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## Police Scotland: keeping people safe

The roles and responsibilities of Police Scotland and the Scottish Police Authority (SPA) are set out in the Police and Fire Reform (Scotland) Act 2012. Police Scotland works with the SPA, which provides scrutiny, support and challenge to policing, having an integral role in maintaining and improving the service. The Scottish Government has overarching responsibility for communities, public safety and justice in Scotland. Police Scotland provides evidence to the Scottish Parliament Criminal Justice Committee at regular hearings with regards to law enforcement and public safety. The alignment of our strategic direction, priorities for policing, planning approach and performance framework are as follows:

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

SG’s [Programme for Government](https://www.gov.scot/programme-for-government/) and [National Performance Framework](https://www.scotland.police.uk/about-us/what-we-do/how-we-are-performing/) set out what it wants to achieve for Scotland’s people and communities, brought together by describing what the “outcome” will be. All public services have a role to play, including policing. The newly published [Justice Strategy](https://www.gov.scot/news/new-vision-for-justice/) outlines the role Police Scotland will play in transforming the way justice is viewed and delivered in Scotland.

The [Strategic Police Priorities](https://www.gov.scot/publications/strategic-police-priorities-scotland-2/) (SPPs) set the high level strategic direction for the policing of Scotland and the carrying out of the Scottish Police Authority’s (SPA) functions. The SPPs are set by Scottish Ministers and the legal framework for their development was established in the [Police and Fire Reform (Scotland) Act 2012](https://www.legislation.gov.uk/asp/2012/8/contents/enacted) (“the Act”). The SPPs are Crime and Security, Confidence, Partnerships, Sustainability, People and Evidence.

### Scottish Police Authority – Strategic Police Plan

Under the Police and Fire Reform (Scotland) Act 2012 the SPA is responsible for producing a strategic police plan, in line with these outcomes and priorities. The [**Joint Strategy for Policing (2020)**, Policing for a safe, protected and resilient Scotland](https://consult.scotland.police.uk/consultation/policingforscotland/supporting_documents/Strategic%20Police%20Plan%202020%20v5.pdf) fulfils that requirement.

### Policing in Scotland: our vision, values and purpose

Our vision: Policing for a safe protected and resilient Scotland.

Our values are fairness, integrity, respect and human rights. They are fundamental to everything we do as they underpin our policing approach, engagement and activities.

Our purpose is set out in the Act to improve the safety and wellbeing of people, places and communities in Scotland.

### Police Scotland’s National Strategic Assessment

Police Scotland’s Strategic Assessment provides a high level assessment of a range of strategic issues and potential threats, both externally and internally to Police Scotland (operational and organisational). From this we decide how to prioritise our services to meet current and future challenges.

### Police Scotland’s priorities for policing

Our priorities for policing are the key areas we need to focus on to address the greatest threats and risk of harm to people and communities. We decide what these are for the year ahead using our strategic assessment and the knowledge and experience of leaders in the service. They are also informed by [**public opinion**](https://consult.scotland.police.uk/consultation/policingforscotland/supporting_documents/Strategic%20Police%20Plan%202020%20v5.pdf).

### Our strategic outcomes

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

### The Annual Police Plan

Under the Police and Fire Reform (Scotland) Act 2012 Police Scotland is responsible for producing this [**Annual Police Plan**](https://www.scotland.police.uk/spa-media/njykirkq/annual-police-plan-21-22.pdf) which aligns to our Strategic Outcomes and sets out a policing approach and strategic level activities for policing during the year.

### Deputy Chief Constable / Deputy Chief Officer (DCC/DCO) Portfolio Delivery Plans

Supporting the [**Annual Police Plan**](https://www.scotland.police.uk/spa-media/njykirkq/annual-police-plan-21-22.pdf) are four 3 year Delivery Plans for; Local Policing; Corporate Services, People & Strategy; Professionalism, Digital & Transformation; and Crime & Operational Support.

### Local Policing Plans / Local Outcome Improvement Plans

Local policing divisions prepare [**local police plans**](https://www.scotland.police.uk/your-community/) which describe the local priorities and policing arrangements aligning with Scotland’s local authority areas and community planning arrangements, based on local engagement with local partners.

### Enabler Strategies

An ever changing and challenging world, impacted by environmental changes, evolving technology, emerging risks and financial constraints, affects all public services, not least policing. In order to ensure Police Scotland is leading from the front and providing a future looking, flexible policing response, we have created several enabler strategies to guide the organisation. These are our Fleet, Environment, Cyber, Estates, People, Public Contact and Engagement, Digital, Data Information and Communication (DDICT) and Procurement strategies.

