

Meeting	Authority Meeting
Date	24 March 2021
Location	Video Conference
Title of Paper	Draft Annual Police Plan 2021/22
Presented By	Chief Constable Iain Livingstone QPM
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – Annual Police Plan 2021/22

PURPOSE

The purpose of the paper is to present the final version of the Annual Police Plan 2021/22.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

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

2. Development of the Annual Police Plan 2021/22

- 2.1 The APP has been developed collaboratively with colleagues across the service and takes full account of the most recent Strategic Assessment. A significant number of strategic planning workshops have taken place across all areas of operational policing and corporate support services to inform the key areas of activity set out in the plan. In addition, demand data has been scrutinised and a range of research and insights have contributed to the evidence base including public responses to both the User Satisfaction and Your Police surveys.
- 2.2 In accordance with statute, the APP describes Police Scotland's policing arrangements for the year ahead, sets out priorities for policing based on our overall strategic assessment and outlines activity to demonstrate how Police Scotland will meet the needs of the people of Scotland. This follows our agreed strategic outcomes and objectives. The plan sets out activity at strategic level. To continue to mature the strategic planning approach and support scrutiny, high level milestones and planned reporting periods have been set out. Progress is and will continue to be reported on a quarterly basis to the SPA Board.
- 2.3 The APP describes the areas of greatest threat and risk to public safety and wellbeing and the challenges for policing, as detailed in our strategic assessment. This has informed a robust process to identify and set our priorities for policing which describe the areas where we must direct our resources to ensure the greatest impact. Our priorities for policing are as follows:

- **Protecting vulnerable people** – supporting people considered vulnerable and working with partners to reduce harm;
- **Tackling crime in a digital age** – building capability to address the threat from cyber-related crime;
- **Working with communities** – engaging with the public and communities to build resilience and prevent crime; and
- **Support for operational policing** – delivering change that enables our people to deliver an effective and sustainable service

- 2.4 Under each of our strategic outcomes the APP describes the objectives and activity that will allow the service to focus on its priorities; delivering effective operational policing services and addressing the areas that pose the greatest threat and risk whilst continuing to improve and work towards long term financial stability.
- 2.5 The performance framework is in the process of being refreshed and this will fully align to the strategic outcomes and objectives set out in the Joint Strategy (2020), *Policing for a Safe, Protected and Resilient Scotland*, and the APP. This will provide the means to monitor and measure progress on our strategic outcomes and priorities for policing through the quarterly performance reporting process.
- 2.6 The COVID-19 pandemic has had a significant impact on policing and will continue to do so in the year ahead. We will continue to review our delivery of this plan to take into account current developments and requirements of the Scottish and UK governments in relation to the pandemic as it develops.
- 2.7 The APP has been shared in draft with the Scottish Police Authority, in line with the Police and Fire Reform (Scotland) Act 2012, and with other key stakeholders and feedback has been taken into consideration, as far as possible, in the final APP. Prioritisation and activities have been reviewed and streamlined where possible. The milestones which were included in the draft have been refined and are more specific. The APP shows alignment with the Performance Framework to clearly denote where APP activities will have an impact on performance. The consultation and engagement section has been updated and SPA references have been fully updated.

OFFICIAL

- 2.8 Public engagement is taking place through additional questions in the Your Police survey for six weeks during February and March 2021. As of 17 March, there were a total of 896 responses to the questions relating to the APP within the Your Police survey. Overall, there was a high level of support for the policing priorities outlined, with 71% of respondents indicating they either agreed or strongly agreed with the priorities. There was a general positive response to our proposed activities for the year to come, such as high profile events and our developing approaches to cyber and public contact and engagement. The blend of traditional and innovative approaches to policing were appreciated. There was a general understanding that policing has had to adapt while operating during a pandemic, often under constrained resource.
- 2.9 A summary Equalities and Human Rights Impact Assessment (EqHRIA) and Police Scotland's first Island and Remote Area Assessment (IsRAA) in line with Islands (Scotland) Act 2018 and Environmental Assessment will be published alongside the APP. The APP has been fully reviewed in light of the findings from these assessments with appropriate action taken where required.
- 2.10 A copy of the APP will be lodged at the Scottish Parliament by the end of March as required by legislation.
- 2.11 The APP will be published on 1 April 2021 and will be supported by a communication plan to raise awareness both internally and with the public.

3. FINANCIAL IMPLICATIONS

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

4. PERSONNEL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

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

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational implications associated with this paper. Any unforeseen delay to the progress of the APP will impact on the deadline to lodge the APP with the Scottish Parliament by 31 March 2021.

7. SOCIAL IMPLICATIONS

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

8. COMMUNITY IMPACT

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

9. EQUALITIES IMPLICATIONS

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

10. ENVIRONMENT IMPLICATIONS

10.1 There are environmental implications associated with this paper.

10.2 The APP contains specific activity regarding our environmental responsibilities and we will report on progress to deliver this through the performance framework and quarterly performance reporting process.

10.3 An Environmental Impact Assessment has been conducted for the APP for the first time and we will continue to monitor throughout the year.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

Police Scotland Annual Police Plan 2021/22



SCOTTISH POLICE
AUTHORITY

Police Scotland: keeping people safe

The roles and responsibilities of Police Scotland and the Scottish Police Authority (SPA) are set out in the Police and Fire Reform (Scotland) Act 2012.

Police Scotland works closely and continuously with the SPA who provide scrutiny, support and challenge to policing, having an integral role in maintaining and improving the service. The Scottish Government has overarching responsibility for communities, public safety and justice in Scotland. Police Scotland provides evidence to the Scottish Parliament Justice Committee and Sub-Committee on Policing at regular hearings with regards to law enforcement and public safety.

