

Scottish Criminal Record Office

Corporate Plan 2006-2009

Integrated Criminal Justice Solutions



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Director's Foreword

On behalf of the Scottish Criminal Record Office (SCRO) I am pleased to present this corporate plan for the next three years. SCRO is an organisation which provides support to the Scottish Police Service and the wider criminal justice community. With some 315 support staff and seconded police officers SCRO is based at Pacific Quay in Glasgow and with other satellite offices in Aberdeen, Dundee and Edinburgh.

The aim of the corporate plan is to outline SCRO's strategic aims and objectives in the short, medium and long term to help us achieve our vision which is to:

provide a world class integrated criminal justice information service.

The corporate plan also outlines the business planning process and the organisation's commitment to Best Value and continuous improvement.

Our contingency planning and business continuity planning structures are well advanced. These structures will provide robust frameworks that will ensure the integrity of our main business strategies.

In formulating this plan, SCRO recognises the changing environment in which we operate and the need to build in a degree of flexibility to accommodate potential and actual changes, for example the anticipated move to Scottish Police Services Authority. This flexibility is recognised in the plans.

SCRO is a dynamic organisation made up of highly skilled and motivated people. This plan reflects our commitment to delivering success and supporting the police and wider criminal justice community to protect our communities.



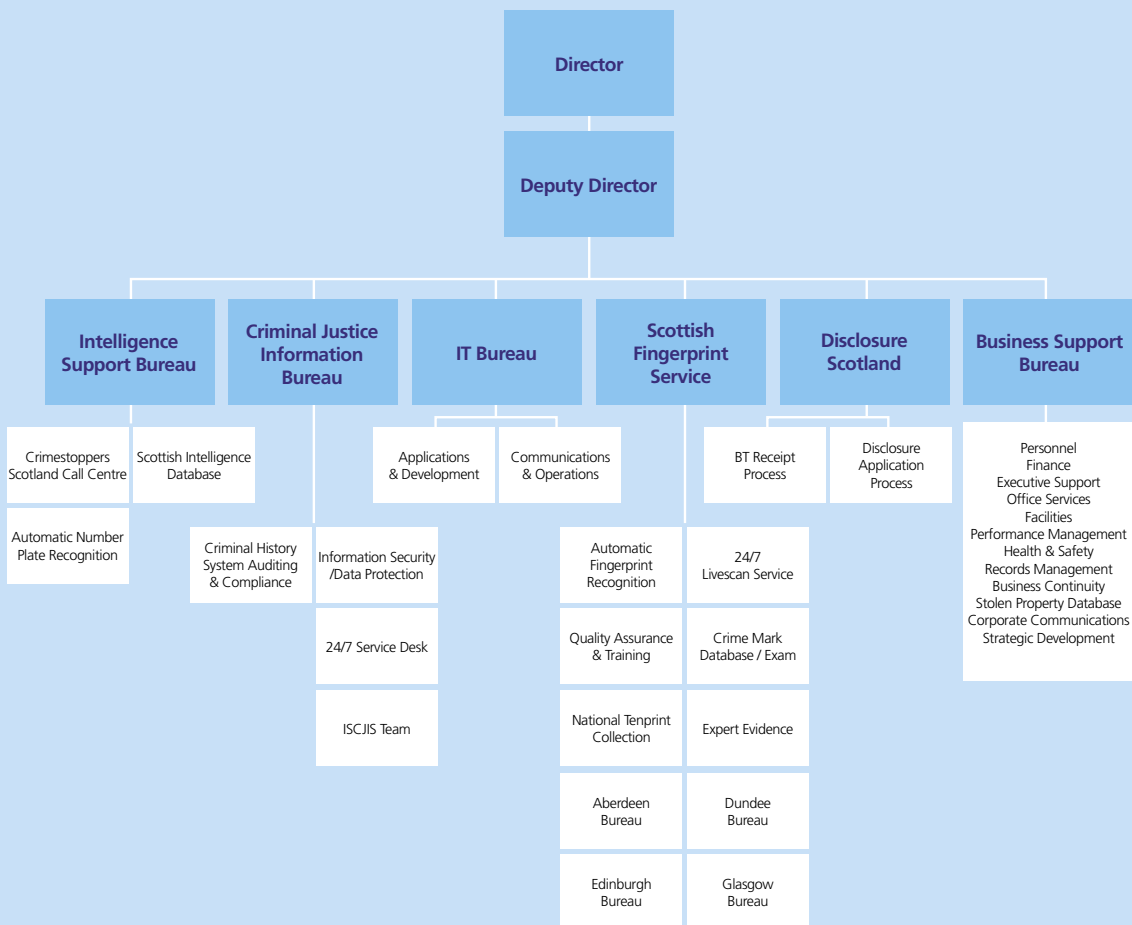
John McLean
Director



Organisational Structure

SCRO provides and manages vital integrated information systems for the Scottish Police Service, the wider criminal justice community and the public. Forming part of the Common Police Services, the organisation is made up of a number of different services each one providing 24 hours-a-day 7 days-a-week support. These services and systems include:-

- Criminal History System (CHS)
- Scottish Intelligence Database (SID)
- Automatic Number Plate Recognition (ANPR)
- Crimestoppers Scotland Call Centre
- Disclosure Information Service
- Fingerprint Identification Service



Stakeholders

SCRO's stakeholders include the Scottish Executive, the Scottish Police Service, the wider criminal justice community, the public and many more as outlined in the table below.



Stakeholder Analysis

SCRO Services

Criminal History System

Scottish Intelligence Database

Automatic Number Plate Recognition

Crimestoppers Scotland Call Centre

Disclosure Information Service

Fingerprint Identification Service



Key Stakeholder Groups

- **Employers**
- **Customers**
- **People**
- **Suppliers**
- **Partners**



The Stakeholders

- **ACPOS** - Association of Chief Police Officers in Scotland
- **BT** - British Telecom
