



**POLICE**  
**SCOTLAND**  
Keeping people safe

# Police Scotland Communications & Engagement Strategy

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# POLICE SCOTLAND COMMUNICATIONS AND ENGAGEMENT STRATEGY 2014-16

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## 1. Purpose

The purpose of this document is to outline Police Scotland's approach to communications and engagement that will support the organisation's focus on keeping people safe and its operational and policy objectives.

### 1.1 Vision

To further establish and grow public confidence in Police Scotland as a trusted public service organisation that works closely with communities and partners to keep people safe.

### 1.2 Aim

To outline the objectives for effective communications and engagement that will support the organisation and its employees as well as further strengthen Police Scotland's role as a trusted public service.

## 2. The creation of a single policing service for Scotland – managing the transition

### 2.1

The Police and Fire Reform (Scotland) Act 2012 brought greater accountability and scrutiny for the single policing service, with a new Scottish Police Authority and 32 local authority scrutiny boards and more than double the number of local authority elected members now actively involved in local scrutiny arrangements. This was in addition to new relationships with Scottish Government, Scottish Parliamentary committees and a wide range of public and private sector partners both in Scotland and further afield, all of whom have an interest in the reform of policing and the public service that reform delivers.

The Police and Fire Reform (Scotland) 2012 Act delivered the largest piece of public sector reform in Scotland for many years and although endorsed by many, the backdrop of an approaching Scottish

Referendum on Independence and challenging cost reductions as a result of budget cuts, led to further public scrutiny and media interest.

The first phase of reform was the smooth operational transition to a single policing service on 1 April 2013 with minimum impact on the service provided to communities. This was achieved<sup>1</sup>.

Police Scotland's 'Transforming the Service' programme began to improve efficiencies across the service and deliver new ways of working to enhance the policing service provided. As part of this continuous improvement, Police Scotland's Corporate Strategy outlined commitments to:

- Create a new model of external engagement and internal communications
- Review how we engage with our people to improve how we support them through change<sup>2</sup>.

## 3. Strategic approach

### 3.1

The Police and Fire Reform (Scotland) Act 2012 sets out the following policing principles:

- That the main purpose of policing is to improve the safety and wellbeing of persons, localities and communities in Scotland
- That the Police Service, working in collaboration with others where appropriate, should seek to achieve that main purpose by policing in a way which –
  - » Is accessible to, and engaged with, local communities, and
  - » Promotes measures to prevent crime, harm and disorder

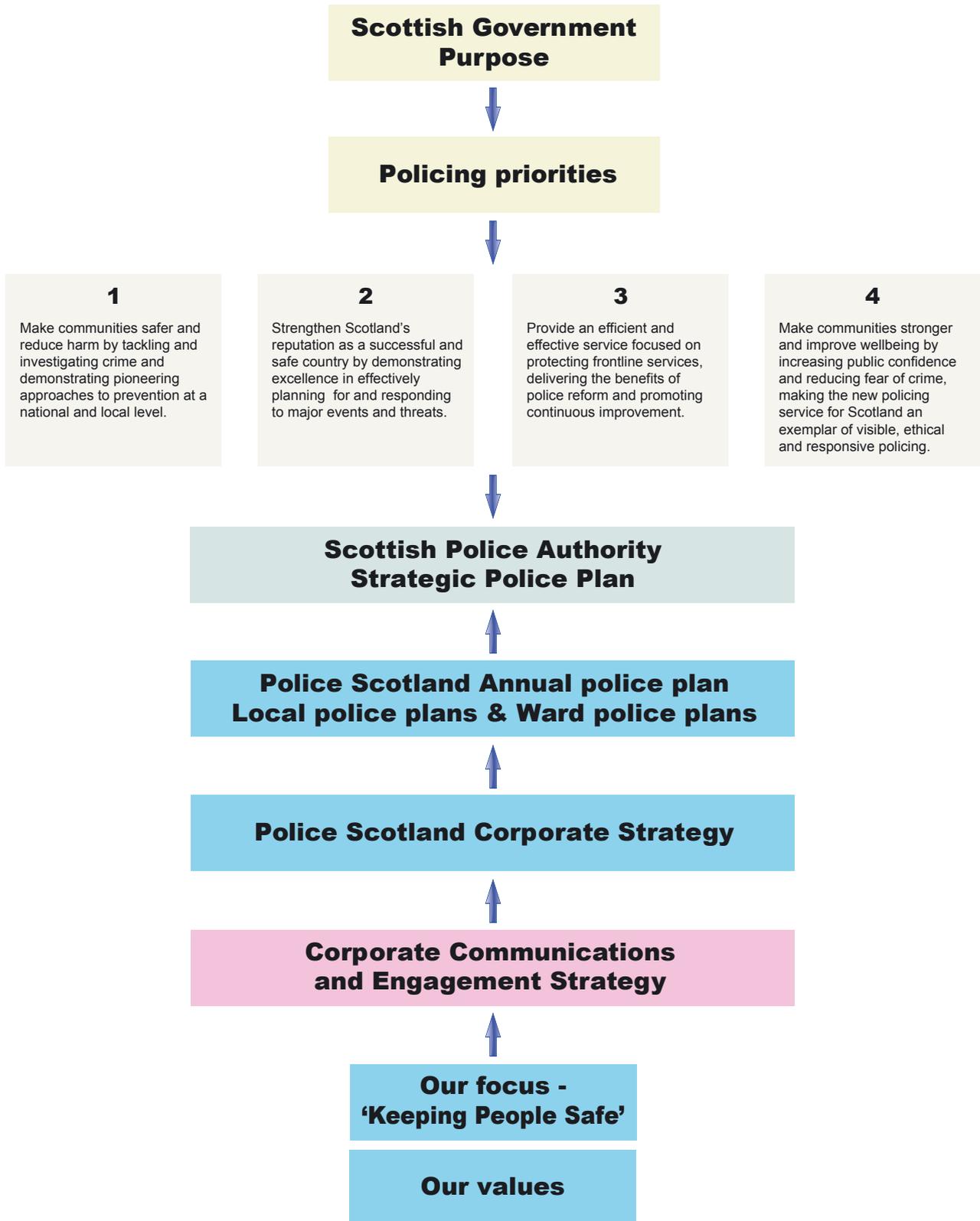
The Act enables Scottish Ministers to set policing priorities for the Scottish Police Authority which are reflected in its Strategic Police Plan<sup>3</sup>.

