

**SCOTTISH
POLICE
SERVICES
AUTHORITY**

**STRATEGIC PLAN
2010 - 2015**





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FOREWORD

In accordance with the Police, Public Order and Criminal Justice Act (Scotland) 2006, this Strategic Plan relates to the activities of the SPSA and excludes the Strategic Plan of our maintained entity the SCDEA. The SCDEA Strategic Plan is published separately.

The basic principles behind the setting up of SPSA were straightforward: to establish consistent and effective national service provision for the police in a number of key support areas, realise efficiencies through sharing of resources, develop and share best practice, exploit economies of scale and so allow Scotland's eight forces to focus their attention on the considerable challenge of delivering operational policing.

Developing this Strategic Plan, the first time we have undertaken such an exercise, has not been about radically altering those principles. It has been about exploring how to best go about delivering on those principles, identifying any barriers, and setting out clear direction for overcoming them. All set against the emerging backdrop of tighter public spending for all in the near future.

There is absolutely no doubt that the 'transition' and 'set up' phase of the first two years of SPSA's work brought significant challenges to the organisation. However, there have also been some notable improvements delivered over that same period.

By the beginning of 2010, the backlog of forensic cases in the key scientific areas of chemistry, biology and drugs had been reduced by 45 per cent over inherited levels despite consistently high levels of demand.

The Scottish Police College had demonstrated the flexibility to increase its probationer training capacity by 240 per cent in a single year, while still gathering national awards for its educational and training work.

Day to day ICT services were maintained for a growing number of police personal computers without increases in ICT staffing, while new initiatives like the national infrastructure project have been progressed.

Information systems on violent and sexual offenders have been strengthened by our Criminal Justice team, providing extra protection for the vulnerable in our society at no extra cost to the police.

And corporately we have started to introduce improved systems, processes and cultures to deliver greater efficiency. We have halved the use of expensive overtime in key areas of forensics without diluting services, we are bringing in new shift patterns to better align our staff resources to the demands of our customers, and we have adopted robust approaches to absence management with a result equating to 1,000 extra days of staff time last year. Most important of all, we have taken a more open and honest approach to our customers and have started to develop more positive and meaningful relationships with them.

Yet, alongside these positives, fundamental challenges remain. The work we have done with both staff and customers in developing this Strategic Plan makes that clear.

SPSA came together three years ago as a collection of parts and not a cohesive whole, and we are still struggling with that 'inheritance'. The benefits of consolidation have not yet been fully realised. And, crucially, the relationship with our customers is still not as clear and strong as it could be.

The current arrangements on expected service levels, for each service for each force, are overly complex. They do not provide the best framework to deliver national services and related efficiency. They do not drive consistent standards or practices. And they do not enable correlation between funding and service delivery. In addition, there is currently no mechanism to constrain or prioritise demand within the allocated funding.

That's why establishing baselines for benefit realisation and new mechanisms to improve contracting are such important issues in the initial phase of this plan.

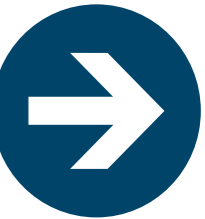
In developing this Strategic Plan we have engaged with all forces and, in general, their views echo our own internal analysis. There is widespread acceptance of the need for SPSA to exist, and a commitment to working with us to ensure we all achieve our shared objectives going forward.

Together we must now move beyond the era of assertion that has dominated our existence so far, to an age of evidence that enables the forces, and their boards and authorities, to have confidence that SPSA is delivering value for money.

It is through the unequivocal demonstration of performance, and a clear focus on the needs of the customer, that SPSA will develop over the next five years. This Strategic Plan sets the framework for achieving that.

Jo Brigham

Interim Chief Executive





INTRODUCTION

The Scottish Police Services Authority (SPSA) was created three years ago as part of Scottish policing's response to meeting the rising expectations of the Scottish public.

People want more visible and responsive frontline police officers working in their communities. They also want the reassurance that Scotland's criminal justice system has the expertise to deal with the complex challenges that come with globalisation and technology.

That is where SPSA's potential lies. Firstly, in providing Scottish policing with the confidence that the core support services it requires will be delivered professionally, effectively and consistently in all parts of the country.

Secondly, in working to meet the Scottish Government's reasonable expectation that public bodies, like ourselves, will minimise overhead costs and deliver efficient services.

As we conclude our third year in operation, it has been vital for us to reflect on what has worked well in that period, what our customers and staff are telling us and what refinements and changes are needed for us to improve our performance in the future.

That's what this Strategic Plan for the future is all about, and why it is so important. This organisation is complex and diverse. We have hundreds of different roles delivering some very specialist and technical support services.

We need a strong and clear direction on what we are here to do, and where our focus needs to be in the future. This has not been something we have been clear enough about with either our staff or our customers in the past.

The last year has seen a maturing relationship with staff, customers and stakeholders. We have been honest with people and I believe we have a growing consensus on those elements that are working well and those parts that need to change.

I believe this document sets out the right direction and sends a very clear message that we are focused consistently on meeting an agreed level of service for our current customers, primarily Scottish policing. We need to get that right before we think of anything else.

That is by no means an unambitious task. However, if we are successful in that, and I am confident we will be, then we will have established truly firm foundations to be the preferred partner for further collaborations and service developments in the future.

Vic Emery

Convener





SETTING THE SCENE

The SPSA was established as a non-departmental public body (NDPB) on 1 April 2007 by the Police, Public Order and Criminal Justice (Scotland) Act 2006. A national organisation based at over 30 sites across Scotland, which comprises approximately 1,600 staff, around 20% of whom are police officers on secondment. We currently provide the following services to Scottish policing:-

- Forensics Services – Delivery of support services to the Police and Procurator Fiscal from crime scene to court;
- ICT support requirements of Scottish Policing from fault rectification to implementation of local and national solutions;
- Vital police information and intelligence systems to over 50 agencies throughout the UK, and;
- Delivery of national training including probationer training, specialist and developmental training for police officers and staff across Scotland.

In addition, we maintain the specialist frontline officers and intelligence staff for the Scottish Crime and Drug Enforcement Agency (SCDEA).

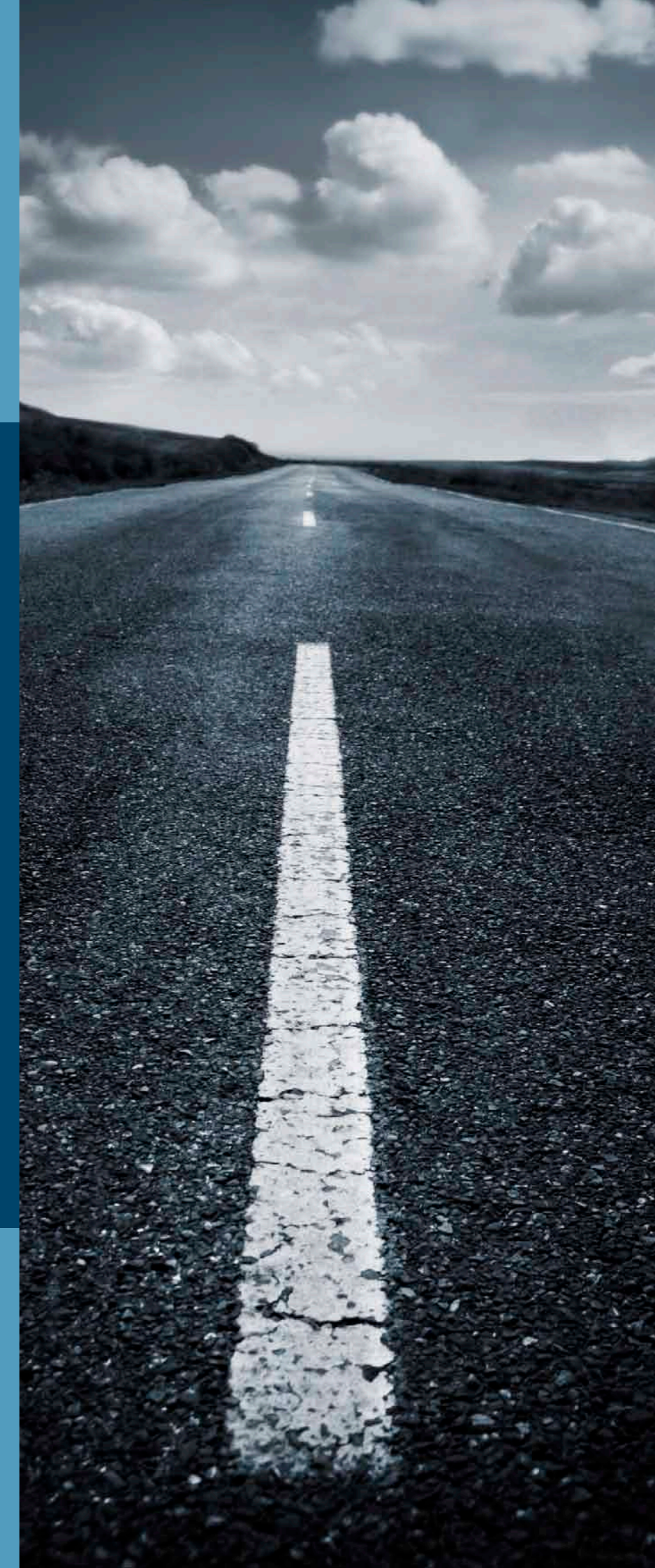
ICT transitioned from forces in April 2008, one year after the other services.

