



Terms of Reference Document
Review of Policing Structures in Scotland

Document History

Version	Summary of Changes	Reviewed By	Date
1.1	Comments from consultation with Chief Constables included	ACC Anderson	12/7/10

PURPOSE

To fundamentally review policing structures within Scotland to ensure that services are best tailored to meet challenges in the short, medium and longer term and are driven by the principles of policing in Scotland including being locally delivered and accountable, community focussed and supported by bespoke specialised response where required.

OBJECTIVE

The Review will deliver a highly effective model of policing which will maximise efficiency and increase the service's ability to best deliver in a collaborative and shared service approach.

KEY STATEMENTS AND DELIVERABLES

- No aspect of Scottish policing will be excluded.
- National structures including SPSA, SCDEA, CTIU, MICDU will be examined.
- The Review will demonstrate the means by which policing will be more effective and efficient and will show where relevant cost savings can be made.
- It will deliver a representative and workable model to ensure or indeed improve on local accountability.
- It will recommend a performance, governance and resource model for any future structure (public confidence and crime reduction being demonstrable).
- It will demonstrate how collaboration, shared service and partnership working has been harnessed on the proposed structure (with financial projections).
- The Review should present a range of structural options which may include reshaping services, operational and corporate, within the current structure of Forces through collaboration and sharing.
- It will provide detailed information on costs, efficiency and savings. Specific consideration must be given to the costs of implementation, the time taken for business benefits to accrue and the contribution that differing options will make to the revenue budget reductions which the service faces between 2011 and 2015.

ROLES & RESPONSIBILITIES

- The Review will be jointly managed by DCC Steve Allen, DCC George Graham, DCC John McNab and DCC Neil Richardson.
- It will operate with an appropriate project management methodology.
- The Project Executive will consist of the membership of ACPOS Council.

REPORTING

- The Review will determine an appropriate schedule of updates and reports to the ACPOS President and the Project Executive.
- An interim report will be presented to the Scottish Policing Board on 13th September 2010 detailing the project plan accompanied by risk and issues logs.
- The Review will further report to the Project Executive by 29th October 2010 with the intention that any subsequently agreed recommendations would move to implementation at an appropriate time, recognising the complexity of the change that may well be required.

INTERFACES & DEPENDENCIES

The Review should draw conclusions having:

- Consulted widely with key stakeholders including, but not exclusively, the community, local and police authorities, the Scottish Government, COSLA and ACPOS.
- Considered the political views on restructuring from all parties.
- Considered the potential impact on existing community engagement structures/models.
- Taken into account the work of the ACPOS Efficiency and Productivity Project, in relation to the management, benchmarking and possible reshaping of key services and processes; which require to be progressed in any case, and which have the opportunity to realise short and medium term financial benefit.

COMMUNICATION

- Communication will be managed through the ACPOS Secretariat.