POLICING PRIORITIES FOR SCOTLAND 2003 -2006

ACPOS
ASSOCIATION OF CHIEF POLICE OFFICERS IN SCOTLAND

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"A Modern Service for the 21st Century"

The duty of the Police Service in Scotland, "to prevent and detect crime and to preserve public order", is as relevant today as ever before, although the environment in which the service operates is constantly changing.

Additional demands made by contemporary society through legislation and increased public expectations continually test the capability of the eight Scottish Forces to deliver the highest possible quality of service. This testing environment demands the constant assessment and evaluation of the Service and its ability to influence the wider context within which it operates. The tripartite relationship of the Scottish Executive, Police Authorities and Chief Constables will continue to develop the efficient and effective delivery of policing in Scotland. Chief Constables for their part will retain responsibility for operational policing.

The cost to the public purse of providing a modern and effective Police Service is significant. The Association of Chief Police Officers (Scotland), ACPOS, is acutely aware of its responsibility to ensure Best Value across a range of competing demands and to achieve an appropriate return on the level of expenditure committed to policing by the Scottish Executive and Local Councils.

Against this background, ACPOS has considered the emerging, ongoing and traditional issues that will confront the police over the next 3 years.

It is appropriate that the Service should articulate its strategic priorities and describe the framework within which it will deliver its constant modernisation programme. Continuous monitoring, measurement and adjustment of performance will ensure that the aim of providing the best possible quality of policing service is achieved.

The underlying themes of community reassurance and community well-being will underpin the priorities, as developing safer communities must remain the primary objective that drives policing activity. This philosophy, married to the results of extensive internal and external consultation, allows ACPOS to publish, for the first time, its agreed *Policing Priorities for Scotland*.

What is ACPOS?

The Association of Chief Police Officers in Scotland is the collective organisation of Chief Constables, Deputy Chief Constables and Assistant Chief Constables from the eight police forces in Scotland. Formally a staff association, ACPOS has evolved to the strategic body which oversees and co-ordinates all aspects of the direction and development of the Scottish Police Service as a whole. Senior support staff and superintending ranks are also involved in its business. Developments are overseen by the Council of Chief Constables beneath which are eight standing committees focusing on a particular aspect of the service namely:-

- Crime
- Finance
- General Policing
- Road Policing
- Information Management
- Personnel & Training
- Professional Standards
- Race & Community Relations

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OPERATIONAL PRIORITIES

Engage Criminality

The Scottish Police Service is committed to tackling all issues of criminality through improved partnership working as demonstrated by the continued success of the "Safer Scotland" initiative. More effective problem-solving methods and a victim centred approach that better meets the victim's needs will be further developed. The introduction of the National Intelligence Model, the Scottish Intelligence Database and improvements in DNA profiling are already contributing to tackling crime effectively. The Service is committed to continuous improvement of our performance in all areas of engaging criminality and delivery of agreed national targets.

Crimes of Violence

Violent crime remains a key concern for the public and police. This is reflected in the commitment of the Police Service to the national targets seeking to reduce the incidence of serious violent crime and increase the level of detections.

TARGETS

To reduce the incidence of serious violent crime by 5% by the end of 2005/6
To increase the clear-up rate for violent crime by 2% by the end of 2005/6

Domestic Housebreaking

The number of housebreakings has fallen in recent years; nonetheless the Police Service is committed to further reductions in the incidence of this crime.

TARGET

To reduce the incidence of housebreaking by 5% by the end of 2005/6

Public Order Offences

General disorder, often aggravated by excessive alcohol consumption, creates a disproportionate state of fear amongst law-abiding members of the community and destroys the sense of community well-being for many people. We will support the implementation of the Scottish Executive's 10-point plan for reduction in youth crime.

Emerging threats

International terrorism, internet crime and organised crime are very real threats to society. Their escalating impact on the service has introduced a growing demand on already stretched police resources. Increased police activity with an emphasis on prevention through greater vigilance and sharing of global intelligence is a priority.