- **Common Police Services Programme Board**
- **COPFS** - Crown Office and Procurator Fiscals Service
- **CRBS** - Central Registered Body in Scotland
- **Criminal Justice Community**
- **Forensic Science Board**
- **ISCJIS** - Integration of Scottish Criminal Justice Information Systems
- **Media**
- **PITO** - Police Information Technology Organisation
- **Public**
- **Scottish Executive**
- **Scottish Police Service**
- **SPIS** - Scottish Police Information Strategy
- **Staff**
- **Strathclyde Joint Police Board**

Operating Environment

SCRO recognises that the environment in which we operate has many external and internal influences. Delivery of an effective service can only be achieved with the full support of staff and the trust and cooperation of our partners, customers, stakeholders and the public. Through internal, external, formal and informal consultation and environmental scanning we continually identify the needs and expectations of these groups. This information, along with an analysis of our strengths, weaknesses, opportunities and threats ensures that SCRO is better informed to identify our aims and objectives and therefore the direction of the organisation.

All of these factors are integral component parts of our annual business planning process.



Our approach to planning is multi-faceted and includes recognition of both external and internal influences on our business. We have adopted a balanced scorecard approach to measuring our performance and are also using a range of well-established frameworks to ensure all aspects of our service delivery are subject to continuous improvement. Use of the balanced scorecard ensures that our performance is measured against goals and objectives and linked to our financial structures. The demands being placed on the business also require that a flexible approach be adopted across the entire organisation.

The planning framework being developed includes a combination of several significant programmes of work aimed at driving continuous improvement across all areas of our business. In terms of our planning activity we have developed the skill and expertise among our Bureau Heads and Business Managers and empowered them to produce action plans in terms of their specific areas of responsibility. These action plans, aligned to the bureaux objectives, support SCRO's strategic aims.

Our programme of consultation, whilst in its early stages, is developing and our first priority is to ensure that we focus attention on our customers and partners. Our regular format of staff meetings, focus groups and existing informal feedback mechanisms will continue to take place as a means of ensuring effective internal consultation.



Our Vision

To provide a world class integrated criminal justice information service.

Our Mission

To manage information for the Scottish Police Service, wider criminal justice community and the public to assist in the prevention and detection of crime and enhance public safety.

