

<b>Meeting</b>	<b>Scottish Police Authority Meeting</b>
<b>Date</b>	<b>23 March 2022</b>
<b>Location</b>	<b>Virtual Conference</b>
<b>Title of Paper</b>	<b>Draft Annual Police Plan 2022/23</b>
<b>Presented By</b>	<b>Chief Constable Iain Livingstone QPM</b>
<b>Recommendation to Members</b>	<b>For noting</b>
<b>Appendix Attached</b>	<b>Yes Appendix A – Annual Police Plan 2022/23</b>

**PURPOSE**

The purpose of the paper is to present the final version of the Annual Police Plan 2022/23.

Members are invited to note the content of this paper.

## **1. BACKGROUND**

- 1.1 Strategic planning arrangements for policing in Scotland are set out in the Police Fire and Reform (Scotland) Act 2012.
- 1.2 S35 of the Police and Fire Reform (Scotland) Act 2012 is the statutory requirement for the Chief Constable to prepare an Annual Police Plan (APP) for each yearly period beginning on 1 April. The APP has developed each year and is now a holistic, outcomes focused plan that sets out the objectives for the year across not only operational policing, but including the transformational change portfolio and corporate support services. The plan is also fully aligned to the Joint Strategy for Policing (2020) *Policing for a Safe, Protected and Resilient Scotland* and Police Scotland's Performance Framework.

## **2. Development of the Annual Police Plan 2022/23**

- 2.1 The APP has been developed collaboratively with colleagues across the service and takes full account of the most recent Strategic Assessment. A significant number of strategic planning workshops have taken place across all areas of operational and specialist policing and corporate support services to inform the key areas of activity set out in the plan. In addition, demand data has been scrutinised and a range of research and insights have contributed to the evidence base including stakeholder feedback and public responses to Your Police survey.
- 2.2 In accordance with statute, the APP describes Police Scotland's policing arrangements for the year ahead, sets out priorities for policing based on our overall strategic assessment and outlines activity to demonstrate how Police Scotland will meet the needs of the people of Scotland. This follows our agreed strategic outcomes and objectives. The plan sets out activity at strategic level. To continue to mature the strategic planning approach and support scrutiny, high level milestones and planned reporting periods have been set out along with performance measures and insights. Progress is and will continue to be reported on a quarterly basis to the SPA Board.

- 2.3 The APP describes the areas of greatest threat and risk to public safety and wellbeing and the challenges for policing, as detailed in our strategic assessment. This has informed a robust process to identify and set our priorities for policing which describe the areas where we must direct our resources to ensure the greatest impact. Our priorities for policing are as follows:
- **Protecting vulnerable people** – supporting people considered vulnerable and working with partners to reduce harm;
  - **Tackling crime in a digital age** – building capability to address the threat from cyber-related crime;
  - **Working with communities** – engaging with the public and communities to build resilience and prevent crime; and
  - **Support for operational policing** – delivering change that enables our people to deliver an effective and sustainable service
- 2.4 Under each of our strategic outcomes the APP describes the objectives and activity that will allow the service to focus on its priorities; delivering effective operational policing services and addressing the areas that pose the greatest threat and risk whilst continuing to improve and work towards long term financial stability.
- 2.5 The performance framework is in the process of being refreshed and this will fully align to the strategic outcomes and objectives set out in the Joint Strategy (2020), *Policing for a Safe, Protected and Resilient Scotland*, and the APP. This will provide the means to monitor and measure progress on our strategic outcomes and priorities for policing through the quarterly performance reporting process.
- 2.6 The COVID-19 pandemic has had a significant impact on policing and will continue to do so in the year ahead. We will continue to review our delivery of this plan to take into account current developments and requirements of the Scottish and UK governments in this regard.
- 2.7 The APP was shared in draft with the Scottish Police Authority, in line with the Police and Fire Reform (Scotland) Act 2012. The Chair and members of the Authority's Policing Performance Committee

considered the draft and provided feedback to the service during a session in early March 2022.

- 2.8 In addition, the APP was shared with a range of key stakeholders, including the Cabinet Secretary, opposition justice representatives and leaders, public sector chief officers, COSLA, SOLACE, British Transport Police, staff associations and unions, diversity staff associations, and with Divisional Commanders to share with their key partners.
- 2.9 Feedback has been taken into consideration in the final APP. Prioritisation and activities have been reviewed with some additional narrative on violence against women and girls added and further streamlining put in place. Milestones have been fully reviewed and where possible, made more specific. The APP shows alignment with the performance framework to clearly denote where APP activities will have an impact on performance. The consultation and engagement section has been updated and SPA references have been fully updated.
- 2.10 Additional questions related to the priorities of the APP were added to the Your Police survey for four weeks during February and March 2022. 8943 respondents during the period expressed a high level of support for the policing priorities outlined, with 76.75% of respondents indicating they either agreed or strongly agreed with the priorities.
- 2.11 An Equalities and Human Rights Impact Assessment (EqHRIA), Island and Remote Area Assessment (IsRAA) in line with Islands (Scotland) Act 2018, Environmental Impact Assessment (EIA) and Child Rights and Wellbeing Screening Sheet have been completed. The APP has been fully reviewed in light of the findings from these assessments with appropriate action taken where required.
- 2.12 A copy of the APP will be lodged at the Scottish Parliament by the end of March as required by legislation
- 2.13 The APP will be published on 1 April 2022 and will be supported by communications.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The financial implications will be set out in the sustainability section of the final APP.

### **4. PERSONNEL IMPLICATIONS**

- 4.1 There are personnel implications associated with this paper.
- 4.2 Police Scotland's officers and staff will be directly involved in, and impacted by delivery of the plan. The priorities for policing, objectives and activity set out within the plan will guide service and individual objectives.

### **5. LEGAL IMPLICATIONS**

- 5.1 S35 of the Police and Fire Reform (Scotland) Act 2012 means that the Chief Constable is statutorily required to prepare an Annual Police Plan (APP) for each yearly period beginning on 1 April.

### **6. REPUTATIONAL IMPLICATIONS**

- 6.1 There are reputational implications associated with this paper. Any unforeseen delay to the progress of the APP will impact on the deadline to lodge the APP with the Scottish Parliament by 31 March 2022.

### **7. SOCIAL IMPLICATIONS**

- 7.1 There are not anticipated social implications associated with this paper.

### **8. COMMUNITY IMPACT**

- 8.1 There are community implications associated with this paper. The priorities for policing, objectives and activity in the APP describe our approach to delivering improved outcomes for people and communities. The delivery of change programmes and projects are designed to benefit communities through improvements to service delivery.

## **9. EQUALITIES IMPLICATIONS**

- 9.1 There are equalities implications associated with this paper.
- 9.2 An Equality and Human Rights Impact Assessment (EqHRIA) has been conducted for the APP and we will continue to monitor impact throughout the year. The plan includes specific objectives and activity relating to the Police Scotland equalities outcomes and we will report on progress to deliver against the Equality Duty through the performance framework and the quarterly performance reporting process.
- 9.3 An Island and Remote Area Assessment (IsRAA) has been conducted for the APP in line with and expanding upon the requirements contained in the Islands (Scotland) Act 2018.

