

Strategic
3 year
Plan
2005-2008



Foreword

This plan provides the focus and direction of Central Scotland Police, identifying areas for improvement in support of local and national policing priorities.



The purpose of this strategic plan is to ensure the continued success of Central Scotland Police in providing a responsive and effective policing service to the community. Force performance has improved consistently and this has been achieved through the efforts of committed staff, focussing on the needs of our communities and working in partnership to achieve objectives. Building on this success the Force will strive to deliver an excellent policing service that meets the expectations of the public and our partners.

I believe the Force is in a strong position to tackle community concerns, not least through additional resources gained during the life of the previous strategic plan. Through a sustained funding and recruitment programme, regular and Special Constable numbers have been substantially increased and new facilities such as the Falkirk Area Command Headquarters, the Force Service Centre, the Airwave Communications System and the centralised CCTV facility, have brought great benefits to staff and communities.

Over the next three years we will build on these achievements, implementing a comprehensive and challenging series of improvements which embrace the Scottish Executive's guidance on Best Value and are designed to reflect changes in the environment, society, legislation and modern policing methodologies.

The strategic plan is founded on extensive consultation. It reflects a community-centred approach and the growing theme of partnership, working with our Local Councils, Health Board, Scottish Enterprise Forth Valley and our Criminal Justice Service partners. It acknowledges the increasing volume of legislation being enacted and seeks to develop existing resources, partnerships and people. The three key areas of the strategic plan are;

- Community Safety and Security
- Tackling Crime
- Improving the way the Force works

Safer Central has been at the core of our policing philosophy for five years and its success is widely acknowledged. There is no room for complacency however and the approach will be continually evaluated to determine how it can be improved. In particular, the Force will concentrate on reducing the corrosive effect of the supply and misuse of illegal drugs on our communities. We will develop our practices to relentlessly tackle this criminal activity and remove as many dealers as possible from our communities.

I believe that excellent performance stems from a well-led, well-trained, motivated and valued workforce which reflects a diverse society. The actions contained in this plan address these issues directly, building on our strengths and identifying areas for improvement.

I am confident that through this plan and its outcomes, we will meet the challenges ahead and maintain our excellent performance record.



Andrew Cameron
Chief Constable

OUR PRIORITY

Striving for community safety and security through the Safer Central policing philosophy and it's supporting pillars, namely:



We will achieve this by engaging with our communities, determining their concerns and integrating these with our assessment of national issues to establish specific Force objectives. This approach is at the core of our Safer Central policing philosophy. We will continue to improve our organisation and partnerships to maximise the resources available to us to prevent crime wherever possible and, when crime does occur, detect those responsible.

The Policing Environment

The onset of new legislation, the impact of new methods for recording crime and new measures to address anti-social behaviour within our communities indicate future challenges.

We view the future positively, being aware of the challenges over the next three years. We will ensure continuing success by developing our organisation to face the changing social environment. Through this process we will promote a diverse workforce where every individual feels valued and supported.

We will respond to emerging trends by applying our managers' professional judgement and by maintaining the excellence and innovation that the Force is known for. Our approach will be characterised by community engagement with an emphasis on problem solving and community partnerships to reduce crime and its impact.

We are very clear about our responsibilities and how communities look to us to tackle crime in all its forms. Public support for our Safer Central policing philosophy has contributed to our current success. This plan recognises that to maintain such a level of achievement, our partnerships must continue to evolve.

Central Scotland Police Strategic Objectives

We have grouped our strategic actions under three objectives:

Community Safety
and Security

Tackling and Reducing
Crime

Improving the Way the
Force Works

Objective 1 - Ensuring Community Safety and Security

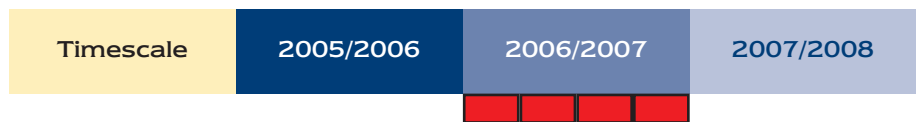
Context

The Central Scotland area is one of the safest in the country with low crime levels and high clear up rates. The Force performs consistently well in comparison with other Forces in the rest of the United Kingdom. We will continue to seek improvement in our performance.

