Annual Police Plan 2019/20

POLICE SCOTLAND
Keeping people safe
POILEAS ALBA
SEMPER VIGILO

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.
- SG also has strategic policing priorities which are currently focused on seven themes: localism, inclusion, prevention, response, collaborative working, accountability and adaptability.

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 current 10 year strategic police plan, Serving a Changing Scotland, was developed jointly by the SPA and Police Scotland. It sets out our vision for the future direction of policing.

Our vision, values and purpose

- The vision described in the strategy is: Sustained excellence in service and protection.
- Our values are fundamental to everything that we do. These are: fairness, integrity, respect and human rights.
- The purpose of the police service is: To improve the safety and wellbeing of people, places and communities in Scotland.

National Strategic Assessment

- Police Scotland's planning is informed by our analysis and assessment of the threat and risk posed to Scotland and its people. We do this using data, intelligence, horizon scanning and emerging threats, linked to the wider picture across the UK and beyond.

Our priorities for policing

- Our priorities 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.

Police Scotland: Annual Police Plan

- Under the Police and Fire Reform (Scotland) Act 2012 Police Scotland is responsible for producing an Annual Police Plan. This plan summarises what we will do in the coming year to make progress against our strategic outcomes and meet our priorities for policing.

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 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 and strategic outcomes.

Contents

Introduction by the Chief Constable

I am pleased to present Police Scotland's Annual Police Plan 2019/20. This plan sets a new direction for policing and introduces strategic outcomes that describe the impact and difference Police Scotland aims to make to the lives of people across Scotland. 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.

Since becoming Chief Constable in August 2018, I have made clear that our focus should be on contributing to positive outcomes. We will achieve this through our people, our enabling infrastructure and our visibility and engagement with local

communities across the whole of Scotland. These are core components to reinforcing the public's consent to policing in Scotland, which is vital to our legitimacy and effectiveness. It is our duty to build a 21st century Police Service which is sustainable and sufficiently flexible and adaptable to meet changing public expectations and the evolving range of criminal threats the citizens of Scotland face.

Crime threats, particularly cybercrime and a growing range of online threats, have significantly changed the way we need to work to protect the public. We must adapt to these changing threats and use the opportunities presented by technology to improve effectiveness and maximise the amount of time officers spend in local communities.

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 to people and communities, in order to have the greatest impact. My role is to set the priorities for policing that will allow us to do this each year, 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. I believe the strength inherent in the national service has made Scotland a safer place to live, work and visit and this is exemplified by policing which is delivered locally, in communities across the country. We will continue to build on strong local, community and partner relationships to deliver better outcomes for people and build public confidence.

Police Scotland continues to operate in a challenging environment with increasing uncertainty and demand for our services and ongoing financial constraints. Despite this, we recognise that we must continue to invest in change within the limits of available funding, to enable and support our people to deliver the best service possible. Our people continue to deliver a highly professional and responsive service around the clock and we must ensure they have the right support to achieve the best outcomes for the communities they serve.

Iain Livingstone QPM
Chief Constable

Annual Police Plan 2019/20

POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

Our vision	|	Sustained excellence in service and protection
Our purpose	|	To improve the safety and wellbeing of people, places and communities in Scotland
Our values	|	Fairness | Integrity | Respect | Human Rights

Priorities for policing

Protecting vulnerable people
Supporting people considered vulnerable and working with partners to reduce harm

Tackling cyber related crime
Building capability to address the threat from cyber related crime

Working with communities
Engaging with the public and communities to build resilience and prevent crime

Support for operational policing
Delivering change that enables our people to deliver an effective and sustainable service

Objectives

Outcomes

Objectives						Outcomes
Use information and intelligence	Protect vulnerable people	Respond to cybercrime	Reduce re-offending	Deal with all threats to public safety	Tackle serious criminal threats	**Threats to public safety and wellbeing are resolved by a responsive police service**
Meet the needs of local communities	Work with partners on shared priorities	Support local preventative approaches	Build effective local partnerships	Improve our support services		**The needs of local communities are addressed through effective service delivery**
Enhance public contact channels	Enhance public satisfaction	Improve public engagement	Use insights and feedback	Improve public confidence		**Public and communities are engaged, involved and have confidence in policing**
Implement a strategic workforce plan	Create a positive environment for our people	Promote health, safety and wellbeing	Ensure our people are confident to lead	Develop crime and specialist support services		**Our people are supported through a positive working environment enabling them to serve the public**
Adapt to growing and changing demands	Advance our Equality Outcomes	Develop lean and agile support services	Build a sustainable financial direction	Invest in our use of ICT	Develop an innovative culture	**Police Scotland is sustainable, adaptable and prepared for future challenges**

Changing demands on policing in Scotland

Policing is complex and the demands we face are increasing and changing. In 2017/18 Police Scotland dealt with 1.71 million reported incidents, an increase of 2.6% on the previous year, reflecting the increasing demands on policing. Incidents relating to vulnerability and harm continue to impact on public safety and wellbeing. Only one fifth of the calls to which officers are deployed result in a crime being recorded and much of the remaining demand sees officers assisting vulnerable people in a variety of situations, many of which are related to mental health.