## **10. ENVIRONMENT IMPLICATIONS**

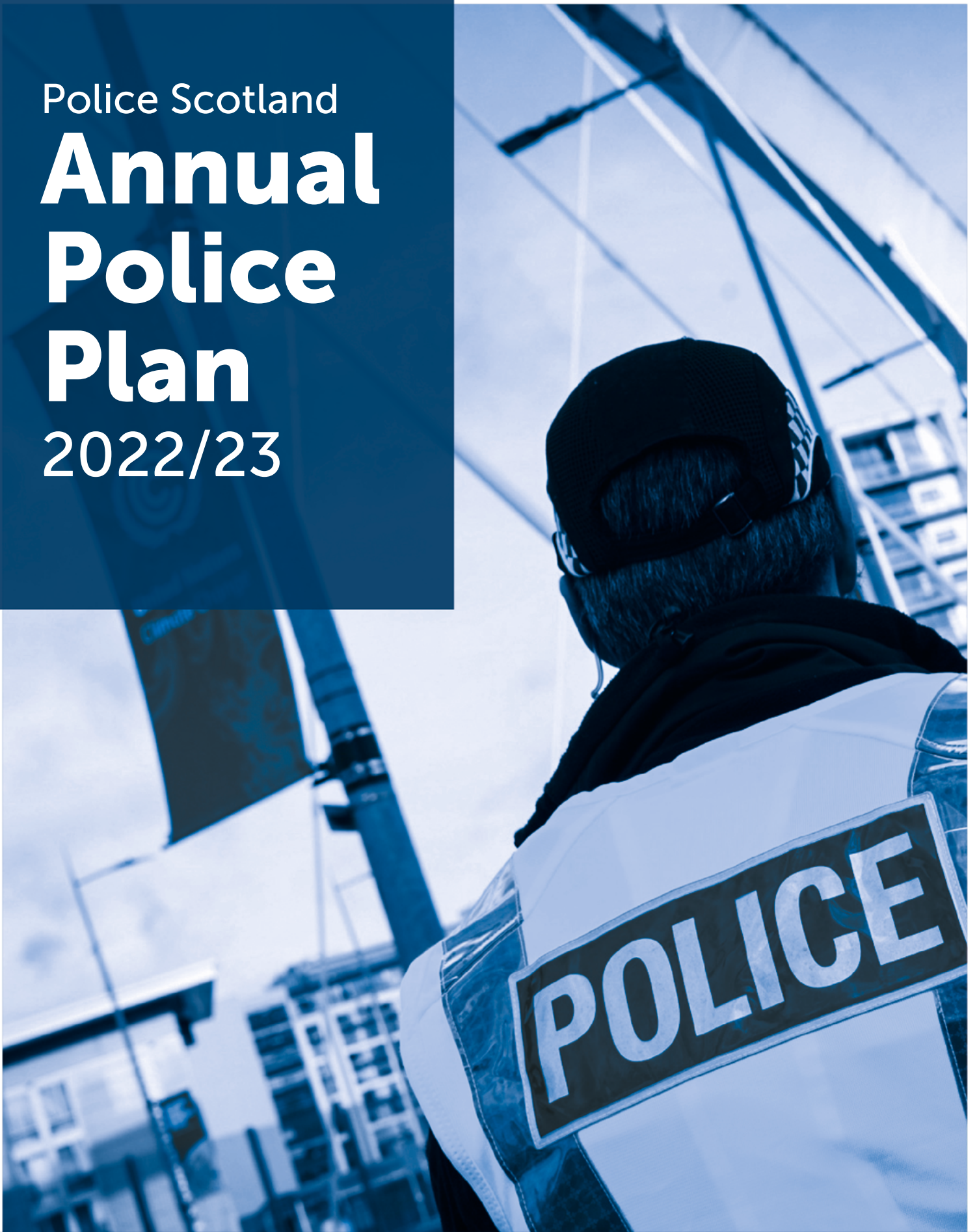
- 10.1 There are environmental implications associated with this paper.
- 10.2 The APP contains specific activity regarding our environmental responsibilities and we will report on progress to deliver this through the performance framework and quarterly performance reporting process.
- 10.3 An Environmental Impact Assessment has been conducted for the APP for the first time and we will continue to monitor throughout the year.

### **RECOMMENDATIONS**

Members are invited to note the Annual Police Plan 2022/23.



Police Scotland  
**Annual  
Police  
Plan**  
2022/23



# Police Scotland: keeping people safe

The roles and responsibilities of Police Scotland and the Scottish Police Authority (SPA) are set out in the Police and Fire Reform (Scotland) Act 2012. Police Scotland works with the SPA, which provides scrutiny, support and challenge to policing, having an integral role in maintaining and improving the service. The Scottish Government has overarching responsibility for communities, public safety and justice in Scotland. Police Scotland provides evidence to the Scottish Parliament Criminal Justice Committee at regular hearings with regards to law enforcement and public safety. The alignment of our strategic direction, priorities for policing, planning approach and performance framework are as follows:

## Scottish Government (SG) National Outcomes and Strategic Police Priorities

SG's [Programme for Government](#) and [National Performance Framework](#) set out what it wants to achieve for Scotland's people and communities, brought together by describing what the "outcome" will be. All public services have a role to play, including policing. The newly published [Justice Strategy](#) outlines the role Police Scotland will play in transforming the way justice is viewed and delivered in Scotland.

The [Strategic Police Priorities](#) (SPPs) set the high level strategic direction for the policing of Scotland and the carrying out of the Scottish Police Authority's (SPA) functions. The SPPs are set by Scottish Ministers and the legal framework for their development was established in the [Police and Fire Reform \(Scotland\) Act 2012](#) ("the Act"). The SPPs are Crime and Security, Confidence, Partnerships, Sustainability, People and Evidence.

## Scottish Police Authority – Strategic Police Plan

Under the Police and Fire Reform (Scotland) Act 2012 the SPA is responsible for producing a strategic police plan, in line with these outcomes and priorities. The [Joint Strategy for Policing \(2020\)](#), [Policing for a safe, protected and resilient Scotland](#) fulfils that requirement.

## Policing in Scotland: our vision, values and purpose

Our vision is 'policing for a safe protected and resilient Scotland'.

Our values are fairness, integrity, respect and human rights. They are fundamental to everything we do as they underpin our policing approach, engagement and activities.

Our purpose is set out in the Act to improve the safety and wellbeing of people, places and communities in Scotland

## Police Scotland's National Strategic Assessment

Police Scotland's Strategic Assessment provides a high level assessment of a range of strategic issues and potential threats, both externally and internally to Police Scotland (operational and organisational). From this we decide how to prioritise our services to meet current and future challenges.



## Police Scotland's priorities for policing

Our priorities for policing are the key areas we need to focus on to address the greatest threats and risk of harm to people and communities. We decide what these are for the year ahead using our strategic assessment and the knowledge and experience of leaders in the service. They are also informed by [public opinion](#).

## Our strategic outcomes

We use five strategic outcomes to describe the results Police Scotland is working towards for the people of Scotland. This helps us to show how we will make a positive impact through what we are doing across the service. Our outcomes are linked to our contribution to SG's outcomes and policing priorities.

## The Annual Police Plan

Under the Police and Fire Reform (Scotland) Act 2012 Police Scotland is responsible for producing this [Annual Police Plan](#) which aligns to our Strategic Outcomes and sets out a policing approach and strategic level activities for policing during the year.

## Deputy Chief Constable / Deputy Chief Officer (DCC/DCO) Portfolio Delivery Plans

Supporting the [Annual Police Plan](#) are four 3 year Delivery Plans for; Local Policing; Corporate Services, People & Strategy; Professionalism, Digital & Transformation; and Crime & Operational Support.

## Local Policing Plans / Local Outcome Improvement Plans

Local policing divisions prepare [local police plans](#) which describe the local priorities and policing arrangements aligning with Scotland's local authority areas and community planning arrangements, based on local engagement with local partners.

## Enabler Strategies

An ever changing and challenging world, impacted by environmental changes, evolving technology, emerging risks and financial constraints, affects all public services, not least policing. In order to ensure Police Scotland is leading from the front and providing a future looking, flexible policing response, we have created several enabler strategies to guide the organisation. These are our Fleet, Environment, Cyber, Estates, People, Public Contact and Engagement, Digital, Data Information and Communication (DDICT) and Procurement strategies.

## Performance Framework

Linked to our plans, our outcomes focused [performance framework](#) describes how we will monitor and measure our progress on our priorities for policing, outcomes and objectives to evidence the impact of our policing approach for the public and communities in Scotland.

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# Chief Constable's Foreword



Police Scotland has continued to meet the needs of our communities during a demanding and difficult period for the people of Scotland.

Coronavirus has placed extraordinary pressures on all public services, particularly our colleagues in the NHS.

Of course, policing is also affected by COVID-19 - like other sectors and organisations, we have been required to manage increased staff absence and implement measures to keep our people safe, as well as supporting the public health imperative of controlling virus transmission.

Our structure as a single national Service meant that, throughout the past year, we were able to take quick action to maintain our policing response for communities, including supporting our crucial 101 and 999 call services.

During the same period, the United Nations COP26 climate summit was held safely and securely in Glasgow. The conference brought world and business leaders and thousands of delegates, activists and citizens to Scotland.

Our policing operation was one of the largest in the United Kingdom's history. The conference was able to consider without disruption the vital issue of climate change. The vast majority of people who wanted to make their voices heard did so peacefully, and policing demonstrated our commitment to upholding the rights of all involved.

Proportionate enforcement to ensure safety and lawfulness was necessary on a very small number of occasions and there was no significant violence, disorder or damage, no serious injuries and relatively few arrests.

I am grateful to everyone who played their part in delivering a safe and secure COP26 - the officers and staff, event organisers and partners including the Scottish and UK Governments, Glasgow City Council, the citizens of Scotland and visitors from elsewhere.

Policing in Scotland enters 2022-23 with stability and focus, ready to meet the challenges that lie ahead, some known and others which will no doubt emerge.

Accordingly, my Annual Police Plan sets ambitious objectives for our priorities – protecting vulnerable people; tackling crime in the digital age; working with communities; and support for operational policing.

We are resolute in our determination to tackle violence against women and girls. I welcome the significant focus being brought by society and the wider justice system to improve how such crimes are prosecuted and how the survivors and their families are supported at all stages of the process.

Police Scotland values and is developing our means of listening and acting upon feedback of experiences in this area. I know there are further improvements to make, within policing, the justice system and of course our wider Scottish society.

