

Meeting	Authority Meeting
Date	23 June 2022
Location	Video Conference
Title of Paper	Police Scotland's International Strategy
Presented By	Will Kerr, DCC Local Policing
Recommendation to Members	For Discussion
Appendix Attached	Appendix A - International Development Governance Framework

PURPOSE

The purpose of this paper is for members to discuss the outline of the future strategic opportunities and approach for the Police Scotland International Academy (PSIA) over the next few years.

New opportunities will continue to arise within the international environment but this paper aims to enable the prioritisation of work and focus to maximise our international contribution. This will ensure effort and resource is most effectively directed to best achieve the international aspirations of Police Scotland, whilst developing our staff and officers bringing benefit to people and communities in Scotland.

SPA members are asked to consider the content of this paper and provide any comments or observations regarding the future direction of the PSIA.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 International development is a key part of Scotland's global contribution within the international community. Scotland has a long and rich history, including a reputation for building and maintaining international relations. Scottish policing itself has played a key role in shaping the fabric of Scottish society as well as influencing law enforcement around the world and as a national organisation with a clear purpose it is recognised that Police Scotland can make a valuable international contribution.
- 1.2 Policing in Scotland has been engaged in international development programmes for decades from legacy force arrangements through to present day and the force has deployed officers and staff internationally on various projects and operations. The demand for this continues to grow, offering clear opportunity to enhance and extend Police Scotland's international work and influence, building our global contribution, reputation and opportunity for learning.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 The Police Scotland International Development Strategy details three strategic outcomes as:
- 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 United Nations 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.
- 2.2 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.
- 2.3 Police Scotland's international work aligns to the Scottish Government International Development Principles and takes into account wider UK international approaches, including the development of the wider UK International Policing Assistance Strategy.
- 2.4 The Police Scotland International Academy (PSIA) was opened in July 2021, bringing together all elements of non-operational international work and enabling opportunities to promote, extend and enhance our international work globally and for the benefits of the communities in Scotland.
- 2.5 A recent review has established new governance processes (as shown in appendix A) to ensure transparent, concurrent and effective scrutiny of all international work undertaken. The new governance process enables the appropriate degree of awareness and approval by the Scottish Police Authority and Scottish Government, complying with legislative requirements whilst enabling concurrent consideration and improved management of risk at an early stage.
- 2.6 The PSIA team has responsibility for the management and co-ordination of international development activity, including compliance with governance procedures and welfare of officers deployed internationally on non-operational business. Police Scotland's values of fairness, integrity, respect and human rights underpin all of our international work and through building the effectiveness and reach of the Academy, there is opportunity to enhance Police Scotland's global reputation as a global leader in policing and as a values based public service.
- 2.7 The focus of the PSIA is to effectively utilise our capability as a national police service enabling us to contribute as a global citizen, supporting others through training and development towards achieving the UN Sustainable Development Goals. Police Scotland works beyond goal 16 of peace, justice and strong institutions to make a positive difference across other goals; including goal 5 gender equality, goal 10 reduced inequalities and goal 11 for sustainable cities and communities.
- 2.8 As part of our commitment to the people of Scotland, our philosophical approach involves reaching out to different corners of

the world, supporting the prevention of crime at source and sharing best practice in order to help the stabilisation of communities beyond our borders. This in turn assists in tackling international criminality that impacts here in Scotland, promoting global security and improving the safety and wellbeing of people, communities and places in Scotland. Through partnerships and collaborations, the work of the PSIA enables learning, innovation and development for the improvement of our own policing service and community engagement. This all enables Police Scotland to promote the human rights agenda and value based policing, whilst developing the skills and ability of our own workforce.

2.9 The unique nature of the approach adopted and the strength in knowledge and experience in Police Scotland enables the utilisation of subject experts from across the organisation, ensuring delivery is current, professional and bespoke for the needs of the programme. Costs are recovered for services provided in compliance with Section 87 of the Police and Fire Reform (Scotland) Act 2012.