The alignment of our strategic direction, priorities for policing, planning and performance framework are as follows:

Scottish Government (SG) National Outcomes & Strategic Police Priorities

- SG's Programme for Government and National Performance Framework sets out what it wants to achieve for Scotland's people and communities, brought together by describing what the "outcome" will be. All public services have a role to play, including policing.
- The Strategic Police Priorities (SPPs) set the high level strategic direction for the policing of Scotland and the carrying out of the Scottish Police Authority's (SPA) functions. The SPPs are set by Scottish Ministers and the legal framework for their development was established in the Police and Fire Reform (Scotland) Act 2012 ("the Act"). The SPPs are Crime and Security, Confidence, Partnerships, Sustainability, People and Evidence.

Scottish Police Authority – Strategic Police Plan

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

Our vision, values and purpose

- Policing for a safe protected and resilient Scotland.
- Our values are fundamental to everything that we do and underpin our actions. These are fairness, integrity, respect and human rights.
- The purpose of the police is to improve the safety and wellbeing of people, places and communities in Scotland.

Police Scotland's Strategic Assessment

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

Police Scotland's priorities for policing

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

Our strategic outcomes

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

The Annual Police Plan

- Under the Police and Fire Reform (Scotland) Act 2012 Police Scotland is responsible for producing this Annual Police Plan which aligns to our Strategic Outcomes.

Local Policing Plans / Local Outcome Improvement Plans

- Local policing divisions prepare local police plans which describe the local priorities and policing arrangements aligning with Scotland's local authority areas, based on local engagement with local partners.

Enabler Strategies

- An ever changing and challenging world in terms of environmental impact, evolving technology, emerging risks and financial constraints have an impact on all public services, not least policing. In order to ensure Police Scotland is leading from the front and providing a future looking, flexible policing response we have created several "enabler" strategies to guide the organisation. These are our Fleet, Environment, Cyber, Estates, People, Contact, Criminal Justice, Transforming Corporate Support Services and Digital Data Information and Communication Technology Strategies.

Performance Framework

- Linked to our plans, the performance framework describes how we will monitor and measure our progress on our priorities for policing, outcomes and objectives.

Contents

- Chief Constable’s Foreword 5
- Our plan on a page 7
- Context 8
- Our policing priorities..... 15
- A sustainable service 36
- Accountability 39
- Engaging with us 40

Chief Constable's

Foreword



The Covid pandemic, and our response to it, has underlined the great benefits a single national police service delivers for all communities across Scotland.

Policing has played a crucial role supporting the national response to coronavirus, explaining the rules and encouraging our fellow citizens to do the right thing, and where required enforcing the law.

Officers and staff have overwhelmingly discharged these additional responsibilities and duties with courtesy, compassion, discretion and common sense. The people of Scotland have responded with remarkable support and co-operation for their police service.

At the same time, policing continues to meet the needs of our communities, providing day-to-day policing and responding to highly demanding incidents such as the multiple stabbings in Glasgow's West George Street in June and the Stonehaven train derailment in August.

In addition, our response to coronavirus has demonstrated our pivotal role in the planning, co-ordination and support of multi-

agency responses. It has also underlined the broad remit of policing to maintain wellbeing and support communities, going far beyond law enforcement.

Hopefully vaccination provides a route out of lockdown. In the coming year we hope to see the return of large scale cultural and sporting events across the country. The United Nations Climate Change Conference of the Parties 26 (COP26) in Glasgow in November may be the most high profile and significant security and policing event ever held in Scotland and the United Kingdom.

A Holyrood election, the potential for further constitutional debate, and the continued implications of Brexit will also arise in the year ahead.

As Chief Constable, my priorities continue to be protecting the vulnerable, working with communities, tackling crime in a digital age and ensuring the Service provides all key support for officers and staff providing policing to our communities.

We know communities and their policing needs are changing. I am committed to driving constant improvement to protect the people of Scotland from threat, harm and risk in the public, private and virtual spaces.

Upholding the law, protecting victims of crime and bringing offenders to justice is critical to maintaining the respect with which policing is held in Scotland.

Responsive and accessible local policing lies at the heart of Police Scotland's purpose and identity.

Policing will also continue to enhance our capacity and capability to ensure we can respond fully to the changing nature of crime as well as changing community needs, public expectations and legislative requirements.

Reform of policing in Scotland has protected community policing and transformed the way we respond to serious crime and major incidents while at the same time returning £200m to the public purse every year compared to legacy arrangements. Change will continue to be driven with pace and rigour.

Where efficiencies and benefits are achieved, we will consider how they are invested to support the safety and wellbeing of our people and enable them to improve the lives of our communities.

Our experience of the pandemic and our response to it has, at times, accelerated change, such as the deployment of MS Teams to 14,000 officers and staff. We have changed how we work to keep our people and their families safe and thus ensure we continue to serve our fellow citizens.

It is crucial that the culture of Police Scotland is welcoming and inclusive to all and that our people are supported to thrive, flourish and be truly themselves so that policing fully reflects and represents our communities, from whose consent we draw our legitimacy.

The support and challenge of a number of committed and highly engaged staff associations has contributed to the progress made in this regard.

However, like many sectors and organisations, much remains to be done to fully and sustainably embed equality, diversity and inclusion in the Police Service of Scotland and this work will be driven forward with urgency.

New Equality Outcomes, describing the impact we want to have on eliminating discrimination and advancing equality of opportunity will form part of this work, as will a refreshed, enhanced and robust governance structure to accelerate progress in mainstreaming equality, diversity and inclusion.

While there is much uncertainty about the year ahead, I am confident that policing in Scotland will meet challenges with good faith, professionalism, humility and a dedication to public service.

My Annual Police Plan sets out our intentions for the coming year. The plan outlines how Police Scotland will address the evolution of crime, protect our communities in daily life, deliver secure high profile events and support our fellow citizens through the changing political and economic circumstances following the global pandemic.

