

---

## NORTH AYRSHIRE COUNCIL

3 September 2019

### Police Fire and Rescue Committee

---

**Title:** Scottish Government Consultation on review of Strategic Priorities

**Purpose:** The advise the Committee of the consultation and seek views on the response to the consultation.

**Recommendation:** That the Committee considers the draft consultation response and instructs that it be submitted either with or without modification.

---

#### 1. Executive Summary

- 1.1 This report considers the Scottish Government's Consultation paper on draft Strategic Police Priorities for Scotland. The consultation paper is attached at appendix 1 and the draft response is attached at Appendix 2.
- 1.2 The response requires to be lodged by 4<sup>th</sup> October 2019. The purpose of this report is to advise the Committee of the consultation and seek views for inclusion in the response to the consultation request.

#### 2. Background

- 2.1 The Police and Fire Reform (Scotland) Act 2012 requires the Scottish Government to set out its National Priorities for Policing, commonly referred to as the Strategic Police Priorities. These priorities are designed to be a link between operational policing and the Scottish Government's National Outcomes. Similar to the golden thread in the Council's Service Planning, there should be a consistent policy thread leading from Government's National Outcomes through the Strategic Police Priorities, to the three year Scottish Police Authority (SPA) Strategic Police Plan and thereafter to the Police Scotland Annual Police Plan and Local Policing Plan.
- 2.2 The current Strategic Police Priorities were set in October 2016 and focus on:-
  - Localism
  - Inclusion
  - Prevention
  - Response

- Collaborative Working
- Accountability
- Adaptability

2.3 The Scottish Government has consulted with a range of organisations including the SPA, Police Scotland and COSLA to develop new draft strategic priorities. Key themes emerged during these discussions as detailed in the consultation document at Appendix 1.

2.4 The proposed Strategic Police Priorities are as follows:-

- Crime and Security – prioritises prevention, investigation, equality and human rights to support positive criminal justice outcomes, respond to current and emerging threats and maintain public order.
- Confidence – works proactively to inspire public trust by being ethical, open and transparent, evidencing performance against outcomes, and building on a positive reputation at local, national and international level.
- Partnerships – works proactively with partners to maintain safe communities and support improved outcomes for individuals, increasing resilience and addressing vulnerability.
- Sustainability – adapts to present and plans for future social and economic circumstances, considering the environmental impact of policing and its operations.
- People – values, supports engages and empowers a diverse workforce to lead and deliver high quality services
- Evidence – uses evidence to develop services and addresses current and emerging demands, ensuring that the right capacity and skills are in place to deliver high performing and innovative services

2.5 The Scottish Government also proposes to move away from the current 3 year review period to a six yearly review period for the strategic priorities so that a longer term strategic framework is in place within the police planning framework.

2.6 The consultation document and questions are attached at Appendix 1 for the consideration of the Committee.

### **3. Proposals**

3.1 The Strategic Police Priorities are intended to be high level ones. It is important that they support the well-established approach to public sector reform and are consistent with work following the Community Empowerment (Scotland) Act 2015 regarding Community and Locality Planning. This should support a joined up public sector approach to supporting communities and tackling inequality.

3.2 It is recommended that the Committee considers the draft response at appendix 2 and agrees the response, with or without modifications. The deadline for submission of the response is 4<sup>th</sup> October.

## **4. Implications/Socio-economic Duty**

### **Financial**

4.1 There are no financial implications arising from this report.

### **Human Resources**

4.2 There are no Human Resources implications arising from this report

### **Legal**

4.3 There are no Legal implications arising from this report

### **Equality/Socio-economic**

4.4 The Scottish Government will assess the outcomes of the consultation exercise for equality, diversity and socio-economic outcomes.

### **Environmental and Sustainability**

4.5 There are no Environmental implications arising from this report.

### **Key Priorities**

4.6 The response to the consultation contributes to the Council's priorities of developing and promoting Aspiring Communities in North Ayrshire with active and strong communities where residents and communities are safe.

### **Community Wealth Building**

4.7 There are no Community Wealth Building benefits arising from this report.

## **5. Consultation**

5.1 The Scottish Government will consult on any actions they propose to take in response to the consultation responses received from members of the public and strategic partners.

Craig Hatton  
Chief Executive

For further information please contact **Aileen Craig, Senior Manager, Legal Services**, on 01294 424322.

## **Background Papers**

Appendix 1

Appendix 2

# **Strategic Police Priorities for Scotland**

**Consultation**

**July 2019**

# **Strategic Police Priorities for Scotland: Consultation**

## **Contents**

1. Ministerial Foreword
2. Context
3. Overview
4. Hierarchy of Police Priorities and Planning
5. Revised Strategic Police Priorities
6. Consultation Questions
7. Responding to this consultation
8. Respondent Information Form

## **Ministerial Foreword**

I am very proud of Scotland's policing system and the dedicated officers and staff who work tirelessly in our communities. In partnership with other services, policing supports the delivery of a number of the national outcomes set by the Scottish Government, notably that 'We live in communities that are inclusive, empowered, resilient and safe'.

