

NOT PROTECTIVELY MARKED

SCOTTISH POLICE SERVICES AUTHORITY

ANNUAL PLAN 2007-2008

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Contents

Foreword	Page 4
Our Vision, Purpose and Values	Page 5
Our Strategic Priorities	Page 6
Summary of Service Objectives	Page 7
Our Plan	Page 8
- Integrate existing services	Page 9
- Develop our structure	Page 10
- Work with our partners	Page 11
- Measure our performance	Page 12
- Deliver efficiencies	Page 13
Our Funding	Page 14
Our Board	Page 15
Our Locations	Pages 16&17

Enhancing the effectiveness of modern policing in Scotland

Foreword

This is our first annual plan, effective from 1 April 2007. It outlines our commitment to work with our partners and stakeholders to make a positive difference to policing in Scotland. It lists the strategic priorities set for the Scottish Police Services Authority by Scottish Ministers and details how our business areas intend to progress these within their operating plans.

Considerable work has already taken place in the build up to this integration of services and it is appropriate to acknowledge the support of a wide range of individuals and organisations, including the Minister for Justice; the Scottish Executive; the Association of Chief Police Officers in Scotland; and the Crown Office and Procurator Fiscal Service. In addition, our Business Areas Executive Group, their staff and those from police forces and local authorities and importantly the project team who have worked extremely hard over the past year, all deserve special mention for their commitment and dedication throughout.

A critical element of our work until now has been to ensure that the transition arrangements for staff to the Scottish Police Services Authority were achieved without threat to the business continuity of existing services. The coming months will test success in this respect and we are confident that we will not only deliver a business as usual service, but wherever possible, we will exceed current levels of service delivery.

Each business area has come under significant scrutiny in the recent past through primary inspections by Her Majesty's Inspector of Constabulary of the Scottish Crime and Drug Enforcement Agency and Scottish Police College and review inspections by the same body of both the Scottish Criminal Record Office and Scottish Police Information Strategy. The Scottish Fingerprint Service has also been the subject of intense scrutiny by the Scottish Parliament's Justice 1 Committee, which published their report in February 2007 and the Action Plan for Excellence published last year. We will use all of these documents to determine how, the Scottish Police Services Authority and its business areas can best help deliver expert police and support services as we move forward.

Over the next year we will work closely with the Association of Chief Police Officers in Scotland to successfully transition the ICT services for Scottish policing into the Scottish Police Services Authority by April 2008. This will bring about the integration of our systems and their delivery and maintenance within a national framework for the first time. It will also allow far greater potential for standardisation of systems and their interoperability between police forces.

This is an extremely exciting time for our organisation as we quickly mature and become a full partner in the police and criminal justice family.

David Mulhern
Chief Executive

Mervyn Rolfe
Convener of the Board

Our Vision

To be a world-class organisation that continually enhances the effectiveness of modern policing for Scotland.

Our Purpose

To work closely with our partners and stakeholders to provide expert policing and support services to Scotland's eight police forces and criminal justice community and bring about relevant changes within policing support functions necessary to make this support more efficient.

Our Values

- We will be honest and professional ensuring that we are well informed and highly proficient across all our activities
- We will be accessible and accountable ensuring that quality services are available when our partners and stakeholders need them
- We will be an integral part of the Scottish Criminal Justice System, earning the trust, respect and confidence of our partners
- We will be positive and enthusiastic colleagues
- We will support our customers by providing services that are efficient, flexible and cost-effective

Our Strategic Priorities

The strategic priorities for both the Scottish Police Services Authority and Scottish Crime and Drug Enforcement Agency are determined by Scottish Ministers. The SCDEA produces a separate annual plan which provides all key information surrounding the Agency. The Scottish Police Services Authority's strategic priorities are listed below:

- 1 Establish SPSA as an integrated national authority working as one organisation with single support services and clear and transparent structures through which the police service and other criminal justice partners can express their needs to SPSA and SPSA can take responsibility for determining how to meet those needs;
- 2 Complete the integration of the Scottish Fingerprint Service into SPSA Forensic Services and carry through the delivery of the work programme established in the Scottish Fingerprint Service Action Plan for Excellence;
- 3 Bring forward by 30 June 2007, for agreement by Scottish Ministers, a plan for the integration of all police ICT services into SPSA by 1 April 2008;
- 4 Bring forward by 30 September 2007, for agreement by Scottish Ministers, a 3 year plan for the achievement of efficiencies in SPSA's operations.

