

Meeting	SPA Authority Meeting
Date	30 June 2021
Location	Video Conference
Title of Paper	Police Scotland International Development Strategy Unit
Presented By	Will Kerr, DCC Local Policing
Recommendation to Members	For Discussion
Appendix Attached	Appendix A - Police Scotland International Development Strategy

PURPOSE

The purpose of this paper is to present the updated Police Scotland International Development Strategy.

This paper is presented in order to inform the Authority on the revised International Development Strategy and to provide supporting comment.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 In 2016, Police Scotland launched a National and International Development Strategy, which has been delivered over the last four years through different streams of work, such as:
- in-country capacity building programmes, including Scottish Government funded work in Zambia and Malawi and Foreign, Commonwealth and Development Office (FCDO) funded work in Sri Lanka;
 - work with developed nations, e.g. United States of America;
 - delivery of international programmes, e.g. United Nations' Masterclass on Leadership;
 - innovation under the European Union Horizon2020 programme; and
 - in-bound study visits to share experience and knowledge with international partners visiting Scotland.
- 1.2 The majority of the work has been delivered by the International Development and Innovations Unit (IDIU).
- 1.3 In early 2020, work was initiated to align the National and International Development Strategy, and associated priority areas for international development activity, with the current Police Scotland strategy. This activity has led to the development of the attached, updated, Police Scotland International Development Strategy (appendix A).

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 The International Development Strategy has been developed with a vision:
- “To provide a world class service to enhance policing nationally and internationally, contributing to global safety and wellbeing, cooperating through relationships and partnerships to support others and encourage learning, ideas and innovation for the benefit of international policing communities.”
- 2.2 The Strategy outlines 3 strategic outcomes, or desired states, namely:
- enhanced global opportunities to positively contribute to and deliver police training, development and support for benefits of communities in Scotland and internationally, aligned to the UN sustainable development goals;

OFFICIAL

- effective and productive partnership networks, working collaboratively with those who reflect Police Scotland's values and ethics and enabling innovation and learning to explore new ways of working;
- increased skills, knowledge and understanding of international communities within our workforce, positively influencing and sharing best practice, which is reflected in our approach.

2.3 Through the revised Strategy the following strategic objectives, or goals, will be delivered:

- develop and establish the Police Scotland International Academy;
- develop and maintain positive and productive partnership networks with public sector, third sector and academic organisations which reflect Police Scotland's values and ethics;
- maximise opportunities for all police officers and staff to volunteer for overseas work through an open and transparent process which is linked to continuous professional development and maximise exposure of our officers and staff to overseas visitors here in Scotland
- maximise opportunities to reassure our communities of our collective efforts in the international arena through an integrated communications strategy.

2.4 Initial physical building work for the Police Scotland International Academy concluded in September 2020 on time and on budget. The facility within the College has been fitted out with ICT equipment, and has recently effectively been utilised to facilitate international webinars.

2.5 A governance framework has been established to ensure rigorous management of all the international activities. All international programmes of work are subject to three risk assessment frameworks. These include:

- authorisation through the Overseas Security and Justice Assessment (OSJA) process, as per Foreign, Commonwealth and Development Office Policy;
- completion of an International Policing Assistance Brief, as required by the National Police Chiefs' Council;
- approval of an Equality, Diversity, and Human Rights Impact Assessment.

2.6 In addition, every police officer who deploys overseas to undertake a non-operational policing activity is approved on a name / date / task basis by the Scottish Ministers under The Police Service of Scotland (Temporary Service) Regulations 2013 requirements.

3. FINANCIAL IMPLICATIONS

- 3.1 At this time, there are no specific financial implications connected with this paper.
- 3.2 All IDIU work in-country capacity building programmes are funded on a full economic cost recovery basis through The Scottish Government, (Malawi and Zambia) the Foreign, Commonwealth and Development Office (Sri Lanka and Colombia), or other third party funding streams (European Union previously funded a, concluded, capacity building programme in Jamaica), and delivered in accordance with the Police Scotland financial policy.
- 3.3 All in-bound study programmes, attended by police officers from other countries, primarily Germany and France, are fully funded by the visiting police officer's local police service.
- 3.4 All research activities undertaken under the Horizon 2020 / Horizon Europe programmes are fully funded by the European Union.
- 3.5 Any financial implications arising from future opportunities to progress delivery of the Strategy will be individually considered and submitted for approval through the relevant governance process for that element of delivery.

