

Central Scotland Police  
strategic business plan | 2002-2005

02-05



together  
for safer  
communities





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# chief constable's foreword



**Andrew Cameron QPM BA**  
chief constable

When I was appointed as Chief Constable in August 2000, the existing 3 year business plan for the Force had been in effect for some 18 months. Whilst I identified fully with many of the elements which it contained, I considered that a greater focus was needed on some of the operational goals.

In addition, I felt that it was an appropriate time for a comprehensive review of the Force, which would include its organisational structure and infrastructure, as well as the manner in which operational policing was conducted. This would lead to conclusions about the sufficiency of resources within Central Scotland Police, and to examination of how appropriately such resources are deployed.

I therefore commissioned a Comprehensive Strategic Review (CSR), to be conducted in 3 phases, with reporting on the final phase scheduled for the autumn of 2002.

Phase 1 examined the capacity of the existing senior management and departmental structures in the Force to deliver the priorities and service aims identified in the business plan, and to maximise the level of resources applied to front-line operational policing.

The outcome was the recognition that the existing arrangements created a shortfall in resources, resilience and flexibility, and did not produce a logical grouping of functions which placed maximum emphasis on operational policing. The corporate support function was also seen to be fragmented, and lacking in an appropriate structure.

As a result the Operations Division was expanded to encompass all policing functions which might be described as 'front-line'. In addition, the Corporate Management Division was created to bring into a single line of management those activities which operate in support of Operations such as Asset Management, Human Resource Management and Strategic Development.

Phase 2 concentrated on the delivery of policing services, and an examination of how effective and efficient current approaches were. The underlying intent was to place as many officers as possible on front-line operational duties, whilst also ensuring that processes and procedures reduced the length of time which officers spent away from their core policing function.

This phase coincided with the launch of Safer Central, a new policing philosophy for Central Scotland Police which aims to make our communities safer, reduce the fear of crime and increase public confidence in the Force.

This is achieved through the use of high profile, intelligence-led policing which is strongly focused on addressing the fears, concerns and expectations of the members of our communities. The results from the first year

of Safer Central have been remarkable, and the application of this approach will be at the heart of Force plans for the coming year and beyond.

The coming year will also bring full implementation of many of the initiatives which arose from phase 2 of the CSR, along with the planning for others which require a longer period for their introduction.

These initiatives include centralised data input; computer assisted resource management; rationalised crime and incident management; and centralised call management.

Phase 3 is about to be implemented, and will examine whether the resources currently allocated to the Force are sufficient to support the goals and objectives developed to meet the aspirations and expectations of the communities. It will also consider how current resources are deployed, and how new resources sought by Central Scotland Police would be applied to deliver the level of service which the public want.

Whilst on the subject of resources, I wish to record my gratitude to Central Scotland Joint Police Board, and its constituent authorities,



It will provide a **clear** understanding  
for **staff** and **communities**  
of **where** the priorities lie.

for the exceptional support which the force has received from them. Fully matched funding under the GAE allocation has been accompanied by additional financial support to target the scourge of drug misuse. The benefits of such funding can be seen in the results achieved, which saw increasing numbers of drugs dealers reported and the seizure of large quantities of drugs and of cash, believed to be the proceeds of drug dealing.

The funding allocated to other elements of Safer Central provided the means to address issues affecting quality of life and personal safety, such as vandalism and assault.

Equally, the Scottish Executive has been extremely supportive of our efforts, in providing funding which has allowed the Force to recruit 12 additional officers for front-line duties, and 12 members of support staff who have been employed in the Central Input Bureau. This extra capacity has contributed to the successes already mentioned.

These are the types of results which I intend to maintain and, indeed, improve upon, and this strategic plan is intended to provide the framework within which this can be achieved.

Its purpose is to provide a reference for our planning, development and operational actions by identifying the issues which are key to the success and organisational wellbeing of Central Scotland Police.

Through the plan, the Force will identify priorities, set goals and objectives and formulate strategies to achieve them. It will be the foundation for the annual force business plan, as well as for local action plans and forcewide initiatives.

It will provide a clear understanding for staff and communities of where the priorities lie and how we will seek to achieve related goals, and a clear statement of where the force wishes to be by the year 2005.

In addition it will provide an unambiguous reference point for our partner organisations, to give them the opportunity to take account of our plans in formulating their own strategies. This will become particularly important as the concept of Community Planning is introduced as the prime means of delivering comprehensive and integrated services to the communities.

There are many challenges facing Central Scotland Police in the coming years, but I take

comfort in the knowledge that they will be met by dedicated and professional staff who are committed to providing the public with the highest possible quality of service.

In addition, when the Force has the support of the Joint Police Board, elected representatives and members of the public, I know that we will continue to make a real difference to the quality of life within our communities.

The answer to the question who keeps Central Scotland safe is that we **all** do.

# policing philosophy



The force will adopt a **firm** but **fair** style of policing with a **strong** focus on a high **visibility**, **intelligence** led approach to delivering the service within **communities**

The way in which Central Scotland Police provides a policing service is informed by a number of different elements. These include:

- **The service needs and priorities identified by communities**
- **Responses driven by legislation**
- **The need to react to situations as they arise**
- **The professional judgement of Force managers**

The effect of each of these upon the conduct of the business of Central Scotland Police may be different, but is also likely to create a conflicting demand for already scarce resources. This may be illustrated by looking at examples of impact and of possible Force responses:

Communities may request additional, highly visible police patrols in their areas to provide public reassurance. The response may be to create a larger number of community officers by abstractions from uniform patrol units at stations.

A particular enactment, such as that relating to the registration and assessment of sex offenders places a new burden upon forces, and necessitates the creation of a specialist unit. This may be resourced by transferring staff from uniform and CID duties.

The potential impact of some situations is such that an ad hoc response is entirely inappropriate, and there is a requirement for detailed and comprehensive planning in preparation for response to such an incident. This is best illustrated by the work of the Emergency Planning Unit in preparing contingency plans for a range of circumstances which may occur in the petro-chemical complexes in Grangemouth. So great is the contribution to the safety of the community of such work that a dedicated team is required.

