

Meeting	Authority Meeting
Date	25 March 2020
Location	Tele-conference
Title of Paper	Draft Strategic Police Plan (2020)
Presented By	Barry Sillers Director of Strategy SPA
Recommendation to Members	For approval
Annex Attached	Annex A: Summary of Consultation Process Annex B: Draft Strategic Police Plan (2020)

PURPOSE

To provide members with an updated draft Strategic Police Plan, following the formal public consultation during the period 20 January to 2 March 2020 and to seek approval of the draft Strategic Police Plan (2020).

1. LEGISLATIVE BACKGROUND

- 1.1 The roles and responsibilities of the Scottish Police Authority (SPA) and the Chief Constable, with regard to the production of a Strategic Police Plan, are laid down in the Police and Fire Reform (Scotland) Act 2012 Section 34.
- 1.2 The SPA must review an approved Strategic Police Plan where the Strategic Police Priorities have been significantly revised. A revised set of Strategic Police Priorities were published by the Scottish Government in December 2019. These six priorities are detailed below and are reflected in the draft Strategic Police Plan (2020).

Crime and Security – prioritises prevention, detection, investigation, equality and human rights to support positive criminal justice outcomes, respond to current and emerging threats and maintain public order, both locally and nationally.

Sustainability – adapts policing resources to the present and plans for future social, economic and financial circumstances, considering the environmental impact of policing and its operations.

Confidence – continues to inspire public trust by being ethical, open and transparent, maintains relationships and engages effectively with local communities, to build a positive reputation at a local, national and international level.

People – values, supports, engages and empowers a diverse workforce to lead and deliver high quality services, with a continued focus on workforce development and overall well-being.

Partnerships – works collaboratively with partners to maintain safe communities, including through preventative approaches and effective support for the collective delivery of improved outcomes for individuals, increasing resilience and addressing vulnerability.

Evidence – uses evidence to design and develop services which address the current and emerging demands needs of both local communities and individuals, evidencing performance against outcomes, and ensures that resources, capacity and skills are in the right place to deliver high performing and innovative services.

- 1.3 The SPA must involve the Chief Constable in the preparation of a Strategic Police Plan and make arrangements for obtaining views on what the plan should contain from persons whom it considers likely to have an interest in policing.

2. COLLABORATIVE APPROACH

- 2.1 The preparation of the draft Strategic Police Plan (2020) has been a consultative, cooperative and collaborative joint process between the

Scottish Police Authority and Police Scotland. The development of this plan started in the spring of 2019 with initial discussions with Scottish Government colleagues on the future shape of the Strategic Priorities and was taken forward under the sponsorship of the SPA Chair and the Chief Constable, through a Joint Development Group. This group had membership from the Police Scotland Strategy and Innovation Team, the SPA Strategy and Performance Team and the Police Scotland Strategic Coordination Unit, who collectively benefited from guidance and support provided by SPA Board members from the Policing Performance Committee.

3. STRATEGIC DIRECTION AND ALIGNMENT

- 3.1 The Strategic Police Plan (2020) takes an outcome-based approach, which allows a clear alignment with the Policing Principles laid down in the 2012 Act, through the Scottish Government National Performance Outcomes and Justice System Outcomes to the five strategic outcomes set out in this Plan. This enables an articulation of where the contribution that policing makes fits into the wider justice system and national framework and how that joins with the outcomes of other partner agencies.
- 3.2 The draft Strategic Police Plan (2020) provides a sharp focus on the key strategic challenges and opportunities facing policing and the wider public sector and reflects change since 2016.

Key areas where this Strategic Plan has been strengthened include:

- Our purpose to keep people safe in both the physical and digital world with further development of the policing response to cyber threats and cyber enabled crime;
 - Prioritising the wellbeing, safety and protection of our people;
 - A renewed emphasis on partnership and pro-active prevention, including a focus on joint service design to tackle complex public safety and wellbeing challenges;
 - Embedding a policing service that is delivered locally, drawing on the assistance of national assets; and
 - Emphasising the action to address environmental and climate change issues.
- 3.3 The outcome-based approach will allow the refinement of the existing performance framework and further improve review of the activities described in the Plan and a demonstration of how these contribute to the delivery of the five strategic outcomes for policing.

4 . CONSULTATION

4.1 As agreed by the SPA Board on 17 January 2020 a formal public consultation process was facilitated by Police Scotland staff during the period 20 January to 2 March 2020. A summary of the responses received during this period is detailed at Annex A.

4.2 The survey received 1,451 responses, which includes 1,315 responses from individuals and 79 responses from stakeholder organisations. In total 76% of responses said they either strongly agree (35%) or agree (41%) that the objectives set out in the strategy meet their expectations. Overall, there was a high level of support for the five strategic outcomes described as part of the consultation. The percentage of respondents who strongly agreed or agreed that the outcomes met their expectations were as follows:

Outcome 1 - **79%**

Outcome 2 – **75%**

Outcome 3 – **74%**

Outcome 4 – **74%**

Outcome 5 – **70%**

4.3 The full detail of the extensive comments received will be analysed comprehensively and taken into account in the revised service design and improvement actions driven out of the Strategy.

4.4 The revised draft of the Strategic Police Plan presented to the SPA Board today incorporates changes resulting from the feedback from key stakeholders, internal and external and members of the public. These changes are summarised in the table below with the relevant page reference.

Source of Feedback	Summary of Feedback	Amendment made	Page No.
Consultation - External (Public)	Clarification of what we mean by cybercrime	Further information on policing role and scope of cybercrime added to Outcome 1	15
Consultation - External (Public)	More emphasis on the importance of local policing and local services meeting the need of communities	Text added to Outcome 2 to reiterate our commitment to addressing local	19

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		priorities	
Consultation – External (Stakeholder)	Additional emphasis on island communities, in addition to urban, remote and rural communities highlighting consideration undertaken to accord with S7 of the Islands (Scotland) Act 2018	Text added to Outcome 2 to emphasise our understanding of the varying geography and therefore needs of communities	18
Consultation – Internal	Additional emphasis on our commitment to mental and physical wellbeing	Text added to Outcome 4 highlighting our commitment supporting the physical and mental wellbeing of our officers and staff	27
Consultation - Internal	Text required specifically mentioning collaboration with BTP	Text added to Section 3 of Outcome 3	25
Consultation - Internal	Icons/Infographics	Some small adjustments made to infographics.	Various

5. FINANCIAL IMPLICATIONS

5.1 There are no direct financial implications in approving this Plan, however, there will be financial implications associated with the effective delivery of the three year implementation plan which will be developed from an approved Strategic Police Plan (2020). Therefore, a revision of the medium term financial strategy for policing will be undertaken in 2020 in the light of the final approval of the Plan.

6. PERSONNEL IMPLICATIONS

6.1 There are no personnel implications in approving this Plan, however, there will be personnel implications associated with the delivery of the implementation plan which will be developed from an approved Strategic Police Plan.

7. LEGAL IMPLICATIONS

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7.1 There are no legal implications associated with this paper beyond those identified in the 2012 Act.

8. REPUTATIONAL IMPLICATIONS

8.1 There are reputational implications associated with this paper in regard to the ability to be able to articulate publicly the strategic direction for policing and to describe the contribution that makes to local priorities and the national strategic outcomes.

9. SOCIAL IMPLICATIONS

9.1 There are no direct social implications in approving this Plan, however, there may be social implications which will need to be considered in designing the implementation plan which will be developed from an approved Strategic Police Plan.

10. COMMUNITY IMPACT

10.1 There are no direct community impact in approving this Plan, however there will be community implications associated with the delivery of the implementation plan which will be developed from an approved Strategic Police Plan.

11. EQUALITIES IMPLICATIONS

11.1 There are no direct equality implications in approving this Plan, however there may be equality considerations in designing the implementation plan which will be developed from an approved Strategic Police Plan. It will be important that each delivery element is approached in a way that does not disadvantage any groups of individuals or sections of society.

12. ENVIRONMENT IMPLICATIONS

12.1 There are no direct environmental implications in approving this Plan, however, there may be environmental considerations in designing the implementation plan which will be developed from an approved Strategic Police Plan.

RECOMMENDATIONS

Members are requested to:

Approve the draft Strategic Police Plan (2020) for endorsement by the Cabinet Secretary for Justice before being laid in the Scottish Parliament.

Official

Joint Strategy for Policing (2020) Preliminary consultation findings

9th March 2020

1. Who responded to the consultation?

1.1 About the response

In total, the consultation received 1451 responses between 20th January and 2nd March 2020. This sample represents a robust quantitative sample, which provides rich qualitative insights through free-text questions. The majority (91%) of responses were from individuals, while 6% were from organisations. Around a quarter (24%) of response were from police staff, highlighting strong internal engagement.

1.2 Gender

The sample had an equal split of gender – 45% of respondents self-identified as male and female. Less than 1% of the sample identified as transgender or non-binary.

