

Policing in 2022/23

The Annual Police Plan sets out the activities we will undertake to support our strategic outcomes and objectives for policing for the coming year. Just as 2021/22 has been incredibly challenging, Police Scotland is anticipating pressures of a dynamic and evolving nature on both planned and reactive policing in the forthcoming year.

It is anticipated that demand on policing will continue to increase in complexity in terms of advancements and reliance on technology resulting in increased cyber threats and cyber enabled crimes. These will in turn increase the need for further development of specialist skills and strengthened ties with other law enforcement and public protection agencies across the world as the relevance of geographical boundaries diminishes.

This Annual Police Plan seeks to set a clear direction for the service, taking into account the significant business as usual demands on policing, the ongoing pandemic, leadership of high profile UK events and continued focus on enabling policing for the future.

The service will strive to develop and deliver a considerable amount of key changes over the duration of this plan based on our strategic direction, which ultimately we believe will be of benefit to the communities of Scotland and enable the continuation of increased public trust in policing.

The demands on policing during the COVID-19 pandemic are dynamic and ongoing. As such, the activities set out within this plan will be kept under review in an open and transparent manner. Police Scotland is confident in our strategic direction and is ready to focus on the implementation and delivery of key changes to support the public and communities.

Priorities for policing

To respond effectively to emerging threats, risk and harm our policing priorities are reviewed and set annually through Police Scotland's National Strategic Assessment.

The following sets out how we identify our priorities for policing:

How we set our priorities for policing	
We consider:	
Police Priorities	Government and academic reviews
Local Outcome Improvement Plans	Futures and horizon scanning
Public engagement	Organisational Assessment
Partner and stakeholder views	Community Impact Assessments
Policing for a Safe, Protected and Resilient Scotland	Equality and Human Rights Impact Assessments
Analysis of current and emerging threats and risk	Environmental Impact Assessments
Policing leadership knowledge and experience	Islands (Scotland) Act 2018
Crime and incident data	Demand analysis
We develop:	
National Strategic Assessment	
We define:	
Priorities for Policing	

We also complete impact assessments to ensure we take action on any elements of our planning which could impact on equalities, communities or provisions within the Islands (Scotland) Act 2018.

The national strategic assessment has been refreshed for 2022. The following priorities for policing have been identified for this plan's duration.

Our Priorities for Policing	
Protecting vulnerable people	Tackling crime in a digital age
Working with communities	Support for operational policing
<ul style="list-style-type: none"> • Drugs supply and harm • Child sexual exploitation and abuse • Serious violence including homicide • Human trafficking • Rape • Counter terrorism • Adult protection 	<ul style="list-style-type: none"> • Serious organised crime • Domestic abuse • Missing persons • Management of registered sex offenders • Public order and safety • Road casualties • Fraud
Our organisational priorities	
<ul style="list-style-type: none"> • Governance, strategic direction and change • Organisational design • Resources and demand • Organisational resilience 	<ul style="list-style-type: none"> • Our people • Contact and engagement • Finance and sustainability

Priorities are not considered in isolation, for example our response to violence against women and girls includes elements of a number of the priorities identified.

We continue to keep our assessment under review to ensure that we respond appropriately to areas of threat, risk and harm that may emerge.

Local assessments are also refreshed annually and our Local Police Plans contain details of national support and local activities to address the resulting priorities.

User Experience and Your Police insights

Police Scotland Insight and Engagement department is responsible for managing, designing, building and maintaining high-quality activity which involve the public, communities and partners. High response rates to our national surveys were maintained throughout 2021; making Police Scotland's public engagement activity robust and representative, being led by research and engagement best practice. Approximately 59,400 responses were received from our surveys on public confidence, user experience, support provided to survivors or victims of crime, events and protests – including significant public engagement on the use of Body Worn Video. A further 26 surveys were conducted by business areas on service-specific themes for internal audiences.

