



VISION

STRATEGIC PLAN 2008-2011

CENTRAL SCOTLAND POLICE

CHIEF CONSTABLE'S INTRODUCTION

It is my pleasure to introduce the Central Scotland Police Strategic Plan for 2008-11. It sets out how the Force will capitalise on our success to date and how it will meet the new and emerging challenges of delivering high quality policing to our growing communities of over 280,000 people.

The impact of public sector reform in Scotland has been significant. Enhanced scrutiny, changes to established funding arrangements and the emergence of Single Outcome Agreements with Local Authorities all require that public agencies are able to demonstrate efficiency and continuous improvement. Our Strategic Plan will ensure that Central Scotland Police can continue to grow and meet the diverse needs of our local communities against a backdrop of increased national and international threats.

This Strategic Plan is a natural progression in our organisational development and builds on the successes of our previous three years, which included:

- Full engagement with partners through a new Community Planning Framework
- Joint Police Board involvement in operational and improvement initiatives
- Implementation of new multi-agency strategies to deal with Crimes against Children
- ACPOS Diversity Strategies implemented across the Force
- Successful introduction of an improved Performance Management system across the Force
- Improved community satisfaction and confidence in the Police
- Quality of Service improved, the Chartermark Award retained
- A new Criminal Justice Unit established resulting in enhanced collaboration with Criminal Justice partners

These strategic objectives were achieved against unprecedented demand for our services and continued delivery on strong operational performance addressing community concerns and expectations.

Our five new strategic priorities have emerged from consultation with the public, their elected representatives, partners in private and public sectors and members of the Force itself. Our priorities have also been informed by a comprehensive assessment of crime patterns, trends and potential threats to Central Scotland's communities over the next 3 years.

Delivering safer & stronger communities is our key priority. Over the last three years we have consistently achieved high levels of performance in comparison to other Scottish forces. These include a 6% drop in recorded crime in the past year and maintaining a 60% clear-up rate, achieving national 2010 targets for road casualty reduction, a 6% increase in the number of drug dealers reported, a reduction in staff sickness absence from an average 13 working days per year in 2003/4 to projections of below 8 days this year and currently having the lowest overtime spend in proportion to salary costs in Scotland. This has been due in no small part, to the excellent support we receive from our communities, local authorities, partners, elected members, the Joint Police Board and the motivation of our staff. Our proactive operations under 'Safer Central' have focused on the issues that concern our communities most - crime, anti-social behaviour, substance misuse and road safety. Protecting the most vulnerable in our communities, tackling hate crime and managing dangerous offenders are growing demands on our resources and require robust action. However, I am confident that this Strategic Plan will enhance our ability to deliver safer and stronger communities and provide the means for us to publicly demonstrate our performance against targets.

Central Scotland Police enjoys a strong reputation for working with the public and growing community policing and increasing community engagement are also key priorities for us over

the next 3 years. Increased capacity within community policing will be achieved in part from the Scottish Government commitment of additional officers over the next 3 years and the remainder from our redeployment of officers to frontline duties through workforce modernisation. I am committed to increasing community engagement, setting locally agreed priorities and measuring our success through increased public confidence and a reduction in the fear of crime.

Over the next three years, we will continue building on community planning and developing sustainable partnerships. We will work closely with partners and work with communities to establish meaningful community plans which successfully deliver the Single Outcome Agreements. We will continue to develop sustainable and effective partnerships with local and national organisations, including the voluntary sector (fourth sector), which result in collaborative gain and tangible benefits to communities.

Mindful of the ongoing requirement to demonstrate continuous improvement, we will further modernise services and reinvest efficiency savings into increased capacity for frontline policing. Over the next three years this will allow us to find the optimum configuration for officers and police staff and will better equip the force to meet the inevitable funding challenges through competing demands across the public sector in Scotland. Implicit in this will be our need to realise cash releasing efficiency savings which the new funding arrangements allow us to reinvest. We need to ensure that our buildings are fit for purpose and our officers and police staff remain accessible to communities. Over the next three years we will embark upon provision of new offices in Stenhousemuir, Denny and Grangemouth, complementing town centre regeneration in these areas.

In terms of managing our estate, we are committed to reducing the environmental impact of our consumption and playing our part in making a greener Scotland.

Our people are our greatest asset and the final strategic priority is about developing our people and becoming an employer of choice. In the three year span of this plan, it will challenge the Force to respond to local and national change, increased recruitment, balancing excellent local performance with full engagement in national objectives and strategies. To support this approach, we will invest significant resources into the development of our officers and staff to maximise their contribution to the Force's service commitments and communities.