Strategic Aims

- **Scottish Fingerprint Service**
Our aim is to provide a world class fingerprint identification and verification service, and be a centre of excellence of expert fingerprint witness provision to assist in the detection and prevention of crime.
- **Criminal Justice Information Bureau/ Intelligence Support Bureau**
Our aim is to be the centre of support for all national police IT systems.
- **Crimestoppers Scotland**
Our aim is to enhance public accessibility and manage anonymous information to provide the most effective Crimestoppers service in the UK.
- **Information Technology Bureau**
Our aim is to effectively manage central IT systems which improve information sharing across the criminal justice community.
- **Disclosure Scotland**
Our aim is to provide an accurate and responsive disclosure service which enhances public safety and protects the vulnerable in society.
- **Business Support Bureau**
Our aim is to create an effective and cost-efficient service environment which supports the organisation's core business activities.



Bureaux Objectives 2006 - 2009

Underpinning our strategic organisational aims we have our bureaux objectives. These form the foundation of the corporate and business plans and outline the key milestones on our path to achieving our aims.

Scottish Fingerprint Service (SFS)

The SFS provides a national fingerprint identification service and maintains the national finger and palm print collection. The Service also provides expert witnesses and a national scene of crime mark searching facility. This is supported by Livescan terminals, located throughout Scotland, which electronically capture and transmit finger impressions. These impressions are then searched against the database on the Automatic Fingerprint Recognition (AFR) system.

Objective	2006 - 2007	2007 - 2008	2008 - 2009
Replace the existing Livescan and Automatic Fingerprint Recognition (AFR) systems.	Introduce a UK national fingerprint database with palm capture and search capability (IDENT1).	Achieve full operation of UK national system and introduction of fully integrated police elimination database, serious crime cache and MIS system.	Evaluate full benefits, maximise effectiveness and monitor the business benefits of IDENT1 system introduction.
Migrate the Scottish Fingerprint Service from the Scottish Criminal Record Office to the Scottish Forensic Science Service.	Plan, prepare and implement for the integration of the Scottish Fingerprint Service into the Scottish Forensic Science Service.	Continue implementation of the integration plan of the Scottish Fingerprint Service into the Scottish Forensic Science Service.	Establish full integration and fully develop the management of the new fingerprint service as part of the Scottish Forensic Science Service.
Improve the corporate identity of the Scottish Fingerprint Service.	Enhance the internal corporate identity of the Scottish Fingerprint Service and plan external corporate identity programme.	Continued and phased implementation of the internal/external corporate identity programme.	Manage the corporate identity of the Scottish Fingerprint Service within the Scottish Forensic Science Service.



Criminal Justice Information Bureau (CJIB)

CJIB is responsible for management of and user support for the Criminal History System, Missing Kids database, as well as criminal history disclosure to agencies whose requirements are not covered by Disclosure Scotland.

Intelligence Support Bureau (ISB)

ISB is responsible for the oversight and user support of the Scottish Intelligence Database (SID) and Automatic Number Plate Recognition (ANPR).

Crimestoppers Scotland

Crimestoppers Scotland call centre provides a 24 hours-a-day, 7 days-a-week anonymous hotline for reporting information about crime.

Objective	2006 - 2007	2007 - 2008	2008 - 2009
Develop and implement a new bureau structure to enhance service delivery.	Realign organisational structure to better suit demand.	Carry out post implementation review of all processes and procedures in line with new structure to ensure efficiency and effectiveness.	Following customer consultation provide a robust unit, with enhanced service delivery, capable of incorporating and developing any future IT systems.
Develop audit and compliance for all centrally supported systems to ensure system integrity and quality of data.	Carry out cross cutting Best Value review of audit and compliance.	As a result of the Best Value review implement changes required to maximise our potential for expansion of services.	Introduce a structure, engaging with key stakeholders and the wider criminal justice community, to allow for audit and compliance to be applied to any system placed in our care.
Develop the overall working practices with a view to improve the efficiency and increasing the output of the Crimestoppers call centre.	Undertake an assessment of processes and procedures including an evaluation of all data retained within the call centre.	Review findings and implement changes as necessary.	Identify new areas of business and pro-actively market the call centre to these groups.



Information Technology Bureau

The Information Technology bureau is responsible for the support and development of data systems and related infrastructure including the Criminal History System, Automatic Fingerprint Recognition/Livescan, and the Scottish Intelligence Database. The bureau is also central to the Integration of Scottish Criminal Justice Information Systems (ISCJIS) programme.