Over the next three years the Force will:

Develop our work with communities, public agencies and other organisations through Community Planning Partnerships to deliver real, sustainable and inclusive improvements to community well-being.

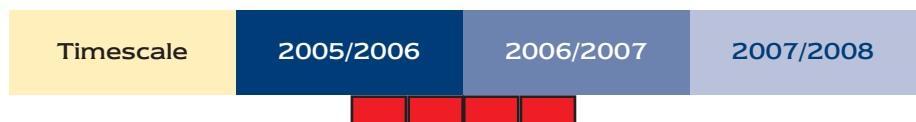
The Force will deliver its Community Planning Framework to oversee its participation in the three local authority-led Community Planning Partnerships. It will adopt a twin track approach of organisational development and community engagement aimed at delivering real, sustainable and inclusive improvements to community and well-being across the Force area.



MEASURE	Publication and Implementation of a Community Planning Framework.
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Improve community engagement to reinforce the reality of safety and security within the Force area, delivering a high visibility policing service.

Intelligence-led, high profile patrolling is a priority requirement for our communities. The Force intends to develop its consultation and communication process to improve community engagement. It will achieve this by addressing community concerns and national objectives reflecting Force performance across these issues to individual communities.

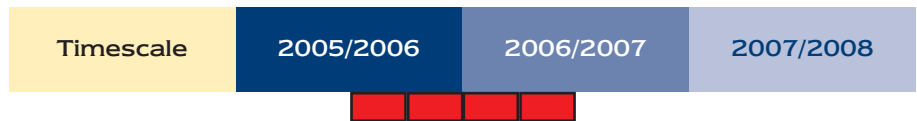


MEASURE	Communication and Consultation strategies delivered. An improvement in the community's perception of their safety and security.
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Objective 1 - Ensuring Community Safety and Security

Develop involvement with the Joint Police Board as Community Representatives.

Building on the excellent relationships currently enjoyed, the Force will further develop involvement with the Joint Police Board through close liaison on both operational and improvement programmes. This will bring reciprocal benefits to the Force and the Joint Police Board.



MEASURE

A structured and programmed approach to Joint Police Board involvement in operational and improvement initiatives.

In line with the ACPOS Youth Strategy, the Force will develop and implement an action plan that promotes the safety of young people in our communities, tackles persistent offending and promotes the effectiveness of our service.

The Force will develop an Action Plan based on the ACPOS Youth Strategy which recognises and acknowledges the important contribution young people make to our communities. The Action Plan will identify good practice to provide a consistent service for young people and the wider community. It will involve young people in planning, development and evaluation of services directly affecting them. Through the Community Planning process, the Force will work with partner agencies, the private sector, voluntary organisations and young people to deliver a service compatible to the needs of all. Persistent offenders will be identified through a multi-agency approach, designed to eliminate any repeat offending.



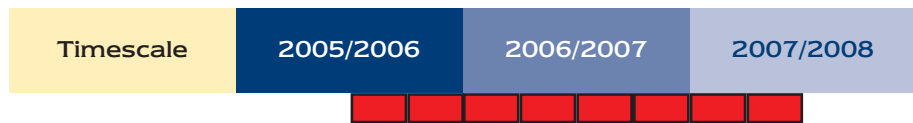
MEASURE

Publication and Implementation of an Action Plan.

Objective 1 - Ensuring Community Safety and Security

Initiate and support new partnerships with the public and private sectors in preparation for new or emerging issues or community concerns on safety and security.

