura Buck (Glasgow).





# 3PM

## Scottish Police college

Jan Holburn, the Training Quality Assurance Coordinator, has set up a consultation meeting with Chief Superintendent Bruce

The College achieved credit rating status on 16 December 2008 and is the first public body in Scotland to be awarded this unique status. It allows the College to assess and allocate an SCRF level and a number of credit points to College programmes.

For the credit rating, Jan and the team will carry out a process of professional judgement focusing on the learning outcomes and the arrangements for assessing learner achievement of those outcomes. Once this detailed assessment is complete they will then allocate the relevant SCRF level and number of credit points.



Milne, Head of Training and Educational Standards. The purpose of the meeting is to start the credit rating process for Module 1 of the MSc in Strategic Leadership, which the Scottish Police College runs in partnership with the University of Stirling and the Scottish Qualifications Authority.

Jan explains, "In Scotland we have the Scottish Credit and Qualifications Framework (SCQF), a national framework comprising 12 levels against which different types of learning can be benchmarked. This framework also provides a pathway for students to follow as they continue their professional development."



# 4PM

## Corporate Services

The final negotiation to complete the SPSA contract for mobile telephones and BlackBerry devices is underway. SPSA Head of Procurement, Norma

In addition, the various existing mobile and data telephony contracts can be migrated into this one contract, creating contract management efficiencies.

This migration will also help SPSA in 2009-10 by bringing future additional savings and efficiencies through integrating mobile calls with our landlines therefore creating cashable savings in "land to mobile" calls.

Leaman is meeting with the winning bidder, O2, for a final run through of the contract terms and conditions.

Following much detailed research and analysis, O2 was established as the fit-for-purpose service provider and the West Yorkshire Police collaborative framework agreement was utilised as the best value for money option to deliver this essential service for SPSA.

Further benefits for SPSA will be achieved with in-house implementation and support.



### KEY PERFORMANCE INDICATOR

**Maximise expenditure utilising pre-established contract arrangements to achieve value for money – target 70 per cent of non-salary expenditure spent using such frameworks - target exceeded.**

**Deliver 2 per cent cash releasing efficiency savings – target exceeded.**



## 5 PM

## Corporate Services

With staff based in locations from Inverness to Dumfries, the welfare of all SPSA staff is critical and part of James Betram's role as Health, Safety and Resilience Manager is to ensure a safe environment.

On arrival at the crime scene he liaises with other emergency and specialist agencies. James produces a site specific risk assessment covering areas such as the standard of protective equipment to be worn, the safest approach for removal of rubble, demarcation of jobs and identifying evacuation procedures.

Today, he is supporting ICT by carrying out a number of assessments at one of the force communication centres where ICT staff maintain a range of equipment and software.

Finally, he briefs all SPSA staff on site on a safe approach to the job and they can commence operations safely and legally.

James explains, "Welfare covers a multitude of areas such as protective clothing, temperature of the building, rest facilities and facilities for pregnant staff and nursing mothers."

James is just finishing up when he gets a call from Forensic Services. There has been a serious fire in a tenement property and wilful fire raising is suspected. SPSA scene examiners and forensic scientists are required to carry out a detailed examination for evidence and James must assess the options for making the premises safe for evidence gathering.

### KEY PERFORMANCE INDICATOR

**Reduction in the average working days per employee per year lost through sickness absence to eight days – target not achieved. During 2008-09 SPSA introduced a new absence management process to address short term absence. With long-term sick excluded, the achieved average becomes 5.1 days.**



## 6 PM

## Criminal Justice

Suzi Cuthbert, Cuthbert, Criminal History System (CHS) Audit and Compliance Officer within SPSA Criminal Justice is putting the finishing touches to a business case received for access to the Criminal History System from one of our criminal justice partners.

Failure to ensure data integrity and accuracy of information can have serious implications for public protection and can significantly impede the operational capability of officers on the front line.

Suzi explains, "Providing access to the CHS for our criminal justice partners saves considerable police time and resource.

With the relevant training our partners can access the live system and use the information as appropriate to their requirements."

Meanwhile, Detective Sergeant Lee Kershaw is closing a training course for local authority Social Work staff accessing and updating the ViSOR system as part of their role in managing the high risk offenders. Lee also ensures that ViSOR is updated regularly with the necessary legislative changes and represents Scotland at a variety of UK meetings regarding ViSOR utilisation and development.

