

Draft

Joint Strategy for Policing 2023

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

[Inside cover]

The roles and responsibilities of the Scottish Police Authority (the Authority) and Police Scotland 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 involves the Chief Constable of Police Scotland in developing it.

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

This Strategic Police Plan for Scotland requires ministerial approval prior to publication and laying before Parliament.

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Foreword

[Joint by the SPA Chair and Chief Constable – to be added to the final version laid in Parliament]

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[Infographic being designed – key facts and figures (to end 22/23) relating to policing, crime and other aspects of demand and service delivery]

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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 policing in Scotland is equipped and supported to carry out its responsibilities. Scottish policing benefits from having [strong public trust and confidence](#). This Strategic Police Plan seeks to build on that to drive further positive impacts for a safer Scotland.

The shifting demographics of Scotland has a major influence on how public services must work together to protect the most vulnerable people in our communities. Scotland covers a vast and varied landscape, from dense urban environments to remote rural, coastal and islands.

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.

Policing in Scotland must be operationally effective and focused on collaboration to meet significant, and increasingly complex demands. 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 emergency services remains a concern.

In recent times Police Scotland has demonstrated that there is great strength and public value in a national, human-rights focused approach to policing. Examples include policing during the long periods of public restrictions during the COVID-19 pandemic, as well as the successful and secure delivery of global events such as the COP26 event in Glasgow. More recently, the benefits of the approach were demonstrated in the immediate mobilisation at scale in response to the death of Her Majesty Queen Elizabeth II whilst day-to-day policing was maintained.

Economic pressures continue across the public sector, with ongoing increases in demand. Providing people with the help they need will be ever more important as the cost of living drives vulnerability and need in communities. Financial challenges place all public services under pressure, which can impact policing as community

needs become more critical and immediate, and can be displaced upon policing, which is so often the service of first and last resort.

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.

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 develop and agree the strategic direction and associated outcomes for policing and these are set out in this document.

It is framed around five strategic outcomes which describe the positive impact that we are seeking for the people and communities of Scotland. It 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 and Vision for Justice.

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 functions. 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.

However, despite the achievement of these significant savings, policing faces continual financial challenges. 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 strategy.

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.

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Plan on a page



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

Strategic Police Priorities

Crime and Security	Confidence	Sustainability	Partnerships	People	Evidence
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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

Vision, values and purpose

The Authority and Police Scotland share a vision for policing in Scotland that reflects the distinct values of each organisation and the shared purpose of policing, as set out in the Police and Fire Reform (Scotland) Act 2012.



Embedding values

More than 23,000 people support delivery of policing in Scotland, across a wide range of roles. It is through their professionalism, personal commitment and shared endeavours that this Strategic Police Plan will be successfully implemented.

Values form the foundation of organisational culture. They underpin our strategies, policies, practices decision-making and the individual interactions we have with colleagues and the communities we serve.

We must demonstrate these values individually and collectively every day.

In launching the [Policing Together Equality, Diversity and Inclusion Strategy](#) Police Scotland has committed to building an anti-discriminatory service. This is demanded by our standards of professional behaviour, our code of ethics, and by our values and purpose.

The Authority and Police Scotland have adopted a [Competency Values Framework](#) (CVF) which was developed by the College of Policing and modified to incorporate Police Scotland's Values and Code of Ethics. This is represented in the diagram below. A variation of the framework applies to Authority staff in recognition of the Authority's distinct organisational values.



The CVF for Police Scotland provides policing professionals with a consistent foundation and supports the delivery of a positive culture for the organisation as well as improvements to external service delivery. It sets out nationally recognised behaviours and values used for a range of local and national people processes, including recognising performance, setting objectives, recruitment 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 the Authority and, through this Strategic Police Plan, Police Scotland.

The Scottish Government confirmed its [Strategic Police Priorities](#) on 26 January 2023.

Crime and Security

– prioritises prevention, detection, investigation, equality and human rights to support positive criminal justice outcomes; responds to threats, and maintains public order, both locally and nationally.