In all of this, Police Scotland will continue to benefit from the support, challenge and scrutiny of the Scottish Police Authority, holding me as Chief Constable accountable for protecting the people of Scotland.

Policing in Scotland will always value our strong relationship of trust and consent with the public. It is the foundation of our legitimacy and lies at the heart of our purpose to keep people safe and our core public service ethos.

I thank all officers and staff for their dedication to their fellow citizens and I am grateful for the support of the people of Scotland who we serve.



Iain Livingstone QPM
Chief Constable



Joint Strategy for Policing

Our Vision | Policing for a safe, protected and resilient Scotland
Our Purpose | The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland
Our Values | Fairness | Integrity | Respect | Human Rights

Strategic Police Priorities

Crime and Security Confidence Sustainability Partnerships People Evidence

Priorities for Policing

Protecting Vulnerable People Tackling Crime in the Digital Age Working with Communities Support for Operational policing

Outcomes

Objectives

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

- 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

The needs of local communities are addressed through effective service delivery

- 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

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

- 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

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

- 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

Police Scotland is sustainable, adaptable and prepared for future challenges

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

Performance and Implementation

Evidence based policing

Context

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

2020 was a year which globally presented very significant challenges, including the COVID-19 pandemic, and these have had an impact on the strategic direction, resources and role of policing in Scotland. Police Scotland adapted quickly and at pace to ensure the many changes required to continue to provide a high quality policing service to the public and communities of Scotland were in place.

The first few months of 2020-21 saw a significant increase in contact with Police Scotland relating to the pandemic with some shifts in more traditional policing demand. Demand across all aspects of policing recovered quickly as restrictions were eased and adjusted requiring policing services to be flexible and agile to support the public and communities of Scotland.

Demands on policing continue to become more complex and this requires a focus on our workforce skills, capability and capacity to ensure we can continue to meet the needs of the public and communities, providing high quality policing services. The use of technology to enable criminal behaviour is increasing while our officers continue to attend a high number of incidents associated with vulnerability; including hate and domestic incidents as well as mental health and missing person reports.

Throughout 2020, policing in Scotland accommodated new and complex demands at pace. The Chief Constable set the policing tone to support the public and communities during the pandemic and adopted the UK-wide policing approach (the four Es – engage, explain, encourage, enforce) for engaging with the public during interactions on COVID-19.











To ensure openness, transparency and scrutiny of powers conferred on policing during the pandemic, the Chief Constable supported the establishment of an external advisory group, chaired by John Scott QC. The group undertook a scrutiny and oversight role in real time providing positive reports to the Scottish Police Authority on the policing approach throughout this period.

The Contact, Command and Control Centre supported the public and communities during the pandemic alongside very significant increases in calls for support to report COVID-19 related incidents and to ask advice on restrictions.

During the period of the pandemic so far policing has experienced an increase in levels of public confidence. These have been monitored by the service's own Your Police survey and independently verified by survey work led by the SPA during this period.

COVID-19 has had a significant impact on all communities in Scotland throughout the year. The resultant impact of the pandemic on our economy, employment and wellbeing in our communities is likely to be a significant pressure for some time to come.

Policing demand

 <p>YOUR POLICE – Over 34,000 people have told us what they think about policing</p>	 <p>REPORTS</p> <p>DOMESTIC ABUSE – 4.3% increase of reported incidents of domestic abuse, work is ongoing with the Scottish Government and partners to proactively tackle this</p>
 <p>999 and 101 – Over 2 million calls to 999 and 101</p>	 <p>COVID-19 – 14,000 of our workforce have access to virtual tools to stay connected and work as safely as possible</p>
 <p>VIOLENT CRIME – Overall violent crime incidents has decreased by 8.3%</p>	 <p>VIRTUAL COURTS – Technology to provide virtual custody courts at 20 locations</p>
 <p>ANTISOCIAL BEHAVIOR – Number of antisocial incidents increased by 31.6%</p>	 <p>CYBERCRIME – recorded crime for fraud increased by over 40% and online child sexual abuse by 18%</p>
 <p>CYBERCRIME – recorded crime for fraud increased by over 40% and online child sexual abuse by 18%</p>	 <p>COP 26 – Cop 26 has been delayed into 2021, where is it set to be the biggest and most complex security event ever hosted in the UK</p>

The Annual Police Plan sets out the activities we will undertake to support our strategic outcomes and objectives for policing for the coming year. Just as 2020/21 has been incredibly challenging, Police Scotland is anticipating pressures of an exceptional nature on both planned and reactive policing in the forthcoming year.

During the 2021/22 planning period, the COVID-19 pandemic will be ongoing, alongside recovery planning, vaccination distribution, and a range of very high profile and significant events including hosting of the global COP26 conference, Scottish Parliamentary elections, bedding in of the new relationship with Europe and Scotland hosting matches in the Euro 2020 tournament. These will all have a very significant need for dedicated policing input on an unprecedented scale, including the biggest level of demand for public order policing deployments likely to be seen in UK policing history.

It is anticipated that demand on policing will continue to increase in complexity in terms of advancements and reliance

on technology resulting in increased cyber threats and cyber enabled crimes. These will in turn increase the need for further development of specialist skills and strengthened ties with other law enforcement and public protection agencies across the world as the relevance of geographical boundaries diminishes.

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

It is fully recognised that the demands during this planning period are unprecedented and the activity set out within this plan will be kept under review in an open and transparent manner. The service will seek to ensure provision of high quality policing services to keep people safe during this period which may result in greater emphasis and resourcing being assigned to critical areas in the course of the year.

Priorities for policing

To respond effectively to emerging threats, risk and harm our policing priorities are reviewed and set on an annual basis through Police Scotland’s National Strategic Assessment.

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

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

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

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

The national strategic assessment has been refreshed for 2021. The following priorities for policing have been identified for the period of this plan.

