

Notice of Meeting and Agenda Police and Fire & Rescue Scrutiny Sub-Committee

Date	Time	Venue
Tuesday, 15 March 2022	15:00	Remotely by Microsoft Teams,

MARK CONAGHAN
Head of Corporate Governance

Membership

Councillor Bill Binks: Councillor John Hood: Councillor Andy Steel:

Councillor Marie McGurk (Convener): Councillor John McNaughtan (Depute Convener):

Webcasting of Meeting

This meeting will be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Convener will confirm if all or part of the meeting is being filmed. To find the webcast please navigate to

<https://renfrewshire.public-i.tv/core/portal/home>

Items of business

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

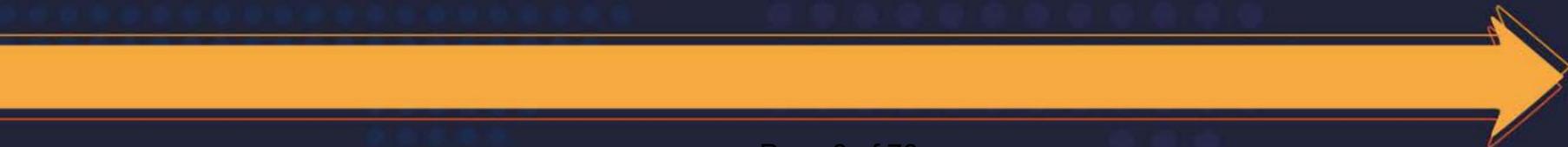
- 1 HM Fire Service Inspectorate in Scotland - Review of Inspections across Local Authority Areas** **3 - 12**
Presentation by Scottish Fire and Rescue Service.
- 2 Scottish Fire and Rescue Service - Long Term Vision**
Verbal report by Scottish Fire and Rescue Service.
- 3 Draft Annual Police Plan 2022/23** **13 - 70**
Report by Director of Communities and Housing Services.
- 4 Policing Performance 2021/22 - Local Authority Feedback** **71 - 76**
Report by Director of Communities and Housing Services.
- 5 Police Scotland Spotlight - Drug Deaths in Renfrewshire**
Verbal report by Police Scotland.
- 6 Local Issues**
Verbal report by Police Scotland and Scottish Fire and Rescue Service.



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SFRS Long-Term Vision



Our Vision



We want to be regarded as among the best fire and rescue services in the world, focused on meeting the changing needs of our communities. As an industry leader, committed to achieving best practice standards, we will share our experiences, insights and learning with others about our achievements and how we got there.

Our Mission



***Working
together for a
safer Scotland.***

Our Purpose



To work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland.

Our Strategic Intents

- We are a learning organisation committed to ensuring our staff are safe in carrying out their duties in all that they do. Staff are supported through better training and in terms of their own health and wellbeing. Staff are more satisfied and empowered in their work.
- As we modernise our Service over time our communities are safer and more resilient. We are more reflective of our communities and engage them more in shaping how we work to help address the challenges Scotland faces.

Our Strategic Intents



- The breadth and depth of what we contribute to Scotland's communities is deepened. We deliver our services to reflect the differences across communities. We are fully accountable to communities and stakeholders for delivering our ambition.
- We are a more innovative and agile organisation, responding to how risks are changing across Scotland's communities and we work ever better with our partners in doing this. We seek to prevent harm where we can and respond effectively when incidents require it of us.

Our Principles



Progressive



Inclusive



People-centred



Connected

Our Priorities

- We will invest in developing leaders and train our staff to the highest standards.
- We will be an organisation that works in agile and smart ways to support our staff to achieve a positive work-life balance.
- We will be innovative in our use of technology, data and information to change how we work.
- Prevention will be at the heart of our service delivery model as it evolves to meet Scotland's changing needs.

Our Priorities



- Partnership working will be at the core of how we work.
- We will value different views and experiences and backgrounds within and our with our organisation.
- We will be a more environmentally sustainable organisation.
- We will be driven by a deeper understanding of the needs of our communities.

To: Police and Fire and Rescue Scrutiny Sub Committee

On: 15 March 2022

Report by: Director of Communities and Housing Services

Heading: Draft Annual Police Plan 2022/23

1. Summary

- 1.1 Strategic planning arrangements for policing in Scotland are set out in the Police and Fire Reform (Scotland) Act 2012. The Scottish Police Authority (SPA) is responsible for developing a strategic police plan for policing that reflects the Scottish Government's national outcomes, strategic police priorities and justice strategy.
 - 1.2 Police Scotland is responsible for producing an annual police plan that sets out the arrangements to deliver against the strategic police plan in the year ahead. Delivery against the annual plan is described in the quarterly performance reports submitted to SPA and based on a performance framework. Similar legislative arrangements exist at local level, with Police Scotland responsible for producing local police plans for each local authority and reporting performance via this scrutiny sub-committee.
 - 1.3 The Chief Constable for Police Scotland, Iain Livingstone wrote to partners including the Renfrewshire Council Chief Executive on 15 February 2022 requesting comments on the draft Annual Police Plan 2022/23.
 - 1.4 The Annual Plan will be presented to the SPA Board meeting in March 2022 before being laid before the Scottish Parliament.
 - 1.5 The draft Police Scotland Annual Plan 2022/23 is attached to this document as Appendix 1. Local relationships with Police Scotland are good and the key thematic areas set out in the proposed plan, reflect the key areas of concern that arise locally. It is recommended that Renfrewshire Council notes the content of the draft plan and that it agrees with the priorities and objectives set, with an e-mail sent to Mr Livingstone to this effect.
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2. Recommendations