We enhanced our reach to diverse communities through making our surveys accessible in British Sign Language, Easy Read and by using inclusive non-stigmatising language. A series of focus groups, interviews and workshops were carried out to understand the lived experiences and perceptions of diverse communities of different age groups for informing use of Body Worn Video and emerging technology in policing.

Our User Experience Survey has over 33,000 responses from people who have directly used our services since it was launched in 2020, with over 16,000 in 2021. The Your Police open survey has been published each year since 2019, with over 54,000 people taking time to tell us their views on policing.

Our largest continuous surveys (Your Police and User Experience) continue to be broadly representative of the population by age, gender, disability, and geography.

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

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

Annual Police Plan This plan summarises what we will do in the coming year to make progress against our strategic outcomes and priorities for policing. The Annual Police Plan is underpinned by more detailed plans at Deputy Chief Constable and Deputy Chief Officer level.

Performance Framework Our outcomes focused Performance Framework is linked to our plans and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes. This is developed alongside the Annual Police Plan. This plan includes performance measures and insights for each activity to align with our updated Performance Framework.

Enabler Strategies Police Scotland is constantly working towards making the service sustainable, environmentally responsible, more efficient and continually relevant in a world of innovation and developing technologies. The steps the organisation intends to take towards the future are set out within a collection of enabler strategies covering People, Fleet, Cyber, Estates, Public Contact and Engagement, Environment, Procurement and DDICT. In addition, for the forthcoming year, it is intended to introduce two more enabling strategies on Equality, Diversity and Inclusion (EDI), and Violence Against Women and Girls (VAWG).

These will be reviewed every three years, or before if required, to ensure they remain fit for purpose.

Local Police Plans In addition to the Annual Police Plan, Police Scotland's 13 local policing divisions produce Local Police Plans. The content and character of Local Police Plans are determined by Local Area and Divisional Commanders engaging with local authorities, who are each responsible for approving their respective Local Police Plan through local scrutiny boards. These local plans reference distinct priorities, objectives, outcomes and performance measures. They link to wider community planning arrangements, with Local Outcome Improvement Plans taken into account in their development. Our Local Police Plans were revised in 2020 for three years. They will be refreshed in the coming year and agreed in 2023.

Outcome 1

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

To protect people effectively, Police Scotland will continue to develop and focus on keeping the public and communities in Scotland safe from harm, whilst exploring innovative technologies and partnerships.