SPSA STRUCTURE



The SCDEA Strategic Plan is published separately.





The basic principle behind the set up of SPSA was similar to that behind other shared service or collaborative initiatives: to establish consistent and effective national service provision in a number of discrete areas, realise efficiencies through sharing of resources and best practices, to enable economy of scale, and to support and allow police forces to focus on operational policing.

During our first three years we have dealt with many significant challenges. Some have been completely resolved with others being very much work in progress. This transition and set-up period has highlighted the importance of partnership working to provide a quality service to our customers.

In the last year we have seen the benefits of cross-functional, and cross-site working with the various units and disciplines across the organisation providing support and challenge for each other.

This period also highlighted the importance of reviewing the long term strategic direction of the organisation. The development of this Strategic Plan was commissioned by our board - the first cohesive planning process that we have conducted since inception - and will set our long term goals and objectives for the organisation.

We have a three-year Corporate Plan that remains extant to the end of 2010/11. With agreement from Scottish Government, this Strategic Plan was implemented one year early.

This overarching Strategic Plan for SPSA will be supported and supplemented by Strategic Plans for business areas of SPSA, SPSA Annual Plans and business area Operating Plans. Strategic Priorities, set annually by Scottish Government, will be outlined in our Annual Plans.

We are funded primarily by a Grant in Aid (GIA) allocation from Scottish Government. The financial year 2010/11 is the first year of this Strategic Plan and the final year of a three-year spending review period.

At the time of writing this Plan, there is widespread expectation that funding in the public sector will be under intense scrutiny with the perfectly reasonable expectation that the public sector contributes to recovery from the recession. The expected constraint to public sector spending could be felt in year two and beyond of this Strategic Plan period, following the end of the three-year spending review period. The setting of the objectives and goals reflect this assumption and the priority to provide high quality and efficient services.

This Strategic Plan is a living document and will be revised in line with significant changes to our environment or assumptions. It will be formally reviewed, updated and rolled forward on a two-yearly basis ensuring that there is a minimum of three years extant and that the strategy is kept fresh and in line with changes and influences of our customers and stakeholders.

The methodology used to develop this Strategic Plan and the Risks that may influence the delivery of the plan are detailed at Annex A and Annex B respectively.



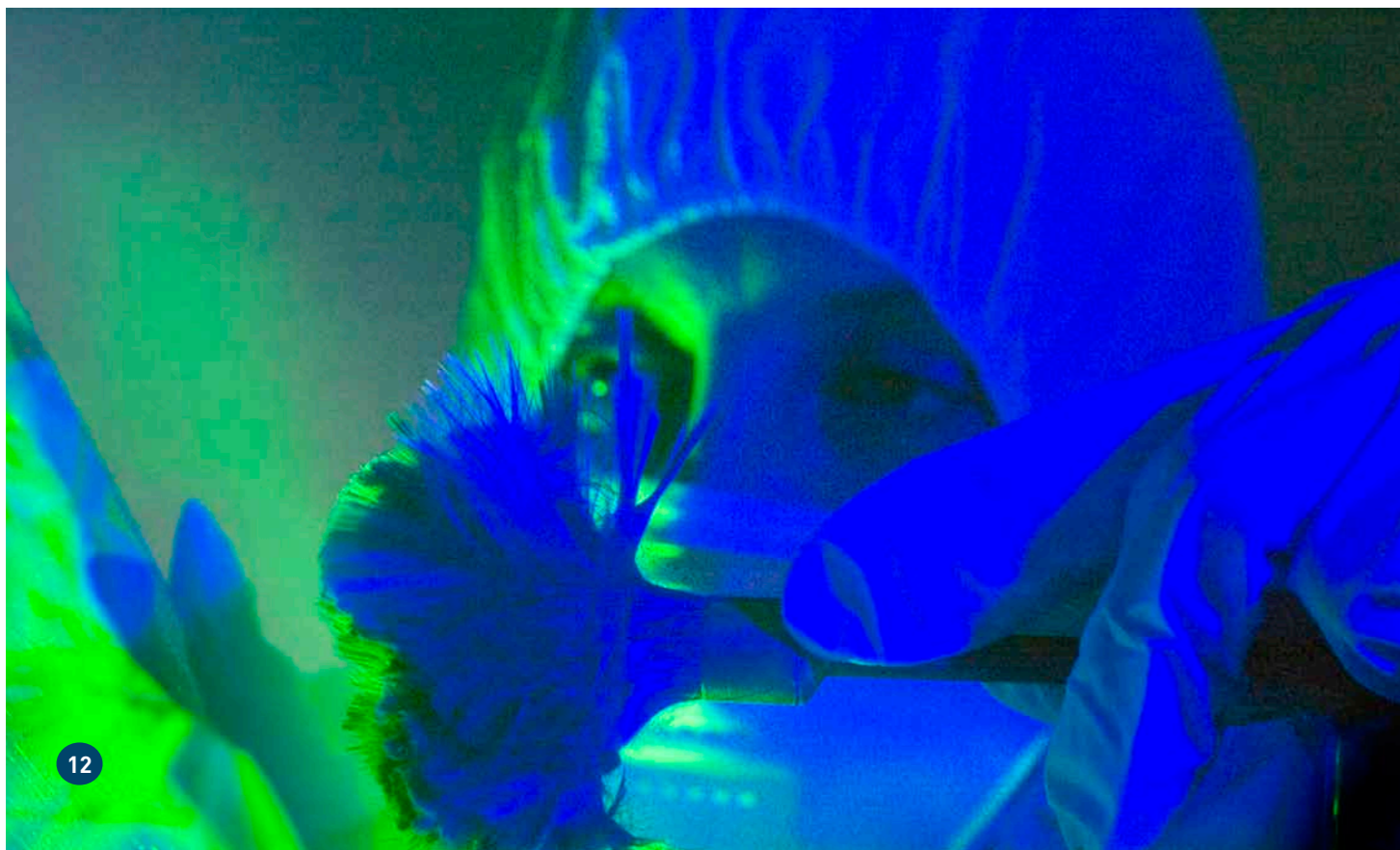
ASSUMPTIONS, INFLUENCES AND DEPENDENCIES

When developing our strategic direction we have been very mindful of the financial background. However, we believe that during the next five years there will be opportunities that will bring financial benefits to us and our customers. These may require initial investment to realise long term benefits. We have to take a pragmatic long term approach to these opportunities and, where necessary, plan and manage the impact of any required investment to balance strategic short term pressures.

One such significant investment (by Scottish Government, SPSA and other agencies) is the build and subsequent relocation to the Gartcosh Crime Campus. This will provide state of the art facilities to help enable the modernisation of Forensic Services for Scotland. SPSA will also play a wider role in the provision of facility management for the campus.

During the period of this Strategic Plan there will be many events that will influence our organisation. Some, such as the Commonwealth and Olympics Games, are known, while others will be sprung on us with little or no notice. Our business areas are already planning for the known events and we will be looking for improvements in business contingency plans and service delivery to ensure we can respond to all eventualities.

As mentioned earlier in this document, we were set up under the Police, Public Order and Criminal Justice (Scotland) Act 2006 which gives us direction on our role and customer base. While the police service remains our focus and core customer group, it is likely that benefits to them and others can be driven through wider collaboration and co-operation across the public sector. These wider opportunities will be evaluated and taken forward as we move through the five-year Plan period.



The primary external influences we have considered when developing this Plan are summarised below. The Management Response to Risks is detailed in Annex B.



