

SCOTTISH POLICE
AUTHORITY



Strategic Police Plan



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Laid before the Scottish Parliament by the Scottish Police Authority in pursuance of Section 34(7)b of the Police and Fire Reform (Scotland) Act 2012 (28th March 2013).

SPA/2013/01

Foreword

The 1 April 2013 sees the start of a new era in policing with the establishment of a single Police Service for Scotland. The Police and Fire Reform (Scotland) Act 2012¹ sets out the framework within which this new service will operate and creates the three organisations that are required to work together to provide policing for the people of Scotland - the Police Service of Scotland, the Police Investigation Review Commissioner and the Scottish Police Authority.

As I have said on a number of occasions since I accepted the role of Chair of the Authority in September 2012, I and my fellow Board Members believe passionately in policing and the contribution it makes to the safety, security and economy of Scotland. Our country is a rich and diverse one with many different communities and we are here to serve them all and keep people safe.

The Authority is tasked by Scottish Ministers with maintaining the Police Service and holding the Chief Constable to account for the policing of Scotland. In undertaking this role, we are committed to building a powerful collaboration with the Police Service - a collaboration underpinned by passion, energy and creativity that responds to the ongoing economic challenges through delivering the very best, practical and evidence-based solutions possible. This Plan establishes a clear direction for both the Police Service and the Authority and describes how we will approach measurement of progress against the Strategic Police Priorities set out by Scottish Ministers.

We are beginning our journey of improvement and our drive towards new and better ways of working on strong foundations. Recorded crime is currently at a 37 year low, the clear up rate for violent crime is impressively high and we have a well regarded and professional Police Service and a talented and dedicated staff. The Authority strongly believes that police reform provides the best opportunity to not only deliver the efficiencies necessary in the current economic climate, but also to improve the delivery of policing in Scotland through having a single Police Service. At national level, we see significant opportunities to share specialist and support services and deliver harmonised approaches and economies of scale. At local authority level, the new links to be forged through Local Commanders provides a fresh way of shaping how police can serve local communities and meet local needs. Policing remains an integral part of our wider civic landscape and the Authority pledges to work in partnership across the public, private and third sectors with all those involved in delivering greater integration of public services.

The Authority is obliged to review this Plan at least once every three years. But as a new Authority working with a new Chief Constable, we also recognise the need to keep our strategy under review in the early stages. While our focus will not deviate from the Strategic Police Priorities set by Scottish Ministers, we are prepared to adjust the path to them as necessary and the way we measure progress, in light of practical experience. For this reason, we commit to carrying out our first strategic review within a year of publication and our ongoing commitment to regular dialogue with all our stakeholders will inform that review. Our enduring aim is to ensure that the people of Scotland enjoy the best Police Service possible.



Vic Emery
Chair of the Scottish Police Authority

¹ <http://www.legislation.gov.uk/asp/2012/8/contents/enacted>



The Authority's Vision, Mission and Values

The overarching role of the Scottish Police Authority (the Authority) is to maintain, promote and keep under review the policing of Scotland and the safety and well being of individuals, localities and communities across Scotland. In collaboration with the Police Service of Scotland (Police Service), the Authority will deliver its role in ways which are accessible and engaging to local communities and which promote measures to prevent crime, harm and disorder. In summary, our vision and long-term ambition is:

“To provide the people of Scotland with the very best police service possible and to strive for excellence in everything that we do”

The main functions of the Authority are detailed in Chapter I of Police and Fire Reform (Scotland) Act 2012 (the Act). In addition to maintaining the Police Service and providing it with related resources, a key aspect of our role is to promote and support continuous improvement and to hold the Chief Constable to account for the delivery of policing in Scotland. In delivering these responsibilities, our mission is:

“To work with the Police Service of Scotland and with partners and communities to continuously improve the safety and well being of the people of Scotland”

The Authority will carry out all of its duties in a way that is proportionate, accountable, transparent and consistent with good governance. Our approach to the process of decision-making and the means by which we will implement (or not implement) policy will be built on a participatory and consensus orientated approach, responding effectively and efficiently to our legislative duties. Specifically, like other public bodies in Scotland, we will secure Best Value with the public money for which we are responsible and will be open and frequent in reporting the work that we do and the outcomes we deliver.