SPSA Criminal Justice is responsible for the quality assurance and central administration of our national information systems - Criminal History System (CHS), Violent and Sex Offender Register (ViSOR), the Scottish Intelligence Database (SID) and Automatic Number Plate Recognition - Scottish Back Office Application (ANPR).

Ensuring consistency of data between the systems is a priority. Criminal Justice compares records held on SID and CHS. Last year over 6,000 individual records were amended.

### KEY PERFORMANCE INDICATOR

**Extend access to the Criminal History System to at least 2 additional external agencies - target exceeded.  
Demonstrate the effectiveness of systems audit and compliance activity by reducing the rates of corrective actions required by 5 per cent - target exceeded.**



# 7PM

## ICT



Emma Sword from ICT Technical Services Dundee arrives to start a shift at Scotland's biggest music festival in time for the campsite entrances to open. It's the start of three days of intense policing support and the culmination of seven months of planning and preparation.

A month ago the site was being used as an air strip. So how do you create a control room, two logistics areas and a custody suite in a field where there is no power and of course no communication infrastructure? Having an effective communication platform is paramount to run an effective policing operation, and an environment to guarantee the safety of some 80,000 music fans from around the world.

T in the Park, set in the midst of the fields and hills of Kinross, presents such a challenge.

Tayside Police turned to SPSA ICT to provide the necessary communications support to help them to police an event of this scale.

Emma explained how they approached this mammoth task, "After months of planning it's the week leading up to the go-live which is most critical. The teamwork involved to install all the required infrastructure and equipment is crucial. Everyone has to know what they are doing and in which order. It's not just the people on the ground who are involved, there is a large amount of work to set up the life saving systems, such as CCTV, Telephony, Airwave and Intelligence."

ICT staff are on hand 24 hours a day throughout the three-day event to provide support and to keep things running smoothly.



# 8PM - 10PM Criminal Justice



Criminal Justice Service Desk Administrator Audrey Feeney is processing a prisoner recall notice from the Parole Board for Scotland. This recalls a prisoner to serve the remainder of his sentence.

Audrey explains how the process works, "Once authorisation for recall is issued to the police, details of the recall notice must be added to the Police National Computer (PNC). This provides a national co-ordinated approach, meaning that all forces in the UK are aware that the prisoner, who may be in their area, must be returned to prison."

While Audrey is dealing with this, her colleague Ruth Myles is providing guidance to a police officer on how the Missing Kids website can support a missing kids enquiry. Ruth explains, "I upload and manage all Scottish cases on the website whilst providing a 24/7 point of contact. The earlier a child is put on the site, the earlier police forces and the public can have access to printed posters and information on the child's disappearance which offers an audience potential that is limitless."

Every year around 9,000 children go missing in Scotland and whilst in the vast majority of cases there is a successful resolution, there are instances where an immediate, wide-spread police response is required.

On both occasions the work of the Service Desk administrators plays a vital role in supporting police officers, freeing them up to concentrate on what is important for them - policing Scotland's streets.



### KEY PERFORMANCE INDICATOR

**Increase the number of violence related calls received by the Scottish Crimestoppers Call Centre proportionate to the level of violence related crime recorded by 10 per cent - target exceeded.**

**Working with partners we will continue to support Crimestoppers to maintain a ratio of Crimestoppers calls handled turned into an actionable police response of 4:1 - target achieved.**

# 10PM - 3AM Forensic Services



Joanne Cochrane, a biologist with Glasgow Forensics is off duty when her pager goes off. Joanne and her colleague Carol Weston, also a biologist, are called out to attend a crime scene.

Pauline McSorley attended to oversee the collection of forensic evidence.



"We collected trace evidence from Eleni's body and from the backpack she was wearing." Bloodstain pattern interpretation at the scene assisted in determining the order of events surrounding her death and DNA analysis led to the identification of her killer.

In both cases the forensic evidence, along with the testimony of the forensic scientists at the trials, formed part of the compelling cases against the two accused who were both convicted of murder.



The last few days in May tested the resilience and flexibility of the biology team from Glasgow Forensics when two brutal murders were committed. The first was that of Moira Jones. Joanne and Carol, supported by a team of five biologists back at the laboratory, attended the scene. As Joanne explains "Carol and I were at the scene for several hours, working well into the night. This involved gathering evidence from the deceased at the scene followed by an in depth examination of items in the laboratory."