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

Police Scotland is committed to ongoing engagement with the public and communities. It is very important to us to understand and respond to what people think about policing services, their experiences with the police, and how we can continue to improve.

Your Police was launched in April 2020 to engage and involve diverse communities across Scotland. It was the first survey of its kind in the UK and is now the largest with over 34,500 responses. The online survey is constantly open to measure and improve our understanding of public confidence in policing, feeling of safety and concerns about crime in local areas. It can be amended to include thematic and timeous questions when the need arises.

The survey is designed to be open and inclusive and is communicated widely via corporate social media, local divisions and targeted communications to partners and organisations representing diverse communities. It is also available in accessible formations including British Sign Language, Easy Read and Computer-Assisted Telephone Interviewing.

The survey is designed to be open and inclusive and is communicated widely via corporate social media, local divisions and targeted communications to partners and organisations representing diverse communities. It is also available in accessible formations including British SignLanguage, Easy Read and Computer-Assisted Telephone Interviewing.

In January 2020, Police Scotland launched a redesigned and refreshed approach to understanding public experiences with the organisation. Monthly telephone surveys, previously known as 'user satisfaction surveys' are now conducted by an external agency.

Each month, a random sample of people who have contacted Police Scotland to report an incident and crime are contacted to share their opinion on the service they received. The question set has been designed to be accessible, relevant and meaningful for the public and is continuously monitored.

Participants are asked about their experience with Police Scotland and also to provide demographic information. The findings from the surveys are collated and high level analysis conducted which offers insight and assists in shaping policing priorities moving forward.

Annual Police Plan 2021/22

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

Strategic outcomes

Our strategic outcomes describe the impact and difference Police Scotland aims to make to the lives of people in Scotland by addressing our priorities for policing. This helps us to show how we will make a positive impact through what we are doing across the service.

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

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

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

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

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

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

Strategic Alignment

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

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

Annual Police Plan

This plan summarises what we will do in the coming year to make progress against our strategic outcomes and priorities for policing.

The Annual Police Plan is underpinned by more detailed plans at Deputy Chief Constable and Deputy Chief Officer level.

Performance Framework

Our outcomes focused performance framework is linked to our plans and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes. This is developed alongside the Annual Police Plan.

Enabler Strategies

Police Scotland is constantly working towards making the service sustainable, environmentally responsible, more efficient and continually relevant in a world of innovation and developing technologies. The steps the organisation intends to take towards the future are set out within a collection of enabler strategies covering People, Fleet, Cyber, Estates, Contact, Transforming Corporate Support Services, Environment and Digital Data and ICT. These will be reviewed and updated on a regular basis.

Local Police Plans

In addition to the Annual Police Plan, Police Scotland's 13 Local Policing Divisions produce Local Police Plans. The content and character of Local Police Plans are determined by Local Area and Divisional Commanders in negotiation with local authorities, who are each responsible for approving their respective Local Police Plan through local scrutiny boards.

These local plans reference distinct priorities, objectives, outcomes and performance measures. They link to wider community planning arrangements, with Local Outcome Improvement Plans taken into account in their development.

Our Local Police Plans were revised in 2020 and cover the next two-three year period.

Outcome 1.

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

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

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

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

Key	Operational activity	Change activity
-----	----------------------	-----------------

Objective	To achieve this objective	Lead	Key milestones	Update expected
We keep people safe in the physical and digital world	Plan and deliver a safe and secure COP26 working with international, national and local agencies	DCC Local Policing	Regular planning updates Final review and assessment	Q1 and Q2 Q4
	Prepare, plan, deliver and evaluate the impact of Operation Talla, Police Scotland's response to the COVID-19 pandemic	DCC Crime and Operations	Regular review in conjunction with the Independent Advisory Group and SPA and follow up activity to embed improvement and learning Evaluation shared with SPA Board	Quarterly during the pandemic
	Mitigate impact and risk resulting from the UK's new relationship with Europe	DCC Crime and Operations	Overview of mitigation of risk and impact Overview of collaborative working	Q1 Q4

We keep people safe in the physical and digital world	Safely deliver all high profile public events, subject to COVID-19 restrictions	DCC Local Policing	Review and evaluation of events will be provided in the course of the reporting year	Q1-4
	<p>Ongoing development of the seven strands of the Local Policing Programme</p> <ul style="list-style-type: none"> – Modernised Contact & Engagement – North East Division Integration Project – Volunteering Strategy – Mental Health Strategy – Local Policing Collaborations – Local Policing Design – Local Policing Continuous Improvement & Engagement 	DCC Local Policing	<p>Delivering enabling platforms across a 3 – 5 year plan in conjunction with DDICT.</p> <p>Project now in delivery phase.</p> <p>Establishment of Project Delivery Team and Project Initiation Documentation. Sep / Oct 2021</p> <p>Progression of themes within the Volunteering Strategy in respect of attraction, retention and development.</p> <p>Moving into delivery phase of refreshed high level Mental Health Strategy.</p> <p>Delivery of enhanced stakeholder engagement and effective relationship with partners.</p> <p>Establishment of framework and Design Principles.</p>	Quarterly

We keep people safe in the physical and digital world	Identify opportunities to improve the efficient and effective use of the National Missing Persons Application to enhance service provision in relation to missing persons	DCC Local Policing	Overview of opportunities and proposed improvements	Q2
			Enhance our TASER capability - recruit and train additional Specially Trained Officers	Q4
	Increase the number of officers trained in Public Order to meet the increased demand and future emerging threats	DCC Crime and Operations	Evaluation and improvement opportunities	Q4
	Evaluation and improvement opportunities	DCC Crime and Operations	Recruitment and training overview	Q4
	Enhance our TASER capability - recruit and train additional Specially Trained Officers	DCC Local Policing / DCC Crime and Operations	Overview of approach and engagement	Q2
			Engagement on draft strategy	Q4
	Design, develop, engage and implement a 5 year Criminal Justice Strategy for policing in Scotland	DCC Local Policing	Criminal Justice strategy for consideration	Q3
	Enhance understanding and reduce the harm from drugs supply in Scotland, particularly the supply and misuse of benzodiazepines	DCC Local Policing / DCC Crime and Operations	Overview of high level plan	Q1
Progress update			Q4	

