



Annual Police Plan 2020/21

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



**POLICE
SCOTLAND**
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE
AUTHORITY

Police Scotland: keeping people safe

The roles and responsibilities of Police Scotland and the Scottish Police Authority (SPA) are set out in the Police and Fire Reform (Scotland) Act 2012. We work closely with the SPA who scrutinise, support and challenge policing and have a key role in maintaining and improving the service. The alignment of our strategic direction, priorities for policing, planning and performance framework are as follows:

Scottish Government (SG): National Outcomes & Strategic Police Priorities

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

Scottish Police Authority: Strategic Police Plan

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

Our vision, values and purpose

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

Police Scotland's Strategic Assessment

- Police Scotland's Strategic Assessment provides a high level assessment of a range of strategic issues and potential threats, both externally and internally to Police Scotland (operational and organisational).

Police Scotland's priorities for policing

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

Our strategic outcomes

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

Local Police Plans / Local Outcome Improvement Plans

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

Performance Framework

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

Contents

Introduction by the Chief Constable.....	4
Our plan on a page.....	6
Context.....	7
Annual Police Plan 2020/21	13
Sustainable Service	30
Accountability	32
Equality, diversity and human rights.....	34
Engaging with us	35

Introduction by the Chief Constable



Police Scotland's Annual Police Plan 2020/21 sets the direction for policing over the next year and central to our plan are strategic outcomes, which describe the impact and difference Police Scotland aims to make to the lives of people across the country. We have engaged extensively in the development of our priorities and outcomes and we look forward to working with the public and our partners to achieve them.

Police Scotland's role is far reaching and has a positive impact on people and communities across Scotland. We will prioritise our resources towards issues that cause the most harm. My role as Chief Constable is to set the priorities for policing that will allow us to do this, based on our ongoing assessment of threat and risk, and our knowledge and experience of policing in Scotland.

Our plan focuses on activity to support and improve operational delivery. We will continue to build on strong local, community and partner relationships to deliver better outcomes for people and build public confidence. The communities of Scotland are diverse and have varying needs. The services required across our vast and varied country will differ greatly between our urban, Island, remote and rural communities. We must remain responsive to all forms of communities and ensure our services are relevant and accessible.

We will continue to provide traditional, visible and accessible policing to local 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 tactics. Transforming Police Scotland's cyber capability, capacity and response will enable us to provide proactive support to the people we serve.

In November, the United Kingdom will host the United Nations Framework Convention on Climate Change 26th Conference of the Parties (COP26) in Glasgow. COP26 will not only be one of the largest events ever held in Scotland, but also one of the largest policing events in UK history. It presents some unique policing challenges but Police

Scotland has an enviable reputation for successfully and safely policing major events. We are committed to continuing to deliver an effective policing service in the communities we serve across Scotland during the event.

Ongoing political, economic and societal changes require the police service to adapt and respond to future challenges and maximise the benefits of future opportunities. Transforming operational and support services will enable and support our people to deliver the best service possible.

Officer and staff safety and wellbeing are at the heart of Police Scotland's commitments. Our people continue to deliver a highly professional and responsive service around the clock and we must ensure that they are safe, protected and well-equipped to achieve the best outcomes for the communities they serve.

This Annual Police Plan demonstrates how we will discharge our duties of public service for the year ahead and protect the people of Scotland.