<sup>1</sup> HMICS annual report 2013/14 <http://www.hmics.org/publications/hmics-annual-report-2013-14>

<sup>2</sup> Police Scotland Corporate Strategy 2014 <http://www.scotland.police.uk/about-us/police-scotland/strategic-planning> 'Corporate Communications' p69

<sup>3</sup> See p5, fig 1

fig. 1



### 3.2

This strategy contributes towards a number of Scottish Government National Outcomes:

- We live our lives safe from crime, disorder and danger
- We have tackled significant inequalities in Scottish society
- We have improved the life chances for children, young people and families at risk
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

It also takes account of the Christie Commission on the Future Delivery of Public Services which amongst a number of findings, set out the importance of renewed engagement with partners and communities in the design and delivery of public services to ensure they meet the needs of those they are intended to serve. This is a recommendation reflected in the Scottish Government's draft legislation for the Community Empowerment (Scotland) Bill which aims to empower local communities through a greater role in decision making at a local level with a sharper focus on performance of shared outcomes.

### 3.3

Public confidence in Scottish policing is high and violent crime in Scotland continues to fall. The reform of policing in Scotland has already delivered benefits to communities whether through equal access to specialist resource or a greater consistency and ability to share best practice to enhance the service in dealing with issues such as domestic abuse, sexual offences and serious and violent crime.

As a national service that serves all of Scotland's communities, Police Scotland can take a single strategic approach to policing issues and engagement with partners at a national level, whilst the local policing design aims to strengthen policing and accountability in local communities with flexible approaches designed to meet the needs of all the communities policing serves.

### 3.4 Building trust

#### 3.4.1

Maintaining public trust and confidence in policing has a direct operational impact on the organisation's ability to keep people safe. In line with the vision for this strategy, we want to build Police Scotland's reputation as a trusted public service.

#### 3.4.2

By outlining our approach to external engagement, we want to set out how we will engage our communities and partners in policing to ensure the services we deliver meet the needs of those they serve.

### 3.5

Working with Police Scotland's internal People and Development and Organisational Development departments, our internal communications strategy sets out how we will support improving our internal engagement, supporting them through change and recognising the key role all police officers and staff play in enhancing public confidence and contributing to new ways of working.

<sup>4</sup> Figures from Police Scotland Quarterly Management Information [www.scotland.police.uk/about-us/our-performance](http://www.scotland.police.uk/about-us/our-performance)

Police Scotland has a clear purpose and focus and has established its organisational values for the organisation as Integrity, Fairness and Respect. Through positive engagement with staff, through highlighting the strengths and successes and acknowledging and addressing the weaknesses, the organisation will listen and respond to feedback and be open and transparent in its regular communication with staff about the change the organisation is undergoing.

### 3.6

This strategy has been informed by consultation with a range of internal and external stakeholders, including the Scottish Police Authority, Police Scotland's independent advisory groups, staff associations and equality and diversity staff associations and a range of external partners (see Appendix B). It has been subject to an Equality Impact Assessment and is in line with Police Scotland's organisational values and our commitment to upholding human rights.

