



Meeting	Policing Performance Committee
Date	12 March 2024
Location	MS Teams
Title of Paper	Scottish Police Authority/COSLA/Police Scotland Partnership Delivery Plan Update
Presented By	Amanda Coulthard, Head of Strategy & Performance, Scottish Police Authority
Recommendation to Members	For Discussion
Appendix Attached	Partnership Delivery Plan

PURPOSE

This paper provides Members with an update on development and delivery of the partnership delivery plan underpinning the Scottish Police Authority, COSLA and Police Scotland Partnership Agreement.

1. Background and Context

- 1.1. The Authority, COSLA and Police Scotland committed, through a [partnership agreement](#) signed in 2023, to strengthening collaboration across four priority areas, as well as promoting and supporting overall partnership working.
- 1.2. The four priority areas identified for delivery over the lifetime of the partnership agreement are:
 - Local Scrutiny and accountability
 - Prevention and early intervention
 - Health and wellbeing
 - Resources and investment
- 1.3. The agreement, and underpinning priorities, builds on a history of collaboration across local government and policing focused on serving, protecting, and enhancing local communities.
- 1.4. The attached delivery plan describes, across the four priority areas, actions that will be taken across the partnership. The actions encompass a broad range of services and priorities for policing, local government and beyond.

2. Delivery Plan Development

- 2.1. Staff and officers across COSLA, Police Scotland and the Authority have worked to develop a partnership delivery plan which reflects the ambition of the partnership agreement. The actions contained in the delivery plan reflect priority areas of focus, ongoing partnership activity, and new areas of work.
- 2.2. Ongoing development of the delivery plan has been reported through the COSLA/SOLACE/Police Scotland/SPA engagement group, co-chaired by the chair of SOLACE and DCC Local Policing. This operational oversight shaped the direction of the delivery plan and allowed connection to be made to wider areas of work sitting with partners such as the Improvement Service.
- 2.3. As a partnership delivery plan, activity will be delivered collectively by COSLA, Police Scotland and the Authority as shown in the leadership column within the plan. The plan will continue to be regularly reported through internal governance structures, with an annual progress report prepared and considered by the COSLA/SOLACE/Police Scotland/SPA engagement group.

- 2.4. In addition to ongoing operational oversight and monitoring of the delivery plan through the engagement group, progress will also be reported through the COSLA Community Wellbeing Board and Leaders Forum as well as through this committee. Routes to widen engagement with other groups and delivery bodies will continue to be explored, with a particular focus on wider community planning bodies.

3. FINANCIAL IMPLICATIONS

- 3.1. There are no direct financial implications in this report.

4. PERSONNEL IMPLICATIONS

- 4.1. There are no direct personnel implications in this report.

5. LEGAL IMPLICATIONS

- 5.1. There are no direct legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

- 6.1. There are no direct reputational implications in this report.

7. SOCIAL IMPLICATIONS

- 7.1. There are no direct social implications in this report.

8. COMMUNITY IMPACT

- 8.1. There are no direct community implications in this report.

9. EQUALITIES IMPLICATIONS

- 9.1. There are no direct equalities implications in this report.

10. ENVIRONMENT IMPLICATIONS

- 10.1. There are no direct environment implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

COSLA-Police Scotland-SPA Partnership Delivery Plan 2023 - 2025

Introduction

This Partnership Delivery Plan describes both existing and new areas of partnership working between COSLA, Police (PSoS) Scotland and the Scottish Police Authority (the Authority). It sets out how we will work collaboratively to progress the objectives we set in our Partnership Agreement; as a living document it will remain dynamic and flexible to ensure we are responsive to emerging areas for priority during delivery.

This plan follows directly from the development of our Partnership Agreement (January 2023), which committed COSLA, Police Scotland and the Authority to strengthening collaboration on a range of agreed strategic priorities, as well as to promote and support overall partnership working.