- 2.1 It is recommended that the Police and Fire & Rescue Scrutiny Sub Committee:
- (i) notes the content of the draft annual Police Plan 2022/23; and
 - (ii) instructs the Head of Communities and Public Protection to write to Mr Livingstone welcoming the opportunity to comment on the draft Plan, advising him that the plan has been considered by this sub-committee and that the Council agrees with the priorities and objectives set out in the proposed draft Annual Plan 2022/23
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3. Background

- 3.1 Police Scotland's priorities are influenced by several factors including ongoing engagement with the public and communities of Scotland; the Scottish Government's Strategic Police Priorities; and the five strategic outcomes in the plan are directly aligned with the Joint Strategy for Policing (2020).
- 3.2 Your View Counts survey (a year-round survey that allows anyone to comment) provides useful feedback, along with Police Scotland's analysis of the risks and emerging threats likely to impact on Scotland's communities, to establish and reinforce Police Scotland priorities.
- 3.3 The draft annual plan attached as Appendix 1 clearly highlights the challenges faced by Police Scotland and communities in the face of the pandemic over the past couple of years and that recovery, for everyone, will be important.
- 3.4 It 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.
- 3.5 The draft Annual Police Plan sets out what Police Scotland will do in the coming year to make progress against their strategic outcomes and objectives; and address their priorities for policing.
- 3.6 The 5 strategic outcomes in the 2022/23 draft Annual Plan are based around the Joint Strategy for Policing with 3 objectives lying under each:
- ***Threats to public safety and wellbeing are resolved by a proactive and responsive police service***
 - We keep people safe in the physical and digital world
 - Design services jointly to tackle complex public safety and wellbeing challenges
 - We support policing through proactive prevention

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

- ***The public, communities and partners are engaged, involved and have confidence in policing***
 - Embed the ethical and privacy considerations 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 communities

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

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

3.7 The plan is fully aligned to the revised outcomes focused performance framework, with impact measures identified for each outcome and objective.

3.8 The draft Annual Plan breaks down each strategic outcome, the objective, how Police Scotland plan to achieve this objective and how they will measure this.

3.9 The content and focus of the draft plan reflect the issues and challenges faced locally and are in line with and support the objectives of the Community Safety Partnership. It is recommended that the Council respond to the draft, welcoming the opportunity to comment and supporting the priorities and objectives set out in the draft Plan.

Implications of the Report

1. **Financial** - None
 2. **HR & Organisational Development** – None.
 3. **Community/Council Planning** –
 - *Our Renfrewshire is safe* - By focusing on key areas of policing, Renfrewshire should be a safer place to live, work and visit
 4. **Legal** - None
 5. **Property/Assets** - None
 6. **Information Technology** - None
 7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – None.
 9. **Procurement** - None
 10. **Risk** - None
 11. **Privacy Impact** - None.
 12. **COSLA Policy Position** – Not Applicable
 13. **Climate Risk** – Not Applicable
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List of Background Papers

- a) Consultation on the Joint Strategy for Policing (2020) – Police and Fire & Rescue Scrutiny Sub Committee, 10 March 2020.

The foregoing background papers will be retained within Communities, Housing and Planning Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is the Communities and Regulatory Manager.

Author: Oliver Reid, Head of Communities and Public Protection.
Email: oliver.reid@renfrewshire.gov.uk



Chief Constable

By email

15 February 2022

Dear colleagues and stakeholders,

ANNUAL POLICE PLAN 2022/23 (DRAFT)

In accordance with Section 35 of the Police & Fire Reform (Scotland) Act 2012, I as Chief Constable must prepare an Annual Police Plan which sets out the proposed arrangements for the policing of Scotland in the year ahead. I am required to consult with the Scottish Police Authority (SPA) in preparing the Annual Police Plan.

To fulfil this statutory obligation, we have developed a draft Annual Police Plan (APP) for the period of 2022/23. This describes our priorities for policing, objectives and the activity that will be undertaken across the service to address Police Scotland's strategic outcomes.

The plan aligns with the strategic outcomes and objectives of *Policing for a Safe, Protected and Resilient Scotland*, the Scottish Police Authority and Police Scotland's Joint Strategy for Policing (2020), which sets out our strategic vision for policing and what we will do to ensure the service is sustainable and fit for the future.

The ongoing COVID-19 pandemic continues to present some clear operational challenges for the year ahead; however, our focus remains on delivering high quality policing services and transformational change in line with our outlined strategic direction.

Implementation and delivery of our plan will be underpinned by reporting to the Authority and a refreshed performance framework. This will provide key measures and insights. It will evidence and describe our progress and the impact of policing on improving outcomes for citizens and communities across Scotland.

If you would like to arrange a virtual meeting or prefer to provide written feedback, please contact strategicplanningdevelopment@scotland.pnn.police.uk.

Private Office: Police Scotland Headquarters, Tulliallan Castle, Kincardine, FK10 4BE

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Our online Engagement Hub hosts our ongoing Your Police survey, and public insight from this will also inform our final plan. The address is <https://consult.scotland.police.uk/> if you would like to share this link.