Whilst all are important, it is the first element which is the main driver for our plans. The Force will adopt a firm but fair style of policing, with a strong focus on a high visibility, intelligence led approach to delivering the service within the communities.

This will involve us in sustaining the highest possible number of officers on front-line patrol duties, allied with planned policing operations to address the needs and expectations of the communities.

This has been the approach under Safer Central, and the very positive results arising from the application of this philosophy have been widely acknowledged.

# statement of force purpose



This clear statement of our **purpose** will **enable** our staff to **see** what our **business** is about and what their **contribution** to it is

Our purpose is to address the concerns and expectations of communities, and to tackle those activities which erode the quality of life and general wellbeing of the public.

Central Scotland Police recognises that this cannot be achieved in isolation, and will, therefore, operate strong and meaningful partnerships with other agencies and with community representatives throughout the Force area.

Our contribution to this approach of 'Community Planning' and partnership working will feature our planned intention to:

- **Prevent crime and the fear of crime**
- **Pursue and detect those who break the law**
- **Preserve peace and public order**
- **Promote safety and reassurance in our communities**

These may be regarded as our core functions, and all of our aims, objectives and goals will be assessed in respect of their ability to contribute to the operation of these functions.

Where the Force undertakes activities which do not support the above functions, we will seek to transfer responsibility for them to other agencies and organisations. However,

in reviewing such activities, we will always bear in mind our commitment to and responsibilities under Community Planning.

There is a need to maintain consistency of service in the application of processes and procedures which arise from activities under the core functions. We will, therefore, develop additional and more comprehensive service delivery standards against which our performance can be measured.

In many cases these will be brought in as part of the implementation of the initiatives which arose from the Comprehensive Strategic Review.

This clear statement of our purpose will enable our staff to see what our business is about and what their contribution to it is, whether in a front line operational environment or in providing support to such an activity.

It will also send a clear message to the communities and to our partners about where our priorities lie.

The promotion of more specific operational objectives and goals will focus attention on those areas where we will concentrate our activities and our resources.

# service commitment

## Standards of Behaviour

People in our communities, and staff in other organisations, are entitled to expect consistent and appropriate standards of behaviour from members of Central Scotland Police.

Most individuals rarely have contact with the police, but the quality of that contact, and the impression which it leaves with that person, can influence quite dramatically the perception of the Force. It may also determine the likelihood of that individual offering support or assistance in the future.

Therefore, in delivering our service to communities all staff will:

- Display integrity and act within the law at all times
- Safeguard the rights of all members of the public
- Act without fear, favour, prejudice or ill-will
- Demonstrate civility, courtesy, impartiality, patience and restraint
- Use only such force as is necessary and justified
- Adopt a common - sense approach to situations
- Respond with sensitivity to the needs and aspirations of the whole community, irrespective of age, sexual orientation, ethnic, religious or social background.



All complaints, requests and suggestions  
will be addressed in an earnest  
and professional manner



## Responding to the Community

Central Scotland Police will engage with the communities and their representatives in a structured manner, and will offer support to each community forum and organisation at an appropriate level within given resources.

The role and status of Community Officers will be redefined and strengthened to provide a ready conduit for community views, as well as a focus for local resolution of local problems.

The force will seek to maintain vigorous partnerships with the communities with a view to achieving the levels of public co-operation and participation which are vital to reducing the incidence of crime and antisocial behaviour.

All complaints, requests and suggestions will be addressed in an earnest and professional manner at a level commensurate with their nature.

The Force has a structured complaints system which will deal at an appropriate level with the full range of circumstances which might give cause for dissatisfaction with our service. We will also report annually on our performance in this respect.

## Consultation

The main means of community consultation is the triennial survey of the views of residents about issues ranging from their priorities for policing to matters of specific local concern to their area. This is complemented by annual surveys of users of the policing service which focus on perceptions of the quality of service received, and levels of satisfaction with that service.

The Force has also recently recognised the use of focus groups from within communities as an effective means of adding to the community view. It will include the feedback from this forum in the sources of information which assist us in understanding the needs and aspirations of communities.

We will also identify a means to record and collate the results of the more informal styles of consultation which are carried out on an almost daily basis.

Another area for development will be consultation with local businesses to assess

their needs and priorities. This has already been practised through the 'Safer Businesses' initiative, which received funding from the Scottish Executive to examine the concerns and priorities of individuals from ethnic minorities engaged in running businesses in this area.

By combining all of the above with examination of alternative methods of consultation, the Force will seek to ensure that its decisions, initiatives and strategies are based on valid and reliable data.



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# strategic aims

## Service Statement

The core policing functions described in the Statement of Force Purpose will operate together to improve the quality of life in the communities we serve by providing effective policing which delivers local solutions to local problems.

This 'local' approach is consistent with our aim to involve members of the communities to the fullest extent possible, through consultation, communication and feedback. This not only assists us to identify their concerns but also offers an opportunity to encourage their participation and co-operation in addressing such issues.

There is a clear demand from the public for more police officers on the streets, and the Force will therefore remain committed to the current style of high profile, intelligence-led policing which focuses strongly on dealing with the fears, concerns and expectations of the communities.

Central Scotland Police has clear strategic aims in a number of areas, which relate to the intention to:

- (i) improve the organisation;
- (ii) develop sound community relations;
- (iii) support our staff;
- (iv) develop effective partnerships; and
- (v) contribute to quality of life in the communities.



This 'local' approach is consistent with our aim to involve members of the communities to the fullest extent possible, through consultation, communication and feedback.



## Organisation

### Devolved Management

The Force has recently undertaken a major strategic review of its organisation, management structure and approach to operational policing.

A key theme of this review is to extend the principle of good corporate governance throughout the Force, which is particularly relevant given the high levels of local management responsibility and accountability. The importance of this approach will increase as the management of resources continues to be devolved within the organisation.

The strength of any system of local management is its responsiveness to local needs. The Force will therefore expect managers to be both flexible and innovative in their response to situations, and to use existing management structures to share good practice with other members of the Force.

Management of resources is being devolved to its most effective level, and has already increased financial awareness across all our functions.

### Business Planning

The Force has made considerable progress in introducing business management and planning principles and techniques into its operations. This process is incorporated into all of our new projects, bringing with it the disciplines involved

in managing, costing, implementing and reviewing change throughout the Force.