## 4. Outline of approach

### 4.1 Objectives

#### Objective 1:

Support the prevention of crime through effective engagement and collaboration with communities and partners at a local and national level

**Task:** Create a new model of external engagement (See Annex A)

**Task:** Demonstrate and promote the role of prevention in policing through highlighting existing work and new innovative approaches to preventing crime and disorder

**Task:** Develop a Local Policing communications plan that maintains public confidence by highlighting the delivery of local policing priorities, demonstrating accountability and working in partnership

#### Objective 2:

Create a consistent approach to communications for major incidents and events that further strengthens Scotland's reputation as a successful and safe country

**Task:** Develop an integrated communications strategy for the management of major events and incidents, supporting the new resilience arrangements at national and local level, including training and support for staff and review of ICT support

#### Objective 3:

Maintain and build public confidence by demonstrating the benefits of policing reform and the public service delivered by policing

**Task:** Develop communications guidance to ensure benefits of policing reform are proactively highlighted

**Task:** Develop a toolkit for officers and staff that supports effective and timely external engagement (See Annex A)

**Task:** Continue to build the new Corporate Communications department to ensure it meets the objectives of reform

#### Objective 4:

In line with the values of Police Scotland, demonstrate a commitment to open and transparent policing that is responsive to the needs of communities and engages effectively with its employees as ambassadors of the service

**Task:** Develop phase 2 of the Police Scotland website to improve the availability and transparency of information

**Task:** Work with Organisational Development and People and Development to support a model of internal engagement that actively demonstrates leadership and recognises the role of employees as ambassadors for the policing service (See Annex B)

**Task:** Develop phase 2 of the intranet in line with the internal communications strategy

**Task:** Review and refresh our change communications to ensure officers and staff are supported to actively inform and engage internal and external stakeholders on change projects

## 5. Working in partnership

### 5.1

Effective policing relies on its partnerships both with the public and a wide range of partners who support the delivery of the shared objective to improve the safety and wellbeing of all Scotland's communities.

### 5.2

We co-deliver a number of services with criminal justice sector partners and other emergency services and collaborate with a wide range of partners that includes other law enforcement agencies, health, local government and local community groups. We are also committed to continually improving how we engage with all our communities to enable local services to be influenced by those we serve.

### 5.2

The framework of our approach to external engagement is set out at Annex A. For the public, our partners and stakeholders, it sets out how we will engage with them and on what sort of issues, so they can take an active part in influencing the planning, development and delivery of policing services. This will be delivered at both a national and local level.

### 5.3

For an internal audience, it sets out the external engagement principles for adoption by all parts of the organisation.

### 5.4

Outwith Scotland, there has been significant interest in the early achievements of policing reform with delegations from Europe, USA and the Far East visiting to learn more about the changes. Bodies such as the European Parliament, academic institutions, Westminster Parliaments, UK Government and Interpol/ Europol are also actively interested in the changes and achievements. Police Scotland continues to actively engage and build networks for example through the Cross Public Sector Leadership for Outcomes Programme, which aims to learn and share from best practice.

## 6. Key messages

- Keeping People Safe is the focus of our policing service
- Public confidence in policing in Scotland is high. Working together, we can prevent crime and disorder improving the quality of life for Scotland's communities
- We have made significant cost reductions but we expect we will have to do more
- Protecting the public is at the heart of what we do. Our police officers and staff all play a key role
- We are committed to improving our engagement, being open and transparent about the impact of change
- As society changes and the way we live our lives and do business changes, so too must policing continue to change to keep people safe
- We want to look at new ways of delivering our vital public service but we cannot do this alone. By working together with our partners and with the communities we serve, we must find new ways of delivering our service
- The reform of policing in Scotland will continue as we look at how we can continually improve our service so it continues to meet the needs of communities in the future

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## 7. Evaluation

### 7.1

The objective of this Communications and Engagement Strategy is to outline how our communications and engagement approach will support the purpose and focus of Police Scotland and the delivery of Police Scotland's Corporate Strategy.

The development of a Corporate Communications and Engagement delivery plan will enable regular reviews of progress against each of the objectives and will also be assessed through existing internal Police Scotland governance arrangements. We will work with the Scottish Police Authority to establish an agreed set of measures to ensure progress can be assessed.

## 8. Interdependencies

The strategy will also be delivered with the support of other corporate services including People and Development, Organisational Development and ICT.

With regard to the further development of effective internal engagement and collaboration, Police Scotland's People and Development, Organisational Development, the Scottish Police Authority, Staff Associations and Unions and our own officers and staff will be key to its success.

## 9. Risks and assumptions

The success of this strategy is dependent on the co-ownership by all members of the organisation. This will be delivered by embedding the principles of effective external engagement throughout the organisation. Effective internal engagement will be supported by the delivery of the internal communications strategy outlined at Annex B.

The ability to recruit and retain the staff with the right skills remains a challenge and is closely monitored by senior staff.

The capacity of ICT to support the needs of the business will be reviewed as an impact on the delivery of elements of this strategy.

This will be monitored through existing risk registers.

## 10. Conclusion

You are invited to note the Communications and Engagement Strategy.

**Corporate Communications  
February 2015**

# Annex A

## External Engagement

### Purpose

This document provides a framework for our approach to external engagement. As such it contributes directly to the objectives set out in our Corporate Strategy 2014, which supports the delivery of policing across the country.

For the public, our partners and stakeholders, it explains how Police Scotland will proactively engage and consult with them, and in relation to what sort of issues, so they can take an active part in influencing the planning, development and delivery of policing services. For an internal Police Scotland audience the document sets out the external engagement principles for adoption by all parts of the organisation. It covers the following:

- the context and principles underpinning our approach to engagement
- the key drivers for our engagement; and
- how and when we will engage with key stakeholder interests.