Key assumptions in the development of this Plan are:

1. Structural – It is assumed that the status of SPSA as an NDPB will remain the same throughout the Plan with limited changes to structure or governance arrangements. It is also assumed that any changes with respect to the status of SCDEA would have limited impact on the SPSA as a NDPB.
2. Financial – SPSA GIA for 2010/11 will be in accordance with the final year of the three-year spending review. Thereafter it is assumed that GIA will be reviewed by Scottish Government with the potential for an increasing squeeze on GIA in the order of 3 per cent per annum.
3. Political – During the period of this Plan there will be both UK and Scottish elections. This could result in a change of political party in power but it is assumed that this will not impact the status of SPSA and that we will continue to be required to contribute positively to the objectives of government.
4. Legislation – The Police, Public Order and Criminal Justice (Scotland) Act 2006 is, quite correctly, very prescriptive in describing the role of SPSA. The role and market definition may not be entirely aligned with the government's agenda for wider collaboration but it is assumed that any legislative "hurdles" will be overcome.

We exist for no other reason than to deliver services for our customers within the eight police forces of Scotland



CUSTOMER ENGAGEMENT

and to the Crown Office and Procurator Fiscal. Through them we support the wider criminal justice community and Scottish Government's objective to deliver a Safer Scotland. This outcome is our shared objective.

Our customers are central to all that we do. We will take a partnership approach to the relationship, but it is important to remember that they are our customers and we are their supplier.

It is essential that the appropriate disciplines and responsibilities of this relationship are understood; we are a separate legal entity responsible for the delivery of their services. But we are an essential and integral service provider, not a commodity provider, and we appreciate this distinction. As such we will work with and support our customers, in close partnership, to develop strategy, identify need, develop solutions and help them to meet their objectives. Supporting our customers in meeting their objectives is our objective.

It is also important that we apply the useful customer supplier disciplines (contractual or otherwise) that support the model and our respective responsibility. As a separate legal entity we must be clear in our accountability for delivery of services. They are customers. We are suppliers. We are also partners.

This is not an unusual relationship or model for working. Service providers often work in real and meaningful partnership with their customers, often with staff embedded in the customer organisation. However one has a requirement for a service and the other is responsible and accountable for the provision of the service – this basic principle is important within the relationship. The objective of the customer becomes an objective for the supplier - a shared goal. The fundamental difference between a customer supplier partnership and a formal partnership is that it is the objectives and needs of the customer that have supremacy. We have taken the opportunity to review our vision, mission and values in parallel to the development of this Strategic Plan. We are not making any claims or aspirations such as 'best in the world' – we will be fit for purpose and if that means being the best then so be it. Our focus is to meet the requirements of our customers in an efficient and effective manner. We believe that the following reflects that ethos:



VISION, MISSION AND VALUES

OUR VISION

To be an organisation that commands the confidence of Scottish policing, and is identified as the preferred partner for the delivery of wider support services.

OUR MISSION

To contribute to public safety by increasing the value and effectiveness of support services provided to Scottish policing.

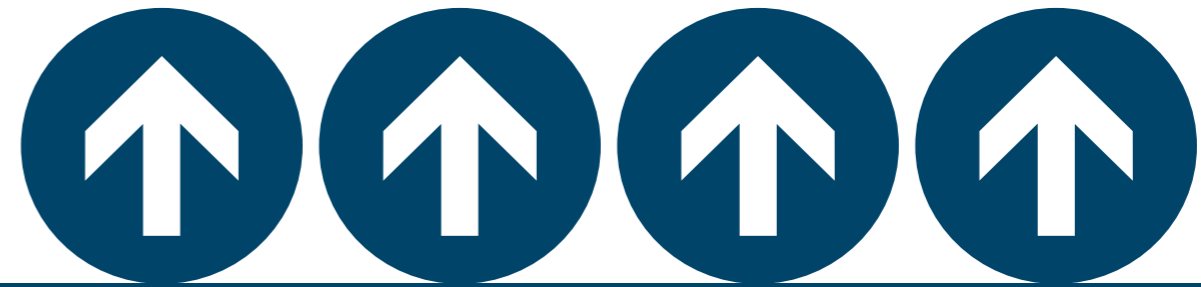
OUR VALUES

- We will be open and honest;
- We will be focussed on delivery, anticipating and responding to the needs of our customers;
- We will be innovative and creative in developing solutions and solving problems;
- We will be active in forging partnerships and collaborations that will improve outcomes for public safety and the public purse;
- We will demonstrate sound governance, clear leadership and effective management for the people and resources trusted to us;
- We will operate with integrity and ensure the pursuit of quality is focussed on the needs of those we serve.





STRATEGIC DIRECTION



The overwhelming message that came from almost all sources during the development of this Plan was the requirement to develop and improve services currently provided and to build a solid foundation to support expansion of services and/or customer base. This has been reflected in our Strategic Focus shown on page 18.

It is not a coincidence that each of the Strategic Focus titles contains "deliver". The whole existence of SPSA is about delivery of service to our customers in an effective and efficient manner. Our focus will not deviate from this, however, to deliver externally we need to deliver internally. This includes supporting our staff, improving governance and leadership, and working in partnership with our customers.

We fully accept that development of service delivery is our number one priority. We genuinely believe that the concept of SPSA is correct and that there are potentially other services that could be provided that would bring improvements, financial or otherwise, to our current customers and stakeholders. In the first year of this Plan we will react to any request or opportunities for expansion of services before moving to a more proactive approach in year two and beyond.

During the first two years we will set the foundations for years three and beyond to put us in the best possible position for any wider service/market development.

We have learned a great deal from the services already transitioned to SPSA. In the early stages of the Plan period we will develop the foundations for a model to be used for evaluation and transition of services that will ensure an accurate evaluation prior to transfer, appropriate due diligence, effective transfer and optimisation of benefits. Benefits will be agreed, tracked and evidenced.

The importance of partnership working is becoming ever more apparent as our organisation matures. Police forces of Scotland are our customers. However, we will take a partnership approach to our customers, working with them to ensure delivery of our shared goal and objectives. Their challenges and objectives are our challenges and objectives and we play a key role in the solutions.

Having improved and enhanced existing services we will use this as a platform to extend the services we provide to the Scottish Police Service.

Having established ourselves in our core customer sector, our expectation is that we will instigate service delivery outwith the Scottish Police Service. This will in no way detract from our focus on providing a high quality, efficient service to our core customer base. Wider market activity will be undertaken as and when we have satisfied the requirements of our core customer base and when market extension is to the net benefit of the core customer base.

To support the implementation of this strategy we will be building on the work already done to imbed a culture of lean and efficient working; maximising output and minimising overheads. We want to keep our processes and procedures simple, straightforward and fit for purpose. We simply want to provide an appropriate service that meets the needs of our customers and demonstrates value for money to the public purse. This culture and ethos was considered throughout the development of this Plan and will remain appropriate throughout the implementation of the objectives.

Our sponsoring department at Scottish Government have been kept fully abreast of the development of this Strategic Plan and support the principles behind it. We are, however, fully aware of the potential that with the changing economic situation and potential for change in political direction, there is a possibility that we will require to realign our strategic direction to the political and economic changes affecting Scotland. We will remain agile and flexible, responding as needed.

As a NDPB, annual Strategic Priorities are set by Scottish Government. We are aware that these may alter our strategic direction and objectives or, as experienced to date, compliment our strategic direction. The Strategic Priorities set by Scottish Government, and how we intend to address them, is articulated in our Annual Plans.

It should be emphasised that we believe that the strategic direction highlighted in this Plan is appropriate for the organisation. However, we anticipate that situations may arise that do not fit into this direction. We will gladly embrace these situations if there are true benefits to be gained by SPSA and/or our customers. The two-yearly reviews will also give us an opportunity to redirect our strategy, should that be required.

The diagram on the following page demonstrates the links from our strategy to Scottish Government Guiding Principles.

Our Strategic Focus is detailed on pages 19, 20 and 21 with key deliverables over the Plan period shown on page 22.

Detailed objectives and milestones will be included in our Annual Plans with the outcomes against these objectives reported formally via our Annual Report and Accounts.