The Strategic Police Priorities (SPPs) set the overarching framework for policing in Scotland, reflecting the ambition within the national outcomes and the 'Justice in Scotland: Vision and Priorities' for a safe, just and resilient Scotland. It is vital that we develop this framework in partnership with policing, other partners, and with Scotland's communities and those who represent them.

This document consults on six draft SPPs, which set the high level direction for the Scottish Police Authority (SPA) and Police Scotland. As well as maintaining Police Scotland, promoting policing and holding the Chief Constable to account, the SPA provides Scotland's Forensic Service.

Implementation of the Police and Fire Reform (Scotland) Act 2012 has made significant changes to the way in which policing is delivered and national capabilities within the service have been significantly enhanced. Reform has enabled policing in Scotland to continue to perform well in spite of significant budget cuts. Evidence shows that recorded crime has fallen by 35% since 2008-09, and the 2017-18 Scottish Crime and Justice Survey found that the majority of adults said the police were doing a good or excellent job.

Following our commitment in the 2018-19 Programme for Government, the time is right for this review. The current SPPs have now been in place for nearly 3 years, during which time the policing system has continued to develop. Leadership and governance has been strengthened in the SPA and Police Scotland. Implementation of the ten year policing strategy *Serving a Changing Scotland* is delivering major transformational change that will address emerging and future challenges and will ensure that effective partnership working supports the most vulnerable in our society.

The Scottish Government has supported policing by protecting the police revenue budget during the lifetime of this Parliament, to the tune of £100 million, and provides dedicated reform funding to help the service continue to evolve. We increased the police capital budget by 52% in the 2019-20 budget settlement.

The draft SPPs reflect current priorities and also focus on anticipated future demands, with a proposed lifespan of six years.

I encourage individuals, communities and organisations to respond to this consultation. Your voice will be key to ensuring the final SPPs reflect the diverse needs of our communities, and meet our ambitions for the service.

**HUMZA YOUSAF**

Cabinet Secretary for Justice

## **Context**

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").

Within the 2018-19 Programme for Government<sup>1</sup>, we committed to revising the existing set of SPPs in partnership with others. The current SPPs were last set in October 2016 and focus on<sup>2</sup>:

- Localism
- Inclusion
- Prevention
- Response
- Collaborative Working
- Accountability
- Adaptability

We are conducting this public consultation to gather as many views as possible on the new set of draft SPPs. Your views will help us to shape what the strategic focus should be for the SPA and Police Scotland for the coming years.

The deadline for consultation responses is **4 October 2019**.

---

<sup>1</sup> <https://www.gov.scot/publications/delivering-today-investing-tomorrow-governments-programme-scotland-2018-19/>

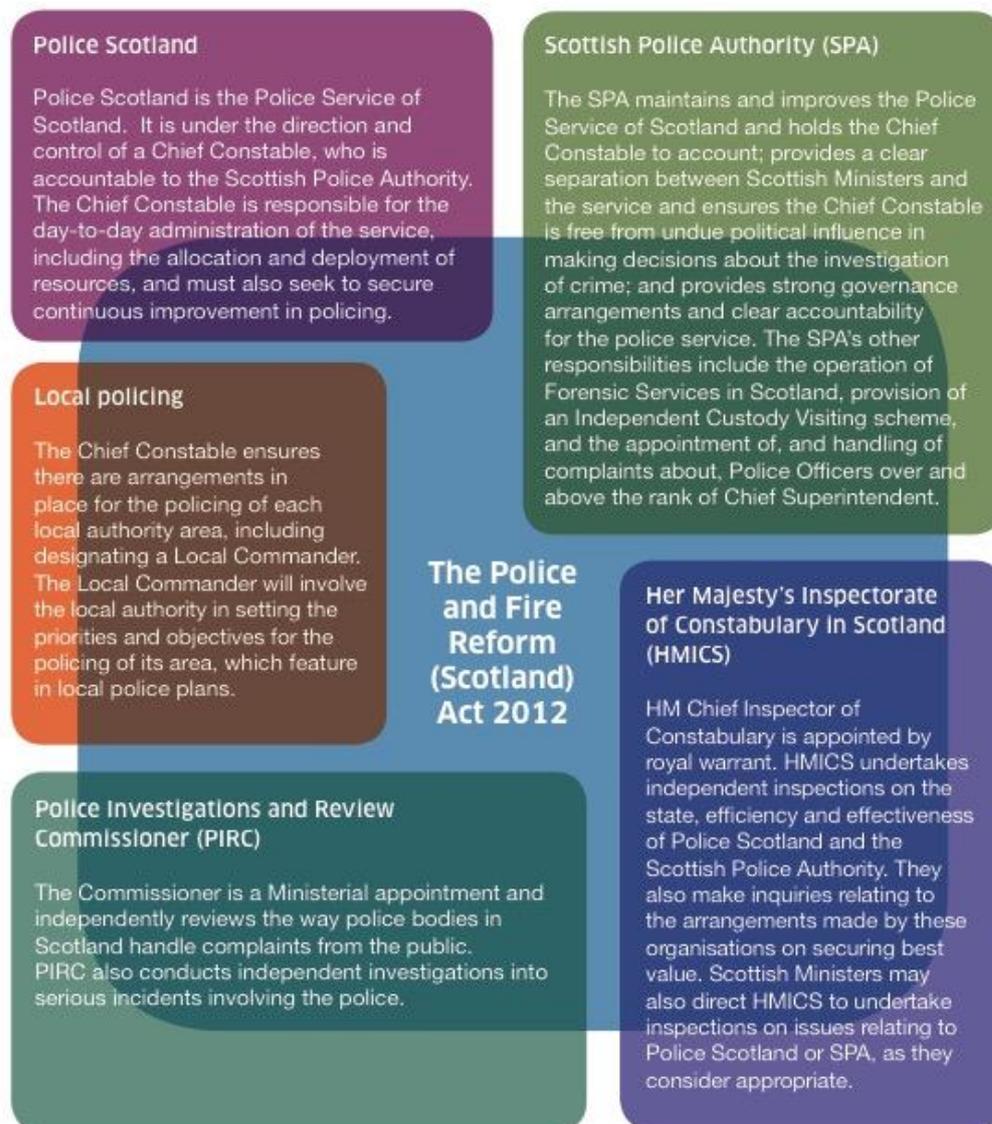
<sup>2</sup> <https://www.gov.scot/publications/strategic-police-priorities-scotland/>