The five strategic objectives are firmly grounded on the Scottish Government Strategic Objectives to make Scotland a wealthier and fairer, greener, smarter, safer and healthier country. It also complements the National Performance Framework as well as the developing Scottish Policing Performance Framework. We have worked with our three local authorities and Forth Valley Health Board to agree community safety measures which are contained within the Single Outcome Agreements and three Community Plans. Our Strategic Plan is compatible with current national policing initiatives and is structured to absorb new guidance and legislation when enacted.

The Force is under constant scrutiny, not only on its frontline delivery but also on how it uses the public resources entrusted to it. The Force is committed to the best use of resources and will continue to contribute to the Scottish Government's Efficient Government Initiative, generating and redeploying savings for community benefit.

Finally, the communities of Central Scotland expect an excellent police service. Successful realisation of the strategic objectives of this plan will help ensure that the Force continues to meet these high expectations. I commend the Central Scotland Police 2008-11 Strategic Plan to you as the basis on which we will deliver continuous improvement in our service provision.

Andrew Cameron CBE, QPM, BA
Chief Constable

OUR VISION

Working together with partners and local people, Central Scotland Police will build safer and stronger communities, delivering an effective, trusted and progressive policing service which is accessible and responsive to local needs, performs strongly against shared goals and delivers successful outcomes.

OUR VALUES

LEADERSHIP – PARTNERSHIP – CUSTOMER FOCUS EXCELLENCE – LEARNING - DIVERSITY

Central Scotland Police will...

- provide strong, decisive and influential leadership
- be committed to working with a broad range of partners
- be responsive to the needs of our communities and service users
- provide excellent services that meet the expectations and aspirations of our customers
- retain and develop our knowledge to improve the service we provide
- actively understand and embrace diversity in policy development and service delivery.

INTEGRITY – TRANSPARENCY – ACCOUNTABILITY RESPONSIBILITY - IMPARTIALITY

Our Police Officers and Staff will...

- discharge their duties with fairness and honesty
- perform their duties in an open and transparent manner and be open to scrutiny
- be accountable for their decisions and actions and guard against the abuse of powers
- ensure that their actions are lawful, reasonable and proportionate
- act fairly and impartially and without prejudice.

OUR STRATEGIC PRIORITIES FOR 2008-2011

The key strategic priorities for Central Scotland Police over the next three years will be:

- 1 Delivering safer and stronger communities**
- 2 Growing community policing and increasing engagement**
- 3 Building community planning and sustainable partnerships**
- 4 Modernising our services and reinvesting efficiency savings**
- 5 Developing our people and becoming an employer of choice**

The Strategic Plan is the primary reference for our business planning cycle and provides the framework and direction for our Annual Policing Plans. These annual plans provide an opportunity to refresh our strategic priorities, meet our statutory obligations and publish agreed national and local outcomes and targets. It is through the Annual Policing Plan that we tell our communities and partners what we intend to achieve in the year ahead. We also publish our Annual Report at the end of each year to update our communities and partners about what we actually achieved. All of these documents are published on our Force Web Site – www.centralscotland.police.uk

The Strategic Planning Process:



In addition to this, we also create Annual Operational and Corporate Service Plans, these are internal documents that identify how each of our key business areas will deliver against Strategic Priorities and Annual Policing Plans.

How the Force’s Strategic Planning System works:

CONSULTATION Community Elected Representatives Partners Police Officers and Staff	BUDGET Efficiency Savings Additional Funding	ACPOS Guidance Strategies
LEGISLATION	DEVELOPMENT Economic Organisational	RESEARCH Environmental Demographic
STRATEGIC CRIME ASSESSMENT National Intelligence Model		



We regularly review our progress and monitor performance against all strategic objectives quarterly through the Force Performance and Improvement Board, reporting to the Force Policy Group. The progress of the Strategic Plan is reported yearly to the Central Scotland Joint Police Board.

STRATEGIC PRIORITY 1

DELIVERING SAFER AND STRONGER COMMUNITIES

OUR COMMITMENT

Central Scotland Police will deliver and maintain a safe and secure environment where our communities can flourish. Building on the success of Safer Central and driven by the National Intelligence Model, this will be achieved by reducing crime, antisocial behaviour, substance misuse and increasing road safety through intelligence led enforcement, prevention and disruption strategies. Working with all of our partners, we will seek to reduce the level of offending within our communities, protect the most vulnerable and manage those offenders who pose the greatest risk.