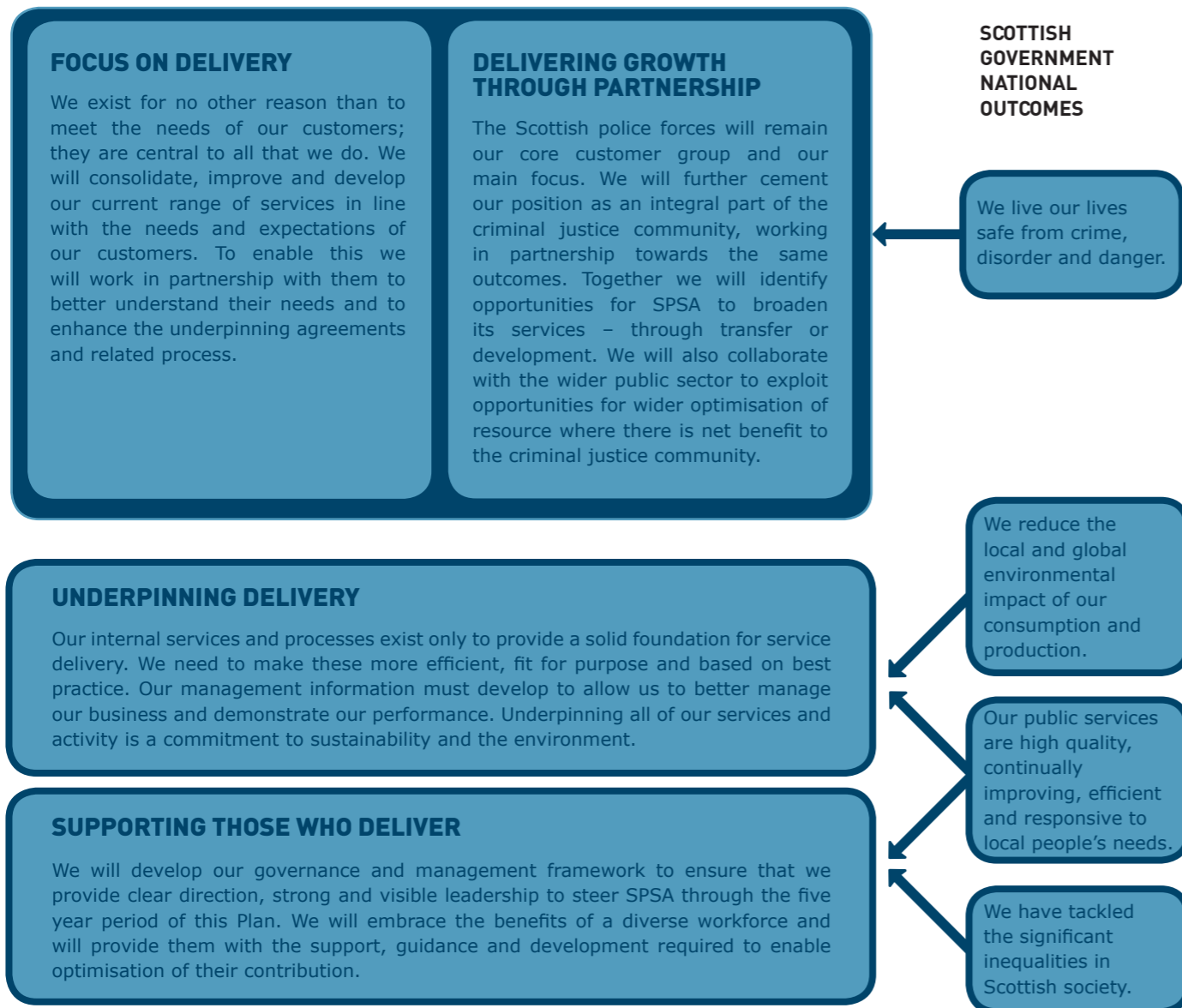


STRATEGIC FOCUS

Scottish Government published fifteen National Outcomes that articulate their purpose and focus. SPSA recognises all of these outcomes and contributes, directly or indirectly, towards meeting a number of them. All of our activity should support and align to these National Outcomes. Our strategic response to these outcomes is highlighted through the four areas of focus we have identified for this plan period.

There are a wide range of objectives and deliverables that must be successfully achieved to fulfil the Strategic Plan across the four strands of our Strategic Focus. We have not detailed these objectives within this document as we feel that our Annual Plans are a more appropriate vehicle for these objectives to be articulated with progress being reported via our Annual Report and Accounts. Detailed below are the commitments to the delivery of four strands of our Strategic Focus.

On page 22 we have highlighted the timeframe for key deliverables. These are in no way an exhaustive list of deliverables, however, it does give a high level outline of how our strategy will pan out over the five year period.



FOCUS ON DELIVERY

We exist for no other reason than to meet the needs of our customers; they are central to all that we do. We will consolidate, improve and develop our current range of services in line with the needs and expectations of our customers. To enable this we will work in partnership with them to better understand their needs and to enhance the underpinning agreements and related process.

Our Commitment:

1. We will improve the way we engage with our customers. We will listen, understand their objectives and take a partnership approach in supporting their delivery;
2. We will work with our customers to drive improvement to the service agreement(s) and supporting process to bring accountability for service delivery and greater flexibility to reflect changing demands and priorities across the services we provide;
3. We will work with customers and our sponsor to establish a clearer correlation between our funding and our services, enabling greater transparency and decision making;
4. We will undertake a comprehensive review of the services we deliver and how we deliver them quantifying our capability and capacity. Where appropriate, we will adjust our delivery and introduce new capabilities to existing services to meet the priorities of our customers;
5. We will establish clear baselines and, with our customers, agree challenging performance metrics based on output or outcomes, we will report against these and be accountable for their delivery;
6. We will harness innovation and opportunity for process reengineering in collaboration with our customers to deliver enhanced efficiency for us and our customers.



DELIVERING GROWTH THROUGH PARTNERSHIP

The Scottish police forces will remain our core customer group and our main focus. We will further cement our position as an integral part of the criminal justice community, working in partnership towards the same outcomes. Together we will identify opportunities for SPSA to broaden its services – through transfer or development. We will also collaborate with the wider public sector to exploit opportunities for wider optimisation of resource where there is net benefit to the criminal justice community.

OUR COMMITMENT:

1. We will learn from our experience and develop a robust and practical model, including clear objectives and targets, for the successful transition of new services and responsibilities to SPSA;
2. Working with our customer group, we will identify, investigate and agree opportunities for the transition of responsibilities for wider police support services to SPSA;
3. Working with our customer group, we will review opportunities for wider collaboration with SPSA as either vehicle for or participant in shared service provision;
4. We will identify and optimise opportunities to take our existing services to wider markets, particularly within the public sector, and through this deliver net benefit to the police and wider criminal justice community.

UNDERPINNING DELIVERY

Our internal services and processes exist only to provide a solid foundation for service delivery. We need to make these more efficient, fit for purpose and based on best practice. Our management information must develop to allow us to better manage our business and demonstrate our performance. Underpinning all of our services and activity is a commitment to sustainability and the environment.

Our commitment:

1. We will deliver year on year efficiency, realised through a combination of cash savings, greater productivity, consolidation of supplier contracts or by enabling cash savings or greater productivity within our partner organisations;
2. We will improve our management information and develop appropriate cost allocation models to ensure that we better understand our costs by category, service, product, and business segment to enable better decision making;
3. Utilising the principles and spirit of best value guidelines we will define, review and improve our underpinning policies and processes to ensure that we are operating in the most efficient and effective manner;
4. We will support the Climate Change Act 2009, reduce our impact on the environment and adapt to the changing environment.

SUPPORTING THOSE WHO DELIVER

We will develop our governance and management framework to ensure that we provide clear direction, strong and visible leadership to steer SPSA through the five year period of this Plan. We will embrace the benefits of a diverse workforce and will provide them with the support, guidance and development required to enable optimisation of their contribution.

Our commitment:

1. We will embrace good governance and, where practical, comply with best practice defined within the Combined Code¹ ;
2. We will continue to develop strong and clear leadership for our staff;
3. We will value and develop our staff, ensuring that we are able to match skills against requirement;
4. We will continue our commitment to equality and diversity

¹ The Combined Code on Corporate Governance published by The Financial Reporting Council





KEY STRATEGIC DELIVERABLES

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
FOCUS ON DELIVERY					
Develop and implement Customer Relationship Strategy					
Develop potential solutions for the contractual agreement between SPSA and our customers					
DELIVERING GROWTH THROUGH PARTNERSHIP					
Develop transition model					
Investigate and agree opportunities for transition of responsibilities					
Take a reactive approach to delivery of new services to existing customers					
Take a proactive approach to delivery of new services to existing customers					
Take a reactive approach to delivery of services to new customers					
UNDERPINNING DELIVERY					
Deliver year on year efficiencies					
Develop and implement cost allocation model					
Define, review and improve underpinning policies and processes					
Support the Climate Change Act 2009					
SUPPORTING THOSE WHO DELIVER					
Embrace Equality and Diversity					
Develop our staff matching skills to customer requirements					
Standardise staff employment frameworks					
Embrace good governance, where practical, complying with the Combined Code					





SUPPORTING STRATEGIES AND UNDERPINNING PRINCIPLES

To enable us to deliver the objectives of this Strategic Plan we require sound and structured supporting strategies across our business areas. A brief summary of these Strategic Plans follows:

SCOTTISH POLICE COLLEGE

The anticipated drop in probationer recruitment and training to support the policing of forthcoming major events (Olympics and Commonwealth Games) will significantly influence the scope of training delivered during the period of the Strategic Plan.