## Overview

In 2013, eight former Police Forces, the Scottish Police Services Authority and the Scottish Crime and Drug Enforcement Agency were brought together to create Police Scotland, led by a Chief Constable. This single service is accountable to the SPA. The SPA is also responsible for the management and delivery of Forensic Services in Scotland. The broader roles and responsibilities set out within the Act are shown within Figure 1.

Figure 1

The Police and Fire Reform (Scotland) Act 2012  
– Key responsibilities in the policing system



We are now six years on from the introduction of police reform and this has been a significant period of change for the SPA and Police Scotland.

A number of developments and benefits have been realised as a result of police reform in Scotland. A recent independent evaluation of police and fire reform, undertaken by a consortium led by the Scottish Institute for Policing Research, has highlighted that “significant progress has been made towards achieving the intended outcomes of reform as set out in the Act”<sup>3</sup>. In particular, more equal access to national capacity and specialist support has been created, and duplication across the country has been reduced. The creation of stronger national capabilities have also been recognised through the Scottish Parliament Justice Committee’s recent inquiry on scrutinising the implementation of the Act<sup>4</sup>.

In 2017 the SPA and Police Scotland set out how they would meet the current and changing needs of their communities, publishing their Ten Year Strategy: *Serving a Changing Scotland*<sup>5</sup>. This set out a vision for the policing over a ten year period, including how new and emerging challenges will be addressed. Delivery of an implementation plan for the Strategy has been ongoing, supported by dedicated Scottish Government funding for reform projects. Also in 2017, Police Scotland published its ‘Equality Outcomes 2017-21’<sup>6</sup>. Police Scotland has reported on the progress it has made towards these Equality Outcomes<sup>7</sup>.

There have been developments in recognising the commitment of the police workforce, investing in their wellbeing and developing their capabilities. Last year the SPA announced a 31 month 6.5% deal on police officer pay. In February this year an employment package of reforms to police staff pay, terms and conditions was accepted, and this has been introduced from 1 April. This included staff pay harmonisation (SPRM) and the introduction of a single pay system. Police Scotland is also continuing to develop its Workforce Framework.

Partnership working continues to be an important area of development in policing, with a new Portfolio created in recognition of this: Partnership, Prevention and Community Wellbeing. The focus of this work has been to develop new approaches to working with other Scottish public services, in order to achieve better outcomes for communities and individuals. Under the broader heading of Health and Justice, this work has included a particular focus upon working with partners to deliver better services and outcomes for vulnerable people and those in distress.

Local Policing continues to be a focus for both the SPA and Police Scotland. More local elected members than ever before are involved in shaping and scrutinising local policing, and local Divisional and Area Commanders and their teams are actively engaged in developing local plans and working collaboratively with local

---

<sup>3</sup> <https://www.gov.scot/publications/evaluation-police-fire-reform-year-4-summary-key-findings-learning-points-evaluation/>

<sup>4</sup> <https://www.parliament.scot/parliamentarybusiness/CurrentCommittees/108179.aspx>

<sup>5</sup> <https://www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-strategy.pdf>

<sup>6</sup> <https://www.scotland.police.uk/assets/pdf/138327/243045/equality-outcomes-2017-2021?view=Standard>

<sup>7</sup> <https://www.scotland.police.uk/assets/pdf/138327/243045/mainstreaming-report-2017-2019?view=Standard>

Councils, the NHS and other partners to keep communities safe. The Chair of the SPA and Chief Constable have both committed to continue working with the Convention of Scottish Local Authorities (COSLA) to strengthen their communications and relationships with local authorities through the COSLA Police Scrutiny Conveners Forum, and local policing scrutiny committees.

The SPA has continued to develop as an organisation since its establishment. The recent appointment of a number of new Board members, including a new Chair in 2017, has strengthened its leadership and governance and the SPA now operates in a more transparent and outward-facing way: holding appropriate Board discussions in public; creating a revised committee structure with delegated decision making powers; and introducing updated financial governance policies. There have also been a number of changes across the Senior Leadership Team within Police Scotland. This has included the appointment of a new Chief Constable, three Deputy Chief Constables and a number of Assistant Chief Constables. These changes have enhanced police leadership.