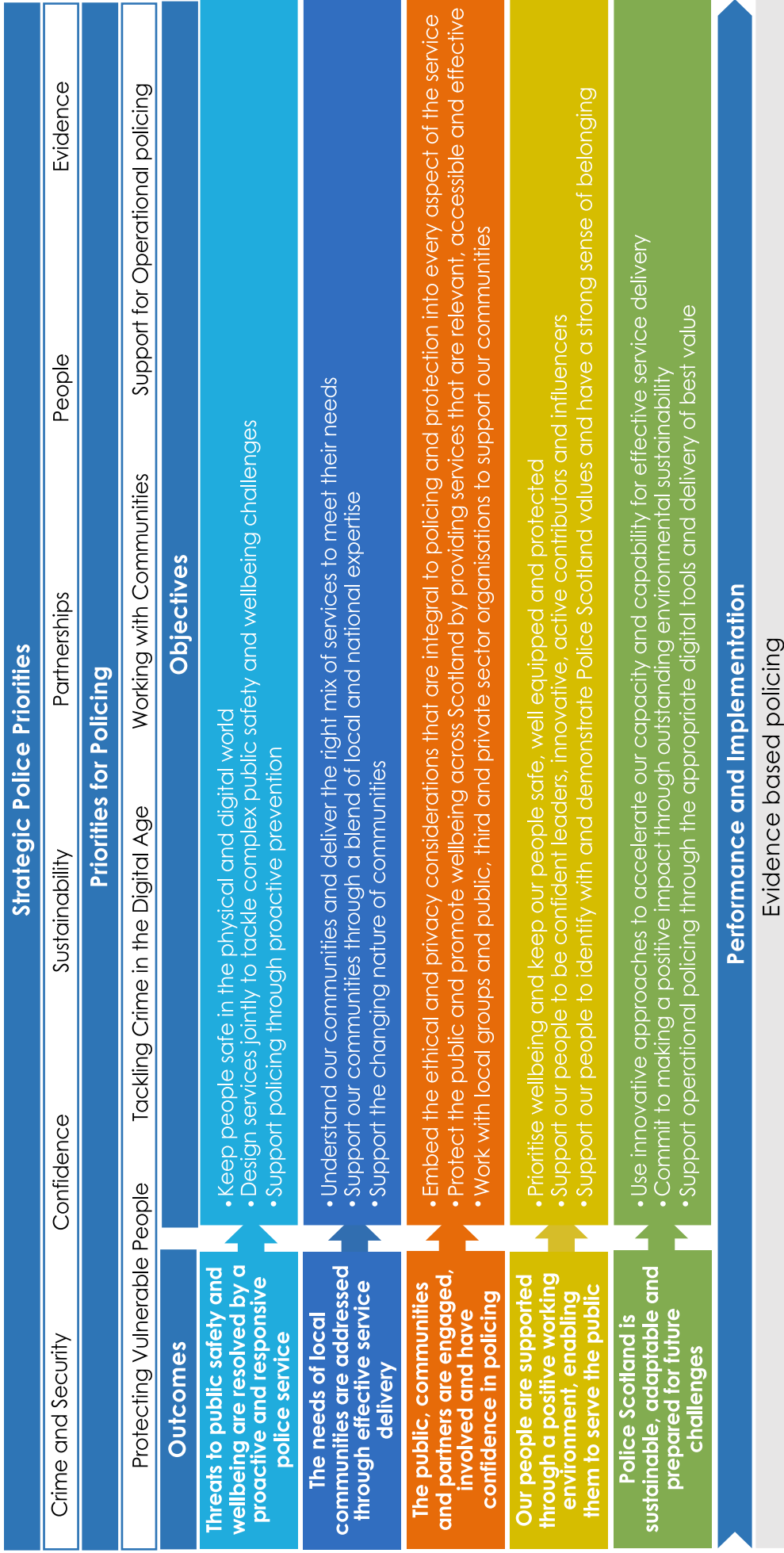
Iain Livingstone QPM
Chief Constable



POLICE
SCOTLAND
Keeping people safe
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Our Vision
Our Purpose
Our Values

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



Context

The changing nature of crime and society

The world in which we live and work is constantly changing, however, the purpose of policing and our commitment to keeping people safe remains constant.

The demands that Police Scotland faces are shifting, and becoming more complex in nature. The total number of incidents reported to Police Scotland in 2018/19 was 1.7 million. Our services must be able to adapt to demand to ensure the needs of the communities we serve are met. To do so, Scotland's communities are provided with services that are tailored to their local needs and supported by national services and resources.

The shifting demographic in Scotland has a major influence on how public services must work together to protect the most vulnerable people in our communities. Adult concern calls have risen by 13.7% in the last two years, with a significant proportion of calls relating to vulnerability. Police Scotland will continue to work with partners to make sure that people receive the right response, at the right time, from the most appropriate service.

Advances in technology have created both challenges and opportunities for policing. The threat of cybercrime

continues to grow and evolve with the rise of internet connected devices. The use of technology in recorded cases of fraud has increased significantly in the past year, and 67% of stalking / harassment crimes now have an element of digital enablement.

Over the past year, there has been a 16% increase in the number of Public Order deployments. These take the form of pre-planned events and operations at local, national and international level. They also include the swiftly increasing volume of public protests, demonstrations and assemblies associated with constitutional, environmental or political interests. In the forthcoming year, the need for mass mobilisation of officers will increase markedly with Scotland hosting a number of major events. For example, the UK Government will host United Nations 26th Conference of the Parties (COP26) in Glasgow in November 2020. COP26 will be the largest policing and security operation in Scottish history and will require significant resource to support the event while maintaining normal operational requirements. Detailed planning for this large event is well under way.