The maturity of the College facilitates the potential delivery of new services, or existing services to new customers, quicker than other business areas of SPSA. However, it is recognised that first and foremost, the College must demonstrate it is delivering training that meets the requirements of the Scottish Police Service in an effective and efficient manner. This will be done via implementation of the National Training Model, analytical research of core training needs and the introduction of a business costing model.

While maintaining a focus on the core customer (Scottish Police Service) in year one, the College will look to enhance opportunities to deliver training to the wider Criminal Justice and public sector communities, which will be supported by the implementation of a learning academy, in year two.

Wider market opportunities will be exploited on a fully evaluated basis, ensuring that the activity will deliver a net benefit to the core customer – either through provision of additional training services or the off-setting of core costs.

The three key enablers to successful delivery of the strategy are customer engagement, flexibility and improved understanding and demonstration of costs.

It is expected that the flexibility already demonstrated by the College will be called upon many times over the period of the Strategic Plan. This, along with customer engagement utilising the National Training Model and a sound business costing model, will be the keys to continued success.

Moving forward, this will prove invaluable as the College focuses on supporting the training for major events in years three to five while enhancing the delivery of training to non core customers without any detriment to delivery or quality of training to the Scottish Police Service.

The strategy will help create a Scottish Police College that builds on its reputation of delivering high quality training, while continuing to adapt to the requirements of the core customer and enhancing the delivery of training outwith the Scottish Police Service with clear demonstration of value for money and quality.



FORENSIC SERVICES

Forensic Services are currently delivered by four service centres across Scotland. These were all developed independently and have varying levels of resources, capability, capacity, Quality Management Systems and accommodation in place. Forensic Services are recognised as providing an excellent service in serious crime cases, but are also aware that this comes at a cost in terms of maintaining a consistent service in volume crime cases.

Through the Forensic Services modernisation programme, Forensic Services have already reviewed and analysed their business and engaged with customers to establish a clear set of requirements that will enable the organisation to be redesigned and realigned to the needs of the Criminal Justice community in Scotland. The output from this review will define Forensic Services strategic direction for the next five years.

Forensic Services makes an essential contribution to the detection and prosecution of crime. Success will be achieved through our contribution to a more efficient and effective criminal justice process delivering better outcomes.

Customers have indicated that to be effective and efficient, Forensic Services should offer access to a portfolio of services and enhanced specialist support services, such as a sexual offences unit. This service must offer flexibility to customers and provide value for money. It also needs to be consistent not only in the range of services delivered, but also in the standard of these services.

In order to realise success, Forensic Services needs to continue on the journey of modernisation and put in place a support framework. Within years one and two, work streams will be developed which target improvements in specific areas of the business. These will drive efficiencies whilst maintaining or improving service. This will be achieved by managing demand and capacity in a more effective manner, process re-engineering to achieve best practice nationally, rationalising our operations, ensuring our assets are fully utilised and by structuring ourselves to best achieve this.

The new laboratory facilities at Dundee and, later, Gartcosh provide new catalysts for forensic modernisation and service improvement; we will optimise the benefits of these state of the art laboratories.

We do not underestimate the challenges we have set ourselves during the first two years of the plan period. To facilitate this we are reviewing our technology and systems to allow us to improve interaction with our customers and manage case tracking more efficiently.

In years three to four focus will be on improving the contribution to detections and prosecutions by researching and developing new forensic services. Forensic Services will also work to increase the contribution of forensic science in Scotland as part of the criminal justice process, for example through providing education and professional development activity for Police and Crown Office.

Having become an efficient and effective service, making best use of our resources and capabilities over years one to four in our Strategic Plan, Forensic Services will then explore other avenues for income generation in year five onwards. This may include looking at new markets that we could enter with existing products and services, where we have capacity and capability to deliver.



ICT

The ICT service facilitates the delivery of police services to the public by providing professional information system services to the Scottish Police Service. The scope of our services are considerable and involve advising, designing, implementing, supporting, managing and controlling the provision of information via applications and supporting infrastructure across the whole of Scotland

A review of the previous arrangements and strategies has been undertaken in consultation with our stakeholders. The output of this will see a full revision of the previous five year ICT strategy which will focus on four clear areas:

- Service
- Commercial
- Organisational
- Technical

There is recognition that there are a number of issues and gaps that must be urgently addressed if ICT is to support the information needs of the Scottish Police Service.

Therefore the main strategic focus in years one and two for ICT is to make the necessary changes to its current arrangements whilst ensuring programme and operational service delivery is maintained. Moreover, clear areas of additional efficiency will be identified and exploited wherever possible.

The delivery of a customer engagement model is priority in year one. As a result of this there will be a requirement to undertake a holistic review of service provision which will make changes to the operating model and the structure that supports it.

The engagement model must ensure appropriate governance and accountability to facilitate best value services. This will involve working as a trusted partner, with greater communication and interaction between ICT and its customers.

Whereas the initial years will focus on establishing the foundations of a new successful way of operating, subsequent focus will be on ICT enabled change, supported by the demonstration of business benefits through centralised service provision. A national programme which is clearly defined, funded and resourced will be the driving force behind benefit realisation with the delivery of major projects such as Command and Control and Common Performance Management Platform.

Year five onward will see ICT begin to offer ICT services to other Public Sector organisations (e.g. ICT professional services supporting Scottish Government, Court Unification, Hosting Disaster Recovery facility for Scottish Government). This may also include cross-collaboration with other business areas to support the exploitation of new products and markets.

CRIMINAL JUSTICE

Criminal Justice continues to manage information systems on behalf of the Scottish Police Service and other agencies. In recent years Criminal Justice have created considerable efficiencies for the police service by absorbing additional functions without an increase in budget. Some examples include:

- Disclosure process for police and staff witnesses in relation to court proceedings;
- Facilitation of European Conviction process;
- Criminal History System vetting for external agencies;
- Management of the Violent Sex Offender Register System for Scotland;
- Management of UK Most Wanted website on behalf of the eight forces;
- Enhancement of Criminal Justice Support desk functionality;
- Automation of audit and compliance leading to efficiencies.

Future strategy and focus is based on consolidation and development of key services. Criminal Justice will enhance products and markets as appropriate, ensuring clear business benefits for SPSA and our customers.

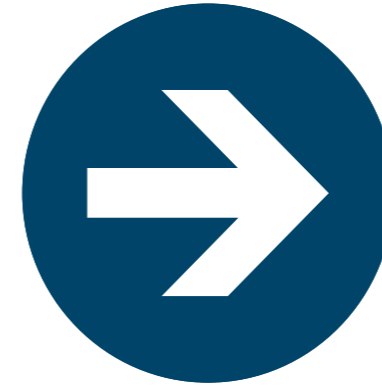
In years one and two of the five-year plan Criminal Justice will conduct a capability and capacity review of current service and develop contractual agreements with key customers. This will provide assurance on core service delivery levels.

Criminal Justice will continue to manage existing databases and identify any self funding opportunities to support force requirements. Criminal Justice will also evaluate our training capacity in relation to national systems with a view to delivering cost savings in training.

Criminal Justice will engage with the ACPOS National Business Design team to ensure the early inclusion of Criminal Justice in the development phase of new initiatives and projects. This will ensure a more structured and efficient approach to the lifetime management of police information systems and processes.

Criminal Justice will also work across business areas within SPSA to explore and exploit common synergies to benefit the wider criminal justice processes.

During the later years of the Strategic Plan, Criminal Justice will research and scope enhancements to our existing service. This will include digital evidence, an interpreter database and consideration of national vetting opportunities. This will ensure that any new developments are appropriately endorsed, costed and funded.



CORPORATE SERVICES

The overall objective of Corporate Services is to provide a suite of appropriate, responsive and valued services that support the operational requirements of the SPSA ensuring that appropriate legislative, compliance and risk management standards are achieved.