Tackling the harm caused by crime remains central to what we do and our strategic assessment provides details of criminal threats and trends. Much of the crime we deal with has a cyber element, reflecting how society has evolved. Cyber related criminality is not confined to cyber attacks on computer systems but is wide ranging and includes sexual crime, fraud and hate crime. Due to the evolving and complex nature of cybercrime, assessing the level of threat it poses to Scotland's communities is challenging. An increasing range and volume of crime is committed online and we must adapt to tackle this threat. Protecting people at risk remains a key focus for policing

and our partners. Reporting of sexual crime has risen in recent years, with around a quarter of reporting relating to non-recent crimes. Partnership working is key to ensuring we provide the best support possible to victims and implement prevention activities.

We will continue to direct our resources to the issues that cause most harm, including sexual crime, domestic abuse, child sexual abuse and human trafficking – as well as ensuring that non-recent offences are pursued and that we secure justice for victims.

We remain committed to tackling violence, disorder and antisocial behaviour. These are consistently found to be priorities from public consultation. We will explore all opportunities to prevent such crime and target high risk, repeat offenders, including those involved in serious organised crime groups (SOCGs).

Drug trafficking remains the largest criminal market for SOCGs and the increasing number of drug related deaths across the country illustrates the significant level of harm this causes. Poly-drug use is now identified as a significant factor in the incidence of drug related harm.

Whilst the overall level of acquisitive crime remains static, reductions in housebreaking, vehicle crime and theft are balanced by increases in cyber enabled fraud, again reflecting changes in society. We will increase our capability to prevent and investigate cybercrime and disrupt SOCG activity.
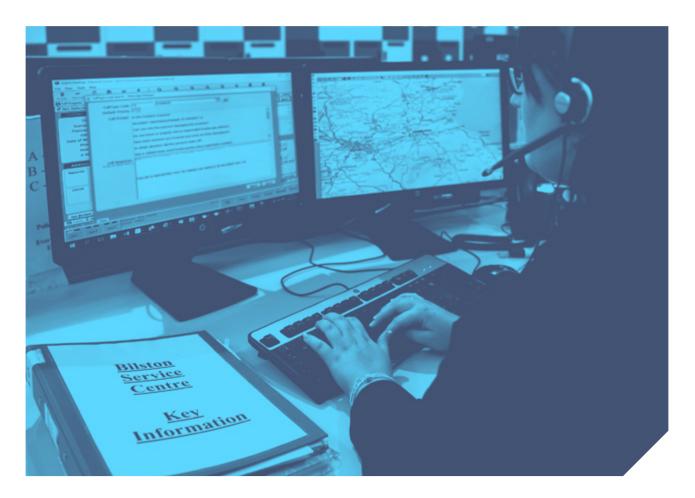
Road safety is also a key concern for our communities and we must maintain our efforts to reduce the harm on our roads, especially to vulnerable road users. This includes the increasing proportion of older drivers and pedestrians, as well as young drivers, motorcyclists and cyclists.

Key to our delivery is continuing to improve public contact and engagement and working closely with communities and our partners to develop prevention approaches to tackling crime, reducing harm and improving community wellbeing and resilience.

The full implications of the UK's exit from the European Union are expected to emerge over the next few years, presenting a number of risks for policing. We will potentially face a challenge to maintain our existing capabilities, with changed access to European law enforcement networks and systems. Operational risks also relate to the potential for disruption at ports, protest events and public disorder. We will work with our partners across the UK to ensure we are fully prepared for the impact of this change.

Operational policing is dependent on high quality support services that enable our people to deliver and we must continue to invest in the change required to improve effectiveness and efficiency. This includes areas such as digital, data and ICT and the modernisation of our estates and fleet. Implementation of a strategic workforce plan will ensure the development of a highly skilled, flexible workforce and sustainable resourcing model tailored to demand.

Public sector budget constraints remain a challenge for our financial and change planning. As the demands on policing change then our service must be sustainable and capable of readily adapting to meet future challenges. We will target investment in line with available funding, towards the priority workstreams that will achieve the greatest benefits, as described in this plan. Going forward, we will continue to review our plans to ensure we are investing and prioritising in the right areas.

Our priorities for policing

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 analysis of crime and incident data, intelligence, forward horizon scanning and emerging threats, with links to the wider picture across the UK.

We considered:

We created:

We defined:

National Outcomes & Strategic Police Priorities

Local Outcome Improvement Plans

Public engagement

Partner and stakeholder views

Ten year strategy: Serving a changing Scotland

Analysis of current and emerging threats and risk

Policing leadership knowledge and experience

Crime and incident data

Government and academic reviews

National Strategic Assessment

Priorities for policing

Our `Your View Counts' survey provides ongoing public feedback regarding the issues that matter at both national and local level, ensuring a public voice in our planning. Members of the public are invited to help inform our priority setting process by telling us what is important to them at a local and national level. During the 12 month period October 2017 to September 2018 11,088 people completed the survey.

Public opinion shows that the areas of policing activity most frequently requested as national priorities include counter terrorism, violent crime, serious and organised crime, drug dealing/misuse and child protection. At a local level, anti-social behaviour, road safety and housebreaking also feature highly.

Colleagues across the service have been engaged and consulted to inform the development of this plan. Police Scotland also undertook a period of public engagement in February and March 2019 regarding our proposed outcomes and priorities for policing. This generated 1,995 responses and the feedback has informed this plan.