In an environment of change and of limited resources, the Force will develop techniques for the identification and management of priorities within the organisation. The Force will introduce these approaches throughout its functions as a part of its initiative to improve the organisation.

### Performance Management

The Force will continue to build up its performance management infrastructure and will implement the disciplines of the European Foundation for Quality Management (EFQM) Excellence Model. This model, which is widely accepted in the Private and Public Sector, will provide us with a structured mechanism for mapping our processes, appraising performance and delivering continuous improvement of our organisation. This approach will ensure that we have the appropriate tools in place to respond to Best Value requirements for the use of evidence-based management systems.

### Effectiveness and Efficiency

Central Scotland Police will manage all of its activities in a considered, planned and measured manner, with careful regard to the resources placed at its disposal.

The Force prides itself on its effectiveness, consistently returning high performance levels in its key performance measures and objectives. There will, however, be no complacency, with continued efforts to maximise the successful outcome from all of the resources employed.

The Force will continue to stress to all of its employees their responsibility for efficient use of public resources.

Improvements in the organisation will be sustained by key supporting strategies, including Best Value and EFQM. The Best Value strategy in particular will implement a regular review process for the complete organisation, ensuring our approach continues to be robust and effective and also accurately reflects changes in the needs of our partners and the community. The Joint Police Board will have a major part to play in helping us to set the topics for review and to audit and assess the outcomes.

Central Scotland Police will participate fully in the Review of Common Police Services, and give careful consideration to any outcome of the review which has the capacity to improve the effectiveness and efficiency of the Force. The overriding concern, however, is that quality of service provision is maintained.



The Force will continue to stress to all of its employees their responsibility for **efficient** use of **public resources**.

# strategic aims

## Community Relations

The majority of people in the communities in this area are law abiding and supportive of the police service. They provide the Force with the support and consent it requires to undertake the policing function.

Central Scotland Police, in turn, attempts to identify through community consultation (both formal and informal) the concerns which people have and the issues which they want to see being addressed. These are then reflected in our approach to delivering the service, and the results reported back to the communities.

However, results often depend upon the availability of resources, and, as identified previously, there exist other competing demands. Not every request can be satisfied, and not every expectation met. Equally not every suggestion or recommendation can be made a priority or accommodated within the plans of the Force.

To maintain the support of the public in such circumstances, Central Scotland Police will develop a system of communication with the public which provides them with an open and honest statement of the outcomes of any consultation process. This statement will also identify to what extent those outcomes have been used to formulate Force strategies.

The resulting objectives and key targets will also be reported, with the opportunity being provided to members of the communities to comment on their validity and feasibility.

A key theme of developing sound community relations will be the concept of 'inclusion'. Central Scotland Police will strive to ensure that the views of a wide cross-section of the population are obtained, and that groups are not excluded because of age, race or sexual orientation, nor by reason of their geographical location nor any other environmental considerations.

To support this approach the Force will undertake environmental and demographic scanning to ensure that changes in communities, and in society in general, are recognised and inform our approach to delivering policing services.

The Force considers that it is vital to maintain strong community links to ensure a high level of awareness of local conditions. It will look to future collaboration with local authority services and contact with the ever-increasing number of community organisations to achieve this.

The key strategies which will be employed to deliver this aim will include those relating to diversity, youth issues, partnerships and communication. The most effective means of collaboration will undoubtedly be found within the arrangements for joint community planning.



## Our Staff

In order to deliver the desired service to the communities, Central Scotland Police has a responsibility to provide its staff with appropriate equipment and other facilities, with adequate training and development measures and, importantly, with personal support and motivation.

Although the statement that 'our people are our most valuable asset' has been somewhat overused in many business plans, that has not diminished its basic truth when applied to our organisation.

The technology, vehicles and the diverse items of equipment are merely there to support the efforts of the members of staff who actually provide the communities with the high standards of service which they have come to expect.

Although strategies and objectives and targets can be used to direct the activities of the Force, it is the quality of service delivered to the individual by individual members of staff which will deliver the final measure of satisfaction with the organisation.

Central Scotland Police recognises the differing pressures which different elements

of the job place on different individuals. The Force also acknowledges that people have different skills and attributes which make them more suited to some roles than to others. The challenge is to combine these diverse talents in such a way, and within such conditions of employment, that an appropriate balance is found between the operational requirements of the organisation and the personal needs of the individual.

This approach might be characterised as having the right people with the right support doing the right things at the right time and in the right place.

There will be improved levels of consultation and communication with staff, through the continuing use of surveys and focus groups, as well as through dialogue with staff representative bodies.

Whilst the various initiatives and operations will address the organisational need, the Force will look to the strategies being developed within the Human Resources Department to provide appropriate measures of support to members of staff.

These will include such subjects as Occupational Health and Welfare, Succession Planning, Officer Safety, Flexible Working and Health and Safety.

The aim for Central Scotland Police is to keep our workforce safe and healthy. This can be achieved by providing a structure to prevent problems happening in these respects initially, but which also has the ability to provide an effective response to any situations which may arise. The co-ordinated approach to this subject can be seen in the recent integration of welfare, health and safety functions.



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# strategic aims

## Partnerships

The police service has long recognised that it alone cannot resolve the problems which affect society and which are reflected in criminal and antisocial behaviour.

Partnership working will bring to bear on any subject a wider range of skills and resources than can be provided by the Force. Central Scotland Police will therefore develop a Partnership Strategy, based upon our extensive experience of such an approach with existing partners, and extending similar effective working relationships to an expanding range of organisations.

Elements of partnership working at the highest level are apparent in the tri-partite structure of central government, police authority and force which has successfully supported the provision of the policing function for many years.

The main criticism of partnership arrangements may have been that they sometimes lacked structure, and that it may have been difficult to attach the accountability

for successful outcomes to particular members of the partnership. These concerns should be addressed by the recent introduction of legislation in respect of the local government function which clearly places a responsibility on councils to achieve community 'wellbeing'.

The legislation also encourages police and other agencies and organisations to participate fully in the process of Community Planning which is intended to achieve this.

Central Scotland Police will do so readily as part of its Partnership Strategy, and will build on its experience of working with and within the local authorities to assist this process.