KEY OUTCOMES

- Communities which are safe from crime, disorder and danger
- Improved life chances for children, young people and families
- Preserve and restore public order
- Investigate crime effectively
- Contribute to the reduction of crime
- Tackle serious and organised crime
- Assist in safeguarding national security
- Contribute to an effective, efficient and accessible criminal justice system

INDICATORS

- Reduce overall reconviction rates
- Reduce overall crime victimisation rates
- Decrease the estimated number of problem drug users
- Increase the proportion of Area Child Protection Committees receiving positive inspection reports
- Reduce the proportion of driver journeys delayed due to traffic congestion
- Number of recorded crimes and offences
- Detection rate for recorded crimes and offences
- Number of hate crimes
- Number and percentage of racially motivated crimes detected
- Number of persons killed or injured in road accidents
- Victimisation rates for personal and household crime
- Level of personal and household crime and the proportion reported to the police
- Number and percentage of reports submitted to the Procurator Fiscal within 28 calendar days
- Number and percentage of reports submitted to the Children's Reporter within 14 calendar days
- Number of individuals reported to the Procurator Fiscal where proceedings were not taken
- Weight of Class A drug seizures and number of supply and possession with intent to supply offences recorded

STRATEGIC PRIORITY 2

GROWING COMMUNITY POLICING AND INCREASING ENGAGEMENT

OUR COMMITMENT

CENTRAL SCOTLAND POLICE will grow capacity within our community policing, focussing on increased community engagement to set local priorities and measuring success through increased public confidence. Working with local communities and partners, we will introduce a new model for community policing and deliver against agreed neighbourhood outcomes through community problem solving action plans. We will reduce the fear of crime and increase public reassurance by providing a visible, responsive and accessible police service, fully engaged with its communities.

KEY OUTCOMES

- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
- We live in well designed, sustainable places where we are able to access the amenities and services we need
- Improve public satisfaction with service delivery
- Increase public confidence in policing
- Support the delivery of safer communities
- Contribute to increased public reassurance

INDICATORS

- Increase the percentage of adults who rate their neighbourhood as a good place to live
- Increase positive public perception of the general crime rate in the local area
- Service Complaints
- User satisfaction with service provided
- Public confidence in the police
- Proportion of 999 calls answered within 10 seconds
- Time taken to respond to emergency calls
- Experience of antisocial behaviour
- Perception of the general crime rate in the local area

STRATEGIC PRIORITY 3

BUILDING COMMUNITY PLANNING AND SUSTAINABLE PARTNERSHIPS

OUR COMMITMENT

Central Scotland Police will work with community planning partners to establish meaningful plans which deliver successfully against Single Outcome Agreements. We will lead in community safety partnerships and continue to develop sustainable and effective partnerships with local and national organisations, including the voluntary sector, which result in collaborative gain and real benefit to the community.

KEY OUTCOMES

- Support the delivery of safer communities
- Contribute to increased public reassurance
- Maximise the benefit of existing partnerships through engagement with the Single Outcome Agreement process
- Develop partnerships that can demonstrate measurable benefit to our communities through local targets and accountability
- Develop baselines for contribution to future partnerships as a reference for measuring performance outcomes

INDICATORS

- Offenders managed under Multi Agency Public Protection Arrangements (MAPPA) who are re-convicted or breach conditions
- Percentage of criminal cases dealt with in 26 weeks
- Use of alternatives to court
- Performance against Single Outcome Agreement indicators

STRATEGIC PRIORITY 4

MODERNISING OUR SERVICES AND REINVESTING EFFICIENCY SAVINGS

OUR COMMITMENT

Central Scotland Police will continue to modernise our services and workforce, streamline business processes and reduce bureaucracy. We will drive continued improvement in service quality and efficiency to meet the Scottish Government's Best Value and Modernisation directives and guidance and will reinvest our efficiency savings into increased capacity for frontline policing. We will deliver a regeneration programme in terms of our estate and are committed to reducing the environmental impact of our consumption and service delivery.

KEY OUTCOMES

- Our public services are high quality, continually improving, efficient and responsive to local people's needs
- Reducing the environmental impact of our consumption and production
- Manage resources effectively and efficiently
- Operate in a manner that is ethical, accountable and transparent

INDICATORS

- Improve public sector efficiency through the generation of cash releasing efficiency savings
- Improve people's perceptions of the quality of public services delivered
- Expenditure on call management
- Expenditure on crime management
- Expenditure on community safety
- Expenditure on public order
- Expenditure on traffic management
- Expenditure on support for the criminal justice system
- Value of efficiency savings generated by the Force
- Proportion of salary costs accounted for by overtime
- Proportion of time vehicles are available for use
- Total expenditure on salaries, operating costs and capital
- Expenditure on support services and management
- Expenditure per resident
- Environmental impact of consumption and service delivery

STRATEGIC PRIORITY 5

DEVELOPING OUR PEOPLE AND BECOMING AN EMPLOYER OF CHOICE

OUR COMMITMENT

Central Scotland Police considers its officers and staff to be its most important asset and that its workforce should reflect the diversity of its communities. Police Service roles and responsibilities are subject to ongoing change and development to match changes in society, legislation and potential threats. To match this challenge, the Force requires highly motivated staff, developed and supported to achieve the highest professional standards and to deliver the highest quality service to our communities. We will undertake to engage with, develop and support all staff to sustain excellent performance and become an employer of choice.