Four priority areas were identified in the Partnership Agreement for the 2022 – 2027 period. These are:

- i. Local scrutiny and accountability
- ii. Prevention and early intervention
- iii. Health and wellbeing
- iv. Resource and investment

Governance and Accountability

As a partnership agreement and delivery plan, activity will be delivered collectively by COSLA, Police Scotland and the Authority. The Plan will be monitored regularly and updated once a year. Progress will be reported through existing governance structures, with operational oversight and monitoring delivered through the COSLA, Police Scotland, SOLACE and SPA engagement forum. Additionally, progress will be reported, as relevant, to:

- COSLA Leaders Forum.
- COSLA Community Wellbeing Board, and other thematic boards as required.
- COSLA Police Scrutiny Convenors Forum.
- Police Scotland Strategic Leadership Board.
- Police Scotland Local Policing Management Board, and other relevant boards as required.
- Police Scotland Your Police Stakeholder Engagement Forum.
- Scottish Police Authority Extended Leadership Team.
- Scottish Police Authority Policing Performance Committee, and other relevant committees as required.
- Community Planning Improvement Board, for information.

Priority Area 1: Local Scrutiny and Accountability

Policing services are provided by a national service, delivered locally and it is key that our services continue to evidence our focus on local priorities. We will strengthen local scrutiny and accountability of policing, guided by the recommendations of the Tripartite Review of Local Police Plans and our wider evidence base.

Activity	Milestones	Due by:	Lead	Measures of Success
Implementation of recommendations of the 2022 Tripartite Review of Local Police Plans , which identified areas of development and best practice in relation to local police planning processes including Local Police Plan Scrutiny Framework (non-statutory national framework intended for use by Elected Members) and supporting practice guidance.	Deliver webinar series on local scrutiny approaches and best practice.	March 2024	SPA and COSLA	Insights and feedback from review of the 2023 Local Police Plan development process is shared by Police Scotland.
	Launch best practice guides for scrutiny following webinar series.	May 2024	SPA (input from COSLA and PSoS)	
	Update report to Police Scotland Divisional Commanders meeting and Local Policing Management Board to provide formal input and feedback on scrutiny framework.	April 2024	SPA (supported by PSoS) (LPP)	National resources and activity to support scrutiny reflect feedback and input from local authorities.
	Progress closure report on recommendations to Police Scotland Strategic Leadership Board.	January 2024	PSoS (SIE)	
	Progress closure report on recommendations to COSLA Community Wellbeing Board.	Spring 2024	COSLA	Improved understanding by SPA and COSLA of good practice, opportunities and challenges to scrutiny of policing at a local level.
	Progress closure report on recommendations to SPA Policing Performance Committee.	June 2024	SPA	
	Engage on the development of local performance reporting to support future development to meet the needs of local scrutiny and policing.	During 2024-2025	PSoS (APU) and SPA (input from COSLA)	

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Activity	Milestones	Due by:	Lead	Measures of Success
<p>Local Policing – Service Delivery review</p> <p>Which will redefine options / models of service delivery in local areas.</p>	<p>Programme updates to SPA Policing Performance Committee.</p>	<p>December 2023</p>	<p>PSoS (LPP)</p>	<p>Increased awareness across local authorities at both officer and Elected Member level. The Review fully captures diverse local needs and service response required to work effectively with local authorities.</p>
	<p>Programme updates to relevant COSLA governance groups.</p>	<p>Ongoing</p>	<p>PSoS (LPP)</p>	
	<p>COSLA and SOLACE to be engaged through the Your Police Engagement Forum.</p>	<p>Ongoing</p>	<p>PSoS (SIE)</p>	
<p>Public Trust & Confidence in Policing</p> <p>Building trust, confidence and understanding in, as well as user experience of, policing in Scotland</p>	<p>Work with local authorities to shape a future wave of public polling to obtain insights of relevance to the work of local authorities.</p>	<p>May 2024</p>	<p>SPA and COSLA</p>	<p>Enhanced understanding of levels of confidence in, and support for, policing in Scotland, with a focus on specific issues of interest and relevance to local authorities.</p>
	<p>Work alongside local policing teams and stakeholders to review and implement change based on public feedback.</p> <p>Utilising analysis and insights from Trust Index Tracker, Your Police (public confidence) and User Experience Surveys, as well as bespoke public engagement approaches delivered in local areas.</p>	<p>March 2024</p>	<p>PSoS (SIE) and COSLA</p>	

