



# Joint Strategy for Policing (2020)

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

**For consultation**



**POLICE  
SCOTLAND**  
Keeping people safe  
**POILEAS ALBA**

**SCOTTISH POLICE  
AUTHORITY**

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

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

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

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

# Contents

Foreword . . . . .	5
Introduction . . . . .	7
Values, Purpose and Vision . . . . .	10
Strategic Police Priorities . . . . .	12
National Strategic Assessment . . . . .	13
Strategic Outcomes. . . . .	14
Outcome 1 – Threats to public safety and wellbeing are resolved by a proactive and responsive police service	
Outcome 2 – The needs of local communities are addressed through effective service delivery	
Outcome 3 – The public, communities and partners are engaged, involved and have confidence in policing	
Outcome 4 – Our people are supported through a positive working environment enabling them to serve the public	
Outcome 5 – Police Scotland is sustainable, adaptable and prepared for future challenges	
Delivering change. . . . .	34
Implementation . . . . .	36
Measuring progress and assessing performance . . . . .	37
Engaging with us . . . . .	40



# Foreword



**David Crichton**  
Vice Chair,  
Scottish Police Authority



**Iain Livingstone QPM**  
Chief Constable,  
Police Scotland



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

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

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

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

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

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

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

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

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

## About us



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



1.7m reported  
incidents  
(FY 18/19)



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



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



Largest blue light  
fleet in Scotland

## Wider context



57% of adults  
say that the  
police are  
doing a good or  
excellent job in  
their local area<sup>1</sup>



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



**POLICE  
SCOTLAND**  
Keeping people safe  
**POILEAS ALBA**



£195m recurring  
annual review  
savings achieved  
since formation of  
PS



Underlying  
operating deficit  
of £24.6m

## Improvements under way



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



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



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



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



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

<sup>1</sup> Scottish Crime and Justice Survey 2017-2018



# Introduction

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

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

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

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

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

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

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

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

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

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<sup>1</sup> Scottish Crime and Justice Survey 2017-2018

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

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

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

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

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

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

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

## Capital funding

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

## Financial planning

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



# Joint Strategy for Policing

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

## Strategic Police Priorities

Crime and Security	Confidence	Sustainability	Partnerships	People	Evidence
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## Priorities for Policing

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

# Values, purpose and vision

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

## **Our Purpose:**

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

## **Our Values:**

Fairness, Integrity, Respect and Human Rights

## **Our Vision:**

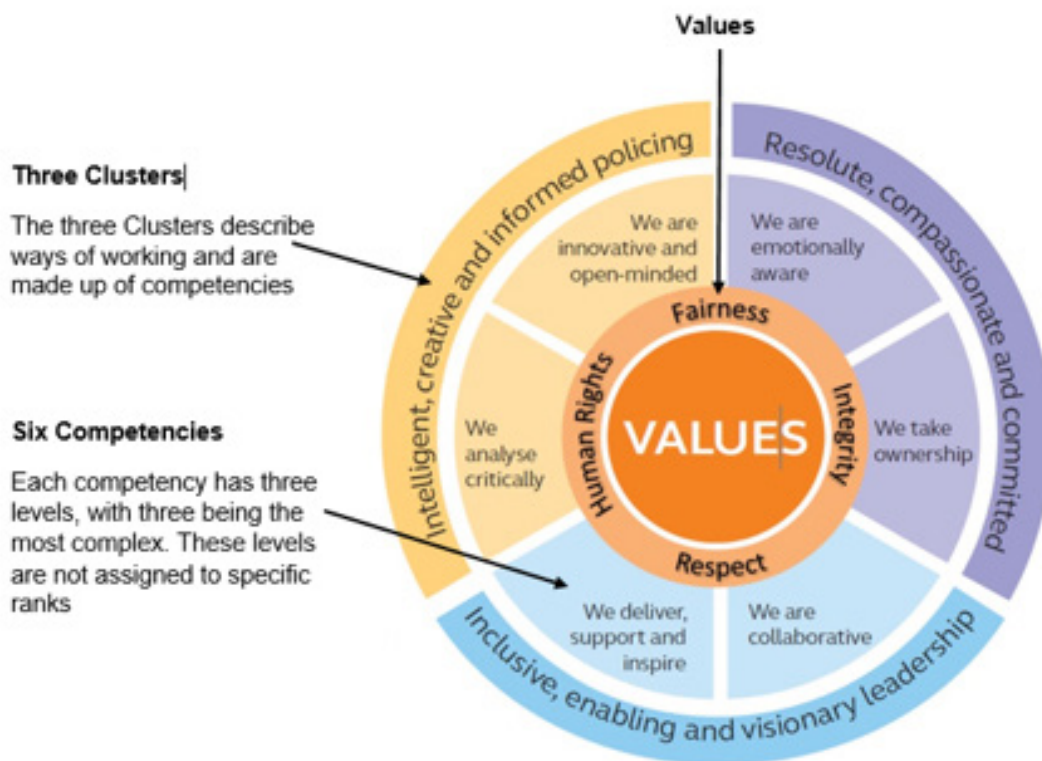
Policing for a safe protected and resilient Scotland