The Force already collaborates with other Scottish forces on a range of subjects, and this approach will continue, as will our participation

in the review of Common Police Services, the existence of which services illustrates another facet of 'partnership' working.

Whatever the type or scope of any partnership, a major thrust of our approach will be to develop measurement mechanisms to determine the benefit of such partnerships to the Force. This should ensure that we can demonstrate the same levels of achievement of Best Value as are required of our internal operations.

The partnerships within Central Scotland Police will also be expanded, with the twin aims of increasing corporacy and reducing compartmentalisation. Skills and resources will be shared within and between divisions, area commands and departments with a view to providing the best possible service to the public.



Partnership working will bring to bear on any subject a wider range of **skills** and **resources** than can be provided by the **Force**.



## Quality of Life

Improving the quality of life for people has been a main driver for Safer Central, and Central Scotland Police will continue to tackle those issues which give rise to most concern in the communities.

These have been identified as violent crime; crime against property; road safety; public disorder and misuse of drugs. Public disorder is generally perceived to involve inappropriate behaviour from large groups of youths, often with consumption of alcohol as an element in this.

The Force will tailor its response to produce the following strategic outcomes:

- (i) **Substance misuse targeted**
- (ii) **Accidents and casualties on roads reduced**
- (iii) **Fear of crime and disorder, and of personal injury, reduced**
- (iv) **Expectations of a rapid police response satisfied**
- (v) **Thefts by housebreaking reduced**
- (vi) **Youth crime and associated issues addressed**

It will also maintain its commitment to increase the availability of officers for high visibility, front line policing with the aim of delivering greater reassurance to the communities and strengthening public confidence in Central Scotland Police.

Part of the process of public reassurance will be the development of the 'organisational presence' of the Force. This will involve making full use of media opportunities to emphasise the positive impact which our efforts are having. We will publicise the

successes for the Force such as high detection rates and the results of successfully targeted operations.

In addition, we will develop additional appropriate methods of public performance reporting to enhance our communication with the members of our communities, to provide ongoing and current information about activities and outcomes.

It is clear that people can contribute to achieving the reduction and prevention of crime by taking some sensible measures to protect themselves and their property. Members of the Community Safety Department have shown exceptional commitment and enthusiasm in their efforts to convey this message to as many people as possible.

Their efforts will be supported in the future by Community Officers, whose deployment in the heart of our communities provides the best opportunity for interaction with residents. These officers will become the focal point for delivery of service to the public, and represent a recognisable face of Central Scotland Police. This redefinition of the role of the Community Officer is a direct result of surveys which demonstrate that public confidence in and satisfaction with the Force are markedly improved through such interaction.

# force objectives and operational goals

## Influences and Drivers

The choice of objectives and operational goals is heavily influenced by statutory requirements and government priorities. There are prescribed areas of service delivery upon which the force is required to focus.

However, even more relevant influences on the approach taken by Central Scotland Police in policing this area are the concerns and aspirations of the communities. The main focus of these concerns is on quality of life issues, the successful resolution of which allows people to enjoy satisfactory measures of tranquillity and reassurance.

The main formal means by which people make known to the Force their policing priorities is the triennial Community Consultation Survey.

The results emerging from this are refined and confirmed by engaging with the elected representatives of our constituent local authorities, and with the Joint Police Board, as well as with the various community groups and organisations. The feedback provided by our staff from their contact with individuals is another important source of information.

The data generated by these means is added to our extensive information on performance and crime statistics, and is included with the

detailed local knowledge held by our staff in order to inform and develop our approach to policing.

The continued development of these mechanisms will ensure that we are able to track changes and establish patterns, and, by analysis, inform our planning and service delivery logistics to meet the needs of our communities.

## Force Objectives

The results of the Community Consultation Survey conducted in late 2001 confirmed that the objectives laid down for 2001/2002 were valid, and in line with the priorities identified by members of the communities. The same objectives will therefore be maintained for the period of this strategic plan:

- Prevent, detect and reduce crimes of most concern to our communities, and thereby improve community safety
- Make high profile community policing a priority, and reduce antisocial behaviour and the fear of crime
- Reduce the number of road deaths and injuries
- Deliver a quality service by promoting high professional standards



## Operational Goals

### Key Goals

As previously stated, the Force objectives for 2001/2002 will be maintained for the period covered by this plan. However, within that framework, there are certain key goals which will have a particular importance to reflect the priorities identified through consultation with the community.

The key issues which have emerged from this consultation are:

- Detecting Violent Crime
- Responding Timeously to Urgent Calls
- Detecting Drugs Offences
- Providing High Visibility Policing
- Dealing with Youth Crime and Issues
- Reducing Road Casualties

Central themes of the aims of the Force are to make the Force area a safe place in which to live, work and visit; and to adopt a policing approach focused on those who seek our assistance.

These factors drive an additional operational goal of:

- Improving Service Delivery and Customer Satisfaction



The continued **development** of these mechanisms will ensure that we are able to track changes and establish **patterns**, and, by analysis, inform our **planning** and **service** delivery logistics to meet the needs of our **communities**.

# force objectives and operational goals

## Baselines for Measurement

Central Scotland Police is committed to steady and continuous improvement in the service which it provides. Many of the targets used in seeking such improvement are based on year to year comparisons. This can result in somewhat distorted figures when based upon performance in a single year, in which special circumstances may have affected outcomes.

Many organisations use average figures extracted from longer periods to create a more consistent base for comparison. During the period of this Strategic Plan the Force will move towards adopting such an approach as the passage of time permits further reliable data to become available. Details of targets are contained in the annual plan, and only the rationale and operational goals are shown in this document.

### Personal Safety

Although the incidence of personal violence in public places is comparatively rare, it remains one of the main concerns highlighted through consultation with the community. This concern drives the following goals:

- Reduce the overall numbers of crimes of violence.
- Reduce the numbers of crimes of violence in public places
- Increase the detection rates for crimes of violence.

The Force Diversity Strategy offers a framework within which to provide policing services to all sections of the community in a fair and equitable manner. It also seeks to tackle the undue levels of victimisation which may be experienced by certain groups, notably racial and ethnic minorities. This approach is reflected in the targets shown:

- Reduce the level of racially motivated incidents per 1,000 population.
- Increase the detection rate for racial incidents.