The Authority is committed to continuous improvement in all that it does, which means an ongoing effort to improve the products, services and processes which support the delivery of policing in Scotland, underpinned by a business-like approach to delivering successful outcomes. In conducting our work, our core values are:

“The way we work with and support the Police Service of Scotland, our partners and communities will be guided by a culture that values Accountability, Integrity and Respect”

Context

Police reform involves the largest restructuring of Scottish policing in a generation. The Act not only creates a single Police Service, maintained by the Authority, but also replaces the stated role of the Police Service from the former “guard, patrol and watch” of the Police (Scotland) Act 1967 to the following new policing principles:

- (a) the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland, and**
- (b) the Police Service, working in collaboration with others where appropriate, should seek to achieve that main purpose by policing in a way which —**
 - (i) is accessible to, and engaged with, local communities, and**
 - (ii) promotes measures to prevent crime, harm and disorder.**

These changes to policing take place at the forefront of wider reforms to public services¹ and present opportunities for increased partnership working across the Justice sector (in line with the Justice Strategy²) and more widely. The Authority will proactively draw on current efforts to strengthen community planning and will participate in a renewed commitment to working together to deliver joint outcomes. We are committed to facilitating effective liaison between the Authority, local government and other partners and are clear that prevention is always a better route to success than intervention. We wish to build on areas where policing already delivers well in this regard and will use the new structures and roles provided by the Act to facilitate and enable further progress in this area. We will also look for further opportunities to improve information sharing between partners and enable equitable access to specialist services for our communities.

Policing continues to face ever more complex demands, including violence reduction, hate crime and cyber crime and major events such as the 2014 Commonwealth Games and Ryder Cup. Against this backdrop and in parallel with the inevitable cuts across public expenditure, the Authority recognises that reform presents the best opportunity to maintain and improve outcomes, by driving out duplication, enhancing consistency and rationalising systems and structures to target expertise, capability and budgets pooled at a national level towards local needs.

¹ <http://www.scotland.gov.uk/About/Performance/scotPerforms/outcome/pubServ>

² <http://www.scotland.gov.uk/Publications/2012/09/5924>



Aims of Reform

The Scottish Government has made clear that the aims of police reform are:

- To protect and improve local services, despite financial cuts, by stopping duplication of support services and not cutting the frontline.
- To create more equal access to specialist support and national capacity – like murder investigation teams and firearms teams – where and when they are needed.
- To strengthen the connection between police services and communities by creating a new formal relationship with all 32 local authorities, creating opportunities for many more locally elected members to have a formal say in police services in their areas, and better integrating with community planning partnerships.

The Role of the Authority

In overall terms, the Authority is responsible for maintaining policing, promoting the policing principles, delivering continuous improvement of policing and holding the Chief Constable to account. In taking forward its responsibilities, the Authority is governed by a Board made up of Members appointed by Scottish Ministers. As with all public appointments, this process is governed through the Public Appointments Commissioner for Scotland³. A list of Authority Members can be found at the end of this document and related profiles are available on the Authority website⁴.

Day to day responsibility for the delivery of services required to maintain Scottish policing have been delegated by the Board to the Authority Chief Executive who provides support and advice to the Board on decisions regarding issues such as strategic policy, finance and human resources. The Chief Executive will also oversee the management of forensic services in Scotland, independent custody visiting, complaints handling and any other services required to support operational policing.

³ <http://www.publicappointments.org/>

⁴ <http://www.spa.police.uk/>

Strategic Police Priorities, Strategic Objectives and Performance Measures

The Authority is committed to providing the people of Scotland with the very best police service possible and to strive for excellence in everything that we do. We are accountable to Scottish Ministers and the Scottish Parliament for the delivery of our legislative functions and in delivering this role, we will aim to ensure that we contribute to the Scottish Government's National Purpose of creating a more successful country with opportunities for all to flourish through sustainable economic growth.



Our Strategic Priorities and Objectives

Section 33 of the Act provides for Scottish Ministers to determine the Strategic Police Priorities for the Authority. These Priorities are set out here, alongside the Strategic Objectives which the Authority has determined best support the delivery of these Priorities during our first year of business.

The Strategic Objectives for policing were developed in partnership with the Police Service and outline what we collectively believe needs to be done during the lifespan of this Plan. Collectively, we drew on the full range of professional knowledge and expertise that exists in the Police Service and framed our discussion against the wider vision and outcomes set out in the Justice Strategy. The Strategic Objectives were then quality assured by Authority Members and the Chief Constable, who each drew on their own professional knowledge and expertise across the public, private and third sectors.