2.10 This section will outline opportunities for strategic growth in:

- Capacity and capability building programmes
- International Leadership Development
- Partnerships and Collaborations
- Themed Study visits
- Training, academic, research and innovation opportunities

2.11 In relation to **capacity and capability building programmes**, there are two current areas for focus and growth. Firstly, Police Scotland is committed to delivering the Scottish Government funded programmes in Malawi and Zambia with a focus on protecting vulnerable people. These are both Scottish Government partner countries for International development and with an opportunity to improve services to those most vulnerable in Malawi and Zambia, these remain a focus and priority.

2.12 Secondly, the FCDO programme working with the National Colombia Police (NCP), funded through the Conflict, Stability and Security Fund and programme managed by the United Nations International Organisation for Migration (IOM). The programme of work has been designed to support the NCP's own peacebuilding plan, developed to ensure that the institution is delivering upon its obligations under the peace accords with the FARC.

2.13 Police Scotland have been engaged as strategic and technical advisors working on;

- strengthen the process of community-based police prevention
- consolidating within the National Police the rights-based approach to conflict transformation around social mobilisation
- supporting the mainstreaming of the gender perspective in the National Colombia Police.

2.14 Positive community engagement is a key strand running throughout the work with a focus on enhancing capacity of the NCP to help communities manage conflicts and protest peacefully and freely. Throughout our work, we strive to improve human rights in Colombia through supporting efforts to improve policing approaches, with a focus on improving the safety of people and communities in Colombia.

2.15 Whilst the current initial contract is nearing conclusion, there has been discussion and support for further work, with funding available through the programme for another two years. Whilst Colombia presents a challenging operating environment, the fundamental purpose of supporting the delivery of the UN Sustainable Development Goals with Colombia is evident and there has been a high level of positive engagement from the NCP and feedback from the British Embassy and FCDO. Full governance and assessment of risk will be maintained throughout the work, with a network of contacts across Non – Government Organisations (NGOs) and Human Rights groups is being established, including in country groups to ensure wider assessment and mitigation of risks.

2.16 In addition the PSIA will continue to explore new opportunities for international training and support, which aligns to supporting values based policing, global security and the development of policing communities internationally aligned to the UN Sustainable Development Goals. This includes any other Scottish Government countries of interest, wider UK interests and exploring new spaces for opportunities where either training or collaborative opportunities exist.

2.17 To assist in maximising opportunities, the PSIA will continue to engage across the international development network, including International Development Alliance and others. In addition the development of a Marketing Strategy will be considered.

2.18 The PSIA will continue to work closely with the Scottish Government International Development Team as appropriate in the development of their Peace Institute for Scotland, exploring future opportunities for Police Scotland contribution to this.

2.19 It is proposed to continue the focus on enhancing opportunities for **International Leadership Development**, this includes evaluation of the International Collaboration on Policing (ICoP) Masterclass programme and exploring future opportunities to develop further. The programme was developed following previous discussions on de-escalation, which resulted in the introduction of the ICAT programme by the Police Executive Research Forum (PERF) in the USA. The ICOP Masterclass focuses on exploring legitimacy, public trust and confidence through international discussions and shared learning and feedback on impact has been extremely positive.

2.20 Under consideration for the future of the programme includes:

- how to effectively continue to develop the collaboration with PERF to maximise opportunities
- widening the opportunity across UK policing (College of Policing) and public sector organisations to broaden the pool of participants and breadth of knowledge
- structure of future programmes and approach to exploring international critical issues linked to the theme
- exploring opportunities for funding streams
- interconnections with the Global Policing Innovation Exchange (GPX) Leadership Programme

2.21 The evaluation of the programme will be undertaken during June 2022.

2.22 In March 2022, Police Scotland seconded a Superintendent to work with the Australian Federal Police (AFP) to co-develop the GPX Leadership Programme. The focus of this proposed programme is a global leadership development opportunity aligned to exploring critical issues impacting globally on policing and sharing knowledge and approach through discussion and exchanges. The programme is at an early stage of development but there are clear opportunities to explore area of cross over with the ICOP Masterclass programme. The support for the development of this leadership programme is a clear priority for the PSIA, with an opportunity to co-lead on this international programme, influencing the development of police leaders globally. The GPX network enables engagement across a number of key countries involved in this programme, with potential for future opportunities that could emerge.