Sustainability

– adapts resources and plans for both current and future social, economic and financial circumstances considering equalities perspectives and the environmental impact of policing and its operations.

Confidence

– continues to inspire public trust by being ethical, open, transparent person-centred and trauma informed; maintains relationships and engages with local communities, to build a positive reputation at a local, national and international level.

People

– values, supports, engages and empowers a diverse workforce to lead and deliver high quality services, with a focus on workforce development, equality, inclusion and overall wellbeing.

Partnerships

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

Evidence

– uses evidence to innovate and develop services which address the current and emerging needs of individuals and local communities, and ensure that resources, capacity, insight and skills are in the right place to deliver outcomes.

Strategic Context

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 societal changes and demographic projections for the changing shape, and therefore needs, of the communities that Police Scotland serves and the growing prevalence of mental health issues and cases of vulnerable individuals.

Through local authority scrutiny arrangements, local networks and public engagement work, we are committed to hearing and reflecting 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 policing services and where these must join with those provided by partner agencies.

In order to design the best possible services, this strategy is informed by the findings of the 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, Vision for Justice, CYBER 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 insights from the public, partners, colleagues and stakeholders. It underpins this joint strategy, creating a clear, evidence-base for policing's strategic direction in line with the wider and anticipated future strategic context for policing.

[Case for change infographic to be added following consultation]

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. Our approach will help Police Scotland to contribute to wider efforts to tackle societal issues such as violence against women and girls, as well as work to transform justice system to deliver trauma-informed and victim-focused services within a wider framework of a rights based policing approach.

To achieve these aims Police Scotland must work with partners to work effectively to maximise the impact of limited resources. This will include community planning partnerships, which bring together local public services. 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. Keep people safe in the physical and digital world

As Police Scotland adapts to meet the challenges of a changing world, there must be a 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 this focus there is an opportunity to:

- Reshape the organisation to meet the challenges faced in both the physical and digital world
- Redefine the relationships that Police Scotland has with its partners to better support vulnerable people and the victims of crime
- Address acute and atypical threats

Police Scotland has always had a clear organisational commitment towards tackling violence against women and girls, with a number of areas including rape and sexual crime, domestic abuse and child protection, recognised and designated as force priorities. However in light of a series of high-profile events, giving rise to widely reported public concern across the United Kingdom, Police Scotland recognises the need to continually review and improve its approaches.

Police Scotland is committed to working with partners to build an approach which recognises the impact of broader societal issues, the need for attitudinal and cultural change and seeks to inspire and influence change through education, intervention, prevention and the pursuit of perpetrators.

Placing people at the heart of policing services and ensuring we listen and act upon feedback shared with us will be critical. Recognising the prevalence of trauma and adversity means that Police Scotland can ensure it can identify where people are affected by trauma, reduce re-traumatisation and support their recovery.

Reflecting upon Police Scotland's internal, organisational culture will be central to the future policing approach. Building and promoting a supportive and inclusive working environment where difference is promoted and valued will contribute to improvements to service delivery, meaning that Police Scotland can better understand and respond to the needs of the people and communities it serves.

This work will augment work already underway to better understand the nature and scale of Hate Crime in Scotland and deliver the appropriate mechanisms in place to engage with people and communities to ensure they have the confidence to come forward and report their experiences.

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 is also increasing – as are the opportunities and risks associated with its use.

Work to implement Police Scotland's pioneering Cyber Strategy will continue. Police Scotland's Policing in a Digital World Programme supports the organisational mission to bring about the changes necessary to become a centre of excellence in digital and cyber policing, merging together the cyber strategy implementation plan and cyber capability programmes.

The programme sets out a clear pathway and underlies Police Scotland's commitment to working with partners such as Scottish Government and international law enforcement and share expertise across sectors. Police Scotland will continue to develop partnerships with online providers, industry experts, academia and other policing and criminal justice partners, including the Crown Office and Procurator Fiscal Service. In doing so Police Scotland will seek to develop and incorporate the technology and data required to prevent and disrupt online criminality in all its forms; keeping pace with the digital threat and increasing policing's presence in the virtual world.