KEY OUTCOMES

- Realise our full economic potential with more and better employment opportunities for our people
- Ensure we have the right people in the right roles at the right time
- Continue to develop staff to ensure their maximum effectiveness and efficiency
- Develop and enhance professional standards within the Force to match community expectations of service excellence
- Encourage and develop leadership skills across the Force to make certain that officers and staff are highly motivated and well led
- Improve diversity within the Force by developing the organisation to reflect changes in legislation, communities and society
- Develop and improve communication processes

INDICATORS

- Number of police officers and police staff
- Number of Special Constables and the hours they are on duty
- Proportion of working time lost to sickness absence
- Turnover rates for police officers and police staff
- Staffing profile by declared disability, ethnicity and gender
- Complaints about police officers and police staff
- Staff Performance Development Review Results
- Staff satisfaction survey results

DELIVERING THROUGH "EXCELLENT PERFORMANCE AND ACCOUNTABILITY"

We are committed to improving performance and are subject to regular scrutiny by Central Scotland Joint Police Board, Her Majesty's Inspectorate of Constabulary for Scotland and Audit Scotland. We have fully engaged with the new Scottish Policing Performance Framework, structuring our performance reporting around this national standard to maintain consistency and transparency in our public performance reporting. This framework has been designed around the following four key areas:

- Service Response
- Criminal Justice and Tackling Crime
- Public Reassurance and Community Safety
- Sound Governance and Efficiency

The Indicators within the *Scottish Policing Performance Framework* will help deliver our five Strategic Priorities and have been mapped against these as highlighted below:

	Service response	Public reassurance and community safety	Criminal justice and tackling crime	Sound governance and efficiency
Safer and stronger communities		✓	✓	
Community policing and increasing engagement	✓	✓		
Community planning and sustainable partnerships		✓	✓	
Modernising services and reinvesting efficiency savings	✓	✓	✓	✓
Developing our people and employer of choice	✓	✓		✓

STRATEGIC PLAN OUTCOMES - MARCH 2011

Central Scotland Police will be recognised as achieving excellence in policing.

Applying the benefits of the Vision 2010 project, the Force will demonstrate enhanced capability and have significantly improved its interactive, community-based policing service on the basis of the recommendations of the 2008 Best Value review of Community Policing.

It will have developed its capacity to address serious and organised crime, counter terrorism and other major risks identified in our Strategic Assessment through the efficient implementation of shared services on a national, sectoral and geographic basis.

The Force will have engaged fully with the improvement ethos of Best Value legislation, with its improved effectiveness and efficiency benefiting from the Joint Police Board's scrutiny and accountability functions.

It will lead a loyal and committed workforce, sustained by significant investment in excellent professional development, health, safety and well-being functions.

The Force will be considered an excellent organisation, able to attract the maximum funding and support from the Scottish Government and Local Authorities by excelling in policing performance, while achieving Scottish Government organisational efficiency and improvement targets.

It will be considered a fully modernised organisation, with a clear community service focus. It will build on radically improved services for call handling, public assistance desk and centralised crime management by efficiently managing demand. It will deliver increased community policing capacity, improved quality of service in criminal investigation and will have minimised the impact of crime on victims. These improvements will be supported by innovative policing approaches including the use of civilian investigators in a structured civilianisation programme

The Force will manage an estate of 22 strategically located, fit for purpose offices, supporting a professional workforce engaged with the community and delivering an excellent service. The establishments will be designed to enable public access to police services and information with specific provision made for the victims of crime.

Central Scotland Police Headquarters

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www.centralscotland.police.uk

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

Šios informacijos kitomis formomis gali būti prašoma, kreipiantis į Centrinės Škotijos policijos pareigūną.
Tel. 01786 826022

Prośby o udostępnienie tej informacji w innych formatach można składać do Funkcjonariusza ds. Zróżnicowania w Policji Środkowej Szkocji.
Nr tel.: 01786 826022



Central Scotland Police