Following this engagement we will develop a final version of the plan which will be presented at the SPA Board meeting in March 2022, and then laid before the Scottish Parliament.

Please note that the Scottish Police Authority will be engaging separately on its Annual Review in due course.

I enclose a copy of our draft plan and would be grateful for your feedback at this key development stage.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Iain Livingstone', written in a cursive style.

Iain Livingstone QPM
Chief Constable

Private Office: Police Scotland Headquarters, Tulliallan Castle, Kincardine, FK10 4BE

OFFICIAL

Police Scotland Annual Police Plan 2022/23 **DRAFT**

This draft plan is for stakeholder review and feedback. This will continue to be updated before the final plan is laid in the Scottish Parliament in due course.



**POLICE
SCOTLAND**
Keeping people safe
POILEAS ALBA

**SCOTTISH POLICE
AUTHORITY**

Police Scotland: keeping people safe

The roles and responsibilities of Police Scotland and the Scottish Police Authority (SPA) are set out in the Police and Fire Reform (Scotland) Act 2012. 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 and performance framework are as follows:

Scottish Government (SG) National Outcomes & Strategic Police Priorities

SG's [Programme for Government](#) and [National Performance Framework](#) sets 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](#) outlines the role Police Scotland will play in transforming the way justice is viewed and delivered in Scotland.

The [Strategic Police Priorities](#) (SPPs) set the high level strategic direction for the policing of Scotland and the carrying out of the Scottish Police Authority's (SPA) functions. The SPPs are set by Scottish Ministers and the legal framework for their development was established in the [Police and Fire Reform \(Scotland\) Act 2012](#) ("the Act"). The SPPs are Crime and Security, Confidence, Partnerships, Sustainability, People and Evidence.

Scottish Police Authority – Strategic Police Plan

Under the Police and Fire Reform (Scotland) Act 2012 the SPA is responsible for producing a strategic police plan, in line with these outcomes and priorities. The [Joint Strategy for Policing \(2020\), Policing for a safe, protected and resilient Scotland](#) 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](#).

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](#) 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](#) 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](#) 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 in terms of environmental impact, evolving technology, emerging risks and financial constraints have an impact on 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. [More to be added if agreed ahead of March 2022]

Performance Framework

Linked to our plans, our outcomes focused [performance framework](#) 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.

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A sustainable service.....	X
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Accountability.....	X
Engaging with us.....	X

DRAFT: for Stakeholders

Chief Constable's Foreword



[To be added prior to publication].

DRAFT: for Stakeholders

Our plan on a page



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

Strategic Police Priorities

Crime and Security Confidence Sustainability Partnerships People Evidence

Priorities for Policing

Protecting Vulnerable People Tackling Crime in the Digital Age Working with Communities Support for Operational policing

Outcomes

Objectives

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

- 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

The needs of local communities are addressed through effective service delivery

- Understand our communities and deliver the right mix of services to meet their needs
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- Support the changing nature of communities

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

- Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service
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Our people are supported through a positive working environment, enabling them to serve the public

- Prioritise wellbeing and keep our people safe, well equipped and protected
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Police Scotland is sustainable, adaptable and prepared for future challenges

- Use innovative approaches to accelerate our capacity and capability for effective service delivery
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- Support operational policing through the appropriate digital tools and delivery of best value

Performance and Implementation

Evidence based policing

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 allowed for a great deal of organisational learning and growth, and have contributed towards the strategic direction, resources and role of policing in Scotland. Police Scotland has continued to adapt quickly and at pace to ensure the many changes required to continue to provide a high quality policing service to the public and communities of Scotland are in place.

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 the 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 continued, and 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 focussed 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.

The Contact, Command and Control Centre continues to support the public and communities by improving our call management whilst receiving an increase in calls for support, advice and issues of community wellbeing in part due to the strain placed on other public services during the ongoing pandemic. And as we move tentatively towards recovery, we will continue to support our partner agencies in order to best serve the communities of Scotland.

During the period of the pandemic so far 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.