Overview of our priorities for policing

Our priorities for policing recognise the changing threats and demands we face. Our focus is on keeping people safe, which means tackling crime and the issues that affect the most vulnerable in our society to improve outcomes for people and communities. Our analysis and an assessment of the threat and risk posed tells us that we must work closely with our partners to address the following priorities for policing to deliver our strategic outcomes.

Priorities for policing	
Protecting vulnerable people	**Supporting people considered vulnerable and working with partners to reduce harm**
Tackling cyber related crime	**Building capability to address the threat from cyber related crime**
Working with communities	**Engaging with the public and communities to build resilience and prevent crime**
Support for operational policing	**Delivering change that enables our people to deliver an effective and sustainable service**

Our priorities for policing cut across all aspects of criminality and policing and we will tackle the areas that pose the greatest threat and risk, as highlighted in our strategic assessment and detailed below.

- Counter terrorism and domestic extremism
- Domestic abuse
- Rape and sexual crime
- Child sexual abuse and exploitation
- Human trafficking

- Serious violence (including homicide)
- Hate crime
- Fraud
- Drugs
- Robbery
- Antisocial behaviour

- Serious organised crime group (SOCG) related violence, firearms and feuds
- SOCG related economic crime
- Road casualties
- Drink/drug driving

In addition, we will work with our partners and communities to ensure the safe delivery of public events across Scotland.

Our corporate support, people and professionalism services enable and support our operational resources to deliver against our priorities for policing and achieve our strategic outcomes. High quality support services directly enable delivery of improvement and change; this includes supporting and developing our people, delivering value for money through effective planning, partnerships and technology, as well as successfully delivering innovation, improvement and change that enhances policing. Our people are our best asset and we are committed to implementing our people strategy to support their wellbeing and development, alongside their involvement in shaping change.

Our change portfolio is designed to meet the objectives of our current long-term strategy, Serving a Changing Scotland, and we will deliver the key programmes described in this plan, alongside local improvement activity, to improve policing and deliver better outcomes for the public and communities of Scotland.

Annual Police Plan 2019/20

Priorities for policing

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.

Protecting vulnerable people

Tackling cyber related crime

Working with communities

Support for operational 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.

OUTCOME: Threats to public safety and wellbeing are resolved by a **responsive** police service

OUTCOME: The needs of **local** communities are addressed through effective service delivery

OUTCOME: Public and communities are **engaged**, **involved** and have **confidence** in policing

OUTCOME: Our people are supported through a **positive working environment** enabling them to serve the public

OUTCOME: Police Scotland is **sustainable**, **adaptable** and **prepared** for future challenges

Annual Police Plan

The following details of our plans for 2019/20 summarise what we will do in the coming year to make progress against our strategic outcomes and priorities for policing. The annual police plan is underpinned by more detailed plans at Deputy Chief Constable and Deputy Chief Officer level. Local Police Plans will also be refreshed. These will align with Local Outcome Improvement Plans.

Outcomes	PUBLIC SAFETY & WELLBEING — Threats to public safety and wellbeing are resolved by a **responsive** police service	NEEDS OF LOCAL COMMUNITIES — The needs of **local** communities are addressed through effective service delivery
Objectives	• Use all available information/ intelligence to address our policing priorities • Protect vulnerable people and victims of crime from harm • Improve our understanding of, and response to, the threat from cybercrime • Work with the public, communities and partners to reduce re-offending • Work with communities to ensure they are well equipped and prepared to deal with all threats to public safety • Effectively tackle current and emerging serious criminal threats to public and community wellbeing	• Ensure our operational resources deliver services that meet the needs of local communities • Work collaboratively with our partners on our shared priorities, including public health and vulnerability • Design, develop and support local preventative approaches to reduce harm and demand • Build, develop and maintain effective local partnerships • Improve our support services to enable the delivery of effective local policing

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.

CONFIDENCE IN POLICING — Public and communities are **engaged, involved** and have **confidence** in policing	POSITIVE WORKING ENVIRONMENT — Our people are supported through a **positive working environment** enabling them to serve the public	SUSTAINABLE AND ADAPTABLE SERVICE — Police Scotland is **sustainable, adaptable** and **prepared** for future challenges
• Enhance public contact and ensure our services are available by a range of accessible channels • Maintain and enhance public and community (user) satisfaction • Improve the reach of our public and community engagement initiatives • Use insights and feedback to shape and improve our services • Develop our approach to understanding and improving public confidence	• Implement a strategic workforce plan to build a diverse workforce that has the right size, shape and capability • Create a positive environment for our people to achieve their potential • Promote the health, safety and wellbeing of our people • Ensure our people are confident to lead and equipped to face current and new challenges • Develop and maintain the right crime and specialist support services for policing in Scotland	• Ensure Police Scotland is meeting and adapting to growing and changing demands on policing • Develop and promote best practice in the advancement of our Equality Outcomes • Transform and develop lean and agile corporate support services for policing and forensics • Build and maintain a sustainable financial direction for policing in Scotland and evidence best value • Invest in our use of information and technology in accordance with our digital, data and ICT strategy • Develop and support an innovative culture

Strategic Outcome – Threats to public safety and wellbeing are resolved by a responsive police service

This outcome will support delivery of the strategic objectives in our ten year strategy to `Enhance cyber and forensic capabilities' and `Strengthen effective partnerships.'