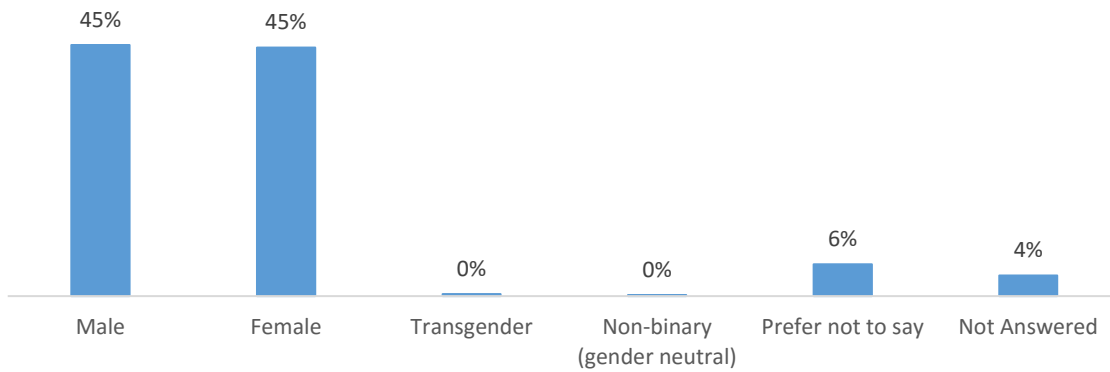


Figure 1: Gender identity

1.3 Age

Under 30 years olds represented 18% of responses, while the majority of responses (59%) came from respondents aged between 30 and 59 years old. Over a quarter (28%) of the sample were 60+ years old.

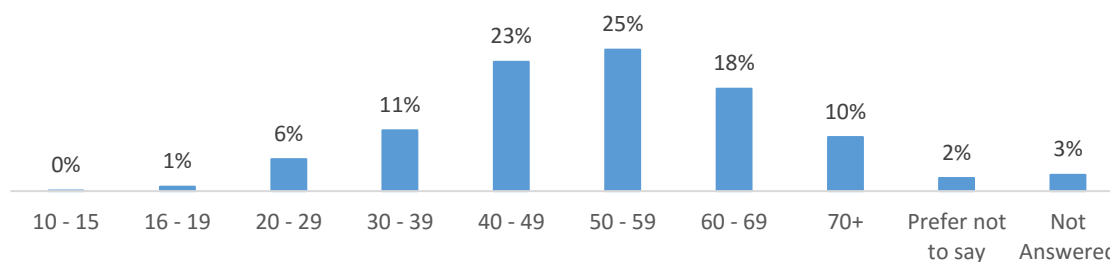


Figure 2: Age

1.4 Disability

A notable majority (78%) of the respondents self-identified as non-disabled, with just over one in ten (13%) identifying as having a disability.

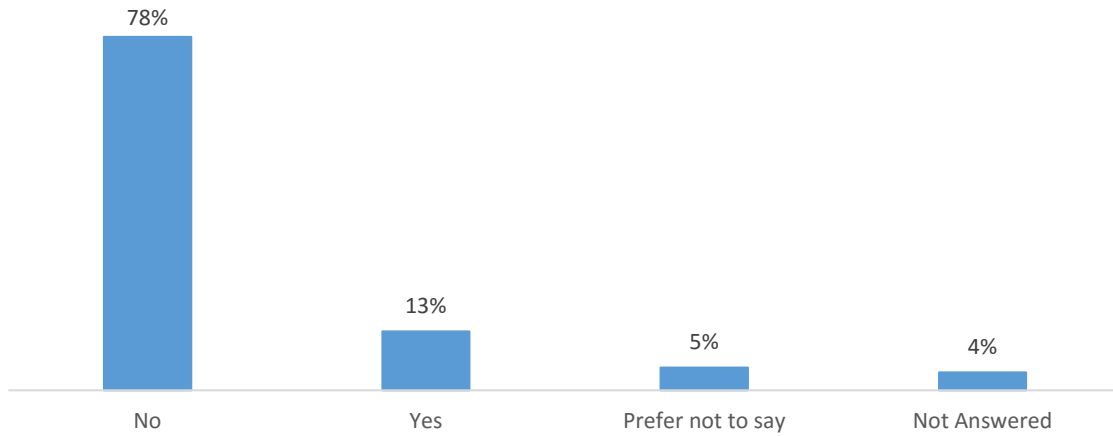


Figure 3: Disability

1.5 Sexuality

81% self-identified as heterosexual. Less than one in ten self-identified as gay (2%), bisexual (2%), or lesbian (1%). Only 1% said other, while one in ten (10%) preferred not to identify their sexuality.

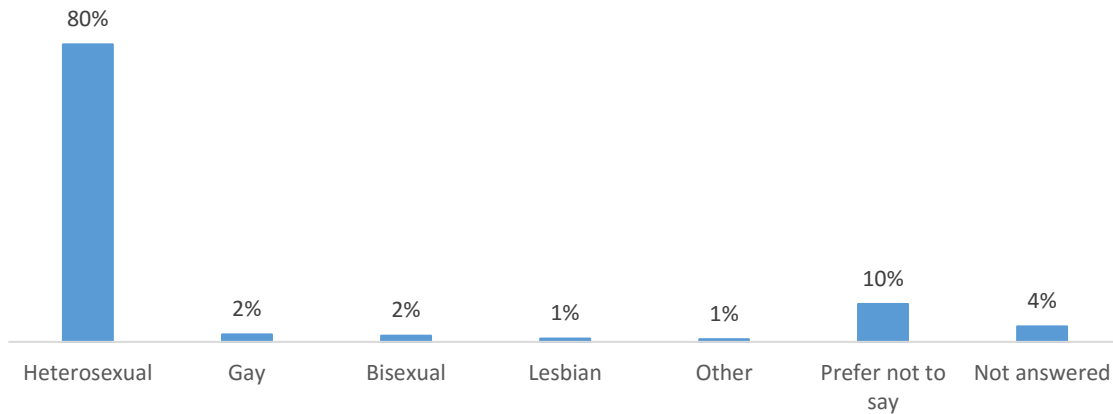


Figure 4: Sexuality

1.6 Ethnicity

A majority (72%) of respondents identified themselves as White Scottish, while over one in ten self-identified as White Other British. Other ethnicities were represented at 2% or less.

Ethnicity	%
White Scottish	72%

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White other British	13%
Any other white ethnic group	2%
White Irish	1%
Any other ethnic group	1%
Any mixed or multiple ethnic group	<1%
Pakistani, Pakistani Scottish or Pakistani British	<1%
Caribbean, Caribbean Scottish or Caribbean British	<1%
White Gypsy/Traveller	<1%
Arab, Arab Scottish or Arab British	<1%
Black, Black Scottish, Black British	<1%
Indian, Indian Scottish or Indian British	<1%
White Polish	<1%
Prefer not to say	<1%
Not answered	<1%

Figure 5: Ethnicity

1.7 Religion

A significant minority (43%) of respondents self-identified as having no religion, while a quarter (25%) identified as being part of the Church of Scotland. Around one in ten identified as being Roman Catholic (9%) or Other Christian (8%). Other religions were represented at 1% or less.

Religion	%
No religion	43%
Church of Scotland	25%
Roman Catholic	9%
Other Christian	8%
Any other religion	1%
Buddhist	1%
Muslim	<1%
Jewish	<1%
Hindu	<1%
Prefer not to say	8%
Not answered	5%

Figure 6: Religion

2. What people said

2.1 Outcome 1

Outcome 1 of the strategy sets out Police Scotland's approach to keeping people safe. It highlights the following outcomes:

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

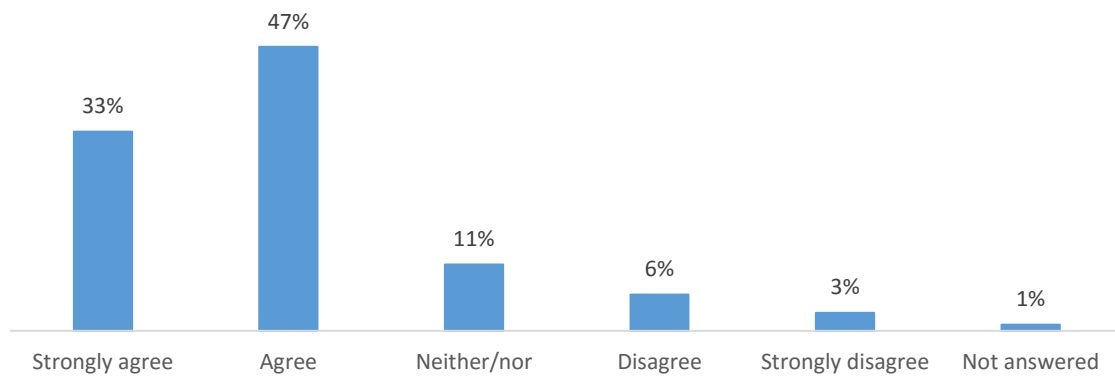


Figure 1: Outcome 1 agreement

A strong majority (80%) of respondents said they strongly agree (33%) or (47%) with outcome 1, while less than one in ten (9%) said they strongly disagree (3%) or disagree (6%). **These findings are statistically significant and indicate strong agreement with the first outcome.**

Although the thematic analysis of the free-text responses to outcome 1 is ongoing, the following themes have been identified as being of importance to a number of respondents:

Free-text themes
Cybercrime: Defining
Cybercrime: Increasing capability
Cybercrime: Capacity/resources
Cybercrime: Outside of remit
Resources: Proactive prevention
Partnerships: Share of responsibility
Return to traditional policing models
Resources: General comments
Resources: Increasing officer safety
Resources: Increasing public safety
Resources: Increasing officer numbers

Official

General comments on strategy
Increasing focus on wildlife crime
Increasing communication channels
Local communities/policing

Figure 2: Outcome 1 free-text themes

Of the responses analysed to date, the majority are generally positive around the approach outlined in outcome 1. The following verbatim quotes are indicative of the types of responses we have received:

“I agree that police must evolve and work closely with relevant partners, however care must be taken to ensure that working in partnership does not translate in practise to 'passing the buck' and blaming/dumping on other partners when there is a shared responsibility.”