We keep people safe in the physical and digital world	Prevent and/or minimise risk in respect of domestic abuse	DCC Crime and Operations / DCC Local Policing	Improve/expand/develop new processes for supporting victims	Q3
			Further develop partnership relationships	Q3
			Ensure Public Protection officers given most up to date training	Q4
	Prevent and/or minimise risk in respect of child sexual abuse criminal and exploitation	DCC Crime and Operations / DCC Local Policing	Improve/expand/develop new approaches for supporting victims	Q2
			Develop current and new partnership relationships	Q2
			Roll out suspect prioritisation matrix across local policing	Q3
			Ensure Public Protection officers are given the most up to date training	Q4
	Prevent and/or minimise risk in respect of rape	DCC Crime and Operations / DCC Local Policing	Improve/expand/develop new processes for supporting victims	Q2
			Further develop partnership relationships	Q2
			Ensure Public Protection officers are given the most up to date training	Q4
	Prevent and/or minimise risk in respect of hate crime	DCC Crime and Operations / DCC Local Policing	Improve/expand/develop new processes for supporting victims	Q2
			Further develop partnership relationships	Q2

We keep people safe in the physical and digital world	Prevent and/or minimise risk in respect of human trafficking	DCC Crime and Operations / DCC Local Policing	Improve/expand/develop new processes for supporting victims	Q2
			Further develop partnership relationships	Q2
			Ensure Public Protection officers given most up to date training	Q4
	Design and develop approaches to tackle the increasing number of Online Child Sexual Abuse Activist Groups (OCAGs)	DCC Local Policing	Overview of design and approach	Q1
			Delivery plan and evaluation	Q4
	Improve driver and road user behaviour to reduce road casualties through engagement, enforcement and delivery of a national road safety and road crime calendar of activity	DCC Crime and Operations / DCC Local Policing	Overview and assessment of activity for the year 2021/22	Q4
	Deliver policing elements of the Scottish Government's Cyber Resilience Framework	DCC Crime and Operations / DCC Local Policing	Overview and assessment of activity for the year 2021/22	Q4

We keep people safe in the physical and digital world	Promote Counter Terrorism Protect and Prepare strategy, through collaboration with partners, enhancing the protection of the public through the crowded space and protection of public spaces strategy	DCC Crime and Operations	Overview and assessment of activity for the year 2021/22	Q4
			Effective participation in national and internal governance	Q4
			Align to the national programme to professionalise the Prepare strand	Q4
			Deliver counter terrorism awareness training to operational officers	Q4
			Participate in Scottish Government Publicly Accessible Locations Working Group	Q4
			Engage in Protect Duty Consultation	Q4
			Continue with Crowded Places engagement	Q4
	Implementation of the Cyber Strategy in the following key areas: <ul style="list-style-type: none"> • Police Scotland Resilience and Cyber Security • Public health, prevention and partnership • Investigation of criminality • Protecting and safeguarding 	DCC Crime and Operations/ DCO Corporate Services	Overview of implementation progress and benefits	Q2 and Q4
			Overview of implementation progress and benefits	
Plan, prepare and begin training for the implementation of the Age of Criminal Responsibility (Scotland) Act 2019	DCO Corporate Services	Overview of approach, plan and progress	Q2	
		Progress review	Q4	

Design services jointly to tackle complex public safety and wellbeing challenges	Further enhance and invest in our approach to partnership, prevention and community wellbeing working constructively with our partners across the public, private and third sectors to support Scotland's public health approach	DCC Local Policing	Design, delivery approach and plan Overview of progress and benefits	Q1 Q4
	Enhance insights of non-crime incidents to help develop demand reduction strategies	DCO Corporate Services / DCC Local Policing	Overview of progress and benefits	Q4
	Implement the Criminal Justice Harm Reduction Strategy 2020-2023	DCC Local Policing	Implementation approach Overview of progress and evaluation	Q4
	Work with partners to holistically improve the response to and recovery from major and critical incidents	DCC Crime and Operations	Overview of progress and benefits	Q3
	Develop national approach to respond effectively to fraud / scams	DCC Local Policing	Design, delivery approach and plan Overview of progress and evaluation	Q1 Q4
	Continue the Naloxone pilot and evaluate to determine next steps	DCC Local Policing	Overview and assessment	Q1
	Deliver the Digital Evidence Sharing Capability, (DESC)	DCC Local Policing / DCO Corporate Services	Overview of progress, evaluation and benefits achieved in 2021/22 Develop best value and sustainable solutions to the increasing requirement to conduct Visually Recorded Interviews	Q4 Q4 & ongoing

We support policing through proactive prevention	Develop our evidence base to support design, development and implementation approaches for preventive support for those experiencing forms of abuse, neglect and exploitation	DCC Local Policing / DCC Crime and Operations	Design, delivery approach and plan Overview of progress and evaluation Learning recommendations	Q1 Q4 Q4
	Develop our evidence base to enable the design, development and implementation of preventative measures to address vulnerability, people experiencing mental and/or emotional distress and illegal substance usage	DCC Local Policing / DCC Crime and Operations	Design, delivery approach and plan Overview of progress and evaluation Learning recommendations	Q1 Q4 Q4
	Counter the threat of terrorism by effectively delivering the four strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare	DCC Crime and Operations	Overview of engagement and delivery	Q4
	Effectively police offenders, particularly those assessed to be of greatest risk, in collaboration with partners, in order prevent re-offending, reduce harm and increase public confidence	DCC Local Policing / DCC Crime and Operations	Ensure Sex Offender Policing standards, policies and procedures continue to provide robust and effective response Ensure officer to offender ratio is maintained & subject to ongoing review taking account of developing practice, legislative development and offender numbers Ensure the use of the most relevant Prevention Orders to minimise the risk posed by offenders	Q3
	Grow the impact of police volunteers. Increase the scale and breadth of their contribution across policing functions into areas such as Criminal Justice, Specialist Crime and Operational Support	DCC Local Policing	Review and improve the structure of Multi-Agency Tasking and Coordination (MATAC)	

Outcome 2.

