Strategic Police Priorities

Consultation Analysis

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Scottish Government
Police Division

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Pye Tait Consulting

Report commissioned by:

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1. Executive Summary

1.1 Background

The Scottish Government has revised a previous set of Scottish Police Priorities (SPPs) to reflect significant developments and progress in operational delivery, emerging threats and the changing community needs. They also focus on anticipated future service demand.[1] The powers for setting these priorities are contained within the Police and Fire Reform (Scotland) Act 2012, alongside details of the overarching planning framework for policing in Scotland and the Scottish Police Authority (SPA). A commitment to review the SPPs this year was made in the 2018-19 Programme for Government, and a refresh of the Scottish Police Authority and Police Scotland's 'Serving a Changing Scotland', is due to take place next year.[2]

The current and future direction of Policing in Scotland is strategically driven by the Strategic Police Priorities which also set the direction for the SPA's functions. The draft SPPs were created in consultation with a number of organisations, in order to ensure key partners had input in the early stages.

The proposed new **Strategic Police Priorities** are:

- **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.

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[1] Future Police Direction https://news.gov.scot/news/future-police-direction
[2] Delivering for Today, Investing for Tomorrow https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2018/09/delivering-today-investing-tomorrow-governments-programme-scotland-2018-19/documents/00539972-pdf/00539972-pdf/govscot%3Adocument/00539972.pdf

- **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 Scottish Government ran a twelve-week consultation from 15 July until 4 October 2019 and attended twelve stakeholder meetings in order to gain feedback and insight on the SPPs from a wide audience including: local communities, individuals, local authorities, third sector organisations and local police divisions. Fifty-nine responses were received in total via the Citizen Space platform and a note of each of the twelve stakeholder meetings was produced for each.

The following report compiled by Pye Tait, an independent research agency, presents the combined findings from the consultation. Findings from the report will support the Scottish Government to consider what revisions to the SPPs may be required to ensure they have the right focus.

1.2 General findings from the consultation

1.2.1 The findings in relation to the SPPs

- **Positively received** – the SPPs were received well by both individual respondents and organisations that replied to this consultation.

- **Most commented on** – the most talked about SPPs throughout the consultation were Crime and Security (prevention key theme), Partnerships (collaboration key theme) and Confidence (local policing key theme).

- **Least commented on** – the SPPs that respondents talked about the least in their responses were People (key themes of workforce wellbeing and training and support) and Sustainability (key themes of adapting to economic circumstances in terms of funding and delivering services).

- **Prevention** – this was a key topic talked about by respondents, both individuals and organisations, in connection with the Crime and Security SPP. This was mentioned in the context of raising public confidence and reducing pressure on other services such as health and social.
- **Working together** – the Partnerships SPP attracted a lot of attention as respondents, both individuals and organisations, liked the idea of the police working with communities and other agencies.

- **Localism** - the word 'local' was mentioned throughout the consultation and respondents by both individuals and organisations. Respondents highlighted that the new set of SPPs did not include a specific priority on localism, as they had previously. The main themes were around local service provision and visibility of police presence.

- **Lack of resource** – both individuals and organisations highlighted the difficulties that the police experience regarding lack of resource. Individuals mentioned a lack of visibility of police in certain parts of Scotland due to lack of police resource. A more visible police presence across Scotland would be welcomed.

1.2.2 Additional Consultation Questions

- Length of cycle for reviewing the SPPs – taking into consideration both the qualitative and quantitative results (see section 3 for information on the consultation methodology), the majority of respondents agreed with the proposed six-year timeframe as they see it as beneficial to implementing strategies and then tracking and analysing their performance.

- Measurement - two key themes emerged with regards to measuring the SPPs impact: consultation and data.

1.2.3 Partial Equality Impact Assessment

- There were mixed views and comments on the partial equality impact assessment. A key theme was the provision of further information in the form of data – crime statistics broken down by e.g. gender, ethnicity, age. It has been agreed that further development of the EQIA is required.

Background

2. Background

2.1 Background

Following a commitment within the 2018-19 Programme for Government,[3] the Scottish Government Ministers have developed a revised set of draft Scottish Policing Priorities (SPPs) for the policing of Scotland and the functions of the Scottish Police Authority (SPA). These SPPs inform the Strategic Police Plan, *Serving a Changing Scotland.*[4]

The draft SPPs have been created by the Scottish Government in consultation with;

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

The current and future direction of policing in Scotland is strategically driven by these key priorities and they also provide direction for the functions of the SPA including the Forensic Service, Independent Custody Visiting, and Corporate functions. 'Serving a Changing Scotland' is the foundation to achieving the SPPs and their revision will help drive change and improvement Scotland wide.