### 1. Principles Behind Our Engagement Approach

The creation of a single police service in Scotland provides the opportunity to deliver an enhanced model of engagement, building on legacy arrangements. We are committed to keeping people safe, by providing a 'citizen-focused'<sup>5</sup> police service that meets community concerns and increases trust and public confidence. This sits at the heart of our approach to engagement, the key principles for which include the following:

- Engagement that is 'early', open, proactive, visible, accessible and ongoing.
- Engagement that understands and responds to the needs and concerns of communities, their democratic representatives and partners in relation to policing issues.

- Engagement which ensures that these views, needs and expectations can inform and influence a) the policing service that is delivered, in conjunction with our partners where appropriate; and b) the future direction of policing.
- Inclusive engagement. Policing in Scotland involves many different stakeholder interests at all levels, from individual homes in communities to the debating chamber in the Scottish Parliament. Some are direct users of the services; others are partners or enablers; and some fall into the 'aspirational' category insofar as they have been identified as potential, future collaborators. Police Scotland is committed to proactively engaging with all these stakeholders, whether they are individuals, communities and organisations.
- Flexible, adaptive engagement to connect with different sections of the community, recognising Scotland's changing demographic profile. Police Scotland is committed to working to identify seldom heard or hard-to-reach groups, identifying and addressing the barriers that limit their access to policing or community involvement, so that they can be informed, consulted and engaged with.

In summary, Police Scotland is committed to ensuring that early and ongoing engagement underpins a responsive, high quality policing service, shaped by the needs and active involvement of communities across Scotland. We will embed our approach of engagement and openness at a local and national level across the range of our activities.

<sup>5</sup> citizen –focused policing means reflecting the needs and expectations of individuals and local communities in decision –making, service delivery and practice. The objectives of citizen-focused policing are to improve public confidence, to increase satisfaction of service users and to increase public involvement in policing.

## 2. Key Drivers For Engagement

Police Scotland is fully committed to consulting and actively engaging with all diverse interests in policing. Engagement, in the widest sense, is therefore embedded into everything that Police Scotland does, whether that is daily contact between uniform officers and members of the public on our streets; campus cops obtaining views from high school pupils about an initiative to deal with New Psychoactive Substances; or a Divisional Commander discussing policing priorities for the year ahead with local Councillors. In other words, engagement takes place everyday and at all levels of the organisations to build sustainable relationships, improve public confidence and above all to underpin the legitimacy of policing by consent.

Some engagement is pre-planned and formal, for example based on a statutory obligation; some of it happens informally as a matter of good practice; and some engagement responds directly to emerging circumstances. The following section summarises some of the key drivers – statutory and non-statutory – for undertaking our engagement activity. Additional drivers will be identified and considered as part of the on-going evolution and evaluation of this strategy.

### Police and Fire Reform (Scotland) Act 2012

The 2012 Act established the principle that the main purpose of policing is to improve the safety and wellbeing of people, places and communities across Scotland; and that this should be achieved in a way **that is accessible to and engaged with local communities.**

The 2012 Act requires the Chief Constable to prepare an annual police plan setting out the proposed arrangements for the policing of Scotland; to seek to secure continuous improvement for that policing; and, via local commanders, to ensure that adequate arrangements are in place for the policing of each local authority area. An extension of that requirement is that Police Scotland must publish local policing plans identifying local priorities,

formed through a process of **consultation and engagement** with communities, including local scrutiny committees. These local plans also set out how they will contribute to both the community planning process and the delivery of single outcome agreements (see also community engagement planning etc. section below).

### The Scottish Police Authority (SPA)

The SPA Board was appointed in October 2012 to ensure that the people of Scotland receive the best policing possible. Under the Police and Fire Reform (Scotland) Act 2012, the Scottish Ministers have determined the Strategic Police Priorities for the SPA. The priorities are intended to incorporate the contribution which policing can make to achieve the Scottish Government's purpose and national outcomes. These priorities are underpinned by the Scottish Police Authority's own Strategic Objective 4.1, which is as follows:

*"Increase public confidence in the police service by understanding and responding to the particular needs of Scotland's diverse communities"*

The Scottish Police Authority's approach is to focus on the community impacts of police policies and decisions, setting out clear expectations of what appropriate engagement and consultation should involve before the impacts of those policy decisions are felt on the ground. We will ensure Police Scotland's Communications and Engagement strategy reflects the SPA's Communications Strategy (currently in draft).

### Community engagement, planning and empowerment

The Christie Commission on the Future Delivery of Public Services required that public sector bodies must work together to understand the different needs and aspirations of the communities we serve and work with communities to achieve better outcomes. The Christie Commission highlighted the need for integrated services to be provided for local people through **consultation and engagement.**

Community Planning is the process that seeks to ensure that **people and communities are genuinely engaged** in the decisions made on public services which affect them; and that public service providers work together to plan and deliver better local services. A statutory duty to participate in community planning was created under the Local Government in Scotland Act 2003 and this extends to Police Scotland. Community Planning is delivered by Community Planning partnerships (CPPs), one for each local authority area. CPPs are made up of the local authority and other public bodies, as well as community representatives and representatives from the third and private sectors.