The needs of local communities are addressed through effective service delivery

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

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

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

Key	Operational activity	Change activity
-----	----------------------	-----------------

Objective	To achieve this objective	Lead	Key milestones	Update expected
Understand our communities and deliver the right mix of services to meet their needs	Broaden engagement, using insight and data to fully understand the context of people's experience, public perception and demand, and actively seek to include people who may not traditionally engage with the police	DCO Corporate Services / DCC Local Policing	Update on engagement plan and survey insights	Quarterly

Understand our communities and deliver the right mix of services to meet their needs	Transform our approaches to public contact and engagement in line with our Public Contact and Engagement Strategy	DCC Local Policing / DCO Corporate Services	Implement a new Unified Communications and Contact Platform (UCCP)	Q2
			Develop and implement new public contact channels and communication methods	Q4
			Evaluation	Q4 & ongoing
	Enhance our victim centred approach to sexual offences including additional local sexual assault referral centres (SARC)	DCC Local Policing	Overview of progress and evaluation 2021/22	Q4
	Develop a multi-agency review process for domestic homicide	DCC Crime and Operations	Process developed	Q3
			Evaluation	Ongoing
	Maintain and develop partnership working to support diverse, at risk communities e.g. asylum seekers, homeless and displaced	DCC Local Policing	Overview of progress and evaluation	Q3/4
	Work flexibly with Local Resilience Partnerships to plan and deliver responses to COVID-19 and other major incidents	DCC Local Policing	Overview of progress and evaluation	Q4
Prepare for changes resulting from the Scottish Government's phased COVID-19 Recovery and Renewal Plan, including the reintroduction of major and local events	DCC Crime and Operations/DCC Local Policing	Review and evaluation	Quarterly	

Support our communities through a blend of local and national expertise	Support policing in local communities with equitable and effective access to national and specialist policing services	DCC Crime and Operations	Overview of progress and evaluation	Q4
	Evaluate and implement next phase of the Contact Assessment Model	DCC Local Policing	Evaluation Implementation of future phases	Q1 Q4 & ongoing
	Develop and improve digital forensics	DCC Crime and Operations	Overview of progress and evaluation	
	Support the SPA to design, develop and engage on a refresh of the Forensics Strategy	DCO Corporate Services	Consideration of the refreshed Forensics Strategy	Q3
	Improve services for victims/witnesses as per Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019	DCC Local Policing / DCC Crime and Operations	Overview of progress and evaluation	Q3
	Work closely with partners to ensure that we meet and exceed statutory requirements for the provision of evidence from vulnerable witnesses in our communities	DCC Crime and Operations	Overview of progress and evaluation	Q4
	Maintain our strong collaborative relationship with British Transport Police to improve service delivery in communities and on the railways	DCC Local Policing	Overview of progress and evaluation	Q3
	Improve aviation support options with partners (e.g. SAS and Coastguard), particularly in Highlands and Islands areas	DCC Local Policing	Overview of progress and evaluation 2021/22	Q3

Support the changing nature of communities	Mainstream and embed Police Scotland's Equality Outcomes in Police Scotland and our services	DCC Local Policing / DCC People and Professionalism	Overview of progress and evaluation 2021/22	Q4
	Ensure sufficient specialist resources are available to meet the needs of changing demographics	DCC Crime and Operations	Overview of progress and evaluation	Q3
	Influence wider multi-agency investigation, intervention and support tailored to individual needs, to seek to better understand and prevent repeat victimisation	DCC Crime and Operations	Overview of progress and evaluation	Q3

Outcome 3.

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

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

The safety and wellbeing of the people we serve are enhanced by providing services that work efficiently. Post pandemic renewal and

recovery will undoubtedly bring significant changes to the policing required by the people of Scotland. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions.

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

Key	Operational activity	Change activity
-----	----------------------	-----------------

Objective	To achieve this objective	Lead	Key milestones	Update expected
Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service	Engage with the public, communities and partners on new approaches/ methodologies within policing, in accordance with our rights based approach to policing	All DCCs/ DCO	Overview of progress and evaluation 2021/22	Q4 & ongoing
	Ensure a transparent, strong and consistent ethical oversight that maintains public trust and confidence in policing	DCC People and Professionalism	Overview of progress and evaluation 2021/22	Q4 & ongoing

Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective	Enhance analysis and insights to support high levels of public confidence in policing	DCC Local Policing	New insights and updates to reporting	Quarterly
	Improve public and stakeholder confidence to enhance reporting of crime, especially domestic abuse, sexual crime, hate crime and human trafficking	DCC Crime and Operations	Overview of progress and evaluation	Q4
	Involve the public and partners in shaping change, innovation and continuous improvement through effective engagement and consultation	All DCCs/DCO	Overview of progress and evaluation	Q4
	Act on insights gained from public engagement to design our services and address issues that matter to the public and partners	All DCCs/DCO	Overview of progress and evaluation	Q4 & ongoing
	Maintain openness and transparency in our communications and enhance accessibility	DCC People and Professionalism	Overview of progress and evaluation	Q4 & ongoing
	Work with partners to support delivery of the Scottish Government's new Road Safety Framework, effectively contributing to the Safe System approach. Continue deployment of proactive diversionary operations	DCC Crime and Operations / DCC Local Policing	Overview and assessment of activity for the year 2021/22 Learning recommendations	Q4