We must remain responsive and adaptable to meet a variety of dynamic and fast moving circumstances. We will work closely with partners and lean on their expertise when the situation dictates. In the case of public health emergencies, such as the COVID-19 (Coronavirus) pandemic, we will work with health services, including Public Health Scotland, and the Scottish Government to provide an appropriate Police response. We will continue to ensure that our services are resilient and appropriate contingency planning is in place. In situations such as this, dynamic risk assessment is paramount and we will consider any potential impact on our officers and staff as well as health and safety considerations for the communities we serve.

The safety and wellbeing of our officers and staff is a priority for Police Scotland. 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 safely deal with all incidents they attend.

Police Scotland is fully committed to demonstrating 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.

Policing in 2020

1.7 million incidents reported



13.7% increase in adult concern calls



67% of stalking or harassment involves unwanted messages by text or online

51% of adults **worried** about their bank details being used to obtain money goods or services



16% increase in Public Order deployments



Increase in volume **public protests, demonstrations, parades** and **marches**



26th Conference of the Parties (**COP26**) is set to be the biggest and most complex policing and security event ever hosted in the UK attracting around **30,000 attendees**

COP26 and UK exit from EU

Both the United Kingdom's exit from the European Union and the United Nations Framework Convention on Climate Change (UNFCCC) 26th Conference of the Parties ((COP26) which will be hosted in Glasgow) will result in substantial resource implications for Police Scotland across 2020. This plan takes account of the wider context in which we operate whilst ensuring that we support our people to respond with commitment and professionalism to the needs of communities.

Brexit

The United Kingdom left the European Union on 31 January 2020 under the EU Withdrawal Agreement. This began a period of transition.

Options are being considered for the future of the Force Reserve, deployed since August 2019, and the Brexit Contingency Team. The situation will be continually reviewed during the UK Government negotiations on a future trade deal and in advance of the end of the transition period on 31 December 2020.

COP26

The UK Government will host COP26 from Monday 9 November to Friday 20 November 2020 at the Scottish Event Campus (SEC) in Glasgow.

The challenges associated with planning and policing this event should not be underestimated. COP26 is set to be the biggest and most complex policing and security event ever hosted in the UK. It is expected that around 30,000 accredited delegates, including many world leaders, observer states, personal staff and media representatives will be in attendance. There is the potential too for protest activity and a climate change march that will attract thousands of participants.

Police Scotland will be working alongside partners, including the UN and UK Government throughout 2020 to ensure that the event is policed safely and securely.

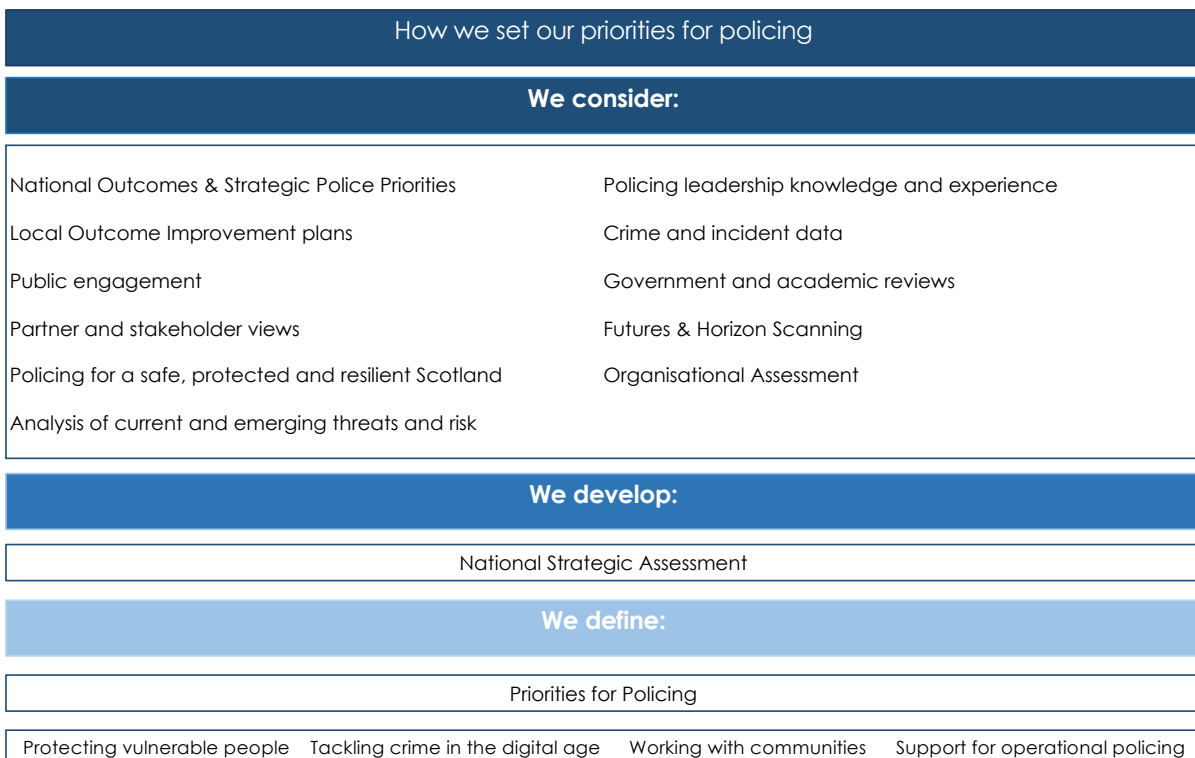
All our people will have a role to play, whether through direct deployment as part of the policing operation or ensuring that communities across Scotland continue to be policed effectively during the build and set up phases and the conference.