A Public Protection Development Programme will drive improved national and local approaches, enabling us to better support victims and respond to emerging vulnerabilities.

Equally, the pandemic has underlined, and at times accelerated, changes to how people live.

Vulnerability arises wherever people interact and do business. We assess that crime types which increasingly contain an online element such as fraud, threats and extortion, communications and image offences, and stalking have increased significantly in recent years.

Our Cyber Strategy Implementation Programme seeks to identify appropriate resources and ensure officers and staff have the skills, tools and support to prevent, and respond to the growing threat of cyber enabled crime for communities right across Scotland.

The terrible toll of drugs deaths is rightly a concern for everyone in Scotland and policing is committed to playing our part in reducing the harm caused to individuals, families and communities by addiction.

We have a vital role in preventing drugs from reaching our streets and bringing those engaged in serious and organised crime to justice and that will always be a key duty and priority for Police Scotland.

Policing has a purpose and remit to improve the lives of our communities, which goes beyond law enforcement. We will continue to develop and contribute to wider support to reduce the harm of drug use, including the training and equipping of officers with Naloxone.

Clear evidence from the Your Police Survey underlines the significant value our fellow citizens place upon their police service. Our strong bond with the public is key to our legitimacy.

The survey underlines that accessible, visible policing is vital to maintaining and building our relationship with the public. Tailored and responsive local policing which meets the needs of communities will always be at the heart of policing in Scotland.

Frontline policing extends far beyond the uniformed officers who can be seen in our communities every day. Our structure as a single national Service ensures every community in Scotland has access to all frontline and specialist policing services. Reform has transformed how we respond to serious crime and major incidents and returned money to the public purse.

In developing Police Scotland, I see us as providing a national holistic service of safety and security just as the NHS provides a national service of health care.

Local response and community officers lead prevention work and the initial response, just as GPs and health visitors provide primary health care. When acute or complex need arises – in health, such as a cancer diagnosis or in policing, a murder – responsive specialist capability and support must be provided to give people the quality service they need and deserve wherever they live their lives.

Tests remain for Police Scotland. Capability and capacity gaps still exist and investment in policing's people and infrastructure is necessary to drive more improvement.

Our officers and staff are key to the success of policing now, and in the future. The safety and welfare of officers and staff and their families is an imperative and critical responsibility for me as Chief Constable.

I will continue to take action to reduce the impact of violence against our officers and staff, support operational capabilities and ensure our people benefit from the agile working practices introduced during the coronavirus pandemic.

I thank everyone who steps forward to serve within policing in Scotland. It is a demanding but rewarding vocation and a significant commitment to public service.

Our officers and staff are drawn from the diverse communities we serve. What unites us are our shared values of integrity, fairness, respect and a determination to put people's human rights at the heart of all we do.

We police with, and for, the public we serve. We have a duty and opportunity to lead change which improves the experiences and lives of all our communities, including our own officers and staff. Inclusion is both an operational necessity and morally the right thing to do.

Discrimination of any kind is deplorable and unacceptable. It has no place in society and no place in policing. It is vital that, individually and as an organisation, we challenge our own and each other's behaviours, attitudes and actions.

Meaningful and sustainable change will require persistent focus and leadership. An Independent Review Group with a wide range of voices will provide additional scrutiny and oversight to our intense focus on equality, diversity and inclusion imperatives.

As Chief Constable, I will continue to drive improvements in our fleet, buildings and technology, as well as developing better working practices and stronger collaboration with partners.

Where efficiencies and benefits are achieved, they will be invested into supporting the safety and capability of our people to enable them to improve the lives of our communities.

Policing is so often the service of first and last resort; the service first on the scene; the service which responds to crisis and criticality. It is the challenge of all in public service to give people the help they need in a timely and sustainable manner. Policing will never step back from those in crisis where they have nowhere else to turn.



**Iain Livingstone QPM**  
Chief Constable





# Joint Strategy for Policing

**Our Vision** | Policing for a safe, protected and resilient Scotland

**Our Purpose** | The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland

**Our Values** | Fairness | Integrity | Respect | Human Rights

## Strategic Police Priorities

Crime and Security

Confidence

Sustainability

Partnerships

People

Evidence

## Priorities for Policing

Protecting Vulnerable People

Tackling Crime in the Digital Age

Working with Communities

Support for Operational policing

### Outcomes

Threats to public safety and wellbeing are resolved by a proactive and responsive police service

The needs of local communities are addressed through effective service delivery

The public, communities and partners are engaged, involved and have confidence in policing

Our people are supported through a positive working environment, enabling them to service the public

Police Scotland is sustainable, adaptable and prepared for future challenges

### Objectives

- Keep people safe in the physical and digital world
- Design services jointly to tackle complex public safety and wellbeing challenges
- Support policing through proactive prevention

- Understand our communities and deliver the right mix of services to meet their needs
- Support our communities through a blend of local and national expertise
- Support the changing nature of communities

- Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service
- Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective
- Work with local groups and public, third and private sector organisations to support our communities

- Prioritise wellbeing and keep our people safe, well equipped and protected
- Support our people to be confident leaders, innovative, active contributors and influencers
- Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

- Use innovative approaches to accelerate our capacity and capability for effective service delivery
- Commit to making a positive impact through outstanding environmental sustainability
- Support operational policing through the appropriate digital tools and delivery of best value

## Performance and Implementation

Evidence based policing

# Context

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## The changing nature of crime, society and the role of policing

2021 was a year which globally presented very significant challenges. In Scotland, policing responded to the ongoing and rapidly evolving nature of the COVID-19 pandemic, as well as numerous high profile and significant events. These included the global COP26 conference, Scottish parliamentary elections, the bedding in of the new relationship with Europe and hosting four matches in the Euro 2020 football tournament.

These events have also provided opportunities for organisational learning and growth, which contribute towards the strategic direction and delivery of policing in Scotland. Police Scotland has continued to change and adapt at pace to ensure we maintain a high quality policing service to the public and communities of Scotland.

As a service, we have continued to rapidly react and respond to the demands of the COVID-19 pandemic. We have continued to adapt and bolster resources in areas, including Contact Command and Control (C3) and response policing, which play vital roles in responding to the needs of the communities we serve. Our commitment to a level of service that the public can have confidence in continues to be a priority throughout the pandemic, as well as collaborating and coordinating with partner agencies in order to best serve the communities of Scotland.

Protection of the public is a key aspect of Police Scotland's business, and we continue to strive to improve the service we provide. There has been significant focus on the safety of women and girls, not least due to the high-profile murders of Sarah Everard, Nicole Smallman and Bibaa Henry in England. In consultation with stakeholders and partners, Police Scotland are developing a Violence Against Women and Girls (VAWG) strategy in 2022 in furtherance of our vision of a society where women and girls can live free from all forms of violence, abuse, exploitation and harassment. The Vision for Justice in Scotland 2022 sets out to transform the justice sector and outlines the role of public services in achieving this.

We will also publish our Equality, Diversity and Inclusion strategy in 2022, which will drive and accelerate our continued commitment to ensuring Police Scotland is a welcoming and inclusive organisation where people know they belong and can fully be themselves.









Demands on policing continue to evolve, and become more complex. The digital presence, capacity and capability of criminal behaviour is increasing, whilst our officers continue to attend a high number of incidents associated with vulnerability; including hate and domestic incidents as well as mental health and missing person reports. In addition, new legislation and criminal justice policies focused upon community justice will necessitate an increasingly flexible approach to policing.

As a service, we have undergone a series of external and internal reviews with regard to how to best enable our people to provide an optimal service for the communities of Scotland. Following our most recent Your Voice Matters survey, we intend to take these learnings to improve and develop aspects of the service for our people, which will ultimately benefit the public and their confidence in policing.

Our Contact, Command and Control Centres continue to support the public and communities by improving our call management, whilst receiving more calls for support, advice and issues of community wellbeing. This is in part due to the strain

placed on other public services during the ongoing pandemic. As we move tentatively towards recovery, we will continue to support our partner agencies in order to best serve the communities of Scotland.

Through the pandemic, policing has experienced an increase in levels of public confidence. We will continue to work and develop our methods in order to reach and build confidence with those in our seldom heard communities. As a service we have to continue to evolve and develop our means of communication and contact to ensure that we are visible and available for all of the different communities that we serve and protect.