Confront the Problem of Drugs

The Scottish Police Service is committed to participating fully to address the aims and objectives of the Government's 10-year strategy and the Scottish Executive's four-pillar plan. The ACPOS Drugs Strategy declares the intention of the Scottish Police Service to work with its partners to:

- Reduce the demand for drugs through the provision of information, education and diversion.
- Reduce the supply of drugs by means of enforcement and disruption.
- Reduce the harm caused by drugs by supporting those strategies that are designed to improve the desperate situation of drug users.

The service is committed to tackling the levels of violent and acquisitive crime, which are related to drug misuse and distribution.

Against a background of record seizures of illegal drugs, the eight police forces in Scotland, working with and supported by the *Scottish Drug Enforcement Agency*, will continue to develop their established track record of joint working with other involved agencies at both local and national levels.

We will pursue the declared target of a 10% increase in the weight of class A drugs seized by the year 2005/2006 and are supportive of further developing relevant targets.

TARGETS

To increase the weight of class A drug seizures by 10% by 2005/6
To increase the number of offences for possession and possession with intent to supply drugs by 10% by 2005/6

Recent developments, such as Arrest Referral Schemes, Diversion Programmes, Needle Exchanges, additional Drugs Education Officers and Drugs Courts, have demonstrated the participation of the police not only in the areas of enforcement and disruption, but across the whole range of activities designed to tackle the huge issue of drug misuse.

Ensure Community Safety

Community Reassurance

ACPOS acknowledges that accessibility, engagement and visibility of the Police Service within our communities enhances public confidence and reassurance. Whilst high profile initiatives have been successful to some extent, there is recognition of a need for more consistent levels of visibility. Her Majesty's Inspectorate of Constabulary (HMIC) in the thematic inspection report "Narrowing the Gap" confirmed that more interactive policing contributes to public reassurance. *Increasing Visibility* in a structured way will contribute to community reassurance.

The *Special Constabulary* offers exceptional support to the regular officers within the service and to the communities they serve. ACPOS values the contribution of each of our Special Constables and has made it a priority to increase by 500 officers the establishment of the Special Constabulary throughout Scotland.

"Fear of Crime" is a real issue that requires to be addressed by a wide range of agencies including the police. ACPOS has tackled this issue through a variety of successful strategies in relation to domestic violence, drugs misuse, anti-social behaviour, violent crime and vandalism. We acknowledge that the positive outcomes already achieved in these areas require to be communicated more effectively to the public. When aligned to improved partnership working, including developments in Community Planning, this will have a positive impact on reassurance and public service delivery.

Priority will be given to improved consultation processes that ensure the diverse nature of the communities we police are accurately identified and addressed. It is accepted that there is a need to engage more meaningfully with young people, ethnic minority and vulnerable groups.

Building upon the ACPOS Racial Diversity Strategy and the requirements emanating from the Race Relations Amendment Act 2000, continued priority will be given to removing the barriers that prevent ready access to our services and to increasing the level of confidence within vulnerable groups.

TARGET

To increase the detection rate of racially aggravated crime by 5% by 2005/6

Crime Prevention

Acknowledging the positive impact that crime prevention has on making our communities safer, the police will continue to work closely with private and public partners to promote social and physical crime prevention. We will build upon the successes of the Scottish Business Crime Centre and initiatives such as Secured by Design and Secure Car Parks. Our priority will be to promote social inclusion and a victim centred approach.

Road Casualty Reduction

Working with our partners in road safety, the challenging national targets, based on those set for 2010, are currently being met or exceeded. Road casualty reduction will remain a priority for ACPOS. The National Roads Policing Strategy built upon the principles of education, enforcement, engineering and encouragement evidences the Service's continued commitment in this area. The widespread introduction of new technology such as safety cameras, CCTV, traffic monitoring systems and roadside electronic information signs is evidence of a willingness to use all available means to make road travel safer for everyone.