Summary of Service Objectives by Quarter

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Corporate Services	Implement a performance management framework to demonstrate that partners' needs are being met	Implement processes to collate performance information (including financial information) to inform the 3 year plan for the achievement of efficiencies in SPSA's operations	Provide single support services to all Scottish Police Services Authority Business Areas	Instigate a procedure for stakeholder consultation to provide a route for criminal justice partners to express their needs
Forensic Services		Engage with partners to identify the forensic developments sought to increase the effectiveness of crime detection	Finalise an integration strategy to move the forensic operation onto a single quality standard	Introduce common standards across Scotland and support staff in attaining the requisite skill level to provide an integrated crime scene to court service
Information Services	Integrate all the ICT sections of the Scottish Police Services Authority Prepare a transition plan for the integration of force ICT sections in April 2008	Criminal Justice will manage the implementation of new systems to ensure business continuity and deliver service improvement		Criminal Justice will develop and integrate its service with the wider Criminal Justice Community
Training Services		Review existing accommodation and the options available to improve standards and capacity and develop plans to resolve any issues	Assess the service need for the training currently provided; examine additional local and national training needs not currently met; and scope the medium to long term training needs of the service over the next three to five years Develop a national training strategy for the Scottish Police Service	

Our Plan

The following outlines our intended actions in order that we can effectively progress our strategic priorities and is supported by Business Area operating plans which will be monitored regularly by the Chief Executive and the Board to ensure the Authority is delivering on its promises.

This is our foundation year during which each service will establish its baseline and carry out benchmarking to formulate its ambitions in terms of the support it aims to provide in the future. The Scottish Police Services Authority is a brand new organisation amalgamating existing support services. Each of these services brings to the Authority a history. It is a new beginning however and we accept that we will not achieve our total vision of the future in this first year. Nevertheless, by the end of the year we will have a more defined focus on where we want to be and the services we ultimately intend to provide. The 3 year plan we will produce by 30th September 2007 will contain more details on the specific activities we intend to undertake in order that we can achieve the anticipated cashable savings and provide a holistic service that offers value for money to the Police Forces, Criminal Justice Community and our sponsors, the Scottish Executive.

In our first year the Scottish Police Services Authority has set five main objectives.

- **Integrate existing services**
- **Develop our structure**
- **Work with our partners**
- **Enhance our performance**
- **Deliver efficiencies**

1. Integrate existing services

From 1 April 2007, the Scottish Police Services Authority will be fully operational, providing a range of expert policing and support services to the Scottish Police Service and wider criminal justice community, including:

- **Training Services** - which includes the Scottish Police College
- **Information Services** - which comprises criminal justice intelligence support services, Crimestoppers and the management, delivery and support for national IT systems
- **Forensic Services** - which consolidates the four existing forensic laboratories and fingerprint bureaux and the eight force based scenes of crime offices.
- **Corporate Services** - a centrally managed shared service approach to providing support functions (i.e. Human Resources, Finance, Corporate Communications and Procurement) to our organisation.

We will also maintain the Scottish Crime and Drug Enforcement Agency, which exists to prevent and detect serious and organised crime as it affects Scotland at a national and international level.

We aim to become a national authority working as one organisation integrating existing services and be ready to integrate ICT services by 1 April 2008

- *Information Services - ICT will prepare a transition plan for the integration of force ICT sections in April 2008 by 30 June 2007*
- *Forensic Services will finalise an integration strategy to move the forensic operation onto a single quality standard and thereby deliver a reassurance on the integrity of their systems and processes by 31 December 2007*
- *Information Services - Criminal Justice will develop and integrate its service with the wider Criminal Justice Community by 31 March 2008*

2. Develop our structure

Comprising over 1,200 staff, the Scottish Police Services Authority is unique in policing terms both relative to our geographical spread and the way in which we will deliver our services. Committed to delivering efficiencies, we will provide the first true shared services of any public organisation through our corporate services function. We will provide a full range of back-office services, including among others finance, human resources, performance management and procurement, from inside our business areas, while serving the needs of the entire Authority.

The Scottish Police Services Authority aims to be an employer of choice in Scotland. The learning and development of our workforce, combined with the provision of career opportunities, will be a key focus in attracting the best candidates for our vacancies and retain our highly skilled workforce. We foster a learning environment focused on continuous improvement and development of our people.