 <p><b>COP26</b> – successful 25 day operation, with over 40,000 visitors, 128 world leaders, 62 venues, up to 10,000 officers deployed a day, and only 97 arrests</p>	 <p><b>COVID-19</b> – actively supported public health response to the pandemic, with hundreds of additional officers deployed to local policing at peak periods</p>
 <p><b>Drug seizures</b> – over £2.6m of drugs seized in December 2021 alone</p>	 <p><b>Contact</b> - over 2 million calls to 999 and 101 in 2020/21, and 'Contact Us' online increased by nearly 60%</p>
<p><b>SAVE SOME NALOXONE</b></p> <p><b>Drugs</b> – life-saving Naloxone spray used successfully 62 times during pilot. 12,000 officers will now be trained to use it</p>	 <p><b>Your Police survey</b> - Over 50,000 people have helped shape our local and national services in the past year</p>
 <p><b>Cybercrime and Fraud</b> - recorded cybercrimes have almost doubled in a year and there has been an increase in fraud of nearly 80% compared to the 5 year average</p>	 <p><b>Body Worn Video</b> – over 18,000 people took part in a national consultation with overwhelming support for the use of this technology in policing</p>
 <p><b>Domestic abuse</b> - Applications to the Disclosure Scheme for Domestic Abuse Scotland (DSDAS) increased by at least a third in a year</p>	<p><b>THAT GUY</b></p> <p><b>Violence against women and girls</b> - "That Guy" campaign video and website viewed over 4m times including 2.3m engagements on social media worldwide</p>

## Policing in 2022/23

The Annual Police Plan sets out the activities we will undertake to support our strategic outcomes and objectives for policing for the coming year. Just as 2021/22 has been incredibly challenging, Police Scotland is anticipating pressures of a dynamic and evolving nature on both planned and reactive policing in the forthcoming year.

It is anticipated that demand on policing will continue to increase in complexity in terms of advancements and reliance on technology resulting in increased cyber threats and cyber enabled crimes. These will in turn increase the need for further development of specialist skills and strengthened ties with other law enforcement and public protection agencies across the world as the relevance of geographical boundaries diminishes.

This Annual Police Plan seeks to set a clear direction for the service, taking into account the significant business as usual demands on policing, the ongoing pandemic, leadership of high profile UK events and continued focus on enabling policing for the future.

The service will strive to develop and deliver a considerable amount of key changes over the duration of this plan based on our strategic direction, which ultimately we believe will be of benefit to the communities of Scotland and enable the continuation of increased public trust in policing.

The demands on policing during the COVID-19 pandemic are dynamic and ongoing. As such, the activities set out within this plan will be kept under review in an open and transparent manner. Police Scotland is confident in our strategic direction and is ready to focus on the implementation and delivery of key changes to support the public and communities.

# Priorities for policing

To respond effectively to emerging threats, risk and harm our policing priorities are reviewed and set annually through Police Scotland's National Strategic Assessment.

The following sets out how we identify our priorities for policing:

How we set our priorities for policing	
<b>We consider:</b>	
Police Priorities	Government and academic reviews
Local Outcome Improvement Plans	Futures and horizon scanning
Public engagement	Organisational Assessment
Partner and stakeholder views	Community Impact Assessments
Policing for a Safe, Protected and Resilient Scotland	Equality and Human Rights Impact Assessments
Analysis of current and emerging threats and risk	Environmental Impact Assessments
Policing leadership knowledge and experience	Islands (Scotland) Act 2018
Crime and incident data	Demand analysis
<b>We develop:</b>	
National Strategic Assessment	
<b>We define:</b>	
Priorities for Policing	

We also complete impact assessments to ensure we take action on any elements of our planning which could impact on equalities, communities or provisions within the Islands (Scotland) Act 2018.

The national strategic assessment has been refreshed for 2022. The following priorities for policing have been identified for this plan's duration.

Our Priorities for Policing	
Protecting vulnerable people	Tackling crime in a digital age
Working with communities	Support for operational policing
<ul style="list-style-type: none"> <li>• Drugs supply and harm</li> <li>• Child sexual exploitation and abuse</li> <li>• Serious violence including homicide</li> <li>• Human trafficking</li> <li>• Rape</li> <li>• Counter terrorism</li> <li>• Adult protection</li> </ul>	<ul style="list-style-type: none"> <li>• Serious organised crime</li> <li>• Domestic abuse</li> <li>• Missing persons</li> <li>• Management of registered sex offenders</li> <li>• Public order and safety</li> <li>• Road casualties</li> <li>• Fraud</li> </ul>
Our organisational priorities	
<ul style="list-style-type: none"> <li>• Governance, strategic direction and change</li> <li>• Organisational design</li> <li>• Resources and demand</li> <li>• Organisational resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Our people</li> <li>• Contact and engagement</li> <li>• Finance and sustainability</li> </ul>

Priorities are not considered in isolation, for example our response to violence against women and girls includes elements of a number of the priorities identified.

We continue to keep our assessment under review to ensure that we respond appropriately to areas of threat, risk and harm that may emerge.

Local assessments are also refreshed annually and our Local Police Plans contain details of national support and local activities to address the resulting priorities.



## User Experience and Your Police insights

Police Scotland Insight and Engagement department is responsible for managing, designing, building and maintaining high-quality activity which involve the public, communities and partners. High response rates to our national surveys were maintained throughout 2021; making Police Scotland's public engagement activity robust and representative, being led by research and engagement best practice. Approximately 59,400 responses were received from our surveys on public confidence, user experience, support provided to survivors or victims of crime, events and protests – including significant public engagement on the use of Body Worn Video. A further 26 surveys were conducted by business areas on service-specific themes for internal audiences.

We enhanced our reach to diverse communities through making our surveys accessible in British Sign Language, Easy Read and by using inclusive non-stigmatising language. A series of focus groups, interviews and workshops were carried out to understand the lived experiences and perceptions of diverse communities of different age groups for informing use of Body Worn Video and emerging technology in policing.

Our User Experience Survey has over 33,000 responses from people who have directly used our services since it was launched in 2020, with over 16,000 in 2021. The Your Police open survey has been published each year since 2019, with over 54,000 people taking time to tell us their views on policing.

Our largest continuous surveys (Your Police and User Experience) continue to be broadly representative of the population by age, gender, disability, and geography.

## Annual Police Plan 2022/23

The Annual Police Plan sets out what we will do in the coming year to make progress against our strategic outcomes and objectives; and address our priorities for policing.

### Strategic outcomes

Our strategic outcomes describe the impact Police Scotland strives to achieve in the lives of people in Scotland; they represent our priorities for policing in the year ahead.

Our five strategic outcomes are directly aligned with the Joint Strategy for Policing (2020).

**Threats to public safety and wellbeing are resolved  
by a proactive and responsive police service**

**The needs of local communities are addressed  
through effective service delivery**

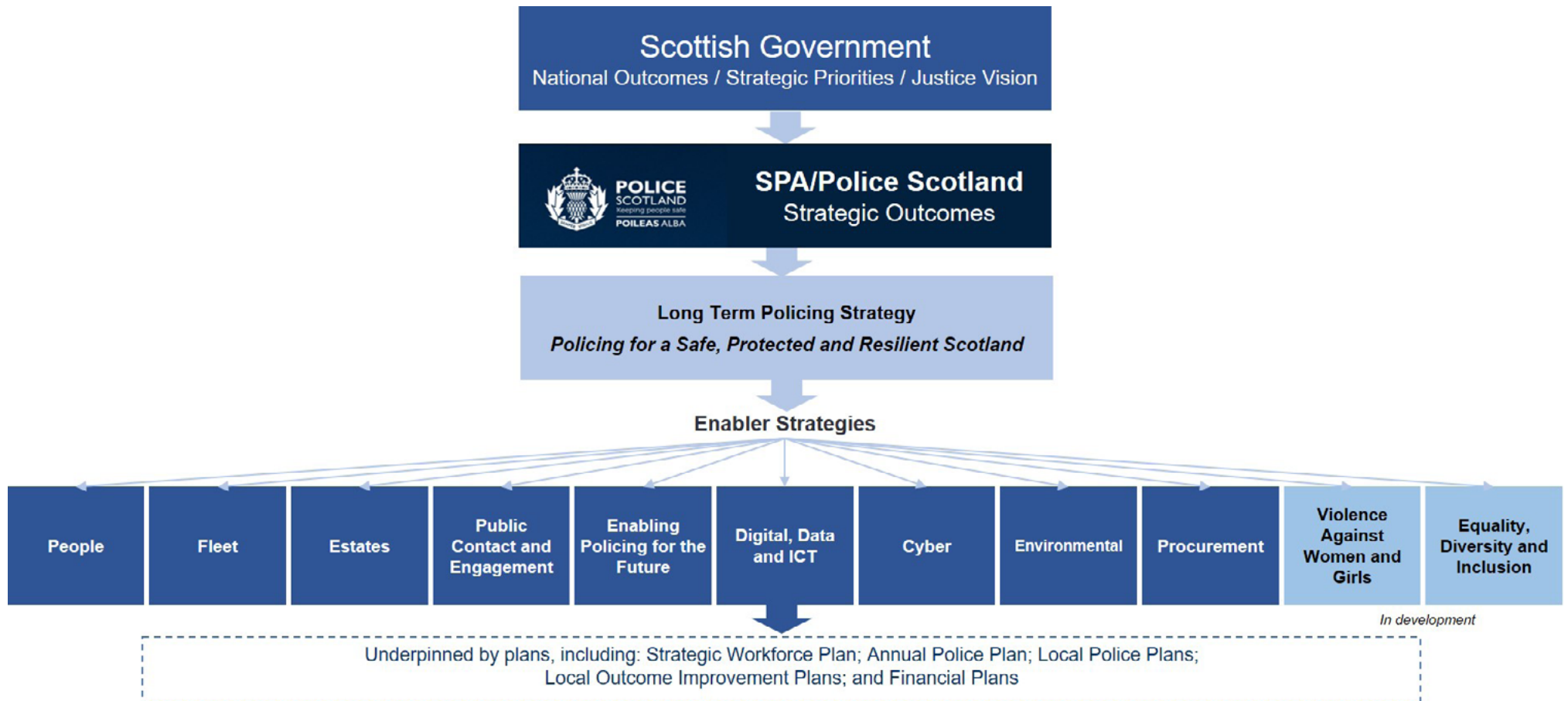
**Public, communities and partners are engaged,  
involved and have confidence in policing**