As preparations continue and requirements are finalised, we will ensure that we fully consider and manage the impact of the scale of change that should be expected and achievable in 2020/21.

How we set priorities for policing to achieve our strategic outcomes

Our priorities for policing are informed by the findings in our National Strategic Assessment and the knowledge and experience of police leaders across the service who play a key role in assessing threat and risk. The strategic assessment process is informed by feedback from

the public, partners and stakeholders. It provides a detailed analysis of crime and incident data, intelligence, futures and horizon scanning and emerging threats, with links to the wider picture across the UK and internationally.



Overview of our priorities for policing

Our rigorous assessment process ensures that we are defining priorities for policing in line with the changing nature of crime and the demands that we face.

Our strategic assessment highlighted 14 priority areas of operational policing with four high level cross cutting themes supporting their delivery. Our priorities for policing are the key areas we will focus on to address the greatest threats and risk of harm to people and communities.

Our Priorities

Protecting vulnerable people

Tackling crime in the digital age

Working with communities

Support for operational policing

- Drugs supply & harm
- Child sexual abuse
- Serious violence incl. homicide
- Human trafficking
- Rape
- Counter terrorism
- Adult protection
- Serious organised crime
- Domestic abuse
- Missing persons
- Public order & safety
- Road casualties
- Fraud

Annual Police Plan 2020/21

The Annual Police Plan summarises what we will do in the coming year to make progress against our strategic outcomes and meet our priorities for policing.

Strategic outcomes

Our strategic outcomes describe the impact and difference Police Scotland aims to make to the lives of people in Scotland by addressing our priorities for policing.

This helps us to show how we will make a positive impact through what we are doing across the service. Our five strategic outcomes are directly aligned with the Joint Strategy for Policing (2020).

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

The needs of local communities are addressed through effective service delivery

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

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

Police Scotland is sustainable, adaptable and prepared for future challenges

Strategic Alignment

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

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

Annual Police Plan

This plan summarises what we will do in the coming year to make progress against our strategic outcomes and priorities for policing, aligned to the 3 Year Strategic Delivery Plan.

The annual police plan is underpinned by more detailed plans at Deputy Chief Constable and Deputy Chief Officer level.

Performance Framework

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

Local Police Plans

In addition to the Annual Police Plan, Police Scotland produces Local Police Plans. The content and character of Local Police Plans are determined by Local Area and Divisional Commanders in negotiation with local authorities, who are each responsible for approving their respective Local Police Plan. 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.

Our Local Police Plans have been revised in 2020 and cover the next three year period.

Outcome 1

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

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

We find ourselves moving at an ever-increasing pace from the physical to the digital world; a move that creates opportunities for new and

complex crime types. This shift also affects traditional crime, much of which now has a digital element.

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

Key	Operational activity	Change activity
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Objective	Activity
We keep people safe in the physical and digital world	Plan and deliver a safe and secure COP26 working with international, national and local agencies
	Safely deliver all public events, including those with a high profile and level of public interest
	Understand and review resource allocation in response to UK exit from the European Union ensuring that demand is met locally and nationally
	Ensure a high state of preparedness to mitigate and respond to major incidents, terrorism, pandemic and inclement weather
	Disrupt and prevent serious organised crime activity to support delivery of the outcomes in the Serious Organised Crime Strategy