## Misuse of Drugs

The effects of the misuse of drugs can impact on members of the community in a number of ways. These may range from having to deal with the effects of drugs on a family member, to being the victim of the acquisitive crime which often funds addicts' habits.

The results of drugs misuse bring great personal misery and social disruption. Tackling drugs dealers is, therefore, one of the main priorities for Central Scotland Police, as well as being a principal means of ensuring a Safer Central for everyone. The main aims in this respect are:

- To increase the number of offences reported in relation to supply and possession with intent to supply drugs.
- To increase the number of drugs seizures.
- \* To increase the number of drug dealers reported.
- To provide reassurance to the communities about the effectiveness of the Force response through strong marketing of high profile drugs operations.

## Public Reassurance

When members of the public experience public disorder and general rowdiness, it can lower their sense of reassurance and increase their general fear of crime. The Force has set itself the following goals to reduce anti-social behaviour:

- Reduce vandalism.
- Reduce calls relating to youth disorder.
- Increase police visibility and effectively manage "hotspots" of disorder.

## Property

The violation of your home or business can be a traumatic experience, as can thefts of and from your car. Although the levels of vehicle crime and of incidents of housebreaking in both residential and commercial properties have been falling consistently for a number of years, the Force will not become complacent. We will continue to seek improvement in these areas through our intention to:

- Reduce the number of housebreakings.
- Increase the detection rate for housebreakings.
- Reduce the number of vehicle crimes.
- Increase the detection rate for vehicle crimes.

## Road Accidents

There has been a consistent long term reduction in the numbers of road accident casualties in the Force area, which currently better Government targets.

Central Scotland Police will build upon this success in the coming years in seeking to achieve the following results:

- Reduce the number of road deaths and injuries.
- Reduce the number of child road deaths and injuries.
- Reduce the slight casualty rate.

# force objectives and operational goals

## Service Delivery

As well as focusing service delivery on the priorities identified by the communities, the Force will ensure that the means of delivering that service meet the reasonable expectations of the public. Improvements in areas such as response times to calls, and satisfactory communication with and feedback to complainers will improve levels of satisfaction with the service.

The Force will seek improvements in this respect through its efforts to:

- Increase the proportion of urgent calls attended within target.
- Increase the proportion of complainers reporting crime who get feedback.
- Increase the proportion of complainers satisfied overall.

## Support for Staff in Achieving Operational Goals

### Physical Resources

#### Closed Circuit Television (CCTV)

The Force will continue to support the maintenance and expansion of such systems, recognising the protection and assistance which they afford to staff.

#### Vehicle Fleet

There is a planned programme to provide high-visibility livery on all patrol vehicles to enhance the effect of their presence within the communities.

#### Buildings

Action will be taken to bring amenities in all offices up to an acceptable standard, and ensure that a satisfactory environment is created for staff and public.

#### Information Technology

There will be continuing investment in equipment which assists in making best use of the resources available. One example is the planned acquisition of a system of Computer Assisted Resource Management (CARM), which will greatly assist in the management of rosters, and reduction in abstractions.

#### Call Handling Technology

This will reduce demand on front line staff to attend incidents unnecessarily, through more frequent resolution of calls at first point of contact by a trained call handler.



As well as focusing service delivery on the priorities identified by the communities, the Force will ensure that the means of delivering that service meet the reasonable expectations of the public.



## Support for Staff in Achieving Operational Goals

### Health & Safety and Welfare Provision

#### Develop Occupational Health Services

The recent appointment of a professionally qualified Healthcare Services Manager will provide a sound basis for the Force's plan to 'keep a healthy work force at work'.

#### Personal Protective Equipment

We will supply staff with appropriate equipment to carry out their jobs safely.

#### Training

The Force will provide relevant training which supports the exercise of sound professional judgement in delivering the service, and prepares staff to preserve their own personal safety.

#### Alternative Shift Systems

The Force will continue to examine different methods of rostering, with a view to identifying those which best create a balance between the welfare of staff and the operational requirements of the organisation.

#### Flexible Working Practices

The efforts to promote the balance in the workplace mentioned above will be strengthened by continuing support, where appropriate, for such measures as part-time working, job share, discretionary working and agreed adjustments to starting and finishing times for staff.

#### Key Projects

Central Scotland Police is implementing a number of key projects which deal with issues identified in the most recent phase of the Comprehensive Strategic Review. These have a consistent theme of releasing police time and additional effort to redirect to front-line policing work, and include:

**Centralised Input Bureau (CIB) - Crime and Road Accident reports will be entered onto the system by CIB operators rather than officers, who will telephone details to a live operator or to a digital recording system (Voicebank) for subsequent input.**

**Computer Assisted Resource Management (CARM) - This system will provide electronic rostering and resource availability to help minimise unnecessary abstractions, and maximise front-line presence.**

**Centralised Call Handling - The Force will bring the function of call handling from all the current diverse locations to one single point. This rationalisation will offer callers a standardised, professional response bringing quicker call resolution.**

# operational and supporting strategies

Central Scotland Police sustains its aims and objectives through a framework of strategies, which underpin the operation of the organisation. These strategies outline essential functions which enable the Force to deliver an effective front-line service to the communities; to maintain the infrastructure of the Force which provides support to the operational effort; and to establish structure to our working relationships with other groups and agencies.

The Comprehensive Strategic Review touched upon many aspects of the business of the Force, and highlighted the need for strategies to link in an appropriate manner and not to operate in isolation. The Force will achieve this by developing new strategies where necessary, and by refining and redefining existing ones to produce a corporate fit. The wide range of strategies shown below indicates that we will require time to construct this strategic framework.

## Patrol and Visibility Strategy

Much of the groundwork has been done through the development of Safer Central, and the establishment of the Policing Management Unit. Completion of the strategy will provide even more focused direction of the Force's front-line resources. Its implementation will move us even further towards making our communities safer, reducing the fear of crime and increasing public confidence in Central Scotland Police. Key contributions to success will come from Special Constables; from the visibility and accessibility of our Mobile Police Office; and from Safer Central Action Teams deployed on targeted operations and made up of staff normally engaged in office-based duties.