**Our people are supported through a positive working  
environment, enabling them to serve the public**

**Police Scotland is sustainable, adaptable  
and prepared for future challenges**

## Strategic Alignment

Our strategic outcomes provide a clear route from the Scottish Government's outcomes and priorities, including the Justice Strategy, through Police Scotland's strategies, plans and performance reporting, enabling us to demonstrate alignment and clearly articulate our ambitions and progress.



### **Joint Strategy for Policing (2020) – Policing for a safe, protected and resilient Scotland**

The Scottish Police Authority and Police Scotland set out the strategic direction and associated outcomes for policing in this document. This drives Police Scotland's approach to all other strategies and implementation plans, ensuring a consistent cascade of purpose for policing in Scotland.

**Annual Police Plan** This plan summarises what we will do in the coming year to make progress against our strategic outcomes and priorities for policing. The Annual Police Plan is underpinned by more detailed plans at Deputy Chief Constable and Deputy Chief Officer level.

**Performance Framework** Our outcomes focused Performance Framework is linked to our plans and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes. This is developed alongside the Annual Police Plan. This plan includes performance measures and insights for each activity to align with our updated Performance Framework.

**Enabler Strategies** Police Scotland is constantly working towards making the service sustainable, environmentally responsible, more efficient and continually relevant in a world of innovation and developing technologies. The steps the organisation intends to take towards the future are set out within a collection of enabler strategies covering People, Fleet, Cyber, Estates, Public Contact and Engagement, Environment, Procurement and DDICT. In addition, for the forthcoming year, it is intended to introduce two more enabling strategies on Equality, Diversity and Inclusion (EDI), and Violence Against Women and Girls (VAWG).

These will be reviewed every three years, or before if required, to ensure they remain fit for purpose.

**Local Police Plans** In addition to the Annual Police Plan, Police Scotland's 13 local policing divisions produce Local Police Plans. The content and character of Local Police Plans are determined by Local Area and Divisional Commanders engaging with local authorities, who are each responsible for approving their respective Local Police Plan through local scrutiny boards. These local plans reference distinct priorities, objectives, outcomes and performance measures. They link to wider community planning arrangements, with Local Outcome Improvement Plans taken into account in their development. Our Local Police Plans were revised in 2020 for three years. They will be refreshed in the coming year and agreed in 2023.

# Outcome 1

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## Threats to public safety and wellbeing are resolved by a proactive and responsive police service

To protect people effectively, Police Scotland will continue to develop and focus on keeping the public and communities in Scotland safe from harm, whilst exploring innovative technologies and partnerships.

We find ourselves moving at an ever-increasing pace from the physical to the digital world; a move that creates opportunities for new and complex crime types. This shift also affects traditional crime, much of which now has a digital element.

Police Scotland will continue to be a key contributor to local joint planning and delivery, as well as to national cross-sectoral partnerships, helping drive a shift to prevention and early intervention across services.

Key	
Operational activity	Change activity

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We keep people safe in the physical and digital world	Delivery of the Cyber Strategy and Transformation Programme to design and deliver new services and approaches to policing in an increasing online and digital world	DCC Crime & Operational Support	<p>Phase 1:</p> <p>Cyber Strategy review</p> <p>As-is assessment</p> <p>Conceptual Target Operating Model, Roadmap and Strategic Outline Business case</p> <p>Phase 2:</p> <p>Develop products that support the business cases</p> <p>Enhanced Target Operating Model</p>	<p>Q1</p>     <p>Q2, Q3 &amp; Q4</p>	<p>What progress is Police Scotland making in the delivery of its Cyber Strategy?</p>   <p>How effectively is Police Scotland adapting staffing and training requirements to tackle the evolving nature of cybercrime?</p>



Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We keep people safe in the physical and digital world	Implement new measures to reduce threat, risk and harm to vulnerable missing people	DCC Local Policing	Explore Herbert and Philomena protocols with local authorities  Develop a model which enables the CAM and National Database Enquiry Unit to take initial missing person reports allowing operational officers access to this information	Q2  Q3 & Q4	How effective is the introduction of new measures in improving Police Scotland's and partners responses to vulnerable and repeat missing persons?
	Develop partnership approaches to tackle drug related deaths, drug related harm and improve community wellbeing	DCC Local Policing	Develop and implement a high level plan  Explore potential for Police Scotland to develop and support innovative ways to reduce the harm associated with problematic drug use in Scotland, based on public health principles	Q1  Q2, Q3 & Q4	How is Police Scotland helping reduce the harm caused by controlled substances in our communities?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We keep people safe in the physical and digital world	Support the implementation of new legislation including: the Hate Crime and Public Order Act, offensive weapons legislation, fireworks legislation, Vulnerable Witness Act and the Domestic Abuse Protection Scotland Act	DCC Local Policing / DCC Crime & Operational Support	Devise and implement the delivery plans to support the new legislation	Q2	Training, awareness and guidance in place for officers and staff within the required timescales
	Improve and enhance our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents	DCC Crime & Operational Support	<p>Improve/expand/develop new processes for supporting victims of human trafficking and rape</p> <p>Continue to evaluate the progress of child protection flagging and work with Scottish Government to develop a permanent national child protection register</p> <p>Support local policing with the implementation of the new Scottish Government National Child Protection Guidance</p>	<p>Q2</p> <p>Q3</p> <p>Q4</p>	<p>How well does Police Scotland support those at risk from harm?</p> <p>How well does Police Scotland support people and prevent them from becoming victims of human trafficking?</p> <p>How effective is Police Scotland's management of crimes of rape?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>We keep people safe in the physical and digital world</p>	<p>Design, develop and implement a refreshed strategy and approach to proactively and supportively police violence against women and girls (VAWG)</p>	<p>DCC Crime &amp; Operational Support</p>	<p>Approval and delivery of the strategy</p> <p>Overview of design and approach</p> <p>Delivery plan and progress reports</p> <p>Evaluation and learning</p> <p>Progress Distress Brief Intervention (DBI) through Women's Aid / violence against women and girls</p> <p>Use of appropriate external media campaigns and internal communications</p>	<p>Q1</p> <p>Q2</p> <p>Q2, Q3, Q4</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>	<p>How effective is Police Scotland at tackling serious violent crime?</p> <p>How well is Police Scotland working to eradicate domestic abuse crime?</p> <p>How well does Police Scotland support at risk children from abuse?</p> <p>Women and girls at risk of becoming victims of violence, and those facing violence, are safer and confident that the police are responsive to their needs</p> <p>Raising awareness and understanding of intersectionality, where all individuals including women and girls may also be at risk from crime through other protected characteristics</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
<p>We keep people safe in the physical and digital world</p>	<p>Continue to respond to the latest developments, deliver and evaluate the impact of Operation Talla, Police Scotland's response to the COVID-19 pandemic</p>	<p>DCC Crime &amp; Operational Support</p>	<p>Regular review in conjunction with the Independent Advisory Group and SPA and follow up activity to embed improvement and learning</p> <p>Evaluation shared with SPA Board</p>	<p>Quarterly</p>	<p>Maintain critical policing functions to best serve the communities of Scotland throughout the pandemic via officer abstractions</p> <p>Work in partnership providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving COVID-19</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We keep people safe in the physical and digital world	Develop strategies to mitigate impact and risk resulting from the UK's new relationship with Europe	DCC Crime & Operations	<p>Overview of mitigation of risk and impact</p> <p>Overview of collaborative working</p> <p>Seek to develop new partnerships and maintain existing relationships with partners</p> <p>Mitigate risks associated with loss of critical law enforcement measures and systems</p> <p>Continue to develop contingencies and innovative processes and opportunities to enhance our footprint in the international arena</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Q2 &amp; Q4</p> <p>Quarterly</p> <p>Quarterly</p>	<p>How is Police Scotland working with partners to mitigate the risk of cybercrime?</p> <p>How is Police Scotland responding effectively to public order / safety threats?</p> <p>How well is Police Scotland working with others to prevent RSOs from re-offending?</p> <p>How well does Police Scotland support people and prevent them from becoming victims of human trafficking?</p> <p>How does Police Scotland support Scotland's Serious Organised Crime Strategy?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We keep people safe in the physical and digital world	Develop demand products to continue to understand and effectively represent the increased pressures of a changing legislative, policy and criminal justice environment on policing.	DCO Corporate Services, People & Strategy	Improve measures and insights of non-crime incidents to help develop demand reduction strategies	Q2 & Q4	How have products been used to improve analysis of increased demand on policing?
	Continue programme to transform our existing custody facilities from places of detention to modern, safe places and gateways for the delivery of wellbeing, diversion and transformation services	DCC Local Policing	Publication of the Criminal Justice Plan  Enhance alternatives to prosecution within the CJ outcomes framework  Build on Mental Health Pathways to support people in custody  Develop Criminal Justice Hubs to maximise benefits  Complete the upgrade of custody suites as a result of HMICS recommendations	Q1  Quarterly  Quarterly  Quarterly  Quarterly	How does Police Scotland ensure that its criminal justice processes and services are fit for purpose?



Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Design services jointly to tackle complex public safety and wellbeing challenges	Implement the Intelligence Policing Programme with a focus on: <ul style="list-style-type: none"> <li>- Governance and Restructure</li> <li>- Intelligence Activity Based on Threat and Risk</li> <li>- Performance</li> <li>- Communications, People, Training and Education</li> <li>- Products, Processes and Standards</li> <li>- Systems</li> <li>- Partners</li> </ul>	DCC Crime & Operations	Implement delivery plan and produce progress reports	Quarterly	How do specialist resources meet community needs and protect the community from risk and harm?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Design services jointly to tackle complex public safety and wellbeing challenges	Work with partners to enhance our understanding of the scale and scope of human trafficking in Scotland and reduce the harm it causes	DCC Crime & Operational Support	<p>Evaluate collaborative work with Scotland Against Modern Slavery to understand the nature and extent of the threat of HT in the labour market</p> <p>Evaluate and build on our strong collaborative relationship with the Home Office Immigration Enforcement and Home Office Border Force to improve information sharing in order to protect Potential Victims of Trafficking</p> <p>Identify and evaluate secondment opportunities for officers within HOIE, Justice and Care, to support NHTU and HT Operations</p>	<p>Q2 &amp; Q4</p> <p>Q2 &amp; Q4</p> <p>Q2 &amp; Q4</p>	How well does Police Scotland support people and prevent them from becoming victims of human trafficking?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Design services jointly to tackle complex public safety and wellbeing challenges	Support development and implementation of Digital Evidence Sharing Capability (DESC)	DCC Local Policing / DCC Professionalism, Digital Services & Transformation	Assessment of DESC implementation progress, evaluation & benefits achieved	Quarterly	What progress is Police Scotland making on delivery of its DDICT Strategy?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Design services jointly to tackle complex public safety and wellbeing challenges	Implement Naloxone Programme nationally	DCC Local Policing	Evaluate programme to determine next steps  Monitor use, benefits and colleague experience via interview / case studies to help articulate the impact	Q1  Quarterly	How is Police Scotland helping reduce the harm caused by controlled substances in our communities?
	To develop and implement a refreshed approach to Children and Young People underpinned by a Children's Rights Approach to policing	DCC Local Policing	Overview of design and approach Delivery plan and progress reports Evaluation and learning Roll out of UNCRC within policing	Q1 Q2, Q3 & Q4 Q4 Quarterly	How is Police Scotland improving the quality of policing for children and young people?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We support policing through proactive prevention	Through intelligence led policing and proactive engagement with all road users, reduce death and serious injury on Scotland's Road network	DCC Crime & Operational Support	<p>Deliver a calendar of campaign activity, in partnership with key stakeholders, to improve driver attitudes / behaviour and reduce injury on Scotland's roads</p> <p>With the support of Transport Scotland funding, develop the 'In depth fatality study' to identify appropriate interventions and reduce Road Casualties</p> <p>Develop an online reporting tool for video footage to involve the public in road safety and encourage engagement</p>	<p>Quarterly</p> <p>Q2 &amp; Q3</p> <p>Q2 &amp; Q4</p>	How effective are Police Scotland's activities to improve road safety in Scotland?

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We support policing through proactive prevention	Enable our collaborative approach to Mental Health Pathways to address demands on policing from the public and communities which can be best served and supported by other public bodies	DCC Local Policing	<p>Monitor the use, benefits and colleague experience via interview and case study to articulate the impact</p> <p>Improve outcomes for service users through integrated service delivery with public sector partners at shared co-locations</p>	Quarterly	<p>How is Police Scotland measuring and improving public confidence and satisfaction in our police service?</p> <p>How is Police Scotland improving public contact access to its services?</p>
	Counter the threat of terrorism by effectively continuing to deliver the four strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare	DCC Crime & Operational Support	Evaluation of engagement and delivery	Quarterly	What impact is CONTEST strategy activity having on public and community wellbeing?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We support policing through proactive prevention	Counter the threat of Serious Organised Crime, by continually monitoring emerging threats and combating this with evolving tactics through effective delivery of the four strands of Scotland's Serious Organised Crime Strategy – Detect, Disrupt, Divert, Deter	DCC Crime & Operational Support	Evaluation of engagement and delivery	Quarterly	How does Police Scotland support Scotland's Serious Organised Crime Strategy?

# Outcome 2

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## The needs of local communities are addressed through effective service delivery

The role of policing is to keep people safe, wherever they live. We will continue to improve the services we provide as society evolves, ensuring we embed accessibility and inclusivity into all our services.

For policing to meet the needs of our local communities we must work closely with individuals, their representatives and other service providers to ensure we have a shared understanding of the environment and the role of policing within it.

We continue to benefit from being a national service, with all areas being able to call upon additional operational support and specialist services to assist with incidents and investigations, large planned and unplanned events, and other situations where these resources are needed. We recognise that different areas of the country differ in their requirements from Police Scotland. The organisation works closely with the Scottish Government in line with provisions made in the Islands (Scotland) Act 2018 to ensure that the specific needs of rural and island communities are considered in wider policy.

Key	
Operational activity	Change activity



Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Understand our communities and deliver the right mix of services to meet their needs	Develop and design a fit for future Air Capability Strategy to effectively enable policing and support the public and communities, with engagement, ethics and scrutiny at the forefront of our approaches	DCC Crime & Operational Support	Design, approve and implement strategy  Delivery plan and progress reports  Evaluation and learning	Q2  Q3 & Q4  Q4	How do specialist resources meet community needs and protect the community from risk and harm?
	Enhance the model for policing in Scotland to provide supportive, effective services that meet the needs of the public and communities while addressing key demand considerations	DCC Professionalism, Digital & Transformation	Assessment of progress, evaluation & benefits achieved	Quarterly	How is Police Scotland's Change Portfolio improving service delivery?
	Refresh Local Police Plans during 22/23 for publication in 2023, setting out priorities and engaging with local authority partners	DCC Local Policing	Consult, design, develop and publish new LPPs  Local engagement and governance	Quarterly  Quarterly	How have local divisions performed against 2020 plans?  What are local people, stakeholders and seldom heard groups telling us about their experiences and priorities?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Support our communities through a blend of local and national expertise	Implement and deliver the key elements of the Gaelic language plan 21-26	DCC Local Policing	Delivery plan and progress reports	Q2 & Q4	What progress has Police Scotland made in supporting the delivery of the Gaelic language plan 21-26?
	Further develop our reporting systems to capture the full extent of cyber-enabled frauds and exploit avenues through the Cyber Transformation work to align approaches to fraud into the Cyber enabled crime arena	DCC Crime and Operational Support	Develop a national triage / operational assessment process for all frauds reported into Police Scotland to better understand the full extent of fraud  Implementation of a national system of reporting, triage and analytics to capture the true extent of cyber-enabled and cyber-dependent fraud within Scotland and the links wider into the UK and beyond	Quarterly  Quarterly	What progress is Police Scotland making in the delivery of its Cyber Strategy?  How effectively is Police Scotland adapting staffing and training requirements to tackle the evolving nature of cybercrime?
Support the changing nature of communities	Embed Police Scotland's updated Equality Outcomes for service delivery across the service	DCC Local Policing	Report on progress and evaluation	Quarterly	How is Police Scotland involving those with lived experience?  How does Police Scotland proactively promote, support and mainstream equality and diversity initiatives?