Key to the SPPs, and policing in Scotland, is providing a presence in order to improve the safety and wellbeing of Scottish communities and promoting accessibility, engagement and crime prevention.[5]

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[3] 2026 Serving a Changing Scotland https://www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-strategy.pdf

[4] Delivering for Today, Investing for Tomorrow https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2018/09/delivering-today-investing-tomorrow-governments-programme-scotland-2018-19/documents/00539972-pdf/00539972-pdf/govscot%3Adocument/00539972.pdf

[5] 2026 Serving a Changing Scotland https://www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-strategy.pdf

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- **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.

The Scottish Government ran a twelve-week consultation from 15 July until 4 October 2019 to seek the views of the public and organisations on the proposed revised SPPs, enabling the opportunity to comment on their development and their new proposed lifespan of six years (an alteration from three years previously).

Pye Tait Consulting was commissioned to independently, objectively and comprehensively analyse all 59 Citizen Space consultation responses along with 12 notes of stakeholder meetings attended by the Scottish Government, and identify the key themes raised. These key themes are discussed in the report in section 4 and 5. The responses received are intended to inform any revisions to the priorities to ensure their focus is appropriate.

2.2 Research Objectives

The aim of this project was to analyse all responses received in connection with the SPP consultation, (including minutes from the stakeholder meetings) objectively and comprehensively.

This allowed the identification of key themes under each individual SPP and the production of this report for the Scottish Government.

The findings from this report will underpin the Scottish Government's considerations in finalising the revised SPPs.

The outcome of this analysis was to ensure that the new proposed SPPs take into consideration all feedback received from respondents such as individuals, local communities, local authorities, and third sector organisations, and local police divisions.

Specific objectives of this report included:

- **ANALYSIS** of all consultation questions in detail, particularly the open-response qualitative questions, to extract the key themes for each question.

- **IDENTIFICATION** of the main issues raised overall by respondents and by respondent type (individual or organisation). While gathering local views was a key focus, fairness of reporting was ensured.

- **REPORTING** on the key themes addressed in the responses and individual questions, and the arguments (positive, negative and alternative) raised by respondent groups in a representative and considered manner.

Respondent Profile & Methodology

3. Respondent Profile & Methodology

3.1 Respondent profile

A total of seventy-one individuals and organisations were involved in the consultation exercise. Fifty-nine responses were collected via Citizen Space and twelve stakeholder meetings were attended by officials from the Scottish Government.

Respondent types and numbers from the Citizen Space platform included:

Respondent Type	Number of Responses
Individuals	29
Organisations (including: Local Authorities, Third Sector Organisations, Community Groups, Policing Scotland Divisions)	30

A list of the organisations who responded via Citizen Space and those involved in the stakeholder meetings has been included in the Appendix.

Note: throughout the remainder of this report, the commentary highlights key points of the respondents. Care should be taken when interpreting these findings, particularly when they are based on low numbers of respondents (as indicated in the chart above). A total of fifty-nine responses were obtained from Citizen Space and twelve from stakeholder meetings. For every question it is not possible to break down whether those responding were individuals or organisations; however, this has been done wherever possible. It should be noted that the quantitative results focused solely on the fifty-nine responses from Citizen Space. Base sizes should be taken into consideration when reviewing these quantitative results.

3.2 Methodology

3.2.1 Analysis

The Scottish Government downloaded and transferred the fifty-nine responses from Citizen Space and sent them to Pye Tait to analyse along with the notes from the twelve stakeholder meetings. These were then combined as part of the qualitative analysis. Pye Tait was also able to accommodate some late response feedback via email.

Pye Tait analysed and coded the feedback from the consultation and the stakeholder meetings. The consultation feedback from Citizen Space focused on the six questions set out in 3.2.2, whereas the stakeholder meetings focused on gathering organisational views around the SPPs and whether they felt they met their needs.