“I believe there needs to be a focus on prevention in order to reduce demand at the front-line and reduce inter-generational, pro-crime families. Investing in prevention strategies and activities will mean that we help create more resilient communities and we can have better working relationships directly with communities and individuals as well as with partners.”

“Need to keep a delicate balance between the focus on digital and traditional crime. On the one hand the digital world is growing and becoming ever more significant for people’s lives. On the other hand many of the most vulnerable in society may remain excluded from this new digital world and still mainly suffer from traditional crimes.”

2.2. Outcome 2

Outcome 2 of the strategy outlines that communities are at the heart of policing. It highlights that while Police will continue to provide traditional, visible, and accessible policing to local communities, this will be supplemented with new support services that adapt to societal shifts. It highlights the following outcomes:

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

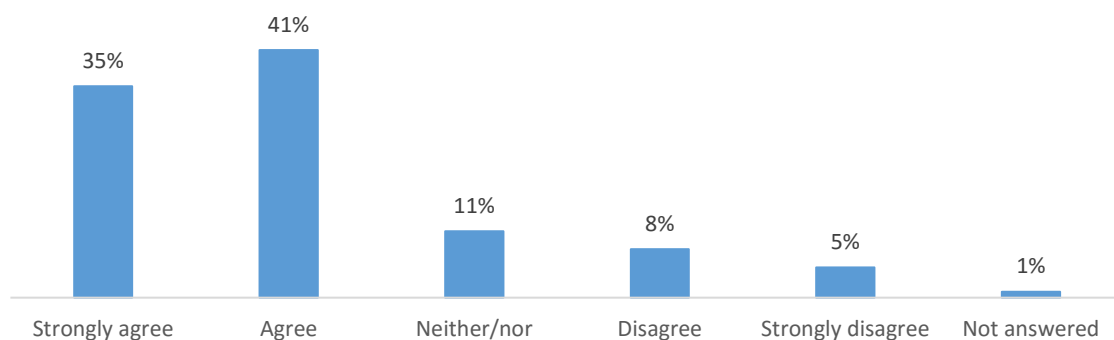


Figure 3: Outcome 2 agreement

Official

Almost four-fifths (76%) of respondents said they strongly agree (35%) or agree (41%) with outcome 2, while slightly over one in ten (13%) said they strongly disagree (5%) or disagree (8%). **These findings are statistically significant and indicate strong agreement with the second outcome.**

The following themes have been identified as being of importance to a number of respondents:

Free-text themes
Importance of local policing
National policing: Negative comments
National policing: Positive comments
Return to legacy policing
Loss of local knowledge
Defining communities
Increasing engagement
Increasing resources

Figure 4: Outcome 2 free-text themes

Of the responses analysed to date, the majority are generally positive around the approach outlined in outcome 2. The following verbatim quotes are indicative of the types of responses we have received:

“Police are relying on digital media/CCTV to monitor or catch crimes. Police need to make their presence known in every community. Police need to get back to basics, get to know their designated community. Far too many [young people] getting away with things because they can escape a police car.”

“I believe there should be more proactive police work, focusing on targeting problem areas and individuals, and look to tackle the massive issue of drugs in the area.”

“The objectives should be these but again I don't know how you will deliver on them with such low police officer numbers and pressure to reduce police officer numbers further. I don't believe there are enough police officers for such community engagement nor to truly put communities at the heart of policing, wish you could but be realistic here.”

2.3. Outcome 3

Outcome 3 focuses on how Police Scotland will involve the public in line with the principle of policing by consent in Scotland. This outcome addresses issues around the diversity of Scottish communities and the organisation's desire to remain accessible, while working with partners to establish when the organisation is not the most appropriate organisation to respond. It highlights the following outcomes:

- 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; and
- Work with local groups and public, third and private sector organisations to support our communities.

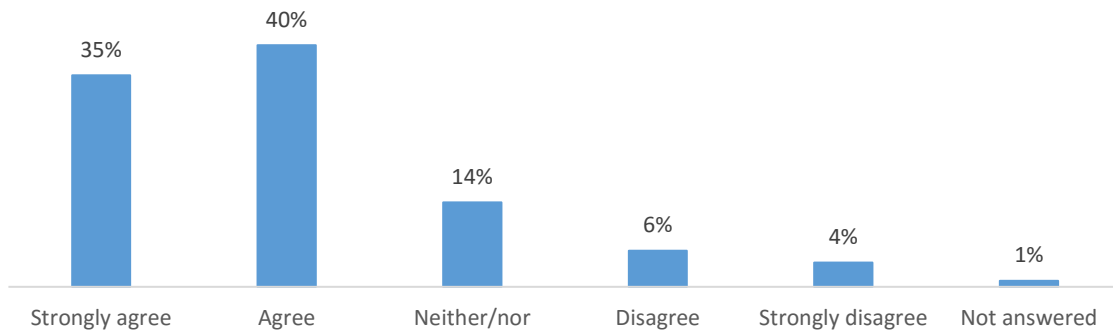


Figure 5: Outcome 3 agreement

Consistent with outcomes 1 and 2, a strong majority of respondents (75%) said they strongly agree (35%) or agree (40%) with outcome 3. One in ten (10%) said they strongly disagree (4%) or disagree (6%) with the outcome. **These findings are statistically significant and indicate strong agreement with the third outcome.**

The following themes have been identified as being of importance to a number of respondents:

Free-text themes
Lack of policing ethics
Ethics: Predictive policing
Use of new technologies: Positive
Use of new technologies: Negative
Wellbeing responsibilities
Increase strategic partnerships
Working with partnerships
Engagement: Positive
Engagement: Negative
Service accessibility

Figure 6: Outcome 3 free-text themes

Of the responses analysed to date, the majority are generally positive around the approach outlined in outcome 3. The following verbatim quotes are indicative of the types of responses we have received:

“The reality is that the police in the western isles need to rely on partner organisations due to reduced resources and some of these partner organisations are not trained in some of these duties and this could be dangerous.”

“I agree with the expectations and I hope that they can be delivered. Engaging with the general populace is not easy, it is only a certain type of person who becomes involved with such initiatives - unfortunately they often have a poor reputation. I worry that the wrong type of people will have too much say because of the apathy of the majority.”

“Recognising that we now live in diverse communities and the need to ensure inclusivity for residents. Equality in dealing with the public. Links with community groups will encourage trust and build relationships.”

2.4. Outcome 4

Outcome 4 deals with how Police Scotland will continue to support its people, with a primary focus on officer and staff safety and wellbeing. It notes that this is at the heart of Police Scotland’s commitments. It highlights the following outcomes:

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

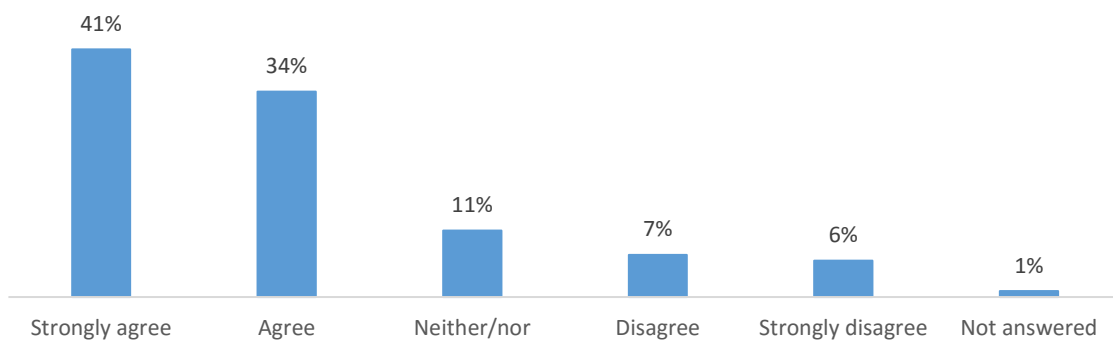


Figure 7: Outcome 4 agreement

75% of respondents said they strongly agree (41%) or agree (34%) with outcome 4, with just over a tenth (13%) saying the strongly disagree (6%) or disagree (7%). **These findings are statistically significant and indicate strong agreement with the fourth outcome.**

The following themes have been identified as being of importance to a number of respondents:

Free-text themes
Positive working environment
Negative working environment
Mental health issues
Physical health issues
Improvements of PPE
Increasing ICT facilities
Promotions process
Resource: General comments
Equality and diversity issues

Figure 8: Outcome 4 free-text themes

Official

Of the responses analysed to date, the majority are generally positive around the approach outlined in outcome 4. The following verbatim quotes are indicative of the types of responses we have received:

“Our local police could not be better and more professional (Not relatives or friend of mine), any dealings were super professional, could not recommend them enough.”

“Police Scotland needs to demonstrate its priority to keep staff safe, well equipped and protected. Officer safety equipment needs to be reviewed and, as a minimum, all officers should be equipped with Tasers. Safety equipment is virtually useless as it stands for the regular beat officer.”

“Police officers do a valuable and dangerous job and they deserve the best working conditions, the best equipment and support from senior officers.”

