

**SCOTTISH  
POLICE  
SERVICES  
AUTHORITY**

# **ANNUAL PLAN**

# **2008-2009**

**FORENSIC SERVICES**

**INFORMATION SERVICES**

**SCOTTISH POLICE COLLEGE**

**SCOTTISH CRIME & DRUG  
ENFORCEMENT AGENCY**

# OUR VISION, OUR PURPOSE & OUR VALUES

## OUR VISION

To be a world-class organisation that continually enhances the services it provides to policing in Scotland.

## OUR PURPOSE

To work closely with our partners and stakeholders to enhance the services we provide to Scotland's eight police forces and criminal justice community and bring about relevant changes within policing support functions necessary to make this support more efficient.

## OUR VALUES

Our values which underpin how we will achieve our key objective are:

- We will be honest and professional ensuring that we are well informed and highly proficient across all our activities.
- We will be accessible and accountable ensuring that quality services are available when our partners and stakeholders need them.
- We will be an integral part of the Scottish Criminal Justice System, earning the trust, respect and confidence of our partners.
- We will be positive and enthusiastic colleagues.
- We will support our customers by providing services that are efficient, flexible and cost-effective.

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Mervyn Rolfe CBE  
Convener



David Mulhern QPM  
Chief Executive

# FOREWORD

## BY CONVENER & CHIEF EXECUTIVE

This Annual Plan relates to the year 1st April 2008 to 31st March 2009 which is our second year of operation and details the first of the outcomes we will tackle from our three year Corporate Plan.

Performance in our initial year will be reported in our Annual Report due later in the year once our Accounts are finalised and audited.

We remain determined to make a positive difference to the provision of support services to Scottish forces and the criminal justice community, contributing effectively to making Scotland a safe, desirable place to live and work. We recognise the contributions we can make to delivering tangible benefits to support the Scottish Government's national outcomes.

The activities described in this plan clearly detail the steps we intend to take in the financial year 2008-2009 to make progress towards delivering the goals we have set ourselves in our Corporate Plan. We identify our key activities and our key performance indicators. A separate Annual Plan has been prepared to cover the strategic priorities and business objectives for the Scottish Crime & Drug Enforcement Agency (SCDEA).

This Annual Plan clearly states the specific outcomes we will deliver in this coming year. We hope you agree that this demonstrates our commitment to fulfilling our ultimate aims.

# OUR COMMITMENT TO GOOD GOVERNANCE

## INTRODUCTION

We were established as a non-departmental public body (NDPB) on 1 April 2007 by the Police, Public Order and Criminal Justice (Scotland) Act 2006. A national organisation, based at 25 sites across Scotland, we comprise 1,600 staff, around 20% of whom are police officers on secondment. Responsible for a budget in the region of £96 million, we provide our support services to Scottish policing through four business areas which are supported by a dedicated corporate services function:

- Forensic Services
- Information Services
  - Criminal Justice
  - ICT
- Scottish Police College
- Scottish Crime and Drug Enforcement Agency

Our first year of operation involved significant work in setting up the organisation, supporting the new structures such as Forensic and Corporate Services, developing policies and procedures, integrating staff, establishing our baseline in terms of performance monitoring and planning the way forward, particularly in relation to the transition of police ICT services in April 2008.

In fulfilling our overarching ambition to provide efficient and effective support services which work at the heart of Scottish policing and the criminal justice community, we are committed to ensuring that we operate to the highest standards of governance at all times. Our priorities and plans will be developed in consultation with our partners and our staff and we will report our performance in an open and transparent manner.

## OUR BOARD

To oversee our strategic direction and monitor our performance, we are governed by a tri-partite Board appointed by Scottish Ministers. The membership of the Board consists of Chief Constables, Police Authority/Joint Police Board Conveners and lay members, appointed using the public appointments process. The Convener (Chair) of the Board is a lay member, also appointed through the public appointments process.

The Board meets on a regular basis and is supported by an Audit Committee and a Human Resources Committee. The Board has the power to establish other ad hoc committees if required to support the governance process.

To ensure that we can demonstrate consistent adherence to the highest standards of governance we have established a dedicated compliance function to co-ordinate the provision of comprehensive internal and external audit services, including measurement and evaluation of the adequacy, reliability and effectiveness of the SPSA's corporate governance, best value, internal and other control arrangements. The compliance function is also responsible for Health and Safety, Freedom of Information and Data Protection compliance.

## OUR MANAGEMENT

We have established a performance management framework which links our strategic planning and performance monitoring arrangements to a programme of continuous improvement initiatives. This will ensure that our business activity can be articulated, delivered, monitored and measured in a way that will set out how we are fulfilling stakeholder requirements and demonstrating effective use of our resources. A diagrammatic view of our Planning Framework is displayed on page 8.

In terms of performance management the Chief Executive, as Accountable Officer, reports to the Board and leads the Executive Group which is responsible for the day to day implementation of our strategic and operational plans. Supporting the delivery of our plans, the Chief Executive has established performance and risk management arrangements as follows:

- Performance Management Framework - the Executive Group meets monthly to review performance, assess progress against our strategic and business objectives and to drive forward action. These performance management arrangements are mirrored in each of the business areas, where the respective heads of the business area meet monthly with their management teams to review and monitor performance and take corrective action, where appropriate.
- Risk Management - on an ongoing basis, the Board reviews an organisation wide risk management policy. The key element of the policy is to adopt good practices in the identification, evaluation and cost effective control of risks to ensure that they are eliminated where possible and reduced to an acceptable level or managed and contained. The underlying aim being to embed risk management practices within management and planning activities throughout the organisation. At each meeting the Board also discuss the Corporate Risk Register and associated Action Trackers.

## OUR STAFF

In such a diverse and geographically dispersed organisation, it is essential that our staff are kept informed. Our staff are our future and are our greatest asset. In response to feedback from our staff, both formally and informally, we are taking positive action to ensure that we have a comprehensive and effective corporate communications strategy to both actively engage our staff in the development of our plans and to provide them with updates on our performance.

We are also committed to supporting our staff in fulfilling their potential and to creating a dynamic environment in which there are opportunities for career progression, skills development and knowledge transfer across the organisation.