Police Scotland supports this approach and it is reflected in our national local policing plans, which reflect improved integrated service delivery through promoting greater collaboration, partnership and public participation. Local commanders work with partners in the public, private and third sectors, and local communities within the Community Planning framework, to deliver greater integration of services at a local level.

The Scottish Government sets clear expectations that **all public sector organisations must engage with communities** and support their participation in setting priorities and in the design and delivery of services. Provisions in the current Community Empowerment Bill are intended to complement existing activity by giving community bodies an additional power to initiate that dialogue on their own terms, and a right to have their views properly considered.

### **The Scottish Government's Justice Strategy**

The Scottish Government's **Justice Strategy** sets out the Scottish Ministers' vision and outcomes for the justice system in Scotland. Twelve priority areas are highlighted for action including the need to increase public confidence and reduce fear of crime. The Strategy is clear that transforming justice in Scotland requires a collaborative approach across the public Sector. Police Scotland is a member of the Justice

Board (and Justice Leaders Network), committed to working across organisational boundaries to develop, challenge and deliver the justice strategy.

The Scottish Government's 'Reassuring the Public' Programme also supports national standards for maintaining and increasing the quality of service provided by justice agencies to ensure an effective contribution to the overarching Justice Strategy.

### **Best practice**

Effective citizen engagement is recognised as an integral element of bringing the public into the debate. In the context of policing in Scotland, this means that public, and all other stakeholders, are afforded the ability to directly inform and influence the development and future direction of the service that is delivered. As outlined in the preceding sections, such public engagement happens under Police Scotland formally, informally and as a matter of good practice.

### **3. Engaging With Key Stakeholders and Communities**

Police Scotland is committed to ensuring that appropriate and proactive engagement with communities and interested parties is mainstreamed within its approach to developing policing. The key principles behind our approach to engagement are set out in section 1.

Police Scotland recognises the valuable contribution that engagement has in positively influencing the direction and delivery of policing, as well as improving understanding of Police Scotland's purpose, focus and values. Police Scotland will undertake appropriate and proactive engagement with stakeholders and communities on how policing services are developed and delivered. That includes the identification of annual policing priorities that are considered most relevant at the national and local levels, and also in relation to the development of new police policies as well as partner policies which Police Scotland contribute to and to changes to existing ones.

At a local and national level we will proactively engage with individuals, communities and organisations so that their views, needs and expectations can influence or inform, as appropriate, a) the policing service that is delivered, in conjunction with our partners where appropriate; and b) the future direction of policing in Scotland. The type and nature of issue in question will directly influence when and how consultation and engagement will take place. This will normally fall into one of the following four categories, albeit certain issues may necessitate a flexible approach mixing different elements of consultation, engagement and communication, as appropriate:

### 3.1 Full engagement and consultation

For some issues it will be appropriate to fully consult the public and all interested stakeholders from the outset. For example, where a fundamental change to frontline policing is being considered which would impact on the service communities receive, a comprehensive programme of consultation and engagement will be undertaken before a decision has been reached. This approach will support collaborative decision making and community empowerment, enabling stakeholders to directly **influence** the changes being considered. All stakeholders who input to the process will be kept involved and appraised as the issue progresses.

### 3.2 Limited consultation

In other instances it will be appropriate to engage with targeted stakeholder interests to **inform** an operational or corporate decision about the policing service that is delivered in communities. In such circumstances stakeholder views will be considered; balanced with operational, best value and other considerations. Again all stakeholders who input to the process will be kept involved and appraised as the issue progresses.

### 3.3 Communicative engagement

In certain circumstances a particular operational or tactical issue may require to be decided by Police Scotland without formal consultation, but

in these cases this could involve discussions with, for example, community planning or emergency services partners, having obtained the formal approval of the Scottish Police Authority. In such circumstances this would be **communicated** appropriately to relevant stakeholders, and the wider public, so they are made aware of the rationale behind the change.

## 4. Ongoing local community engagement and consultation

Police Scotland is committed to providing a “citizen – focussed” approach to policing in order to effectively reflect the needs and expectations of individuals and local communities in decision making and service delivery through local policing plans. Appendix A provides examples of ongoing engagement options that are particularly relevant in a local context. The form, frequency and timing that such engagement takes is primarily a matter of judgement for individual Divisional and Area Commanders, taking account of the unique nature of each Division in terms of demography, geography and organisations of partnerships. The development of a Community Engagement Framework will provide direction and guidance on how this will be achieved, ensuring there is coherence with the other types of engagement described in 1-3 above.

**Task:** To deliver this part of the Strategy, we will develop a toolkit for officers and staff that supports appropriate, effective and timely engagement at a national and local level.

**Task:** Through National Safer Communities we will also develop and publish a complimentary Community Engagement Framework by which Police Scotland will deliver effective community engagement, providing a structure to inform activity by local policing divisions, relevant to their own communities and geographies, including driving the identification of policing and partnership priorities.

## Annex B

# INTERNAL COMMUNICATIONS

## Introduction

### Purpose

This internal communications strategy will identify and establish the internal and change communication priorities for Police Scotland for 2014-16.

