

Meeting	Authority Meeting
Date	25 August 2022
Location	Technology and Innovation Centre, Glasgow
Title of Paper	Local Policing Service Delivery Review
Presented By	DCC Will Kerr and ACC Tim Mairs, Local Policing
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper and accompanying presentation is to update the Board on the planned activity within the Local Policing – Service Delivery Review (LP-SDR).

Members are invited to discuss the content of this paper.

1. BACKGROUND

1.1 Current local policing arrangements at a divisional level have been in place since the formation of Police Scotland almost 10 years ago, delivering local policing to the people, places and communities of Scotland. As we emerge from the Covid pandemic, and with the needs of our communities changing over the last 10 years, it is crucial that we take the opportunity to reflect and ensure that the services Police Scotland provide are relevant; building on existing high levels of trust and confidence whilst maintaining legitimacy in our communities.

2. EVIDENCE BASE & OBJECTIVES

2.1 The demand for, and nature of, Policing has changed significantly since the formation of Police Scotland. We are helping more people than ever in mental health distress, there has been an exponential rise in digitally enabled crime and fraud and our communities rightly expect the same level of visibility and prevention. This insight, along with a range of data, have informed our thinking around a review of local policing service delivery. The three key drivers which have informed our review are:

- The increase in high harm calls has raised the level of resource required to ensure the safety and wellbeing of vulnerable people.
- The evolution of crime means that we must develop new capabilities to effectively counter all crime.
- Enhancing our proactive and preventative local presence is vital to ensuring that we build trust and confidence in the communities we serve.

2.2 Local Policing Service Delivery Review (LP-SDR) will undertake an evidence led review of how Police Scotland provides services in a local setting. Our initial evidence led approach will capture a holistic picture of, initially 2, local divisions. Full evidence and insights reports are being designed and developed to ensure that we set out a robust analysis of all key challenges and opportunities including demand so we can drive a focus on re-designing our local policing services in a manner that provides the greatest support for the public, communities and our people. Using Service Design

approaches, we will collaboratively define and co-design our services with our people, our communities and our partners.

3. DESIGN PRINCIPLES

- 3.1 An initial Business Justification Case has been developed and considered through internal governance boards, including the Strategic Leadership Board; setting out a framework for how the review team will undertake an initial discovery phase in 2 Local Policing Divisions: Forth Valley and Highlands and Islands. This 12 month exercise will produce key insights and an extensive evidence base; produced collaboratively by Police Scotland's Design Team and Strategy Insight & Engagement Unit. Best practice will be recognised and drawn on, and crucially all voices with an interest in how Local Policing services are delivered are heard.
- 3.2 Throughout the process, the review will align learning and approach to the Strategic Police Plan, ensuring that design is focused on improving the safety and wellbeing of people, places and communities in Scotland. To this end the initial 3 design principles for the review are:
- Enhance our community policing approach across Scotland.
 - Develop our service to ensure that we keep Scotland safe as we respond to new threats.
 - Work even more closely with partners to enhance the wellbeing of people, places and communities, particularly those who are most vulnerable.
- 3.3 The review will support the strength of national policing and the best of local policing to ensure we continue to improve the safety and wellbeing of people, places and communities, in a way which is agile, innovative and effective.

4. FINANCIAL IMPLICATIONS

- 4.1 Police Scotland and SPA are currently undertaking exploration of funding options for future transformation that will be presented to the SPA Board. The service delivery review model for local policing is subject to that process.

5. PERSONNEL IMPLICATIONS

5.1 LP-SDR has a full resource plan which meets the needs of the overall aim and proposed timelines, whilst minimising impact to Local Policing resource.

6. LEGAL IMPLICATIONS

6.1 There are no legal implications as a result of this proposal.

7. REPUTATIONAL IMPLICATIONS

7.1 The LP-SDR will collaborate with our Key Strategic partners to inform thinking, better understand the landscape and share learning which will enable co-design of services with our people, our communities and our partners.

8. SOCIAL IMPLICATIONS

8.1 There are no social implications as a result of this proposal.

9. COMMUNITY IMPACT

9.1 The LP-SDR will engage with the Public through User Research methodology which will align with the existing work being undertaken by Strategy and Analysis.

10. EQUALITIES IMPLICATIONS

10.1 An Equality and Human Rights Impact Assessment will be completed.

11. ENVIRONMENT IMPLICATIONS

11.1 There are no known Environmental and Sustainability implications. Although Police Scotland seeks to positively impact on its carbon footprint through a more efficient use and deployment of resources, fleet and estate footprint.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

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