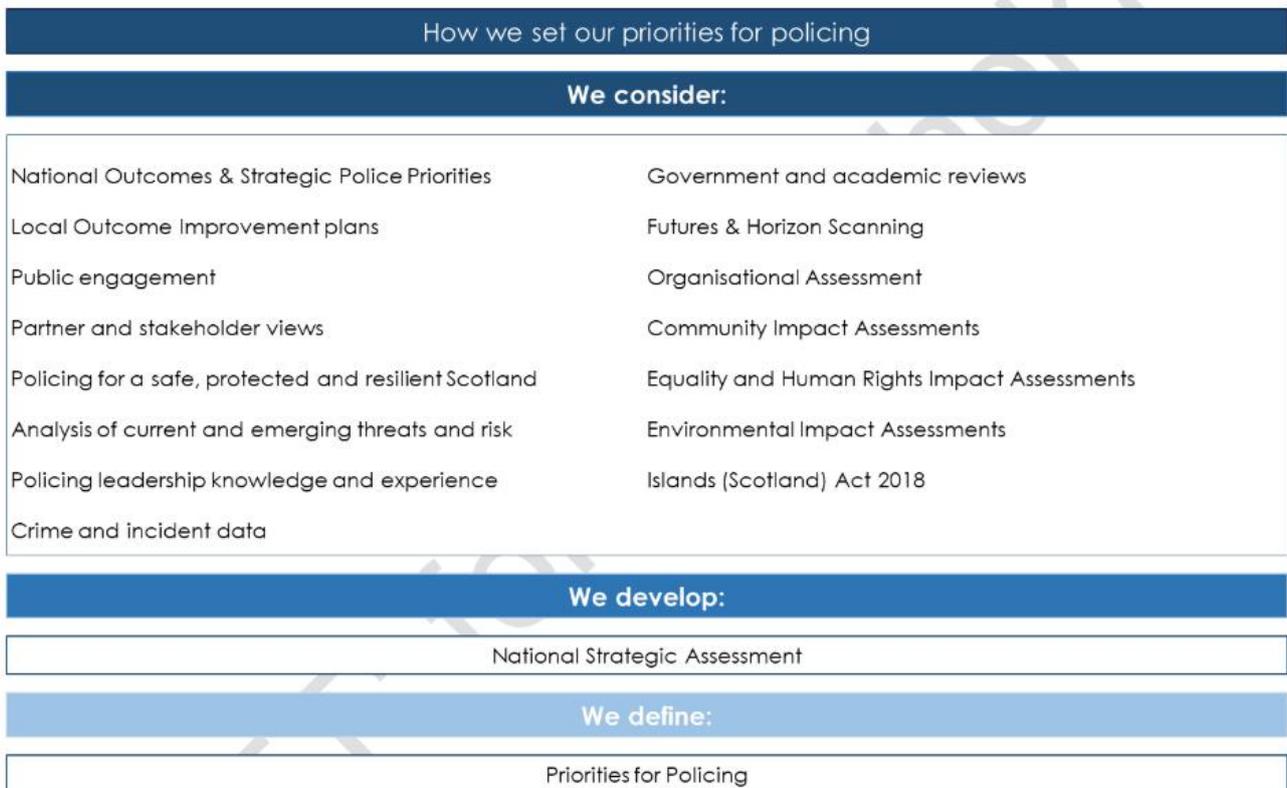
The service will strive to develop and deliver a considerable amount of key changes over the duration of this plan based on our strategic direction, which ultimately we believe will be of benefit to the communities of Scotland and enable the continuation of increased public trust in policing.

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 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 & harm– Child sexual exploitation & abuse– Serious violence incl. homicide– Human trafficking– Rape– Counter terrorism– Adult protection– Serious organised crime– Domestic abuse– Missing persons– Management of registered sex offenders– Public order & safety– Road casualties– Fraud	
Our Organisational Priorities	
<ul style="list-style-type: none">– Governance, strategic direction & change– Organisational design– Resources & demand– Our people– Contact and engagement– Finance and sustainability– Organisational resilience	

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’s Strategy, 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).

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

The needs of local communities are addressed through effective service delivery

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

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

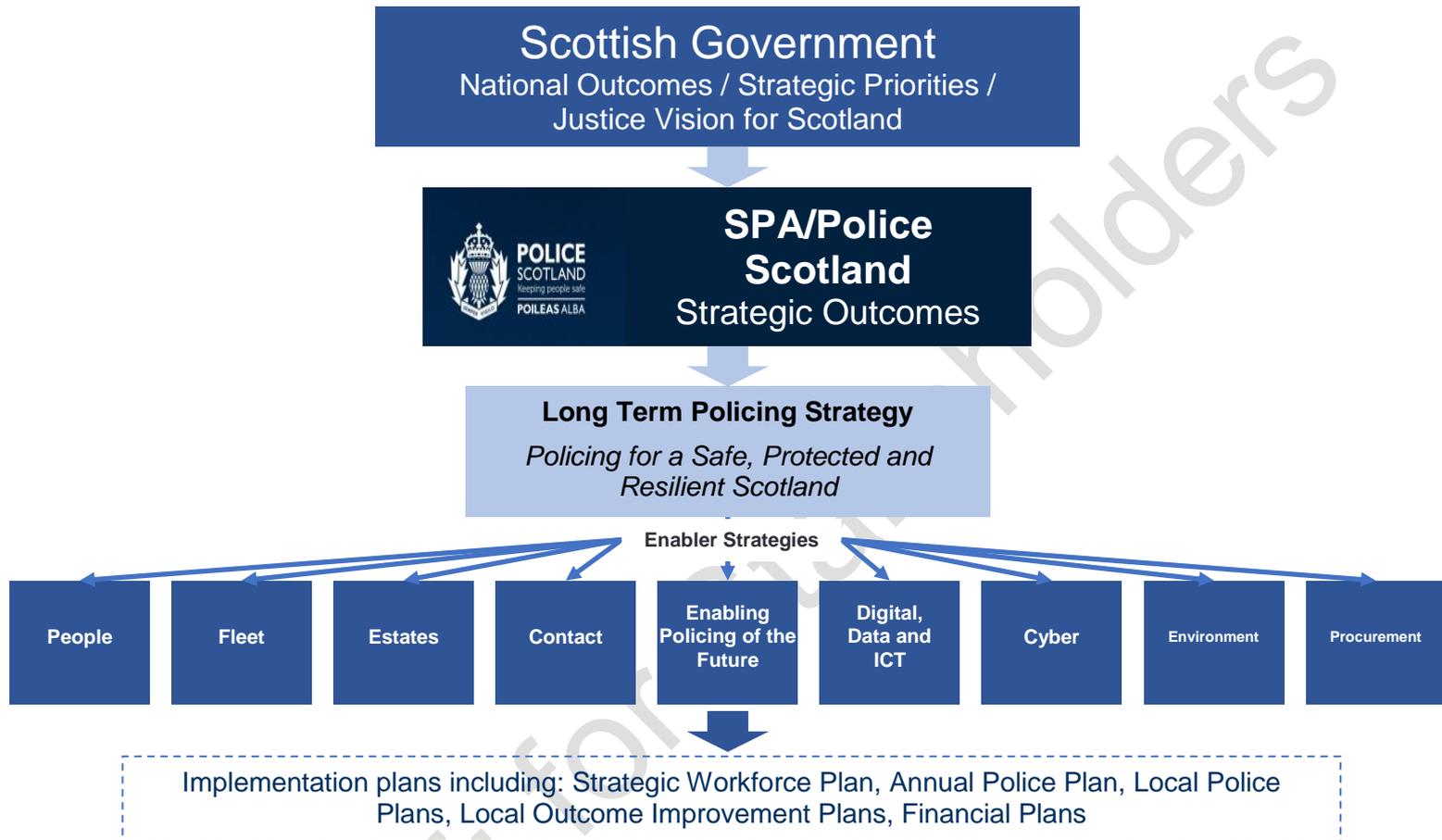
Police Scotland is sustainable, adaptable and prepared for future challenges