## Road Policing Strategy

The Force is committed to the implementation of the ACPOS Road Policing Strategy, but at the same time has to ensure the delivery of responses to local policing needs. Our strategy will give each element its proper place in achieving the aim of accident and casualty reduction throughout the Force area. Collaboration with other Forces and agencies will be a key factor in the success of the strategy.



## Crime Strategy

The approach to crime management is to manage every crime every day and to allocate the appropriate level of resources to them. Strategic direction is guided by government priorities and by the expectations of our communities. We will focus effort on the needs of the victims of crime, and in particular those in the communities who are most vulnerable. The Force has adopted the principles of the National Intelligence Model into the establishment and operation of the Policing Management Unit.

## Intelligence Strategy

The field of intelligence is rapidly evolving and adapting to take account of new and existing challenges and threats posed by all forms of criminal behaviour. This document will outline the strategy which should be considered as the foundation on which the force intelligence process is to be built. It will be considered a 'live' document which will be subject to ongoing scrutiny by the Director of Intelligence, with a comprehensive review being conducted annually.

## Youth Strategy

Youth crime and other antisocial behaviour were identified by the community as issues of major concern. The Force recognises that the activities of young people are often very public, and perceived as disruptive, and that a small number of individuals can be responsible for a disproportionately high amount of crime. However, many young people are themselves the victims of crime committed by their peers, and Central Scotland Police will reflect this in its strategy. There will be a need for many organisations to work together to address the needs of young people in all of the above categories, and to ensure that they themselves contribute to the solutions to the problems.

Whilst the Force will support any viable approach to reducing the incidence of offending behaviour, we will not, in doing so, lose sight of our core functions, which will remain the focus of our activities.

## CCTV Strategy

The impact of the expansion of systems of Closed Circuit Television has been notable, in terms not only of the prevention, reduction and detection of crime but also in the potential which it has to improve the personal safety of staff. In addition, it can assist in directing resources more effectively, and provide visual evidence to support the actions of officers in particular situations. Given all of these factors, the use of systems is certain to grow. The Force, along with its partners in the management of CCTV, will undertake a strategic review of their involvement in the development and maintenance of such systems to ensure that it is both effective and appropriate.

## Information Management and Communication Strategy

Central Scotland Police has initiated a programme of investment in Information and Communications Technology (ICT) to build a robust and effective structure to support the Force policy of targeted, intelligence-led policing. It will also facilitate the handling of the increasing volume of enquiries from the public, and service the growing use of digital information exchange. This, in turn, will offer increased accessibility to and responsiveness from the service for members of the public.

# operational and supporting strategies

## Media and Marketing Strategy

The Force is confident that a structured and effective relationship with the media will benefit the achievement of key aims and objectives. The Media and Marketing Strategy will be developed to highlight both the intent and the outcomes of Force actions and initiatives to as wide an audience as possible. It also will provide the opportunity to counter some of the negative perceptions of the police service arising from the public's exposure to news stories.

## Partnership Strategy

Central Scotland Police will develop a comprehensive partnership strategy based upon our extensive experience in working with existing community partners. The focus of this approach will be the opportunities presented by recent parliamentary legislation relating to local government, which has redefined the scope of partnership for Councils and Police Authorities within the ambit of Community Planning.

## Human Resources and Occupational Health Strategy

These strategies will aim to bring together sound management practices and a comprehensive approach to occupational health, in order to create a healthy and well-trained workforce, where the right people with the right training are placed in the right jobs at the right time.

## Quality Management Strategy

The Force has opened itself to scrutiny under a number of nationally recognised accreditation schemes. The award of the government's Charter Mark in late 2001 for excellence in public service was a notable 'hat-trick' for the Force, as this was the third time in succession that our application for accreditation under this prestigious standard had been successful.

Units which have met the very stringent conditions of ISO 9001 include the Firearms Licensing and Communications Sections, which had to demonstrate robust and auditable procedures in their functions.

The Force will extend this process of application of quality management systems where it is seen to be appropriate and effective, and to derive genuine benefit for the organisation and our stakeholders.

## Responsibility for Strategies

The Force Policy Group will oversee the development of strategies, but the actual formulation and implementation of them will be the responsibility of strategy-specific steering groups. Not only will this approach give ownership of the strategies to identified individuals, it will also provide the impetus to ensure that the benefits planned for the organisation are delivered.

# best value and performance measurement



## Best Value

The Force acknowledges the duty of Best Value and will seek to demonstrate its attributes throughout its operations. The rationale for the Force's approach is based on the legislation, our stakeholders needs and the professional judgement of the Force management. The selection and timing of reviews is linked to our ongoing commitment to serve the needs of our community as efficiently as possible.

These elements of service provision plus the impact of change on the Force's operational efficiency will govern the choice and scope of our Best Value review programme. This will entail a review of all of our services over a period of 5 years, to confirm our performance is comparable with our peers and consistent with our stakeholder requirement.

The requirements of Best Value are still couched in terms of effectiveness and efficiency. However, the focus of reviews appears to be shifting from those which are applied to specific services, to those where the impact is at a more strategic level and has effect upon a number of different functions.

Central Scotland Police has already adopted a similar approach through the recent Comprehensive Strategic Review, which was based on Best Value principles but covered a wide range of topics with strategic outcomes in mind.

The priority and choice of the review areas will not be arbitrary, since the Force will select those areas for review which will generate the most benefit to the strategic objectives of the organisation.

This change in focus will cause us to review our original programme of reviews, and to develop a more appropriate one over the next financial year. However, the process has begun with the identification of two major best value reviews in 2002/2003:

### Information Technology

The technology infrastructure and the systems that it contains are cornerstones which support the delivery of service to the communities. The review will identify the requirements of business users, and make recommendations on the best way to address those requirements, and on the most appropriate way to expend resources in doing so.

### Administration Services

This is another key service which extends through all parts of the Force. The review will examine the structure of the administration process and the resources applied to it. The outcome will provide a streamlined service, avoiding duplication of effort and simplifying procedures.

# best value and performance measurement

## Continuous Improvement

The major challenge of Best Value is continuous improvement. Consequently the Force has developed a service review and improvement policy and is rolling out its approach throughout the organisation.