As Police Scotland continues to develop its digital fluency, cyber skills and resilience will be embedded into the organisation, providing the policing workforce with industry-leading training to enhance the investigation of online crime in all its forms, whilst complementing existing skillsets. To ensure Police Scotland has the right people in the right place, flexible pathways into the organisation will be created to attract, recruit and retain the cutting edge expertise required.

Post-pandemic recovery efforts, environmental concerns, economic challenges and the conflict in Ukraine are global issues contributing to existing political and social uncertainty within Scotland and across the United Kingdom. People and communities will continue to be impacted in a number of ways for the foreseeable future.

Police Scotland is committed to understanding how these issues affect the people and communities it serves and how services and approaches can be amended to meet new and emerging needs. As communities change, Police Scotland will adapt both visibility and accessibility, operating across both physical and virtual environments and increasingly extending policing presence into the digital world. Throughout, Police Scotland will work with communities to ensure people understand and are involved in any changes, wherever possible.

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2. Design services jointly to tackle complex public safety and wellbeing challenges

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

Public services in Scotland have a collective responsibility to improve the wellbeing of the communities they serve. Working more closely together to address the growing and increasingly complex demand on services is imperative. Police Scotland is committed to working with other organisations and the public to ensure support is provided and that people's needs are being met. 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 designed across policing.

Police Scotland will continue to develop its understanding of the issues that impact negatively on the safety and wellbeing of communities 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, Police Scotland will identify 'at risk' individuals and work with partners to ensure there are clear pathways to appropriate support.

Police Scotland will work constructively with partners across the public, private and third sectors to support Scotland's emerging public health approach. An understanding of our respective roles and responsibilities requires to be developed, to provide people with the support they need. Police Scotland will share information and insights, in an appropriate and ethical manner, whilst coordinating resources to target the persistent issues that impact on wellbeing and resilience. Investment here will reduce demand and financial pressures across the system in the medium to longer term.

3. Support policing through proactive prevention

Police Scotland will maintain a key role in supporting vulnerable people and communities in Scotland. By working with partners, preventative approaches will be developed that focus on early intervention, early resolution and diversion to address enduring problems. This will help to 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 Police Scotland to focus our resources on partnership, prevention and early intervention, enabling effective solutions to be discovered. Unique policing insights will be used to demonstrate a clear case for change, building a solid evidence base for targeted investment in preventative measures to address vulnerability, violence, mental ill-health and substance misuse.

Better use will be made of data to inform improvements in policing, and our approach to working with partners. Realising the benefits of shared data and analysis, in line with data protection obligations, will inform a collaborative approach and ensure policing's impact is optimised. By influencing here the scale of successful projects will be increased, and support targeted towards the most vulnerable people and communities.

Preventative work will be a key feature in the approach to online criminality. Police Scotland will continue to raise awareness of the digital threat amongst us, in order to develop resilience, reduce vulnerability and the likelihood of repeat victimisation. Police Scotland will work with organisations in both the public, third and private sectors to develop their understanding and response. Working collaboratively 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 building a safe and confident society for them to thrive, creating real participation and genuine partnerships between the police and the community.

Police Scotland has people and communities at the heart of its vision for a better society, and will continue to provide modern, visible and accessible policing to local communities, supplemented with new support services that adapt and respond to societal shifts. The growing pace of technological change means that people increasingly feature or are active participants in a digital world. Policing will reflect this in how specialist and operational resources are allocated, ensuring the services provided are inclusive and proactive in meeting the needs of all communities.

As Scotland emerges from the recent COVID-19 pandemic, the rising cost of living will continue to impact demand on public services. These pressures affect people in different ways and Police Scotland will have to adapt policing services and provision in response.