Police Scotland's focus is on keeping people safe, and protecting people from threats to their safety and wellbeing. Our strategic assessment tells us we must direct our resources to protect vulnerable people and address issues that cause the most harm, including rape and sexual crime, domestic abuse, child sexual abuse and exploitation and human trafficking.

Crime is also becoming more complex and we will enhance our capability to address the cross-cutting threat from cyber related crime. To do this we will work with partners to tackle serious organised crime groups, drug trafficking and terrorism. Improvements to our cyber capability will support our efforts to address online fraud, sexual crimes and other cyber related criminality.

Effective partnership working will build resilience, ensuring awareness of, and preparedness to respond to, current and emerging threats and risks.

Success will mean that the public are safer as a result of our work to reduce the harm caused by crime and other incidents, whilst people considered vulnerable are supported and protected from harm. Communities will be aware of and prepared to respond to current and emerging threats and risks.

Key	Operational activity	Change activity

Objective	Activity
Use all available information and intelligence to address our policing priorities	Provide high quality intelligence support to deliver the strategic intelligence requirements and respond to priority crimes and threats
	Enhance our understanding of non-crime related incidents and demand as part of our focus on partnership, prevention and community wellbeing
	Use our Automatic Number Plate Recognition (ANPR) assets to detect and disrupt criminals using the roads and inform the wider strategic intelligence requirements. Further investment in ANPR capability across Scotland will take place in 2019/20

Protect vulnerable people and victims of crime from harm	Improve and enhance our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents
	Protect people considered vulnerable and prevent all forms of abuse, neglect and exploitation including domestic abuse, child sexual abuse and exploitation, rape and sexual crime, hate crime and human trafficking, including online
	Develop partnership approaches to tackling the harm caused by drug misuse and deliver the outcomes within Scotland's Rights, Respect and Recovery Alcohol and Drug Treatment strategy
	Review and consider recommendations for service delivery improvements to our Standards of Service for Victims and Witnesses
	Deliver the policing aspects of the Youth Justice Strategy and Police Scotland's approach to children and young people
	Implement the Contact Assessment Model (CAM) to empower staff to make dynamic assessment of threat, risk, harm and vulnerability, working with partners to provide an appropriate response based on need
Improve our understanding of, and response to, the threat from cybercrime	Deliver Scottish Government's Cyber Resilience Strategy and Public Sector Action Plan. Activity will support efforts to tackle cyber related crime, including: • Establishment of a cyber resilience board to oversee delivery • Collaborative cyber incident response exercising • Identification of opportunities to establish cybercrime intelligence sharing agreements
	Implement national digital forensic infrastructure to enhance our capability to protect against and investigate cyber related crime. We will: • Establish a cyber triage device for the efficient capture of digital evidence to support efforts to tackle cyber related crime • Establish a data quality and retention capability within cybercrime investigations and digital forensics • Invest in cyber resilience to protect the organisation against cyber attacks

Work with the public, communities and partners to reduce re-offending	Direct our resources to reduce re-offending and effectively manage offenders who pose a serious risk to reduce harm and demand
	Develop an implementation timeline for the introduction of speed awareness courses to improve driver behaviour and road safety
Work with communities to ensure they are well equipped and prepared to deal with all threats to public safety	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
	Ensure a high state of preparedness to mitigate and respond to major incidents, terrorism and inclement weather
	Safely deliver all high profile public events
	Maintain and improve our business continuity plans, ensuring a high level of preparedness to respond to disruption
Effectively tackle current and emerging serious criminal threats to public and community wellbeing	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
	Disrupt and prevent serious organised crime activity to support delivery of the outcomes in the Serious Organised Crime Strategy
	Improve our understanding and response to the threats posed from the criminal use of firearms
	Review and enhance our approach to online and organised fraud to protect individuals and businesses from the resulting harm

Strategic Outcome - The needs of local communities are addressed through effective service delivery

This outcome will support delivery of the strategic objectives in our ten year strategy to `Improve public contact, engagement and service' and `Transform our corporate support services.'

Societal change is placing increasing demands on policing and we must adapt and evolve to address this. Local policing delivery is at the heart of what we do and we must work more closely with our partners to meet the varying needs of communities across Scotland. This includes providing the right support for local delivery through access to specialist resources.

We will collaborate with partners to prevent crime, protect victims and vulnerable people and target high risk offenders to address serious violence, robbery, hate crime and antisocial behaviour. Efforts to reduce the harm on our roads will focus on reducing road casualties and tackling drink/drug driving.

The transformation of our corporate services to provide high quality and agile support will be a key enabler for improved operational delivery, alongside local policing models that reflect the differing needs of rural, remote, island and urban communities.

Local Police Plans will also be refreshed in the coming year, aligned with Local Outcome Improvement Plans. This work will also be supported by significant local engagement with the public, local authorities and partners.

Success will mean that Police Scotland can ensure tailored local policing delivery that meets the needs of Scotland's diverse communities. Support will be provided by national resources, delivered locally. Prevention and partnerships will have a positive impact on reducing demand.