Objective	2006 - 2007	2007 - 2008	2008 - 2009
Implement the replacement Criminal History System.	Liaise with SPIS during development, testing and in the development of the go-live plan.	Implement replacement system and introduce enhancements.	Enhance and extend integration of the CHS with other systems.
Improve the provision of internal systems.	Review the current systems and processes and produce recommendations for improvements.	Implement recommendations of review.	Evaluate business benefits and adapt strategy where necessary.
Enhance lifetime support and procedures of systems, including SID and ANPR.	Review strategy and procedures along with stakeholders.	Publish understanding/intentions/expectations and establish protocol.	Conduct post implementation review to ensure all processes and procedures are appropriate.



Disclosure Scotland

Disclosure Scotland's purpose is to enhance public safety and help organisations make more informed recruitment decisions when duties involve contact with children or vulnerable adults. Disclosure certificates comprise details of criminal records and other non-conviction information held by forces.



Objective	2006 - 2007	2007 - 2008	2008 - 2009
Maintain and improve the accuracy and timeliness of the Disclosure Service.	Review processes and implement IT enhancements. Introduce new application form and an online application form for Standard and Enhanced. Review accessibility of paper forms. Implement new systems and procedures in line with Richard recommendations.	Evaluate the effectiveness of the measures taken and modify if necessary. December 2007 - Customer Satisfaction Survey.	Assess outcome and review process if necessary using information from Customer Survey for future planning.
Manage demand to ensure consistency of service.	Review proposed legislation and its impact on Disclosure Service through utilisation of environmental scanning and market research.	Evaluate the effectiveness of these activities by assessing the accuracy of demand predicted. Formulate a strategy for continuing activity and assess if an alternative approach is required. Carry out these activities on an ongoing basis.	Evaluate success of previous year and introduce change as required repeating previous measures if required.
Communicate effectively with stakeholders.	Review, develop and promote all methods of communication with our stakeholders with the assistance of our partner BT.	Evaluate the effectiveness of these activities and assess the accuracy of demand predicted. Review and revise strategy for continuing activity as appropriate.	Review and revise strategy for continuing activity as appropriate. Reassess effectiveness of the process and adjust as appropriate.

Business Support Bureau

Business Support provides management services for SCRO by overseeing personnel, finance, facilities and equipment functions thereby ensuring the optimum utilisation of resources which include a budget of over £10 million net and more than 260 staff.



Objective	2006 - 2007	2007 - 2008	2008 - 2009
Achieve IiP accreditation for SCRO.	Achieve accreditation by Autumn 2006.	Identify and implement improvements in line with IiP process.	Prepare for re-accreditation in Autumn 2009.
Maximise availability of human resources.	Develop strategy to reduce sickness absence including improved trend analysis information and a review of the provision of Occupational Health Services.	Achieve SHAW 'Silver' Award.	Develop and implement succession planning processes.
Enhance procurement processes and procedures thereby maximising efficiency of resource management.	Implement e-procurement by introduction of Easi-Buy and other appropriate e-procurement facilities.	Maximise use of framework agreements and membership of Authorities Buying Consortium.	Achieve further purchasing savings of 2.5% on total goods and services.
Enhance our quality of service through continuous improvement.	Maintenance and internal review programme following ISO accreditation. Implement balanced scorecard approach to performance management.	Formalise and implement programme of external validation on service delivery. Review performance management strategy and adapt key performance indicators as appropriate.	Review policies and procedures to ensure relevance to changing business needs. Benchmark performance management strategy and adapt performance management strategy as appropriate.



Finance and Capital Resources

SCRO's principal source of funding is via the Scottish Executive. In addition the costs of the oversight management and hardware/software costs for the Scottish Intelligence Database and the Automatic Number Plate Recognition System are included within forces' budgets. The costs incurred by SCRO in carrying out these functions are therefore recharged to forces on the basis of percentage grant aided expenditure.