However, transformational change takes time and therefore, developments and benefits will continue to be realised. Revising the SPPs at this stage, will allow us to set a strategic direction for policing which reflects not only where we are currently, but also where we should strive to be. This strategic direction seeks to assist the development of organisational cultures and influence the changes necessary in their underlying strategies and processes.

## **Hierarchy of Police Priorities and Planning**

### **National Performance Framework**

The National Performance Framework (NPF) is for all of Scotland. The NPF aims to:

- create a more successful country
- give opportunities to all people living in Scotland
- increase the wellbeing of people living in Scotland
- create sustainable and inclusive growth
- reduce inequalities and give equal importance to economic, environmental and social progress

To help achieve its purpose, the framework sets out 'national outcomes'. These outcomes describe the kind of Scotland it aims to create. They reflect the value and aspirations of the people of Scotland, are aligned with the United Nations Sustainable Development Goals and help to track progress in reducing inequality.

To achieve the national outcomes, the National Performance Framework aims to get everyone in Scotland to work together. This includes national and local government, public bodies, businesses, voluntary organisations and people living in Scotland.

Policing specifically contributes to meeting two key National Outcomes within the NPF: 'We live in communities that are inclusive, empowered, and resilient and safe' and 'We respect, protect and fulfil human rights and live free from discrimination'<sup>8</sup>.

### **Justice in Scotland: Vision and Priorities**

In 2017, the Scottish Government set out its Justice Vision and Priorities<sup>9</sup> for Scotland, with a vision for a safe, just and resilient Scotland. This plan is intended for all of those working to keep communities safe and those who deliver civil, criminal and administrative justice. The SPPs support the delivery of a number of outcomes within the Justice Vision and Priorities, in particular 'We live in safe, cohesive and resilient communities' as well as 'Prevention and early intervention improve wellbeing and life chances', 'Our systems and interventions are proportionate, fair and effective' and 'We deliver person-centred, modern and affordable public services'.

### **Policing Principles**

The Act sets out statutory policing principles at Section 32 which states that 'the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland'. The Police Service, working in collaboration, should seek to achieve this in a way which is accessible to, and engaged with, local communities, and promotes measures to prevent crime, harm and disorder. This core purpose informs all policing priorities and plans.

---

<sup>8</sup> <https://nationalperformance.gov.scot/>

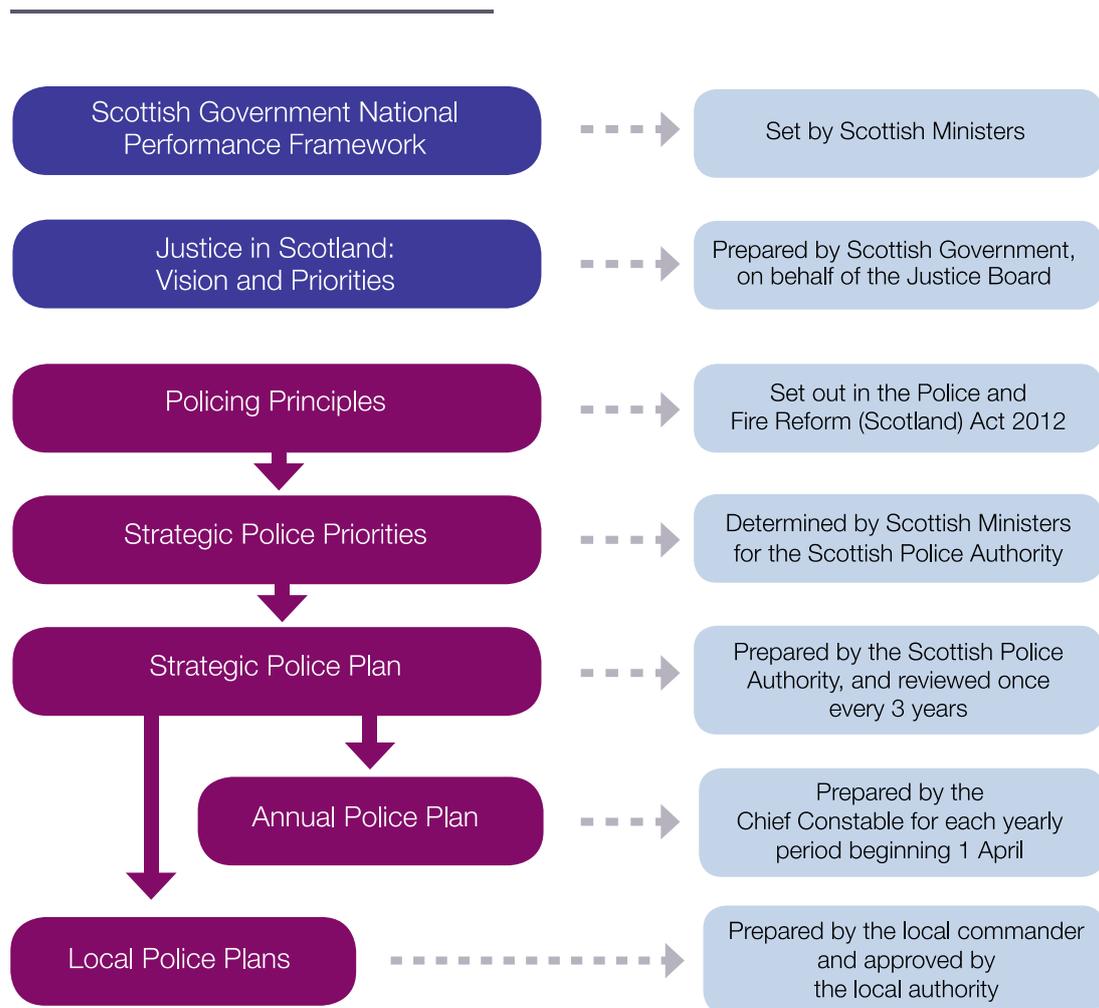
<sup>9</sup> <https://www.gov.scot/publications/justice-scotland-vision-priorities/>