DRAFT: for comment

13

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.



Strategic Alignment Joint Strategy for Policing (2020) – Policing for a safe, protected and resilient Scotland The Scottish Police Authority and Police Scotland set out the strategic direction and associated outcomes for policing in this document. This drives Police Scotland's approach to all other strategies and 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.

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. 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.

DRAFT: for Stakeholders

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
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Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>We keep people safe in the physical and digital world</p>	<p>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</p>	<p>DCC Crime & Operational Support</p>	<p>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</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>
	<p>Implement new measures to reduce threat, risk and harm to vulnerable missing people</p>	<p>DCC Local Policing</p>	<p>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</p>		<p>How effective is the introduction of new measures in improving Police Scotland's and partners responses to vulnerable and repeat missing persons?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	Develop partnership approaches to tackle drug related deaths, drug related harm and improve community wellbeing	DCC Local Policing	<p>Overview of high level plan</p> <p>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</p>		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	DCC Local Policing / DCC Crime & Operational Support	Delivery plan and progress reports		Training, awareness and guidance in place for officers and staff within the required timescales.

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Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	<p>Improve and enhance our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents</p>	<p>DCC Crime & Operational Support</p>	<p>Improve/expand/ develop new processes for supporting human trafficking and rape</p> <p>Continue to evaluate the progress of child protection flagging and work with Scottish Government to develop a permanent national child protection register</p> <p>Support local policing with the implementation of the new Scottish Government National Child Protection Guidance</p>		

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Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	<p>Design, develop and implement a refreshed strategy and approach to proactively and supportively police violence against women and girls (VAWG)</p>	<p>DCC Crime & Operational Support</p>	<p>Overview of design and approach</p> <p>Delivery plan and progress reports</p> <p>Evaluation and learning</p> <p>Progress Distress Brief Intervention (DBI) through Women's Aid / violence against women and girls</p> <p>Use of appropriate external media campaigns and internal communications</p>		<p>How effective is Police Scotland at tackling serious violent crime?</p> <p>How well is Police Scotland working to eradicate domestic abuse crime?</p> <p>How well does Police Scotland support at risk children from abuse?</p> <p>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</p> <p>Raising awareness and understanding of intersectionality, where all individuals including women and girls may also be at risk from crime through other protected characteristics</p>

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Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	Continue to respond to the latest developments, deliver and evaluate the impact of Operation Talla, Police Scotland's response to the COVID-19 pandemic	DCC Crime & Operational Support	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	Quarterly	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

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Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	<p>Develop strategies to mitigate impact and risk resulting from the UK's new relationship with Europe</p>	<p>DCC Crime & Operations</p>	<p>Overview of mitigation of risk and impact</p> <p>Overview of collaborative working</p> <p>Seek to develop new partnerships and maintain existing relationships with partners</p> <p>Mitigate risks associated with loss of critical law enforcement measures and systems</p> <p>Continue to develop contingencies and develop innovative processes and opportunities to enhance our footprint in the international arena</p>	<p>Quarterly</p>	<p>How is Police Scotland working with partners to mitigate the risk of cybercrime?</p> <p>How is Police Scotland responding effectively to public order / safety threats?</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>

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Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	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		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	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		How does Police Scotland ensure that its criminal justice processes and services are fit for purpose?

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Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
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	Delivery plan and progress reports		How do specialist resources meet community needs and protect the community from risk and harm?

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Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	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	<p>Collaborative work with Scotland Against Modern Slavery to understand the nature and extent of the threat of HT in the labour market</p> <p>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</p> <p>Identify secondment opportunities for officers within HOIE, Justice and Care, to support NHTU and HT Operations</p>		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)	DCC Local Policing / DCC Professionalism, Digital Services & Transformation	Initially deploy DESC pilot in D Division during Q1 2022-23 with the Beta for a National Rollout Q3 2022/23.		What progress is Police Scotland making on delivery of its DDICT Strategy?

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	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		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		How is Police Scotland improving the quality of policing for children and young people?