Best Value obliges the Force to demonstrate continuous improvement. Previously the Force ensured this through its service review process, with an outcome that includes an improvement plan. This was originally considered sufficient to meet the requirement for continuous improvement, however recent guidelines on the forthcoming Best Value legislation clarify the previous interpretations of the process.

A four/five yearly service review plan is not considered as continuous improvement, and our auditors expect an ongoing process. Central Scotland Police will address this requirement through training and developing members of the organisation to ensure that we meet of all our stakeholders' requirements, while satisfying HMIC, Audit Scotland and Scottish Executive assessment objectives.

Credibility in continuous improvement is gained from applying methods that are integrated into management practice and embody measurement mechanisms to verify improvement. Our approach will primarily address areas that meet our service's requirement for improvement, while satisfying external scrutiny requirements as a by-product. Research indicates that improvement programmes not integrated into strategic and operational processes quickly lose momentum, impact and, more critically, yield.

We will approach continuous improvement positively with a deliberate focus on the needs and expectations of our communities and stakeholders, and will not rely exclusively on financial measures as the arbiter of Best Value.

### EFQM

The Force will adopt the European Foundation for Quality Management (EFQM) Excellence Model as its performance management system. The model is a well-regarded business improvement tool, which has gained wide recognition for its successful use throughout the Public and Private Sector. Many Public Sector organisations make extensive use of the Model to address the challenges of the Government's Best Value and Modernisation agendas, and in particular their requirement to demonstrate an ability to plan and manage performance.

The Excellence Model's approach is inclusive, it has the ability to absorb established quality and performance schemes such as Investors in People, Charter Mark and ISO 9001 within its operation. It has demonstrated successful application in a wide range of organisations and is increasingly being adopted by small to medium organisations in pursuit of continuous improvement.

The selection of the model is based on its compatibility with our existing approaches and a cost/benefits analysis of its use.

# financial plans and forecasts



## Central Scotland Joint Police Board - Proposed Revenue Budget

	2002/03	2003/04
	BUDGET	BUDGET
	£	£
<b>EMPLOYEE COSTS</b>		
Gross Salaries - Police	20,155,714	20,760,385
Overtime - Police	1,694,307	1,496,636
Civilian Salary Costs	5,279,619	5,438,008
Employer's NI - Police	1,835,577	1,890,644
Allowances	1,495,759	1,484,632
Pensions	6,682,291	7,877,649
Travel, Training and Other Costs	260,645	268,464
<b>TOTAL EMPLOYEE COSTS</b>	<b>37,403,912</b>	<b>39,216,418</b>
<b>PROPERTY COSTS</b>		
Rates, Rent, Insurance etc	510,995	520,621
Repairs and Maintenance	115,133	115,133
Heat and Light	190,009	193,809
Fixed Fittings and Furniture	31,736	31,736
Cleaning Materials	23,374	23,374
<b>TOTAL PROPERTY COSTS</b>	<b>871,247</b>	<b>884,673</b>
<b>SUPPLIES &amp; SERVICES</b>		
Equipment	254,099	254,099
Catering Services	48,922	49,900
Clothing & Uniforms/Laundry	146,223	146,223
Medical Officers Fees	130,810	130,810
Other Supplies & Services	18,752	18,752
Telecommunications	240,727	240,727
Insurance	194,036	197,917
Administration Expenses	241,264	241,264
Computer Maintenance	269,286	269,286
Forensic Laboratory	210,827	215,044
<b>TOTAL SUPPLIES &amp; SERVICES</b>	<b>1,754,946</b>	<b>1,764,022</b>
<b>TRANSPORT</b>		
Upkeep of Vehicles	600,134	600,134
Car Allowances	65,119	65,119
Other Transport Costs	10,836	10,836
<b>TOTAL TRANSPORT COSTS</b>	<b>676,089</b>	<b>676,089</b>
<b>PAYMENTS TO OTHER BODIES</b>		
Support Services	162,427	162,427
Common Police Services	639,872	652,669
Payments to Other Bodies	85,596	85,596
Other Expenses	18,988	18,988
<b>TOTAL PAYMENTS TO OTHER BODIES</b>	<b>906,883</b>	<b>919,680</b>
<b>FINANCING COSTS</b>		
Loans Charges	1,267,118	1,600,000
Capital Financed from Revenue	156,000	306,000
<b>TOTAL FINANCING COSTS</b>	<b>1,423,118</b>	<b>1,906,000</b>
<b>GROSS EXPENDITURE</b>	<b>43,036,195</b>	<b>45,366,882</b>
Government Grant - Civil Defence	-57,480	-57,480
Police Pension Contributions	-2,376,264	-2,447,552
Staff Recharges	-574,914	-592,161
Special Police Grant	-540,000	-540,000
Sales, Fees and Other Income	-333,936	-333,936
<b>TOTAL INCOME (before Police Grant)</b>	<b>-3,882,594</b>	<b>-3,971,129</b>
<b>NET EXPENDITURE BEFORE GRANT</b>	<b>39,153,601</b>	<b>41,395,753</b>
Deduct police Grant	-19,610,070	-20,621,850
Less : Estimated Carry Forward from 2001/02	-100,000	
<b>NET EXPENDITURE AFTER GRANT</b>	<b>19,443,531</b>	<b>20,773,903</b>