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Activity	Milestones	Due by:	Lead	Measures of Success
<p><u>Community Confidence in Policing</u> A national project delivered by PSoS and SPA to understand confidence levels in policing in different communities, and test community endorsed initiatives aimed at raising confidence.</p>	Work with the 4 designated divisional areas to support completion of the test of change phase and provide those divisions with specialist training and materials created centrally.	March 2024	SPA & PSoS (Policing Together)	All areas have products available to support identified community need.
	Project update to be presented to COSLA and Authority	Summer 2024	SPA & PSoS (Policing Together)	Increased awareness of the project's outcomes and lessons learned across local authorities, through COSLA.
	Re-visit participating divisions to gauge sustainability and effect on community and partners.	Winter 2024/25	SPA & PSoS (Policing Together)	Stronger relationships have continued, and positive initiatives have become embedded.
Design and development of participatory approaches - Engaging and involving communities and partners to work together in identifying and implementing solutions on things that matter to local communities.	Further enhance the model of participatory budgeting to respond to local needs – scoping currently underway in Dundee, East Lothian and Edinburgh.	March 2024	PSoS (SIE)	Enhanced engagement and collaboration between COSLA, Police Scotland and local authorities on participatory budgeting initiatives.
	Work alongside COSLA, local authority areas and community planning colleagues to explore opportunities for joint participatory activities.	2024/25	PSoS (SIE)	
	Explore opportunities to align activity to SOALCE/IS transformation project on active communities.	2024/25	SPA/PSoS/ COSLA/ SOLACE	

Priority Area 2: Prevention and early intervention

We will identify areas where greater emphasis on prevention and early intervention will benefit community wellbeing and safety, including that of our young people

Activity	Description	Due by:	Lead	Measures of success
Ensuring a Trauma Informed response to child victims and witnesses through the Criminal Justice System.	Ongoing delivery of Bairns' Hoose.	2023-2027	COSLA and PSoS (SCD)	All partners work together – initially within the 6 successful Pathfinder sites - to implement and test the Bairns' Hoose Standards, supporting development across Scotland.
	Local authorities will continue working with Police Scotland to implement the Scottish Child Interview Model for joint investigative interviewing. Trauma-informed, child-centred responses to children will be central to Bairns' Hoose successful implementation.	September 2024	COSLA & PSoS (SCD)	The Scottish Child Interview Model for joint investigative interviewing is available consistently across Scotland.
	Consider opportunities to align PSoS approach to the National Trauma Training Programme	2024/25	PSoS (SCD)	Collaborative, consistent and aligned approach
Councillor Safety –focuses on advice for councillors on online and physical safety and security, (following the murder of Sir David Amess MP in 2021)	COSLA and Police Scotland Counter Terrorism Security Advisors in the Specialist Crime Division will continue working jointly to develop bespoke personal safety written resources for councillors in Scotland, following the councillor safety workshops delivered online in August and September 2022.	Ongoing	COSLA and PSoS (SCD)	COSLA Barriers to Elected Office Special Interest Group involved in reviewing draft resources and providing comment to Police Scotland from an elected member perspective.

