

CHIEF EXECUTIVE'S PROGRESS REPORT 2007-08

A YEAR OF CHANGE AND CONSOLIDATION

The business areas of the Scottish Police Services Authority (SPSA) bring with them great history, traditions and successes from decades of police activity. As a 'family' of police business we are very much the new kid on the block. That's why it is worth reflecting on the scale of the challenge this young organisation has faced in its debut year.

Four different police businesses to bring together. Over 1,600 staff. Nine different sets of terms and conditions. A wide range of

customer organisations to build relationships with. In short, one of the most significant organisational changes in the recent history of Scotland's criminal justice system.

Effectively managing that change and consolidating the services we provide have been significant achievements for this fledgling organisation. New history, traditions and successes to add a new chapter to the proud legacy we have inherited.

WHAT'S IN A COLOUR?

The transition on 1st April 2007 of our initial staff presented us with our first opportunity to create SPSA's corporate identity. Corporate identity is now part of our daily activities and is a means of instant recognition for each of the business areas. So what do the colours mean?

SCOTTISH POLICE SERVICES AUTHORITY	FORENSIC SERVICES	INFORMATION SERVICES	SCOTTISH POLICE COLLEGE	SCOTTISH CRIME & DRUG ENFORCEMENT AGENCY
Corporate <i>Blue is the colour of trust, depth, expertise, and stability. The use of blue as our corporate colour helps define our links with Scottish forces, who also traditionally use blue within their badges.</i>	Forensics <i>Green is directly related to nature, frequently means that something is 'safe', and is widely acknowledged as a colour signifying permission to act.</i>	Information Services <i>Purple was the last colour to be technologically transformed into a stable, commercial dye. Since Roman times, purple has also been associated with status.</i>	Scottish Police College <i>Gold is associated with the highest values and is now widely believed to symbolise understanding, knowledge and intelligence.</i>	SCDEA <i>Red is the colour of courage, energy, danger and determination.</i>

LOOKING TO THE FUTURE

SPSA is determined to make a positive difference to the provision of expert policing and support services to Scottish forces and the criminal justice community as a whole.

On 1st April 2008 we successfully managed the transition of over 300 staff from force ICT sections into SPSA Information Services. In our second year we will fully integrate these ICT services and lay the foundations to develop and enhance them further.

We have committed to making £1.4 million of savings for policing in the coming year, whilst using our £83.6 million budget to maintain and enhance the expert policing and support services we provide. That's a tough challenge but one that will demonstrate the value we add to Scottish policing.

Every area of our business will be looking to match consolidation of core services with new initiatives to raise

the overall effectiveness of our business.

These initiatives include:—

- Introducing a Drug Profiling capability.
- Delivering a National Training Strategy.
- Delivering a National Service Desk for ICT.
- Broadening the range of information provided from the Criminal History System.
- Mapping the scale and extent of serious organised crime.

HOME FROM HOME

People need places to work from—and SPSA works from a range of locations the length and breadth of the country. No sooner had SPSA been established when the opportunity arose to relocate staff from three existing locations into Elphinstone House in Glasgow.

It is testimony to the planning and commitment of the Project Team, and the IT and Facilities staff in particular, that 150 staff left work at their old locations on the Friday afternoon and started work on the Monday at their new location equipped with fully operational workstations and supporting office services.



Inside...

EXCELLENCE & INNOVATION

SOME HIGHLIGHTS OF OUR SUCCESSES DURING 2007-08

HOW DID WE DO?



People are the cornerstone of any successful organisation and the SPSA is particularly proud to have retained and recruited so many excellent staff since it began operating a year ago.

Our first annual Excellence, Innovation & Long Service Awards took place on 17th March 2008 at the Scottish Police College where we recognised the contribution of individuals and teams from across our business areas. The awards were presented by Justice Secretary Kenny McAskill and were attended by guests from across the criminal justice community.

The Award Winners were:—

- **Carol Bain**, Criminal Justice for her work on the CHS Names List.
- **The Interventions Unit at SCDEA** for their initiative in enlisting DIY store staff to alert them to anyone purchasing particular items typically used in the cultivation of cannabis.
- **The Operation Seagram Team** for the forensic support they provided to Strathclyde Police and the Met's Counter Terrorism Command in the aftermath of the Glasgow Airport terrorist attack on 30th June 2007.