## Planning Structure for Policing

The 2012 Act sets out the planning framework for policing in Scotland. This is set out within Figure 2.

Figure 2

Strategic framework for police planning



More broadly the SPPs contribute to the National Outcomes and support the delivery of the Justice in Scotland outcomes.

The legislation advocates clear alignment between the different levels of planning and priority setting. This is necessary to ensure that at all levels of policing – public appointments, officers and staff – there is an understanding of the contribution made to high level objectives and outcomes. The Scottish Government, SPA and Police Scotland have been working to ensure that this ‘golden thread’ runs through the strategic framework.

### **Strategic Police Priorities**

The SPPs set the high level strategic direction for the policing of Scotland and the carrying out of the SPA’s functions. The SPPs are set by Scottish Ministers and the legal framework for their development was established in the Act at Section 33.

In line with the operational independence of the police service, the SPPs do not direct day to day operations. However, both the Strategic and Annual Police Plans must have regard to the strategic police priorities, ensuring there is no inconsistency.

### **Strategic Police Plan**

The Act requires the SPA to produce a Strategic Police Plan (at Section 34) which sets out the main objectives for both the SPA and Police Scotland, and describes how these objectives are expected to be achieved. The SPA involves the Chief Constable and others with an interest in policing, when developing the strategic plan, and Scottish Ministers approve it. It must be reviewed at least once every 3 years and, in particular, where the Strategic Police Priorities have been significantly revised.

Currently the Strategic Police Plan is fulfilled by the Ten Year Strategy: *Serving a Changing Scotland*, highlighted above. It sets out five key areas of focus:

1. **Protection** – Based on threat, risk and harm
2. **Prevention** – Tackling crime, inequality and enduring problems facing communities
3. **Communities** – Focus on localism, diversity and the virtual world
4. **Knowledge** – Informing the development of better services
5. **Innovation** – Dynamic, adaptable and sustainable

The Strategic Police Plan is being refreshed during 2019/20, and is due to be published in 2020. Public consultation on the draft strategic plan is due to commence later this year.

## **Annual Police Plan**

Under the Act, the Chief Constable must prepare an Annual Police Plan. This Plan sets out the arrangements for the Policing of Scotland, and how this activity contributes to the objectives set out within the Strategic Police Plan. The current Annual Police Plan<sup>10</sup> includes the following priorities for policing:

- Protecting vulnerable people
- Tackling cyber-related crime
- Working with communities
- Support for operational policing

The Plan also includes strategic outcomes, which describe the difference Police Scotland will make by addressing these priorities.

Under the Act, Police Scotland is required to consult with the SPA on the Annual Police Plan.

Copies of the Strategic Police Priorities, Strategic Police Plan and Annual Police Plan must be laid before Parliament.

## **Local Police Plans**

Local Policing Divisions prepare Local Police Plans, which must be consistent with the most recently approved SPA Strategic Police Plan. They are closely linked into wider local planning arrangements, including Community Planning Partnerships, and contribute to Local Outcome and Improvement Plans. Local Police Plans describe the local priorities and policing arrangements in each of Scotland's 32 local authority areas. The Divisions engage with a range of local partners to develop these local plans, and they are presented to the local authority for approval.

## **Accountability and Performance against the SPPs**

Arrangements for governance of the police service were established through the Act. The SPA has an oversight role in relation to the work of Police Scotland, and also holds the Chief Constable to account.

The SPA has a three-year financial plan and a ten year financial strategy in place, which provide high-level assessments of the financial resources required to deliver the organisation's strategic priorities, which align with the SPPs, and essential services over three and ten year periods. These financial plans were agreed by the SPA Board in May 2018, and are currently being reviewed, with refreshed plans expected to be available later in the year. The Scottish Government plans to undertake a spending review later this year, as outlined in its recently published Medium Term Financial Strategy. This will ensure that the Scottish Government can continue to meet the high standards and deliver the quality of public services that people across the country expect.

---

<sup>10</sup> <https://www.scotland.police.uk/assets/pdf/138327/150739/annual-police-plan-2019-20?view=Standard>

There are a number of mechanisms through which we would expect to see evidence of the impact of SPPs being achieved.

The SPA publishes an Annual Review of Policing<sup>11</sup> which provides an assessment of the progress the SPA and Police Scotland have made in working towards achieving the objectives set out within the Strategic Police Plan and, in the case of Police Scotland, the Annual Police Plan.