Key	Operational activity	Change activity

Objective	Activity
Ensure our operational resources deliver services that meet the needs of local communities	Provide specialist operational resources to meet communities needs and protect them from risk and harm
	Engage and work effectively with local public sector leaders to plan, support and deliver effective services to our communities. New local police plans will be developed in 2019/20, in alignment with Local Outcome Improvement Plans, for implementation from 2020/21
	Effectively tackle acquisitive crimes that impact on local communities including housebreaking, bogus workers and doorstep crime and theft of motor vehicles
	Implement local policing approaches, aligned to demand, reflecting the differing needs of rural, remote, island and urban communities

Work collaboratively with our partners on our shared priorities, including public health and vulnerability	Deliver prevention and early intervention approaches to reduce vulnerability. Activity will support our focus on partnership, prevention and community wellbeing
	Use national processes to ensure multi-agency information sharing to protect victims and vulnerable people and target high risk offenders
	Collaborate effectively with key partners to deliver the Scottish Road Safety Framework, positively influence driver and road user behaviour and reduce injury on Scotland's roads
	Deliver a multi-agency approach to the Scottish Government's Mental Health Strategy and reduce related demand
	Build on our strong collaborative relationship with British Transport Police to improve service delivery in communities and on the railways
Design, develop and support local preventative approaches to reduce harm and demand	Implement innovative approaches to preventing crime and reducing the resulting harm and demand
	Deliver a calendar of road safety and road crime campaign activity and initiatives in partnership with Road Safety Scotland
	Develop and deliver collaborative approaches to preventing serious violence, robbery, hate crime and antisocial behaviour

Build, develop and maintain effective local partnerships	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
	Deliver a multi-agency approach to preventing and tackling wildlife crime
	Design and develop a fresh and dynamic approach to partnerships, prevention and community wellbeing. Implementation of services under a new Partnerships, Prevention and Community Wellbeing portfolio will commence in 2019/20
	Build on our working relationships with local authority partners, COSLA and others to improve services, taking an active role in the Local Governance Review
	Work with the Scottish Fire and 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
Improve our support services to enable the delivery of effective local policing	Implement improvements to our support services and processes to better support policing delivery
	Develop and implement collaboration with partners for co-location and shared estate provision. Investment in co-location projects in Haddington, Largs and Peterhead will take place in 2019/20
	Provide high quality corporate communication services to support policing delivery

Strategic Outcome - Public and communities are engaged, involved and have confidence in policing

This outcome will support delivery of the strategic objective in our ten year strategy to `Improve public contact, engagement and service.'

Community engagement is an important aspect of policing, and our aim is to increase the presence of policing in local communities and build stronger relationships with people so they feel that their input is genuinely valued, listened to and is having an impact on our policing approach. This insight will inform how we shape and improve our services, at both national and local level.

Our approach is designed to improve public satisfaction with our services and build confidence in policing. Building public confidence in our services will help us to effectively tackle our priorities for policing.

Success will mean the public feel that they have a voice in shaping our policing approach. People will feel that Police Scotland delivers a service that builds their confidence in policing.

Key	Operational activity	Change activity

Objective	Activity
Enhance public contact and ensure our services are available by a range of accessible channels	Design and implement a strategy to enhance public contact channels and improve our public and community engagement
	Design and develop new public contact channels and communication methods

Maintain and enhance public and community (user) satisfaction	Contribute to and participate in key stakeholder activities, including the government's Victims Taskforce, to improve support, information and advice for victims of crime
	Re-design and implement an independently verified approach to measuring public and community satisfaction
Improve the reach of our public and community engagement initiatives	Develop and enhance how we engage the public and communicate regarding their needs and local issues, including hard to reach and diverse communities
	Develop and implement a framework to make engagement consistent across the service, strengthening relevance, responsiveness and accountability
Use insights and feedback to shape and improve our services	Involve the public and partners in shaping change, innovation and continuous improvement planning through effective engagement and consultation processes
	Act on the insights gained from public engagement to design our services and address the issues that matter to the public and communities
Develop our approach to understanding and improving public confidence	Improve public and stakeholder confidence to enhance reporting (including third party reporting) of crime, especially domestic abuse, sexual crime, hate crime and human trafficking
	Deliver a high standard of care to those in police custody and act on feedback from the Independent Custody Visitors Scheme. We will: • Pilot a new shift pattern for custody staff to improve effectiveness • Pilot the introduction of Link Officers as part of the Navigator Project (funding from Big Lottery) within custody centres at Livingston, Aberdeen, Falkirk and London Road, Glasgow • Build on progress to make mental health nurses available in all custody centres
	Contribute to the independent Review of Complaints Handling, Investigations and Misconduct Issues in relation to Policing and implement the recommendations
	Maintain and enhance openness and transparency in our communications
	Create and test meaningful measures for public confidence
	Enhance public confidence based on insight gained from our communities

Strategic Outcome - Our people are supported through a positive working environment enabling them to serve the public

This outcome will support delivery of the strategic objective in our ten year strategy to `Empower, enable and develop our people.'

Our people drive the success of Police Scotland and we will provide them with the right working environment, skills, tools and support necessary to deliver the best service for Scotland's communities and achieve our strategic outcomes. Our aim is to develop an inclusive and supportive culture, where our people have a voice, feel listened to and are involved in shaping our services.