Thematic analysis was used to analyse all the qualitative feedback. This involved looking for key themes arising in the data along with consideration of key word frequencies. Once this was complete Pye Tait separated out the key themes from the feedback under each of the individual SPPs. This will allow the Scottish Government to gain a clear understanding of respondents' thoughts around each of them and make any required alterations to the SPPs.

Where possible, Pye Tait distinguished between key respondent groups as part of the analysis (individual or organisation), taking care not to introduce or imply bias. Where the consultation questionnaire did not ask respondents to select from a pre-defined list of organisation categories Pye Tait defined groupings from the organisation name as far as reasonably possible (respondent type list included in section 3.1).

In the consultation questionnaire there were three questions which made use of quantitative 'fully/partially/not at all' questions. Simple bar graphs were produced to depict respondents' general feelings on these questions. It should be noted that base sizes are very small for these questions and therefore they only give a general indication of respondents' feelings.

3.2.2 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.

The Strategic Police Priorities

4. The Strategic Police Priorities (SPPs)

This section first looks at three of the closed questions from the consultation.

4.1 The extent to which the proposed SPPs met expectations

Question 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?

Figure 1. Strategic Police Priorities and expectations for the future
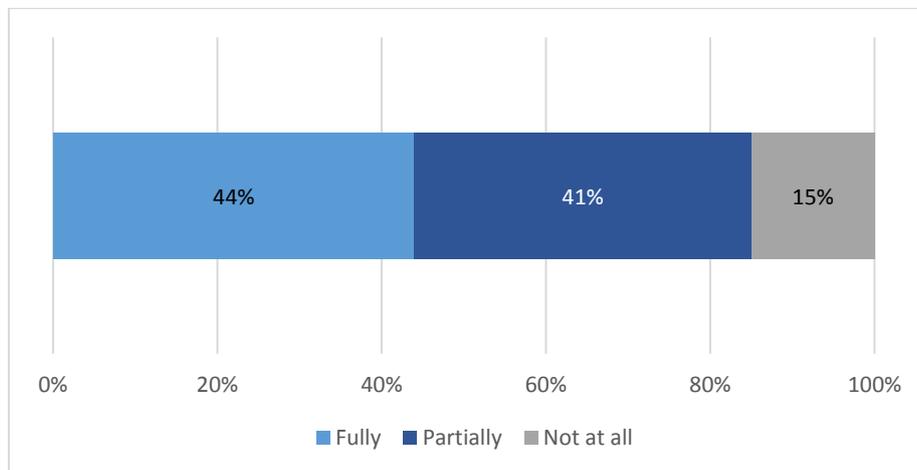
Base: 54

Nearly half of respondents (44%) felt that the SPPs met their expectations. Forty one percent felt that they met their expectations partially and 15% felt that they did not at all. Organisations were generally more positive, 59% selected fully, compared to 30% individuals.
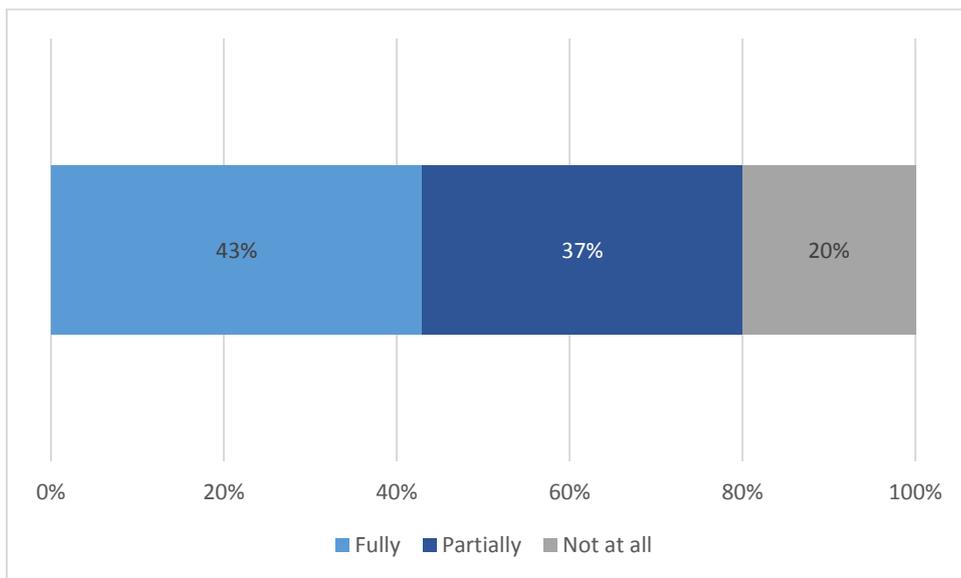
Note: small base sizes

Response	Number of Responses
Fully	24
Partially	22
Not at all	8

4.2 Reflecting needs

Question 2. Do the revised Strategic Police Priorities reflect your needs?