We keep people safe in the physical and digital world	Maintain and improve our business continuity plans, ensuring a high level of preparedness to respond to disruption
	Develop a Cyber Strategy for policing in Scotland to transform cyber capability and response, while enabling pro-active support to individuals, communities and partners that embeds resilience and aligns to our wider partnership and preventative model
	Deliver policing elements of the Scottish Government's Cyber Resilience Strategy and Public Sector Action Plan
	Complete the roll out of Cyber Kiosks
	Deliver digital knowledge and skills training, including in digital forensics, and recruit people with the right skills, within our specialist Cybercrime Unit and across the service
	Plan, prepare and begin training for the implementation of the Age of Criminal Responsibility (Scotland) Act 2019
	Plan, prepare and begin training for the implementation of the Children (Equal Protection from Assault) (Scotland) Act 2019
	Provide high quality intelligence support to deliver the strategic intelligence requirements and implement a process to measure the effective use of intelligence and analysis in responding to priority crimes and threats
	Improve our response to threats posed from the criminal use of firearms

Design services jointly to tackle complex public safety and wellbeing challenges	<p>Improve and enhance our processes to identify and support individuals at risk of harm</p>
	<p>Design and implement fit for purpose criminal justice processes and services, ensuring preparedness for digital evidence sharing and productions remodeling</p>
	<p>Develop our approach to Cyber Prevention and Education including reviewing links to national intelligence products and trend information to ensure a dynamic approach</p>
	<p>Develop partnership approaches to tackling the harm caused by substance misuse and deliver the outcomes within Scotland's Rights, Respect and Recovery Alcohol & Drug Treatment strategy</p>
	<p>Further enhance and invest in our approach to partnership, prevention and community wellbeing, working constructively with our partners across the public, private and third sectors to support Scotland's public health approach</p>
	<p>Continue to collaborate effectively with the Scottish Fire and Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration Strategy across four key areas – co-location, co-response, shared knowledge and share services</p>
	<p>Continue to actively support and engage in the Distress Brief Intervention (DBI) pilot programme</p>

We support policing through proactive prevention	<p>Protect people considered vulnerable and prevent all forms of abuse, neglect and exploitation including domestic abuse, child sexual abuse & exploitation, rape and sexual crime, hate crime and human trafficking, including online</p>
	<p>Design, develop, deliver prevention and early intervention approaches to reduce vulnerability with appropriate mechanisms for evaluation and review</p>
	<p>Develop appropriate delivery plans to support the organisational response to violence</p>
	<p>Counter the threat from terrorism through active engagement with communities and working with partners to deliver the four key strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare</p>
	<p>Improve and enhance our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents.</p>
	<p>Target our resources to reduce re-offending and effectively manage offenders who pose a serious risk to reduce harm and demand</p>
	<p>Deliver policing's contribution to the Justice Strategy for Scotland outcomes focusing on partnership, prevention and community wellbeing, aligned to our ethics/values and the development of a rights-based approach to policing</p>

We support policing through proactive prevention	<p>Implement innovative approaches to preventing crime and reducing the resulting harm and demand</p>
	<p>Provide Corporate Parenting leadership and training to support front facing officers and enable best practice</p>
	<p>Contribute to the delivery of the Scotland's Road Safety Framework to positively influence driver and road user behaviours and reduce injury on our roads</p>
	<p>Strengthen educational measures with partners and increase the use of diversionary measures to improve driver and road user behaviour, reduce re-offending and enhance road safety</p>
	<p>Deliver a calendar of road safety and road crime campaign activity and initiatives in collaboration with Road Safety Scotland.</p>
	<p>Enhance and develop analytical products to aid effective planning and decision making</p>
	<p>Share information in an appropriate and ethical manner to more effectively co-ordinate our resources with public sector partners to tackle the persistent issues that impact on wellbeing and resilience in Scotland</p>

Outcome 2

The needs of local communities are addressed through effective service delivery

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

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

understanding of the environment and the role of policing within it.

We continue to benefit from being a national service, with all areas being able to call upon additional operational support and specialist services to assist with incidents and investigations, large planned and unplanned events, and other situations where these resources are needed.

Key	Operational activity	Change activity
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Objective	Activity
Understand our communities and deliver the right mix of services to meet their needs	Implement local policing approaches, aligned to demand, reflecting the differing needs of rural, remote, island and urban communities
	Engage and work effectively with local public sector leaders to plan, support and deliver effective services to our communities
	Address local priorities through local authority planning and partnership arrangements and deliver the commitments in our local police plans for the public and communities throughout Scotland
	Deliver prevention and early intervention approaches to reduce vulnerability
	Engage and support cultural change in Local Policing
	Empower local divisions to develop, test and deliver innovative and collaborative initiatives to suit local needs