In order to enable our people to deliver a better service we will invest in our capability to tackle cyber enabled and dependent crime. We will also train and equip our people to implement new legislation to tackle drug driving.

Implementation of our people strategy will include activity to support wellbeing, develop leadership and introduce staff pay and reward modernisation. Investment in our digital, data and ICT capability is a key component of our approach to change and enablement to ensure that Police Scotland has the necessary skills, resources and technology to support effective service delivery.

Success will mean that Police Scotland's officers and staff have the necessary skills, resources and technology available to them. We will have a positive working environment that supports the wellbeing and development of our people.

Key	Operational activity	Change activity

Objective	Activity
Implement a strategic workforce plan to build a diverse workforce that has the right size, shape and capability	Implement a strategic workforce plan to achieve the right balance of resources, capacity and skills
	Develop our management information to support improved decision making in relation to resources
Create a positive environment for our people to achieve their potential	Effectively engage with and support our people through local delivery of our people strategy
	Ensure effective engagement and communication across the service to support the people impact of change
	Develop and enhance our people survey and act on the results. In Autumn 2019 we will launch our Engagement and Wellbeing Survey
	Implement a revised recruitment and selection approach to identify, attract and retain the best talent. In 2019/20 we will implement a new e-recruitment process
	Support individual performance and development through the Personal Development Conversation (PDC) process
	Implement new harmonised staff terms and conditions (Staff Pay and Reward Modernisation (SPRM)) and develop options for police officer reward

Promote the health, safety and wellbeing of our people	Embed and enhance the wellbeing programme as part of our people strategy to support a healthy working environment
	Ensure that workplace activities are carried out in such a manner that risks to the health, safety and welfare of staff and public are eliminated or reduced
	Ensure our people are aware of their roles and responsibilities concerning the management of health and safety
Ensure our people are confident to lead and equipped to face current and new challenges	Implement and evaluate the programmes within our leadership framework, as part of our people strategy
	Introduce an improved promotion process at all ranks that is transparent and fair
	Ensure training provision is aligned to our priorities for policing, including implementation of a new probationer training programme to complement the modern apprenticeship scheme
	Implement new drug driving legislation, supported by relevant training, procedures and equipment
	Ensure our people have the skills and knowledge to effectively investigate and tackle crime with a digital, technological or cybercrime facet. We will implement plans to deliver digital knowledge and skills training and recruit people with the right skills within our specialist Cybercrime Unit and across the service

Develop and maintain the right crime and specialist support services for policing in Scotland	Implement a revised delivery structure of specialist support functions including intelligence support, crime and performance analysis
	Develop and implement our estates and fleet strategies to support and enable operational policing. We will: • Commence implementation of our revised estates modernisation strategy and plan alongside completion of the estates disposal programme • Work with divisions and departments to keep fleet requirements under review and meet their specific needs
	Develop a sustainable custody model to support local policing. We will: • Roll out and evaluate criminal justice hubs (excluding estates work due to reduced budget) • Deliver a new custody operating model • Introduce multi-skilled Police Custody and Security Officers (PCSO) across functions
	Introduce a standard process and structure for productions management, to complement the new Core Operational Solutions (COS) ICT solution and improve overall efficiency around productions handling
	Introduce a new records management workflow tool, updating relevant processes and improving control and efficiency around the management of records

Strategic Outcome - Police Scotland is sustainable, adaptable and prepared for future challenges

This outcome will support delivery of the strategic objectives in our ten year strategy to `Invest in our use of information and technology' and `Transform our corporate support services.'

Given the increasing complexity of crime, vulnerability and the broadening scope of policing responsibilities, the demands placed on Police Scotland continue to grow. It is important that our people, equipment and technology are used in the most effective way in order to meet demand. We will be more productive through the use of technology and improved processes, with a flexible workforce that allows our people to respond quickly to the demands being placed upon them.