As improvements to the national roads network continue apace, the commitment of the Police to support as safe and practical a travelling environment as possible will be maintained.

TARGETS

Against the original baseline (1994-98) for Road Accidents, by 2005/6 to have reduced

- **the number of people killed or seriously injured by 33%**
- **the number of children killed or seriously injured by 40%**
- **the number of people slightly injured in road accidents by 10%**

SUPPORT PRIORITIES

Our Staff

ACPOS recognises that progress against the Scottish Policing Priorities will not be achieved without the professional development of police and support staff members of the Scottish Police Service. Identifying the right people for the right roles and enabling the *Future Leaders* of the Service to be identified and developed are key priorities.

We will strive to ensure that all members of the Scottish Police Service maintain high ethical standards. Our recently developed Code of Ethical Practice will be promoted throughout all police organisations in Scotland.

We rely heavily on our *Support Staff*. They are integral to our success and we must continue to attract high calibre people if we are to deliver the quality service demanded by the public. We benefit from a range of skilled people undertaking very specialist roles that require particular development to keep pace with demand, for example in the area of computer and Internet crime. ACPOS will seek to develop policies that facilitate the recruitment, retention and progression of our staff, reflecting the diversity of the community that we seek to serve.

INDICATOR

To reduce the proportion of working time lost to sickness absence.

The development of a progressive ACPOS Human Resources Strategy will be finalised and implemented with the aim of maximising the potential of all members of the Scottish Police Service. A national approach to occupational health & welfare is a key strand to this strategy aimed at reducing sickness absence and ill-health retiral.

ACPOS is committed to the *Reform of Police Pay and Conditions*. The Police Negotiating Board agreement introducing competency and special priority post payments will be implemented with a view to maximising performance.

The process of replacing police officers in non-operational roles with suitably skilled support staff will continue. Significant progress has already been made and the drive to increase the number of police officers engaged in operational duties will continue. A priority for the service will be to return a further 250 police officers to operational policing roles.

Modernisation Programme

The Scottish Police Service, with the support of the Scottish Executive and Police Authorities, is engaged in a significant modernisation programme. We are improving systems and processes on an ongoing basis in order to make more effective use of resources. The improvements will ensure the capacity of the service to deliver on the concerns and expectations of the public and to achieve the targets set by our customers and stakeholders. The Scottish Police Service must be fit for purpose and structured to balance the requirement to respond to national issues with the equally important requirement of providing local solutions to community problems.

Technology

Our priority is to *maximise the use of technology* so as to support and deliver policing that is responsive to community needs. The Scottish Police Service is committed to the ongoing development of a single technology infrastructure for all forces that eradicates duplication of effort. We will work closely with other criminal justice partners to further develop information sharing systems.

The use of technology to improve police efficiency and effectiveness will continue with the introduction of the national police radio network, "Airwave," and further shared computerised information and intelligence systems. This will improve efficiency by introducing standard national processes and systems for the officer on the street that previously could only have been carried out at a station based computer or telephone.

TARGET

To achieve completion of the rollout programe for Airwave to all Scottish Forces by June 2005.

The Service will continue to exploit *New Developments in Science and Technology* in the fight against crime. There are ongoing and exciting developments in the field of trace evidence recovery and DNA analysis, giving greater opportunities to identify the perpetrators of crime.

Improved Call Handling and streamlined communication centres, together with the provision of a *Single Non-Emergency Number* and a growing range of *e-Business* opportunities will help manage demand and improve public access to our services. These developments will allow the Police to sharpen the focus of front-end service delivery so that the Police respond to a call from the public in the most appropriate way.