2.5. Outcome 5

Outcome 5 set out Police Scotland's strategy for sustainable policing for the future. It commits to evolving to meet the ongoing political, economic, and societal changes. It highlights the following outcomes:

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

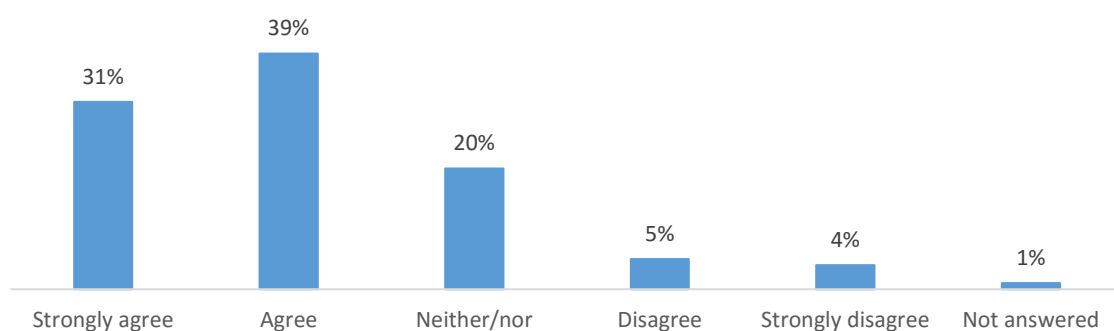


Figure 9: Outcome 5 agreement

Consistent with all outcomes, a strong majority (70%) of respondents said they strongly agree (31%) or agree (39%) with outcome 5, while one in ten (10%) said they strongly disagree (4%) or disagree (5%) with the outcome. **These findings are statistically significant and indicate strong agreement with the fourth outcome.**

Official

The following themes have been identified as being of importance to a number of respondents:

Free-text themes
Increase police numbers
Improve ICT facilities
New technologies
Importance of environment
Environment: Out of remit
Lack of funding
Importance of partnerships

Figure 10: Outcome 5 free-text themes

Of the responses analysed to date, the majority are generally positive around the approach outlined in outcome 5. The following verbatim quotes are indicative of the types of responses we have received:

“This is another important area. Continuing self-assessment and use of feedback from the public can be catalytic to continued improvement. The use of best practice, backed up an environment that encourages input from people to identify where lessons can be learned from previous experience, including any shortcomings.”

“I think the training in various areas should be rolled out much more quickly than they are for the police officers e.g. blues and twos driving training. I also think that a lot of responsibility is put on senior probationers being given junior probationers to mentor. They are still learning themselves. As such, my view is that probationers should be with full qualified police officers.”

“The tools that we can give to officers to assist them can only make things better. Stopping your officers attending medical matters will also stop a huge chunk of time that could be dealt with actual criminality. If someone has cut their arms they need an ambulance, not police. If someone is feeling low, they need a family member or friend, not police. Why give Police tools to do their job more efficiently but still send them to jobs that they aren't trained for? They are Police, not Police/Social Workers/Ambulance.”

3. Initial analysis and next steps

3.1. Initial findings

The initial quantitative analysis indicates a strong majority of respondents **strongly agree or agree with each of the five outcomes** presented in the Joint Strategy for Policing (2020).

3.2. Next steps

The Insight and Engagement team will continue with the thematic analysis of all free-text responses across the five outcomes. It will also undertake sub-group analysis of the quantitative data to identify differences in specific groups, including gender, age, sexuality, etc.



Joint Strategy for Policing (2020)

**Policing for a safe, protected and
resilient Scotland**



**POLICE
SCOTLAND**
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE
AUTHORITY

The roles and responsibilities of Police Scotland and the Scottish Police Authority (the Authority) in relation to strategic planning are set out in the Police and Fire Reform (Scotland) Act 2012 at Sections 34 and 35.

Under the Act, the Authority is responsible for producing a Strategic Police Plan and, building on the approach adopted in the original long term strategy for policing, *Serving a Changing Scotland*, this has been undertaken jointly with Police Scotland.

The alignment of strategic direction, priorities for policing, planning and performance assessment is articulated in this Plan.

This jointly produced strategy for Scottish policing requires ministerial approval prior to publication and laying before Parliament.

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Foreword



David Crichton
Vice Chair,
Scottish Police Authority

A handwritten signature in black ink, appearing to read 'David Crichton'.



Iain Livingstone QPM
Chief Constable,
Police Scotland

A handwritten signature in black ink, appearing to read 'Iain Livingstone'.

We are pleased to introduce our refreshed Strategic Police Plan to set the future direction for policing in Scotland. Significant progress has been made in the three years since our first long-term strategy was published and it is time to take stock and consider the challenges and opportunities that lie ahead in an ever-changing, uncertain and increasingly complex environment.

This Strategic Police Plan recognises the unique role of policing in the communities we serve. It reflects the need to refocus and redirect resources to ensure that officers and staff are fully supported as they respond with commitment and professionalism to the needs of communities.

In addition to tackling traditional and visible crime and criminality, we must find different ways to prevent, disrupt and respond to the ever more inventive and complex use of digital tools and new tactics, often originating from beyond our borders. Work is under way to develop a cyber strategy that will transform Police Scotland's capacity and capability to respond to these threats.

The impact of vulnerability, mental ill-health and substance misuse on both individuals and wider society, and the associated demands placed on policing in recent years continue to grow.

We cannot meet the needs of everyone on our own. We do not have the skills, expertise or resources to do so. What we can do is create innovative partnerships, listen and take on board the experience of our people and communities, and utilise our policing expertise to support positive outcomes. We can work in partnership to improve or develop services that meet the needs of individuals and communities, improving resilience and preventing crime and other harm.

Fundamental to our future approach will be the support we provide to our people. A career in policing is varied, challenging and rewarding. In recent years, the rise in attacks on police officers means that we need to support officers and staff more than ever. Their safety and wellbeing are paramount. We are committed to ensuring they receive the support and assistance they need.

Ensuring Police Scotland is a stable, environmentally and economically sustainable organisation will be a key focus as we work to provide an effective policing service for the communities of Scotland. We are progressing our innovative fleet strategy that will see us become the first emergency service in the United Kingdom to have an Ultra-Low Emission Vehicle (ULEV) fleet, a change that can remove 60% of our CO2 emissions and a critical step in our journey to becoming a more sustainable organisation.

We will deliver best value in all that we do and provide a truly efficient service. Our evidence-based policing model will allow us to work smarter. By better understanding our performance and demand, we can place our officers and staff where they will have the greatest impact. Investments in data, digital, analysis and intelligence will be critical to our success as we navigate an increasingly complex policing landscape. We will continue to advocate for greater investment.

We are proud of the work Police Scotland does every hour of every day across the country. Through delivery of this Strategic Police Plan our approach to the issues we face will change, but our values of fairness, integrity, respect and human rights will remain the cornerstone of all that we do, based on our ethos of public service.

About us



17,234 officers,
5,768 staff - 1
officer for every
315 members of
the population in
Scotland

Wider context



57% of adults
say that the
police are
doing a good or
excellent job in
their local area¹

Improvements under way



Innovative fleet
and estates
strategies are
transforming our
approach to
environmental
sustainability



1.7m reported
incidents
(FY 18/19)



87.5% of our
revenue
resources are
allocated to
officer and
staff pay costs



10,000 officers
provided with
mobile devices
and trained to
use them



Second largest
public sector
estate in UK
covering 32 local
authority areas



**POLICE
SCOTLAND**
Keeping people safe
POILEAS ALBA



£870m in capital
and reform
investment is
required over 10
years to deliver
transformational
projects



66% of properties
constructed more
than 40 years
ago, 33% before
1950



£195m recurring
annual review
savings achieved
since formation of
Police Scotland



Our new approach
to call handling
recognises the
needs of the caller
and provides the
right response



Largest blue light
fleet in Scotland



Underlying
operating deficit
of £24.6m



Additional aerial
support helps find
missing people in
hard to reach
remote areas of
Scotland

¹Scottish Crime and Justice Survey 2017-2018

Introduction

Policing underpins the safety and resilience of the people of Scotland. Police reform to date has undoubtedly improved the service, but there is more we need to do to ensure Police Scotland is equipped and supported to carry out its responsibilities. Police Scotland benefits from having strong public support and confidence. This Strategic Police Plan seeks to build on that to drive further positive impacts for a safer Scotland.

Our Serving a Changing Scotland Strategy, published in 2017, outlined the importance of a police service able to adapt to change. The implementation plan for the first three years focused on how to create the capacity to improve. This helped us make progress; however, times have continued to change.

Police Scotland must be operationally effective to meet the significant demands on policing, which continue to grow and increase in complexity. Scotland covers a vast and varied landscape, from dense urban environments to remote rural, coastal and islands.

The world in which we live and work is constantly changing, however, the purpose of policing and the commitment to protecting people will always remain constant.

The shifting demographic of Scotland has a major influence on how public services must work together to protect the most vulnerable people in our communities. The nature of crime is changing, with traditional crimes increasingly involving a digital element. Policing is called upon to respond to a diverse range of threats at a time when violence against the emergency services is also rising.

Scotland's local communities of both geography and interest are becoming even more complex. Historically, communities were built on physical proximity, but this has been changing for some time. The continued evolution of digital technology and the advance of social media, coupled with people's need to connect and feel a sense of belonging, have opened up new communities based on identity and shared interests. We now have cross-cutting forms of connectedness, providing opportunities for people to find identity in the connections they make, both virtually and physically. Where these opportunities are weaker, there is an increased risk of criminal activity, as crime groups fill the void.

Scotland will host the United Nations Framework Convention on Climate Change 26th Conference of the Parties (COP26) in November 2020. COP26 will not only be the largest event ever held in Scotland, but also one of the largest policing events in UK history, with a large number of heads of state expected to attend.

The challenges associated with planning and policing this event are significant and will need to be undertaken alongside the daily policing in our communities. Despite the obvious challenges, Police Scotland is proud to police this event. The experience and expertise gained throughout the planning and delivery stages will undoubtedly stand the organisation in good stead for many years.