Sound financial planning is a key aspect of our approach, balancing significant investment in necessary change with the improvements in efficiency and productivity that will ensure long-term sustainability.
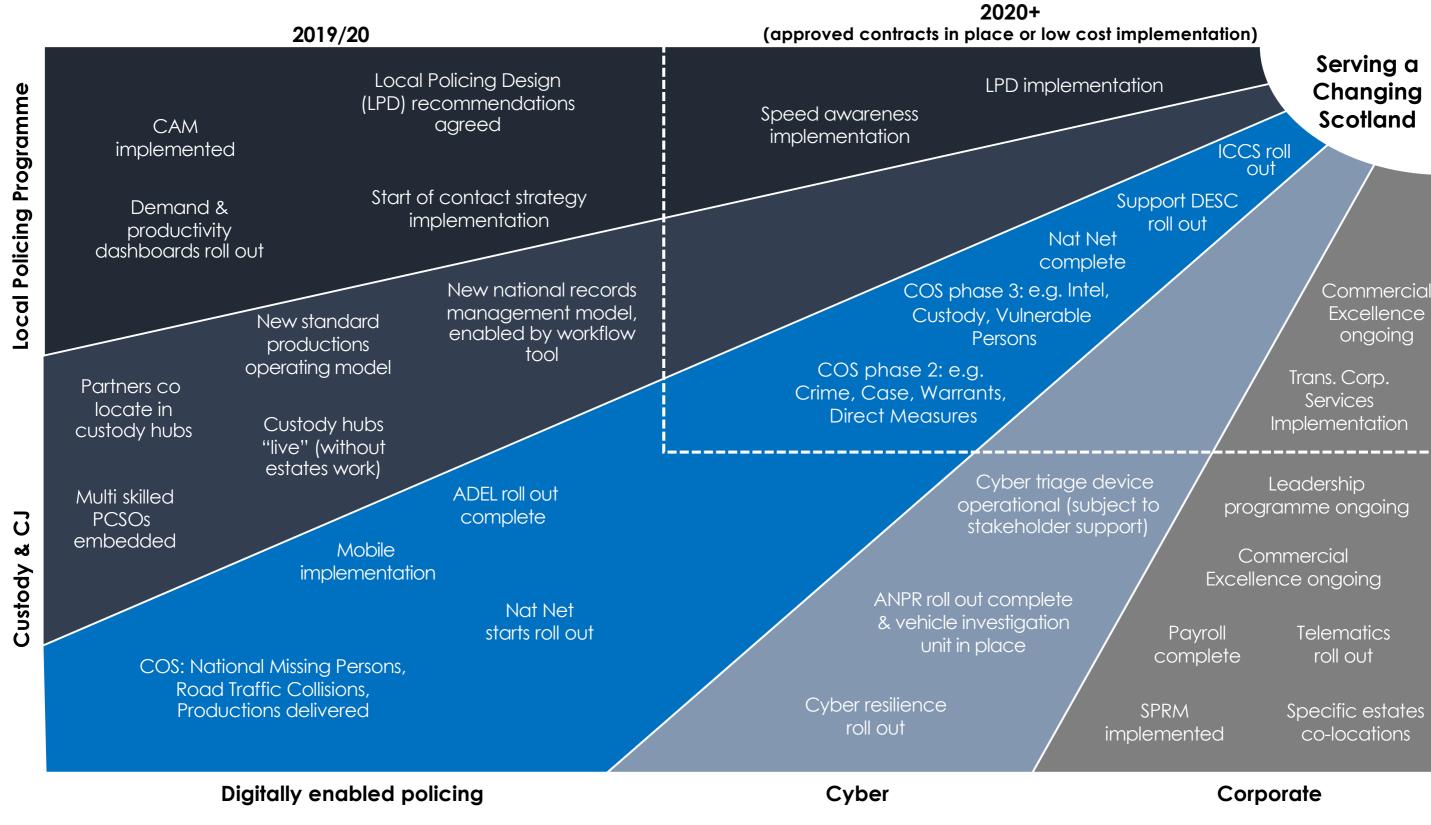
Success will mean that our services are meeting the growing and changing demands on policing, within the context of current constraints. Increased capacity and productivity will improve sustainability and flexibility.

Key	Operational activity	Change activity

Objective	Activity
Ensure Police Scotland is meeting and adapting to growing and changing demands on policing	Respond effectively to the outcomes of negotiations to leave the EU, supporting the public and communities
	Promote our organisational ethics and values through design and consultation on a rights-based approach to policing and build on progress to introduce ethics advisory panels to embed these across the service
	Develop a target operating model for policing including local, national and corporate structures to deliver the best service for people and communities
Develop and promote best practice in the advancement of our Equality Outcomes	Promote equality and diversity initiatives both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty. Police Scotland's Equality and Diversity Mainstreaming Progress Report will be published in 2019/20
	Strengthen the diversity of our workforce through the work of our Positive Action Team, providing support to people across Scotland from under-represented groups who are considering a career in policing. The Introduction to Policing Programme will be delivered on a regular basis

Transform and develop lean and agile corporate support services for policing and forensics	Enhance our internal audit and review capability to identify areas for improvement and improve our response to external audit/inspection activity, through implementation of Quality Scotland's Excellence Framework
	Exercise effective management of our internal governance and strategic risks, including implementation of a risk framework to support risk based decision making
	Embed environmental responsibility into current and future planning and estate management
	Build and implement a new service to enhance analysis, insight and performance information, including demand and productivity, to support strategic and resource planning
	Continue to improve the efficiency and effectiveness of our support services and processes using innovative solutions under our Transforming Corporate Support Services (TCSS) programme
Build and maintain a sustainable financial direction for policing in Scotland and evidence best value	Review and monitor our financial planning arrangements through our three year financial plan and ten year financial strategy to achieve a balanced budget
	Identify and pursue opportunities for new income streams and commercial development
	Ensure effective financial management and budgetary control
	Complete delivery of the commercial excellence programme to deliver financial savings by enhancing procurement capability

Invest in our use of information and technology in accordance with our digital, data and ICT strategy	Implementation of key elements of the digital, data and ICT strategy will commence in 2019/20, including: • Core Operational Solutions (COS) – integrated national systems which enable single entry and access to operational information • Mobile working – the capture, access and input of information to core systems for operational officers. Roll out of c10,000 mobile devices to operational officers scheduled to begin in Tayside Division followed by North East, then Highland and Islands • Ongoing roll out of a national ICT network (NatNet) and single ICT platform (ADEL) • Implementation of the digital Integrated Communications Control System (ICCS) to provide a single national solution across our C3 service centres and area control rooms
	Support the Digital Evidence Sharing Capability (DESC) project within Scottish Government
	Develop strategic analysis about the demands on policing to inform our collaborative work with government and wider public sector partners to deliver the right service
	Utilise real-time telematics data on fleet utilisation, accident damage, fuel management and maintenance to inform development of the fleet service, maintenance and repair model
Develop and support an innovative culture	Develop and implement an innovation hub for Police Scotland
	Implement a continuous improvement framework to drive improvement activity across policing
	Explore and implement options for innovation through technology to enhance and improve services