The Force will develop and build on existing relationships with public bodies, investing time and effort into developing the potential for joint working to improve community safety. The Chief Constable will lead this action corporately with his senior management team. This will be supported locally by Area Commanders servicing the Force's three constituent councils.

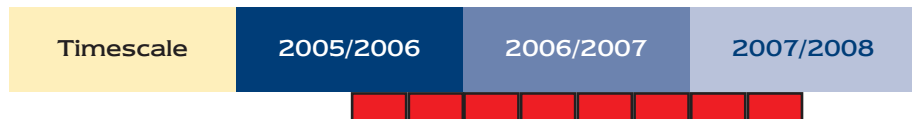


MEASURE

Promotion of effective partnership initiatives addressing community safety and security issues.

Improve the Quality of Service delivery.

Ensure that the community can easily access policing services based on national and local service standards. Develop our Service Centre to increase community confidence in the provision of non-emergency public assistance. Retain the Chartermark standard for Public Service and consider other quality standards.



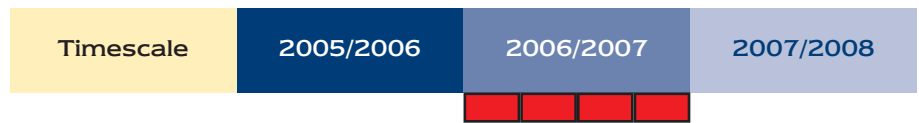
MEASURE

Satisfaction expressed by Service Centre Users.
Retention / Award of Quality Standards.

Objective 1 - Ensuring Community Safety and Security

Target and reduce anti-social behaviour.

Working with our community planning partners, the Force will implement joint anti-social behaviour strategies in each of our Local Authority areas. Based on the PIER toolkit of Prevention, Intervention and Diversion, Enforcement and Rehabilitation, the Force and its partners will seek to reduce the incidence of anti-social behaviour in our communities.



MEASURE Delivery of anti-social behaviour strategies with our partners.

Objective 2 - Tackling and Reducing Crime

Context

Currently, Central Scotland Police is one of the top performing Scottish Police Forces in terms of low crime and high detection rates. This performance has been achieved by a combination of long term planning and the ability to react quickly with limited resources. The Force will strive to maintain its position and respond to new challenges. In particular, national and local studies indicate that the level of reported crime is increasing and recent legislation will place increased demands on the police.

Accordingly, the Force will engage criminality in all its forms and over the next three years will:

Develop local and national intelligence to drive crime prevention and investigation, thereby providing a targeted and dynamic response to crime trends.

The Force will develop the Policing Management Unit's current practices and its use of the National Intelligence Model. In conjunction with our partners, the Force will target crime patterns and the activities of recidivist offenders earlier in their criminal activities. The intelligence gained will feed our Local Policing Management Units to enable the Force to service local policing and community needs at a local level by reducing the incidence of crime.

Timescale	2005/2006	2006/2007	2007/2008
	■	■	■

MEASURE	Exploit our intelligence information, thereby maintaining a high performance level in reducing crime and its impact on the community.
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Objective 2 - Tackling and Reducing Crime

Tackle the misuse and supply of drugs.

The corrosive effect of drugs misuse and its link to criminality makes tackling drug dealers a main priority. The Force will work with other police forces and agencies to ensure those persons dealing in drugs are dealt with effectively. It will develop its financial investigation processes to recover the assets of drug dealers. Low level dealers who pose significant threats to the quality of life in our communities will be targeted. We will improve our approach to addressing the drugs problem at source, through education, harm reduction and rehabilitation strategies.

Timescale	2005/2006	2006/2007	2007/2008

MEASURE To strive to increase the number of drugs supply offences reported, Class A drugs seizures, drug dealers reported and assets recovered.

Identify and respond in a professional and appropriate manner to Hate Crimes with an emphasis on victim care.