Financial pressures continue across the public sector, with relentless increases in demand. Police Scotland will continue its programme of transformation to ensure better efficiency and effectiveness within the financial allocation, whilst articulating clearly the level of resources required for current and future services.

¹ Scottish Crime and Justice Survey 2017-2018

This Strategic Police Plan describes how the opportunities to address the challenges identified will be created. It drives Police Scotland's approach to all other strategies and implementation plans, ensuring a consistent cascade of purpose for all operational policing in Scotland.

The Scottish Police Authority and Police Scotland jointly agree the strategic direction and associated outcomes for policing and these are set out in this document.

This Plan is framed around five strategic outcomes, which describe the positive impact we are seeking for the people and communities of Scotland. The Plan aligns to the policing principles laid down in the Police and Fire Reform (Scotland) Act 2012. It describes the policing contribution to the National Performance Outcomes and Justice System Outcomes; and it fully reflects the guidance set out in the Scottish Government's Strategic Police Priorities.

Implementation is driven by a range of action plans covering local policing, national specialist services, workforce and financial plans, and others.

The Scottish Police Authority is required under the Police and Fire Reform (Scotland) Act 2012 to allocate financial resources within policing. The Authority is funded primarily by way of grant in aid allocation from the Scottish Government, which is then allocated to Police Scotland, Forensic Services and the Authority's corporate body. Further income can be raised by charging for services and attracting grants, as well as reinvesting the proceeds from selling assets (e.g. buildings and vehicles).

Police reform has allowed officer numbers across communities in Scotland to be maintained, while removing around £200m from the annual cost base. The creation of the single police service has generated savings that have significantly exceeded the target in the outline business case for police reform. Savings of £2.2bn are forecast to be achieved by 2026, compared with £1.1bn in the outline business case.

However, despite the achievement of these significant savings, policing faces a recurring budget shortfall. We will continue work to transform our services to reach a financially sustainable position to allow us to meet the ambitions set out in this plan.

Capital funding

The capital budget is used to invest in routine replacement of assets and in capital change projects. Capital funding includes Scottish Government capital grant and reform funding, and receipts from the sale of assets.

Financial planning

Developing sound plans to improve and change Scottish policing is critical to the successful achievement of this strategy. These must be underpinned by robust decision making regarding finance and investment. Police Scotland will continue to build its capability in these areas to enable proper scrutiny and accountability by the Authority. A full and detailed revision of the medium- and long-term financial strategy will be undertaken in 2020, in the light of this strategic plan.

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 serve 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

Values, purpose and vision

Police Scotland's vision reflects our purpose and core values.

Our Purpose:

To improve the safety and wellbeing of people, places and communities in Scotland

Our Values:

Fairness, Integrity, Respect and Human Rights

Our Vision:

Policing for a safe, protected and resilient Scotland

Embedding values

More than 23,000 police officers and staff work in Police Scotland and the Scottish Police Authority (as of 2018/19). It is through their professionalism, personal commitment and shared endeavours that we will implement the Strategic Police Plan successfully.

The Authority and Police Scotland have adopted a Competency Values Framework (CVF) (see diagram below), which was developed by the College of Policing and modified to incorporate Police Scotland’s Values and Code of Ethics.

The CVF aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values,

which will provide a consistent foundation for a range of local and national people processes. This framework will ensure that expectations of everyone working in policing are clear, which in turn will lead to standards being raised for the benefit and safety of the public.

The framework has six competencies that are clustered into three groups. Under each competency there are three levels which show what behaviours will look like in practice. All of the competencies are underpinned by our values that should support everything we do as a police service.



The Scottish Government's Strategic Police Priorities

Under the Police and Fire Reform (Scotland) Act 2012, the Scottish Government determines Strategic Police Priorities for the Scottish Police Authority. These priorities set the high-level strategic direction for both Police Scotland and Authority activity.

The Scottish Government introduced new priorities in December 2019. This Strategic Police Plan reflects these priorities, which are set out below.

Crime and Security

– prioritises prevention, investigation, equality and human rights to support positive criminal justice outcomes, respond to current and emerging threats and maintain public order.

Sustainability

– adapts to present and plans for future social and economic circumstances, considering the environmental impact of policing and its operations.

Confidence

– continues to inspire public trust by being ethical, open and transparent, evidencing performance against outcomes, and building on a positive reputation at a local, national and international level.

People

– values, supports, engages and empowers a diverse workforce to lead and deliver high quality services.

Partnerships

– works proactively with partners to maintain safe communities and support improved outcomes for individuals, increasing resilience and addressing vulnerability.

Evidence

– uses evidence to develop services and addresses current and emerging demands, ensuring that the right capacity and skills are in place to deliver high performing and innovative services.

National strategic assessment

In assessing the strategic environment in which policing is delivered now and in the future, a wide range of external drivers have been taken into consideration. These include demographic projections for the changing shape and therefore needs of the communities we serve and the growing prevalence of mental health issues and cases of vulnerable individuals. Through our local authority scrutiny arrangements and local networks, we hear and reflect on the views of the diverse range of both urban, rural and remote communities across Scotland. This helps us to understand the changing demands on our services and where they must join with those provided by partner agencies.

In order to design the best possible services, this Plan is informed by the findings of Police Scotland’s National Strategic Assessment and the knowledge and experience of police leaders across the service.

The Strategic Assessment is a comprehensive, risk-based assessment of operational policing issues, combined with an organisational assessment of the approach, capability and capacity to support the delivery of policing services. The Assessment includes consideration of the full range of government policy and strategy as they relate to policing, for example, Scottish Government National Outcomes and the UK Defence Strategy.

The Assessment provides an analysis of crime and incident data, intelligence, horizon-scanning and emerging threats, with links to the wider picture across the UK. The building of the National Strategic Assessment includes feedback from the public, partners, colleagues and stakeholders.

The Assessment underpins this Strategic Police Plan, creating a compelling case for change.

Case for change		
Increasing demand	Changing nature of crime and society	
<ul style="list-style-type: none"> Assaults on officers reach a 5 year high at 1,649 (2018) More than 80% of the calls we receive do not result in a crime being recorded (2018) 1,187 drug related deaths were recorded in 2018; the highest ever number in Scotland Scotland is increasingly hosting major events: Solheim Cup, COP 26 169% increase in Public Order deployments (2019) Ongoing increase in recorded fraud. 18.6% annual increase, 33% higher than 5 year average Ten fold increase in online child abuse referrals 	<ul style="list-style-type: none"> The number of people aged 75 and over is set to increase by 27% over the next 10 years, and increase by 79% over the next 29 years Threat of cyber crime continues to grow and evolve with the rise of internet connected devices and technology 51% of adults are worried about their bank / card details being used to obtain money, goods, services 67% of stalking / harassment crimes now relate to text or online Scotland's demographics are changing (such as our population ageing at a faster rate than other UK countries) 	
Sustainability		
Financial	Environmental	Workforce
<ul style="list-style-type: none"> 87% of £1.1 billion revenue budget is spent on pay costs. 2019/20 operating deficit of £24.6 million. Current funding model is unsustainable 5th lowest capital spend per employee of 43 UK Forces (2018) 	<ul style="list-style-type: none"> Scottish Government Net Zero target 2045 – current emissions are 51,000 tonnes of CO2. Largest blue light fleet in Scotland 30% of the estate is in “poor” condition. 66% is over 40 years old 	<ul style="list-style-type: none"> Lack of cyber skills and capability throughout the organisation to meet future demand Diversifying workforce demographics – five generational groups with different workplace expectations

Outcome 1

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

Challenges and opportunities

Society is changing. 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.

To protect people effectively, Police Scotland will evolve, sharpening its focus on keeping people safe from harm, whilst embracing innovative technologies and partnerships.

Police Scotland, however, cannot achieve its aims in isolation. We must work with partners, including through community planning partnerships which bring together local public services, to work effectively to maximise the impact of limited resources. 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. An improved balance of responsibilities across public services will allow Police Scotland to maintain a focus on its core responsibilities.

Today's challenges



Crime increasingly features digital elements and the sophisticated cyber capability of criminals is beginning to outstrip our capacity to respond effectively



Picking up demand as a result of funding shortages elsewhere limits our ability to respond where policing can make the greatest impact



Vulnerability, mental ill-health and substance misuse issues continue to impact on the wellbeing of individuals and communities

Policing in future

We prevent and respond to crime in both the physical and digital world, protecting people from harm

Innovative partnerships, our use of cutting edge expertise and technology mean we are at the forefront of the response to cybercrime

We reduce the likelihood of crime occurring by identifying at risk individuals and connecting them to the services they need

To achieve this outcome, Police Scotland will:

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

1. We will keep people safe in the physical and digital world

As we adapt to meet the challenges of a changing world, we must focus on the remit of policing as set out in the legislation, which is:

- Responding to and preventing crime
- Protecting vulnerable people from those who wish to harm them

By renewing our focus we have an opportunity to:

- Reshape our organisation to meet the challenges we face in both the physical and digital world
- Redefine the relationships we have with our partners to better support vulnerable people and the victims of crime
- Address acute and atypical threats

Cybercrime is made up of two categories:

Cyber-Dependent Crime – the commission or attempted commission of crime in order to compromise a computer device, network or system where the devices are both the tool for committing the crime and the target of the crime. A computer includes a laptop, smart phone, tablet, smart TV or other internet enabled device.