It will set out our aims and ambition and how these will be realised; where, when and how communication will take place, for whom and the outcomes sought. The strategy identifies our target audiences, key stakeholders and major internal business partners who will play a significant role in the delivery of these objectives.

This strategy also outlines how internal communications will proactively engage and consult with our police officers and staff so they are able to play an active role in influencing the planning, development and delivery of Police Scotland's services.

Finally, this internal communication strategy is both part of and aligns to Police Scotland's Corporate Strategy in its objective to create a new model for internal communications within Police Scotland that will support the service to realise its ultimate focus of Keeping People Safe. While this strategy focuses on the period to 2016, much of this activity will build a solid foundation for longer term objectives.

### 1. The Principles Behind Internal Communication

Police Scotland was established on 1 April 2013. It is the second largest force in the UK after the Metropolitan Police.

The transition of eight separate forces and specialist national units into a single, Scotland-wide police service was the largest single change for policing in Scotland since its

inception. Large scale change of any type can be unsettling and impact on individuals, teams and services.

The move to Police Scotland has delivered significant financial savings over the first two years of operation with the need to meet financial challenges continuing over the coming months and years. In total, savings of £1.1bn are required by 2026.

The continuing financial pressure means the intensive programme of change that accompanied the creation of Police Scotland will continue to impact on staff and officers over the coming months and years. This communication strategy has been developed in recognition of the need to accompany this programme of change with clear and concise communication channels.

### 2. Key Drivers For Internal Communication

With the initial transition to a Scotland-wide police service complete, the real potential for internal communications to make a positive difference and embed the new service culture comes forward. Distributing key messages including the goals, ambitions, benefits, improvements and impact achieved with the creation of Police Scotland all contribute significantly to embedding a positive and proactive culture across the organisation. This strategy concentrates on actively pursuing this dynamic role of internal communications to make a significant and valuable contribution towards embedding this culture within Police Scotland.

#### 2.1 Internal

Staff who feel they are consulted, listened to, considered and supported are more likely to take fewer absences, work harder, remain with their organisation and represent and present a professional and positive picture of this organisation to the public. These are the drivers for effective internal communication. Many of the top-performing

organisations, both within the private and public sectors invest heavily and place internal communications and the ensuing increased levels in staff engagement as a priority within their organisation.

An engaged workforce will also contribute significantly towards realising the focus of Police Scotland for Keeping People Safe.

## 2.2 External drivers

### The economic situation and financial pressures

The creation of a single Scotland-wide police service has delivered significant financial savings. Although the UK is emerging from the recent economic downturn, it will take a further period of time for the public sector financial pressures to end. As a result of this it is anticipated that further savings will be sought across the public sector and Police Scotland will be required contribute to this sector-wide saving requirements.

### Stakeholder scrutiny

Whilst this strategy concentrates on the internal communications for Police Scotland officers and staff it is important to realise that it cannot operate in isolation. Police Scotland has many stakeholders, amongst them the public, media and elected representatives all providing significant levels of scrutiny and opinion.

It is not the role of internal communications to influence these areas of scrutiny, but it is of vital importance internal communication channels are used effectively to raise awareness of this scrutiny. Staff should be aware of public and media interest in their work and of the key messages Police Scotland presents to external stakeholders, whether to the general public, media or politicians. These should also be distributed simultaneously or in advance for officers and staff.

This approach will also create an awareness of activity at senior management levels, confidence in decisions and an understanding of why decisions are made and statements issued.

## 3. Ambitions And Goals

Creating this first internal communication strategy for Police Scotland is a unique opportunity to shape the culture of a nation-wide organisation and as such to set the bar high. This means setting the expectations, goals and drivers for internal communication to be very high too. This is an opportunity to establish a culture of excellence that is ground-breaking in its reputation, raising awareness of significant levels of opportunities, benefits and developments brought by the forming of Police Scotland for individuals, teams and police service areas.

The internal communication goals presented here are deliberately set to be ambitious and cover the organisation, culture and people within Police Scotland. Successful realisation of this strategy will result in the achievement of the following goals:

- building an archive and proactively presenting the achievements, best practice, improvements, and milestones realised by Police Scotland - telling Police Scotland's story for the next three, five, seven and ten years. (organisation);
- to become established as the outstanding police force within the UK with demonstrable, ground-breaking, cutting edge excellence (culture);
- to embed the values-based, decision making culture across the service based on our ethics and values and how our actions inspire confidence and trust (culture);
- to deliver a service family and friends are proud of (culture);
- to become the employer of choice within Scotland, one of the best organisations to work for, attracting the best officers and staff with visible career paths, progression and benefits programme (people);

- to establish a visible 'golden thread' of communication key messages from Police Scotland senior management team and force executive to officers working within their community (culture);
- to provide opportunities and channels for engagement (culture);
- to develop and maximise potential for communication channels that will ensure information and key messages can be distributed quickly, simultaneously to all officers and staff across Police Scotland, wherever the location (people);
- to enable a culture of two-way engagement between officers/staff and senior officers/managers through two-way communication channels (culture);

#### 4. Key Messages

Key messages will be used throughout all internal communication activity to reinforce and embed these ambitions and goals.