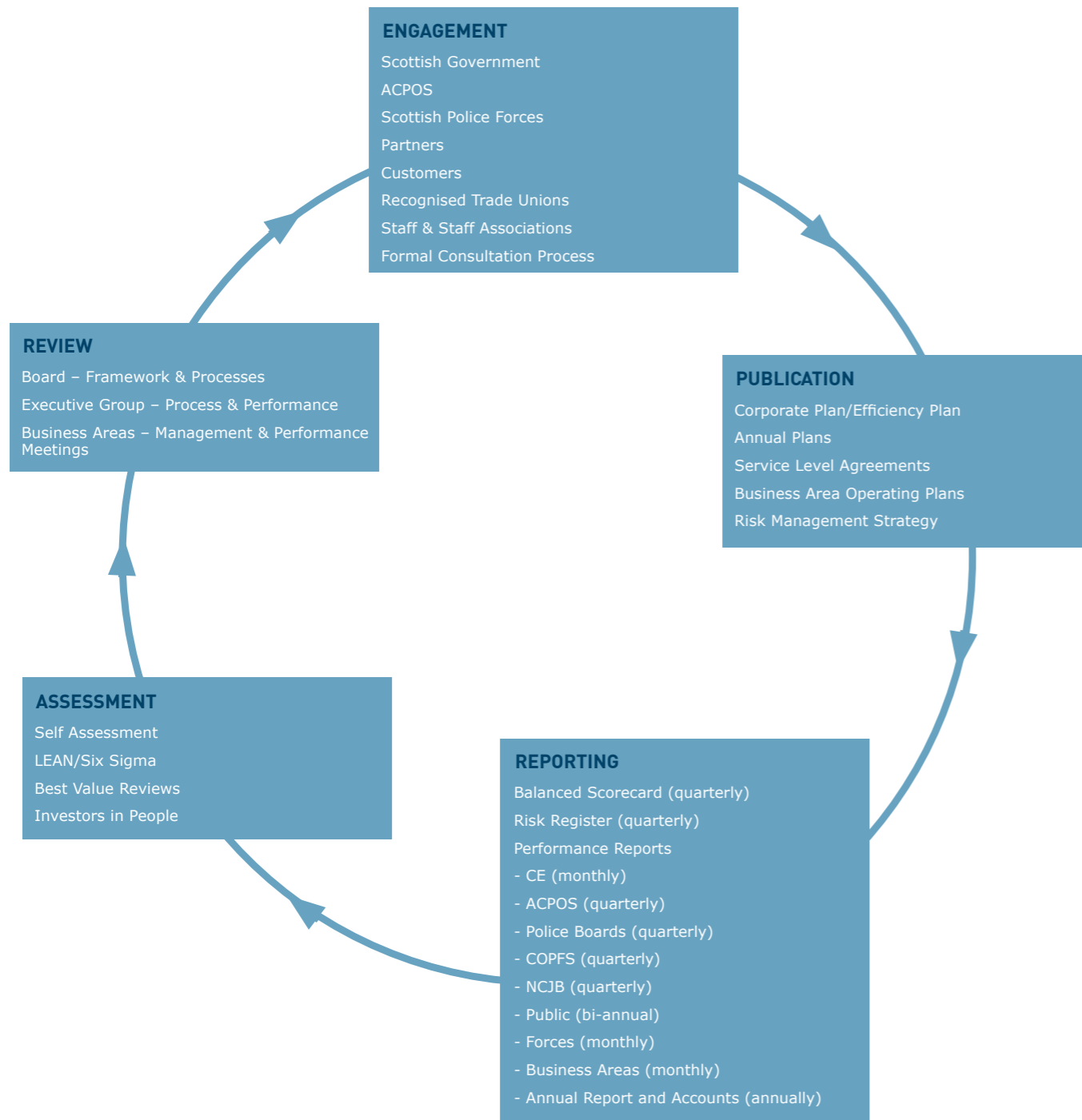
We recognise the need for greater partnership working with our staff and will ensure that staff are involved in decisions that affect them. Staff will have one to one reviews with their line manager and be given the opportunity to contribute views and share suggestions. We want staff to be a key part of our plans for the future.

We will also ensure that all our managers are provided with relevant guidance and support to ensure that there is consistency of policy application and that staff are treated fairly. We will be adopting the principles of the Civil Service 10 point action plan to accelerate progress towards increasing diversity at senior levels in the organisation.

SPSA fully accepts its responsibility for delivering services that meet the expectations of all key stakeholders. Our staff will therefore fully reflect the diversity of the communities we serve. This will include:

- Respect for age
- Working to achieve gender equality
- Disability inclusion
- Building on race equality standards
- Acknowledging faith and religious tolerance
- Recognising sexual orientation

# OUR PLANNING FRAMEWORK



# STRATEGIC PRIORITIES

## STRATEGIC INTENT

Contributing to the Scottish Government's own strategic objectives, Scottish Ministers set a series of strategic priorities for SPSA for the forthcoming year, which reflect our commitment to supporting the police forces in Scotland and the objective of a Safer and Stronger Scotland. Working with our Sponsor Division of the Scottish Government and Scottish police forces, we have a crucial role to fulfil in providing expert support to the police officers working at the heart of our communities. Our strategic aim is to ensure that at all times we are delivering services that are fully responsive to our stakeholders' requirements, represent value for money and are delivered to the highest professional standards.

## STRATEGIC PRIORITIES

The Strategic Priorities set by our Sponsor Division for the current year are noted below. The Chief Executive will have lead executive responsibility for ensuring that we deliver the actions detailed in support of the strategic priorities.

### STRATEGIC PRIORITY 1

Fully integrate police Information & Communication Technology (ICT) services into SPSA during 2008-2009 and, in conjunction with the Scottish Government and Association of Chief Police Officers in Scotland (ACPOS), bring forward a three year plan for developing police ICT systems (by 30 September 2008).

#### OUR KEY ACTIONS

- We will ensure all legal, financial and people issues surrounding the transition of police ICT into SPSA which are within our control are resolved and that services continue to function seamlessly (by 30 June 2008).
- Following consultation with the Scottish Government and ACPOS we will submit a plan which will detail how we intend to develop police ICT systems over the next three years (by 30 September 2008).

### ACCOUNTABILITY TO OUR STAKEHOLDERS

- We will provide quarterly performance reports against Service Level Agreements to ACPOS which will detail actual against anticipated levels of performance (from 31 July 2008).
- We will consult with the Scottish Government and ACPOS on future service requirements in order to inform plans for the development of a leading edge ICT service to support frontline policing and related essential services across Scotland (by 31 July 2008).

### STRATEGIC PRIORITY 2

Deliver efficiency savings equivalent to 2% per annum while maintaining and improving the quality of the police support services and SCDEA.

#### OUR KEY ACTIONS

- We will implement our three year Efficiency Plan which will deliver savings equivalent to 2% per annum whilst maintaining and improving the quality of police support services. We are committed to effecting change across our services which will modernise working practices, better utilise the resources available and ensure that our focus is on the provision of expert support services to Scottish policing (by 31 March 2009).