Cyber-Enabled Crime – the commission or attempted commission of traditional crimes such as theft, fraud, extortion, threats etc. using the Internet, or by otherwise accessing a computer system, device or network.

Developments in technology are creating both challenges and opportunities for policing. Criminals are exploiting new technologies at an ever-increasing pace, and a growing number of traditional crimes now feature a digital element. The volume and importance of data are also increasing – as are the opportunities and risks associated with its use.

Work is under way to develop a pioneering cyber strategy for Police Scotland. The strategy aims to transform internal cyber capability and response, whilst enabling the delivery of proactive support to individuals, communities and partners that embeds resilience and aligns to our wider preventative model.

Police Scotland will keep people safe in the digital age by developing partnerships with online providers, industry experts, academia and other policing and criminal justice partners, including the Crown Office and Procurator Fiscal Service. We will work with others to develop and incorporate the technology and data we need to prevent and disrupt online criminality in all its forms; keeping pace with the digital threat and increasing our presence in the virtual world.

As we continue to develop our digital fluency, we will embed cyber skills and resilience in the organisation. This will provide our people with industry-leading training to equip them to investigate online crime in all its forms, whilst complementing their existing skillset. To ensure we have the right people in the right place, we will create flexible pathways into the organisation to attract, recruit and retain the cutting edge expertise we need.

Continuing political uncertainty and polarisation across the globe (and within the United Kingdom) create challenges for policing in Scotland.

We will continue to respond to major events proportionately; policing safely as we take a key role in delivering high profile events such as the Conference of the Parties 26 in November 2020.

As communities change we will adapt how we are visible in and accessible to them, operating across both physical and virtual environments, increasingly extending our presence into the digital world. Throughout, we will work with communities to ensure that people understand and are involved in any changes, wherever possible.

2. We will design services jointly to tackle complex public safety and wellbeing challenges

Keeping people safe will always remain the key focus for Police Scotland. However, we must acknowledge that we are not always the right service to provide people with the help they need. We have often absorbed the impact of wider public sector financial challenges and are taking responsibility in situations where we are not the most appropriate service to respond. This position is unsustainable in the long term and detracts from our ability to intervene effectively at the critical end of risk and harm.

Public services in Scotland have a collective responsibility to improve the well-being of the communities they serve. We must work together to address the growing and increasingly complex demand on services. Police Scotland is committed to working with other organisations

and the public to ensure we provide support and services that meet people's needs. The most effective way to achieve positive outcomes for people is by engaging with them to understand their experiences, ensuring they have a meaningful say in the decisions that affect them and the services we design.

We will continue to develop our understanding of the issues that impact negatively on the safety and wellbeing of the communities we serve and increase the likelihood of people coming into contact with the police. By remaining vigilant to the triggers that lead people towards criminality and other forms of harm, we will identify 'at risk' individuals and work with our partners to ensure there are clear pathways to appropriate support.

We will work constructively with partners across the public, private and third sectors to support Scotland's emerging public health approach. We will develop our understanding of our respective roles and responsibilities, and how these fit together, to provide people with the support they need. We will share information and insights, in an appropriate and ethical manner, whilst coordinating our resources to target the persistent issues that impact on wellbeing and resilience; reducing demand and financial pressures across the system.

3. Support policing through proactive prevention

We will maintain a key role in supporting vulnerable people and communities in Scotland. By working with partners, we will develop preventative approaches that focus on early intervention, early resolution and diversion to address the enduring problems we encounter. By doing so, we will help build resilience within some of the most vulnerable communities in Scotland; improving outcomes and reducing cost across the wider public service.

Greater investment here will allow us to focus our resources on partnership, prevention and early intervention, enabling us to find effective solutions together. We will utilise our unique policing insights to demonstrate a clear case for change, building a solid evidence base for targeted investment in preventative measures to address vulnerability, mental ill-health and substance misuse.

As we continue to make better use of data to inform improvements in policing, we will extend this approach to our work with partners. Realising the benefits of shared data and analysis, in line with our data protection obligations, will inform our collaborative approach and ensure we optimise our impact.

By influencing here we will be able to increase the scale of successful projects and target support towards the most vulnerable people and communities.

Preventative work will be a key feature in our approach to online criminality. We will continue to raise awareness of the digital threat amongst us, in order to develop resilience, reduce vulnerability and the likelihood of repeat victimisation. We will work with organisations in both the public, third and private sectors to develop their understanding and response. Working collaboratively, we will ensure that products and services are secure by design, reducing opportunities for criminals to exploit vulnerabilities.

Outcome 2

The needs of local communities are addressed through effective service delivery

Challenges and opportunities

The role of policing is to keep people safe, wherever they live. Police Scotland must continue to be responsive to all forms of community. By doing so services will continue to evolve and be designed to meet the needs of individuals and communities.

Scotland's urban, rural, remote and island communities face unique challenges daily. We will remain adaptive and shape services to their varying needs.

Police Scotland will continue to provide traditional, visible and accessible policing to local communities, supplemented with new support services that adapt to societal shifts. The pace of technological change means that people increasingly feature or are active participants in a digital world. Policing will reflect this in how resources are allocated, ensuring the services provided are inclusive and proactive in meeting the needs of all communities.

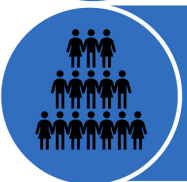
Today's challenges



Engagement and insight from the public are needed to improve how we make our service more inclusive and accessible



Our resourcing model needs to be reviewed to ensure that people with the right skills are allocated and deployed in the right places



How people identify within communities and society continues to evolve and policing must adapt

Policing in future

We understand all our communities and shape our service design and delivery to match their varied needs

Our policing services continue to be delivered locally, drawing on the assistance of national assets and teams as required

We reflect and respond to the changing nature of communities, ensuring that our workforce and our services are inclusive and diverse

To achieve this outcome, Police Scotland will:

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

1. We will understand our communities and deliver the right mix of services to meet their needs

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 are committed to policing local communities and addressing local needs. Our local commanders, their officers and staff play a key role in bringing a policing perspective to community planning and local service delivery.

Local divisions are empowered to develop, test and deliver innovative and collaborative changes to suit local needs. Proactive sharing of learning and best practice across policing and with partners will allow us to adapt and evolve.

Local engagement is critical. To do this meaningfully and effectively requires genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape services and influence decisions. It should be action and outcome focused. Police Scotland has developed an engagement framework to reflect these principles.

Built around inclusion and accessibility, our engagement standards and principles will be embedded across Police Scotland. We will broaden our local and national engagement, and use this insight, together with operational and national data, to fully understand the context of people's experience, public perception and demand.

We will actively seek to include people with disabilities, people who need additional support and people from across society who may not traditionally engage with the police.

2. We will support our communities through a blend of local and national expertise

The benefit of being a national service is that all areas can now 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.

For example, our Major Investigation Teams have provided specialist national and international experience to deal with serious crimes, including homicides, people trafficking and serious organised crime groups.

Over the first seven years, our model of local policing, drawing on supplementary expertise and operational support, has worked well. As we continue to create capacity through transformation, we must review and adapt to ensure that officers and staff are deployed in the right places to provide the highest quality service to all.

Community policing and the relationships we have with the public are fundamental to how Police Scotland operates. The expertise of our local commanders determines the balance of provision that suits the needs of their area, whether urban, rural or remote.

Technology is changing rapidly. We will offer greater choice and convenience for people wanting to contact us, with expanded digital options and improved accessibility.

We have introduced a new approach to call handling in our Contact, Command and Control Division to improve the way we respond to the public. This is now being rolled out across the country. Recognising that our responses need to be tailored to the individuality of each caller, we allow our skilled staff to assess the threat and risk of harm of every call and decide the most appropriate response. The new model will increase our ability to dispatch police officers to urgent incidents, which means we can get to the people who need us most, when they need us most. In other cases, the most appropriate response may be provided by a partner agency whose staff have the appropriate skills to better support the caller's needs.

Our frontline officers are being equipped with mobile devices, making them more autonomous and allowing them to spend more time in communities. We will continue to identify and improve functionality so that our people can be effective where they are needed most. As we change our fleet, our vehicles will become mobile working environments. As new technologies for policing become available, we will consider how they will support our frontline delivery for the public.

3. We will support the changing nature of communities

Our understanding of the term 'community' has evolved over time and is no longer limited to communities of geography. People also identify as part of communities formed through other shared characteristics, beliefs and experiences. This includes online connections, with people feeling part of multiple community groups.

We will continue to improve the services we provide as society evolves. We will work collaboratively with the communities we serve, drawing on expertise and experience to inform our work.

We will embed accessibility and inclusivity into our service design. Accessibility standards will be applied across our technology, processes and systems, both internally and externally.

Our workforce must be representative of all our communities. Following recruitment drives for under-represented groups, our workforce is increasingly diverse. We must, however, do more to attract the best candidates to policing as a positive and inclusive employer.

Outcome 3

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

Challenges and opportunities

The principle of policing by consent is fundamental to Scotland's social fabric. Advances in technology create opportunities for new methods of communication and response. Future developments in technology will require ongoing dialogue with the public about how to strike the right balance between privacy and protection.

Police Scotland understands the diverse nature of the communities it serves. Policing must remain accessible in times of need, whilst working with partners to agree when Police Scotland is not the most appropriate organisation to respond.