## Embedding values

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

The Authority and Police Scotland have developed a Competency and Values framework (see diagram below), which is informed by the Code of Ethics for Policing in Scotland and aligned with the College of Policing's articulation of best practice.

The framework sets out the values to which all officers and staff must adhere in the exercise of their duties. It informs a range of activity at an organisational level, including performance appraisal, recruitment and selection processes, and promotion.



## The Scottish Government's Strategic Police Priorities

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

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

### Crime and Security

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

### Sustainability

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

### Confidence

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

### People

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

### Partnerships

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

### Evidence

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



## National strategic assessment

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

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

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

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

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

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

# Outcome 1

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

### Challenges and opportunities

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

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

Police Scotland, however, cannot achieve its aims in isolation. We must work with partners, including through community planning partnerships which bring together local public services to work effectively to maximise the impact of limited resources. Police Scotland will continue to be a key contributor to local joint planning and delivery, as well as to national cross-sectoral partnerships, helping drive a shift to prevention and early intervention across services. An improved balance of responsibilities across public services will allow Police Scotland to maintain a focus on its core responsibilities.

#### Today's challenges



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



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



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

#### Policing in future

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

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

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



## To achieve this outcome, Police Scotland will:

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

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

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

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

By renewing our focus we have an opportunity to:

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

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

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

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

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

Continuing political uncertainty and polarisation across the globe (and within the United Kingdom) create challenges for policing in Scotland. We will continue to respond to major events proportionately; policing safely as we take a key role in delivering high profile events such as the Conference of the Parties 26 in November 2020.

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

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

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

Public services in Scotland have a collective responsibility to improve the well-being of the communities they serve. We must work together to address the growing and increasingly complex demand on services. Police Scotland is committed to working with other organisations and the public to ensure we provide support and services that meet people's needs. The most effective way to achieve positive outcomes for people is by engaging with them to understand their experiences, ensuring they have a meaningful say in the decisions that affect them and the services we design.

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

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

### 3. Support policing through proactive prevention

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

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

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

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

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

# Outcome 2

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

### Challenges and opportunities

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

Police Scotland will continue to provide traditional, visible and accessible policing to local communities, supplemented with new support services that adapt to societal shifts. The pace of technological change means that people

increasingly feature or are active participants in a digital world. Policing will reflect this in how resources are allocated, ensuring the services provided are inclusive and proactive in meeting the needs of all communities.

#### Today's Challenges

#### Policing in Future



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

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



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

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



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

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

### To achieve this outcome, Police Scotland will:

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

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

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

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

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

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

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

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

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

The benefit of being a national service is that all areas can now call upon additional operational support and specialist services to assist with incidents and investigations, large planned and unplanned events, and other situations where these resources are needed.