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

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

Key	
Operational activity	Change activity

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We keep people safe in the physical and digital world	Delivery of the Cyber Strategy and Transformation Programme to design and deliver new services and approaches to policing in an increasing online and digital world	DCC Crime & Operational Support	<p>Phase 1:</p> <p>Cyber Strategy review</p> <p>As-is assessment</p> <p>Conceptual Target Operating Model, Roadmap and Strategic Outline Business case</p> <p>Phase 2:</p> <p>Develop products that support the business cases</p> <p>Enhanced Target Operating Model</p>	<p>Q1</p> <p>Q2, Q3 & Q4</p>	<p>What progress is Police Scotland making in the delivery of its Cyber Strategy?</p> <p>How effectively is Police Scotland adapting staffing and training requirements to tackle the evolving nature of cybercrime?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We keep people safe in the physical and digital world	Develop strategies to mitigate impact and risk resulting from the UK's new relationship with Europe	DCC Crime & Operations	Overview of mitigation of risk and impact	Quarterly	How is Police Scotland working with partners to mitigate the risk of cybercrime?
			Overview of collaborative working	Quarterly	How is Police Scotland responding effectively to public order / safety threats?
			Seek to develop new partnerships and maintain existing relationships with partners	Q2 & Q4	How well is Police Scotland working with others to prevent RSOs from re-offending?
			Mitigate risks associated with loss of critical law enforcement measures and systems	Quarterly	How well does Police Scotland support people and prevent them from becoming victims of human trafficking?
			Continue to develop contingencies and innovative processes and opportunities to enhance our footprint in the international arena	Quarterly	How does Police Scotland support Scotland's Serious Organised Crime Strategy?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We keep people safe in the physical and digital world	Develop demand products to continue to understand and effectively represent the increased pressures of a changing legislative, policy and criminal justice environment on policing.	DCO Corporate Services, People & Strategy	Improve measures and insights of non-crime incidents to help develop demand reduction strategies	Q2 & Q4	How have products been used to improve analysis of increased demand on policing?
	Continue programme to transform our existing custody facilities from places of detention to modern, safe places and gateways for the delivery of wellbeing, diversion and transformation services	DCC Local Policing	Publication of the Criminal Justice Plan Enhance alternatives to prosecution within the CJ outcomes framework Build on Mental Health Pathways to support people in custody Develop Criminal Justice Hubs to maximise benefits Complete the upgrade of custody suites as a result of HMICS recommendations	Q1 Quarterly Quarterly Quarterly Quarterly	How does Police Scotland ensure that its criminal justice processes and services are fit for purpose?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Design services jointly to tackle complex public safety and wellbeing challenges	Implement the Intelligence Policing Programme with a focus on: <ul style="list-style-type: none"> - Governance and Restructure - Intelligence Activity Based on Threat and Risk - Performance - Communications, People, Training and Education - Products, Processes and Standards - Systems - Partners 	DCC Crime & Operations	Implement delivery plan and produce progress reports	Quarterly	How do specialist resources meet community needs and protect the community from risk and harm?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Design services jointly to tackle complex public safety and wellbeing challenges	Work with partners to enhance our understanding of the scale and scope of human trafficking in Scotland and reduce the harm it causes	DCC Crime & Operational Support	Evaluate collaborative work with Scotland Against Modern Slavery to understand the nature and extent of the threat of HT in the labour market	Q2 & Q4	How well does Police Scotland support people and prevent them from becoming victims of human trafficking?
			Evaluate and build on our strong collaborative relationship with the Home Office Immigration Enforcement and Home Office Border Force to improve information sharing in order to protect Potential Victims of Trafficking	Q2 & Q4	
			Identify and evaluate secondment opportunities for officers within HOIE, Justice and Care, to support NHTU and HT Operations	Q2 & Q4	

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Design services jointly to tackle complex public safety and wellbeing challenges	Support development and implementation of Digital Evidence Sharing Capability (DESC)	DCC Local Policing / DCC Professionalism, Digital Services & Transformation	Assessment of DESC implementation progress, evaluation & benefits achieved	Quarterly	What progress is Police Scotland making on delivery of its DDICT Strategy?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Design services jointly to tackle complex public safety and wellbeing challenges	Implement Naloxone Programme nationally	DCC Local Policing	Evaluate programme to determine next steps Monitor use, benefits and colleague experience via interview / case studies to help articulate the impact	Q1 Quarterly	How is Police Scotland helping reduce the harm caused by controlled substances in our communities?
	To develop and implement a refreshed approach to Children and Young People underpinned by a Children's Rights Approach to policing	DCC Local Policing	Overview of design and approach Delivery plan and progress reports Evaluation and learning Roll out of UNCRC within policing	Q1 Q2, Q3 & Q4 Q4 Quarterly	How is Police Scotland improving the quality of policing for children and young people?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We support policing through proactive prevention	Through intelligence led policing and proactive engagement with all road users, reduce death and serious injury on Scotland's Road network	DCC Crime & Operational Support	<p>Deliver a calendar of campaign activity, in partnership with key stakeholders, to improve driver attitudes / behaviour and reduce injury on Scotland's roads</p> <p>With the support of Transport Scotland funding, develop the 'In depth fatality study' to identify appropriate interventions and reduce Road Casualties</p> <p>Develop an online reporting tool for video footage to involve the public in road safety and encourage engagement</p>	<p>Quarterly</p> <p>Q2 & Q3</p> <p>Q2 & Q4</p>	How effective are Police Scotland's activities to improve road safety in Scotland?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We support policing through proactive prevention	Enable our collaborative approach to Mental Health Pathways to address demands on policing from the public and communities which can be best served and supported by other public bodies	DCC Local Policing	<p>Monitor the use, benefits and colleague experience via interview and case study to articulate the impact</p> <p>Improve outcomes for service users through integrated service delivery with public sector partners at shared co-locations</p>	Quarterly	<p>How is Police Scotland measuring and improving public confidence and satisfaction in our police service?</p> <p>How is Police Scotland improving public contact access to its services?</p>
	Counter the threat of terrorism by effectively continuing to deliver the four strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare	DCC Crime & Operational Support	Evaluation of engagement and delivery	Quarterly	What impact is CONTEST strategy activity having on public and community wellbeing?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
We support policing through proactive prevention	Counter the threat of Serious Organised Crime, by continually monitoring emerging threats and combating this with evolving tactics through effective delivery of the four strands of Scotland's Serious Organised Crime Strategy – Detect, Disrupt, Divert, Deter	DCC Crime & Operational Support	Evaluation of engagement and delivery	Quarterly	How does Police Scotland support Scotland's Serious Organised Crime Strategy?