Change portfolio delivery plan

2019/20

2020+
(approved contracts in place or low cost implementation)

Serving a Changing Scotland

Local Policing Programme

CAM implemented

Local Policing Design (LPD) recommendations agreed

LPD implementation

Speed awareness implementation

Demand & productivity dashboards roll out

Start of contact strategy implementation

ICCS roll out

Support DESC roll out

New standard productions operating model

New national records management model, enabled by workflow tool

Nat Net complete

COS phase 3: e.g. Intel, Custody, Vulnerable Persons

Commercial Excellence ongoing

Custody & CJ

Partners co locate in custody hubs

Custody hubs "live" (without estates work)

COS phase 2: e.g. Crime, Case, Warrants, Direct Measures

Trans. Corp. Services Implementation

Multi skilled PCSOs embedded

ADEL roll out complete

Cyber triage device operational (subject to stakeholder support)

Leadership programme ongoing

Mobile implementation

ANPR roll out complete & vehicle investigation unit in place

Commercial Excellence ongoing

Nat Net starts roll out

Payroll complete

Telematics roll out

COS: National Missing Persons, Road Traffic Collisions, Productions delivered

Cyber resilience roll out

SPRM implemented

Specific estates co-locations

Digitally enabled policing

Cyber

Corporate

Sustainable service

This annual plan provides detail of our priorities for policing, strategic outcomes and objectives for 2019/20. Our long term financial planning is comprised of a three and ten year outlook. The three year Financial Plan presented to the SPA Board on 2 May 2018 articulated a route to eliminating the organisation's operating deficit by 2020/21 whilst supporting the change portfolio.

An interim update of the plan was reviewed by the SPA Resources Committee in November 2018, which confirmed the achievability of a balanced budget by 2020/21. This update incorporated the impact of a number of key developments since May, including the police officers' pay award, the Staff Pay and Reward Modernisation (SPRM) programme and the digital, data and ICT strategy.

Having already realised many of the initial scale and organisational redesign benefits expected from the merger of eight legacy organisations into one, the deficit reduction plan is heavily dependent on financial benefits resulting from the implementation of the ten year strategy for policing, which can only be delivered via continued significant reform and capital investment.

Our financial planning highlights the indicative level of investment required to deliver service improvements and the levels of efficiency required to meet the commitment of the organisation to achieve financial sustainability.

Robust financial planning relies on the service having in place well developed strategies and business plans to inform financial modelling. The current financial planning has relied upon high level strategies, many of which are still under detailed development. As such, our current planning has required various estimates and assumptions to be made.

Planning is also constrained by available public finances and we must effectively prioritise key projects to achieve as much as we can within the available budget. We will continue to invest in our core asset base to maintain our estates, fleet, ICT and operational equipment and target investment towards the priority change projects outlined in this plan.

Medium Term Financial Planning Options

As the next steps in the development of the financial strategy are being considered, there are additional significant challenges to delivering a balanced budget in line with our previously stated plans, including:

- the impact of the circa 400 officers required as a result of Brexit

- inflationary pressures being addressed in the 2019/20 budget

- the level of central government funding granted in respect of revenue, capital and reform

- the degree to which transformational change can be delivered, and the impact on capacity created as a result

As the various supporting strategies (e.g. ICT, workforce and estates) are being redeveloped to reflect the above, a detailed multi-year financial strategy will be presented to the SPA Board for approval in the second half of 2019. The current size and mix of the workforce cannot be maintained within the existing levels of central government funding. There are three broad options available in terms of strategic and corporate level planning assumptions that will be considered. These relate to future changes to the operating deficit, workforce and funding.

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**

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 the close working relationships 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 ensure they 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.

Engaging with us

We want to hear from you

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about this plan or our service, please contact us at: **https://www.scotland.police.uk/contact-us**

Public engagement and insight

As part of our planning approach we undertook a period of engagement in early 2019 to allow the public and our partners to provide feedback to us regarding our strategic direction and the content of this plan. This feedback was captured and used to shape the final version of the plan. Further information about this and our wider engagement can be found in our consultation hub at **https://consult.scotland.police.uk/**

This plan can be made available in various alternative formats. If you would like to find out how to access a Gaelic or BSL version, please contact us via: **https://www.scotland.police.uk/contact-us**

People with hearing or speech impairment can contact us on 1 800 1101.

Equality and Human Rights Impact Assessment (EqHRIA)

This plan was subject to an EqHRIA. In compliance with the Scottish Public Sector Equality Duty, a summary of EqHRIA results has been published alongside this document on our website: **http://www.scotland.police.uk/about-us/police-scotland/strategic-planning/**

Social media

Police Scotland has a number of active social media channels that provide a range of information and insight into policing and what we are doing both nationally and in your local area. A full list of our national and local social media accounts can be found on our website – our main national channels be found at:

Twitter: **@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 and for non-emergency calls dial **101**.