To do this Police Scotland will modernise services to meet communities' needs to ensure that vulnerabilities are understood and responded to by the most appropriate body at the earliest opportunity.

As our communities evolve, Police Scotland recognises the role played by policing in ensuring that Scotland is a place where people want to live and work, are safe, and feel free to be themselves without fear of discrimination.

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

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To achieve this outcome, Police Scotland will:

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

1. Understand our communities and deliver the right mix of services to meet their needs

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

Local police commanders and their teams play a key role in bringing a policing perspective to community planning, community integration 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 provide an effective platform for Police Scotland to be at the forefront of delivering improved collective services to our communities.

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 to reach out to the myriad of groups in our communities.

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

Police Scotland will actively seek to include people who need additional support and people from seldom heard groups across society who may not traditionally engage with the police.

Successful policing is delivered by being visible, accessible, understanding and responsive to the community needs.

2. 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, both pre-planned and spontaneous events, and other situations where these resources may be needed.

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

Since the inception of Police Scotland, the model of local policing, drawing on supplementary expertise and operational support, has worked well. As Police Scotland continues to create capacity through transformation, review and adaptation must take place to ensure that our people are deployed in the right places to provide the highest quality service to all.

Community policing and the relationships policing has with the public is fundamental to how Police Scotland operates to build meaningful partnerships within communities. The expertise of our local policing commanders determines the balance of provision that suits the needs of their area, whether urban, rural or remote.

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

Police Scotland has introduced a new approach to call handling in Contact, Command and Control Division (C3) to improve the response provided to the public. This has been rolled out across the country enabling staff within the C3 Division to tailor responses to the individuality of each caller. The Division's skilled staff assess the threat and risk of harm of every call and decide the most appropriate response. This increases Police Scotland's ability to despatch police officers to urgent incidents, which means getting to the people who need services the most, and when they need those services. 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.

Frontline police officers have been equipped with mobile devices, making them more autonomous and allowing them to spend more time in communities. Police Scotland will continue to identify and improve functionality so that our people can be effective where they are needed most. Police Scotland's vehicle fleet will be adapted to become more supportive of mobile working. Front line police officers will be equipped with Body Worn Videos and new technologies will be considered to support officers to deliver services to the public.

3. Support the changing nature of communities

The 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.

Police Scotland will continue to improve the services it provides as society evolves, and will work collaboratively with the communities, drawing on expertise and experience to inform its work.

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

Police Scotland's Equality, Diversity and Inclusion strategy vision is that "Police Scotland is welcoming, inclusive and representative of the communities we serve. Our people demonstrate our values, know that they belong and can fully be themselves."

More must be done to attract the brightest and best candidates to policing as a positive and inclusive employer. Police Scotland will continue to eradicate barriers to recruitment and retention of people from underrepresented communities, and will strengthen its recruitment and vetting procedures to ensure unsuitable individuals who do not represent the core values of integrity, fairness, respect and upholding human rights cannot pursue or continue careers in policing.

Outcome 3:

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. Providing everyone with a fair, just and effective policing response is a moral responsibility and legal duty. It is an operational imperative to maintain and build the crucial bond of trust with communities from which policing draws its legitimacy. Future developments in policing and technology will require ongoing dialogue with the public about how to strike the right balance between privacy and protection. 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. 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.

Policing must be effective in order to protect the most vulnerable members of society. This requires striking a balance between having the right tools to do the job and ensuring that use of technology is both ethical and proportionate. As new technologies are embraced to keep people safe in a digital world, Police Scotland 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. Strong and consistent ethical oversight that is open to scrutiny and maintains public trust, will accompany the approach.

Public confidence in policing impacts how safe individuals feel. It is also a key indicator of Police Scotland's overall performance. Communities should feel confident that they will experience policing in a way that is fully underpinned by the values of fairness, integrity, respect and human rights.

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

The safety and wellbeing of the people served by the police service is enhanced by providing services that work efficiently. Police Scotland will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to interactions. Standards and engagement principles will help embed quality and consistency into policing services, ensuring that public expectations are managed and met.