### ACCOUNTABILITY TO OUR STAKEHOLDERS

- We will report on a quarterly basis progress against our efficiency plans and provide transparent and measurable evidence of the improvements being made to the essential support services under the direct management of SPSA.

# OUR BUSINESS OBJECTIVES & KPIs

## STRATEGIC PRIORITY 3

Develop proposals through Integration of Scottish Criminal Justice Information Systems (ISCJIS) for improving information sharing between SPSA and other Scottish, UK and EU agencies for consideration by the National Criminal Justice Board.

### OUR KEY ACTIONS

- We will work with the established ISCJIS network to develop clear proposals for improved information sharing between SPSA and other agencies both nationally and abroad. Supporting this work will be liaison with other key criminal justice agencies to take cognisance of any particular requirements they may have. Our proposals will be presented in a report for consideration by the National Criminal Justice Board (NCJB) (by 31 December 2008).

### ACCOUNTABILITY TO OUR STAKEHOLDERS

- In establishing our proposals we will engage and consult with key stakeholders to ensure that our plans are future proofed and in line with the needs of those involved in criminal justice activities (by 30 September 2008).

## STRATEGIC PRIORITY 4

Work with the Scottish Government, ACPOS and other stakeholders to identify any additional police support services which SPSA could provide more efficiently and effectively on a national basis.

### OUR KEY ACTIONS

- We will participate in dialogue with the Scottish Government, ACPOS and the Scottish Police Authorities Conveners Forum to examine additional areas where there may be scope for SPSA to provide police support services more efficiently and effectively and prepare relevant business case(s) as requested (by 31 March 2009).

### ACCOUNTABILITY TO OUR STAKEHOLDERS

- We will listen and respond to the needs of Scottish police forces and ensure that at all times our knowledge and expertise is used to identify opportunities to further improve the efficient delivery of support services. Our approach will be to provide the expertise and support to facilitate the implementation of world class and innovative solutions for sharing services and resources across Scottish police forces.

## GUIDING PRINCIPLES

In addition to the objectives which relate directly to our Strategic Priorities, SPSA has identified additional business objectives in our three year Corporate Plan which link into the national outcomes of the Scottish Government.

Some of these are to be achieved in this first year only and are therefore particularly relevant to this Annual Plan.

For others, work will start on them this year but will continue on an ongoing basis into future years where their progress will continue to be tracked in future Annual Plans. For the purpose of both the Corporate Plan and this plan we have grouped our objectives under the following guiding principles:

Working with Partners	We are committed to proactive engagement with our stakeholders, customers and partners across the Scottish Police Service and wider criminal justice community.
Making Communities Safer	We will endeavour to focus our efforts on contributing to safer communities and our success will be measured by this.
Delivering Outcomes	Our actions will be measured in terms of outcome, with our performance being readily assessed by the tangible benefits delivered.
Supporting Criminal Justice	By working together we will make a significant impact on the prevention and detection of crime.
Leading On Technology	Technological advancement is crucial to our business and if we are to continue to enhance our service delivery we must constantly encourage development.
Building Capacity & Capability	We will build our capacity and capability through being innovative in our business practices and in turn this will positively impact on the capabilities of our stakeholders.
Striving to be World Class	We aspire to be a world-class organisation that enhances the services it provides to policing in Scotland and will demonstrate through delivery and innovation our commitment to realising this principle.
Investing in People	We will not take our staff for granted and will strive to secure their support and commitment to achieving our overall goals.
Building Confidence	Through performance monitoring we will clearly demonstrate our worth.

### ESTABLISHING CLEAR BUSINESS AREA PLANS

Each business area is responsible for developing their own detailed Operating Plans, in consultation with relevant stakeholders and staff, to support delivery of the objectives set out in our three year Corporate Plan. Each head of business area will be personally responsible and accountable to the Chief Executive for the delivery of their plan and will be required to report on the progress against these plans as part of our internal performance management framework. A high level summary of each of these business area Operating Plans is set out in the following sections.

### PERFORMANCE MEASUREMENT

Although we will measure our performance in each of the actions, not all of these measurements will be in a numerical format. Some will be demonstrated in the production of a report or the publication of proposals for the future. Formal KPIs will be those measurements which are numerical. A complete list of these KPIs is provided below, and summarised at Appendix A. Within the detailed business area Operating Plans additional business specific KPIs will be identified. As displayed in the framework diagram on page 8 of this plan, a variety of performance reports will be produced for business areas to manage their operations; and for the Chief Executive, the Board, Forces, Police Boards, ACPOS, the criminal justice community and the public to monitor our performance. These will provide a wide variety of performance information specific to the needs of the particular audience.

### OUR KEY PERFORMANCE INDICATORS

Our key performance indicators are measured across four areas:

<p><b>DELIVERING SUCCESSFUL OUTCOMES</b></p> <p>Considers the support services that we provide to our customers and how we intend to deliver these successfully.</p> <ul style="list-style-type: none"> <li>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 - <b>(CJ)</b></li> <li>Provide measurable evidence that the value of forensic contribution to criminal detections recorded is equivalent to at least 30% - <b>(FS)</b></li> <li>Increase the number of violence related calls received by the Crimestoppers Scotland Call Centre proportionate to the level of violence related recorded crime by 10% - <b>(CJ)</b></li> </ul>	<p><b>MEETING THE NEEDS OF OUR STAKEHOLDERS</b></p> <p>Considers the needs of our stakeholders and how we will work with them to provide relevant and appropriate services.</p> <ul style="list-style-type: none"> <li>Improve forensic examination turnaround times for 'crimes against the person' cases compared to prior year by 15% - <b>(FS)</b></li> <li>Complete 95% of all vetting checks on national systems within 48 hours of receipt at service desk - <b>(CJ)</b></li> <li>Average uptake on courses provided by the Scottish Police College to be 90% - <b>(SPC)</b></li> <li>Extend access to the Criminal History System to at least 2 additional external agencies - <b>(CJ)</b></li> </ul>
<p><b>DEVELOPING OUR RESOURCES</b></p> <p>Considers how we will ensure our human, financial and technological resources enable us to provide an effective and efficient service.</p> <ul style="list-style-type: none"> <li>Average number of days formal learning and development for all staff - target 3 days - <b>(CS)</b></li> <li>Average working days per employee (full time equivalent) per year lost through sickness absence - target 8 days - <b>(All)</b></li> <li>All staff will have a personal development review - target 100% of all available staff - <b>(All)</b></li> </ul>	<p><b>DEMONSTRATING BUSINESS EFFECTIVENESS</b></p> <p>Considers how we will manage our resources, demonstrate our performance and continually improve our services.</p> <ul style="list-style-type: none"> <li>Deliver 2% cash releasing efficiency savings - <b>(All)</b></li> <li>Demonstrate the effectiveness of system audit and compliance activity by reducing the rate of corrective actions required by 5% - <b>(CJ)</b></li> <li>Maximise expenditure utilising pre-established contract arrangements to achieve value for money - target 70% of non-salary expenditure spent using such frameworks - <b>(CS)</b></li> <li>Increase utilisation of Police College facilities by 10% - <b>(SPC)</b></li> </ul>

CJ Criminal Justice SPC Scottish Police College  
 FS Forensic Services CS Corporate Services  
 All All Business Areas

# FORENSIC SERVICES

## INTRODUCTION

The integration of these specialist forensic solutions gives us a unique opportunity to create a world class forensic service. By harnessing the forensic intelligence gathered through our key scientific disciplines we will provide critical support to the police service in their day to day operations.