4. PERSONNEL IMPLICATIONS

- 4.1 Given the current COVID 19 position and restrictions on travelling, at this time there is no immediate resource implication associated with this paper. There has recently been small temporary increase in the IDIU team to enable delivery of the strategy, such as supporting the collaborative and partnership aspirations of the international work and establishing the International Academy.
- 4.2 As one of our objectives is to develop our workforce this IDIU resource is flexed and made available as required through engagement and deployment of subject experts and enables development opportunities, which will continued to be explored, developed and maximised.
- 4.3 The IDIU are involved in the development of strategic leadership programmes within the international context, which contribute to achieving the strategic outcomes, whilst enabling development of our own workforce. Examples of work include the forthcoming International Collaboration in Policing Masterclass, which is being

delivered in collaboration with the Police Executive Research Forum in the US and the IDIU are currently involved in the development of a Global Policing Leadership Programme as part of the Global Policing Exchange.

5. LEGAL IMPLICATIONS

- 5.1 All activity to deliver the Strategy is undertaken under Sections 86 and 87 of the Police and Fire Reform (Scotland) Act 2012.

6. REPUTATIONAL IMPLICATIONS

- 6.1 The Strategy aims to promote Police Scotland's reputation in the international arena, through the delivery of quality assured services. Every international programme is risk assessed through the OSJA process as required by the FCDO. This process includes the assessment of reputational risk on the UK Government through the delivery of the international programme.
- 6.2 In addition, the Strategy has been explicitly referenced against The Scottish Government's international development Principles, with activities aligned to support implementation of the United Nations' (UN) sustainable development goals.
- 6.3 Through building and proactively contributing to strong international partnerships and collaborations, there is opportunity to further establish and promote the reputation of Police Scotland internationally and enable opportunity for development and shared learning.

7. SOCIAL IMPLICATIONS

- 7.1 Through the delivery of the Strategy Police Scotland seeks to consider, learn from others, and enhance services to impact on significant challenges facing society. As an example, Police Scotland hosted a webinar with the Police Executive Research Forum, USA "Alternative Approaches to Global Policing Challenges" to share experiences and policing approaches to building legitimacy, and public trust and confidence.

8. COMMUNITY IMPACT

- 8.1 Whilst Police Scotland's main purpose is to improve the safety and well-being of people, places and communities in Scotland national and international dimensions to poverty, justice, inequality and climate change are interlinked.

8.2 The Strategy sets out Police Scotland’s aspiration, rooted in a commitment to the people of Scotland, to reach out and support the prevention of crime at source, managing demand, innovating, sharing best practice and supporting the stabilisation of communities beyond our borders.

9. EQUALITIES IMPLICATIONS

9.1 The Strategy activities are aligned to support the UN sustainable development goals (SDGs). The activities include engaging in rights based, risk assessed initiatives, both in Scotland and overseas, to:

- promote gender equality (SDG 5)
- facilitate decent work and economic growth (SDG 8)
- reduce inequality (SDG 10)
- create sustainable cities and communities (SDG 11)
- build peace, justice and strong institutions (SDG 16)
- forge partnerships for the Goals (SDG

9.2 The development of the Strategy has been support by an Equality, Diversity and Human Rights Impact Assessment. Also, every individual, proposed, international initiative, undertaken under the Strategy, will in itself be subject to a rights based, risk assessment.

10. ENVIRONMENT IMPLICATIONS

10.1 The Scottish Government has reviewed and updated the International Development Principles. The new Principles, which are incorporated in the Police Scotland International Development Strategy, require that the Police Scotland international development activities are innovative, adaptive and sustainable, and embrace technology, recognising the changing environmental circumstances.

10.2 As an example of the change in IDIU approach, a recent initiative, *Social Conflict Transformation in Colombia* (supporting the National Colombia Police in the implementation of their peace accord), all support by Police Scotland is online.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

Police Scotland International Development Strategy 2021



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE
AUTHORITY

Contents

- What we are doing and why? 3
- Vision and Purpose 4
- Strategic Outcomes
(Desired State) 5
- Strategic Objectives
(Big Picture Goals)..... 5
- Where and who with..... 6
- Alignment and measures of success 6

What we are doing and why?

International development is a key part of Scotland's global contribution within the international community. It is our ambition to co-operate globally through relationships and partnerships, supporting our international partners towards achieving the United Nations' Sustainable Development Goals.

Whilst Police Scotland's main purpose is *"to improve the safety and well-being of people, places and communities in Scotland"*, national and international dimensions to poverty, justice, inequality and climate change are interlinked.

Our strategy sets out our aspiration, rooted in our commitment to the people of Scotland, to reach out and support the prevention of crime at source, managing demand, innovating, sharing best practice and supporting the stabilisation of communities beyond our borders.