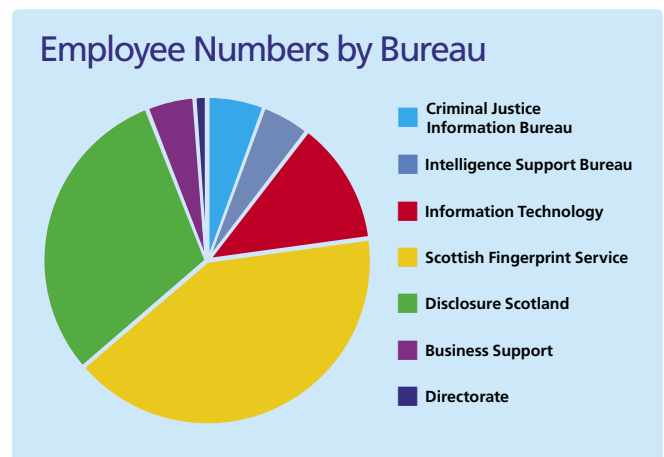
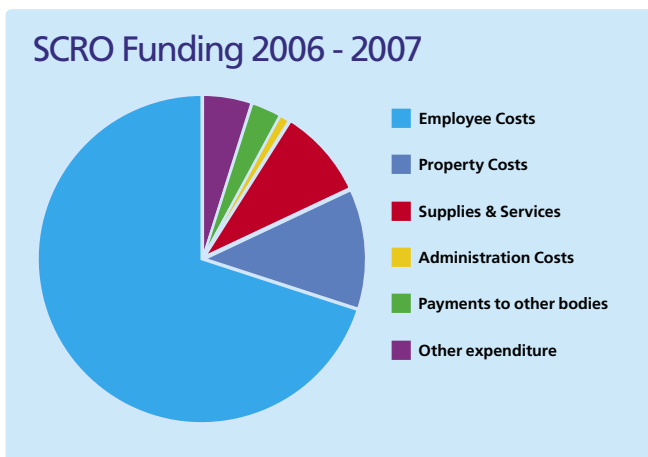
The annual operating budget for 2006/07 amounts to £10.2m. This excludes the cost of providing the Disclosure Scotland service which is financed partly by revenue generated by the fee applied to Disclosure certificates and partly from funding from the Scottish Executive.

The majority of the organisation's funding (69.4%) is allocated to employee costs. SCRO has an establishment of 315 members of staff although only 270 are permanently filled at this time. This staffing complement includes 30 seconded police officer posts of which 27 are currently filled. Staff are allocated across six functional bureaux as outlined in the chart below. In addition, there are staff members of British Telecom employed within the building as part of a Public Private Partnership arrangement with Disclosure Scotland.

Property costs account for the second largest amount of our expenditure (11.9%) whilst supplies and services account for some 8.8% of the overall budget.

It is vital that we ensure that the appropriate staff and physical resources are in place to deliver our services to the highest standard expected by our clients, customers and partners alike. The processes, operating procedures and planning framework which are linked to our finances and capital resources along with the organisational objectives ensures that the organisation is in the best possible position to achieve this.

In addition, SCRO is committed to the Efficient Government agenda which is intended to improve the efficiency and effectiveness of the Scottish Police Service through targets for improved value for money.



Developing Business Excellence

We are committed to Best Value as part of our business planning cycle and have established a process of continuous improvement to review and engage more closely with our client base. Our Best Value Review Programme has been carefully considered in line with recommendations made by HMIC to the Scottish Police Service. We will put in place a process to identify and train suitable staff to perform the role. This is backed by the organisational commitment, support and guidance on the structure of the review process to ensure an approach, which is rigorous and robust. Again, following on from the HMIC recommendations, it is our intention to cover all areas of the business within a five-year period. In line with this we are committed to undertaking no more than 2 Best Value reviews per year and have identified the first area of review as Audit and Compliance, to be followed provisionally by a review of performance management.

SCRO is committed to the achievement of Investors in People (IIP) accreditation by Autumn 2006 and the subsequent enhanced good practice in the areas of communication, planning, training, performance reviews and management effectiveness, will impact on our organisational objectives. An internal staff team has been established to conduct regular reviews at all levels to ensure we maintain this commitment. The team will achieve this by conducting interviews and examining processes at all levels to ensure continued compliance with the IIP structures.

To be successful in a globally competitive business environment organisations need to establish an appropriate management system to manage their people, processes, assets, and customers. The European Foundation for Quality Management's (EFQM) Business Excellence Model is a tool and method that helps organisations achieve business success by measuring where they are on the path to excellence; helping them understand the gaps; identifying potential solutions for bridging the gap; and by importantly providing an approach for implementing the gap-bridging solutions. SCRO has embraced these principles and is currently adopting a programme of internal reviews using self assessment by teams of trained staff members.