### Performance Framework

Linked to our plans, our outcomes focused [**performance framework**](https://www.scotland.police.uk/about-us/what-we-do/how-we-are-performing/) describes how we will monitor and measure our progress on our priorities for policing, outcomes and objectives to evidence the impact of our policing approach for the public and communities in Scotland.

## Chief Constable’s Foreword

Police Scotland has continued to meet the needs of our communities during a demanding and difficult period for the people of Scotland.

Coronavirus has placed extraordinary pressures on all public services, particularly our colleagues in the NHS.

Of course, policing is also affected by COVID-19 - like other sectors and organisations, we have been required to manage increased staff absence and implement measures to keep our people safe, as well as supporting the public health imperative of controlling virus transmission.

Our structure as a single national Service meant that, throughout the past year, we were able to take quick action to maintain our policing response for communities, including supporting our crucial 101 and 999 call services.

During the same period, the United Nations COP26 climate summit was held safely and securely in Glasgow. The conference brought world and business leaders and thousands of delegates, activists and citizens to Scotland.

Our policing operation was one of the largest in the United Kingdom’s history. The conference was able to consider without disruption the vital issue of climate change. The vast majority of people who wanted to make their voices heard did so peacefully, and policing demonstrated our commitment to upholding the rights of all involved.

Proportionate enforcement to ensure safety and lawfulness was necessary on a very small number of occasions and there was no significant violence, disorder or damage, no serious injuries and relatively few arrests.

I am grateful to everyone who played their part in delivering a safe and secure COP26 - the officers and staff, event organisers and partners including the Scottish and UK Governments, Glasgow City Council, the citizens of Scotland and visitors from elsewhere.

Policing in Scotland enters 2022-23 with stability and focus, ready to meet the challenges that lie ahead, some known and others which will no doubt emerge.

Accordingly, my Annual Police Plan sets ambitious objectives for our priorities – protecting vulnerable people; tackling crime in the digital age; working with communities; and support for operational policing.

We are resolute in our determination to tackle violence against women and girls. I welcome the significant focus being brought by society and the wider justice system to improve how such crimes are prosecuted and how the survivors and their families are supported at all stages of the process.

Police Scotland values and is developing our means of listening and acting upon feedback of experiences in this area. I know there are further improvements to make, within policing, the justice system and of course our wider Scottish society.

A Public Protection Development Programme will drive improved national and local approaches, enabling us to better support victims and respond to emerging vulnerabilities.

Equally, the pandemic has underlined, and at times accelerated, changes to how people live.

Vulnerability arises wherever people interact and do business. We assess that crime types which increasingly contain an online element such as fraud, threats and extortion, communications and image offences, and stalking have increased significantly in recent years.

Our Cyber Strategy Implementation Programme seeks to identify appropriate resources and ensure officers and staff have the skills, tools and support to prevent, and respond to the growing threat of cyber enabled crime for communities right across Scotland.

The terrible toll of drugs deaths is rightly a concern for everyone in Scotland and policing is committed to playing our part in reducing the harm caused to individuals, families and communities by addiction.

We have a vital role in preventing drugs from reaching our streets and bringing those engaged in serious and organised crime to justice and that will always be a key duty and priority for Police Scotland.

Policing has a purpose and remit to improve the lives of our communities, which goes beyond law enforcement. We will continue to develop and contribute to wider support to reduce the harm of drug use, including the training and equipping of officers with Naloxone.

Clear evidence from the Your Police Survey underlines the significant value our fellow citizens place upon their police service. Our strong bond with the public is key to our legitimacy.

The survey underlines that accessible, visible policing is vital to maintaining and building our relationship with the public. Tailored and responsive local policing which meets the needs of communities will always be at the heart of policing in Scotland.

Frontline policing extends far beyond the uniformed officers who can be seen in our communities every day. Our structure as a single national Service ensures every community in Scotland has access to all frontline and specialist policing services. Reform has transformed how we respond to serious crime and major incidents and returned money to the public purse.

In developing Police Scotland, I see us as providing a national holistic service of safety and security just as the NHS provides a national service of health care.

Local response and community officers lead prevention work and the initial response, just as GPs and health visitors provide primary health care. When acute or complex need arises – in health, such as a cancer diagnosis or in policing, a murder – responsive specialist capability and support must be provided to give people the quality service they need and deserve wherever they live their lives.

Tests remain for Police Scotland. Capability and capacity gaps still exist and investment in policing’s people and infrastructure is necessary to drive more improvement.