# Outcome 3

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## The public, communities and partners are engaged, involved and have confidence in policing

Our values are at the heart of everything we do. Our human rights based approach to policing along with ethical and privacy considerations is of the utmost importance to the service we provide. Public confidence in policing impacts how safe individuals feel. The communities we serve should feel confident that we will always police in a way that is fully underpinned by our values of fairness, integrity, respect and human rights.

The safety and wellbeing of the people we serve are enhanced by providing services that work efficiently. Post pandemic renewal and recovery will undoubtedly bring significant changes to the policing required by the people of Scotland. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions.

Engaging with people strengthens relevance, responsiveness and accountability and builds trust. It helps us learn about people and create services that meet their needs. We will improve and refocus our engagement activities where these are not reaching diverse communities and are not representative of the society we serve.

Key	
Operational activity	Change activity

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service	Proactively engage with the public, communities, partners and stakeholders on key considerations for policing and emerging technology aligned to our values and rights based approach to policing	All	Public and Stakeholder engagement plan quarterly update  Deliver the Police Scotland public and stakeholder engagement plan throughout the year, working collaboratively with the public, communities, partners and key stakeholders and providing feedback	Quarterly  Quarterly	How is Police Scotland measuring and improving public confidence and satisfaction in our police service?
	Ensure a transparent, strong and consistent ethical oversight that maintains public trust and confidence in policing	DCC Professionalism, Digital and Transformation	Embed our engagement approach and framework to provide assurance that all appropriate matters are considered with the public and communities which could impact on policing legitimacy and consent, enabling key elements of democratic innovation	Q2 & Q4	How is Police Scotland measuring and improving public confidence and satisfaction in our police service?  Is Police Scotland resolving complaints efficiently and fairly?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective	Continue implementation of a new Unified Communications and Contact Platform (UCCP)	DCC Professionalism, Digital and Transformation	Delivery plan and progress reports	Quarterly	<p>How is Police Scotland measuring and improving public confidence and satisfaction in our police service?</p> <p>How is Police Scotland improving public contact access to its services?</p>
Work with local groups and public, third and private sector organisations to support communities	Work with the Scottish Fire & Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration Strategy, including co-location, co-response, shared knowledge and shared services, including fleet	Estates / Fleet / PPCW	Assessment of progress and evaluation	Q2 & Q4	How effective is Police Scotland's collaboration with partners to deliver shared priorities?

# Outcome 4

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## Our people are supported through a positive working environment, enabling them to serve the public

The safety and wellbeing of our officers and staff are at the heart of Police Scotland’s commitments. The challenges for policing have never been as significant as experienced throughout the ongoing Coronavirus pandemic. Crime is evolving in line with wider societal change and there is increasing scrutiny and pressure in relation to police actions.

We will create the environment for our staff to be able to work effectively and equip them to make decisions, ensuring they are trusted and empowered to do so.

Key	
Operational activity	Change activity

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
<p>Prioritise wellbeing and keep our people safe, well equipped and protected</p>	<p>Deliver the national and local Your Voice Matters Implementation plans developed in response to the survey results to ensure that the desired outcomes and progress is achieved</p>	<p>DCO Corporate Services, People &amp; Strategy</p>	<p>Delivery of the Implementation Plan against milestones</p>	<p>Q1 &amp; Q3</p>	<p>How will YVM results inform Police Scotland's wellbeing approach?</p> <p>How are results and response rates reflecting the effectiveness of the action plans?</p> <p>What are our Staff Associations, Unions and Diversity Network Chairs telling us?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Prioritise wellbeing and keep our people safe, well equipped and protected	Design and implementation of a new People Strategy	DCO Corporate Services, People & Strategy	<p>Design, approve and implement strategy</p> <p>Delivery plan and progress reports</p> <p>Evaluation and learning</p>	Q2 & Q4	<p>How is Police Scotland using results from Your Voice Matters survey to shape future developments on staff wellbeing?</p> <p>How effective is Police Scotland's workforce development?</p> <p>How is Police Scotland enhancing leadership training?</p> <p>How does Police Scotland proactively promote and support equality and diversity initiatives?</p>



Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Prioritise wellbeing and keep our people safe, well equipped and protected	Implement the Estates Strategy and Transformation Plan to ensure safe working environments for our people which will enhance wellbeing and morale	DCO Corporate Services, People and Strategy	<p>Implementation of improvement plan resulting from the Estates Condition Survey</p> <p>Design and delivery of modern workplace template trialled in both a national function and an operational site with findings to inform national roll out.</p>	Q2 & Q4	<p>How is Police Scotland improving public contact access to its services?</p> <p>How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value?</p> <p>Percentage footprint of the estate that is in good or better condition</p>
	Continue to deliver and enhance services available to support mental, emotional and physical wellbeing	DCO Corporate Services, People & Strategy	<p>Develop wellbeing framework</p> <p>Implement action plan</p> <p>Commence ongoing evaluation</p>	<p>Q2</p> <p>Q4</p> <p>Q4</p>	<p>How is Police Scotland using results from YVM survey to shape future developments on staff wellbeing?</p> <p>How well does Police Scotland manage staff and officer absence rates?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Support our people to be confident leaders, innovative, active contributors and influencers	Continue to refine and implement key areas of strategic workforce planning	DCO Corporate Services, People & Strategy	Delivery plan and progress reports	Q1 & Q3	How effective is Police Scotland's workforce development?  How is Police Scotland enhancing leadership training?
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	Ensure delivery, and lead mainstreaming of equality, diversity and inclusion in our workforce across the service, exploring gaps in existing and forecast skills required	DCC Professionalism, Digital and Transformation / DCO Corporate Services, People & Strategy	Deliver a Police Scotland Equality, Diversity and Inclusion strategy, engaging and collaborating with a range of internal and external stakeholders  Design an implementation plan for the Equality, Diversity and Inclusion Strategy  Ensure reporting of progress against the EDI strategy and Equality Outcomes is mainstreamed	Q1 & Q3	How does Police Scotland proactively promote and support equality, diversity and inclusion initiatives?
	Implement HMICS recommendations on remit of positive action team	DCO Corporate Services, People & Strategy	Delivery plan and progress reports	Q2 & Q4	How does Police Scotland proactively promote and support equality, diversity and inclusion initiatives?

# Outcome 5

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## Police Scotland is sustainable, adaptable and prepared for future challenges

Ongoing political, technological, economic and societal changes as well as unforeseeable emergencies on a local and global scale require the police service to adapt and respond to future challenges in order to maximise the benefits of future opportunities. This includes working to reduce the impact of our activity, estates and fleet on the environment. Police Scotland aims to make a significant contribution to the Scottish Government's 2040 carbon neutral target and 2045 zero greenhouse gas emissions target.

Everyone has a role to play in improving financial sustainability, making efficient use of resources and eliminating waste to deliver best value. Procurement of and demand for goods and services will remain under scrutiny, ensuring resources are used in the most efficient way possible to meet the greatest need.

Key	
Operational activity	Change activity

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Use innovative approaches to accelerate our capacity and capability for effective service delivery	Design, develop and deliver a five year business plan for policing in Scotland, including financial and resource considerations	DCO Corporate Services, People & Strategy	Design, develop, and approve plan  Publication	Q1  Q3	How will Police Scotland use the plan to support governance and accountability?
	Develop and iterate a 5 year financial strategy for policing in Scotland, improving the synchronicity across all key strategic products and ensuring all key stakeholders are aligned to our financial ambition	DCO Corporate Services, People & Strategy	Establish and embed a 5 year rolling capital investment plan supported by a 5 year capital budget	Quarterly	How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value?  Maintaining a balance budget: Financial monitoring report tracking and forecasting a balanced budget by Year End
	Review, in partnership with SPA, the current Joint Strategy for Policing and re-shape the strategy as needed for launch in 2023	DCC Professionalism, Digital and Transformation / DCO Corporate Services, People & Strategy	Review report to SPA Board for consideration	Q2 & Q4	What progress has been made, taking into account the impact on services of major events e.g. pandemic, COP26?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Use innovative approaches to accelerate our capacity and capability for effective service delivery	Initiate and enhance national and international partnerships to disrupt those involved in emerging and current criminal activities	DCC Crime & Operational Support	<p>Continue existing and seek to develop new partnership relationships</p> <p>Continue to develop existing engagements with global law enforcement partners in relation to Cybercrime (Europol/ Siena) to enhance our contribution to the global intel picture</p> <p>Develop opportunities to disrupt such criminality across Scotland</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>	<p>How is Police Scotland working with partners to mitigate the risk of cybercrime?</p> <p>How well is Police Scotland working with others to prevent RSOs from re-offending?</p> <p>How well does Police Scotland support people and prevent them from becoming victims of human trafficking?</p> <p>How does Police Scotland support Scotland's Serious Organised Crime Strategy?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Use innovative approaches to accelerate our capacity and capability for effective service delivery	Progress the delivery and governance of the Enabling Policing for the Future (EPF) programme	DCC Professionalism, Digital and Transformation	Delivery plan and progress reports	Quarterly	How is Police Scotland's Change Portfolio improving service delivery?  Cashable benefits (planned / forecast / delivered)  Benefits realisation – Non-cashable officer efficiencies (planned / forecast / delivered)  Benefits realisation – Non-cashable staff efficiencies (planned / forecast / delivered)
	Deliver a priority based budgeting pilot exercise in the DCC Crime & Operational Support Portfolio to prove concept, with a view to developing a robust methodology for wider roll out	DCO Corporate Services, People & Strategy / DCC Crime & Operational Support	Overview of approach Delivery plan and progress reports Evaluation and learning	Q1 Q2 & Q4 Q4	How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value?  Maintaining a balance budget: Financial monitoring report tracking and forecasting a balanced budget by Year End
	Establish an Organisational Learning Function to promote and support the sharing of learning and best practice across the organisation	DCC Professionalism, Digital and Transformation	Design and staff unit Establish network	Q1 Q3	How effective is Police Scotland at continuous improvement and workforce development?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Commit to making a positive impact through outstanding environmental sustainability	Develop and implement innovative and sustainable methods to deliver a modern Police Service.	DCO Corporate Services, People & Strategy	Continue implementation of Environmental Strategy	Q4	What progress is Police Scotland making in the delivery of its Fleet, Estates and Environmental strategies?
			Continue implementation of Fleet strategy	Q2 & Q4	Average age of fleet Vehicle availability (Percentage of fleet)
			Continue implementation of Procurement Strategy	Q2 & Q4	Proportion of vehicles that are ULEV (Percentage of fleet) Percentage footprint of the estate which is co-located / shared with our partners
			Implementation of Estates Transformation Strategy	Q4	Percentage footprint of the estate that is in good or better condition Total carbon emissions per m2 of estate Reduction in Co2 emissions