One of the initiatives to further strengthen the commitment to continuous improvement is the introduction of Business Improvement Teams. There are currently two teams to look at the areas of People Development and Business Processes. The aim of the teams is to develop collaborative ideas centred on these two topics which link to the Business Excellence Model and IIP. The teams will provide a forum for discussion on how we can develop ideas that will result in tangible improvements within SCRO, particularly in relation to these areas.



INVESTOR IN PEOPLE



Delivering Performance

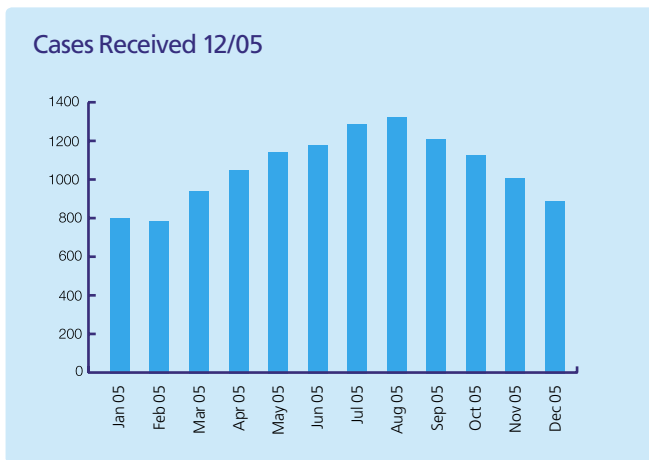
Performance management is the activity of monitoring organisational performance against objectives and targets and identifying opportunities for improvement. Our performance strategy underpins our operations and processes within a strategic change programme framework.

Within SCRO, the focus of our performance management regime is the future - it identifies what we need to do and how we can use this information to drive the business forward by continuous improvement linked to Best Value principles.

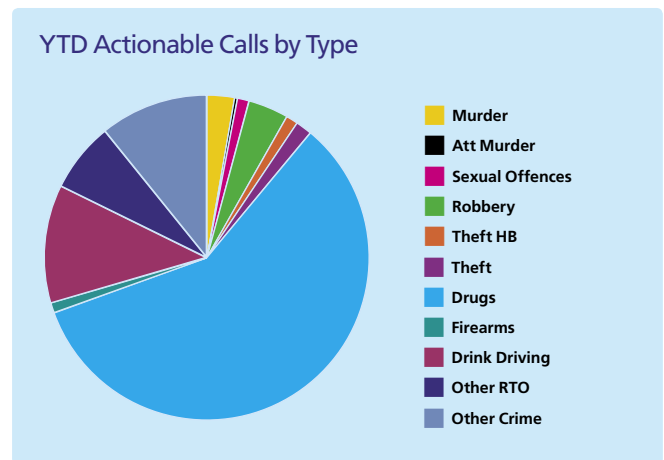
Successful performance management also provides a framework for staff to operate within and to understand they can contribute to the achievement of organisational goals and targets.

To enhance scrutiny our monthly Public Performance Report is available on our website <http://www.scro.police.uk> and a summary of performance is contained in our Annual Report.