We have been deliberately ambitious in our approach and believe we have established a stretching suite of Strategic Objectives which help focus our efforts on the outcomes necessary to be successful and discharge our functions effectively. This Plan is, by its very nature, a high level view of the strategic direction for both the Police Service and the Authority. Greater detail on what will be delivered against each Strategic Objective will be articulated in the Authority Business Plan, the Annual Police Plan and the Local Police Plans currently being developed across Scotland. Alongside these plans, we are working with our partners (including the Scottish Government, the Police Service and Her Majesty's Inspectorate of Constabulary for Scotland¹) to draw together a national policing performance management approach which will allow the Authority to demonstrate the achievement of its Strategic Objectives and in turn, hold the Chief Constable to account for the delivery of the objectives set out in the Annual Police Plan.

The achievement of these Strategic Objectives will depend not only on our own people and those of the Police Service, but on forging effective partnerships with communities, community interest groups and key organisations across the public, private and third sectors, to maximise outcomes and minimise public sector costs. We will work with our partners and engage with our stakeholders to maximise the potential for the use of innovative, evidence-based, preventative approaches to policing which are tailored to local needs; and we will work with our people to enhance the efficiency of the services we deliver, through modern and efficient workplace processes, leadership and people development and improved information technology.

At the end of each financial year, the Authority will prepare a report on performance and progress towards achievement of the Strategic Objectives. This report will contain an assessment of the Authority's performance in carrying out its functions as well as an assessment of the Police Service's performance. It will both promote success and challenge performance should it fall short, so that the public has a true and balanced view of the service they receive. This report will be presented to Scottish Ministers and laid before Parliament

Performance Measures

As described earlier, we are committed to working with our partners to draw together a national policing performance management approach. A number of performance frameworks and related measurement and indicators exist across the partners and bodies with a direct interest in Scottish policing and public safety. The Authority will draw on all of these, as appropriate, in order to meet its legislative obligations and report on progress to the Scottish Parliament, Scottish Ministers and the public.

At national level, the Scottish Government has its own National Performance Framework (Scotland Performs²) with a wide suite of national indicators and data sets. Scottish Ministers also have responsibility for publishing the Strategic Police Priorities which underpin this Plan. Below this, a number of complementary frameworks exist which the Authority will make use of to measure the successful delivery of the Government's Strategic Police Priorities and its own legislative responsibilities. Within the Police Service itself, work is developing towards an extensive indicator set which will complement the revised Scottish Policing Performance Framework. At local government level, the Improving Local Outcome Indicators Project³ within the Improvement Service exists to assist those partners involved in Community Planning Partnerships to identify and access the most relevant suite of outcome indicators for use in their Single Outcome Agreements. The Authority is engaged with the Improvement Service as one of the partners involved in the development of the Policing Performance Framework and is committed to contributing to, and drawing on, this work.

¹ <http://www.hmics.org/>

² <http://www.scotland.gov.uk/About/Performance/scotPerforms>

³ <http://www.improvementservice.org.uk/local-outcome-indicators/>

Strategic Priority 1

Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local level.

Actively support a decisive shift towards prevention by promoting evidence based practice and effective partnerships to make the most of collective resource, knowledge and expertise, especially around reducing violence and reoffending, substance misuse, promoting better outcomes for young people who offend and protecting children, young people and vulnerable adults.

Strategic Objective 1.1

Work in partnership to improve safety for the citizens of Scotland and reduce crime (supports national outcomes 4, 5, 6, 8 and 9)

The Authority will provide appropriate support to the Police Service of Scotland in its delivery of services and promote innovative, evidence-based, preventative approaches to policing tailored to local needs.

Strategic Objective 1.2

Ensure that all communities, including the most vulnerable, have access to the police service and are given the support they need to feel safe (supports national outcomes 4, 5, 6, 8 and 9)

The Authority will hold the Chief Constable to account for the development and agreement, based on understanding local needs, of policing plans covering all 32 local authorities. It will also hold the Chief Constable to account for the effective implementation of these plans through local and national partnership, and collaboration between the Police Service of Scotland and the public, private and third sectors.





Strategic Priority 2

Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats.

Work across national, international and organisational boundaries to ensure the Commonwealth Games and other important events are safe and secure; contribute effectively to multi agency arrangements to deal with emergencies; and minimise threats to our communities arising from extremism and serious organised crime.

Strategic Objective 2.1

Enhance Scotland's global reputation as a safe place (supports national outcomes 1, 9 and 11)

The Authority will support the Police Service of Scotland in its work to prevent the most serious types of crimes from happening in Scotland and ensure that the Police Service of Scotland is adequately equipped to deal with major events, emergencies and threats effectively. Where appropriate, this experience and best practice will be shared with others.

