

**Scottish
Police
Authority**

Draft
STRATEGIC POLICE PLAN

NOT PROTECTIVELY MARKED

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The Authority's Vision

The Scottish Police Authority and the Police Service of Scotland working with partners and communities to improve the safety and well-being of the people of Scotland.

Foreword

This plan sets the strategic direction for both the Police Service of Scotland and the Scottish Police Authority. Scotland is a rich and diverse country with many different communities. We are here to serve them all.

Recorded crime is at a 37 year low and we have a highly professional Police Service. This gives us a sound foundation on which to drive improvement and embrace new challenges and opportunities. This Strategic Police Plan explains the path we will take to make those improvements, meet the challenges and take the opportunities. We will measure our progress against the objectives within it.

The 1st 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 2012 sets out the framework within which this new service will operate and creates two organisations which will work together to provide policing for the Scottish people - the Police Service of Scotland and the Scottish Police Authority (the Authority). The Authority will maintain the Police Service and hold the Chief Constable to account for the policing of Scotland.

The delivery of policing can be improved through having a single Police Service. The more specialist and support services we can share on a national basis, the more effectively the police can serve local communities and meet local needs. Against a backdrop of reduced funding, police reform also provides the opportunity to make necessary efficiencies. Policing remains an integral part of a wider civic landscape and the Authority will work in partnership across the public, private and third sectors with all those involved in delivering greater integration of services.

Our obligation is to review this plan at least every three years. However, as a new Authority, holding a new Chief Constable to account, we recognise a particular need to keep our strategy under review. We must keep focused on the priorities and goals we have set and, if necessary, be prepared to adjust the path to them, and the way we measure our progress, in light of practical experience. For this reason, we intend to carry out our first strategic review within a year of publication. We are committed to regular dialogue with all our stakeholders and this will inform that review.

Overall, our enduring aim is to ensure that the people of Scotland get the best Police Service possible.

Vic Emery
Chair
Scottish Police Authority

The Role of the Scottish Police Authority

The Scottish Police Authority has been established by the Police and Fire Reform (Scotland) Act 2012 (the Act). The main functions of the Authority are detailed in Section 2 of the Act.

Section 2 (1): Functions of the Authority

The Authority's main functions are to –

- (a) maintain the Police Service;
- (b) promote the policing principles set out in section 32;
- (c) promote and support continuous improvement in the policing of Scotland;
- (d) keep under review the policing of Scotland;
- (e) hold the Chief Constable to account for the policing of Scotland.

In summary, the Authority's main purpose is to support policing in Scotland by ensuring the provision of appropriate resources to the Chief Constable and holding the Chief Constable to account for operational performance and financial expenditure.

The Authority will carry out these functions in a way that is proportionate, accountable, transparent and consistent with good governance. Specifically, this includes, like other public bodies in Scotland, a duty to secure Best Value with the public money for which it is responsible.

The Authority is committed to continuous improvement in all that it does and will follow and promote core values of Accountability, Integrity and Respect in the achievement of its aims and objectives.

Context

This plan has been prepared against the backdrop of a complex policing and public sector landscape in Scotland. It builds on the Scottish Government’s Strategic Police Priorities and will both inform and be informed by the Annual Police Plan and the Local Police Plans currently being developed across Scotland.



Police Reform

Police reform involves the biggest changes to policing in Scotland for a generation. The Police and Fire Reform (Scotland) Act 2012 restructures policing, creating a single Police Service for Scotland, maintained by the Scottish Police Authority which holds the Chief Constable to account for delivery of police services in Scotland, but it also does much more than that. The Policing principles in Section 32 of the Act change the stated role of the Police Service from the “guard, patrol and watch” of the Police (Scotland) Act 1967 to a much broader role of improving “the safety and well-being of persons, localities and communities in Scotland”.

Section 32: Policing principles

The Policing principles are that —

- (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.

The Scottish Government's aims of reform include protecting and improving local policing services, making specialist services available to all communities and strengthening the connection between the Police Service and communities.

Scottish Government Aims of Reform

- 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, firearms teams and flood rescue – 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.

Police reform is also intended to strengthen local and national accountability, while retaining respect for local distinctiveness.