Outcome 2

The needs of local communities are addressed through effective service delivery

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

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

We continue to benefit from being a national service, with all areas being able to call upon additional operational support and specialist services to assist with incidents and investigations, large planned and unplanned events, and other situations where these resources are needed. We recognise that different areas of the country differ in their requirements from Police Scotland. The organisation works closely with the Scottish Government in line with provisions made in the Islands (Scotland) Act 2018 to ensure that the specific needs of rural and island communities are considered in wider policy.

Key	
Operational activity	Change activity

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Understand our communities and deliver the right mix of services to meet their needs	Develop and design a fit for future Air Capability Strategy to effectively enable policing and support the public and communities, with engagement, ethics and scrutiny at the forefront of our approaches	DCC Crime & Operational Support	Design, approve and implement strategy Delivery plan and progress reports Evaluation and learning	Q2 Q3 & Q4 Q4	How do specialist resources meet community needs and protect the community from risk and harm?
	Enhance the model for policing in Scotland to provide supportive, effective services that meet the needs of the public and communities while addressing key demand considerations	DCC Professionalism, Digital & Transformation	Assessment of progress, evaluation & benefits achieved	Quarterly	How is Police Scotland's Change Portfolio improving service delivery?
	Refresh Local Police Plans during 22/23 for publication in 2023, setting out priorities and engaging with local authority partners	DCC Local Policing	Consult, design, develop and publish new LPPs Local engagement and governance	Quarterly Quarterly	How have local divisions performed against 2020 plans? What are local people, stakeholders and seldom heard groups telling us about their experiences and priorities?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Support our communities through a blend of local and national expertise	Implement and deliver the key elements of the Gaelic language plan 21-26	DCC Local Policing	Delivery plan and progress reports	Q2 & Q4	What progress has Police Scotland made in supporting the delivery of the Gaelic language plan 21-26?
	Further develop our reporting systems to capture the full extent of cyber-enabled frauds and exploit avenues through the Cyber Transformation work to align approaches to fraud into the Cyber enabled crime arena, working closely with the Scottish Cyber Co-ordination Centre (SC3)	DCC Crime and Operational Support	Develop a national triage / operational assessment process for all frauds reported into Police Scotland to better understand the full extent of fraud Implementation of a national system of reporting, triage and analytics to capture the true extent of cyber-enabled and cyber-dependent fraud within Scotland and the links wider into the UK and beyond	Quarterly Quarterly	What progress is Police Scotland making in the delivery of its Cyber Strategy? How effectively is Police Scotland adapting staffing and training requirements to tackle the evolving nature of cybercrime?
Support the changing nature of communities	Embed Police Scotland's updated Equality Outcomes for service delivery across the service	DCC Local Policing	Report on progress and evaluation	Quarterly	How is Police Scotland involving those with lived experience? How does Police Scotland proactively promote, support and mainstream equality and diversity initiatives?