In meeting this ambition, we are committed to ensuring that we are fully responsive to the needs of our key stakeholders and the communities we serve.

## OUR FOCUS

Our focus for the coming year will be on the delivery of improvements which are aligned to our users needs, through:

- Implementing service and procedural improvements on those areas highlighted as priorities by Scottish police forces, primarily in relation to forensic intervention and capture and effective management of core databases.
- Implementing a single set of standards and enhancing our capability and availability through more efficient use of resources.

## KEY ACTIONS

Our key actions for the coming year are set out below:

### MAKING COMMUNITIES SAFER

We will introduce a drug profiling capability within Forensic Services which will focus on the incidental and deliberately added components of street drugs and thereby better inform understanding of international networks. By doing this, in partnership with international law enforcement, better understanding of routes into our country will be gained enabling the support of disruption of drug operations elsewhere.

This will support the Scottish Violence Reduction Strategic Plan by leading to faster detection rates and an increased deterrent factor contributing to the national outcome of living our lives safe from crime, disorder and danger.

### WHAT WE WILL DO

- Introduce a drug profiling capability (by 30 September 2008).
- Develop proposals to enhance the range of services available from drug profiling (by 31 March 2009).
- Implement appropriate processes and procedures to prioritise forensic intervention in incidents of 'crimes against the person' (by 31 March 2009).

### DELIVERING OUTCOMES

We will work with Scottish police forces to maximise the level of forensic data captured against prisoner processing rates. Comparing the level of forensic data captured with prisoners processed will highlight any deficiencies in current systems and processes and enable us to work in partnership with forces to improve the level of crime detection rates through the provision of enhanced forensic data.

We will ensure our DNA database, fingerprint, photographic and eventually footwear impressions collections are developed and as accurate as possible to allow the optimum comparison with crime scene marks leading to increased detections of crime. Ensuring the databases are updated timeously and promptly will optimise the information we have available which, in turn, will assist with future detection rates.

We will liaise with Scottish police forces to establish a reporting mechanism that demonstrates the value of forensic contribution to criminal detections recorded. We will have a target of 30% for these in our first year.

This target has been set after benchmarking with forces in England. This will demonstrate the contribution of Forensic Services to the criminal justice community and our support of the Scottish Government's national outcome that Scotland will be the most attractive place for doing business in Europe.

We will review our current shift patterns for relevant Forensic Services staff and implement actions to ensure that forensic staff are available at times where the demand for the service is high. This is in line with our commitment to providing a fully efficient, effective and responsive service which is aligned to the needs of Scottish police forces and to making a measurable contribution to an improvement in crime detection rates.

### WHAT WE WILL DO

- Agree a joint action plan with Scottish police forces to address identified weaknesses in current systems and processes in order to improve the level of forensic capture against prisoner processing rates (by 31 March 2009).
- Implement improvements which will ensure that the databases in respect of DNA, fingerprint and photographic collections are updated timeously and promptly. We will agree measurable levels of service that will be agreed with the forces (by 31 March 2009).
- Provide measurable evidence that the value of forensics contribution to criminal detections recorded is equivalent to at least 30% (by 31 March 2009).
- Undertake a review of current shift patterns for relevant forensics staff and present proposals for approval to the Chief Executive (by 31 December 2008).

### SUPPORTING CRIMINAL JUSTICE

We will move our experts from merely identifying crime scene marks into the interpretation of the evidence to present a better picture of events, for example by delivering a crime scene animation capability.

For some cases, such developments will assist the courts to better understand the complexity of forensic information presented and therefore contribute to successful convictions where appropriate.

### WHAT WE WILL DO

- Implement a plan for change within the current service that will lead to improvement in the quality of the interpretation and presentation of forensic evidence (by 31 March 2009).

### LEADING ON TECHNOLOGY

As a medium term objective we will continue to investigate how technology can be used to further develop Forensic Services through enhancements such as the electronic transfer of crime scene marks to our forensic experts and development of a national database for shoe impressions. These service enhancements will require to be supported by detailed business cases demonstrating that there will be an effective return on any investment made through efficiency improvements and/or better outcomes – for example reduction in timescales for processing forensic evidence leading to the earlier arrest of offenders.

### STRIVING TO BE WORLD CLASS

Where suitable standards exist, we will deliver the relevant forensic services to a single set of externally accredited standards. This will demonstrate the professionalism of the forensic services and provide assurance to our communities that we operate to the highest standards.

### WHAT WE WILL DO

- Deliver relevant forensic services to a single set of externally accredited standards (by 31 March 2009).

# INFORMATION SERVICES CRIMINAL JUSTICE

## INTRODUCTION

Criminal Justice is part of the Information Services business area and provides and manages vital integrated information systems for the eight Scottish police forces and the wider criminal justice community within Scotland.

This business area is made up of a range of different services, each one providing a central information support service for its customers.

The focus of our support is centred around providing and managing a range of criminal information solutions:

- Criminal History System (CHS)
- Scottish Intelligence Database (SID)
- Automatic Number Plate Recognition (ANPR)
- Violent and Sexual Offenders Register (VISOR)
- Crimestoppers Scotland Call Centre

Services are provided on a 24/7 basis ensuring that support is available to the Scottish Police Service and wider criminal justice community when required to aid the ongoing fight against crime. Given the importance of the national criminal information solutions that we host and manage, our staff, systems and processes need to link to and directly engage with our customers who are involved in the provision of frontline police work in our communities and responsible for our criminal justice system. Our key actions for the coming year are set out opposite.

## OUR FOCUS

Our focus for the next 12 months will be to:

- Ensure that Crimestoppers makes a measurable contribution to the reporting of incidents and the support it can offer to frontline policing in making our communities safer through the active participation and co-operation of the public we serve.
- Continue to work collaboratively with Scottish police forces and the criminal justice community to ensure that there is effective sharing and access to criminal intelligence data.