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

Police Scotland's Public Contact and Engagement Strategy puts the people of Scotland at the centre of how frontline policing services are delivered.

Police Scotland must ensure its services are accessible and relevant to the communities we serve, and operational delivery is effective. Improvements will be made to how public contact is managed, creating an accessible and seamless public experience with inclusive services and options from first contact to resolution. This should be the case whether people are contacting the police in an emergency or more routinely for help, advice, information, applications or transactions. Police Scotland's aim is to get it right first time, giving the public a better service and operating more efficiently as a modern police service.

3. 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 the police service to learn about people and create services that meet their needs. Police Scotland will improve and refocus its engagement activities where these are not reaching diverse communities and are not representative of society's make up.

The type of demand that operational police 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. **[Statistic to be updated]** Police Scotland 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, Police Scotland must work with communities to determine where and how their needs are best met, and how policing services will adapt.

Our people 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. Policing will shift towards 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.

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

Our people need to be with increased knowledge of different cultures, religions and ethnicities to better understand the needs of more diverse communities.

Police Scotland's Human Rights Framework will set out how a human rights approach will be embedded into policing, so that expectations are clear for the public, communities and visitors to Scotland.

Police Scotland's International Development Academy and International Development and Innovation Units share understanding of best practice and the core policing values of value, fairness, integrity and human rights. By working in partnership with policing partners and law enforcement agencies across the globe Police Scotland will enhance security and policing whilst protecting Scotland's communities.

Police Scotland will positively contribute to and deliver police training, development and support to global police services, whilst increasing the skills, knowledge and understanding of international communities of our own people.

Outcome 4:

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

Challenges and opportunities

Our people are key to the success of policing in Scotland. They are drawn to serve from a wide range of backgrounds and bring different life experiences to the organisation.

They are united by Police Scotland's shared mission to keep people safe and through the core values of integrity, fairness, respect and a commitment to upholding human rights.

The safety and wellbeing of our people is at the heart of Police Scotland's commitments. A career in policing is rewarding, but can also be incredibly challenging.

It is essential that people are equipped with the skills, knowledge, technology and support they need to police safely and effectively, all within a positive working environment.

Police Scotland has a zero-tolerance towards discrimination of any kind and is committed to delivering a supportive and inclusive culture where colleagues feel they belong and can perform at their best.

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

1. Prioritise wellbeing and keep our people safe, well equipped and protected

The culture within policing has been the subject of widespread media coverage and criticism in recent years after a series of high-profile incidents revealed unacceptable views and conduct.

As Police Scotland progresses work to implement the Policing Together equality, diversity and inclusion strategy, the focus will be on building an organisational culture which generates trust and where all our people feel safe and supported.

Discrimination has no place in policing and every opportunity available will be taken to deliver a robust response where required, ensuring policing is rid of those who demonstrate discriminatory beliefs or have committed acts of violence or other forms of harm.

The safety of our people is paramount, and being assaulted or abused should not be an accepted part of working for the police. Police Scotland will continue to work with justice system partners to ensure assaults on our people are dealt with appropriately. Where incidents occur, Police Scotland will learn from them and ensure that people have the training and equipment they need to deal safely with all incidents they attend.

The emotional wellbeing of our people is as equally important as ensuring their physical safety. Police Scotland wants people to feel supported and empowered to seek help from colleagues and support services no matter the situation. There is a range of support available and Police Scotland will continue ensure this is easily accessible and available to all in their time of need.

Police Scotland will equip its workforce with the knowledge, skills, technology and other forms of support necessary to police safely and effectively now, whilst also ensuring preparedness for the challenges and opportunities ahead. This includes all our people having ready access to effective, visible, local leadership and a wide range of services to assist them, from individual mental health awareness through to personal finances.