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Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>We support policing through proactive prevention</p>	<p>Through intelligence led policing and proactive engagement with all road users, reduce death and serious injury on Scotland's Road network</p>	<p>DCC Crime & Operational Support</p>	<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>How effective is Police Scotland's activity to improve road safety in Scotland?</p>

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Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	<p>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</p>	<p>DCC Local Policing</p>	<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>		<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>
	<p>Counter the threat of terrorism by effectively continuing to deliver the four strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare</p>	<p>DCC Crime & Operational Support</p>	<p>Overview of engagement and delivery</p>	<p>Quarterly</p>	<p>What impact is CONTEST strategy activity having on public and community wellbeing?</p>

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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	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>Understand our communities and deliver the right mix of services to meet their needs</p>	<p>Develop and design and a fit for future Air Capability Strategy to most effectively enable policing and support the public and communities, with engagement, ethics and scrutiny at the forefront of our approaches</p>	<p>DCC Crime & Operational Support</p>	<p>Placeholder – require milestones from Specialist Services</p> <p>Overview of Design and approach</p> <p>Delivery plan and progress reports</p> <p>Evaluation and learning</p> <p>Fleet of drones reference</p>		<p>How do specialist resources meet community needs and protect the community from risk and harm?</p>
	<p>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</p>	<p>DCC Professionalism, Digital & Transformation</p>	<p>To be updated</p>		<p>How is Police Scotland's Change Portfolio improving service delivery?</p>
	<p>Refresh Local Police Plans during 22/23 for publication in 2023, setting out priorities and engaging with local authority partners</p>	<p>DCC Local Policing</p>	<p>Best practice guidance</p> <p>Local engagement and governance</p>		<p>How have local divisions performed against 2020 plans?</p> <p>What are local people, stakeholders and seldom heard groups telling us about their experiences and priorities?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
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		Placeholder for measures – SG has only published consultation docs
	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.	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.	Ongoing	
Support the changing nature of communities	Embed Police Scotland's updated Equality Outcomes for service delivery across the service	DCC Local Policing	Overview of progress and evaluation		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	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service</p>	<p>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</p>	<p>All</p>	<p>Public and Stakeholder engagement plan quarterly update</p> <p>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</p>		<p>How is Police Scotland measuring and improving public confidence and satisfaction in our police service?</p>
	<p>Ensure a transparent, strong and consistent ethical oversight that maintains public trust and confidence in policing</p>	<p>DCC Professionalism, Digital and Transformation</p>	<p>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</p>		<p>How is Police Scotland measuring and improving public confidence and satisfaction in our police service?</p> <p>Is Police Scotland resolving complaints efficiently and fairly?</p>

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

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	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
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.	DCO Corporate Services, People & Strategy	Delivery of the Implementation Plan against milestones	Q1 & Q3	<p>The YVM results inform the next iteration of the Wellbeing Approach to be published in Feb 2022</p> <p>The next set of results and response rates will demonstrated the effectiveness of the action plans, along with in the moment reponses to what our Staff Associations, Unions and Diversity Network Chairs tell us</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	Design and implementation of a new People Strategy	DCO Corporate Services, People & Strategy	Overview of Design and approach Delivery plan and progress reports Evaluation and learning	Q2 & Q4	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	DCO Corporate Services, People and Strategy	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.	Q2 +Q4	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

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	Continue to deliver and enhance services available to support mental, emotional and physical wellbeing	DCO Corporate Services, People & Strategy	Q2 – develop wellbeing framework Q4 – implement action plan Q4 – commence ongoing evaluation	Q2 & Q4	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?
Support our people to be confident leaders, innovative, active contributors and influencers	Continue to refine and implement key areas of strategic workforce planning	DCO Corporate Services, People & Strategy	Delivery plan and progress reports	Q1 & Q3	How effective is Police Scotland’s workforce development? How is Police Scotland enhancing leadership training?

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Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging</p>	<p>Ensure delivery, and lead mainstreaming of equality, diversity and inclusion in our workforce across the service, exploring gaps in existing and forecast skills required</p>	<p>DCC Professionalism, Digital and Transformation / DCO Corporate Services, People & Strategy</p>	<p>Deliver a Police Scotland Equality, Diversity and Inclusion strategy, engaging and collaborating with a range of internal and external stakeholders</p> <p>Design an implementation plan for the Equality, Diversity and Inclusion Strategy.</p> <p>Ensure reporting of progress against the EDI strategy and Equality Outcomes is mainstreamed</p>	<p>Q1 & Q3</p>	<p>How does Police Scotland proactively promote and support equality and diversity initiatives?</p>
	<p>Implement HMICS recommendations on remit of positive action team</p>	<p>DCO Corporate Services, People & Strategy</p>	<p>Delivery plan and progress reports</p>	<p>Q2 & Q4</p>	<p>How does Police Scotland proactively promote and support equality and diversity initiatives?</p>

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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	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Use innovative approaches to accelerate our capacity and capability for effective	Design, develop and deliver a five year business plan for policing in Scotland, including financial and resource considerations.	DCO Corporate Services, People & Strategy	Overview of approach Publication		How will Police Scotland use the plan to support governance and accountability?