## KEY ACTIONS

Our key actions for the coming year are set out below:

## MAKING COMMUNITIES SAFER AND DELIVERING OUTCOMES

In support of the Scottish Violence Reduction Strategic Plan, we will proactively seek opportunities to increase awareness of and public confidence in the Crimestoppers Scotland Call Centre as a means for people to report incidents. During the next 12 months we will, for example, evaluate the potential for text reporting to Crimestoppers using suitable software to protect anonymity and make the reporting of such incidents easier.

Working closely and in partnership with the Crimestoppers Trust, the Scottish Government and ACPOS, our overall objective is to increase the number of reported incidents and provide a service that will enable crime detection rates to be increased and act as a genuine deterrent factor.

## WHAT WE WILL DO

- Develop robust plans to enhance the profile of Crimestoppers as a 'community asset' and increase the number of violence related calls received by the Crimestoppers Scotland Call Centre proportionate to the level of violence related crime recorded by 10% (by 30 September 2008).
- 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 turned into an actionable police response of 4:1 (by 31 March 2009).

## SUPPORTING CRIMINAL JUSTICE

The Scottish Intelligence Database (SID) is a one-stop shop where police officers in Scotland can input and research criminal intelligence nationally. It allows the eight Scottish police forces, the Scottish Crime and Drug Enforcement Agency (SCDEA) and the Serious and Organised Crime Agency (SOCA) to input, access, manage and disseminate intelligence material.

We will assume responsibility for the maintenance and management of SID. This will further enhance the system's capability and accessibility to improve information sharing.

We will outline a programme for enhancements to the replacement Criminal History System (CHS) that clearly shows our users improvements to functionality. CHS is a dynamic database and interactive investigate tool which plays an important role in day to day policing. It provides the operational police officer with essential information on a person under enquiry, providing details of individuals who have a criminal record.

The system is also widely used by partner agencies within the criminal justice community, including Crown Office and Procurator Fiscal Service (COFPS), Driver and Vehicle Licensing Agency (DVLA), Prison Service and specialist reporting agencies.

We will also develop actions to ensure that we improve our response times to vetting checks and enhance our audit and compliance on all national systems.

We will extend access to the Criminal History System to at least two additional external agencies. This will widen the usage of criminal history information particularly to those responsible for the protection of children, which will lead to children having the best start in life and being ready to succeed.

## WHAT WE WILL DO

- Assume responsibility for the maintenance and management of SID and undertake a complete needs analysis to identify a clear programme of actions which will increase the system's capability and improve information sharing (by 31 December 2008).
- Outline a programme for enhancements to the replacement CHS and agree measurable performance improvement criteria with users (by 30 June 2008).
- Extend access to CHS to at least two additional external agencies (by 31 March 2009).
- Complete 95% of all vetting checks on national systems within 48 hours of receipt at service desk (by 31 March 2009).
- Demonstrate the effectiveness of system audit and compliance activity by reducing the rate of corrective actions required by 5% (by 31 March 2009).

# INFORMATION SERVICES ICT

## INTRODUCTION

The Information and Communication Technology function is committed to the development of new generation systems for the police service and associated organisations in Scotland.

The ICT functions being brought under the SPSA umbrella gives us genuine opportunities to share best practice and procedures across Scotland which will benefit our stakeholders.

## OUR FOCUS

With specialist knowledge and a highly skilled workforce we will work to ensure the most cost-effective delivery of information services and to improve efficiency and exchange of information between forces and across traditional boundaries. We are fully committed to leading on the implementation of a National ICT Strategy which will allow the criminal justice organisations to communicate more effectively and share information to provide a coordinated response in the fight against crime.

Adopting this strategy will provide a modern, open and customer focused outlook to future ICT systems for the organisations involved and will support them to improve quality of service and ultimately impact on crime levels and issues which are of most concern to the public.

## KEY ACTIONS

Our key actions for the coming year are set out opposite:

## DELIVERING OUTCOMES

The priorities for ICT services in the forthcoming year is to fully integrate police ICT services into SPSA during 2008-2009; and, in conjunction with the Scottish Government, ACPOS and the Scottish Police Authorities Conveners' Forum, bring forward a three year plan for developing police ICT systems by 30 September 2008.

This is a significant undertaking that is currently being overseen by the ACPOS Business Change Programme Board on which all Scottish police forces are represented. The transition strategy has been focused on securing the convergence and consolidation of the existing force technical infrastructure to ensure business continuity and enable the development of new innovative national solutions. In particular:

- The convergence of projects to achieve the same underpinning operating procedures and practices.
- The consolidation of assets and systems to facilitate both systems and operating efficiencies.
- The development and procurement of new national infrastructure and systems for deployment across all police forces to provide cost effective/resilient architecture and infrastructure for all national systems.
- The convergence of ICT to a 'cradle to grave' services model to deliver and enable converged systems. This model is based on industry best practise adopted from IT Infrastructure Library (ITIL) standards and practices.

## WHAT WE WILL DO

- Working with the ACPOS Business Change Programme Board we will develop a robust post transition plan which will not only ensure business continuity, but also start to deliver efficiency and effectiveness improvements from the outset. Our aim is not only to continue to maintain the current levels of service but to build a fully integrated ICT service that helps support Scottish police forces make our communities safer (by 31 March 2009).
- We will report quarterly on delivery of service in line with the commitment outlined in the Service Level Agreements (by 31 July 2009).

## BUILDING CAPACITY & CAPABILITY

Following the transfer of force ICT staff to SPSA on 1 April 2008, we assumed full responsibility for 350 force ICT staff and an estimated basic salary cost of £8.9 million bringing SPSA staffing establishment to 1,600. These staff, who currently have responsibility for supporting dedicated ICT functions within the eight Scottish police forces, including application development, procurement, technical administration, infrastructure support and telephone system management, will integrate with SPSA's existing ICT resources within Information Services – ICT.

## WHAT WE WILL DO

- We will proactively take steps to ensure that all staff work to the same standards utilising knowledge and skills from a wider pool of resources, with minimum duplication and replication of functions whenever possible (by 31 March 2009).

## LEADING ON TECHNOLOGY

We will publish full details on the available resources and funding for ICT and engage with ACPOS and directly with each Chief Constable and Police Authority to ensure that local needs are fully considered alongside national projects. We recognise the potential for competing demands between the management of local priorities and the delivery of national projects.

## WHAT WE WILL DO

- Publish full details on the available resources and funding for ICT and engage with ACPOS and directly with each Chief Constable and Police Authority to ensure that local needs are fully considered alongside national projects (by 30 June 2008).



# SCOTTISH POLICE COLLEGE

## INTRODUCTION

The Scottish Police College (SPC) provides high quality learning and development opportunities for officers and staff involved in all aspects of operational policing, police leadership and performance management.