The Force will implement the ACPOS Diversity Strategy, encouraging the reporting of incidents and providing appropriate support for victims, witnesses and communities. This will be complemented by investigation and effective data recording, data sharing and analysis.

Timescale	2005/2006	2006/2007	2007/2008

MEASURE Increased community confidence in the reporting of Hate Crime. Establish an accurate level of incidence for the development of a prevention / reduction strategy.

Objective 2 - Tackling and Reducing Crime

Improve victim care.

The Force will build on its contribution to the Victim Support Scheme by facilitating access to all police support services. This includes use of the Restorative Justice system and an increasingly multi-agency process to advance our victim-centred approach to crime. A core aspect of the approach will be a focus on vulnerable groups, such as children, women and the elderly.

Timescale	2005/2006	2006/2007	2007/2008
	■	■	■

MEASURE

An improving satisfaction trend with the support offered to crime victims reflected in our service quality survey.

Working with our Criminal Justice Partners.

The Force will engage with partners in the Criminal Justice System to improve our working processes and ensure consistency of approach. The Force will implement improvements to its administration, systems, introducing efficiencies, reducing bureaucracy and developing our information technology systems. It will improve collaborative working with courts' staff to reduce the wasting of police time attending court.

Timescale	2005/2006	2006/2007	2007/2008
	■	■	■

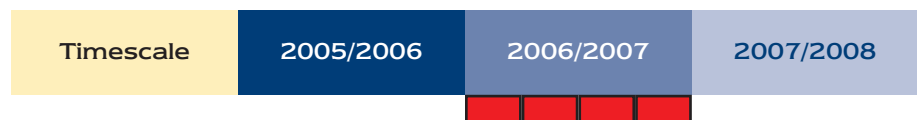
MEASURE

Improved execution times for the administration processes, such as reports submission, reduction in repeat work and higher satisfaction levels from our Criminal Justice System partners. A reduction in the non-productive officer time spent at court.

Objective 2 - Tackling and Reducing Crime

Review and enhance the operation of the Safer Central policing philosophy.

To maintain the success of Safer Central and its links to our partners and communities, the Force will consistently review the operational effectiveness of its underlying principles. Key areas for assessment are, responsiveness to community needs, problem solving and operations management.

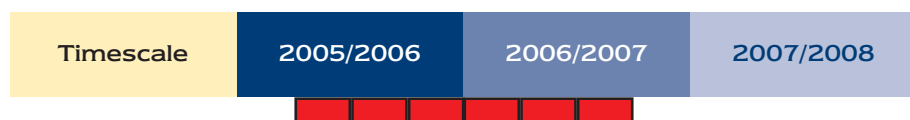


MEASURE

Evaluation of response to community needs. Further develop the management of Safer Central operations, leading to increased availability of officers for Safer Central duties.

Review and develop the strategy for dealing with crimes against children in the light of new guidance from inspection authorities and the Scottish Executive.

Prevention and investigation of crimes against children is increasingly dealt with through a multi-agency approach. The Force will develop existing policies produced by its Family Unit to embody new recommendations, enabling multi-agency access to comprehensive data on individuals at risk thereby enhancing child safety.



MEASURE

Increased awareness of 'at risk' children. Development of databases and data sharing arrangements between partners. Implementation of national standards through a self-assessment programme, singularly and collectively with partners.

Objective 3 - Improving the Way the Force Works

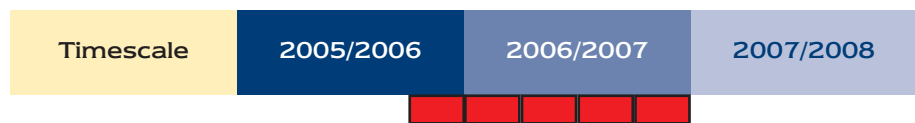
Context

In 2001 / 2002 the Force initiated a Comprehensive Strategic Review programme focusing on the structure and services delivered by Central Scotland Police. This resulted in major changes to the Force structure. The last major aspect of that programme, the new shift pattern, was implemented last year. During this period, the Force acknowledged the importance of continuously developing the whole organisation to respond to the challenges of policing in the current environment.