2. Support our people to be confident leaders, innovative, active contributors and influencers

Our people work in high pressure, dynamic environments where they are often required to demonstrate leadership. Police Scotland must equip them to make decisions, ensuring they are trusted and empowered to do so. Training provision will be expanded to equip the workforce with the knowledge and skills to deliver effective policing in a changing world.

Effective training and leadership development opportunities will be used to communicate expectations and standards of behaviour, supporting the police workforce to develop the knowledge and skill sets needed to challenge discrimination and foster supportive and inclusive working environments throughout the organisation. This will include regular, and role specific, equality, diversity and inclusion training to ensure our people have the knowledge, skills and confidence to support both their fellow colleagues and the people as well as communities they serve.

Police Scotland will provide our people with the knowledge and skills they need to deliver effective policing, and provide opportunities to gain new skills, retrain and diversify throughout their careers. The MyCareer platform will continue to provide our people with opportunities to develop in their current role or to seek further development towards new roles or promotion.

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

Police Scotland is committed to building and maintaining a supportive workplace culture where individual contributions and different perspectives are celebrated and valued. Police Scotland will work to ensure our people feel safe to express their full selves at work and implement a comprehensive framework of support to deliver this.

Police Scotland's values of fairness, integrity, respect and a commitment to upholding human rights are the foundations for police work. We share a responsibility to ensure professional decision making and actions align with our values. In doing so everyone can contribute towards a consistent, positive working environment across the organisation.

The ability to understand, support and respond to the needs and experiences of the communities and colleagues has a significant impact on public trust and confidence. It is essential to the legitimacy of policing and maintenance of public trust and confidence that Police Scotland's workforce both reflects and respects the diversity found within communities.

The Competency Values Framework will continue to support the delivery of a positive organisational culture by allowing Police Scotland to share, observe and measure behaviours whilst providing insights to support continuous improvement. An updated People Strategy will coordinate activity to provide our people with the support they need to perform effectively, whilst Policing Together will deliver a positive working experience and tangible change across the organisation.

Outcome 5:

Policing is sustainable, adaptable and prepared for future challenges

Challenges and opportunities

Police Scotland will embrace innovation, challenging itself and partners to work collaboratively and sustainably. Transforming operational and support services will maximise the potential of policing assets and help deliver best value.

Policing will 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.

Today's challenges		Policing in future	
	Limited opportunities for staff to make recommendations for improvements. Lack of systems integration, resulting in inefficiency and duplication of effort	We embrace new ideas, innovation, and technologies, learning from best practice	
	We are limited in our ability to operate sustainably. We maintain a large and ageing estate alongside the biggest blue light fleet in Scotland.	We consider environmental sustainability by default in all parts of our organisation	
	Complex governance structures inhibit dynamic decision making, effective responses and the delivery of improvements	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 its 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. Use innovative approaches to accelerate its capacity and capability for effective service delivery

The current social, political and economic climate means we must adapt policing services to keep all communities in Scotland safe. Police Scotland will continue to encourage our people to challenge the status quo, recognising when they suggest better, more efficient ways of doing things. Police Scotland will encourage proactivity and problem-solving.

Police Scotland is committed to working with emergency service partners, in recognition that closer collaboration will deliver benefits across blue light organisations. Police Scotland will also 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 as well as accepted privacy and ethical standards.

Police Scotland will continue to drive and support improvement throughout the organisation. 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. Commit to making a positive impact through outstanding environmental sustainability

Police Scotland has developed a series of complimentary strategies setting out a commitment to sustainability, and aims to reduce the impact of activity, estates and fleet on the environment. Police Scotland will make a significant contribution to the Scottish Government's 2040 carbon neutral and 2045 zero greenhouse gas emissions targets. In addition the service will encourage partners and mandate suppliers to do likewise.

Police Scotland's [Environmental Strategy](#) builds upon earlier achievements and focuses on how the police workforce will be supported to work sustainably, initiatives to improve biodiversity and reduce carbon impacts across the policing estate, and Police Scotland's responsibility to help improve the wellbeing of local communities.