Our officers and staff are key to the success of policing now, and in the future. The safety and welfare of officers and staff and their families is an imperative and critical responsibility for me as Chief Constable.

I will continue to take action to reduce the impact of violence against our officers and staff, support operational capabilities and ensure our people benefit from the agile working practices introduced during the coronavirus pandemic.

I thank everyone who steps forward to serve within policing in Scotland. It is a demanding but rewarding vocation and a significant commitment to public service.

Our officers and staff are drawn from the diverse communities we serve. What unites us are our shared values of integrity, fairness, respect and a determination to put people’s human rights at the heart of all we do.

We police with, and for, the public we serve. We have a duty and opportunity to lead change which improves the experiences and lives of all our communities, including our own officers and staff. Inclusion is both an operational necessity and morally the right thing to do.

Discrimination of any kind is deplorable and unacceptable. It has no place in society and no place in policing. It is vital that, individually and as an organisation, we challenge our own and each other’s behaviours, attitudes and actions.

Meaningful and sustainable change will require persistent focus and leadership. An Independent Review Group with a wide range of voices will provide additional scrutiny and oversight to our intense focus on equality, diversity and inclusion imperatives.

As Chief Constable, I will continue to drive improvements in our fleet, buildings and technology, as well as developing better working practices and stronger collaboration with partners.

Where efficiencies and benefits are achieved, they will be invested into supporting the safety and capability of our people to enable them to improve the lives of our communities.

Policing is so often the service of first and last resort; the service first on the scene; the service which responds to crisis and criticality. It is the challenge of all in public service to give people the help they need in a timely and sustainable manner. Policing will never step back from those in crisis where they have nowhere else to turn.

Iain Livingstone QPM

Chief Constable

## Our plan on a page

Multi-coloured graphic with the Police Scotland logo of a thistle and crown in the top left corner. At the top of the page Police Scotland's visions is stated as Policing for a safe, protected and resilient Scotland. Police Scotland's purpose is described as to improve the safety and wellbeing of people places and communities in Scotland. Police Scotland's values are described as fairness, integrity, respect, and human rights.

Underneath this information is a blue dark blue banner with the text 'Strategic Police Priorities' in white writing thereon. These strategic police priorities are listed in white underneath the banner in blue writing on a white background and are crime and security, confidence, sustainability, partnerships, people, and evidence.
Underneath this text is another dark blue banner with 'Priorities for Policing' in white writing thereon. These priorities are listed below in dark blue lettering on a white background and are - protecting vulnerable people, tackling crime in the digital age, working with communities, support for operational policing. 

Beneath these priorities for policing are a series of outcomes and these outcomes' associated objectives. This text is in white font and is overlaid on five different colours as follows:

Sky blue - Outcome: Threats to public safety and wellbeing are resolved by a proactive and responsive police service. Objectives: Keep people safe in the physical and digital world, design services jointly to tackle complex public safety and wellbeing challenges, support policing through proactive prevention.

Dark blue - Outcome: The needs of local communities are addressed through effective service delviery. Objectives: Understand our communities and deliver the right mix of services to meet their needs, support our communities through a blend of local and national expertise, support the changing nature of communities.

Orange - Objective: The public, communities and partners are engaged, involved and have confidence in policing. Objectives: Embed the ethical and privacy consideration that are integral to policing and protection into every aspect of the service, protect the public and promote wellbeing across Scotland by providing services that are relevant accessible and effective, work with local groups and public third and private sector organisations to support our communities.

Yellow - Outcome: Our people are supported through a positive working environment, enabling them to serve the public. Objectives: prioritise wellbeing and keep our people safe, well equipped and protected, support our people to be confident leaders, innovative, active contributors and influencers, support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging.

Green - Outcome: Police Scotland is sustainable, adaptable and prepared for future challenges. Objectives: use innovative approaches to accelerate our capacity and capability for effective service delivery, commit to making a positive impact through outstanding environmental sustainability, support operational policing through the appropriate digital tools and delivery of best value.

Underneath these outcomes and objectives there is the text 'Performance and implementation' in white on a dark blue background. Underneath this is the text 'evidence based policing' in black text on a light grey banner.

## Context

### The changing nature of crime, society and the role of policing

2021 was a year which globally presented very significant challenges. In Scotland, policing responded to the ongoing and rapidly evolving nature of the COVID-19 pandemic, as well as numerous high profile and significant events. These included the global COP26 conference, Scottish parliamentary elections, the bedding in of the new relationship with Europe and hosting four matches in the Euro 2020 football tournament.