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Activity	Description	Due by:	Lead	Measures of success
Violence Against Women and Girls (VAWG) and Equally Safe (ES), the joint Scottish Government and COSLA Strategy to prevent and eradicate gender-based violence	Collaborative working between COSLA and Police Scotland will continue, ensuring that Police Scotland's Violence Against Women and Girls Strategy is informed by the SG/COSLA Equally Safe Strategic framework, priorities and aims.	Ongoing as part of PS VAWG strategy.	PSoS (SCD) and COSLA	Collaborative leadership in preventing and tackling all forms of gender base violence and its causes is maximised and visible. Local Policing activity reflective of Violence Against Women Local Partnership activities where appropriate. Joint working, where appropriate and value adding, will be utilised to strengthen national and local learning and development.
	Consideration will be given to local policing approaches that add value to LA's and Violence Against Women Partnerships' efforts, inputs and outcomes in line with strategic priorities nationally and locally.	Ongoing as part of PS VAWG strategy.		
	Ongoing opportunities for shared approaches and learning, positive challenge and review of impact will be identified – in line with ES and PS VAWG commitments.	Ongoing as part of PS VAWG strategy.		
Prevention and Community Wellbeing - engaging with the public, communities and partners to develop an approach that meets current and future needs.	The approach to prevention and community wellbeing will be considered by Police Scotland , informing engagement with COSLA and other key stakeholders.	2024/25	PSoS (Policing Together / SIE)	Partnership and community input alongside data analysis informs content and delivery of the approach to prevention and community wellbeing.
	Police Scotland will share insights and consideration of future approaches and developments around prevention and community wellbeing with a view to collaborating with Local Government as a key partner in these areas.	August 2024		
	An update on development of our approach will be presented to PPC and COSLA. Thereafter feedback will be captured throughout the development and implementation.	December 2024		

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Activity	Description	Due by:	Lead	Measures of success
Appropriate Adults - Appropriate Adults (AA) support people to both understand and to be understood during police investigations and during interaction with other investigative bodies. The Criminal Justice (Scotland) Act 2016 placed AA services on a statutory footing from January 2020.	Local Authorities are responsible for ensuring the provision of Appropriate Adult services. Police Scotland will work with COSLA and individual local authorities to support this work and strengthen services, with a particular focus on training, quality assessment and local and national oversight as appropriate.	Ongoing	PSOS (SCD / CJSD) and COSLA	Partnership work supports a coordinated approach to the implementation and development of the statutory service.

Priority Area 3: Health and wellbeing

Guided by our joint commitment to health and wellbeing, we will consider the lessons of Covid-19 as well as how our joint activity can improve and protect community wellbeing, aligned with public health priorities and approaches to service delivery. The proposed creation of a National Care Service and its implications for our respective organisations will also be considered.

Activity	Description	Timescales	Lead	Measures of success
Vulnerability, Mental Health & Wellbeing	Cascade of learning and content from Law Enforcement and Public Health trauma informed event in May 2023.	September 2023	SPA and PSoS (Policing Together)	Regular communication and learning opportunities between partners.
	Cascade next steps reports from both the vulnerability and trauma events.	November 2023	SPA	Shared awareness of ongoing work.
	COSLA and SPA will be engaged in the development of Police Scotland's future approaches to prevention and community wellbeing (reflecting Scottish Government and wider policing commitments) and identify opportunities to collectively influence the development of wider mental health approaches..	Spring 2024	PSoS (Policing Together/SIE)	
National Mission on reducing drug deaths 2022-2025	Police and COSLA colleagues are represented on the National Mission Oversight Group which oversees the implementation of the Medication Assisted Treatment (MAT) standards.	April 2025	COSLA and PSoS (Policing Together)	As per the national mission's three-year strategy.