The overarching strategic direction for Corporate Services is to:

1. Improve the efficiency of the service provision either by reducing the overall cost of providing this service on a recurring basis, or, by providing services to a larger client base with the same level of resource.
2. Be able to react quickly and effectively to changes in the marketplaces in which we operate. This might involve taking on new tasks or responsibilities and it might equally involve working with external parties to rationalise and improve these services where appropriate. It may also involve pooling our experience, or relinquishing services to others when this can be done without significantly compromising the service quality demanded by our internal and external customers.

The strategic direction will be pursued by addressing four key elements of performance improvement to enhance the efficiency and effectiveness of Corporate Services:

- Process improvements and simplification;
- Systems enhancements/investments;
- Reductions in costs;
- Development of people so as to enhance their skills, productivity and competencies.

The performance improvements will be aided by the implementation of current projects including Job Evaluation, Harmonisation of employee Terms and Conditions and a new accounting system. These are core objectives which will allow Corporate Services to move forward during the period of the Strategic Plan.

Early in the plan period we accept responsibility for the management of the Gartcosh Crime Campus facility – an extension to our current role. We will also be providing significant support to the SPSA and SCDEA relocation projects as well as significant input to the wider Scottish Government Programme and build project.

The Corporate Services team is expected to be capable of enhancing capacity in such a way that should the size of the SPSA be significantly increased, the additional Corporate Services responsibilities could be met without a proportionate increase in the size of the Corporate Services team. For example, if there was growth as a result of other business units or maintained entities developing new capabilities or because other police services are moved into the SPSA.

As mentioned earlier, to deliver externally we must deliver internally. To do this we will adhere to the following underpinning principles:

HUMAN RESOURCES

The role of Human Resources is to support the organisation to meet its objectives through the effective deployment of people with the right skills and motivation to succeed. To help deliver the business strategy Human Resources will develop systems and processes such as to support leadership development, resource planning, talent management, employee engagement and organisational development.

Human Resources will also focus on achieving transactional excellence where it is the provider of core services. Human Resources will bring forward solutions to address the current inconsistencies in policy, pay and employee conditions within the context of a need for equality and diversity excellence. Human Resources will also support the development of a common set of values and principles to help guide the organisation as it moves forward.

STAKEHOLDER/CUSTOMER ENGAGEMENT

Continuing to improve and manage the engagement we have with our customers and stakeholders is fundamental to the delivery of this Plan, and to the long term development of SPSA. A stronger focus on managing customer needs and expectations is central to our planned approach. This renewed focus on the customer is central to establishing confidence within policing, and building a credible reputation as both a trusted supplier and partner to Scottish policing.

Our approach will be to actively engage with colleagues across all strands of diversity in those organisations in a consistent, honest and transparent way to develop practical improvements in our contractual arrangements. We will also engage more actively with stakeholders who have police responsibilities in local government to ensure they are informed and able to scrutinise what we deliver for policing in Scotland.

EQUALITY AND DIVERSITY

We are committed to eliminating discrimination, creating a fair place to work and placing the promotion of equality and diversity at the centre of our responsibilities. Our Equality and Diversity Strategy covers the seven strands of diversity (age, disability, gender, gender identity, race, religion or belief and sexual orientation), and sets out how we will fulfil our statutory duties to promote equality of opportunity and eliminate discrimination. The strategy is supported by a cross functional steering group to ensure we will deliver our commitments in respect of each of the seven strands.

The Strategy is being reviewed and re-launched in 2010. We are considering the options available for further developing an equality impact assessment tool to ensure that we continue to use an appropriate solution which meets the organisation’s business needs.





BEST VALUE/CONTINUOUS IMPROVEMENT

The Scottish Government has required us to deliver a year on year 2% cashable efficiency. Top slicing the efficiency from our budget before allocation means that delivery within budget is seen as delivery of the cashable efficiency target. The Scottish Government does not, at present, explicitly require achievement of a target for non-cashable efficiencies. However, achievements of non-cashable efficiencies are implicit with the purpose of SPSA. With increasing demand on our resources, it is important that we focus on real efficiency which might, in its broadest sense, require additional funding. We will ensure that efficiencies are not detrimental to the service provided and, where possible, look to enhance the service for the same or reduced costs. We anticipate efficiencies will be realised utilising a number of different tools including process improvement and a schedule of Best Value Reviews which will be overseen by the Executive Committee.

SUSTAINABILITY

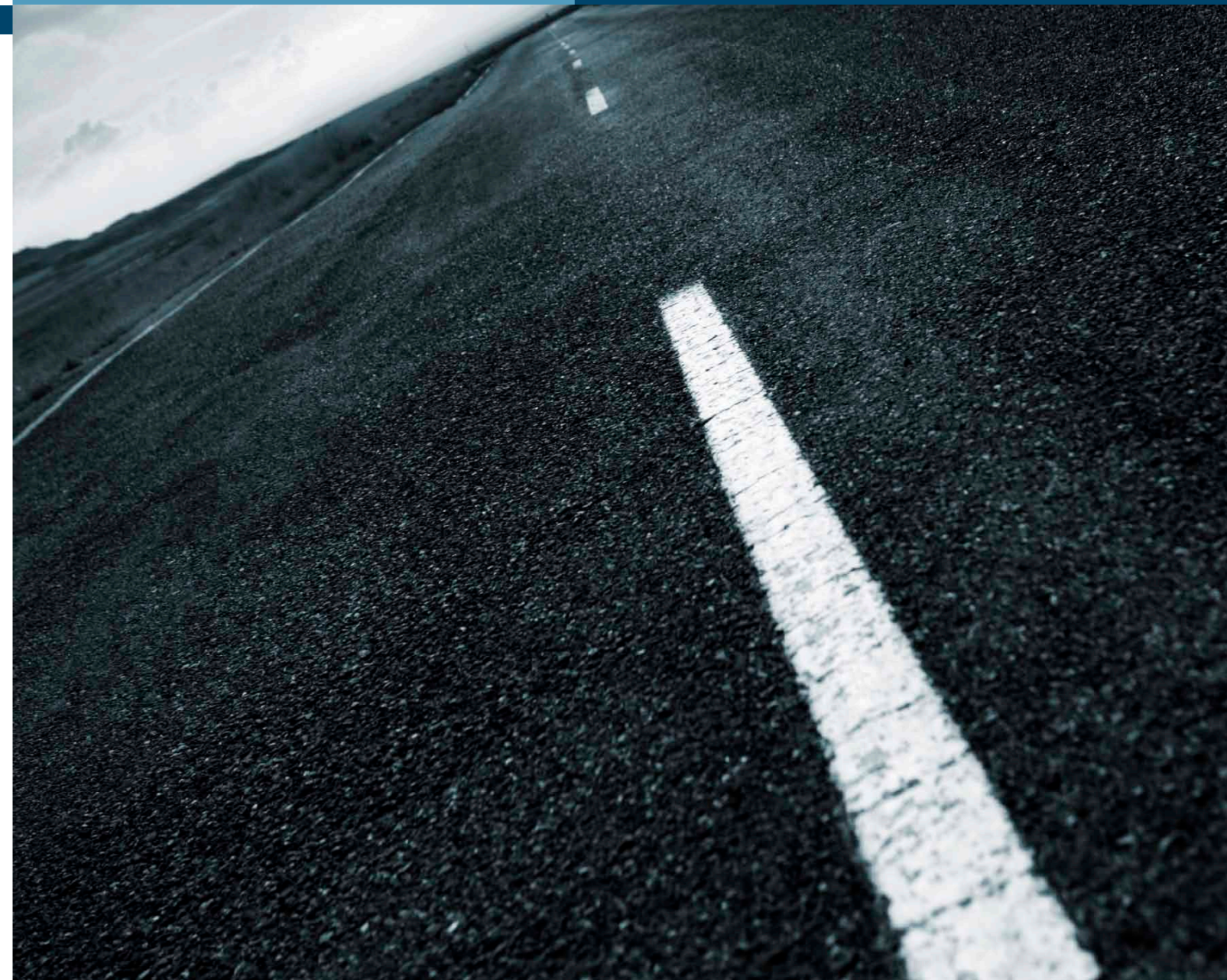
We are committed to improving our environmental performance throughout the organisation. Progress has already been made with such issues as green travel planning, use of video conferencing to reduce travel and costs, recycling and purchase of vehicles that are fuel efficient. We will measure the impact we have on the environment during 2010/11 and develop a plan to reduce that impact for implementation from 2011/12 onwards ensuring we meet, or exceed, Scottish Government targets.

HEALTH AND SAFETY

We believe that the health, safety and welfare of our staff, and of all those that come into contact with our operations, are of paramount importance. We have introduced and will maintain a robust, but flexible, Health and Safety Management System. The Executive Committee review Health and Safety as a standing agenda item at their meetings.