We design and deliver training that starts with recruits and extends to command level for chief officers. We also design and deliver basic and advanced training for detectives including surveillance, intelligence management and training for senior investigating officers (SIO). We have extensive experience of training roads policing officers in advanced driving techniques, collision investigation and pursuit management.

The Scottish Police College has a history of partnership working with other police organisations, government departments, universities and the Scottish Qualifications Authority. We recently developed and launched a post graduate certificate in international policing with the University of Stirling and the UK Foreign and Commonwealth Office.

## OUR FOCUS

Our key objectives for 2008/2009 will be:

- To develop and deliver training and education in line with the ACPOS People Strategy to meet the needs of the Scottish Police Service and further increase our collaborative approach with partners.
- To train and develop our people, enabling them to deliver services that contribute to the effectiveness of policing in Scotland.
- To be an efficient and effective organisation offering the highest quality of professional service and facilities.

## KEY ACTIONS

Our key actions for the coming year are set out opposite:

## WORKING WITH PARTNERS

We will fully participate with ACPOS to deliver a National Training Strategy for Scottish policing. In HMIC's Primary Inspection of the Scottish Police College in 2006, the need for a constructive debate on what constituted national police training and what was local in nature was highlighted.

HMIC previously inspected Police forces and Common Police Services in a routine four yearly Primary Inspection process at which various recommendations and suggestions for action were made. These were supported by Review Inspections mid way between each primary inspection. The last Primary Inspection of the Scottish Police College took place in 2006 at which point it was recognised that the College was about to become part of SPSA and the recommendation was made "that the SPSA and ACPOS clarify the relationship between the police service in Scotland and nationally provided police training, to establish the role of a single 'intelligent customer'".

We will engage with our colleagues in both the Fire & Rescue Service and the Scottish Ambulance Service to identify the potential for sharing training, either on a single campus or in discrete disciplines. This is in support of the recommendation in the Howat Report on the review of Scottish Executive budgets published in June 2007 regarding making better use of existing training facilities. This will form part of our long term strategy of developing alliances with partner public sector organisations to deliver effective leadership training across public sector organisations.

In particular we will focus on areas of commonality and mutual benefit such as the introductory training of staff into uniformed service and Leadership and Management training.

The need for such co-operation has been evident during recent benchmarking exercises.

## WHAT WE WILL DO

- Deliver a National Training Strategy for Scottish policing (by 30 June 2008).
- Identify potential for shared training (by 31 March 2009).

## DELIVERING OUTCOMES

To ensure that maximum use is made of our national training facility, the Scottish Police College will ensure that there is an average 90% uptake on all training courses provided. To achieve this objective we will work closely with all Scottish police forces to ensure that our training programme and schedule is developed in consultation with our key stakeholders.

## WHAT WE WILL DO

- Deliver at least an average 90% uptake on training courses provided by the College (by 31 March 2009).

## BUILDING CAPACITY & CAPABILITY

The Scottish Police College is committed to continuing skills development in the Scottish Police Service. The introduction of the Diploma in Policing is the first step towards the achievement of a professional qualification in policing and the first group of officers will graduate this year. We will ensure that the best use is made of this initiative by marketing the benefits and actively encouraging officers to participate throughout their career. The Scottish Police College recognises its role in encouraging participation and will monitor the uptake and report on progress at all stages of an individual's career whether they are Police Officers or staff.

In addition we intend to take a more prominent role in leadership development. We aim to be the focus of leadership development. We will review the training provision delivered across the range of leadership programmes, taking account of accreditation and levels of knowledge required to gain the Diploma in Leadership and Management and the preparatory steps required for personal development towards the Strategic Command Course.

We will train 450 additional new police officers for Police Forces in Scotland as our substantial contribution to the Scottish Government's commitment to the recruitment of 1,000 additional police officers by 2011. This considerable increase in the demand for Probationary Constables will be an exciting challenge for us as we continue to maintain other aspects of training delivery.

We will ensure that the Scottish Police College conference facility is available to both the public and voluntary sectors thereby providing bespoke facilities at competitive rates. This will not only generate income for reinvestment in our services, but also ensure that these sectors have access to affordable accommodation.

## WHAT WE WILL DO

- Continue to develop the Diploma in Policing (ongoing activity).
- Review leadership training (by 31 March 2009).
- Deliver 450 additional new Probationer Constables (by 31 March 2009).
- Ensure that there is at least a 10% increase in the income generated from the SPC Conference Facility (by 31 March 2009).

## STRIVING TO BE WORLD CLASS

We pride ourselves in delivering an exceptional level of police training in Scotland through the Scottish Police College. Such is the esteem of this delivery that our services are in demand world-wide. We will place our training staff in foreign countries, place international students alongside their Scottish counterparts and run bespoke training courses in Scotland. In addition, we will continue to liaise closely with the European Police College and other international training networks facilitating cross border training and the exchange of best practice internationally.

## WHAT WE WILL DO

Support the training of international law enforcement partners (by 31 March 2009).

# CORPORATE SERVICES

## INTRODUCTION

The Corporate Services function is a centrally managed service approach to supporting our entire organisation. It comprises finance, procurement, compliance, facilities and estates, human resources, planning and performance, and corporate communications.

## OUR FOCUS

The development of robust, resilient and efficient corporate services is essential to underpin the delivery by our operational business areas of expert support services for Scottish forces and the criminal justice community. During our initial year 2007/2008 we have implemented action plans to ensure that we established clear procedures and policies covering all our key corporate functions. In the coming year, our focus will be on embedding these services within the organisation and seeking to identify opportunities for efficiency improvements through effective use of technology, undertaking best value reviews and better procurement practices.

A further key focus will be to ensure that these vital support functions are making a difference to those services that have a direct interface with Scottish police forces or the criminal justice community. Our people are important to us and we shall be implementing a wide range of policies which will allow us to meet the standards we set out earlier in this plan regarding staff governance and compliance with legislation.

We will listen and respond to feedback from our staff and commit to working with them to make SPSA an employer of choice.

## KEY ACTIONS

Our key actions for the coming year are set out below:

### DELIVERING OUTCOMES

We will implement a best value strategy that will ensure that we undertake, on a cyclical programme, reviews which examine and challenge existing working practices in order to underpin the delivery of our annual 2% savings target. As part of our commitment to continuous improvement we will introduce appropriate techniques such as LEAN and Six Sigma. LEAN is a business system for organising and managing business development to create precise customer value using less resource. Six Sigma is a tool for strategic change and an approach for performance excellence. It is a data driven approach to process improvement to eliminate defects from processes and transactions. If it is properly applied it can improve all areas of the business concerned with cost, timeliness and quality of results.