Understand our communities and deliver the right mix of services to meet their needs	Embed our engagement standards and principles, built around inclusion and accessibility, across Police Scotland
	Scale up our existing approaches to engagement with children and young people, including development of trauma-informed approaches to engagement
Support our communities through a blend of local and national expertise	Provide specialist operational resources to meet communities needs and protect them from risk and harm
	Increase officer capability to support UK, cross divisional and local needs in order to support our National Mobilisation Agreement, including an increase in public order trained officers
	Complete the roll out of the Contact Assessment Model across all Divisions
	Review and consider recommendations for service delivery improvements to standards of service for victims and witness based on insights
	Work with partners to enhance our understanding of the scale and scope of human trafficking in Scotland and reduce the harm it causes
	Effectively tackle acquisitive crimes that impact on local communities including housebreaking, bogus workers & doorstep crime and theft of motor vehicles
	Provide high quality corporate communications services to support policing delivery
	Work collaboratively with the communities we serve, drawing on our shared expertise and experience to improve outcomes
Continue the implementation of our Local Policing Programme	
Support the changing nature of communities	Broaden local engagement using insights gained, alongside operational data, to understand the context of people's experience, public perception and demand
	Use national processes to ensure multi-agency information sharing to protect victims and vulnerable people and target high risk offenders
	Create a new officer safety training package to provide officers with a greater awareness and understanding of those suffering from distress and poor mental health

Outcome 3

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

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

The safety and wellbeing of the people we serve are enhanced by providing

services that work efficiently. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions.

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

Key	Operational activity	Change activity
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Objective	Activity
Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service	Engage with the public, SPA, SG and criminal justice partners on new policing approaches, including predictive analytics, in accordance with our rights based approach to policing
	Ensure a strong and consistent ethical oversight in key areas that is open to scrutiny and maintains public trust and confidence
	Use high quality Equality and Human Rights Impact Assessments (EqHRIA) to ensure that policy and practices in policing proactively consider the potential impact on equality and human rights

Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective	<p>Transform our approaches to public contact and engagement to meet our objectives to:</p> <ul style="list-style-type: none"> • Create an accessible and seamless public experience, enabled by digital services • Empower our people to manage public contact, harm and vulnerability • Collaborate to tackle public safety and wellbeing challenges using a whole public sector approach • Continue to improve the reach of our public and community engagement activities
	<p>Procure and begin implementation of a new Unified Communications and Contact Platform (UCCP)</p>
	<p>Develop and implement new public contact channels and communication methods</p>
	<p>Create and test meaningful measures for public confidence</p>
	<p>Improve public and stakeholder confidence to enhance reporting (including third party reporting) of crime, especially domestic abuse, sexual crime, hate crime and human trafficking</p>
	<p>Involve the public and partners in shaping change, innovation and continuous improvement through effective engagement and consultation</p>
	<p>Maintain openness and transparency in our communications</p>
	<p>Deliver a high standard of care to those in police custody</p>

Work with local groups and public, third and private sector organisations to support communities	<p>Act on insights gained from public engagement to design our services and address issues that matter to the public and partners</p>
	<p>Deliver a multi-agency approach to the Scottish Government's Mental Health Strategy and reduce related demand</p>
	<p>Build on our strong collaborative relationship with British Transport Police to improve service delivery in communities and on the railways</p>
	<p>Strengthen and enhance our work with partners through community planning arrangements to share information and develop education, prevention, diversionary and enforcement measures to tackle national and local priorities</p>
	<p>Deliver a multi-agency approach to preventing and tackling wildlife crime</p>
	<p>Work with the Scottish Fire & Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration strategy. We will explore opportunities for collaboration in four core areas: co-location, co-response, shared knowledge and shared services, including fleet</p>
	<p>Contribute to and participate in key stakeholder activities, including the government's Victim's Taskforce, to improve support, information and advice for victims of crime</p>
	<p>Improve the whole system approach to mental health by enhanced engaged with partners and groups including the SG Distress Intervention Group, National Suicide Leadership Group and Health and Justice Collaboration Improvement Board</p>
	<p>Tackle Serious Organised Crime through active engagement with communities and a multi-agency approach to deliver the four key strands of the Scottish Government's Serious Organised Crime strategy – Divert, Deter, Detect and Disrupt</p>

Outcome 4

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

Officer and staff safety and wellbeing are at the heart of Police Scotland's commitments. 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.

We will create the right environment for our staff to be able to work effectively and equip them to make decisions, ensuring they are trusted and empowered to do so.