Police Scotland provide quarterly performance reports on their Annual Police Plan to the SPA Board, measuring progress against the strategic outcomes. Police Scotland has recently introduced a new performance framework, which is outcomes-focused and will provide evidence of progress during 2019-20. The performance framework will continue to evolve and new indicators to evidence progress will be phased in during the reporting year.

Local Authorities have arrangements in place to scrutinise the delivery of local policing through Local Scrutiny Committees.

There are also a number of recorded crime statistics that are publicly reported. Police Scotland publish quarterly management information, and the Scottish Government publish National Statistics on Recorded Crime<sup>12</sup> in Scotland annually. The Scottish Government also publishes National Statistics from the Scottish Crime and Justice Survey<sup>13</sup> annually, which includes estimates for overall crime, including those not reported to the police and further evidence on people's experiences and perceptions of crime.

---

<sup>11</sup> <http://www.spa.police.uk/assets/128635/294812/518987>

<sup>12</sup> <https://www2.gov.scot/Topics/Statistics/Browse/Crime-Justice/PubRecordedCrime>

<sup>13</sup> <https://www2.gov.scot/Topics/Statistics/Browse/Crime-Justice/crime-and-justice-survey>

## **Revised Strategic Police Priorities**

### **Development of revised SPPs**

To develop the draft SPPs set out in this consultation paper, we have discussed our thinking with a range of organisations who have a direct interest in policing in Scotland. This has included:

- The SPA
- Police Scotland
- Her Majesty's Inspectorate of Constabulary in Scotland (HMICS)
- The Police Investigation and Review Commissioner (PIRC)
- COSLA officials
- Representatives from the Scottish Police Federation and the Association of Scottish Police Superintendents.

We also held wider discussions with officials across the Scottish Government with an interest in Policing.

Key themes which have emerged during these early discussions include:

- Reinforcing the importance of an open and transparent governance framework for the police service, including planning and performance
- Ensuring the SPPs reinforce the importance and value of the workforce
- Evidence of demand as a key driver for the development and delivery of the service
- Tackling crime should remain a core priority for the service
- Being as clear as possible about the role of the police service in delivering services with partners
- The need for a continued focus on local policing, within the context of a national police service
- The importance of service transformation to delivering effective and sustainable services.

The 12-week consultation period will give us an opportunity to undertake wider discussions and meetings with interested parties on the development of the SPPs. This will be focused on ensuring local interests are represented in the process, including local communities, individuals, local authorities, third sector organisations and local Police Scotland divisions.

### **Revised Strategic Police Priorities**

The SPPs relate to the policing of Scotland and the carrying out of the SPA's functions. This includes Police Scotland, and the SPA's Forensic Service, Independent Custody Visiting and Corporate functions.

The SPPs are purposefully strategic and concise to enable the SPA and Police Scotland to further define the outcomes, objectives and actions which flow from this high-level direction.

The proposed **Strategic Police Priorities** are as follows:

### **Strategic Police Priorities**

**Crime and Security** – prioritises prevention, investigation, equality and human rights to support positive criminal justice outcomes, respond to current and emerging threats and maintain public order.

**Confidence** – continues to inspire public trust by being ethical, open and transparent, evidencing performance against outcomes, and building on a positive reputation at a local, national and international level.

**Partnerships** – works proactively with partners to maintain safe communities and support improved outcomes for individuals, increasing resilience and addressing vulnerability.

**Sustainability** – adapts to present and plans for future social and economic circumstances, considering the environmental impact of policing and its operations.

**People** – values, supports, engages and empowers a diverse workforce to lead and deliver high quality services.

**Evidence** – uses evidence to develop services and addresses current and emerging demands, ensuring that the right capacity and skills are in place to deliver high performing and innovative services.

### **Lifespan of the SPPs**

The Act does not provide a set timescale within which the SPPs should be reviewed.

We are proposing that the draft SPPs set out above will be in place for a 6 year period. This is a shift away from the 3 year cycle for setting the SPPs, which we have had to date. This will mean they will be in place for the refresh of the 3 year Strategic Plan which the SPA will undertake later in 2019/20, but also for the next revision in 2023.

We believe this will provide an advantage of allowing sufficient time for the revised SPPs to set a longer-term strategic direction within the police planning framework, and to achieve the ‘golden thread’. It will also provide a longer time period to assess progress in delivering the priorities and build a clear evidence base, to assist with future reviews of the SPPs.

## **Consultation questions**

1. To what extent do the revised Strategic Police Priorities meet your expectations for what the Scottish Police Authority and the Police Service should focus on in the future:
  - a. Fully
  - b. Partially
  - c. Not at all

Please provide reasons for your response.

2. Do the revised Strategic Police Priorities reflect your needs:
  - a. Fully
  - b. Partially
  - c. Not at all

Please provide reasons for your response.

3. Do the revised Strategic Police Priorities reflect the needs of your community:
  - a. Fully
  - b. Partially
  - c. Not at all

Please provide reasons for your response.

4. Do you agree that the revised Strategic Police Priorities should be in place for a period of 6 years? Please provide reasons for your response.