BUSINESS CONTINUITY

Many of the services we provide are key to the day to day operations of the Scottish Police Service. We have implemented and tested Business Continuity Plans for all key services which will be implemented in the event of a disaster or extended disruption. These Plans will be reviewed, updated and tested on a regular basis. We also have measures in place to respond to Emergency Planning issues such as Pandemics, Fuel Crisis and other sudden crisis situations.

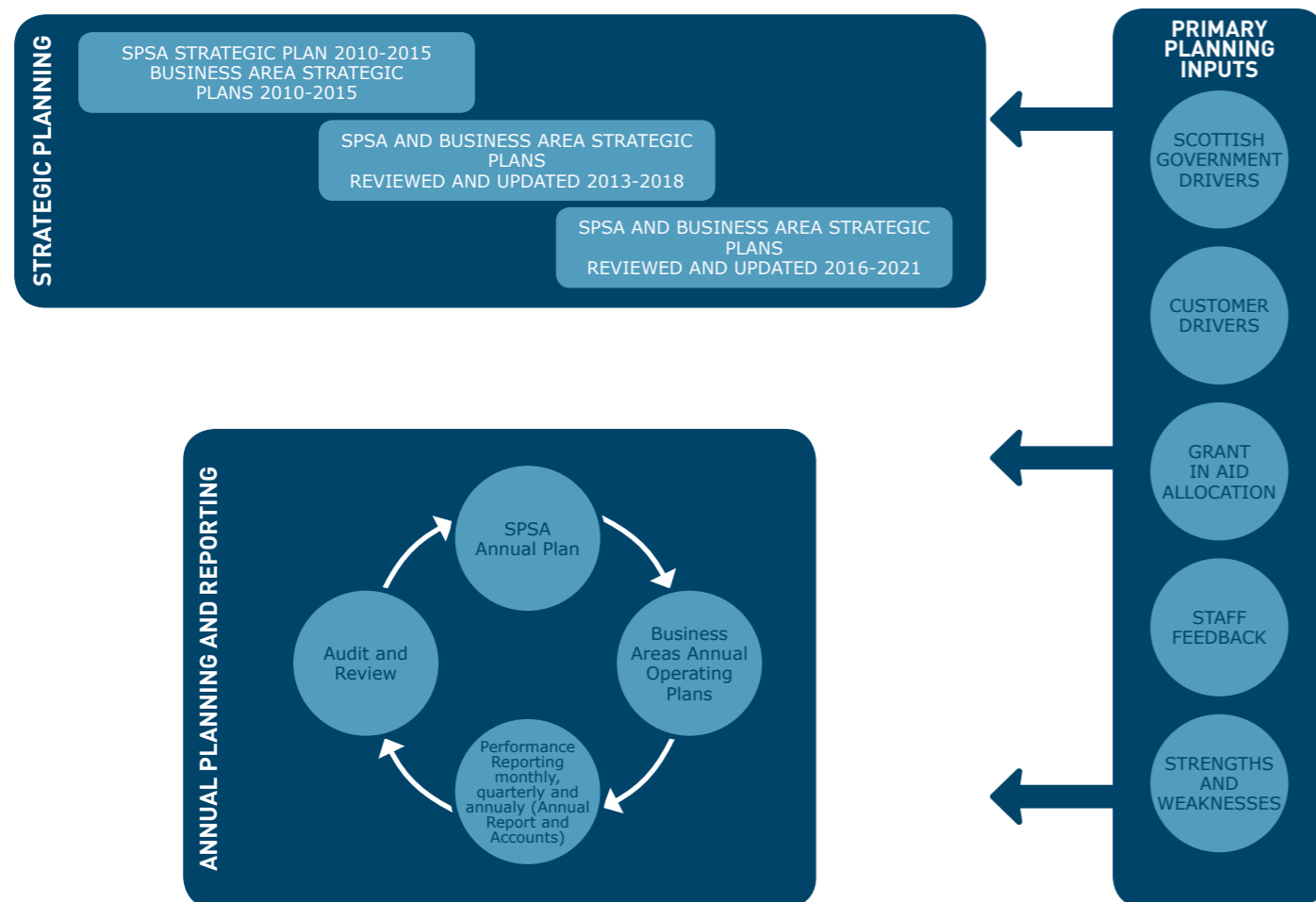




THE PLANNING CYCLE

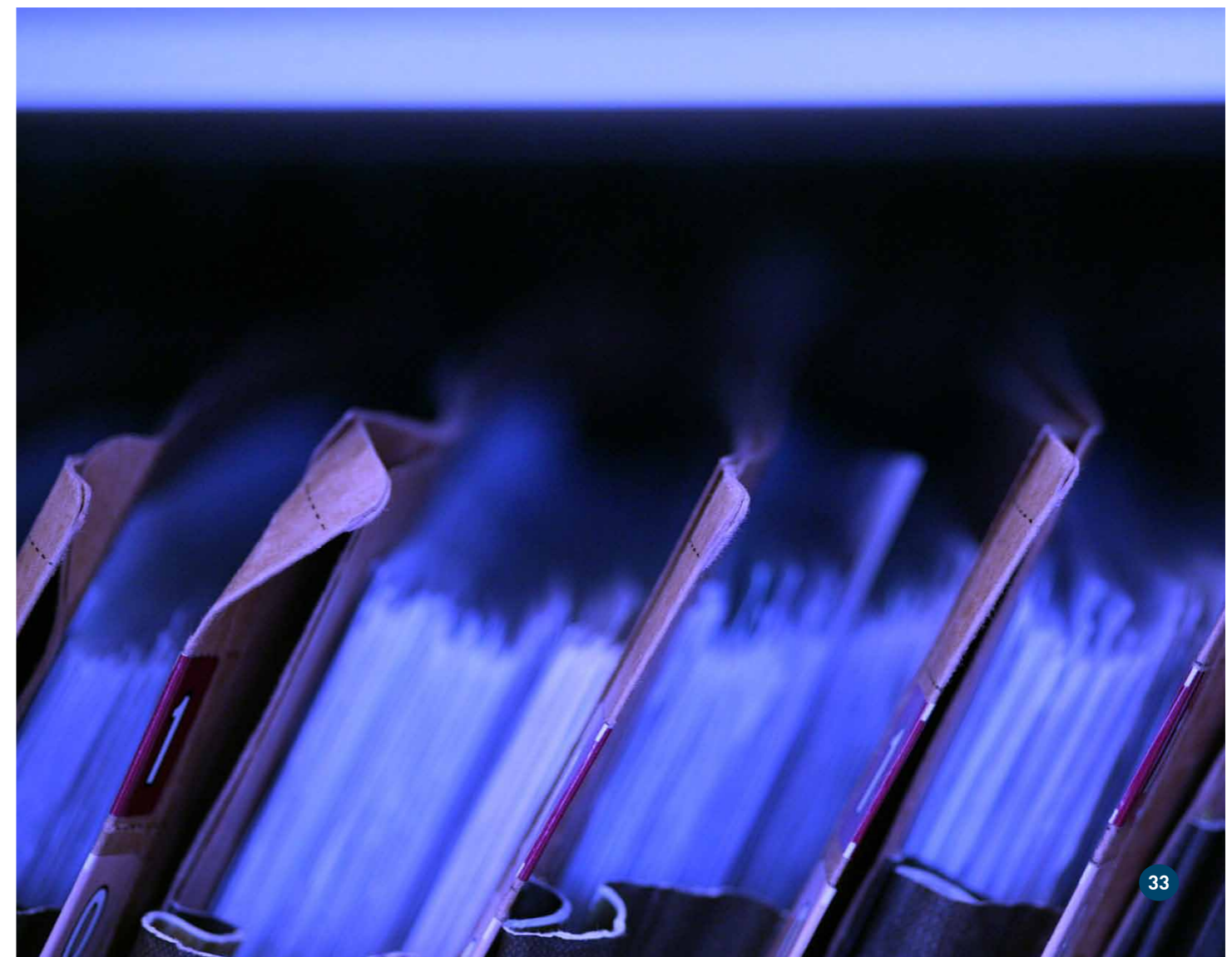
- LINKING THE STRATEGIC PLAN TO OUR ANNUAL PLAN AND BUDGET

SPSA STRATEGIC AND ANNUAL PLANNING



The diagram on the opposite page outlines how our strategic and annual planning process is linked and integrated. The Strategic and Operating Plans of the business areas of SPSA are for internal use and will not be published outwith SPSA. We believe that the information held in the overarching SPSA plans and reports will provide a sufficient level of detail required by customers and stakeholders.