Key	Operational activity	Change activity
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Objective	Activity
Prioritise wellbeing and keep our people safe, well equipped and protected	Provide officers and staff with the appropriate equipment and technology to work safely
	Complete roll out of mobile devices to local divisions (phase one)
	Ensure the safety and wellbeing of our people in the planning and delivery of all major events, including COP26
	Ensure we are adaptable in our approach to health and safety, flexible working practices and resource management, learning from experience of emergency planning and response, including the COVID-19 pandemic
	Enhance the wellbeing programme as part of our people strategy, to support a healthy working environment including the delivery of a wellbeing framework
	Continue strategic review of prevention of violence towards officers and staff

Support our people to be confident leaders, innovative, active contributors and influencers	Launch MyCareer and embed competency value frameworks along with leadership pathways
	Develop and implement programmes of work that support individual performance and development
	Effectively engage with our people, acknowledging good work, encouraging innovative thinking and co-creating solutions
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	Continue to implement all key areas of our People Strategy, refreshing where appropriate
	Effectively engage with, and support, our people through local delivery of people plans
	Ensure effective engagement and communication across the service to support the people impact of change
	Deliver and implement a strategic workforce plan to achieve the right balance of resources and skills
	Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty
	Strengthen the diversity of our workforce by continued positive action initiatives to support people from under-represented groups to consider and begin a career in policing

Outcome 5

Police Scotland is sustainable, adaptable and prepared for future challenges

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

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

Key	Operational activity	Change activity
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Objective	Activity
Use innovative approaches to accelerate our capacity and capability for effective service delivery	Implement improvements to our professional support services and processes to enable policing, including continuation of the Transforming Corporate Support Services Programme
	Develop, design and deliver a strategic roadmap for Police Scotland to enable future organisational design
	Continue to develop our design function and target operating model for policing, including local, national and corporate structures to deliver the best services for people and communities
	Invest in our use of data, digital, analysis and intelligence and the resources to support evidence based policing

Use innovative approaches to accelerate our capacity and capability for effective service delivery	National infrastructure funding – progress the strategic business case to meet the future needs of Policing in Scotland
	Deliver effective financial management and budgetary control to support a sustainable financial direction for policing in Scotland.
	Effectively prioritise and develop plans to deliver recurring financial savings across our support services
	Embed a culture of innovation to generate and develop ideas
	Promote equality and diversity initiatives both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty
	Deliver planned tactical projects in Corporate Support Services including process improvement, E-recruitment and ERDM
	Implement and evaluate the Custody Re-modelling programme
	Implement and evaluate the Productions Re-modelling programme
	Launch an International Development Academy at the Scottish Police College, with a programme of study visits
Commit to making a positive impact through outstanding environmental sustainability	Develop and implement an environmental sustainability strategy for Police Scotland, including procurement
	Embed environmental sustainability into the delivery the policing of large scale events, such as COP26
	Continue Small Action, Big Impact campaign including our reduction of single use plastics
	Continue the implementation of the Fleet Strategy including the roll out of ULEV vehicles and associated infrastructure
	Continue the implementation of the Estates Strategy including exploring the scope for further co-location with partners

Support operational policing through the appropriate digital tools and delivery of best value	Implementation of the Digital, Data and ICT strategy
	Develop integrated national ICT solutions for crime, vulnerable people, productions and warrants, reducing duplication and allowing decommissioning of legacy IT systems
	Utilise real-time telematics data on fleet utilisation, and location
	Implement a new service to enhance analysis, insight and performance information, including demand and productivity to support strategic and resource planning
	Support the Digital Evidence Sharing Capability project within Scottish Government
	Deliver the Emergency Services Mobile Communication Programme to support operational policing
	Deliver robust and effective procurement service, supported by roll out of procure to pay systems
	Continue to enhance our response to external audit / inspection activity
	Enable continued effective management of our internal governance and strategic risks

Sustainable Service

This plan provides detail of our priorities for policing, strategic outcomes and objectives for the next three year. Financial pressures continue across the public sector including Police Scotland, at the same time as increases in demand.

Revenue

Police reform has allowed officer numbers across communities in Scotland to be maintained, while removing ~£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.

Despite the achievement of these significant savings, policing continues to have a structural deficit and the 2020/21 revenue budget has been set with a £36m deficit. Our financial modelling shows that without further corrective action, the deficit would grow over five years, even after the impact of savings delivered from planned change projects.

To achieve financial sustainability in the long-term continues to require a combination of:

- workforce reductions;
- structural funding correction and
- ongoing funding increases in line with pay growth.

There is uncertainty on the SPA's future SG funding. Further work will be undertaken to revise the SPA's long term financial strategy by the end of 2020 which will be informed by the development of this three year implementation plan and other supporting strategies including the strategic workforce plan.