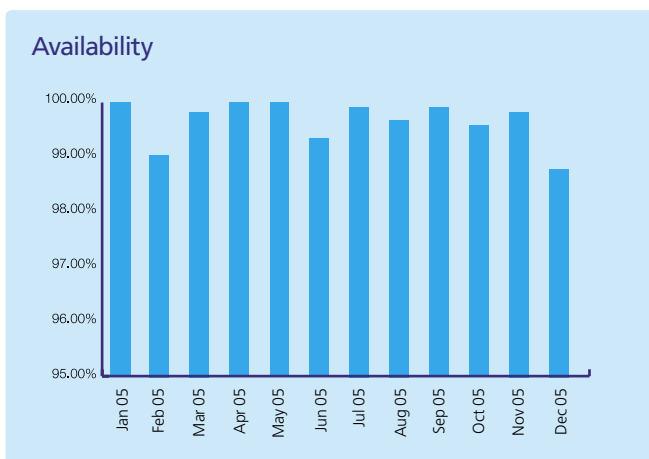
Fingerprint Service



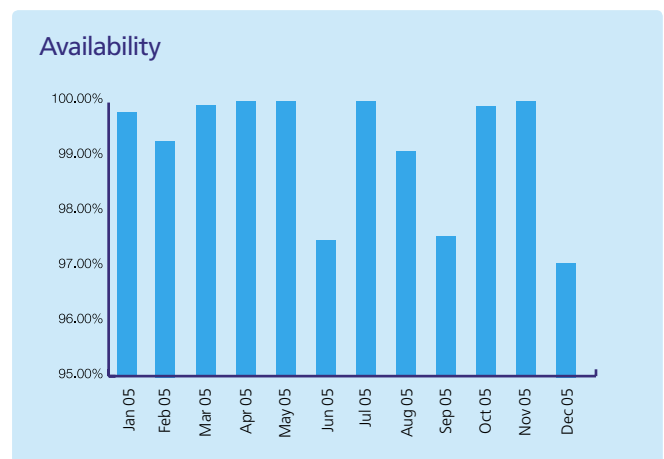
Crimestoppers Scotland



Criminal History System



Scottish Intelligence Database



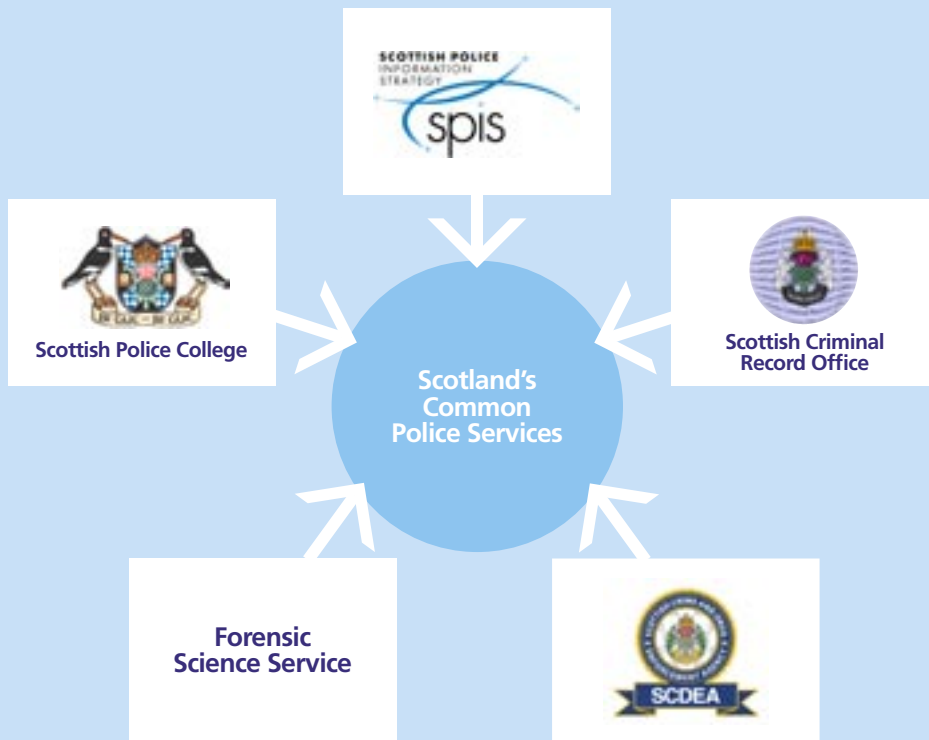
Balanced Scorecard

Our balanced scorecard translates our agenda for service delivery into a set of performance measures over four balanced perspectives - client, internal processes, employee learning and growth and financial. Objectives are the means whereby SCRO will achieve its strategic goals. The SCRO corporate scorecard will be continuously monitored and revised based on identified priorities. The corporate scorecard will be used as the basis for other bureau scorecards to cascade performance measures and track action plans throughout the organisation.



Our Future

As we approach the transfer to the Scottish Police Services Authority (April 2007) we shall ensure that we remain fully up to date and conversant with all external and internal factors that may influence the future of the organisation. This will mean having the appropriate drivers in place to ensure that the organisation remains at the forefront of providing client services. To this end SCRO will adopt a pro-active approach in discovering and determining the future direction of the organisation seeking to identify opportunities and threats. Doing this will place the organisation in a more informed position to address and direct its future.





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