The Reform Landscape

These changes to policing are taking place at the forefront of wider reforms to the public sector as a whole. Opportunities include the potential for increased partnership working – across the Justice sector in line with the Justice Strategy, but also across the wider public sector. This will draw on the current efforts to strengthen community planning and a renewed commitment to working together to deliver joint outcomes, and will be facilitated by effective liaison between the Authority and local authorities. We are also clear that prevention is better than cure. These are areas where the Police Service already works well but the Act, and the new structures and roles coming out of it, facilitate and enable further progress.

In policing itself, recorded crime is at its lowest level for 37 years while officer numbers have been maintained in the face of the economic challenges. However, policing continues to face significant challenges, including the 2014 Commonwealth Games, violence reduction, hate crime and cyber crime. Opportunities include the potential for improved information sharing and more equitable access to specialist services.

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Strategic Objectives and Performance Measures

As a modern and effective public body, the Authority will ensure that everything we do contributes to the Scottish Government's National Purpose of creating a more successful country with opportunities for all to flourish through sustainable economic growth. The strategic objectives are aligned to this purpose and firmly embedded in the Strategic Police Priorities, and will support and contribute to National Outcomes.

This plan sets out the Authority's aims and objectives for policing. Achievement of these aims and objectives depends not only on our own staff and those of the Police Service of Scotland, but on forging effective partnerships with communities, including communities of interest, and key organisations across the public, private and third sectors that maximise outcomes and minimise public sector costs.

We have identified seven key objectives in support of our aims. These objectives focus our efforts on the key outcomes that we believe are necessary to be successful and discharge our functions effectively.

The detail on what we will deliver, and how, for each objective will be articulated in the Authority Business Plan and Annual Police Plan. The Authority will establish a robust performance management framework and we will hold the Chief Constable to account for the Police Service of Scotland's delivery of the Annual Police Plan against these objectives. The Authority will, in turn, be accountable to Scottish Ministers.

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 of Scotland'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.

STRATEGIC PRIORITY 1 : *Make communities safer and reduce crime by demonstrating pioneering approaches to partnership and collaboration at a national and local level.*

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

STRATEGIC OBJECTIVE 1 : WORK IN PARTNERSHIP TO IMPROVE SAFETY FOR THE CITIZENS OF SCOTLAND AND REDUCE CRIME (Supports National Outcome 5, 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 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 Outcome 5, 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 national events and threats.*

Work across national, international and organisational boundaries to ensure a safe and secure Commonwealth Games; contribute effectively to multiagency arrangements to deal with emergencies; and minimise threats to our communities more generally.

STRATEGIC OBJECTIVE 3 : ENHANCE SCOTLAND'S GLOBAL REPUTATION AS A SAFE PLACE
(Supports National Outcome 9, 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 4 : ENSURE THAT THERE IS EQUITABLE ACCESS TO SERVICES ACROSS ALL OF SCOTLAND'S COMMUNITIES (Supports National Outcome 9, 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 and deliver the benefits of reform*

Deliver the three benefits of reform and work with others to ensure that the criminal justice system is fair and accessible, cost effective and efficient.

STRATEGIC OBJECTIVE 5 : DELIVER THE BENEFITS OF REFORM EFFECTIVELY AND EFFICIENTLY
(Supports National Outcome 16)

The Authority will develop and implement a performance framework to enable monitoring of detailed strategic and operational level plans in conjunction 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 by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible 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 6 : INCREASE PUBLIC CONFIDENCE IN THE POLICE SERVICE BY UNDERSTANDING AND RESPONDING TO THE PARTICULAR NEEDS OF SCOTLAND'S DIVERSE COMMUNITIES (Supports National Outcome 7, 9, 11, 13, 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 7 : PROMOTE A CULTURE OF EXCELLENCE (Supports National Outcome 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 5: Our children have the best start in life and are ready to succeed.
- 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 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 the costs of police reform during 2013/14 (VAT and one-off costs – maximum £63.3m).

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:

Moi Ali
Brian Barbour
Vic Emery (Chair)
Jeane Freeman
Graham Houston
David Hume
Morag McLaughlin
Paul Rooney
Ian Ross
Lisa Tennant
Iain Whyte
Robert Wilson
Douglas Yates

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.

Equality Impact Assessment

The Authority will undertake an Equality Impact Assessment (EQIA) to ensure that the implementation of our 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 plan.