Meanwhile a second murder took place when Eleni Pachou was killed in a violent attack. Forensic scientists and scene examiners were again required to attend the scene.

## KEY PERFORMANCE INDICATOR

Improve forensic examination turnaround times for 'crimes against the person' cases compared to prior year by 15 per cent - target not measurable. From December 2008 onwards SPSA has started to establish a baseline for this activity and are proposing to continue to report in 2009-10 against this KPI.

# 3AM - 7AM ICT



Edmond Mansion, Technical Services Team Leader, and his colleagues from ICT Edinburgh are surrounded by boxes as all the computer equipment is unpacked.

"As a result, all the practical changes were implemented over a single weekend and we worked closely with the force to plan everything in detail to ensure the move happened on time and with precision."

Whilst Leith Police Station underwent a major refurbishment Edmond and team were instrumental in configuring a temporary ICT network which involved moving ICT services from the station to the interim accommodation.

A number of ICT technicians worked in shifts over one weekend to implement all the practical IT changes and the temporary station was up and running first thing Monday morning.

Edmond was part of a team of ICT staff who worked in partnership with Lothian and Borders Police for a number of weeks to plan and implement this stage of the refurbishment project. ICT worked around the clock to install a temporary computer network and telephony, and to move PCs, telephones and other IT equipment for around 70 staff.

"The most important aspect of the project was to ensure a seamless move between locations, with minimal disruption to police operations," explains Edmond.



The newly refurbished police station was opened later in the year and SPSA ICT had a key role to play in moving staff back to their permanent workplace.

## 7AM

Another day in the life of SPSA begins.

# KEY PERFORMANCE IN

In 2008-09 SPSA set itself 14 Key Performance Indicators. Performance against these is noted below:-

OBJECTIVE
1. Working with partners including the police forces, SCDEA and the Crimestoppers Trust we will continue to support Crimestoppers to maintain a ratio of Crimestoppers calls handled turned into an actionable police response of 4:1.
2. Provide measurable evidence that the value of forensic contribution to criminal detections is equivalent to at least 30 per cent.
3. Increase the number of violence related calls received by the Scottish Crimestoppers Call Centre proportionate to the level of violence related crime recorded by 10 per cent.
4. Improve forensic examination turnaround times for Crimes Against the Person Cases compared to prior year by 15 per cent.
5. We will complete 95 per cent of all vetting checks on national systems within 48 hours of receipt at Service Desk.
6. Average uptake on courses provided by the Scottish Police College to be 90 per cent.
7. Extend access to the Criminal History System to at least two additional external agencies.
8. Average number of days formal learning and development for all staff – target three days.
9. Reduction in the average working days per employee (full time equivalent) per year lost through sickness absence – target eight days. NB: this excludes seconded police officers.
10. Ensure 100 per cent of all available staff have a performance development review. NB: Available staff excludes those on long term absence for whatever reason.
11. Deliver two per cent cash releasing efficiency savings.
12. Demonstrate the effectiveness of systems audit and compliance activity by reducing the rate of corrective actions required by five per cent.
13. Maximise expenditure utilising pre-established contract arrangements to achieve value for money – target 70 per cent of non-salary expenditure spent using such frameworks.
14. Increase in income generated from utilisation of Scottish Police College conference facilities by 10 per cent.

# DICATORS

A separate annual report summary for the Scottish Crime and Drug Enforcement Agency (SCDEA) was published in August 2009 and can be viewed at [www.scdea.police.uk](http://www.scdea.police.uk). To see the full SPSA Annual Report and Accounts for 2008-09 (including SCDEA) please visit [www.spsa.police.uk](http://www.spsa.police.uk).

## OUTCOME

### TARGET ACHIEVED

Crimestoppers have continued to meet this target ratio throughout the year ensuring that the quality of information received is maintained and fulfils the purpose intended.

### TARGET NOT MEASURABLE

This KPI could not be measured as there is no system (which would require input from Crown Office Procurator Fiscal Service and police forces) in place to record the required data. SPSA is able to measure the critical success rates for two main evidence types which contribute to detections, namely DNA and fingerprints. This is where SPSA receives a case, examines it and identifies an individual. Current success rates at March reporting are 65 per cent DNA identifications from useable profiles and 25 per cent identifications from fingerprint marks of value recorded.