We aim to create single support services with clear and transparent structures

- *Information Services will integrate all the ICT sections of the Scottish Police Services Authority by 31 May 2007*
- *By 31 December 2007 the Corporate Services Business Area will provide single support services to all Scottish Police Services Authority Business Areas*
- *Forensic Services will introduce common standards across Scotland and support staff in attaining the requisite skill level to provide an integrated crime scene to court service by 31 March 2008*

3. Work with our partners

The advent of the Scottish Police Services Authority creates a unique relationship in delivering national policing services. First and foremost, the Scottish Police Services Authority will operate in partnership with Association of Chief Police Officers in Scotland and police forces. We will also be the provider of a range of services to the police forces.

To ensure that service delivery meets the business need, there must be a shared vision between the Scottish Police Services Authority and the Scottish Police Service. There must also be clear and transparent accountability on the added value of service delivery from each of our business areas to policing and the wider criminal justice community.

The wider criminal justice community is a critical partner. Comprising among others, the Crown Office and Procurator Fiscal Service, Court Services, Prison Services and Children's Reporter, all will rightly expect a range of support services from the Scottish Police Services Authority.

It is our commitment to earn the trust, respect and confidence of both our partners and stakeholders for our high standard of delivery, specialist knowledge, professionalism and innovation.

As the Scottish Police Services Authority matures, we anticipate many opportunities to work closely with our sister agency in England and Wales, the National Police Improvement Agency, as we both strive to establish best practice and develop our business areas to improve policing.

We aim to allow our partners to express their needs

- *In consultation with ACPOS, the Scottish Police College will conduct an exercise to assess the service need for the training it currently provides; examine additional local and national training needs not currently met; and scope the medium to long term training needs of the service over the next three to five years. This will be completed by 31 December 2007*
- *The Scottish Police College will develop a national training strategy for the Scottish Police Service, intended to co-ordinate all police training in Scotland including local training being provided by forces. The strategy will be produced by 31 December 2007*
- *Corporate Services will instigate a procedure for stakeholder consultation to provide a route for criminal justice partners to express their needs. The procedure will be in place by 31 March 2008*
- *Forensic Services will engage with their partners to identify the forensic developments sought to increase the effectiveness of crime detection. This will be complete by 30 September 2007*

4. Enhance our performance

We are committed to delivering a world class support service to the Scottish police forces and criminal justice community. We can only achieve this ambitious goal through earning the trust, respect and confidence of our partners and stakeholders. Our success will come from helping police forces deliver their services and demonstrating our worth through their success. We will be a confident and innovative partner, delivering better solutions to business needs.

We must deliver a service that is flexible and effective in meeting the changing circumstances that are continuously presented to us but which, at the same time, is of the highest standard possible utilising fully the resources available to us.

We must identify those organisations against which we will benchmark our success and thereby clearly demonstrate our progress. We are confident that the quality of our people and the reputation of our business areas, positions us extremely well to meet our goal of continually enhancing the effectiveness of modern policing in Scotland.

During this first year we intend to establish a solid baseline in terms of outcomes from which we will grow and develop in future.

We aim to take responsibility for meeting our partners' needs

- *Corporate Services will implement a performance management framework to demonstrate that partners' needs are being met by 30 June 2007*

5. Deliver efficiencies

There is an expectation that in creating the Scottish Police Services Authority there will be efficiencies in supporting policing and the criminal justice community in Scotland. Corporate Services alone demonstrates payroll savings and the national forensic service will enable a single transaction process from crime scenes to court and allow for more cost effective distribution of case work. In this first year the objectives listed below are how we intend to start; we are committed to building on these in future years

The Scottish Police Services Authority will seek to improve services at no added cost or indeed deliver the same service at reduced cost. We will constantly monitor our operations to ensure Best Value is provided.

Our service delivery must be cost efficient and targeted to maximise outcomes whilst supporting the shared service agenda and efficient government targets of 2.7% cashable savings for the public sector this year.

All business areas within the Scottish Police Services Authority will set baseline targets for the delivery of cashable savings this first year. The 3 year plan due for publication by 30 September 2007 will demonstrate more of our commitment in this regard and as this will come after 6 months operation of the new Authority it is intended that it will be well informed on the areas where savings can be made.