5. How do you think the progress towards delivering the Strategic Police Priorities should be measured?

6. Do you have any comments to make on our partial equalities impact assessment? This is available as an associated downloadable document.

## **Responding to this Consultation**

We are inviting responses to this consultation by 4 October 2019.

Please respond to this consultation using the Scottish Government's consultation hub, Citizen Space (<http://consult.gov.scot>). Access and respond to this consultation online at <https://consult.gov.scot/safer-communities/review-of-strategic-police-priorities>

You can save and return to your responses while the consultation is still open. Please ensure that consultation responses are submitted before the closing date of 4 October 2019.

If you are unable to respond using our consultation hub, please complete the Respondent Information Form and return to:

Police Division (Strategic Police Priorities)  
Scottish Government  
1R  
St Andrew's House  
Edinburgh  
EH1 3DG

### **Handling your response**

If you respond using the consultation hub, you will be directed to the About You page before submitting your response. Please indicate how you wish your response to be handled and, in particular, whether you are content for your response to be published. If you ask for your response not to be published, we will regard it as confidential, and we will treat it accordingly.

All respondents should be aware that the Scottish Government is subject to the provisions of the Freedom of Information (Scotland) Act 2002 and would therefore have to consider any request made to it under the Act for information relating to responses made to this consultation exercise.

If you are unable to respond via Citizen Space, please complete and return the Respondent Information Form included in this document.

To find out how we handle your personal data, please see our privacy policy: <https://beta.gov.scot/privacy/>

### **Next steps in the process**

Where respondents have given permission for their response to be made public, and after we have checked that they contain no potentially defamatory material, responses will be made available to the public at <http://consult.gov.scot>. If you use the consultation hub to respond, you will receive a copy of your response via email.

Following the closing date, all responses will be analysed and considered along with any other available evidence to help us. Responses will be published where we have been given permission to do so. An analysis report will also be made available.

### **Comments and complaints**

If you have any comments about how this consultation exercise has been conducted, please send them to the contact address above or to:

[StrategicPolicePriorities@gov.scot](mailto:StrategicPolicePriorities@gov.scot)

### **Scottish Government consultation process**

Consultation is an essential part of the policymaking process. It gives us the opportunity to consider your opinion and expertise on a proposed area of work.

You can find all our consultations online: <http://consult.gov.scot>. Each consultation details the issues under consideration, as well as a way for you to give us your views, either online, by email or by post.

Responses will be analysed and used as part of the decision making process, along with a range of other available information and evidence. We will publish a report of this analysis for every consultation. Depending on the nature of the consultation exercise the responses received may:

- indicate the need for policy development or review
- inform the development of a particular policy
- help decisions to be made between alternative policy proposals
- be used to finalise legislation before it is implemented

While details of particular circumstances described in a response to a consultation exercise may usefully inform the policy process, consultation exercises cannot address individual concerns and comments, which should be directed to the relevant public body.



## Strategic Police Priorities for Scotland: Consultation

### RESPONDENT INFORMATION FORM

**Please Note** this form **must** be completed and returned with your response.

To find out how we handle your personal data, please see our privacy policy:  
<https://beta.gov.scot/privacy/>

Are you responding as an individual or an organisation?

- Individual  
 Organisation

Full name or organisation's name

Phone number

Address

Postcode

Email

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

- Publish response with name  
 Publish response only (without name)  
 Do not publish response

#### Information for organisations:

The option 'Publish response only (without name)' is available for individual respondents only. If this option is selected, the organisation name will still be published.

If you choose the option 'Do not publish response', your organisation name may still be listed as having responded to the consultation in, for example, the analysis report.

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

Yes

No



© Crown copyright 2019

**OGL**

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit [nationalarchives.gov.uk/doc/open-government-licence/version/3](https://nationalarchives.gov.uk/doc/open-government-licence/version/3) or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: [psi@nationalarchives.gsi.gov.uk](mailto:psi@nationalarchives.gsi.gov.uk).

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at [www.gov.scot](http://www.gov.scot)

Any enquiries regarding this publication should be sent to us at  
The Scottish Government  
St Andrew's House  
Edinburgh  
EH1 3DG

ISBN: 978-1-83960-015-9 (web only)

Published by The Scottish Government, July 2019

Produced for The Scottish Government by APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA  
PPDAS601510 (07/19)

W W W . G O V . S C O T

## Appendix 2

The Council welcomes the Ministerial foreword which places the Strategic Police Priorities in the overall context of the Government's vision for Scotland:-"Justice in Scotland: Vision and Priorities", for a safe and resilient Scotland.

Similarly the Council welcomes the statements in the consultation document which acknowledge the importance of partnership working and local policing with local commanders and their teams being actively engaged in developing local plans and working collaboratively with local councils and other partners to keep communities safe. It is further welcomed that it is acknowledged that the Chair of the SPA and Chief Constable will continue to work with COSLA and with local authorities through the local policing scrutiny committees to strengthen this working.