Strategic Objective 2.2

Ensure that there is equitable access to services across all of Scotland's communities where and when needed (supports national outcomes 1, 9 and 11)

The Authority will scrutinise the implementation of local police plans and the use of specialist support services.

Strategic Priority 3

Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform and promoting continuous improvement.

Deliver the three benefits of reform and work with others to ensure that the criminal justice system is fair and accessible, using science, technology and innovation to support the delivery of an effective and efficient police service.

Strategic Objective 3.1

Deliver the benefits of reform effectively and efficiently (supports national outcomes 14 and 16)

The Authority will develop and implement a performance framework to enable the monitoring and delivery of the Strategic and Annual Police Plans, and Authority Business Plan with the Chief Constable. This will include the adoption of evidence-based standardised approaches to service delivery and the sharing of best practice.



Strategic Priority 4

Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.

Ensure that victims, witnesses and communities experience positive engagement with the police by providing inspirational leadership and embedding a culture, identity and values which provide a highly skilled and motivated workforce to deliver improved local services with the consent and involvement of communities.

Strategic Objective 4.1

Increase public confidence in the police service by understanding and responding to the particular needs of Scotland's diverse communities (supports national outcomes 6, 7, 9, 11, 13 and 16)

The Authority will have clear understanding of policing issues and challenges from talking to communities, including communities of interest, listening to what they say about how their local policing plans are being implemented, how the Police Service of Scotland is performing, and by championing a culture where local police are open, visible and accessible.

Strategic Objective 4.2

Promote a culture of excellence (supports national outcomes 6, 7, 9, 11, 13, 16)

The Authority will promote this through the development of a culture of continuous improvement and by demonstrating and supporting development of leadership behaviours that reflect this aspiration.

National Outcome 1:	We live in a Scotland that is the most attractive place for doing business in Europe.
National Outcome 4:	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
National Outcome 5:	Our children have the best start in life and are ready to succeed.
National Outcome 6:	We live longer, healthier lives.
National Outcome 7:	We have tackled the significant inequalities in Scottish society.
National Outcome 8:	We have improved the life chances for children, young people and families at risk.
National Outcome 9:	We live our lives safe from crime, disorder and danger.
National Outcome 11:	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
National Outcome 13:	We take pride in a strong, fair and inclusive national identity.
National Outcome 14:	We reduce the local and global environmental impact of our consumption and production.
National Outcome 16:	Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Full details about the Scottish Government's National Performance Framework can be found at: <http://www.scotland.gov.uk/About/Performance/scotPerforms>

Financial Resources

Policing in Scotland is funded from a variety of sources. The key elements of central government funding are set out below. They include funding for the Authority, most of which will in turn be allocated by the Authority to the Police Service of Scotland in line with the Annual Police Plan and related plans for expenditure. In addition, the Scottish Government provides funding for the pensions of retired police officers and additional funding for aspects of policing through the Police Central Government budget.

The Authority's draft budget was published on 20 September 2012 as part of the overall Scottish Government draft budget for 2013/14 and spending plans for 2014/15. The draft SPA budget is £1,085.5m in 2013/14 and £1,040.6m in 2014/15. This already reflects the savings expected through police reform: £42m in 2013/14 and £88m in 2014/15. The expected savings to be realised through police reform then rise to £109m in 2015/16. The budget includes some capital funding for the purchase of buildings, vehicles, uniforms, other equipment and ICT.

Police-Related Funding 2013/14 and 14/15

SPA FUNDING	2013/14 (£million)	2014/15 (£million)
SPA REVENUE BUDGET	1,067.2	1,015.4
SPA CAPITAL BUDGET	18.3	25.2
INCLUDES ASSUMED REFORM SAVINGS OF	41.8	88.2
OTHER POLICE FUNDING		
POLICE CENTRAL GOVERNMENT*	115.8	106.1
POLICE OFFICER PENSIONS	231.0	249.6
TOTAL	1,432.3	1,396.3

*The main uses of the Police Central Government budget in 2013/14 are to fund the capital costs of the Gartcosh Crime Campus, the Scottish element of the police Airwave communications infrastructure and network, the Police Investigation and Review Commissioner and to support the costs of police reform during 2013/14 and 2014/15.



The Authority's Responsibilities under the Equality Act 2010 and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012

The Authority wants to be seen as an employer which values its different communities, fosters respect for diversity, challenges prejudice and discrimination, and supports justice and equality.