Outcome 3

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

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

The safety and wellbeing of the people we serve are enhanced by providing services that work efficiently. Post pandemic renewal and recovery will undoubtedly bring significant changes to the policing required by the people of Scotland. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions.

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

Key	
Operational activity	Change activity

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service	Proactively engage with the public, communities, partners and stakeholders on key considerations for policing and emerging technology aligned to our values and rights based approach to policing	All	Public and Stakeholder engagement plan quarterly update Deliver the Police Scotland public and stakeholder engagement plan throughout the year, working collaboratively with the public, communities, partners and key stakeholders and providing feedback	Quarterly Quarterly	How is Police Scotland measuring and improving public confidence and satisfaction in our police service?
	Ensure a transparent, strong and consistent ethical oversight that maintains public trust and confidence in policing	DCC Professionalism, Digital and Transformation	Embed our engagement approach and framework to provide assurance that all appropriate matters are considered with the public and communities which could impact on policing legitimacy and consent, enabling key elements of democratic innovation	Q2 & Q4	How is Police Scotland measuring and improving public confidence and satisfaction in our police service? Is Police Scotland resolving complaints efficiently and fairly?

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective	Continue implementation of a new Unified Communications and Contact Platform (UCCP)	DCC Professionalism, Digital and Transformation	Delivery plan and progress reports	Quarterly	How is Police Scotland measuring and improving public confidence and satisfaction in our police service? How is Police Scotland improving public contact access to its services?
Work with local groups and public, third and private sector organisations to support communities	Work with the Scottish Fire & Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration Strategy, including co-location, co-response, shared knowledge and shared services, including fleet	Estates / Fleet / PPCW	Assessment of progress and evaluation	Q2 & Q4	How effective is Police Scotland's collaboration with partners to deliver shared priorities?

Outcome 4

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

The safety and wellbeing of our officers and staff are at the heart of Police Scotland’s commitments. The challenges for policing have never been as significant as experienced throughout the ongoing Coronavirus pandemic. Crime is evolving in line with wider societal change and there is increasing scrutiny and pressure in relation to police actions.

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

Key	
Operational activity	Change activity

Outcome 5

Police Scotland is sustainable, adaptable and prepared for future challenges

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

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

Key	
Operational activity	Change activity

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Use innovative approaches to accelerate our capacity and capability for effective service delivery	Design, develop and deliver a five year business plan for policing in Scotland, including financial and resource considerations	DCO Corporate Services, People & Strategy	Design, develop, and approve plan Publication	Q1 Q3	How will Police Scotland use the plan to support governance and accountability?
	Develop and iterate a 5 year financial strategy for policing in Scotland, improving the synchronicity across all key strategic products and ensuring all key stakeholders are aligned to our financial ambition	DCO Corporate Services, People & Strategy	Establish and embed a 5 year rolling capital investment plan supported by a 5 year capital budget	Quarterly	How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value? Maintaining a balance budget: Financial monitoring report tracking and forecasting a balanced budget by Year End
	Review, in partnership with SPA, the current Joint Strategy for Policing and re-shape the strategy as needed for launch in 2023	DCC Professionalism, Digital and Transformation / DCO Corporate Services, People & Strategy	Review report to SPA Board for consideration	Q2 & Q4	What progress has been made, taking into account the impact on services of major events e.g. pandemic, COP26?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Use innovative approaches to accelerate our capacity and capability for effective service delivery	Initiate and enhance national and international partnerships to disrupt those involved in emerging and current criminal activities	DCC Crime & Operational Support	<p>Continue existing and seek to develop new partnership relationships</p> <p>Continue to develop existing engagements with global law enforcement partners in relation to Cybercrime (Europol/ Siena) to enhance our contribution to the global intel picture</p> <p>Develop opportunities to disrupt such criminality across Scotland</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>	<p>How is Police Scotland working with partners to mitigate the risk of cybercrime?</p> <p>How well is Police Scotland working with others to prevent RSOs from re-offending?</p> <p>How well does Police Scotland support people and prevent them from becoming victims of human trafficking?</p> <p>How does Police Scotland support Scotland's Serious Organised Crime Strategy?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Use innovative approaches to accelerate our capacity and capability for effective service delivery	Progress the delivery and governance of the Enabling Policing for the Future (EPF) programme	DCC Professionalism, Digital and Transformation	Delivery plan and progress reports	Quarterly	How is Police Scotland's Change Portfolio improving service delivery? Cashable benefits (planned / forecast / delivered) Benefits realisation – Non-cashable officer efficiencies (planned / forecast / delivered) Benefits realisation – Non-cashable staff efficiencies (planned / forecast / delivered)
	Deliver a priority based budgeting pilot exercise in the DCC Crime & Operational Support Portfolio to prove concept, with a view to developing a robust methodology for wider roll out	DCO Corporate Services, People & Strategy / DCC Crime & Operational Support	Overview of approach Delivery plan and progress reports Evaluation and learning	Q1 Q2 & Q4 Q4	How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value? Maintaining a balance budget: Financial monitoring report tracking and forecasting a balanced budget by Year End
	Establish an Organisational Learning Function to promote and support the sharing of learning and best practice across the organisation	DCC Professionalism, Digital and Transformation	Design and staff unit Establish network	Q1 Q3	How effective is Police Scotland at continuous improvement and workforce development?