# financial plans and forecasts

Project Description	2001/2 £'000 ACTUAL 31-Mar-02	2002/3 £'000 PLAN	2003/4 £'000 PLAN	2004/5 £'000 PLAN
<b>NEW BUILDINGS / EXTENSIONS</b>				
Falkirk Replacement	283	2,374	5,318	116
<b>MINOR WORKS</b>				
Minor Works	74	146	168	266
Denny	25	54	0	0
Door Entry System	41	0	0	0
<b>PLANNED MAINTENANCE</b>				
Boilers	5	5	5	5
<b>EQUIPMENT</b>				
Radar Devices	9	10	10	10
Other Equipment	17	0	0	0
<b>COMMUNICATIONS</b>				
Test Equipment	15	15	17	20
PR Replacement	21	25	27	30
VHF Handsfree Radios	4	17	12	15
Force Control Room Recording Equipment	25	0	0	0
Other Workshop Equipment	0	14	0	0
<b>IS/IT</b>				
H R D (Personnel) System	0	0	0	0
ISDX Telephone System	24	22	24	25
Holmes 2	148	102	0	0
PC/Printer Replacement	76	90	100	100
Server Replacement	15	25	30	30
Intelligent Ticketing Terminals	0	0	0	0
Network Switches	17	35	35	35
Ledger Upgrade	13	0	0	0
Centurion System	0	4	0	0
<b>COMPREHENSIVE STRATEGIC REVIEW</b>	85	647	256	156
<b>RESOURCE MANAGEMENT</b>	0	60	64	56
<b>HEALTH &amp; SAFETY</b>	0	30	30	30
<b>VEHICLE REPLACEMENT</b>				
Vehicle Replacement	283	300	300	300
Mobile Office	49	0	0	0
Vehicle Data Recording	0	15	28	28
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>1,229</b>	<b>3,990</b>	<b>6,424</b>	<b>1,222</b>
<b>RESOURCES AVAILABLE</b>				
S.94 & Provisional Allocations	891	764	760	760
S.94 for Falkirk Office	2,500	100	3,665	0
S.94 Additional Allocation (Airwave)	0	250	0	0
S.94 Swapped with Falkirk and Stirling	-2,615	2,524	1,653	116
Unused S.94 Consents from previous Year	155	0	0	0
Capital Funded from Current Revenue	310	56	306	306
Carry Forward Capital Receipts	101	0	0	0
Capital Receipts - Vehicle Sales	35	40	40	40
Capital Receipts - House Sales	28	80	0	0
<b>TOTAL RESOURCES AVAILABLE</b>	<b>1,405</b>	<b>3,814</b>	<b>6,424</b>	<b>1,222</b>
<b>SURPLUS / DEFICIT (-)</b>	<b>176</b>	<b>-176</b>	<b>0</b>	<b>0</b>

# force objectives and targets



## Force Objective no. 1

To prevent, detect and reduce crimes of most concern to our communities and thereby improve community safety

Targets 02/03

1.1	To increase the number of offences for 'supply and possession with intent to supply drugs'	+5%
1.1.1	To increase the number of drug dealers reported	+5%
1.2	To increase the number of drug seizures	+5%
1.3	To increase the crime detection rate	+1%
1.4	To reduce the number of crimes of violence	-12%
1.4.1	To reduce the number of non-residential crimes of violence	-12%
1.5	To increase the detection rate for crimes of violence	+1%
1.6	To reduce the number of housebreakings	-2%
1.7	To increase the detection rate for housebreakings	+1%
1.8	To reduce the number of vehicle crimes	-7%
1.9	To increase the vehicle crime detection rate	+1%

## Force Objective no. 2

To make high profile policing a priority, reducing anti social behaviour and fear of crime

Targets 02/03

2.1	To reduce vandalism	-1%
2.2	To reduce the level of racially motivated incidents per 1,000 population	-3%
2.3	To increase the detection rate for racist incidents	+2%
2.4	To reduce the number of calls relating to youth disorder	-4%
2.5	To increase the proportion of the public satisfied with foot patrol	+4%
2.6	To increase the proportion of the public satisfied with mobile patrol	+2%

## Force Objective no. 3

To reduce the number of road deaths and injuries

Targets 02/03

3.1	To reduce the number of road deaths and injuries	-1%
3.2	To reduce the number of child road deaths and injuries	-1%
3.3	To reduce the slight casualty rate	-1%

## Force Objective no. 4

To deliver a quality service by promoting the highest professional standards and the principles of Best Value

Targets 02/03

4.1	To maintain the proportion of 999 calls answered within 10 seconds	maintain 2001/02
4.2	To reduce the proportion of days lost to sickness per police officer	-2%
4.3	To reduce the proportion of days lost to sickness per support staff member	-2%
4.4	To reduce the number of complaints per 100 members of staff	-5%
4.5	To increase the proportion of non 999 calls answered within 10 seconds	+2%
4.6	To increase the proportion of Standard Police Reports to the Procurators Fiscal within 21 days	+3%
4.7	To increase the proportion of Standard Police Reports to the Reporter to the Children's Panel within 14 days	+10%
4.8	To increase the proportion of urgent calls attended within target	+2%
4.9	To increase proportion of complainers reporting crime receiving updates	+10%
4.10	To increase the proportion of complainers initially satisfied	+1%
4.11	To increase the proportion of complainers satisfied overall	+2%
4.12	To increase the number of domestic violence referrals	+3%

# conclusion

The overarching strategic aim for Central Scotland Police is to focus on addressing the fears, concerns and expectations of the communities through high profile, intelligence-led policing within those communities.

The Force will achieve this through professional management and effective deployment of its resources. We will audit, review and compare our customer service annually in order to research, develop and adopt best practice in all areas.

Our Strategic Aims and Objectives will act as a reference for the Annual Force Business Plans, and for the subsidiary business plans developed within divisions, area commands and departments. The long term desire is to have plans at the local level prepared yearly, with details of performance targets, actions, budget details and improvement commitments. These would then be brought together to form the plans at divisional level.

The Force will review its Strategic Aims and Objectives every year in order to confirm their currency and relevance. If this review is synchronised with the business planning cycle for the following financial year it will inform that process. By working with the base line of the results achieved in the previous year, it will act as the comparator for performance review.

Phase 3 of the Comprehensive Strategic Review will play a vital part in the evolution

of the Force, as we examine the sufficiency and deployment of our resources with a view to developing a business case for substantial enhancements to them.

The framework for such evolution will be contained in our business planning and reporting documents. The Strategic Business Plan will provide direction and guidance, and notification of our intent. The Annual Force Business Plan will provide detail of our commitment in specific years. The Force Annual Report will, as at present, be the means to review our performance against that commitment, and to report it to the Joint Police Board, to our partners and to the communities.

By 2005 Central Scotland Police will have an even more professional and structured approach to the provision of policing services, based upon the implementation of sound and cohesive strategies, and involving the members of the communities to the fullest extent through collaboration and co-operation.



[www.centuralscotland.police.uk](http://www.centuralscotland.police.uk)