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
service delivery	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		<p>How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value?</p> <p>Maintaining a balance budget: Financial monitoring report tracking and forecasting a balanced budget by Year End</p>
	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		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.	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</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</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
			enhance our contribution to the global intel picture Develop opportunities to disrupt such criminality across Scotland		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	DCC Professionalism, Digital and Transformation	Delivery plan and progress reports		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 develop 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		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

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
	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	Q3	
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	Implement Environmental Strategy Continue implementation of Fleet strategy Continue implementaton of Procurement Strategy Implementation of Estates Transformation Strategy		<p>What progress is Police Scotland making in the delivery of its Fleet and Estates strategies?</p> <p>Average age of fleet</p> <p>Vehicle availability (Percentage of fleet)</p> <p>Proportion of vehicles that are ULEV (Percentage of fleet)</p> <p>Percentage footprint of the estate which is co-located / shared with our partners</p> <p>Percentage footprint of the estate that is in good or better condition</p> <p>Total carbon emissions per m2 of estate</p> <p>Reduction in Co2 emissions</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
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		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		What progress is Police Scotland making on delivery of its DDICT Strategy?

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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.

DRAFT: for Stakeholders

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/police-scotland/strategic-planning/>

Separate EqHRIAs were undertaken for the activities described in this plan as required.

Governance and performance

Effective scrutiny and oversight are key elements to ensure 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.

DRAFT: for Stakeholders

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/>

Justice Sub-Committee on Policing

Key policing issues are discussed by the Scottish Parliament's Justice Sub-Committee on Policing. Please visit this site for further details:

<http://www.parliament.scot/parliamentarybusiness/CurrentCommittees/policing-sub-committee.aspx>

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

Local scrutiny

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

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

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

Police Investigation and Review Commissioner (PIRC)

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

DRAFT: for Stakeholders

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/>

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.

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/police-scotland/strategic-planning/>

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.

DRAFT: for Stakeholders

To: Police and Fire and Rescue Scrutiny Sub Committee

On: 15 March 2022

Report by: Director of Communities and Housing Services

Heading: Policing Performance 2021/2022 – Local Authority Feedback

1. Summary

- 1.1 The Scottish Police Authority (SPA) was created in 2012 under the Police and Fire Reform (Scotland) Act 2012 and provides oversight and scrutiny to the Chief Constable of Police Scotland and the Police force as a whole.
- 1.2 The SPA produces, on an annual basis, a single assessment of performance across the policing system which is incorporated into their Annual Report and Accounts.
- 1.3 The assessment the SPA makes of the delivery of policing in Scotland, and the focus of the Annual Report and Accounts is set against progress towards the 5 joint strategic outcomes laid out in the Strategic Police Plan, and the impact of the activities described in the Annual Police Plan and associated Local Police Plans.
- 1.4 The 5 joint strategic outcomes are:
 - Threats to public safety and wellbeing are resolved by a proactive and responsive police service:
 - The needs of local communities are addressed through effective service delivery:
 - The public, communities and partners are engaged, involved and have confidence in policing:
 - Our people are supported through a positive working environment, enabling them to service the public:
 - Police Scotland is sustainable, adaptable and prepared for future challenges.

1.5 The SPA Acting Chief Executive (Strategy and Performance), Barry Sillars wrote to local authority Chief Executives including Renfrewshire Council on 2 February 2022 requesting input into the performance of Police Scotland during 2021/22.

1.6 The final date for submissions to the letter 1 May 2022. A draft response to this request from the Council is attached as Appendix 1 for the approval of members and will be submitted in line with the timescales provided.

2. Recommendations

2.1 It is recommended that the Police and Fire & Rescue Scrutiny Sub Committee:

- (i) notes the request for feedback from the SPA into policing performance in 2021/22; and
 - (ii) approves the Council's consultation response as detailed in Appendix 1 to this report.
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3. Background

3.1 As previously reported to the Police and Fire & Rescue Scrutiny Sub Committee, the Strategic Police Plan details 5 high level outcomes that Police Scotland wish to achieve before going into detail on 3 objectives on how they plan to deliver the outcomes. Throughout the strategy, Police Scotland highlight the current challenges, what policing in the future will look like and how they will tackle the objectives.

3.2 A copy of the Strategic Police Plan can be read at:
<https://www.spa.police.uk/spa-media/aqmaitlw/joint-strategy-for-policing-2020-v10-spa-amendment.pdf>

3.3 The outcomes (bold) and objectives (bullet points) of the strategy are given below:

Outcome 1 – Threats to public safety and wellbeing are resolved by a proactive and responsive police service

- 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

Outcome 2 – The needs of local communities are addressed through effective service delivery

- 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

Outcome 3 – The public, communities and partners are engaged, involved and have confidence in policing

- Embed the ethical and privacy considerations 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

Outcome 4 – Our people are supported through a positive working environment, enabling them to serve the public

- 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

Outcome 5 – Police Scotland is sustainable, adaptable and prepared for future challenges

- 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

- 3.4 The strategy was implemented as a 3-year plan that will filter through both the Annual Police plan and Local Police Plans. In turn, these will be monitored through assessing performance via quarterly returns to the Scottish Police Authority and the SPA's Annual Review of Policing.
- 3.5 The draft response detailed in Appendix 1 focuses on the excellent working relationship between Police Scotland (K Division) and Renfrewshire Council through the Renfrewshire Community Safety Partnership.