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Commit to making a positive impact through outstanding environmental sustainability	Develop and implement innovative and sustainable methods to deliver a modern Police Service.	DCO Corporate Services, People & Strategy	Continue implementation of Environmental Strategy	Q4	What progress is Police Scotland making in the delivery of its Fleet, Estates and Environmental strategies?
			Continue implementation of Fleet strategy	Q2 & Q4	Average age of fleet Vehicle availability (Percentage of fleet)
			Continue implementation of Procurement Strategy	Q2 & Q4	Proportion of vehicles that are ULEV (Percentage of fleet) Percentage footprint of the estate which is co-located / shared with our partners
			Implementation of Estates Transformation Strategy	Q4	Percentage footprint of the estate that is in good or better condition Total carbon emissions per m2 of estate Reduction in Co2 emissions

Objective	To achieve this objective	Lead	Key milestones	Update expected	<u>Performance measures and insights</u>
Support operational policing through the appropriate digital tools and delivery of best value	Engage and contribute to the Independent Advisory Group (IAG) on emerging technologies to ensure that new technology is harnessed to support modern policing	DCC Crime & Operational Support	Ongoing engagement and support Review any recommendations and consider implementation	Quarterly	What progress is Police Scotland making on delivery of relevant strategies?
	Implement Body Worn Video across the organisation for operational officers	DCC Professionalism, Digital & Transformation	Delivery plan and progress reports	Q2 & Q4	What progress is Police Scotland making on delivery of its DDICT Strategy?

A sustainable service

Resource

The Scottish Government's 2021/22 budget included a funding correction that allowed the Authority to address the structural deficit and set a balanced budget whilst maintaining the current size of the existing workforce.

A five year financial plan was developed in September 2021 to reset the financial baseline without the requirement for significant workforce reductions, and to set out the broad financial parameters that must be considered to remain financially sustainable in the future.

The plan highlighted that financial balance could be maintained over the medium term if the workforce size and mix is managed within current pay budgets and if funding increases are in line with Scottish Government's commitment to protect the police resource budget in real terms for the entirety of this Parliament. This gives the organisation the ability to re-invest any capacity created to support high priority areas of policing or to meet changing demand.

The implications of COVID-19 will continue to have an impact on the organisation's finances and measures are in place with Scottish Government to regularly monitor the changing environment and to mitigate financial impacts.