Work with local groups and public, third and private sector organisations to support communities	Work with the Scottish Fire & Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration Strategy, including co-location, co-response, shared knowledge and shared services, including fleet	DCC Local Policing	Overview of progress and evaluation	Q4
	Tackle Serious Organised Crime through active engagement with communities and a multi-agency approach to deliver the four key strands of the Scottish Government's Serious Organised Crime strategy – Divert, Deter, Detect and Disrupt	DCC Crime and Operations	Update on progress and evaluation	Q2
	Prevent and tackle wildlife crime, collaborating effectively with partner agencies	DCC Local Policing	Ongoing progress reporting via quarterly performance reports	Quarterly
	Develop and establish the Police Scotland International Academy	DCC Local Policing	Implementation plan and approach	Q1
Progress and evaluation			Ongoing into 2022/23	

Outcome 4.

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

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

We will create the environment for our staff to be able to work effectively and equip them to make decisions, ensuring they are trusted and empowered to do so. Our Strategic Workforce Plan will help ensure we have people with the right skills, in the right place at the right time.

Key	Operational activity	Change activity
-----	----------------------	-----------------

Objective	To achieve this objective	Lead	Key milestones	Update expected
Prioritise wellbeing and keep our people safe, well equipped and protected	Ensure the safety and wellbeing of our people in the planning and delivery of all major events, including COP26	DCC People and Professionalism	Ongoing progress reporting via quarterly performance reports	Quarterly
	Continue to deliver and improve services available to support mental, emotional and physical wellbeing	DCC People and Professionalism	Ongoing progress reporting	Quarterly
	Your Safety Matters - Improve support available to officers and staff when they are victims of assault. Progress prevention activity with regards to Your Safety Matters	DCC People and Professionalism	Ongoing progress reporting	Quarterly
	Engage officers and staff with the Your Voice Matters survey in future developments and decision making, with effective strategy and planning to respond to resulting actions	DCC People and Professionalism	Survey update	Q1
			Insights and action plan	Q3

<p>Prioritise wellbeing and keep our people safe, well equipped and protected</p>	<p>Publish wellbeing study and support divisional People Boards to address issues</p>	<p>DCC People and Professionalism</p>	<p>Ongoing progress reporting</p>	<p>Quarterly</p>
	<p>Implement outcomes of Smarter Working review, including enable flexible and agile working</p>	<p>DCC People and Professionalism</p>	<p>Overview of future approach and policies</p>	<p>Q2</p>
			<p>Implementation plan</p>	<p>Q2</p>
			<p>Evaluation</p>	<p>2022/23 and ongoing</p>
	<p>Public consultation and wider engagement programme on the introduction of Body Worn Video</p>	<p>DCC Local Policing / DCO Corporate Services</p>	<p>Insights from the consultation and planned next steps</p>	<p>Q2</p>
			<p>Implementation approach and progress</p>	<p>Q4</p>

Support our people to be confident leaders, innovative, active contributors and influencers	Design, develop and implement a refreshed People Strategy for Police Scotland	DCC People and Professionalism	People strategy for consideration	Q3-4
	Implementation of Strategic Workforce Plan with an appropriately balanced workforce mix	DCC People and Professionalism / DCO Corporate Services	Ongoing progress reporting	Quarterly
	Engage and support performance and development throughout the service	DCC People and Professionalism	Ongoing progress reporting	Quarterly
	Enhance leadership training considering recommendations from the HMICS Thematic Inspection of Police Scotland Training and Development	DCC Local Policing	Ongoing progress reporting	Quarterly
	Develop bespoke resourcing / recruitment models for business areas	DCC People and Professionalism	Overview of approaches and implementation	Q3
	Promotion of ongoing mentoring scheme and approach to coaching	DCC People and Professionalism	Ongoing progress reporting	Quarterly
	Increase engagement with the Digital Skills Academy to help our people develop their skills	DCC People and Professionalism	Ongoing progress reporting	Quarterly
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty	DCC People and Professionalism	Ongoing progress reporting	Quarterly
	Proactively promote and support equality and diversity initiatives	DCC People and Professionalism	Ongoing progress reporting	Quarterly
	Consider the recommendations from Dame Angiolini's Independent Review of Police Complaints	DCC People and Professionalism	Overview of approach to respond to recommendations	Q1
Progress update			Q3	

Outcome 5.

Police Scotland is sustainable, adaptable and prepared for future challenges

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

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

Key	Operational activity	Change activity
-----	----------------------	-----------------

Objective	To achieve this objective	Lead	Key milestones	Update expected
Use innovative approaches to accelerate our capacity and capability for effective service delivery	Project future challenges to develop rolling calendar considering national and local campaigns	DCC Crime and Operations	Ongoing progress reporting	Quarterly
	Seek out shared learning and training opportunities with external partners and other Police Services	All	Ongoing progress reporting	Quarterly
	Create and develop new opportunities to maintain and enhance national and international partnerships as the UK adapts to a new relationship with Europe, providing access to effective international mechanisms which will enable our people to disrupt globally enabled serious organised crime with the greatest impact on our communities	DCC Crime and Operations	Ongoing progress reporting	Quarterly
	Continue to develop and implement a prioritised change portfolio	DCO Corporate Services	Progress reporting via Change governance	Ongoing