We are committed to mainstreaming equality across policing in Scotland, by merging equality thinking into our approach to business planning and ensuring that the equality implications of our day to day decision making are considered alongside all other factors when maintaining policing, promoting policing principles, delivering continuous improvement and holding the Chief Constable to account. This will be supported by a suite of equality outcomes which set down how the Authority will meet its responsibilities and specific duties.

An Equality Impact Assessment (EQIA) of the Strategic Police Plan has been undertaken to ensure that the implementation of our strategic objectives positively contributes to a more equal society through advancing equality and good relations in all that we do. This document will be published with the Strategic Police Plan.

Scottish Police Authority Members

The Authority has 13 Members in total, comprising a Chair who was appointed in September and 12 Members who were appointed in October 2012. All appointments are for a period of up to 4 years.

Membership is follows:



Vic Emery (Chair)

Vic was Managing Director of BAE Systems Surface Fleet Solutions, which managed the warship building business on the Clyde and the warship support and sustainment business in Portsmouth.



Moi Ali

Moi is a successful author and communications consultant and has vast experience in governance and as a non-executive director in the public and not-for-profit sector.



Jeane Freeman

Jeane is a senior consultant in public police and government, specialising in providing strategic policy advice to private and public sector organisations.



Brian Barbour

Brian is an expert in IT having spent almost 40 years in Standard Life and IBM.



Graham Houston

Graham has over 25 years' experience as a director in management development and executive coaching.



David Hume

David has over thirty years' experience in local government and recently retired after ten years as Chief Executive of Scottish Borders Council.



Lisa Tennant

Lisa is an experienced Executive and Non Executive Director. She not only established her own successful business but led organisations in the public, private and third sector achieve their goals.



Morag McLaughlin

Morag has over 20 years' of prosecution experience in the Crown Office and Procurator Fiscal Service (COPFS).



Iain Whyte

Iain has been Convener of Lothian and Borders Police Board since 2007.



Paul Rooney

Paul brings significant knowledge and experience of financial management and policing to the board.



Robert Wilson

During a 24 year career with Deloitte, 14 as a partner, Robert completed an MBA and worked across both the public and private sectors.



Ian Ross

Ian was Highland Councillor for 13 years. Ian has also been a member and vice-convener of the Northern Joint Police Board.



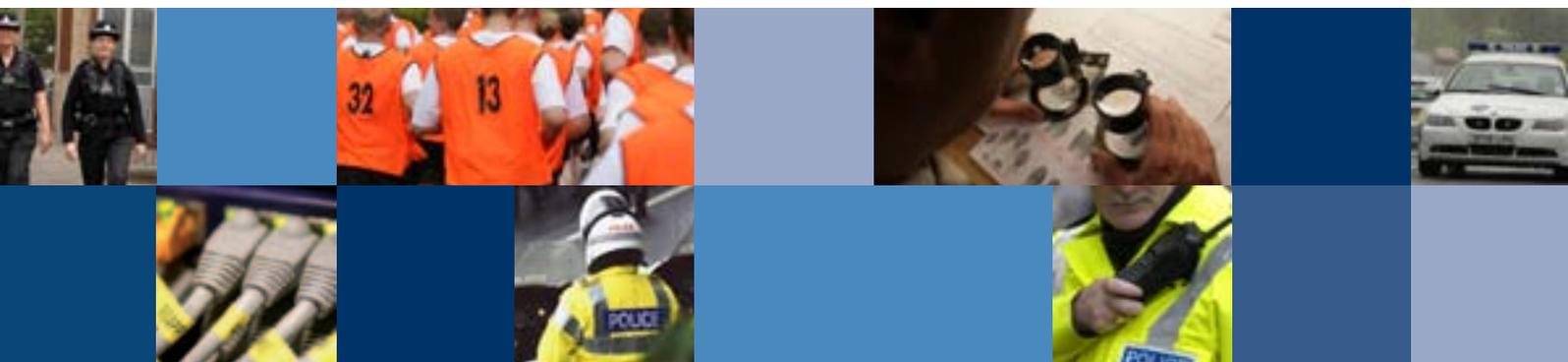
Douglas Yates

Douglas was a police officer for almost 30 years. Since leaving the police - in addition to his involvement in politics - he has been a director and board member for a number of organisations.



Publication of the Strategic Police Plan

The Authority is committed to publishing a full Gaelic version of the plan by the end of June 2013. We will also offer translation of the plan into other languages in line with Scottish Government guidance.



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Scottish Police Authority
c/o Elphinstone House, 2nd Floor
65 West Regent Street, Glasgow, G2 2AF