Over the next three years the Force will:

Increase capacity.

The recruitment process will reflect the support staff's growing contribution to the Force's developing workload. It also reflects a drive by the Force to identify those areas and tasks where police officers can be released to carry out front line duties. It will maintain staffing and funding at optimum levels while reflecting demographic change and diversity in our community. Active management of attendance will continue, while the Force identifies additional funding streams that will drive staffing improvement.



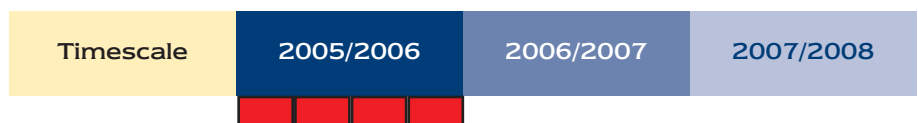
MEASURE Optimum staffing and attendance profile achieved, external funding secured.



Objective 3 - Improving the Way the Force Works

Develop and introduce an improved system of Performance Management.

The Force will review its current performance management systems to improve effectiveness and expand their scope to include all Force functions, particularly those that directly support front line duties. A comprehensive monitoring system will be implemented.

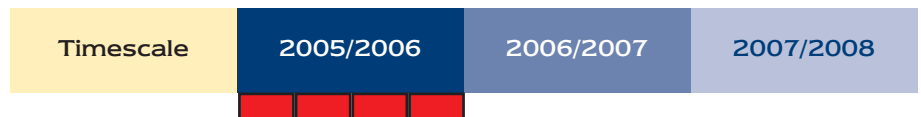


MEASURE

The implementation of an integrated performance management system tailored to promote best practice and maximise effectiveness throughout the Force.

Adopt a Facilities Management approach to the Force’s physical resources, recognising the Scottish Executive’s guidelines on corporate governance, lower environmental impact and sustainability.

Central Scotland Police will develop and publish a Facilities Management (Estates) strategy, incorporating the Scottish Executive’s guidelines on environmental issues, including the use and reuse of physical assets and resources. The Force will also integrate all current corporate governance guidelines, standing orders and procedures into a Corporate Governance strategy for the Force.



MEASURE

Creation of Facilities Management and Corporate Governance strategies.

Projected Budget 2005 / 2008

	2005 / 06	2006 / 07	2007 / 08
	£'000	£'000	£'000
Employee Costs	46,519	48,594	52,052
Property Costs	1,039	1,065	1,092
Supplies and Services	2,385	2,595	2,660
Transport	817	837	858
Payments to other Boards	863	896	930
Financing Costs	2,311	2,080	1,872
Gross Expenditure	53,934	56,067	59,464
Income	-4,907	-5,051	-5,198
Net Expenditure (Before Police Grant)	49,027	51,016	54,266
Less: Police Grant	-24,630	-25,635	-27,424
Less: Amount to be met from Reserves	-283	-281	0
Net Expenditure (After Police Grant)	24,114	25,100	26,842

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3 year
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2005-2008



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إذا رغبت في الحصول على نسخة مترجمة من هذه الوثيقة يرجى الاتصال بـ 01786 826022

如果你想翻译这份文件，请与我们联系：01786 826022

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਹ ਦਸਤਾਵੇਜ਼ ਆਪਣੀ ਬੋਲੀ ਵਿਚ ਚਾਹੀਦਾ ਹੈ ਤਾਂ 01786 826022 'ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ।

اگر آپ اس دستاویز کا ترجمہ حاصل کرنا چاہتے ہیں تو اس نمبر پر فون کریں 01786 826022

Requests for this information in other formats can be made by contacting the Force Diversity Strategy Officer on **01786 826022**



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