INDICATOR

To answer at least 90% of 999 calls within 10 seconds

Common Police Services

Common Police Services, such as the Scottish Police College, the Scottish Criminal Record Office, the Scottish Drug Enforcement Agency and the Scottish Police Information Strategy are provided on a shared basis across Scotland. The Scottish Police Service has been working with the Scottish Executive to refine and develop the structures managing these services. We have recognised the need for a more cohesive, more accountable structure with an emphasis on improved governance.

The Common Police Service review will continue to identify opportunities for other support services to be delivered in a similar fashion. The developing national structure will support improved service delivery to the public at national level while maintaining local accountability for that service.

ACPOS is keen to strengthen and expand Common Police Services such as forensic science laboratories and this is seen as a groundbreaking development. We anticipate that this work will introduce significant changes within the next three years, contributing positively to the overall effectiveness of the Scottish Police Service.

Finance

It is important that the funding available to the Police Service is aligned to support both local and national priorities. In setting out their longer term plans, Chief Constables' have been greatly assisted by the recent introduction of three year budgeting, with the ability to carry forward balances from one year to the next. The settlement for 2003/4 – 2005/6 is sufficient to maintain the current level of service, but all areas of expenditure will be kept under review in an effort to secure efficiency savings that can be redirected to operational activities.

One of the major challenges that lies ahead is the implementation of

radical changes to police officers' pay and conditions, introduced through national negotiation as part of the police reform programme. This is to be funded from revenue budgets and is designed to reward experience and competence, as well as those performing the most demanding of roles.

Capital expenditure over the next three years will be dominated by the introduction of 'Airwave,' the new police radio communication system referred to earlier. The system will introduce a range of business benefits and has the potential to transform internal and external communications to improve service delivery. All forces require substantial investment in their infrastructure prior to the agreed 'ready for service' deadlines, to ensure they are ready to receive the system. The introduction of Airwave requires careful management in order to maintain the quality of core assets, including buildings, vehicles and information technology.

Our priorities will aim to keep our financial strategies targeted at achieving the maximum advantage to the public from every £1 spent on policing.

Measure Performance

The concept of Best Value demands that continuous improvement, accountability, transparency and ownership are key motivators of our activities. The Scottish Police Service has embraced these principles within an ongoing and radical modernisation programme.

In this programme, Best Value will be most clearly evidenced where meaningful benefits are realised and performances improved. The Scottish Police Service in accordance with the ACPOS Best Value Strategy will employ different methods of measurement to monitor, measure and challenge the goal of providing the most competitive service across its core business functions. Activity-based costing, focused activity analysis exercises and national performance indicators will be used to carry out regular and robust checks on the quality and value of service provided.

Reducing bureaucracy is a priority. We will maximise the percentage of police staff engaged in delivering a community style policing service with only minimum numbers of officers involved in back-office duties.

The future will see the Scottish Police Service fully engaged, through the Community Planning process, in joint objective and target setting,shared funding, collaborative projects and the common duty of fostering community well-being.

We will work with key stakeholders including the Scottish Executive, CoSLA, HMIC, and Audit Scotland to ensure performance monitoring adds real value to the delivery of policing services in Scotland.

Conclusion

The nature of modern policing demands that the Service is flexible enough to adjust its priorities based on the growing and changing demands of today's world. International incidents impact on local policing as never before and the introduction of new legislation can also place additional requirements on the Police Service. It is clear that the policing agenda in Scotland will remain subject to constant evaluation and adjustment, not least through review of these priorities and the development of a supporting action plan. This action plan will provide a focus for a significant number of supporting strategies which have been, and are being, developed through the eight Standing Committees of ACPOS.

In producing the Policing Priorities for Scotland, ACPOS seeks to inform its partners and the public of our strategic priorities for the next three years, our modernisation programme and our ongoing contribution to the development of social policy in Scotland.

Through continued support of the public, increased co-operation with our partners and provision of the highest quality of service, the Police Service in Scotland is confident it will face the current and future challenges and contribute significantly to the well-being of Scotland's communities.

Our aspiration is to deliver a

"A Modern Service for the 21st Century"

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