We will engage in rights based, risk assessed initiatives, both in Scotland and overseas, to:

- promote gender equality (SDG 5)
- facilitate decent work and economic growth (SDG 8)
- reduce inequality (SDG 10)
- create sustainable cities and communities (SDG 11)
- build peace, justice and strong institutions (SDG 16)
- forge partnerships for the Goals (SDG 17)

In doing so we will play our role as Global Citizens whilst enhancing our reputation overseas and developing our own police officers and staff.



Vision and Purpose



Vision

To provide a world class service to enhance policing nationally and internationally, contributing to global safety and wellbeing.

Cooperating through relationships and partnerships to support others and encourage learning, ideas and innovation for the benefit of international policing communities.

Purpose

Using our extensive experience of policing in Scotland, we will support efforts to prevent harm at source; managing demand, innovating, sharing best practice and supporting the stabilisation of communities beyond our borders; simultaneously developing a culture of continuous learning from international development, thereby enhancing policing approaches locally and helping to build a safe and prosperous Scotland.

We will embody the Scottish Government's International Development Principles and embrace the priority areas of tackling poverty, inequality, climate change and justice, with the overarching ethos of international solidarity in an interdependent world. We will embed a human rights approach in our work, speaking with clarity of purpose, in support of democracy, human rights and the rule of law.

We will support the UK Government's strategic priorities towards: promoting security and stability of key partners overseas; prosperity and supporting international agreements; and building influence through developing deeper and stronger relationships.

We will ensure an organisational approach to reduce inequality, ensure safeguarding and protection of the vulnerable, whilst doing 'no harm'. Police Scotland's values of fairness, integrity, respect and human rights will underpin all our international work.

Strategic Outcomes (Desired State)

Enhanced global opportunities to positively contribute to and deliver police training, development and support for benefits of communities in Scotland and internationally, aligned to the UN sustainable development goals.

Effective and productive partnership networks, working collaboratively with those who reflect Police Scotland's values and ethics and enabling innovation and learning to explore new ways of working.

Increased skills, knowledge and understanding of international communities within our workforce, positively influencing and sharing best practice, which is reflected in our approach.



Strategic Objectives (Big Picture Goals)

Develop and establish the Police Scotland International Academy, with the involvement of domestic and international strategic partners, enhancing the reputation of Police Scotland through a rigorous rights based risk assessment approach, and achieving;

- Design and delivery of Scotland based study programmes
- Design and delivery of capacity building programmes abroad, in country
- Development of on line delivery platform
- Centrally coordinated function to triage, analyse and deliver facilitated exchange programmes;
- Effective governance framework to ensure agility in response, and leverage added value wherever possible, through innovative approaches and collaboration;
- Implement bespoke Theories of Change with system for monitoring and evaluation, with the learning and results shared across partners;
- Review and develop an evidence base with academia to influence strategic development of our approach;

Develop and maintain positive and productive partnership networks with public sector, third sector and academic organisations which reflect Police Scotland's values and ethics;

Maximise opportunities for all police officers and staff to volunteer for overseas work through an open and transparent process which is linked to continuous professional development and maximise exposure of our officers and staff to overseas visitors here in Scotland.

Maximise opportunities to reassure our communities of our collective efforts in the international arena through an integrated communications strategy.

Where and who with

As a Global Citizen we will work with people, communities and countries which will benefit from our expertise in:

- police reform
- leadership
- community policing
- protecting vulnerable people
- human rights
- professional development

We will prioritise our resources towards the Scottish Government's partner countries, and the UK Government's countries of strategic interest, whilst building new relationships in countries which will contribute to a safe and prosperous Scotland.

We will seek to work with people who are committed to leading strategic change, promoting human rights, and building inclusive safer communities.

In delivering our strategy we will build forward thinking partnerships with public sector, third sector and academic organisations who reflect Police Scotland's values and ethics. These partnerships will include:

- other UK police services, who have specialist complementary expertise
- third sector organisations, both in Scotland, the wider UK and overseas
- international organisations, United Nations agencies
- academia, both in Scotland, the wider UK and overseas

Our partnerships will seek to amplify global south voices so that we deliver solutions which reflect the context, culture, legislation, resources and environment in the host nation.

Alignment and measures of success

Through the delivery of our strategy, we will align our international work to current Police Scotland priorities, including those within the Annual Police Plan and People Plan, whilst reviewing results against the UN Sustainable Development Goal performance indicators and qualitative measures suitable for the context and environment we are operating within.

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



POLICE
SCOTLAND

INTERNATIONAL
ACADEMY

Website: www.policescotlandia.org

Contact us: policescotlandinternational@scotland.pnn.police.uk