The key messages will only be effective if highly visible, regularly presented and actively promoted across all stakeholder groups. Reaching different stakeholder groups requires careful targeting and presenting of messages in the most cost effective and impactful way. The messages will be developed for each specific priority in this strategy (See this Annex, section 6.).

##### **Tone, voice, culture**

Consistent delivery of key messages and the effective use of tone of voice and culture, will contribute significantly to embedding the key messages across Police Scotland. This will create a clear field of reference and understanding for all staff and officers, deliver consistent communication and create open arenas for discussion and debate.

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#### 5. Key Stakeholders

##### **Strategic Internal Business Partners**

Establishing the voice, key messages and culture of Police Scotland cannot be done by internal communications in isolation. Across the corporate services there are many teams working to achieve this end. Successful delivery of this internal communications strategy will be achieved through establishing close working relationships with the following business partners:

- Organisation Development
- HR Services
- IT
- Corporate Comms: External communications, engagement, digital media; change communications and intranet
- Senior management teams in each divisional area
- Staff Associations and Unions
- Scottish Police Authority

The purpose of developing effective working relationships with these business partners is to increase the use and frequency of key messages and communication channels through standardisation of approach.

#### 6. Internal Communication Objectives

**Objective:** Present corporate information and key messages, timeously, accurately and effectively.

- **Task:** Messages to be distributed using a suite of corporate internal communication channels including The Beat magazine, divisional bulletins, shift briefings, internal marketing campaigns, the Police Scotland intranet, video messages, posters, booklets and briefings.

**Objective:** Ensure a change communication programme to support the ongoing change and transformation programme across Police Scotland.

- **Task:** Provide a full change communications programme to raise awareness of the role of continuous improvement within Police Scotland; embed a culture that seeks improvements delivered through doing things differently, establishing two-way engagement between Organisational Development and Police Scotland divisions and departments.

**Objective:** Manage the Police Scotland intranet to embed the site as the key 'go to' point for all local policing, national specialist services, corporate services and corporate information and as a key distribution point for key messages and corporate information

- **Task:** Develop Phase II of the intranet; archive and close the eight legacy sites; devolve ownership of intranet sections including maintaining quality, relevance and accuracy of the sites ensuring up-to-date information; develop statistic and usage reporting models.

**Objective:** To embed two-way communication between stakeholders and for this communication to be open and transparent;

- **Task:** Work closely with People and Development and OD to embed this culture across Police Scotland by implementing a series of senior management road shows; raising awareness of the role of continuous improvement within Police Scotland; using the intranet, The Beat and other communication channels to support engagement activity carried out by senior leadership; encouraging ownership and seeking participation in the development of continuous improvement for Police Scotland.

**Objective:** presenting key messages to embed locally-focused policing supported by specialist national services.

- **Task:** Messages to be distributed using a suite of corporate internal communication channels including The Beat magazine, divisional bulletins, shift briefings, internal marketing campaigns messages, the Police Scotland intranet, video messages, posters, booklets and briefings; develop core script and key messages for command team; creation of engagement framework to support both formal and informal engagement and reporting of engagement activity.

**Objective:** Measure officer and staff engagement.

- **Task:** Deliver an employee opinion survey to work within a broader programme of engagement and communication that seeks to regularly measure levels of engagement using biennial survey techniques, staff polls, temperature checks and other methods, such as net promoter scores; communicate the results quickly and openly; use data collected to shape the direction and development of future communication and engagement activity.

## 7. Review And Evaluation

This document will be reviewed as part of regular business reviews of Police Scotland's Corporate Communications and Engagement Strategy.

### Measures

To accompany this formal evaluation informal, internal measures and metrics will be applied to determine the effectiveness and success of this communications strategy.

Measuring effectiveness of communication and engagement will require quantitative and qualitative measures to identify the reach, impact, longevity and benefits of activity and to enable as detailed an assessment of activity as possible:

- **Measuring effectiveness of internal communication materials**

Beginning with an audit of internal and change communication channels a series of focus groups will be used throughout the life of this engagement strategy to ensure effectiveness of channels and language used.

- **Measuring current levels of employee engagement**

An employee survey will be carried out in spring 2015 as part of the internal communication strategy. This will provide a baseline measurement to shape future internal communication activity. The employee survey will sit as part of a suite of measures and checks to identify the effectiveness of internal communications. These will include:

- » Polling,
- » Temperature checks
- » Snapshots
- » Advocacy measures ('Net promoter score')

- **Reporting to the Senior Command Team and the Scottish Police Authority**

A dashboard of polling results will be developed to demonstrate and improve levels of improvement, trends and progress and identifying areas for improvement. To reinforce the open lines of communication these will be publicly available and reported as required.