We aim to deliver efficiencies in our operations

- *The Scottish Police College will review existing accommodation and the options available to improve standards and capacity and develop plans to resolve any issues*
- *Information Services - Criminal Justice will manage the implementation of new systems to ensure business continuity and deliver service improvement*
- *Corporate Services will implement processes to collate performance information (including financial information) to inform the 3 year plan for the achievement of efficiencies in SPSA's operations*

All of these objectives will be completed by 30 September 2007 to allow us to fulfil the timescale in strategic priority 4

Our Funding

Within the Scottish Executive Justice Department, Police Division 2 is our sponsoring team. The Head of Division is our Departmental Accountable Officer and he and his team are the primary point of contact for our organisation. They are also responsible for advising Ministers on:

- an appropriate framework of objectives and targets for the Scottish Police Services Authority in the light of the Scottish Ministers' wider strategic aims;
- an appropriate budget for the Scottish Police Services Authority in the light of the Scottish Ministers' overall public expenditure priorities;
- how well SPSA is achieving its strategic objectives, and whether it is delivering value for money.

In the first year of operation, SPSA's annual budget will total just over £81m. This includes depreciation/cost of capital charges of approximately £6,023k and the funds for the operation and maintenance of the Scottish Crime & Drug Enforcement Agency of £23,132k. The balance remaining of £51,930k will fund the functions provided by Information Services, Forensic Services, the Scottish Police College and Corporate Services.

As the Scottish Police Services Authority Accountable Officer, the Chief Executive is personally responsible for safeguarding the overall funding falling within the stewardship of the organisation.

Our Board

The Scottish Police Services Authority Board, chaired by Convener Mervyn Rolfe, will provide good corporate governance, as well as supporting the Chief Executive, to ensure that the organisation is held to account for its actions. The board comprises:

Independent Convener

Mervyn Rolfe is a former Lord Provost of Dundee City Council and Lord Lieutenant of the City of Dundee. He served as Depute Leader of Tayside Regional Council and Dundee City Council, as well as holding various convenerships. He was awarded the CBE in 2000 for services to local government. He is no longer politically active but is currently Chair of East Scotland European Partnership Ltd and has previously been a member of Angus and Dundee Tourist Board and Tayside Business Gateway amongst other posts.

Independent Members

Bill Matthews, a former senior executive of Motorola and a non-executive Director of the Crown Office and Procurator Fiscal Services Management Board.

Alan Thompson, a former senior executive of Scottish Power and a management consultant.

Police Force Members

Colin McKerracher, Chief Constable of Grampian Police, Chair of the ACPOS Business Change and Information Management Boards and Forensic Science Advisory Group.

John Vine, Chief Constable of Tayside Police, former President of ACPOS and Chair of the ACPOS General Policing and Road Policing Programme Boards.

Police Authority Members

Jean McFadden, Convener of Strathclyde Joint Police Board and previous leader of Glasgow City Council on two separate occasions, as well as President of CoSLA.

Gurudeo Saluja, Convener of Grampian Joint Police Board and a member of the board of the Police Information Technology Organisation.

Our Locations

Corporate Headquarters
176 St Vincent Street
GLASGOW
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Scottish Crime and Drugs Enforcement Agency
Osprey House
Inchinnan Road
Paisley
PA3 2RE

Tel: 0141-302-1000
Email: enquiries@scdea.pnn.police.uk

The Scottish Police College
Tulliallan Castle
KINCARDINE
Fife
FK10 4BE

Tel: 01259-732000
Email: mail@tulliallan.pnn.police.uk

Information Services (ICT)
3 Atlantic Quay
York Street
GLASGOW
G2 8JH

Tel: 0141-582-1000

Information Services (Criminal Justice)
Forensic Services (Fingerprints, Glasgow)
1 Pacific Quay
GLASGOW
G51 1DZ

Tel: 0141-585-8400

Our Locations (continued)

Forensic Services
11 Howdenhall Road
EDINBURGH
EH16 6TF

Tel: 0131-666-1212

Forensic Services
173 Pitt Street
GLASGOW
G2 4JS

Tel: 0141-532-2446

Forensic Services
West Bell Street,
DUNDEE
DD1 9JU

Tel: 01382-596550

Forensic Services
Queen Street,
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AB10 1 ZA

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