These events have also provided opportunities for organisational learning and growth, which contribute towards the strategic direction and delivery of policing in Scotland. Police Scotland has continued to change and adapt at pace to ensure we maintain a high quality policing service to the public and communities of Scotland.

As a service, we have continued to rapidly react and respond to the demands of the COVID-19 pandemic. We have continued to adapt and bolster resources in areas, including Contact Command and Control (C3) and response policing, which play vital roles in responding to the needs of the communities we serve. Our commitment to a level of service that the public can have confidence in continues to be a priority throughout the pandemic, as well as collaborating and coordinating with partner agencies in order to best serve the communities of Scotland.

Protection of the public is a key aspect of Police Scotland’s business, and we continue to strive to improve the service we provide. There has been significant focus on the safety of women and girls, not least due to the high-profile murders of Sarah Everard, Nicole Smallman and Bibaa Henry in England. In consultation with stakeholders and partners, Police Scotland are developing a Violence Against Women and Girls (VAWG) strategy in 2022 in furtherance of our vision of a society where women and girls can live free from all forms of violence, abuse, exploitation and harassment. The Vision for Justice in Scotland 2022 sets out to transform the justice sector and outlines the role of public services in achieving this.

We will also publish our Equality, Diversity and Inclusion strategy in 2022, which will drive and accelerate our continued commitment to ensuring Police Scotland is a welcoming and inclusive organisation where people know they belong and can fully be themselves.

Demands on policing continue to evolve, and become more complex. The digital presence, capacity and capability of criminal behaviour is increasing, whilst our officers continue to attend a high number of incidents associated with vulnerability; including hate and domestic incidents as well as mental health and missing person reports. In addition, new legislation and criminal justice policies focused upon community justice will necessitate an increasingly flexible approach to policing.

As a service, we have undergone a series of external and internal reviews with regard to how to best enable our people to provide an optimal service for the communities of Scotland. Following our most recent Your Voice Matters survey, we intend to take these learnings to improve and develop aspects of the service for our people, which will ultimately benefit the public and their confidence in policing.

Our Contact, Command and Control Centres continue to support the public and communities by improving our call management, whilst receiving more calls for support, advice and issues of community wellbeing. This is in part due to the strain placed on other public services during the ongoing pandemic. As we move tentatively towards recovery, we will continue to support our partner agencies in order to best serve the communities of Scotland. Through the pandemic, policing has experienced an increase in levels of public confidence. We will continue to work and develop our methods in order to reach and build confidence with those in our seldom heard communities. As a service we have to continue to evolve and develop our means of communication and contact to ensure that we are visible and available for all of the different communities that we serve and protect.

[Infographic to be added - policing demand]

## 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:

We consider:

* Police Priorities
* Local Outcome Improvement plans
* Public engagement
* Partner and stakeholder views
* Policing for a Safe, Protected and Resilient Scotland
* Analysis of current and emerging threats and risks
* Policing leadership knowledge and experience
* Crime and incident data
* Government and academic reviews
* Futures and horizon scanning
* Organisational Assessment
* Community Impact Assessments
* Equality and Human Rights Impact Assessments
* Environmental Impact Assessments
* Islands (Scotland) Act 2018
* 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

1. Protecting vulnerable people
2. Tackling crime in a digital age
3. Working with communities
4. Support for operational policing

* Drugs supply and harm
* Serious organised crime
* Child sexual exploitation and abuse
* Domestic abuse
* Serious violence including homicide
* Missing persons
* Human trafficking
* Management of registered sex offenders
* Rape
* Public order and safety
* Counter terrorism
* Road casualties
* Adult protection
* Fraud

### Our organisational priorities

* Governance strategic direction and change
* Our people
* Organisational design
* Contact and engagement
* Finance and sustainability
* Resource and demand
* Organisational resilience

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.

## Annual Police Plan 2022/23

The Annual Police Plan sets out what we will do in the coming year to make progress against our strategic outcomes and objectives; and address our priorities for policing.

### Strategic outcomes

Our strategic outcomes describe the impact Police Scotland strives to achieve in the lives of people in Scotland; they represent our priorities for policing in the year ahead.

Our five strategic outcomes are directly aligned with the Joint Strategy for Policing (2020).