Use innovative approaches to accelerate our capacity and capability for effective service delivery	Continue to transform our corporate support services to create maximum use of resources	DCO Corporate Services	Progress reporting via Change governance	Ongoing
	Capture, prioritise, monitor and implement change recommendations from external audits and reviews	DCO Corporate Services / DCC People and Professionalism	Ongoing progress reporting	Quarterly
	Encourage innovation, problem solving and streamlining of structures and processes	DCO Corporate Services	Ongoing progress reporting	Quarterly
Commit to making a positive impact through outstanding environmental sustainability	Implement Police Scotland's Environmental Strategy	DCO Corporate Services	Overview of implementation plan	Q2
			Progress updates and evaluation	Ongoing
	Embed environmental sustainability into the delivery of the policing of large scale events, such as COP26	DCC Local policing	Introduce Environmental Impact Assessments as standard operating procedure in relation to policing events	Q1
	Continue implementation of the Fleet Strategy including the roll out of Ultra-Low Emission Vehicles and associated infrastructure	DCO Corporate Services	Progress reporting via change governance	Ongoing
	Continue the implementation of the Estates Strategy including exploring the scope for further co-location with partners	DCO Corporate Services	Progress reporting via change governance	Ongoing

Support operational policing through the appropriate digital tools and delivery of best value	Develop a flexible national approach for event policing charges	DCC Local Policing	Implementation overview and elevation	Q4
	Support ongoing development of virtual courts	DCC Local Policing	Overview of progress and evaluation	Q2-3
	Implement the Data Ethics Strategy, framework and related business cases	DCC People and Professionalism	Data Ethics Strategy for consideration	Q1
			Overview of progress and evaluation	Q4 & ongoing
	Implement the Phase 2 of the Digitally Enabled Policing Programme including mobile working	DCC Local Policing/DCO	Progress reporting via change governance	Ongoing
	Review and implement the re-design of analytics services for policing in Scotland	DCO Corporate Services	Progress reporting via change governance	Ongoing
	Refresh the Data, Digital and ICT Strategy to establish a three year rolling capital investment plan to meet key technology requirements for operational policing	DCO Corporate Services	Refreshed DDICT strategy for consideration	Q2-3
			Implementation approach and capital investment plan	Q2-3
			Progress update	Q4 & ongoing
	Develop integrated national ICT solutions for crime, productions and warrants, reducing duplication, supporting mobile working and allowing decommissioning of legacy IT systems	DCO Corporate Services	Progress reporting via change governance	Q1-4 & ongoing

A sustainable service

Revenue

For a number of years, policing in Scotland has operated with a structural funding deficit. Achieving financial sustainability via an ongoing balanced budget was only possible through a combination of workforce reductions and a permanent increase funding.

The Scottish Government's announcement of its 2021/22 budget confirmed additional recurring funding for policing of £60m (plus £15m one-off COVID funding), removing the imperative for workforce reductions and allowing police officer numbers to be maintained into the future.

Sustaining a balanced budget over the long-term continues to depend on future years' revenue funding increases matching pay growth, and overall workforce costs managed within current levels. A variety of evolving strategic products – in particular the target operating model and strategic workforce plan – will set clear parameters around how the organisation's resources should be allocated.

The fiscal legacy of COVID-19 on the Scottish Government's finances is uncertain at this point, therefore future years' funding is not yet clearly defined or guaranteed. A new detailed multi-year financial strategy for the SPA will be produced during 2021, sequenced appropriately within the overall strategic planning cycle.

Investment

Police Scotland, as a National organisation that has a presence in every community in Scotland, is uniquely placed to demonstrate the positive impacts that can be delivered across the entire country from well-placed strategic investment by the Scottish Government.

Against the backdrop of a balanced budget, and with the initial benefits of police reform now realised, there can be renewed focus on executing our transformation agenda, delivering highly visible and value for money national public sector outcomes.

Our [Estate Strategy](#) supports and enables enhanced service delivery (through increased collaboration with partners) to the public and our communities whilst providing modern, fit for purpose working environments for our officers and staff that are both fit for 21st century policing and improve wellbeing and morale.

The publication of the [Police Scotland Fleet Strategy](#) in November 2019 laid out the ambition to become the first UK blue light service to have a fully electric fleet by 2030. This ambition feeds into a number of our Policing Priorities as well as supporting the Scottish Government's Carbon reduction targets.

Society has embraced new technology at an incredible pace and much of Scotland's future success depends on the digital economy. Criminals and terrorists have exploited our technology dependence which is changing the nature of the crime we face. Our [DDICT strategy](#) will continue to build a technology estate fit for 21st century policing, equipping officers and staff with the tools and capabilities required to serve our communities.

The level of transformational change that can be delivered remains contingent on receiving sufficient capital and reform funding from the Scottish Government, although the overall burden on the public purse can be minimised by the careful sequencing of property disposals and reinvestment of sales proceeds.

Equality and Diversity

All of the work of Police Scotland is underpinned by our commitment to equality and diversity in our interactions with the public we serve as well as our own staff. We are committed to developing and promoting best practice in the advancement of our Equality outcomes.

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

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

Governance and Performance

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

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

Accountability

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

Scottish Police Authority

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

Justice Sub-Committee on Policing

Key policing issues are discussed by the Scottish Parliament's Justice Sub-Committee on Policing. Please visit this site for further details:

<http://www.parliament.scot/parliamentarybusiness/CurrentCommittees/policing-sub-committee.aspx>

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

Local scrutiny

Each of Scotland's local authorities also has scrutiny arrangements in place to allow them to influence policing at a local level. This successful partnership between local authorities and local Police Scotland divisions is evident in close working relationship within Community Planning Partnerships as laid out in the Community Empowerment (Scotland) Act 2015 and other local planning arrangements.

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

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

Police Investigation and Review Commissioner (PIRC)

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

Engaging with us

We want to hear from you

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

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

Public engagement and insight

As part of the development of the Annual Police Plan we have undertaken a period of engagement in early 2021 to allow the public and our partners to provide feedback regarding our strategic direction. This feedback will be captured and used to shape the final version of this Plan.

Further information about this and our wider engagement can be found in our consultation and engagement hub at: <https://consult.scotland.police.uk/>

Social media

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

Twitter: @policescotland

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

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

Inclusive and accessible engagement

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

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

This Annual 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.