Police Scotland's [Fleet Strategy](#) provides a clear context, rationale and timeline for the electrification of the entire fleet by 2030. The service will continue to act on commitments to a sustainable fleet, supporting a wider public sector electric transport network. The [Estates Strategy](#) acknowledges the evolution of unique policing services in response to changing demands, focusing where it is practical do so on the disposal of older buildings and the relocation to modern, energy efficient buildings where police can co-locate with other emergency services, public and third sector partners.

Securing appropriate levels of investment from the Scottish Government will be critical to success and enabling sustainable change to be delivered across the organisation, reducing the consumption of resources and enable work with public sector partners to support wider ambition.

3. Support operational policing through the appropriate digital tools and delivery of best value

A number of aligned strategies and plans support this Strategic Police Plan. These detail how Police Scotland will change key areas such as ICT, estates and fleet. It is vital that consideration is given to how these integrated plans will be delivered together.

To deliver operational policing successfully, support services must be 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. Investment will therefore take place to put the correct infrastructure together to support modernisation and integration.

Police Scotland will use management information on performance and demand, together with expertise and predictive analytics to make the best strategic and tactical decisions. The operating model for policing will be kept under review and adapted accordingly when new or alternative approaches are identified or required. Police Scotland will invest in the use of data, digital, analysis and intelligence.

Police Scotland is fully committed to demonstrating best value. However, the financial position, both capital and revenue, remains 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.

Implementing the Joint Strategy

This Strategic Police Plan sets the high-level 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 Framework (below) sets out how the service aligns its strategies and strategic plans with the Joint Strategy for Policing and the Scottish Government's Strategic Police Priorities, National Outcomes and Vision for Justice.



Enabling strategies

Underpinning this joint strategy are a range of enabling strategies focused on specific areas of business and operational areas. These set out in greater depth the ambition and approach to improving our service delivery and support services, and are kept under review.

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 aligns with the strategic outcomes and objectives of 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.

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

Local Police Plans

In addition to the Annual Police Plan, Police Scotland produces Local Police Plans, aligned to the Strategic Police Plan. The content and character of Local Police Plans is 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 take account of local circumstances and community planning arrangements, with Local Outcome Improvement Plans taken into account in the development process, as well as the public feedback provided through Your Police and User Experience surveys and ongoing engagement activity.

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

Delivering Change

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 policing strategy 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 of transformation on people and services is monitored by Police Scotland through progress reporting and review at a Change Board and at 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. There is a desire to see a drive for continuous improvement at the heart of every operational team and business area, empowering all of our people to be innovative and improvement-focused in their day-to-day practice.

ENGAGEMENT DRAFT

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 Scottish Police Authority by the Chief Constable.

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 a 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 Report and Accounts

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

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

- the Authority's assessment of Police Scotland's performance in implementing the arrangements set out in the Annual Police Plan and Strategic Police Plan; and
- the Authority's assessment of Forensics Services, in achieving the outcomes in the [Forensic Strategy](#), as well as an assessment of the Authority's Corporate Performance against the SPA Corporate Plan [\[link to be added on publication\]](#).

The Authority draws on a range of publicly available information and data to produce its Annual Report, including material contained in performance reports provided by Police Scotland and Forensic Services during the reporting year.

Scrutiny of the police service in Scotland

In compiling this comprehensive view of policing performance, the Authority also engages with 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.

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.