Implications of the Report

1. **Financial** - None
2. **HR & Organisational Development** – None.
3. **Community/Council Planning** –
 - *Our Renfrewshire is safe* - By focusing on key areas of policing and providing appropriate scrutiny, Renfrewshire should be a safer place to live, work and visit
4. **Legal** - None

5. **Property/Assets** - None
 6. **Information Technology** - None
 7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – None.
 9. **Procurement** - None
 10. **Risk** - None
 11. **Privacy Impact** - None.
 12. **COSLA Policy Position** – Not Applicable
 13. **Climate Risk** – Not Applicable
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List of Background Papers

- a) Strategic Police Priorities – Police and Fire & Rescue Scrutiny Sub Committee, 14 January 2020
- b) Consultation on the joint strategy for Policing (2020) - Police and Fire & Rescue Scrutiny Sub Committee, 10 March 2020
- c) Local Police Plans - Police and Fire & Rescue Scrutiny Sub Committee, 17 August 2021

The foregoing background papers will be retained within Communities, Housing and Planning Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is the Communities and Regulatory Manager.

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Renfrewshire Council's response to SPA review of policing performance in 2021/22

Renfrewshire Council and Police Scotland continue to have an excellent relationship, particularly as key partners of the Renfrewshire Community Safety Partnership. Performance has remained high despite the challenges faced by both organisations in the face of the on-going global pandemic.

Leadership and communication has been strong from the Divisional Commander (Chief Superintendent Duncan) and his staff, with all levels of the Renfrewshire Council structure including Elected Members, the Chief Executive and front-line officers.

During 2021/22, Mr Duncan or his deputies attended frequent meetings (weekly for a period of time) to provide ongoing updates to the Council Corporate Management Team on the COVID-19 pandemic and Council Officers including the Head of Communities and Public Protection (Renfrewshire Council) attended divisional Op-Talla Gold Command meetings covering the Police Scotland response. The Divisional Commander also attended key meetings to provide key briefings for Elected Members on the impact of the pandemic on Policing at a local level.

Additional meetings of the Community Protection Chief Officers Group were also held through the pandemic lockdown periods to allow vital public protection issues to be considered and addressed by the Chief Officers in light of the impact of the pandemic on specific care services and other support for vulnerable residents including adult protection and child protection concerns.

This led to a high degree of confidence across each organisation of the approach being taken, and supported close working relationships with regards to interpreting and delivering the Health Protection (Coronavirus) (Requirements) (Scotland) Regulations 2021. This was particularly important for the local authority Environmental Health and Trading Standards teams to ensure consistency across the 4 E's (Engage, Explain, Encourage and Enforce) as applied by all regulators and enforcement agencies in Renfrewshire.

Due to the COVID-19 pandemic, virtual meetings became the norm and this was very important for the Renfrewshire Community Safety Partnership Daily Tasking meeting. The Local Authority Liaison Officer was exemplary in still reviewing incidents over the previous 24-48 hours to allow for cases to be disposed to the appropriate partner. This allowed this vital early intervention meeting to continue and ensured community needs were met quickly and decisively. Police Scotland K Division were at the forefront of this. During the year the division also supported the development of multi-agency monthly tasking meetings to focus on repeat cases coming to Daily Tasking.

A major component of work undertaken during 2021 in the face of the pandemic was the Scottish Elections held in May 2021. For Renfrewshire, this included 68 polling places across Renfrewshire, East Renfrewshire and Inverclyde and the Count at the Braehead Arena taking place over 2 days. Regular Police attendance at meetings, training sessions and then on the days of the Election and count were vital in ensuring a safe and compliant event.

Renfrewshire Council has been working closely with Police Scotland (locally and nationally) on responding to Serious and Organised Crime and the CONTEST (Prevent) agenda. A number of significant successes have been achieved by the Division in identifying and shutting down pill presses locally with significant disruption of these criminal activities. Support for CONTEST has included participation in the continuation of Prevent Multi Agency Panels (PMAP) to facilitate and discuss people that are potentially vulnerable to being drawn into terrorism. These have been important to allow information sharing and interventions to be put in place and with joint working, awareness of the Prevent process remains high and referrals are being maintained at similar levels to those seen prior to the pandemic – which is reassuring.

Following the tragic death of a 14 years-old boy in the River Gryfe in June 2021, Police Scotland agreed to sit on the Renfrewshire Water Safety Working Group. In addition, and to facilitate new Public Rescue Equipment, £10k was donated from the Divisional Commander's fund to improve water safety. Police Scotland have been instrumental in assisting with ensuring the signage is GPS located to allow a quick response (fed into STORM Control) and have supported the development of suicide prevention arrangements for new bridges that are due to be delivered as part of the City Deal project.

Two other areas of performance improvement have been taken forward to address specific Divisional issues of concern. Renfrewshire Council and Police Scotland (K Division) receive regular complaints with regards to anti-social behaviour from quad/off road bikes. Whilst Officers from G Division assisted on some occasions, it became clear that a divisional resource was required. Work is now underway to deliver 2 quad bikes in a partnership project that can be used to proactively deter anti-social behaviour.

In another pilot, Experimental Traffic Regulation Orders (ETROs) were put in place around 4 schools to prevent vehicles from moving in/out of streets during set times before and after schools. This offence can only be enforced by Police Scotland. While zones cannot be patrolled as often as would be preferred due to other Policing priorities, it has been noted that whenever asked, Officers attend as often as possible.

In summary despite the significant pressures on Policing over the past year at a Divisional level generated by the ongoing pressures of the pandemic response and the significant draw on local resources to support the COP26 Climate change summit, K Division has maintained local community policing performance while developing and supporting new and innovative partnership arrangements to support and protect the most vulnerable in our communities or address local issues of concern.