EXCELLENCE AND INNOVATION

- **The Mark Enhancement Team** from Forensic Services Glasgow for developing an innovative new application for enhancing fingerprint marks.
- **The General Chemistry Team** from Forensic Services, Glasgow for introducing a new technique to recover fingerprints and DNA from vehicle registration plates.
- **The Forensic Investigation Team** from Forensic Services Glasgow for their work on the Angelika Kluk murder enquiry.
- **The Chemistry and Scene Examination Units** from Forensic Services Glasgow for their work on the SICAR Project which introduced a new system for submitting footwear impressions directly from the crime scene to the chemistry laboratory.
- **The Probationer Training Programme** of the Scottish Police College who have been instrumental in the design, introduction and implementation of a radical new approach to equip officers for policing in the 21st century.
- **The Diploma in Police Service Leadership and Management Team** of the Scottish Police College for delivering a modern replacement for the Police (Scotland) Promotion Examination that complemented the professional qualifications framework for the Scottish Police Service.

- **Steve Adam, Tom Kenny and Lee Wilson** of the Scottish Police College in recognition of a radical ecological project to preserve and encourage wildlife at the Scottish Police College for the enjoyment of staff and students and to promote and raise the ecological profile of the College and SPSA.



SOME HIGHLIGHTS OF OUR SUCCESSES DURING 2007-08



NEW SYSTEM—NEW FUTURE

In October 2007 Information Services successfully delivered the replacement Criminal History System (CHS) to Scottish forces and the criminal justice community. The system is now stable and operates with 99.6% availability—better than both the industry standard (99.5%) and the Police National Computer (98.5%).

Continued joint working has allowed the development and delivery of long-awaited Summary Justice Reform (SJR) measures, and an agreed programme of system enhancements will help the new CHS meet the future requirements of modern policing in Scotland.



COMMENDATIONS FOR COLLEGE

In December 2007 the Scottish Police College won the United Kingdom National Training Award for its Probationer Training Programme—the premier award for Training and Development in the UK. The College also took part in the Scottish Qualifications Authority Star Awards and was rewarded with:—

- The Highly Commended award in the Lifelong Learning category for the Diploma in Police Service Leadership & Management.

- The SQA Champion award for leading in the development of qualifications.
- The prestigious Pride o' Worth award—the highest award—for the leading educational developer in Scotland.



BORDERS—WHAT BORDERS?

Do you like to travel? Criminals do. That's why the team in Criminal Justice have not only been working to ensure that UK criminal databases are accurate but have also been liaising closely with our European neighbours to ensure a rapid two way flow of European conviction information. This allows the Scottish police forces and the Crown Office and Procurator Fiscal Service (COPFS) access to convictions of Scottish criminals who visit Europe and gives an easy route to ascertain convictions of migrant or visiting Europeans.



WHAT CHOICE WOULD YOU MAKE?

"Choices for Life" is an annual event aimed specifically at primary seven children and is based on a well tested, two hour, multi-media themed show compered by local radio presenters. Co-ordinated by the Interventions Unit within SCDEA, it empowers children

through music, drama, education and fun to make their own choices. By presenting them with important information about drugs, alcohol, smoking, peer pressure and healthy lifestyles it enables them to make informed choices as they make the life changing step from primary to secondary education. Last year the audience figure was around 50,000.



OPERATION SEAGRAM

Saturday the 30th June, 2007. A day most Scots had feared but hoped would never happen resulted in one of the most intensive forensic examinations in recent times.

A team from Glasgow Forensic Services provided forensic support above and beyond the call of duty supporting Strathclyde Police and the Met's Counter Terrorism Command in the aftermath of the terrorist attack at Glasgow Airport. This was truly a multi disciplinary team effort involving management and staff from each of the disciplines—scene examination, biology, chemistry and fingerprints. In all forty-four members of staff were deployed over eleven days to work across six sites for over one thousand hours. The work—the recovery, the recording of evidence etc. is something that is done all the time but the high profile nature of the case, the added pressures of working under the spotlight of the world's media, and the need to co-ordinate efforts with several other agencies all added to the intensity of the challenge.

We all hope that the events of that day are never played out in Scotland again. But the legacy of Operation Seagram means the SPSSA's forensic services are now better placed than ever before to be at the forefront of the fight against terror.



WHAT DO OUR CUSTOMERS THINK?

In March 2008, an independent market research company, carried out a Customer Satisfaction Survey on SPSA's behalf. There was a 46% response rate. The respondents represented a fairly even spread across the business areas of SPSA and indicate that:—

- 55% of respondents stated they were satisfied or very satisfied with the services they received from SPSA.
- 72% felt SPSA was "Professional".
- 68% felt SPSA was "Accessible".
- 70% felt SPSA is "Integral to Criminal Justice".



WHAT DO OUR STAFF THINK?

In March 2008, we commissioned management consultants to develop and administer an on-line survey aimed at capturing how staff feel about SPSA as an employer. As the survey was carried out by an independent organisation this ensured that responses were entirely confidential. There was a 45% response rate from staff and the results from this, and action on the issues raised, are being prepared for publication in the near future.