1. Threats to public safety and wellbeing are resolved by a proactive and responsive police service
2. The needs of the local communities are addressed through effective service delivery
3. Public, communities and partners are engaged, involved and have confidence in policing
4. Our people are supported through a positive working environment enabling them to serve
5. Police Scotland is sustainable, adaptable and prepared for future challenges

## Strategic Alignment

Our strategic outcomes provide a clear route from the Scottish Government’s outcomes and priorities, including the Justice Strategy, through Police Scotland’s strategies, plans and performance reporting, enabling us to demonstrate alignment and clearly articulate our ambitions and progress.

* Scottish Government: National Outcomes/Strategic Priorities/Justice Vision
* SPA/Police Scotland Strategic Outcomes
* Long Term Policing Strategy: Policing for a Safe, Protected and Resilient Scotland
* Enabler Strategies as follows:
* People
* Fleet
* Estates
* Public Contact and Engagement
* Enabling Policing for the Future
* Digital, Data and ICT
* Cyber
* Environmental
* Procurement
* Violence Against Women and Girls
* Equality, Diversity and Inclusion

Underpinned by plans including Strategic Workforce Plan, Annual Police Plan, Local Police Plans,

Local Outcome Improvement Plans, and Financial Plans

**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.

### Objective: 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

Lead: DCC Crime & Operational Support

Key milestones:

* Phase 1:Cyber Strategy review, As-is assessment, Conceptual Target Operating Model, Roadmap and Strategic Outline Business case
* Phase 2:Develop products that support the business cases, Enhanced Target Operating Model

Performance measures and insights:

* 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?

#### Implement new measures to reduce threat, risk and harm to vulnerable missing people

Lead: DCC Local Policing

Key milestones:

* Explore Herbert and Philomena protocols with local authorities
* Develop a model which enables the CAM and National Database Enquiry Unit to take initial missing person reports allowing operational officers access to this information

Performance measures and insights:

* How effective is the introduction of new measures in improving Police Scotland’s and partners responses to vulnerable and repeat missing persons?

#### Develop partnership approaches to tackle drug related deaths, drug related harm and improve community wellbeing

Lead: DCC Local Policing

Key milestones:

* Develop and implement a high level plan
* Explore potential for Police Scotland to develop and support innovative ways to reduce the harm associated with problematic drug use in Scotland, based on public health principles

Performance measures and insights: How is Police Scotland helping reduce the harm caused by controlled substances in our communities?

#### Support the implementation of new legislation including: the Hate Crime and Public Order Act, offensive weapons legislation, fireworks legislation, Vulnerable Witness Act and the Domestic Abuse Protection Scotland Act

Lead: DCC Local Policing / DCC Crime & Operational Support

Key milestones:

* Devise and implement the delivery plans to support the new legislation

Performance measures and insights:

* Training, awareness and guidance in place forofficers and staff within the required timescales

**Improve and enhance our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents**

Lead: DCC Crime & Operational Support

Key milestones:

* Improve/expand/develop new processes for supporting victims of human trafficking and rape
* Continue to evaluate the progress of child protection flagging and work with Scottish Government to develop a permanent national child protection register
* Support local policing with the implementation of the new Scottish Government National Child Protection Guidance

Performance measures and insights:

* How well does Police Scotland support those at risk from harm?
* How well does Police Scotland support people and prevent them from becoming victims of human trafficking?
* How effective is Police Scotland’s management of crimes of rape?

**Design, develop and implement a refreshed strategy and approach to**

**proactively and supportively police violence against women and girls (VAWG)**

Lead: DCC Crime & Operational Support

Key milestones:

* Approval and delivery of the strategy
* Overview of design and approach
* Delivery plan and progress reports
* Evaluation and learning
* Progress Distress Brief Intervention (DBI) through Women’s Aid/ violence against women and girls
* Use of appropriate external media campaigns and internal communications

Performance measures and insights:

* How effective is Police Scotland at tackling serious violent crime?
* How well is Police Scotland working to eradicate domestic abuse crime?
* How well does Police Scotland support at risk children from abuse?
* Women and girls at risk of becoming victims of violence, and those facing violence, are safer and confident that the police are responsive to their needs
* Raising awareness and understanding of intersectionality, where all individuals including women and girls may also be at risk from crime through other protected characteristics

**Continue to respond to the latest developments, deliver and evaluate the impact of Operation Talla, Police Scotland’s response to the COVID-19 pandemic**

Lead: DCC Crime & Operational Support

Key milestones:

* Regular review in conjunction with the Independent Advisory Group and SPA and follow up activity to embed improvement and learning
* Evaluation shared with SPA board

Performance measures and insights:

* Maintain critical policing functions to best serve the communities of Scotland throughout the pandemic via officer abstractions
* Work in partnership providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving COVID-19