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

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

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

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

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

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



### **3. We will support the changing nature of communities**

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

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

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

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




# Outcome 3

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

### Challenges and opportunities

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

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

Today's challenges		Policing in future	
	Societal changes and emerging technologies are testing the balance between privacy and protection	Public, partners and communities continue to have confidence and trust in the service that Police Scotland provides	
	Services are not always accessible and are not fully integrated with partners. Digital developments provide both an opportunity and a risk to service provision	Public safety and wellbeing are increased through delivering seamless, digitally enabled services	
	Communities are not always provided with the right support from the most appropriate agency	Working with others to support the communities we serve	

### To achieve this outcome, Police Scotland will:

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

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

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

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

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

Public confidence in policing impacts how safe individuals feel. It is also a key indicator of Police Scotland's overall performance. The communities we serve should feel confident that we will always police in a way that is fully underpinned by our values of fairness, integrity, respect and human rights.

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

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

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

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

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

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

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

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

# Outcome 4

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

### Challenges and opportunities

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

#### Today's challenges



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



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



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

#### Policing in future

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

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

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



### To achieve this outcome, Police Scotland will:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# Outcome 5

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

### Challenges and opportunities

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

#### Today's challenges



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



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



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

#### Policing in future

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

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

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

### To achieve this outcome, Police Scotland will:

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

# Delivering Change

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

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

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

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

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

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



# Implementation

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

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

## 3 Year Implementation Plan

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

## The Annual Police Plan

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

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

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

Delivery of the Annual Police Plan and corresponding activity is overseen by Police Scotland's Senior Leadership Team. Performance is reported publicly to the Scottish Police Authority on a quarterly basis, structured around the 5 outcomes set out in this Strategic Police Plan.

## Local Police Plans

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

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

# Measuring progress and assessing performance

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

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

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

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

## Quarterly Performance Reporting to Scottish Police Authority

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

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

## Scottish Police Authority's Annual Review of Policing

The Authority is required to assess Police Scotland's performance (and its own) on an annual basis, and to publish a report. Each financial year, the Authority produces an Annual Review of Policing, which is laid before Parliament together with its Annual Report and Accounts. The development of the Annual Review of Policing is overseen by the Authority's Policing Performance Committee.

The Annual Review of Policing is made up of two core elements:

- (1) the Authority's assessment of Police Scotland's performance in implementing the arrangements set out in the Annual Police Plan; and
- (2) the Authority's assessment of both Police Scotland's performance, and its own, in achieving the objectives in the Strategic Police Plan.

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

## Reporting cycle



### Annual

performance report to measure progress against strategic outcomes to Chief Constable and SPA.

Annual review of Policing summarising progress and future challenges, produced by the SPA.





### Quarterly

performance report measures progress against strategic outcomes and activity in the 3 Year Strategic

Implementation Plan and Annual Police Plan 2020/21, produced by Police Scotland and reports to the Chief Constable and the SPA.



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

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

# Engaging with us

## We want to hear from you

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

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

## Public engagement and insight

As part of the development of the Strategic Police Plan we are undertaking a period of engagement in early 2020 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](https://twitter.com/policescotland)

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

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

## Inclusive and accessible engagement

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

This Strategic Police Plan was subject to an Equality and Human Rights Impact Assessment (EqHRIA). A summary of the EqHRIA has been published alongside this document on the Scottish Police Authority website:

<http://www.spa.police.uk/>

and the Police Scotland website:

<http://www.scotland.police.uk/about-us/police-scotland/strategic-planning/>

This Strategic Police Plan can be made available in various alternative formats. Please contact us via our online form <https://www.scotland.police.uk/contact-us>

Deaf, deafened, hard of hearing or speech-impaired callers can contact us via TextRelay on 1 800 1 101.