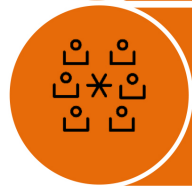
Today's challenges

Policing in future



Societal changes and emerging technologies are testing the balance between privacy and protection

Public, partners and communities continue to have confidence and trust in the service that Police Scotland provides



Services are not always accessible and are not fully integrated with partners. Digital developments provide both an opportunity and a risk to service provision

Public safety and wellbeing are increased through delivering seamless, digitally enabled services



Communities are not always provided with the right support from the most appropriate agency

Working with others to support the communities we serve

To achieve this outcome, Police Scotland will:

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

1. We will embed ethical and privacy considerations that are integral to policing and protection into every aspect of the service

Policing in Scotland has a long and proud history, based on the fundamental principle that we police by consent of the people. Legitimacy and credibility are key to the effectiveness of policing. Our values are at the heart of everything we do, with ethical and privacy considerations of the utmost importance to the service we provide.

We must police effectively in order to protect the most vulnerable members of our society. This requires a balance between having the right tools to do the job and ensuring that our use of technology is ethical and proportionate. As we embrace new technologies to keep people safe in a digital world, we will continually review this balance.

New technologies and the opportunities they provide to enhance the effectiveness of policing will be implemented in consultation with our people and the public. We will ensure a strong and consistent ethical oversight that is open to scrutiny and maintains public trust.

Public confidence in policing impacts how safe individuals feel. It is also a key indicator of Police Scotland's overall performance. 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.

2. We will protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective

The safety and wellbeing of the people we serve are enhanced by providing services that work efficiently. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions. Our standards and engagement principles will help us embed quality and consistency in our services, ensuring we manage and meet public expectations.

The implementation of the Contact Assessment Model has improved the way we triage and respond to contact from the public. This model uses enhanced assessment and decision-making based on threat, risk and harm. We will continue to improve the experience and outcomes for the public, whilst empowering and enabling our workforce to make the right decisions and to provide the most appropriate and proportionate policing response.

We will support operational policing with connectivity of our ICT, data and communications, access to knowledge and dissemination of good practice. We will improve how we manage public contact and the end-to-end user experience. This will create an accessible and seamless public experience with inclusive services. It will expand our digital and online options significantly. Our aim is to get it right first time, giving the public a better service and operating more efficiently as a modern police service.

3. We will work with local groups and public, third and private sector organisations to support the communities we serve

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.

The type of demand that operational officers face day-to-day has shifted. Our changing demand profile has seen a 24% rise in 'concern for person' calls over the past two years, with a significant number of calls relating to supporting those in crisis due to vulnerability or mental ill-health. We will work with partners to make sure that people receive the right response, at the right time, from the most appropriate service. To do this effectively, we must work with our communities to determine where and how their needs are best met, and how our service can adapt.

Officers and staff will always respond to people in crisis, however, Police Scotland will support other public services and work to establish a greater shared understanding of respective roles and boundaries. We will shift to a model that has clear parameters and effective handover between partners. Police Scotland's aim is for people to receive the right response to meet their needs from the most appropriate agency.

We will continue build on our strong collaborative relationship with British Transport Police to improve service delivery across our communities.

As our officers and staff increasingly engage with more diverse communities there is a need to equip them with increased knowledge of different cultures, religions and ethnicities to better understand their needs.

The creation of an International Development Academy at the Scottish Police College will see us share our expertise, understanding of best practice and our core policing values of value, fairness, integrity and human rights. By working in partnership with policing partners and law enforcement agencies across the globe we will enhance security and policing whilst protecting our own communities.

Outcome 4

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

Challenges and opportunities

Officer and staff safety and wellbeing are at the heart of Police Scotland's commitments. Our people want to deliver sustained change for the better. To make that happen, the service must provide strong support to all to equip them with the skills, knowledge and technology required to police safely and effectively in a changing world.

Today's challenges



Crime is evolving and scrutiny and pressure on policing are increasing. Assaults on officers have risen



We continue to change as a service and are working on ways to develop our people to realise their full potential



We have a developing organisational culture which reflects legacy force foundations and builds towards collective improvement

Policing in future

Wellbeing matters in an organisation where everyone is safe, well equipped and protected

Our people are confident leaders who feel trusted, supported and valued for their contribution

All our people identify with and demonstrate Police Scotland values and have a strong sense of belonging

To achieve this outcome, Police Scotland will:

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

1. We will prioritise wellbeing and keep our people safe, well equipped and protected

The challenges for policing have never been greater. Although much of crime is evolving in line with wider societal change, other aspects remain the same, but with increased scrutiny and pressure.

Our people have been subjected to a recent rise in violent assaults whilst performing their duties. We will learn from each of these instances and ensure staff have the right training and equipment to deal safely with all incidents they attend.

Being assaulted or abused is not an expected part of working for the police and will not be tolerated on any level. We will continue to expect assurances from the Criminal Justice system that assaults on officers and staff will be dealt with robustly.

The emotional wellbeing of our people is as equally important as their physical wellbeing. We want our people to feel supported and empowered to seek help from colleagues and support services no matter the situation. There is a range of support available to our officers and staff. We will ensure that these support channels are easily accessible and available to all in their time of need.

We will create the right environment for our staff to be able to work effectively. This includes all staff having ready access to good quality, visible, local leadership, management support and a wide range of services to assist them, from individual mental health awareness through to personal finances. We will provide comprehensive training, vehicles, technology, support and equipment in order for all our staff to perform their roles safely and effectively.

2. We will support our people to be confident leaders, innovative, active contributors and influencers

Our people work in high pressure, dynamic environments where they are required to demonstrate leadership. We must equip them to make decisions, ensuring they are trusted and empowered to do so.

We will expand on our training provision to equip our people with the knowledge and skills to deliver effective policing in a changing world.

To develop flexibility, meet evolving demands and build internal resilience, we will provide our people with opportunities to gain new skills, retrain and diversify throughout their career with Police Scotland. We will provide them with opportunities to develop in their current role or to seek further development towards new roles or promotion.

Our people should be confident they have the backing of the organisation in discharging their duties when they act in good faith to do the right thing, often in very challenging circumstances.

A traditional command structure will remain a requirement of an effective police service. However, as we adapt to a changing world, we will also embed a positive culture that supports innovation and provides opportunities for all our people to contribute and develop their leadership skills. We will promote a culture of inclusivity, where diversity of background and perspective is valued.

3. Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

We will continue to build on the many successes achieved since the creation of Police Scotland in 2013, particularly in relation to embedding our values of fairness, integrity, respect and human rights in everything we do.

The current staff mix in Police Scotland reflects a combination of invaluable long-term experience under legacy arrangements and more recent single service experience.

To develop a strong culture we must combine heritage, experience and fresh thinking, taking the best ideas from across the country and beyond and applying these throughout the service.

To support the evolution of a strong positive organisational culture, Police Scotland will implement our Competency and Values Framework. This will allow us to teach, observe and measure our behaviours and credibility, and provide insights for continuous improvement.

Our People Strategy and Leadership Framework set out the skills and knowledge required to perform effectively throughout the organisation. We will support our staff to develop these competencies through a combination of experience and training, in line with our commitment to provide wider career development opportunities.

Outcome 5

Police Scotland is sustainable, adaptable and prepared for future challenges

Challenges and opportunities

Policing must continue to evolve. Ongoing political, economic and societal changes require the police service to adapt and respond to future challenges and maximise the benefits of future opportunities. Police Scotland will embrace innovation, challenging ourselves and partners to work collaboratively and sustainably. Transforming operational and support services will maximise the potential of all our assets and help deliver best value.

Today's challenges



Limited opportunities for staff to make recommendations for improvements. Lack of systems integration, resulting in inefficiency and duplication of effort



We are limited in our ability to operate sustainably. We maintain a large and ageing estate alongside the biggest blue light fleet in Scotland.



Complex governance structures inhibit dynamic decision making, effective responses and the delivery of improvements

Policing in future

We embrace new ideas, innovation, and technologies, learning from best practice

We consider environmental sustainability by default in all parts of our organisation

We will ensure that we have the right structure, governance and decision making in place to deliver best value across the service

To achieve this outcome, Police Scotland will:

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

1. We will use innovative approaches to accelerate our capacity and capability for effective service delivery

The current social, political and economic climate means that we must adapt our services to continue to keep all communities in Scotland safe.

We will continue to encourage our people to challenge the status quo, recognising when they suggest better, more efficient ways of doing things. We will encourage proactivity and problem-solving.

We will work in partnership with other public, third and private sector organisations to identify opportunities and threats, collectively seeking innovative solutions. This will require a collaborative approach and one which ensures data and information are shared within the boundaries of the legislation and accepted privacy and ethical standards.

We will continue to drive and support improvement throughout Police Scotland. This will include deploying technology in the right places to change how things are done, enabling better solutions for the future. Our people will be flexible and agile, with the capacity, skills and tools required to support innovation.

2. We will commit to making a positive impact through outstanding environmental sustainability

We must work to reduce the impact of our activity, estates and fleet on the environment. Police Scotland will make a significant contribution to the Scottish Government's 2040 carbon neutral target and 2045 zero greenhouse gas emissions target. We will encourage our partners and mandate our suppliers to do likewise.

Our approaches to fleet and estates are a positive step towards achieving environmental sustainability. Our ambition is to have the first and largest public sector fleet in the UK to operate fully with ultra-low emissions vehicles.

By decarbonising our fleet, we show our commitment to reducing our carbon footprint whilst ensuring that we have safe, modern and fit for purpose vehicles. We will ensure that environmental sustainability is built into the design of our new buildings and will invest in our current estate to make Police Scotland a modern and efficient place for our people to work. We will co-locate with public service partners in shared facilities wherever the opportunity arises, in order to promote partnership working and reduce our overall physical and carbon footprints. We will continue to drive our energy efficiency programme and encourage and support our people to work in a way that embeds environmental sustainability.