Investment

The outline business case for reform assumed savings from driving out duplication, ensuring consistency and rationalising existing systems as far as possible. Now that this work has been largely completed and those saving realised, policing has begun to move forward through a new phase of transforming how it operates.

Our proposals for fleet, estate and ICT are forward looking, technology embracing, value driving and environmentally focused.

2012

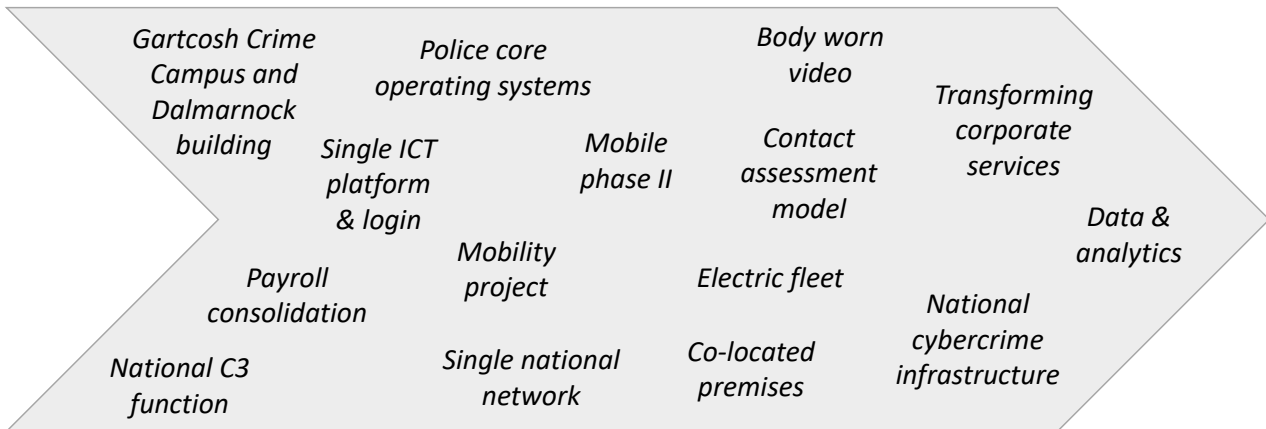
Benefits from removing duplication, ensuring consistency and rationalising systems

Current position in 2019/20



2030

Benefits from transformation



Our fleet, estate and DDICT strategies will require significant additional investment over the next five years in order to meet the desired outcomes for the public, our people to meet the objectives of the National Performance Framework.

The 2020/21 capital funding settlement, despite increasing year on year remains lower than requested in the SPA's spending review submission and will not allow for new technology investment in 2020/21.

As with revenue funding, the SPA has no certainty over its future capital and reform funding levels. Much of the operational and change activities within this plan requires initial financial investment to deliver service improvements as well as financial savings. The availability of funding may be a barrier to the successful delivery of the change activities in this plan.

Accountability

Effective scrutiny and oversight are key elements to ensure that policing retains the trust and confidence of the communities of Scotland. The governance structures outlined below, are designed to ensure that Police Scotland provides a service that is relevant, legitimate and consistent with the principle of 'policing by consent'.

Scottish Police Authority

Police Scotland will present quarterly performance reports to the SPA, informed by our performance framework, providing evidence relating to the delivery of the outcomes and objectives within this plan. These updates will be presented at SPA full board meetings and available online. Please visit this site for further details: <http://www.spa.police.uk/meetings-events/509386/>

Crime and performance statistics are published by the SPA. Please visit this site for further details: <http://www.spa.police.uk/performancepages/spaperformanceframework/>

Justice Sub-Committee on Policing

Key policing issues are discussed by the Scottish Parliament's Justice Sub-Committee on Policing. Please visit this site for further details: <http://www.parliament.scot/parliamentarybusiness/CurrentCommittees/policing-sub-committee.aspx>

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

Local scrutiny

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

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

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

Police Investigation and Review Commissioner (PIRC)

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

Equality, diversity and human rights

Police Scotland promotes equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty. We are statutorily required to produce Equality Outcomes and Equality Mainstreaming reports every two years, reporting on progress made within this time period. In order to support this requirement, we embed equality, diversity and human rights in all of our strategies, plans and performance framework.

Equality and Human Rights Impact Assessment (EqHRIA) is used to help us to ensure that policy and practices proactively consider the potential impact on equality and human rights. We will ensure that all of strategic plans and activities relating to delivery are assessed to a high standard using relevant evidence in a systematic and structured way.

Engaging with us

We want to hear from you

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

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

Postal addresses of our Police Offices can be found here: <https://www.scotland.police.uk/police-stations/Public-engagement-and-insight>

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

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

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

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>.