**Develop strategies to mitigate impact and risk resulting from the UK’s new**

**relationship with Europe**

Lead: DCC Crime & Operations

Key milestones:

* Overview of mitigation of risk and impact
* Overview of collaborative working
* Seek to develop new partnerships and maintain existing relationships with partners
* Mitigate risks associated with loss of critical law enforcement measures and systems
* Continue to develop contingencies and innovative processes and opportunities to enhance our footprint in the international arena

Performance measures and insights:

* How is Police Scotland working with partners to mitigate the risk of cybercrime?
* How is Police Scotland responding effectively to public order / safety threats?
* How well is Police Scotland working with others to prevent RSOs from re-offending?
* How well does Police Scotland support people and prevent them from becoming victims of human trafficking?
* How does Police Scotland support Scotland’s Serious Organised Crime Strategy?

**Develop demand products to continue to understand and effectively represent**

**the increased pressures of a changing legislative, policy and criminal justice**

**environment on policing**

Lead: DCO Corporate Services, People & Strategy

Key milestones:

* Improve measures and insights of non-crime incidents to help develop demand reduction strategies

Performance measures and insights:

* 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**

Lead: DCC Local Policing

Key milestones:

* 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

Performance measures and insights:

* How does Police Scotland ensure that its criminal justice processes and services are fit for purpose?

**Objective: Design services jointly to tackle complex public safety and wellbeing challenges**

**Implement the Intelligence Policing Programme with a focus on – Governance and Restructure; Intelligence Activity Based on Threat and Risk; Performance; Communications, People, Training and Education; Products, Processes and Standards; Systems; Partners**

Lead: DCC Crime & Operations

Key milestones:

* Implement delivery plan and produce progress reports

Performance measures and insights:

* How do specialist resources meet community needs and protect the community from risk and harm?

**Work with partners to enhance our understanding of the scale and scope of**

**human trafficking in Scotland and reduce the harm it causes**

Lead: DCC Crime & Operational Support

Key milestones:

* Evaluate collaborative work with Scotland Against Modern Slavery to understand the nature and extent of the threat of HT in the labour market
* 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
* Identify and evaluate secondment opportunities for officers within HOIE, Justice and Care, to support NHTU and HT Operations

Performance measures and insights:

* How well does Police Scotland support people and prevent them from becoming victims of human trafficking?

**Support development and implementation of Digital Evidence Sharing**

**Capability (DESC)**

Lead: DCC Local Policing / DCC Professionalism, Digital Services & Transformation

Key milestones:

* Assessment of DESC implementation progress, evaluation & benefits achieved

Performance measures and insights:

* What progress is Police Scotland making on delivery of its DDICT Strategy?

**Implement Naloxone Programme nationally**

Lead: DCC Local Policing

Key milestones:

* Evaluate programme to determine next steps
* Monitor use, benefits and colleague experience via interview / case studies to help articulate the impact

Performance measures and insights:

* 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**

Lead: DCC Local Policing

Key milestones:

* Overview of design and approach
* Delivery plan and progress reports
* Evaluation and learning
* Roll out of UNCRC within policing

Performance measures and insights:

* How is Police Scotland improving the quality of policing for children and young people?

**Objective: 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**

Lead: DCC Crime & Operational Support

Key milestones:

* Deliver a calendar of campaign activity, in partnership with key stakeholders, to improve driver attitudes / behaviour and reduce injury on Scotland’s roads
* With the support of Transport Scotland funding, develop the ‘In depth fatality study’ to identify appropriate interventions and reduce Road Casualties
* Develop an online reporting tool for video footage to involve the public in road safety and encourage engagement

Performance measures and insights:

* How effective are Police Scotland’s activities to improve road safety in Scotland?

**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**

Lead: DCC Local Policing

Key milestones:

* Monitor the use, benefits and colleague experience via interview and case study to articulate the impact
* Improve outcomes for service users through integrated service delivery with public sector partners at shared colocations

Performance measures and insights:

* 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?

**Counter the threat of terrorism by effectively continuing to deliver the four**

**strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare**

Lead: DCC Crime & Operational Support

Key milestones:

* Evaluation of engagement and delivery

Performance measures and insights:

* What impact is CONTEST strategy activity having on public and community wellbeing?

**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**

Lead: DCC Crime & Operational Support

Key milestones:

* Evaluation of engagement and delivery

Performance measures and insights:

* 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.