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Suicide Prevention Strategy	Continued consideration by COSLA and Police Scotland of Creating Hope Together: suicide prevention strategy 2022 to 2032 , released September 2022, alongside other delivery partners.	April 2025	COSLA and PSoS (Policing Together)	Police Scotland officers are connected with and actively contribute to the work of Suicide Prevention Scotland. The Police Scotland workforce is better informed about suicide and able to respond confidently and compassionately with clear pathways of care established.
	Development of suicide prevention action plans for high-risk settings – for the workforce and those they support.	April 2025	COSLA and PSoS (Policing Together)	
	Support improvement in data sharing between PS and Local Authorities to enhance evidence informed local and national action planning. This would include demographic data on deaths by suicide and suicide attempts.	April 2025	COSLA, PSoS (Policing Together) and Public Health Scotland	
	Support the tests of change in communities where there is a heightened risk of suicide, working with partners to build capacity.	April 2025	COSLA, PSoS (Policing Together) and Public Health Scotland	
	Build in understanding of Time, Space, Compassion approach to suicidal crisis and its use within Police Scotland.	April 2026	COSLA, PSoS (Policing Together) and Public Health Scotland	

Priority Area 4: Resource and Investment

We will focus on best value, promote and enable effective collaboration, co-design and shared services, given constraints on resources and increasingly complex demands on services.

Activity	Description	Timescales	Lead	Measures of success
Framework for Collaboration – this will be delivered through work on blue light collaboration and reform collaboration group.	Engage with the Reform Collaboration Group to explore opportunities to coordinate collaboration activities. Develop a joint Framework for Collaboration in partnership with SOLACE, setting out high-level principles and guidance for local collaboration, such as colocation initiatives, between Police Scotland and local authorities, as well as highlighting good practice.	Ongoing Summer 2024	COSLA, PSoS (Policing Together) and SPA	The Framework is used by local authorities and police divisions to support and facilitate opportunities for collaboration locally, where appropriate.
Community Planning Improvement Board	Raise awareness of the Partnership Agreement and Partnership Delivery Plan with the CPIB and provide regular updates on progress. Strengthen overall engagement and dialogue on issues of relevance to CPPs, including through the COSLA-PS-SOLACE-SPA Engagement Group, using those outputs to assist CPIB drive improvement.	Ongoing	COSLA, SPA and PSoS (LPP/Policing Together/SIE)	Synergies are identified between the work of the CPIB and the Partnership Delivery Plan.
Establishment of Scottish Prevention Hub at Edinburgh Futures Institute	Engage and explore with COSLA, SOLACE, Improvement Service opportunities for involvement and support with the Prevention Hub activities: Data, Evidence and Insights and Collaborative Leadership and place based activities.	Ongoing	PSoS (Policing Together) with support from SPA	Wider awareness of the opportunities of the EFI collaboration model – with a focus on data, evidence and insight sharing.

Glossary of Acronyms and Abbreviations

PPC	SPA Policing Performance Committee. The Committee meets 4 times a year and its purpose is to provide oversight and scrutiny of continuous improvement in policing.
SIE	Strategy, Insight, and Engagement – Department within Police Scotland whose services enable colleagues in operational policing and corporate support services to contribute effectively to the strategic outcomes and objectives for policing in Scotland.
APU	Analysis and Performance Unit (APU) provides performance reporting and strategic analysis within Police Scotland. The analyst community (including APU, DPU and SCD) deliver professional analytical services across the organisation at all levels, both locally and within specialist areas, in support of organisational planning and operational policing delivery. The products provided allow leaders within the organisation to make better informed decisions using robust analysis as evidence.
DPU	The aim of the Demand & Productivity Unit (DPU) is to measure, understand and evidence demand experienced by Police Scotland. Consisting of a mix of technical analysts, data scientists, statisticians, and police officers, the DPU now has a footprint across the organisation, developing and supporting demand and productivity analysis.
Policing Together	Policing Together is a National Division within Police Scotland which provides focus on primary prevention using the skills and contributions of partners to deliver guidance and advice to other business areas. The overarching aim of Policing Together is to improve the safety and wellbeing of individuals, localities and communities in Scotland.
SCD	Specialist Crime Division is a national division, providing highly trained, effective specialist resources in support of local policing. Within SCD there are six business areas, Major Crime, Public Protection, Local Crime, Intelligence Support, Specialist Crime Support and Organised Crime and Counter Terrorism (OCCTU).