2.23 Opportunities continue to emerge to build stronger and more effective **partnerships and collaborations**, where there is mutually beneficial opportunities to work with those who reflect our own values through learning and development and where there is

strategic enhancement to work and contribution of the PSIA. These include (but are not limited to):

- working with the Federal Bureau of Investigation (FBI) to support the delivery of National Executive Institute (NEI) programme and exploring further opportunities to learning through the signed MOU
- developing a collaborative approach with Polizei Berlin, enhancing training for de-escalations and response to dealing with individuals in mental health crisis.
- building relationship with the College of Policing to explore opportunities to enhance international development through a UK wide perspective
- maximising the benefit of the GPX network looking at innovation, strategic insight and leadership
- developing USA partnerships with a focus on public trust and confidence, community safety, wellbeing and de-escalation.
- working in partnership with the Global law enforcement and Public Health Association (GLEPHA) – enabling the sharing of research and innovation to support a focus on prevention and public health approaches to policing. In May 2022, an international seminar will be held examining responses to drugs deaths to enable opportunity for learning in Scotland.
- working with SIPR to promote evidence based learning and research
- working with COPFS to develop a Scottish offer to support the development of criminal justice systems
- working with British Overseas Territories
- current discussions for training or collaboration are progressing with Maldives and Switzerland
- supporting international partners, such as the International Committee of the Red Cross

2.24 To enhance the approach and ensure maximal value for visitors to Scotland to learning, it is proposed moving forward that study visits are developed into **themed study visits** focused on a specific topic and opened to a wider audience to enrich the discussion by broadening the learning and sharing of experience. Leadership development will be entwined throughout and proposed topics include:

- Organisational change
- Public health and law enforcement
- Equality, diversity and inclusion

2.25 The aspiration is to provide academic accreditation to these themed study visit weeks. It is recognised that there may still be individual requests or visits and these will be reviewed on a case by case

basis, with a focus on opportunities to build the reputation of Scotland, share learning and build collaborative opportunities.

- 2.26 With a focus on **international training, academic, research and innovation** opportunities, the PSIA is keen to explore new approaches to these opportunities, including promotion of training available from Police Scotland and includes development of accredited course (aligned to the themed study weeks). To assist in achieving this, the PSIA is exploring opportunities to work with different European Police Services, who have more of a focus on academic qualifications, such as the Norway Bachelor degree proposal. This enables an opportunity to “buddy” officers in Scotland with Norwegian officers undertaking their bachelor degree to enable international learning and shared experience in the support of improving services in Scotland and developing thinking.
- 2.27 The PSIA team will continue to explore opportunities for research and innovation, including Horizon Europe, which is currently presenting an opportunity connected to domestic abuse with Greece. Facilitating the involvement in Police Scotland in programmes aligned to Horizon Europe will also remain a function of the PSIA.
- 2.28 The PSIA team will also prioritise the development of training to support the welfare of officers whilst deployed overseas.

PSIA Capacity and central co-ordination

- 2.29 With the growing international reputation of Police Scotland and with an important focus on the welfare of all our officers and staff deployed overseas, there has been an increasing demand for the central co-ordination of non-operational International deployments. To ensure timely and accurate review of necessary governance process and risk assessments it is essential to ensure capability within the team to manage this effectively and dedicated resource will require to be tasked with this. In addition the management of communications and engagement is growing in demand.
- 2.30 Current resources will need to be maintained within the IDIU team to continue the growth of the academy, with a refocus of some areas of responsibility. Core functions of the team are increasing with the central co-ordination role and it is recognised that the resource will need to remain flexible and agile in response to changing demand, continuing to utilise subject experts from across the organisation as required. A new transparent process has been

established to broaden opportunity and ensure equal access to international learning across the organisation.

- 2.31 The PSIA continue to seek funding opportunities to support the development and delivery of different programmes of work.