### WHAT WE WILL DO

- Implement a best value strategy which will seek to commission a programme of regular best value studies across our business areas (by 30 June 2008).
- Introduce LEAN and Six Sigma techniques as continuous improvement tools (by 30 September 2008).
- Map selected relevant processes and identify opportunities to improve our business performance (by 31 March 2009).
- Maximise expenditure utilising pre-established contract arrangements achieving value for money – target 70% of non salary expenditure spent using such frameworks (by 31 March 2009).

## LEADING ON TECHNOLOGY

We will introduce a research and development capability for the first time across our business areas that will identify ways in which we can work smarter. It is critical that we remain at the cutting edge of technological and process advances in our business disciplines. This also supports the Scottish Government's third national outcome that we are better educated, more skilled and more successful, renowned for our research and innovation.

We will develop safeguards to ensure that our systems are able to operate in a secure ICT environment, comply with the requirements of the Data Protection Act and that we have robust plans in place to support business continuity in the event of unplanned events or major incidents occurring. We will work closely with our key partners to develop our ICT security and business continuity plans.

### WHAT WE WILL DO

- Introduce a Research and Development capability at no incremental cost (by 31 March 2009).
- Develop robust business continuity plans for all critical business assets and systems and test the resilience of our ICT control environment (by 30 September 2008).

## BUILDING CAPACITY & CAPABILITY

We will co-locate SemperScotland and current diversity resources within the Scottish Police College. This will provide an enhanced capability for addressing diversity issues.

### WHAT WE WILL DO

- Co-locate SemperScotland and current Diversity resources within SPC (by 30 June 2008).

## INVESTING IN PEOPLE

- Listening to our staff and demonstrating our commitment to them

We will use our current expertise and past experience in securing Investors in People (IiP) to deliver the standard to our organisation as a whole. Through this achievement we will consistently demonstrate our commitment to our staff.

We will conduct an annual staff survey as part of our engagement with our people. This will ensure staff have the opportunity to feedback their views.

We will continue to ensure our staff are supported through a professional occupational health provision that fully meets our needs. This will ensure our staff are happier and healthier and have a more positive and effective contribution to our overall success.

### WHAT WE WILL DO

- Implement procedures to work towards securing Investors in People accreditation across SPSA as a whole (by 31 March 2009).
- Monitor the key areas which our staff have highlighted for improvement. We will commit to achieving an improvement in our performance against these areas which will be validated by a further staff survey (by 31 March 2009).
- Through an enhanced occupational health provision, we will take appropriate actions to reduce staff absence levels to an average working days per employee (full time equivalent) per year to eight days across the organisation (excluding seconded police officers) (by 31 March 2009).

- Being An Employer Of Choice

We will provide opportunities for all staff to develop their knowledge and skills, through not only formal training, but also through mentoring, work shadowing and focus groups. This will assist our staff to become better educated, more skilled and more successful contributing to the overall success of SPSA and supporting the third national outcome of the Scottish Government.

We will provide opportunities for career progression throughout the organisation. We offer lateral career development across business areas. This will support the Scottish Government's second national outcome that we realise our full economic potential with more and better employment opportunities for our people.

We will improve knowledge of career opportunities by improving communication with the job market; hosting information days for career advisors. This will help to attract the best people by heightening the awareness of our organisation and the career opportunities we can offer.

#### WHAT WE WILL DO

- Provide appropriate opportunities for staff to develop their knowledge and skills and commit to providing an average of three days formal learning opportunities for staff (by 31 March 2009).
- Ensure 100% of all available<sup>1</sup> staff have a personal development review which will identify opportunities for personal development and career progression (by 30 June 2008).

<sup>1</sup> Available staff excludes those on long term absence for whatever reason.

- Promoting Equal Opportunities For All Staff

In order to achieve a truly diverse workforce at all levels, including the most senior, and to lead broader change across our organisation in the way we manage and value diversity, we will follow the UK government's lead in setting targets to address under-representation at senior levels. We will adopt the Civil Service 10 point action plan to increase diversity at senior levels of the organisation. Work in this area will commence this year but the targets are to be achieved by 31 March 2011. These are:

- 37% of professional grade posts to be filled by women.
- 30% of executive posts to be filled by women.
- 4% of professional grade posts to be from Black & Minority Ethnic.
- 3.2% of professional grade posts to be registered disabled people.

By adopting this plan we commit to promoting good practice in terms of the diversity make-up of those who advance in our organisation.

The targets are not quotas, they are business goals requiring action as a workforce planning and business issue and a benchmark of where we want to be. We will also continue to monitor a wide range of diversity measures covering recruitment, establishment and retention of staff and will work with designated groups as appropriate to address any areas of under representation identified.

#### WHAT WE WILL DO

- Adopt the Civil Service 10 point Action Plan to increase diversity at senior levels (by 31 March 2009).

#### BUILDING CONFIDENCE

This year we have introduced a performance management framework. This will ensure we are open and transparent, allowing a clear understanding of what we are doing and how we are doing it and providing the basis for us to determine the areas we need to focus on to improve and develop our business. We will develop a corporate approach to performance management to ensure all business areas have standard guidelines and operate to the same principles. We will encourage best practice to be shared in order that our customers receive a better service overall.

We acknowledge that we operate using public money and we recognise that this has to be used responsibly. We will put in place a suite of measurements to evaluate the efficiency of our operation demonstrating that we deliver cost effective services. We will monitor our budgetary expenditure and ensure value for money is achieved.

#### WHAT WE WILL DO

- Develop corporate approach to performance management and introduce standard guidelines to business areas (by 30 June 2008).
- Put in place a suite of measurements to evaluate the efficiency of the services provided (by 30 June 2008).



# OUR BUDGET

SPSA's level of grant is set in a three year spending review by Scottish Ministers after consultation with various stakeholders. We have our level of grant confirmed for 2008-2009 and indicative figures for 2009-2010 and 2010-2011 and these sums are shown below.