**Objective: 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**

Lead: DCC Crime & Operational Support

Key milestones:

* Design, approve and implement strategy
* Delivery plan and progress reports
* Evaluation and learning

Performance measures and insights:

* 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**

Lead: DCC Professionalism, Digital & Transformation

Key milestones:

* Assessment of progress, evaluation & benefits achieved

Performance measures and insights:

* 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**

Lead: DCC Local Policing

Key milestones:

* Consult, design, develop and publish new LPPs
* Local engagement and governance

Performance measures and insights:

* 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: Support our communities through a blend of local and national**

**Expertise**

**Implement and deliver the key elements of the Gaelic language plan 21-26**

Lead: DCC Local Policing

Key milestones:

* Delivery plan and progress reports

Performance measures and insights:

* 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 Coordination Centre (SC3)**

Lead: DCC Crime and Operational Support

Key milestones:

* 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 in to the UK and beyond

Performance measures and insights:

* 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?

**Objective: Support the changing nature of communities**

**Embed Police Scotland’s updated Equality Outcomes for service delivery**

**across the service**

Lead: DCC Local Policing

Key milestones:

* Report on progress and evaluation

Performance measures and insights:

* 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.

**Objective: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**

Lead: All

Key milestones:

* 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

Performance measures and insights:

* 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**

Lead: DCC Professionalism, Digital and Transformation

Key milestones:

* 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

Performance measures and insights:

* How is Police Scotland measuring and improving public confidence and satisfaction in our police service?
* Is Police Scotland resolving complaints efficiently and fairly?

**Objective: 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)**

Lead: DCC Professionalism, Digital and Transformation

Key milestones:

* Delivery plan and progress reports

Performance measures and insights:

* 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?

**Objective: 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 colocation, co-response, shared knowledge**

**and shared services, including fleet**

Lead: Estates / Fleet / PPCW

Key milestones:

* Assessment of progress and evaluation

Performance measures and insights:

* 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.

**Objective: Prioritise wellbeing and keep our people safe, well equipped and**

**protected**

**Deliver the national and local Your Voice Matters Implementation plans**

**developed in response to the survey results to ensure that the desired**

**outcomes and progress is achieved**

Lead: DCO Corporate Services, People & Strategy

Key milestones:

* Delivery of the Implementation Plan against milestones

Performance measures and insights:

* How will YVM results inform Police Scotland’s wellbeing approach?
* How are results and response rates reflecting the effectiveness of the action plans?
* What are our Staff Associations, Unions and Diversity Network Chairs telling us?

**Design and implementation of a new People Strategy**

Lead: DCO Corporate Services, People & Strategy

Key milestones:

* Design, approve and implement strategy
* Delivery plan and progress reports
* Evaluation and learning

Performance measures and insights:

* How is Police Scotland using results from Your Voice Matters survey to shape future developments on staff wellbeing?
* How effective is Police Scotland’s workforce development?
* How is Police Scotland enhancing leadership training?
* How does Police Scotland proactively promote and support equality and diversity initiatives?

**Implement the Estates Strategy and Transformation Plan to ensure safe**

**working environments for our people which will enhance wellbeing and morale**

Lead: DCO Corporate Services, People and Strategy

Key milestones:

* Implementation of improvement plan resulting from the Estates Condition Survey
* Design and delivery of modern workplace template trialled in both a national function and an operational site with findings to inform national roll out

Performance measures and insights:

* How is Police Scotland improving public contact access to its services?
* How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value?
* Percentage footprint of the estate that is in good or better condition

**Continue to deliver and enhance services available to support mental,**

**emotional and physical wellbeing**

Lead: DCO Corporate Services, People & Strategy

Key milestones:

* Develop wellbeing framework
* Implement action plan
* Commence ongoing evaluation

Performance measures and insights:

* How is Police Scotland using results from YVM survey to shape future developments on staff wellbeing?
* How well does Police Scotland manage staff and officer absence rates?

**Objective: Support our people to be confident leaders, innovative, active**

**contributors and influencers**

**Continue to refine and implement key areas of strategic workforce planning**

Lead: DCO Corporate Services, People & Strategy

Key milestones:

* Delivery plan and progress reports

Performance measures and insights:

* How effective is Police Scotland’s workforce development?
* How is Police Scotland enhancing leadership training?