Governance and Risk

- 2.32 Given the increasing levels of demand and international interest, there is a growing level of political interest in this area of policing and it is recognised that the work itself comes with all of the associated risks. The new governance process (attached as appendix A) will work to identify potential risks earlier and action to mitigate them. We recognise that risk management and assessment forms an essential part in the development of all international activity and it is a focus of our strategy to recognise threat and risks, supported by a comprehensive process to manage them.
- 2.33 To make a positive contribution as a global citizen and achieve our international outcomes in supporting the development of policing services, there will be some challenging environments in which we will need to operate. There is a requirement for us to work with countries needing human rights and transformational support and it is our duty to make this contribution, with our work underpinned by a respect for human rights and values based policing. It is recognised that with thorough and transparent governance, and the opportunity mitigate risk, monitor and evaluate impact that we should be taking opportunities to contribute to this work in line with the Overseas Security and Justice Assistance assessment (OSJA) and risk assessment and develop our risk appetite to enable us to make a difference where it is really needed.
- 2.34 It is important for us to engage with human rights groups in a transparent and clear way, listening to wider views of impacts of our work and taking steps to ensure our actions positively contribute. A priority, as the next stage of our international programmes develop, will involve a review by a national ethics panel, to discuss wider engagement on international development and how they can further mitigate risk when they engage with other countries where there are human rights concerns.
- 2.35 Part of these programmes will be operating in countries which don't share our human rights approach to policing or indeed to the fundamental principles of democracy of our country. Police Scotland will always ensure through the expert guidance of our

ethics panel that our engagement is anchored in our values of integrity, fairness and respect and with a commitment to protecting human rights. There may be times we are asked to work in countries where human rights are not respected and it will be essential to evaluate and understand if and how our collaboration will make any incremental and meaningful improvements to how their police and justice organisations operate and engage with their citizens. Where there is an opportunity to promote a system of policing based on the values of integrity, fairness and respect, with a commitment to protecting human rights in countries where that is not the case, this should present a challenge which we move towards, not avoid.

- 2.36 Evaluation and monitoring of all of our international work requires to be robust and transparent, aligned to the outcomes of the UN Sustainable Development Goals and contributions to wider global safety and security. Establishing a clear framework for monitoring and evaluating work is essential to evidence the impact and success of work both in countries and for delivering improvements within Scotland.

3. FINANCIAL IMPLICATIONS

- 3.1 The financial impact of each activity is managed in accordance with the Police Scotland Financial Policies.

4. PERSONNEL IMPLICATIONS

- 4.1 Work within the Police Scotland International Academy presents an opportunity for the international development of officers and staff, and the IDIU continues to work with subject experts to support the programmes outlined above.

5. LEGAL IMPLICATIONS

- 5.1 All activity is undertaken under sections 15 and 87 of the Police and Fire Reform (Scotland) Act 2012.

6. REPUTATIONAL IMPLICATIONS

- 6.1 The Strategic Direction seeks to enhance Police Scotland's reputation in the global arena, supporting the achievement of the UN Sustainable Development Goals, developing strong and effective partnerships and developing our workforce for the benefit of communities in Scotland.

7. SOCIAL IMPLICATIONS

7.1 See para 2.1 – 2.4 of the main report.

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 are interlinked.

8.2 The refreshed Police Scotland International Development strategy seeks to enhance our global opportunities to undertake international work including policing training, development and support aligned to supporting the achievement of the UN Sustainable Development Goals, develop strong and effective partnerships and develop our own workforce for the benefit of communities in Scotland.

8.3 The Strategic Direction of the Police Service International Academy supports the strategic outcomes of the following:

- Public safety and wellbeing
- Confidence in policing
- Sustainable and Adaptable Service

9. EQUALITIES IMPLICATIONS

9.1 All international work is subject to the Overseas Security and Justice Assistance (OSJA) assessment and International Policing Assistance Brief (IPAB) processes and an Equality and Human Rights Impact Assessment (EqHRIA).