Organisation	Responsibility
 <p>The Scottish Government Riaghaltas na h-Alba</p>	<ul style="list-style-type: none"> Appoints members of the Scottish Police Authority Approves the appointment of the Chief Constable Sets national budgets and strategic police priorities Has power of direction over the Authority
 <p>SCOTTISH POLICE AUTHORITY</p>	<ul style="list-style-type: none"> Maintains the Police Service Promotes the policing principles Promotes and supports continuous improvement in the policing of Scotland Holds the Chief Constable to account for the policing of Scotland Provides Scottish Ministers with information relating to the Authority or the Police Service Produces the Strategic Police Plan
 <p>POLICE SCOTLAND Keeping people safe POILEAS ALBA</p>	<ul style="list-style-type: none"> Is responsible and accountable to the Authority for policing Is responsible for direction, control, administration and continuous improvement of the police service Prepares annual police plans and local police plans Ensures adequate arrangements are in place for the policing of each local authority area
 <p>The Scottish Parliament Pàrlamaid na h-Alba</p>	<ul style="list-style-type: none"> Criminal Justice Committee considers and reports on matters falling within the responsibility of the Cabinet Secretary for Justice
 <p>HMICS</p>	<ul style="list-style-type: none"> Assesses the state, effectiveness and efficiency of Police Scotland and the Scottish Police Authority Can be directed by Scottish Ministers Provides professional advice and guidance on policing
Local Authorities	<ul style="list-style-type: none"> Are consulted by the Scottish Police Authority on the Strategic Police Plan Views taken into account by divisional commanders developing local police plans Elected members scrutinise how Police Scotland delivers the agreed priorities set out in their local police plan

Engaging with us

We want to hear from you

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

The Scottish Police Authority and Police Scotland are committed to continuous improvement in all that we do. If you have something to tell us about this document or our service, please contact us at: SPAstrategyandperformance@spa.police.uk or StrategicPlanningDevelopment@scotland.police.uk

Postal addresses for Police Offices in Scotland can be found on the Police Scotland website: <https://www.scotland.police.uk/police-stations/>

Public engagement and insight

As part of the development of this Strategic Police Plan the Authority, with Police Scotland, is undertaking a period of engagement to allow the public and partners to provide feedback regarding our strategic direction. This feedback will be considered and reflected in the final version of this Plan. **[Please note that this engagement is ongoing whilst the document is in draft]**

Further information about the engagement process on this document can be found online: <https://spa.citizenspace.com>

Information on policing and engagement on policing can be found on the Police Scotland [website](#) and [Engagement Hub](#).

Your Police

Police Scotland recognises the importance of understanding the views and priorities of Scotland's diverse communities.

This continuous and anonymous survey is a platform for the public to tell Police Scotland about their views and experience of the police service, what is going well and where policing can do better. It can be accessed through the Police Scotland Engagement Hub above. This should not be used to report crime. Responses are analysed to help shape the service we provide.

Social media

There are a number of active social media channels that provide information and insight into policing, both nationally and in your local area. A full list of social media accounts can be found on the Police Scotland website.

Our main national channels can be found at:

Twitter: @policescotland and @ScotPolAuth

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

Please note that 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 work was subject to an Equality and Human Rights and other Impact Assessments, which are published alongside this document on the Scottish Police Authority [website](#)

[EqHRIA and other impact assessments will be finalised with the updated document.]

This document can be made available in alternative formats on request.

Contact us

Always dial 999 in an emergency

By phone – 101 for non-emergencies (+44 (0) 141 308 1070 if calling from outwith the UK. Network charges may apply).

Police Scotland's service advisors spend a lot of time each day answering calls on matters that are not actually the responsibility of the police. Please use the Police Scotland website to ensure Police Scotland can assist with your non-emergency issue.

Online – for issues of a non-serious nature using our Contact Us form:
<https://www.scotland.police.uk/contact-us>

In person – details of Police Stations and Public Counter opening hours can be found on our website or by contacting us

Text Relay - 18001101 for deaf, deafened, hard of hearing or speech-impaired callers

Scotland's British Sign Language Interpreting Video Relay Service (VRS) - enables contact with all of Scotland's public bodies and third-sector organisations. British Sign Language (BSL) users can contact them direct by using <https://contactscotland-bsl.org>

In writing –

Scottish Police Authority: 1 Pacific Quay, Glasgow, G51 1DZ

Police Scotland: to PO BOX 2460, Dalmarnock, Glasgow, G40 9BA

ENGAGEMENT DRAFT