**Objective: Support our people to identify with and demonstrate Police**

**Scotland values and have a strong sense of belonging**

**Ensure delivery, and lead mainstreaming of equality, diversity and inclusion in**

**our workforce across the service, exploring gaps in existing and forecast skills**

**required**

Lead: DCC Professionalism, Digital and Transformation / DCO Corporate Services, People & Strategy

Key milestones:

* Deliver a Police Scotland Equality, Diversity and Inclusion strategy, engaging and collaborating with a range of internal and external stakeholders
* Design an implementation plan for the Equality, diversity and Inclusion strategy
* Ensure reporting of progress against the EDI strategy and Equality Outcomes is mainstreamed

Performance measures and insights:

* How does Police Scotland proactively promote and support equality, diversity and inclusion initiatives?

**Implement HMICS recommendations on remit of positive action team**

Lead: DCO Corporate Services, People & Strategy

Key milestones:

* Delivery plan and progress reports

Performance measures and insights:

* How does Police Scotland proactively promote and support equality, diversity and inclusion initiatives?

## 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.

**Objective: 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**

Lead: DCO Corporate Services, People & Strategy

Key milestones:

* Design, develop, and approve plan
* Publication

Performance measures and insights:

* 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**

Lead: DCO Corporate Services, People & Strategy

Key milestones:

* Establish and embed a 5 year rolling capital investment plan supported by a 5 year capital budget

Performance measures and insights:

* 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**

Lead: DCC Professionalism, Digital and Transformation / DCO Corporate Services, People & Strategy

Key milestones:

* Review report to SPA Board for consideration

Performance measures and insights:

* What progress has been made, taking into account the impact on services of major events e.g. pandemic, COP26?

**Initiate and enhance national and international partnerships to disrupt those**

**involved in emerging and current criminal activities**

Lead: DCC Crime & Operational Support

Key milestones:

* Continue existing and seek to develop new partnership relationships
* 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
* Develop opportunities to disrupt such criminality across Scotland

Performance measures and insights:

* How is Police Scotland working with partners to mitigate the risk of cybercrime?
* How well is Police Scotland working with others to prevent RSOs from re-offending?
* How well does Police Scotland support people and prevent them from becoming victims of human trafficking?
* How does Police Scotland support Scotland’s Serious Organised Crime Strategy?

**Progress the delivery and governance of the Enabling Policing for the Future**

**(EPF) programme**

Lead: DCC Professionalism, Digital and Transformation

Key milestones:

* Delivery plan and progress reports

Performance measures and insights:

* How is Police Scotland’s Change Portfolio improving service delivery?
* Cashable benefits (planned / forecast / delivered)
* Benefits realisation – Noncashable officer efficiencies (planned / forecast / delivered)
* Benefits realisation – Noncashable 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**

Lead: DCO Corporate Services, People & Strategy/DCC Crime & Operational Support

Key milestones:

* Overview of approach
* Delivery plan and progress reports
* Evaluation and learning

Performance measures and insights:

* 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**

Lead: DCC Professionalism, Digital and Transformation

Key milestones:

* Design and staff unit
* Establish network

Performance measures and insights:

* How effective is Police Scotland at continuous improvement and workforce development?

**Objective: Commit to making a positive impact through outstanding**

**environmental sustainability**

**Develop and implement innovative and sustainable methods to deliver a**

**modern Police Service.**

Lead: DCO Corporate Services, People & Strategy

Key milestones:

* Continue implementation of Environmental Strategy
* Continue implementation of Fleet strategy
* Continue implementation of Procurement Strategy
* Implementation of Estates Transformation Strategy

Performance measures and insights:

* What progress is Police Scotland making in the delivery of its Fleet, Estates and Environmental strategies?
* Average age of fleet Vehicle availability (Percentage of fleet)
* Proportion of vehicles that are ULEV (Percentage of fleet)
* Percentage footprint of the estate which is co-located / shared with our partners
* Percentage footprint of the estate that is in good or better condition
* Total carbon emissions per m2 of estate
* Reduction in Co2 emissions

**Objective: Support operational policing through the appropriate digital tools**

**and delivery of best practice**

**Engage and contribute to the Independent Advisory Group (IAG) on emerging technologies to ensure that new technology is harnessed to support modern policing**

Lead: DCC Crime & Operational Support

Key milestones:

* Ongoing engagement and support
* Review any recommendations and consider implementation

Performance measures and insights:

* What progress is Police Scotland making on delivery of relevant strategies?

**Implement Body Worn Video across the organisation for operational officers**

Lead: DCC Professionalism, Digital & Transformation

Key milestones:

* Delivery plan and progress reports

Performance measures and insights:

* 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 multiyear 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/how-we-do-it/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.

## 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

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

### 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/consultation/policingforscotland/supporting_documents/Strategic%20Police%20Plan%202020%20v5.pdf>

### 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.