See para 2.32 – 2.36 of the main report

10. ENVIRONMENT IMPLICATIONS

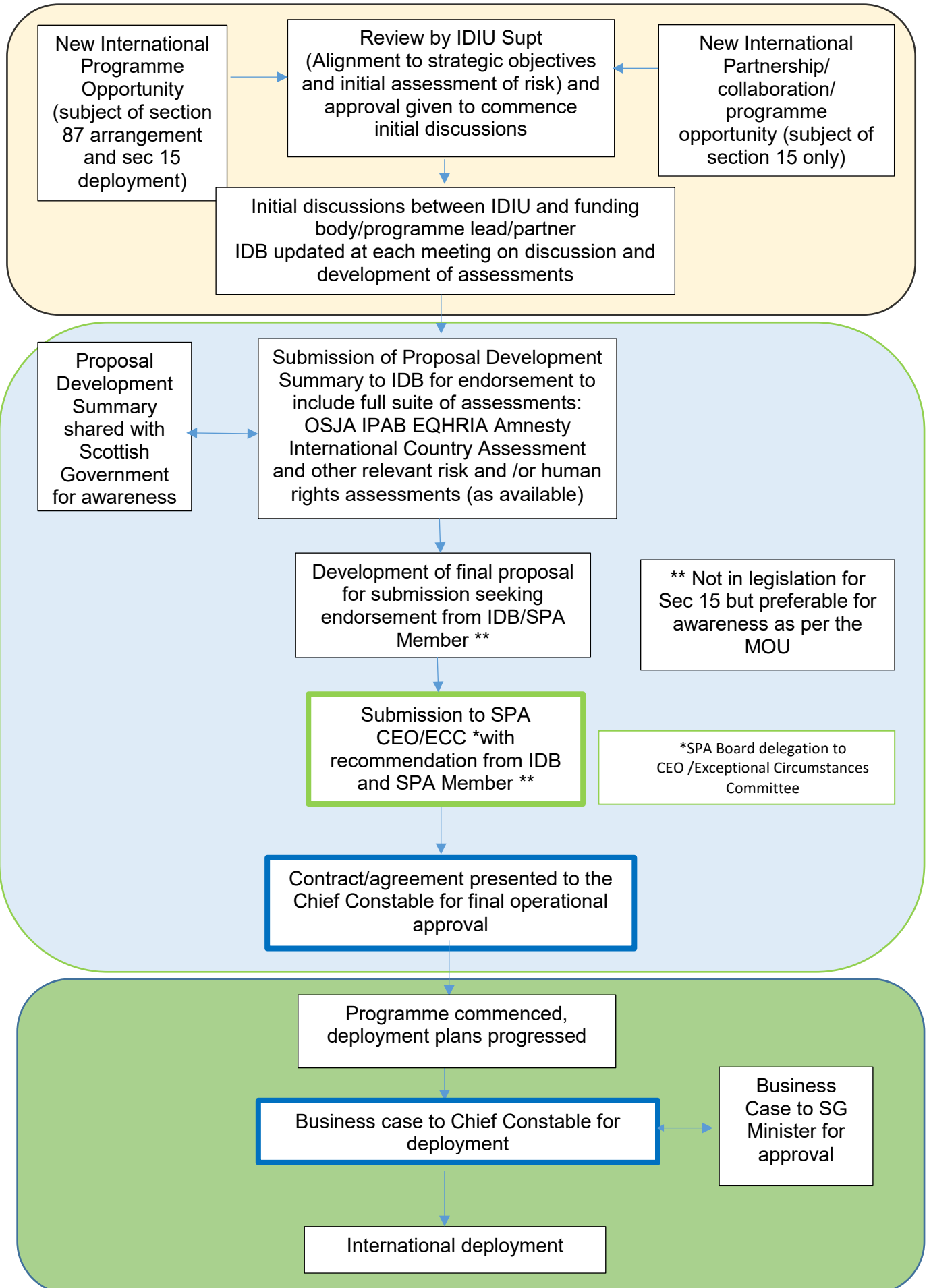
10.1 All activity undertaken takes cognisance of the Scottish Government International Development principles including the impact on the carbon footprint.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

OFFICIAL

Appendix 1 – Flowchart to show governance process for international programmes under section 15 and 87 of the Police and Fire Reform (Scotland) Act 2013



OFFICIAL

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