### TARGET EXCEEDED (19 PER CENT)

Achieving this target demonstrates the focus placed on partnership working with the Violence Reduction Unit and police forces.

### TARGET NOT MEASURABLE

This target was set to enable SPSA to demonstrate their ability to improve turnaround times in cases involving crime against an individual and within this area crimes of violence is of particular interest to both the police and COPFS. Baseline data was not available to support this KPI. From December 2008 onwards SPSA has started to establish a baseline for this activity and are proposing to continue to report in 2009-10 against this KPI.

### TARGET EXCEEDED (100 PER CENT)

SPSA is currently achieving 100 per cent in 24 hours and following the transfer from the Service Desk to a dedicated Vetting Unit in July 2008 we have met this KPI target.

### TARGET EXCEEDED (91.1 PER CENT)

More students received training at the College in the year 2008-09 than at any other time in its history with 8808 student places being filled across various courses.

### TARGET EXCEEDED (3)

The target has been met. The figure relates to the number of external agencies with read access to the Criminal History System (CHS).

### TARGET EXCEEDED (3.2)

This included a wide range of training and learning delivered in line with individual and role requirements, as well as some corporate learning packages relating to our core values and behaviours (for example diversity training).

### TARGET NOT ACHIEVED

SPSA's (including SCDEA) absence figures of 9.2 days per employee for 2008-09 is well within the average for a large public sector organisation but have not yet met the ambitious standards the organisation set for itself. During 2008-09 SPSA have introduced a new absence management process to address short term absence and these revised procedures are already helping to reduce the levels of short term absence. The overall total has been inflated by long periods of absence among relatively small numbers of staff. In addition SPSA continue to manage long term absences inherited on the migration of staff into SPSA on 1 April 2007 and 1 April 2008. The ability to proactively manage these absences is constrained by the terms under which these individuals transferred to SPSA and certain statutory and legal protections these individuals enjoyed on transfer. SPSA expect to conclude absence management processes in respect of these staff members in 2009-10. With long-term sick excluded, the achieved average becomes 5.1 days.

### TARGET NOT ACHIEVED

62 per cent of available staff have personal development reviews. Setting clear objectives for staff and reviewing progress against those objectives is at the heart of our performance and development approach. This was the first year of our formal PDR process and it was introduced in advance of a fully automated system for the completion and recording of the forms. This has undoubtedly impacted on completion rates. A fully automated system for the completion and recording of forms is in place for the 2009-10 PDR cycle. This will aid the completion rate of PDR's via easier monitoring and simpler, more efficient process for completion.

### TARGET EXCEEDED (2.15 PER CENT)

SPSA has exceeded their efficiency target of £1,447,736 by £107,483.

### TARGET EXCEEDED (89 PER CENT REDUCTION)

Scottish Intelligence Database (SID) compliance processes are now automated allowing capture of 100 per cent of specified issues by running checks on the entire database. This has improved the efficiency of the audit process and the integrity of the data held. Compliance activity on Violent and Sex Offender Register (ViSOR) is currently 100 per cent checks against Criminal History System (CHS) markers and these highlight minor issues in non-conformity so are therefore not indicative of any critical system integrity issues and are no longer relevant for this measure.

### TARGET EXCEEDED (74 PER CENT)

The calculations exclude invoices paid to police forces (predominantly seconded officers' salaries) and invoices for property rentals.

### TARGET NOT ACHIEVED

Income generated in 2008-09 was £408,100 compared to £562,500 in 2007-08. Target not achieved due to demand relating to additional probationer training limited use of facilities for conference income and high value events from 2007-08 which were not repeated in 2008-09.

# 2009-10 THE YEAR AHEAD...

New Chief Executive Officer takes up post...

A national model for Forensic Services is mapped out...

SPSA's first five-year Strategic Plan is set out...

Improvements to contractual arrangements with customers take shape...

New Dundee laboratory building nears completion...

Building on Gartcosh Crime Campus begins...



# SCOTTISH POLICE SERVICES AUTHORITY

Cabinet Secretary for Justice Kenny MacAskill presents the 2008-09 SPSA Excellence, Innovation and Long Service Awards in Glasgow.

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