The Scottish Government recently published a framework for a Resource Spending Review with the intention to publish multi-year resource spending plans in May 2022. This is a welcomed development which will provide an indication of future funding allocations and provide more certainty to our forward financial planning.

Investment

Police Scotland, through national programmes, is uniquely placed to demonstrate the benefits to our communities from well-placed strategic investment by the Scottish Government. Against the backdrop of a balanced budget, focus can be put to those programmes and projects which deliver the best outcomes for the public as well as our officers and staff, whilst also demonstrating value for money.

Important progress continues to be made in implementing our Estates Strategy, providing modern spaces for our people that are fit for 21st century policing whilst collaborating and co-locating where possible with partner organisations. Our sector leading fleet strategy has seen steady progress in the past year, with over 70 charging points installed across our estate and c.400 cars (12% of our total fleet) transitioned to ultra low emission vehicles. The coming year will see us further enhance our charging network, with the ambition to transition a further 400 vehicles.

Our Digital, Data and ICT strategy has seen us consolidate legacy systems, improve our ICT infrastructure and move to more mobile ways of working. This will continue into next year with further investment in core systems, our communications infrastructure and our approach to tackling cybercrime.

Equality, diversity and inclusion

The work of Police Scotland is underpinned by our commitment to equality, diversity and inclusion in our interactions with the communities we serve as well as our own staff.

We are committed to developing and promoting best practice in the refresh of our Equality outcomes for 2022. These can be found along with our commitment and duties to equality, diversity & inclusion at: <https://www.scotland.police.uk/about-us/equality-and-diversity/>.

This plan was subject to an Equalities and Human Rights Impact Assessment (EqHRIA) in compliance with the Scottish Public Sector Equality Duty. This document can be found at: <https://www.scotland.police.uk/about-us/how-we-do-it/equality-and-diversity/>

Separate impact assessments will be undertaken for the activities described in this plan as required.

Governance and performance

Effective scrutiny and oversight are key to ensuring that policing retains the trust and confidence of the communities of Scotland. We pride ourselves on transparency and accountability and as such, have created comprehensive and robust arrangements for the governance of this plan and monitoring our performance.

Prior to publication, the plan is laid before the Scottish Parliament and made visible to the SPA. Upon publication, activities related to the outcomes and objectives are monitored through Police Scotland's quarterly performance reports, informed by our performance framework. These reports are presented to the SPA. A biannual report, specific to the progress of the APP is presented to the SPA and made available to the public online.

Accountability

Accountability

The governance structures outlined, 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 present information and reports on a frequent basis to the SPA. All board and committee meetings are available online. Please visit this site for further details: <https://www.spa.police.uk/meetings/>

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

Scottish Parliament Committees

Key policing issues are discussed by the Scottish Parliament's Committees, including the Criminal Justice Committee. Please visit this site for further details:

<https://www.parliament.scot/chamber-and-committees/committees/current-and-previous-committees>

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

Local scrutiny

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

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

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

Police Investigation and Review Commissioner (PIRC)

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

Engaging with us

We want to hear from you

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

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

Inclusive and accessible engagement

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

This Annual Police Plan was subject to an Equality and Human Rights Impact Assessment (EqHRIA). A summary of the EqHRIA has been published alongside this document on the Police Scotland website: <https://www.scotland.police.uk/about-us/how-we-do-it/equality-and-diversity/>

This Annual Police Plan can be made available in various alternative formats. For more information, please contact us via our online form: <https://www.scotland.police.uk/contact-us/>

Deaf, deafened, hard of hearing or speech-impaired callers can contact us via Text Relay on 18001101.

Public engagement and insight

As part of the development of the Annual Police Plan we have undertaken a period of engagement in early 2022 to allow the public and our partners to provide feedback regarding our strategic direction. This feedback was captured and used to shape the final version of this Plan. Further information about this and our wider engagement can be found in our consultation and engagement hub at: <https://consult.scotland.police.uk/>

Social media

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

Twitter: @policescotland

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 101 in a non-emergency situation.