	2007-2008	2008-2009	2009-2010	2010-2011
Grant in Aid	£83.084m	<b>£83.600m</b>	£84.200m	£84.700m
% increase		<b>+0.62%</b>	+0.72%	+0.59%
Gross sum ring fenced for SCDEA <sup>2</sup>	£23.132m	<b>£23.6m</b>	£23.7m	£23.9m
% increase		<b>+2.02%</b>	+0.42%	+0.84%

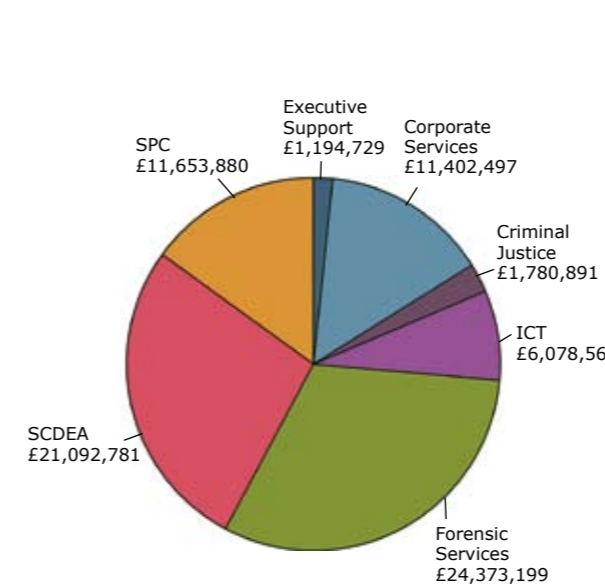
The figures set by Scottish Ministers include an allowance for inflation at 2.7% over the period of the spending review and a deduction of efficiency savings of 2% per annum. It is a challenging budget however we have already demonstrated our ability to make efficiency savings in our first year of business whilst continuing to maintain and improve the quality of the services provided to Scottish police forces and the criminal justice community.

We believe it will be possible to continue to deliver improvements over the three year period.

Within the total grant-in-aid allocated, the sum of £6.023 million is included in respect of the charges for depreciation and cost of capital. This sum is a non-cash item within the allocation and is ring-fenced for accounting purposes.

The balance remaining in 2008-2009 for operational activities of £77.577 million is allocated across our business areas as follows:

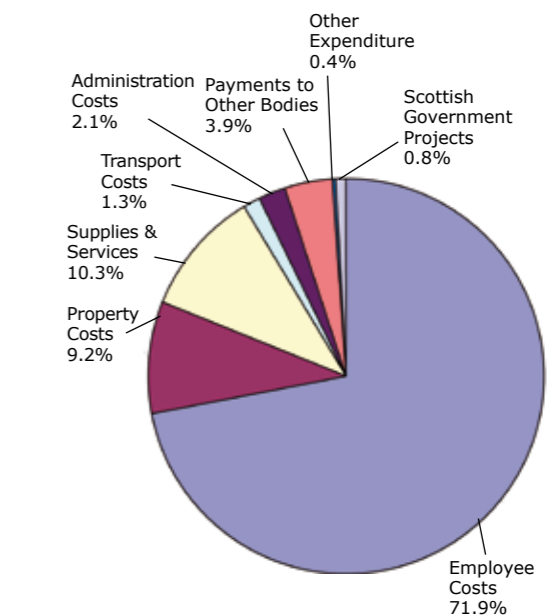
Budget by Business Area



Revenue expenditure for the year is analysed by overhead category as follows:

Revenue Expenditure by Overhead Category

% of total revenue expenditure



The budget for 2008-2009 includes capital expenditure proposals totalling £1.366 million detailed in the table below:

Business Area	Description	£000
Criminal Justice	Texting Tool – Enhanced Reporting to Crimestoppers Scotland Call Centre	18
Forensic Services	Fleet Replacement	152
ICT	Network and Server Upgrades	85
Scottish Crime & Drug Enforcement Agency	Fleet Replacement Operational Equipment	381 270
Scottish Police College	Store Room and Office Accommodation	460

This expenditure ensures SPSA has available the infrastructure and facilities to support the effective and cost efficient delivery of the police support services.

The figures within this section do not include any sums in respect of the provision of police ICT by SPSA; this will be added separately following the conclusion of discussions involving SPSA, ACPOS, Scottish Police Authorities Convenors' Forum, COSLA and the Scottish Government.

<sup>2</sup> This figure includes SCDEA's costs for the provision of ICT, corporate support, rent, rates, utilities, repairs and maintenance, a total of £2.5 million which are internally re-allocated to reflect the appropriate management responsibilities.

# KEY PERFORMANCE INDICATORS

## DELIVERING SUCCESSFUL OUTCOMES

Indicators	Where we are today	Where we will be in 12 months
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 - <b>(CJ)</b>	4:1	4:1
Provide measureable evidence that the value of forensic contribution to criminal detections is equivalent to at least 30% - <b>(FS)</b>	Not currently measured.	30%
Increase the number of violence related calls received by the Crimestoppers Scotland Call Centre proportionate to the level of violence related crime recorded by 10% - <b>(CJ)</b>	618	680

## MEETING THE NEEDS OF OUR STAKEHOLDERS

Indicators	Where we are today	Where we will be in 12 months
Improve forensic examination turnaround times for 'crimes against the person' cases compared to prior year by 15% - <b>(FS)</b>	Turnaround times are not currently measured but we are in the process of implementing a computerised system across all laboratories which should be able to record these by 30 June 2008.	Turnaround Time as at 30 June 2008 improved by 15%  * NB: we will use turnaround times as at 30 June 2008 as our baseline
We will complete 95% of all vetting checks on national systems within 48 hours of receipt at service desk - <b>(CJ)</b>	Not currently reported	95% within 48 hours
Average uptake on courses provided by the Scottish Police College to be 90% - <b>(SPC)</b>	77.4%	90%
Extend access to the Criminal History System to at least two additional external agencies - <b>(CJ)</b>	41	43

## DEVELOPING OUR RESOURCES

Indicators	Where we are today	Where we will be in 12 months
Average number of days formal learning and development for all staff - target 3 days - <b>(CS)</b>	Not previously collated	3 days
Reduction in the average working days per employee (full time equivalent) per year lost through sickness absence - target 8 days - <b>(All)</b>  NB: this excludes seconded police officers	10 Days	8 days
Ensure 100% of all available staff have a personal development review - <b>(All)</b>  NB: Available staff excludes those on long term absence for whatever reason	64.9%	100%

## DEMONSTRATING BUSINESS EFFECTIVENESS

Indicators	Where we are today	Where we will be in 12 months
Deliver 2% cash releasing efficiency savings - <b>(All)</b>	Budgets have now been set for all business areas to include a net 2% cash efficiency in 2008/2009	All business areas will operate within set budgets and thereby release the stated 2% cash efficiency saving while at the same time demonstrating no deterioration in service delivery.
Demonstrate the effectiveness of systems audit and compliance activity by reducing the rate of corrective actions required by 5% - <b>(CJ)</b>	SID 4% ViSOR 64.5%	SID 3.8% ViSOR 61.5%
Maximise expenditure utilising pre-established contract arrangements to achieve value for money - target 70% of non-salary expenditure spent using such frameworks - <b>(CS)</b>	Not currently collated	70%
Increase in income generated from utilisation of Scottish Police College conference facilities by 10% - <b>(SPC)</b>	£393,700	£450,000



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