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Support operational policing through the appropriate digital tools and delivery of best value	Engage and contribute to the Independent Advisory Group (IAG) on emerging technologies to ensure that new technology is harnessed to support modern policing	DCC Crime & Operational Support	Ongoing engagement and support  Review any recommendations and consider implementation	Quarterly	What progress is Police Scotland making on delivery of relevant strategies?
	Implement Body Worn Video across the organisation for operational officers	DCC Professionalism, Digital & Transformation	Delivery plan and progress reports	Q2 & Q4	What progress is Police Scotland making on delivery of its DDICT Strategy?



# A sustainable service

## Resource

The Scottish Government's 2021/22 budget included a funding correction that allowed the Authority to address the structural deficit and set a balanced budget whilst maintaining the current size of the existing workforce.

A five year financial plan was developed in September 2021 to reset the financial baseline without the requirement for significant workforce reductions, and to set out the broad financial parameters that must be considered to remain financially sustainable in the future.

The plan highlighted that financial balance could be maintained over the medium term if the workforce size and mix is managed within current pay budgets and if funding increases are in line with Scottish Government's commitment to protect the police resource budget in real terms for the entirety of this Parliament. This gives the organisation the ability to re-invest any capacity created to support high priority areas of policing or to meet changing demand.

The implications of COVID-19 will continue to have an impact on the organisation's finances and measures are in place with Scottish Government to regularly monitor the changing environment and to mitigate financial impacts.

The Scottish Government recently published a framework for a Resource Spending Review with the intention to publish multi-year resource spending plans in May 2022. This is a welcomed development which will provide an indication of future funding allocations and provide more certainty to our forward financial planning.

## Investment

Police Scotland, through national programmes, is uniquely placed to demonstrate the benefits to our communities from well-placed strategic investment by the Scottish Government. Against the backdrop of a balanced budget, focus can be put to those programmes and projects which deliver the best outcomes for the public as well as our officers and staff, whilst also demonstrating value for money.

Important progress continues to be made in implementing our Estates Strategy, providing modern spaces for our people that are fit for 21st century policing whilst collaborating and co-locating where possible with partner organisations. Our sector leading fleet strategy has seen steady progress in the past year, with over 70 charging points installed across our estate and c.400 cars (12% of our total fleet) transitioned to ultra low emission vehicles. The coming year will see us further enhance our charging network, with the ambition to transition a further 400 vehicles.

Our Digital, Data and ICT strategy has seen us consolidate legacy systems, improve our ICT infrastructure and move to more mobile ways of working. This will continue into next year with further investment in core systems, our communications infrastructure and our approach to tackling cybercrime.

# Equality, diversity and inclusion

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The work of Police Scotland is underpinned by our commitment to equality, diversity and inclusion in our interactions with the communities we serve as well as our own staff.

We are committed to developing and promoting best practice in the refresh of our Equality outcomes for 2022. These can be found along with our commitment and duties to equality, diversity & inclusion at: <https://www.scotland.police.uk/about-us/equality-and-diversity/>.

This plan was subject to an Equalities and Human Rights Impact Assessment (EqHRIA) in compliance with the Scottish Public Sector Equality Duty. This document can be found at: <https://www.scotland.police.uk/about-us/how-we-do-it/equality-and-diversity/>

Separate impact assessments will be undertaken for the activities described in this plan as required.

# Governance and performance

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Effective scrutiny and oversight are key to ensuring that policing retains the trust and confidence of the communities of Scotland. We pride ourselves on transparency and accountability and as such, have created comprehensive and robust arrangements for the governance of this plan and monitoring our performance.

Prior to publication, the plan is laid before the Scottish Parliament and made visible to the SPA. Upon publication, activities related to the outcomes and objectives are monitored through Police Scotland's quarterly performance reports, informed by our performance framework. These reports are presented to the SPA. A biannual report, specific to the progress of the APP is presented to the SPA and made available to the public online.

# Accountability

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## Accountability

The governance structures outlined, are designed to ensure that Police Scotland provides a service that is relevant, legitimate and consistent with the principle of 'policing by consent'.

### Scottish Police Authority

Police Scotland present information and reports on a frequent basis to the SPA. All board and committee meetings are available online. Please visit this site for further details: <https://www.spa.police.uk/meetings/>

Crime and performance statistics are published by the SPA. Please visit this site for further details: <https://www.spa.police.uk/strategy-performance/performance/>

### Scottish Parliament Committees

Key policing issues are discussed by the Scottish Parliament's Committees, including the Criminal Justice Committee. Please visit this site for further details:

<https://www.parliament.scot/chamber-and-committees/committees/current-and-previous-committees>

Crime and Justice Statistics are published by Scottish Government. Please visit this site for further details: <http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice>

## Local scrutiny

Each of Scotland's local authorities also has scrutiny arrangements in place to allow them to influence policing at a local level. This successful partnership between local authorities and local Police Scotland divisions is evident in close working relationship within Community Planning Partnerships and other local planning arrangements.

### Her Majesty's Inspectorate of Constabulary in Scotland (HMICS)

HMICS provides independent scrutiny of both Police Scotland and the SPA to deliver services that are high quality, continually improving, effective and responsive to local needs.

### Police Investigation and Review Commissioner (PIRC)

The PIRC undertakes independent investigations into the most serious incidents involving the police and provides independent scrutiny of the way police bodies operating in Scotland respond to complaints from the public.

# Engaging with us

## We want to hear from you

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape our services and influence decisions made. Insight from effective engagement helps identify practical solutions and determine changes required to meet the needs of the communities we serve.

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about the Annual Police Plan or our service, please contact us at: <https://www.scotland.police.uk/contact-us/>

## Inclusive and accessible engagement

We aim to embed accessibility and inclusivity into our services to make them work for everyone.

This Annual Police Plan was subject to an Equality and Human Rights Impact Assessment (EqHRIA). A summary of the EqHRIA has been published alongside this document on the Police Scotland website: <https://www.scotland.police.uk/about-us/how-we-do-it/equality-and-diversity/>

This Annual Police Plan can be made available in various alternative formats. For more information, please contact us via our online form: <https://www.scotland.police.uk/contact-us/>

Deaf, deafened, hard of hearing or speech-impaired callers can contact us via Text Relay on 18001101.

## Public engagement and insight

As part of the development of the Annual Police Plan we have undertaken a period of engagement in early 2022 to allow the public and our partners to provide feedback regarding our strategic direction. This feedback was captured and used to shape the final version of this Plan. Further information about this and our wider engagement can be found in our consultation and engagement hub at: <https://consult.scotland.police.uk/>

## Social media

Police Scotland has a number of active social media channels that provide a range of information and insight into policing, both nationally and in your local area. A full list of our social media accounts can be found on our website. Our main national channels can be found at:

**Twitter:** @policescotland

**Facebook:** <https://www.facebook.com/PoliceScotland>

Please note that our social media channels are not monitored 24/7 and should not be used for reporting crime. Please dial 999 in an emergency, and 101 in a non-emergency situation.