# APPENDIX A

## Examples Of Engagement Options Relevant In a Local Context

- **Street Surgeries/Have Your Say Meetings** – specifically geographically based meetings organised and resourced by local community policing officers
- **Partnership and Community Together Meetings (PACT)** – these meetings are an opportunity for the community to provide an accurate picture of what is happening locally.
- **Community Council, Residents Associations & Tenants Federation Meetings**
- **Focus Groups** - A group gathered to discuss a specific subject. The numbers usually consist of about 7 – 15 and participants should be representative of the particular target group: membership is usually by people who have experience in common and are able to talk about topics being discussed. These groups are more structured than workshops as they are more “focussed” by either the topic or by the membership (people who have experiences in common).
- **Ward Panels** – this is made up of local people who live and /or work in the area.
- **Key Individual Network (KIN)** – made up of key local people whose views can establish priorities for policing in their area.
- **National Organisations** – National Key Stakeholders often have lists of contacts/ groups within localities – e.g. The Equality Network maintains a list of LGBT groups and individuals. Other national groups of interest include Stonewall, Capability Scotland, the Commission for Equality and Human Rights, etc. The Police Scotland National Safer Communities Department can assist with identifying organisations.
- **Local Authority** – each local authority will have an officer who is responsible for equality and diversity and may also have another responsible for engagement. They will be able to provide details of key groups/contacts within the local authority area (these may include details of young women’s groups, older peoples groups, etc).
- **Local Equality Groups/Fora** – details should be available through each local authority but there will undoubtedly have been police engagement via local Safer Communities Teams. These will invariably include representation of the protected characteristics (age, disability, gender reassignment, marriage & civil partnership, race, religion or belief, sex and sexual orientation).
- **Local Regional Equality Councils** – e.g. Grampian Regional Equality Council, Edinburgh & Lothians Regional Equality Council – they will be able to signpost to specific groups in particular areas as well as their time/place of meetings.
- **Business Community** – through area/ local Chamber of Commerce, Business Consortium/ Business Improvement District etc. The key being to identify what your business community looks like (i.e. financial sector / licensing premises / Hotels / Tourism/ transport providers
- **Third Sector** – Scottish Council for Voluntary Organisations will be able to identify groups for consultation in any particular community
- **Health** – community health in any area may be considered. Other key contacts may include Scottish Association for Mental Health (SAMH).
- **Housing Associations** – local authority and private associations

- **The Learning Community** – universities, colleges, schools. These could be through specific survey opportunities developed in conjunction with these establishments or discussion groups formulated for a particular purpose. Campus officers, school link officers & community officers are key links into these areas.
- **Young People's Groups** – local authority community learning and development will have list of key groups in each areas. Consider working alongside established peer mentoring groups in the communities. Young Scot, the Scottish Youth Parliament and Police Scotland's Children and Young Persons' Reference Group may also be of relevance.
- **Staff Associations** – Police Scotland staff associations such as the Women's Development Forum, Gay Police Association, the Scottish Police Muslim Association carry out external engagement activity and may be able to provide assistance
- **Lay / Community Advisors** – There are approximately 100 advisors across the Police Scotland area. While advisors act as individuals rather than community representatives and complement, rather than replace the need for local engagement, they may be able to pinpoint engagement opportunities particularly in relation to minority and hard to reach communities. They can also act as a critical friend to Commanders in relation to policing plans by providing an objective view as to the process undertaken
- **Older People's Groups** – through local authority community learning and development will have list of key groups in what areas. Sheltered housing areas may also be a consideration.
- **Mosques/Gurdwaras** – through the specific points of contact including community officer SPOC's
- **Synagogues** – through specific points of contact
- **Other faith groups** – local church groups (Women's Guilds, etc). Areas often have specific services for Eastern European groups as well
- **Telephone consultation**
- **On line consultation** – through established survey monkey
- **House to House surveys**

# APPENDIX B

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## List of stakeholder consultees

Police Scotland Senior Command Team  
and Executive

Divisional Commanders

Police Scotland Organisational Development

Police Scotland People and Development

Police Scotland Safer Communities

Other police officers and staff

Police Scotland National Independent Strategy  
Advisory Group

Police Scotland Children and Young People  
Expert Reference Group

Association of Scottish Police Superintendents

Scottish Police Federation

Unison

Police Scotland internal Equality team

Police Scotland Staff Association Equality and  
Diversity Group

Scottish Police Authority

Scottish Government

Crown Office and Procurator Fiscal Service

HMICS

CoSLA officers

COPFS

Scottish Fire and Rescue Service

Scottish Ambulance Service

# PUBLICATION

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 do not hesitate to get in touch using any of the lines of communication below:

**Address:** Police Scotland Headquarters  
PO Box 21184  
Alloa  
FK10 9DE

**Telephone:** 101

**Web:** [www.scotland.police.uk/contact-us](http://www.scotland.police.uk/contact-us)

**Minicom Service:** This service is for the deaf, deafened, hard of hearing or speech impaired callers who can call us on **1 800 1101**

## Equality Impact Assessment

Police Scotland regularly undertakes an Equality Impact Assessment to ensure our objectives contribute positively to a more equal society, with equality and good relations at the forefront of the service we provide.

Other languages: If you would like to receive a copy of this document in another language, please also contact us through one of the above channels.

Braille, large print, sign-language, audio or CD copies can be requested by contacting us at the above address.





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