It is important that Strategic Police Priorities support the principles of public sector reform stemming from the Christie Commission. In particular they should:-

- Focus on intervention and prevention to avoid subsequent failure demand;
- Target and align resources efficiently towards outcomes for communities. This involves working together with other Community Planning Partners to a) align work towards agreed priorities and reduce duplication, b) focus on achieving outcomes rather than processes and c) services being aligned to help support and deliver agreed priorities for individual communities;
- Recognise that policing plays an important part in building the capacity of communities and empowering them to take a key role in meeting their own needs;
- More efficient use of resources, including investment in officers, process improvement and increasing the pace of digital change.

The Christie Commission public sector reform objectives and the development of Community and Locality Planning in the Community Empowerment (Scotland) Act 2015 require to be kept in focus when considering any revision to the Strategic Priorities. It is noted that the consultation document does not mention the Community Empowerment (Scotland) Act 2015 and the role of the police in the development of Locality Planning. It is suggested that reference to this be embodied in any plan going forward.

It remains of paramount importance that Local Authorities, in exercising scrutiny are able to genuinely influence national policy. It is also important that Divisional Commanders are empowered, as far as possible, to work with Community Planning Partners and communities to target services towards the needs and opportunities of their local communities. One size does not fit all.

The Council has noted that the specific Strategic Priorities of Localism and Accountability have been removed as specific priorities. Whilst there are references to that continued approach embodied in the new priorities, it is vital that the priorities of the approach to localism and accountability are not lost. Our communities would be the poorer for it. The Council would prefer that specific priorities of localism and accountability which promote and prioritise collaborative working are retained and would ask that consideration is given to the reinstatement of a specific priority in that

regard. This would reflect the duty contained in section 32 of the Police & Fire Reform (Scotland) Act 2012 for the police to act collaboratively.

The Council notes that it is proposed that the lifespan of the new Strategic Priorities is to be six years rather than current three year review cycle and supports the approach of setting longer term strategic direction. This must however be accompanied by an ongoing evidenced gathering based review process so that the outcomes of the priorities can be measured.

The Council makes the following comments on the five draft priorities; -

- **Crime and Security** – prioritises prevention, investigation, equality and human rights to support positive criminal justice outcomes, respond to current and emerging threats and maintain public order.
  - The Council supports this priority. It stresses a preventative approach and fits in with public expectation of what they see their Police doing.
- **Confidence** – works proactively to inspire public trust by being ethical, open and transparent, evidencing performance against outcomes, and building on a positive reputation at local, national and international level.
  - The Council supports this priority. Public confidence will be maintained and improved by being open and transparent and acknowledging where there has been success in performance, based on results and where improvements can be made. A critical factor to maintaining public confidence is collaborative working with local partners, including Councils so that policing responds to local needs, concerns and builds resilience. Confidence in the system will be fostered by enabling Local Authority Police scrutiny committees to influence national policy and local Commanders being fully empowered to work with Community Planning Partners to develop solutions targeted at the needs and opportunities of their specific communities.
- **Partnerships** – works proactively with partners to maintain safe communities and support improved outcomes for individuals, increasing resilience and addressing vulnerability.
  - The Council welcomes the priority to work in partnership which reflects that collaborative working is a duty of the police under the 2012 Act. However, the wording of this priority should be amended so that it reads “local and national partners”.

In the event that the government determines not to reinstate the previous priority of localism, the partnership priority should be strengthened to incorporate localism and a commitment to locality policing and subsidiarity. Divisional policing needs to be free to

develop local outcomes based on the needs of individual communities; a willingness by Police Scotland HQ to work in partnership can be different from a commitment to locality policing. There have been recent attempts by Police Scotland to impose, without consultation, a one size fits all national policy in relation to Temporary Traffic Orders and storage of election materials which with particular regard to TTROs appears to have been an attempt at resource transfer to local authorities which would be illegal. It would appear that the police in these matters are only willing to exercise their powers in exceptional circumstances or on payment. This approach is contrary to the principles of locality policing and limits the ability of local commanders to work collaboratively with local authorities. There needs to be a genuine commitment to work in partnership, rather than attempting to offload Police costs onto partners.

Issues relating to inequality and vulnerability can only be resolved through all public sector agencies and communities working together to target resources at agreed priorities. Divisional Commanders should be empowered to collaborate locally and develop solutions for the local community they serve.

- **Sustainability** – adapts to present and plans for future social and economic circumstances, considering the environmental impact of policing and its operations.
  - The Council supports this priority. It is required and expected of all organisations that they adapt their work programmes to make them sustainable for current demand and prepared for possible future needs, including taking account of the environmental impact of delivery. Further expansion of the digital agenda and data sharing will provide opportunity for intelligence gathering and prevention.
  
- **People** – values, supports engages and empowers a diverse workforce to lead and deliver high quality services.
  - The Council supports this priority. All public services need to make the best use of resources, in terms of people, process improvement and the developing digital change agenda. It is agreed that people are a vital resource to the Police and that a well motivated and supported staff will provide a proactive and responsive service to our communities. Investment in the development of the workforce and provision of the necessary resources will enable staff to reach their potential, prepare them to meet current and new challenges as well as the expectations of the communities.

- **Evidence** – uses evidence to develop services and addresses current and emerging demands, ensuring that the right capacity and skills are in place to deliver high performing and innovative services
  - The Council agrees with this priority. All services require to be delivered on a reasoned and evidenced based approach with the identified needs of the local communities at the focus of delivery.