3. We will support operational policing through the appropriate digital tools and delivery of best value

Supporting this Strategic Police Plan we have a number of aligned strategies and plans that detail how we will change key areas such as ICT, estates and fleet. It is vital that we consider and plan for how these will be delivered together.

To deliver operational policing successfully, we must ensure that our support services are organised to be as effective, efficient and flexible as possible. Support services must be enabled with the appropriate technology and access to data and digital solutions in order to perform efficiently. We will therefore invest in the correct infrastructure in this area.

We will use management information on performance and demand, together with expertise and predictive analytics to make the best strategic and tactical decisions. We will keep our operating model under review, and adapt accordingly when we identify new or alternative approaches. We will invest in our use of data, digital, analysis and intelligence.

Police Scotland is fully committed to demonstrate best value. However, our financial position, both capital and revenue, is under pressure. Any decisions regarding investment or efficiency will be made prudently, without compromising on operational delivery requirements.

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.

Delivering Change

This Strategic Police Plan sets the direction and scope for policing in Scotland. It will guide how resources are allocated to meet the requirements of the public and communities for safety and protection.

Police Scotland's strategic planning and performance framework ensures that the Strategic Police Plan is supported by enabling strategies and action plans, including a three-year delivery plan and aligned Annual Police Plan. Police Scotland has developed a Target Operating Model, which sets out the organisational development required to enable effective delivery of the Strategic Police Plan.

Police Scotland has an established Change Function responsible for managing the delivery of transformative programmes and projects. This includes programme and project management, controlling interdependencies and risks, monitoring benefits realisation, and working with colleagues across the service to manage the impact of change.

Delivery of the 2017 strategy, *Serving a Changing Scotland*, is reviewed regularly. The demonstration of progress and impact is embedded in both financial and productivity reporting, as well as the overall performance framework, which is reported to the Scottish Police Authority and the Chief Constable as part of the formal reporting cycle.

The impact on our people and services of transformation is monitored by Police Scotland through progress reporting and review at Change Board and Senior Leadership Board meetings. Scrutiny, oversight, challenge and support are provided by the Scottish Police Authority through the governance structure at both Board and Committee meetings and by a range of other mechanisms, such as dedicated oversight and working groups involving Board members and supporting staff.

In addition to formal processes, a culture of change is promoted across Police Scotland and the Scottish Police Authority. We want to see a drive for continuous improvement at the heart of every operational team and business area, empowering all officers and staff to be innovative and improvement-focused in their day-to-day practice.

Implementation

An infrastructure of plans supports the delivery of our strategic outcomes:

- A 3-year Scotland-wide Implementation Plan, setting out the activities and actions to achieve the strategic outcomes and meet the key areas identified in the Strategic Assessment.
- An outcome-based Annual Police Plan, setting out activity for the year related to the strategic outcomes.
- Local Police Plans, setting out local objectives to support the strategic outcomes, which take account of local circumstances and community planning arrangements.
- Detailed sector specific plans, setting out the activities required to achieve the strategic outcomes.

3 Year Implementation Plan

Police Scotland is developing a 3 year plan to achieve the outcomes set out in this Strategic Police Plan. Successful delivery will depend on appropriate funding levels.

The Annual Police Plan

Police Scotland's Annual Police Plan is required by statute. It is laid before parliament in March of each year.

The Annual Police Plan is aligned with the Strategic Police Plan. It sets out the detail of how Police Scotland will operate and contribute to the outcomes described in the Strategic Police Plan.

Underpinning the Annual Police Plan is a range of enabling strategies at business area level.

Delivery of the Annual Police Plan and corresponding activity is overseen by Police Scotland's Senior Leadership Team. Performance is reported publicly to the Scottish Police Authority on a quarterly basis, structured around the five outcomes set out in this Strategic Police Plan.

Local Police Plans

In addition to the Annual Police Plan, Police Scotland produces Local Police Plans, aligned to the Strategic Police Plan. The content and character of Local Police Plans are determined by Local Area and Divisional Commanders in negotiation with local authorities, who are each responsible for approving their respective Local Police Plan. These plans reference locally distinct priorities, objectives, outcomes and performance measures. They link to wider community planning arrangements, with Local Outcome Improvement Plans taken into account in the development process.

These local scrutiny arrangements both strengthen and complement the national oversight of Police Scotland by the Scottish Police Authority.



Measuring progress and assessing performance

Police Scotland provides quarterly performance reports to enable review and oversight by the Scottish Police Authority. An annual performance report measuring progress against agreed outcomes is provided to the Chief Constable and to the Scottish Police Authority.

The five strategic outcomes provide a clear message to the public and stakeholders on how policing in Scotland is expected to improve as a consequence of implementing this Strategic Police Plan.

The outcomes are the basis on which progress will be measured as part of the policing performance framework.

Performance assessment constitutes a critical component of the Scottish Police Authority's statutory functions, including keeping policing in Scotland under review, promoting and supporting continuous improvement and holding the Chief Constable to account.

Quarterly Performance Reporting to Scottish Police Authority

The policing performance framework consists of a set of measures agreed between the Authority and Police Scotland, and an accompanying public reporting regime. For each of the agreed measures, a baseline position is established at the outset, and the direction of travel is agreed.

Progress against each of the framework's measures is reported by Police Scotland to the Authority's Policing Performance Committee for initial consideration, and to the Authority's Board meeting for full review on a quarterly basis.

Scottish Police Authority's Annual Review of Policing

The Authority is required to assess and report on performance across the policing system on an annual basis. Each financial year, the Authority produces an Annual Report which is laid before Parliament. The development of the performance assessment is overseen by the Authority's Policing Performance Committee.

The annual performance assessment is made up of two core elements:

- (1) the Authority's assessment of Police Scotland's performance in implementing the arrangements set out in the Annual Police Plan; and
- (2) the Authority's assessment of Police Scotland and SPA Forensics Services, in achieving the outcomes in the Strategic Police Plan and Forensics Strategy, as well as an assessment of the SPA Corporate Performance against the SPA Corporate Plan.

The Scottish Police Authority draws on a range of publicly available information and data to produce its Annual Report, including material contained in the quarterly performance reports provided by Police Scotland and Forensic Services during the reporting year. In compiling this comprehensive view of the Policing System Performance, the Authority also reaches out to each Scottish local authority, Her Majesty's Inspectorate of Constabulary in Scotland and other partner organisations for their views on the impact of policing, in order to reflect a wide range of data and opinion sources.

Reporting cycle







Annual performance report to measure progress against strategic outcomes to Chief Constable and Scottish Police Authority.

Annual review of Policing summarising progress and future challenges, produced by the Scottish Police Authority.

Quarterly performance report measures progress against strategic outcomes and activity in the 3 Year Strategic Implementation Plan and Annual Police Plan 2020/21, produced by Police Scotland and reports to the Chief Constable and the Scottish Police Authority.

Oversight and scrutiny of policing in Scotland are the responsibility of a range of agencies with varying roles. The primary bodies with a summary of their key responsibilities are set out here. This list is not exhaustive; Police Scotland operates in a complex landscape of scrutiny and accountability to provide the confidence essential to effective policing.

Organisation	Responsibility
 <p>The Scottish Government Riaghaltas na h-Alba</p>	<ul style="list-style-type: none"> • Appoints members of the Scottish Police Authority • Approves the appointment of the Chief Constable • Sets national budgets and strategic priorities • Has power of direction over the Authority
 <p>SCOTTISH POLICE AUTHORITY</p>	<ul style="list-style-type: none"> • Maintains the Police Service • Promotes the policing principles • Promotes and supports continuous improvement in the policing of Scotland • Holds the Chief Constable to account for the policing of Scotland • Provides Scottish Ministers with information relating to the Authority or the Police Service • Produces the Strategic Police Plan
 <p>The Scottish Parliament Pàrlamaid na h-Alba</p>	<ul style="list-style-type: none"> • Justice Committee considers and reports on matters falling within the responsibility of the Cabinet Secretary for Justice • Justice Sub-Committee on policing considers and reports on the operation of the Police and Fire Reform (Scotland) Act 2012 as it relates to policing
 <p>HMICS</p>	<ul style="list-style-type: none"> • Assesses the state, effectiveness and efficiency of Police Scotland and the Scottish Police Authority • Can be directed by Scottish Ministers • Provides professional advice and guidance on policing
<p>Local Authorities</p>	<ul style="list-style-type: none"> • Are consulted by the Scottish Police Authority on the Strategic Police Plan • Views taken into account by divisional commanders developing local police plans • Elected members scrutinise how Police Scotland delivers the agreed priorities set out in their local police plan

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.

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

Postal addresses of our Police Offices can be found here: <https://www.scotland.police.uk/police-stations/>

Public engagement and insight

As part of the development of the Strategic Police Plan, we undertook a period of engagement in early 2020 to allow the public and our partners to provide feedback regarding our strategic direction. This feedback has been 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.

Inclusive and accessible engagement

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

This Strategic 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 Scottish Police Authority website: <http://www.spa.police.uk/> and the Police Scotland website: <http://www.scotland.police.uk/about-us/police-scotland/strategic-planning/>

This Strategic Police Plan can be made available in various alternative formats. 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 TextRelay on 1 800 1 101.

Scotland's British Sign Language Interpreting Video Relay Service (VRS) - enables contact with all of Scotland's public bodies and third-sector organisations.

British Sign Language (BSL) users can contact them direct by using <https://contactscotland-bsl.org>