HOW DID WE DO?

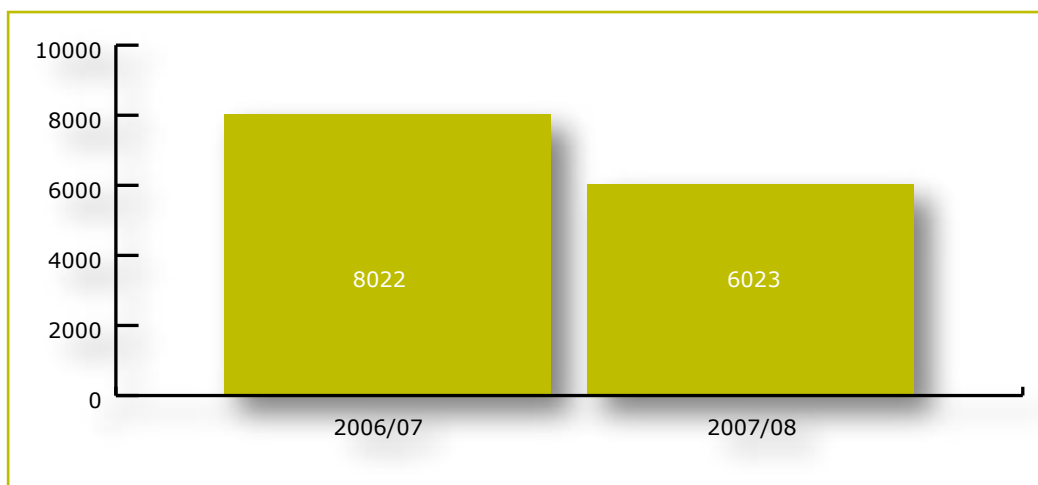
Here are some highlights from our Progress Report for 2007–08:

- Surpluses of outstanding Forensic work have been reduced by 25%.
- 99.6% CHS System availability achieved.
- 1 in 4 calls to Crimestoppers results in action by forces and 1 in 17 of these actionable calls resulting in arrests.
- The College delivered 95,000 training

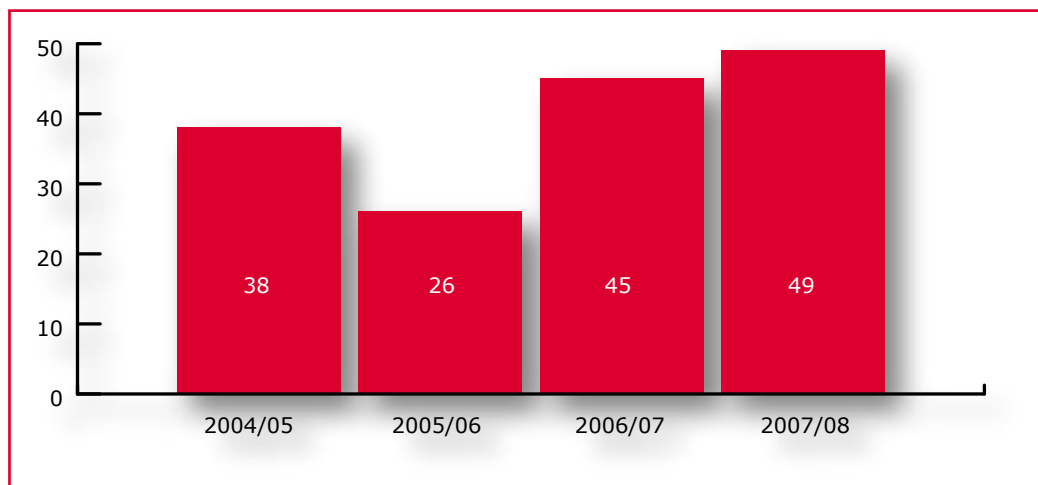
days for nearly 7,000 people, and trained 150 additional police officers between January and March 2008 to support the Government's drive to increase police numbers.

- SCDEA achieved 170 arrests in total with 49 of these relating to Level 3 criminality. 220kg of Class A drugs were seized and £4,659,840 of criminal assets were identified for restraint.

SURPLUS OF OUTSTANDING FORENSIC CASES



SCDEA ARRESTS INVOLVING LEVEL 3 CRIMINALITY



THAT TITLE...

Emerge—the title of this Progress Report—is a reflection on the organisation finding its feet in this second year and fully emerging as a high-quality provider of expert policing and support services, and a high-quality employer. In science and philosophy, the term emergence can also mean 'a co-operation of things of unlike kinds'. Sound familiar?