As mentioned in Assumptions, Influences and Dependencies, the level of finance that the SPSA will receive beyond 2010/11 is not known. Perhaps the biggest challenge we are facing is the management of our finances. A key objective in the first two years of our strategy is to quantify true costs for each of the services we provide. This will be invaluable information in demonstrating the links from service provided to budget allocation. The two-yearly review and update of this Plan will provide the opportunity to realign objectives and strategy as information on the level of funding we may potentially receive becomes more apparent. All of our strategic objectives, at organisational and business area level, will be costed, enabling appropriate decisions to be made in respect to prioritisation in the event that funding is unavailable.





MEASURING SUCCESS

We will review the progress on our strategic objectives through standing agenda items at the Executive Committee and Board meetings.

We will assess and publish an update on progress against our strategy as part of the formal two-yearly review. Recognising that two years is a relatively long period, in the scenario where there is significant progress or redirection of strategy we will communicate these to our customers/stakeholders in a manner appropriate and relevant to the change.

On a more detailed level, the Strategic Plan is supported by Annual Plans, each with its own set of priorities, objectives and targets. These are reported to, monitored and managed by the Executive and Board and our Annual Report and Accounts provides a formal, audited, update on performance against the objectives and targets outlined in our Annual Plans.

In the first year of the Strategic Plan we will improve the quality and relevance of our performance metrics; focussed on delivery of customer outputs and contribution to customer outcomes. At a corporate level this will provide a representative assessment of our overall performance – the thermometer of success – with greater detail, at customer and service level, contained within the business area objectives, targets and reports.

We will work with our customers and stakeholders to review and enhance our performance metrics and reports. We will also work with our sponsor department to improve the quality of reporting and oversight.

We welcome the concept of greater accountability for the services we deliver – it is the only way we will be able to demonstrate value and identify areas for improvement.





ANNEX A

METHODOLOGY

The development of this Strategic Plan has been conducted in a structured and analytical manner ensuring that the opinions and inputs from various sources have been captured, analysed and considered.

There was significant engagement, internally and externally, to review the current position and explore future opportunities at the initial stage of the strategic planning process. These included:-

- External Engagement via face to face meetings with senior personnel from each force, ASPS the Police Federation and ACPOS;
- Review of current performance from an internal perspective;
- SWOT and PESTLE analysis completed by a group of staff reflecting a cross section of the business functions in SPSA;
- Senior management from all business areas conducting a strength/weakness analysis;
- Development of strategic options, using the ANSOFF matrix, by the senior management team;
- On-line staff questionnaire;
- Input from ongoing projects and programmes (e.g. Forensics Modernisation).

Progress was discussed and reviewed by our Executive Committee and Board throughout the development of this Strategic Plan. Our sponsoring department at Scottish Government were kept fully abreast of the progress and findings.

The findings from the development stage were used to inform the overarching strategic direction. Effectively this ended the "bottom up" period of the development stage moving to the "top down" period when our business areas were tasked with developing their Strategic Plans fitting and aligning to the overarching strategic direction.

Last, but by no means least, the Strategic Plans were reviewed to ensure consistency, alignment to the Scottish Policing Performance Framework, Scottish Government Objectives and the findings from the original engagement with stakeholders, customers and staff.





ANNEX B



RISKS

We already have a robust approach to managing risk and will continue to develop this throughout the period of this Plan as necessary. The Executive Committee is responsible for maintaining and managing risk at a corporate level, with strategic oversight from our Audit Committee and Board.

It is important to understand the risks which may impact our ability to deliver against our planned strategy and to ensure that the required mitigating actions are taken in order to limit these risks and optimise our ability to deliver.

The Executive Committee and Board will review long term strategic risk alongside short term operational risks, prioritising appropriately to ensure that all risks are captured and managed to minimise escalation of impact or probability.

We are not wholly risk adverse. Our attitude and appetite for risk will have a significant influence on how the organisation develops in the years ahead. We will consider our approach to risk on an ongoing basis, being flexible and treating each scenario on an individual basis taking cognisance of the associated risks and benefits. We will actively engage with our customers to jointly consider the risks relating to options for service delivery.

The key areas of risk relating to our 2010-15 Strategic Plan are:

RISK	MANAGEMENT RESPONSE
POLITICAL	
Legislative changes affecting role and remit of SPSA.	We will maintain our ongoing communication and positive working relationship with our sponsoring department at the Scottish Government to ensure that we are engaged at the earliest opportunity, should legislation change.
Political arena – Potential change in Scottish and UK government resulting in a change in direction or focus in respect to policing or the role of SPSA.	There are UK and Scottish elections scheduled for the period this Plan covers. Clearly demonstrating our contribution to Scottish policing and the delivery of value for money to the public purse will put us in a strong position to be viewed favourably by any political party.
ECONOMIC	
Budget review – annual cost of living increase and increased liabilities greater than annual GIA increase resulting in funding gap.	We will continue to forecast and establish potential funding shortfall, including our increased pension liability, and liaise with our sponsoring department at Scottish Government to find suitable solutions. Where possible we will resource ourselves more flexibly and drive genuine efficiency savings that will not have a detrimental effect on the service we deliver.
Budget review – significant change in funding as a result of public spending review. This could be influenced by change in government at UK and/or Scottish level.	We will work to achieve clear alignment between funding and service delivery, and to demonstrate more clearly the benefit of the services we provide and their alignment to the delivery of government outcomes.

Limited availability of capital investment could result in insufficient funds to invest in all service improvements identified.	We fully appreciate the importance of making capital investment available for long term improvements and efficiencies. We will carefully review all our spending requirements and prioritise as appropriate. Where relevant, we will work with our customers and stakeholders to establish the cost and benefits of capital investment with a view to sourcing or prioritising funding.
SOCIAL	
A change in the trend or nature of crime and resultant change to police strategy could alter the profile of services required from SPSA.	By improving our engagement with our customers we will be better positioned to understand forces' change in strategy and work with them to address how this may affect the profile of services we provide.
TECHNOLOGICAL	
Lack of financial systems and controls could lead to non compliance or failure in governance affecting ability to maintain service delivery.	We have identified a requirement to implement a financial system to improve the monitoring and control of finances throughout the organisation. Purchase and implementation of this system has been scheduled for 2010/11. Until then there will be stringent and careful measures when monitoring finances, utilising the limited software available.
Delay or failure in delivery of national ICT solutions would have detrimental effect on the Scottish Police Service and reputation of SPSA.	Careful project management, in partnership with stakeholders and customers, will be conducted on all projects to maximise control and thus minimise unplanned delays. Where delays are unavoidable we will communicate these with customers/stakeholders at the earliest opportunity.
Unavailability of data centre / IT services or voice communication services (due to network failure, equipment failure or attack).	We have identified a requirement to improve resilience of our IT services, working with technology partners and customers we will put business continuity plans in place that will assist in minimising the impact of loss of service.
The obsolescence of technology could lead to the requirement for rapid replacement / renewal of ICT equipment and services.	By improving engagement with our supplier base, and developing and aligning our technology roadmap, we will improve the forecasting and plans for replacement of ICT equipment and services thus reducing the likelihood of the risk materialising.
LEGAL	
The statutory powers conferred on us under the Act may not permit us to exploit the growth opportunities envisaged within this Plan.	We are actively engaging with Scottish Government to establish a clear interpretation of the scope of our powers under the Act. We will reassess our plans accordingly and understand that we identify and manage risks against the powers conferred to us under the Act. If the provisions of the Act are too constraining we will engage with Scottish Government to seek an amendment to the Act if this is in the interest of wider collaboration and benefit.
Changes to legislation mean that existing services cease to be compliant.	We will monitor changes to legislation, regulation and policy and, with our partners, establish the impact and potential solutions. We will establish the cost and benefit of enhancing existing or introducing new services to maintain compliance for both SPSA and our partners.
ENVIRONMENTAL	
The challenges of the Climate Change (Scotland) Act 2009 cannot be achieved within budgetary constraints.	We will baseline our impact during 2010/11 and implement an improvement plan from 2011/12 to support Scottish Government's targets. Throughout the planning stage we will consider the financial impact of all options.

**SCOTTISH
POLICE
SERVICES
AUTHORITY**

**STRATEGIC PLAN
2010 - 2015**



Designed and Printed by
Scottish Police Services Authority
Elphinstone House
65 West Regent Street
Glasgow G2 2AF

T: +44 (0)141 585 8300
F: +44 (0)141 331 1596
www.spsa.police.uk