Figure 2. Respondents' views that the SPPs meet their needs

Base: 54

Nearly half of respondents (43%) felt that the proposed revised SPPs reflected their expectations. Thirty-seven percent felt that they met their expectations partially and a fifth (20%) felt that they did not at all. Organisations were generally more positive, 59% selected fully, compared to 26% individuals.
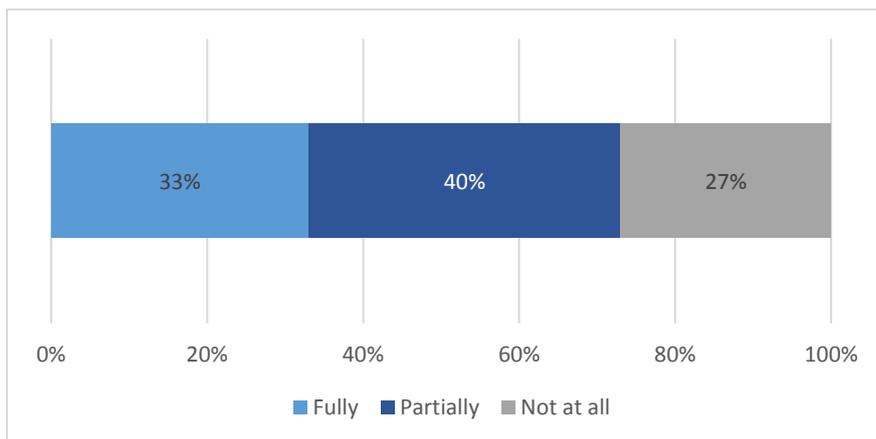
Note: small base sizes

Response	Number of Responses
Fully	23
Partially	20
Not at all	11

4.3 Reflecting community needs

Question 3. Do the revised Strategic Police Priorities reflect the needs of your community?

Figure 3. Respondents' views that the SPPs reflect community needs

Base: 52

Just over a third of respondents (33%) felt that the SPPs reflected the needs of their community. Forty percent felt that they met their community's needs partially and just over a quarter (27%) felt that they did not at all. Organisations were generally more positive, 52% selected fully, compared to 15% individuals.

Note: small base sizes

Response	Number of Responses
Fully	17
Partially	21
Not at all	14

The remainder of this section of the consultation aimed to understand respondents' views on each of the proposed revised Strategic Police Priorities (SPPs). Responses under each of the six questions (included in section 3.) have been collated and analysed and key themes under each SPP have been produced for ease of understanding.

In general, the respondents felt that the proposed revised SPPs met the needs of their interests and of their communities and this was mentioned by respondents throughout the questions. They were generally well received by respondents with Crime and Security and Partnerships being the most mentioned SPPs and People and Sustainability being the least talked about SPP. Key themes that arose in the consultation feedback included: localism, prevention, collaboration.

The key SPPs themes are mentioned under each SPP heading in the following sections. The following sections include combined data from Citizen Space and the stakeholder meetings.

4.4 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

4.4.1 Positivity

The Crime and Security SPP was positively received by respondents with individuals and organisations mentioning that it was 'very much welcomed' and 'great to see it on the SPP list' and that it was one of their 'top priorities'. There were nearly fifty mentions around the topic of 'crime' within the consultation.

It was also thought to reflect well the needs of local communities with organisations feeling that it was also key to ensuring safety in communities.

4.4.2 Prevention

Prevention was the key aspect of the Crime and Security SPP that was welcomed by the majority of respondents and it received the most mentions within the consultation. There were nearly fifty mentions of the word 'prevention' by respondents with multiple respondents commenting that prevention is a key priority. One organisation highlighted that prevention and being proactive helps to reduce the demand on other services such as health and social. This fits in with the public health approach.

Multiple organisations felt that prevention was so important that it should be a standalone priority. Organisations generally felt that prevention should be reflected

across all the SPPs. Two organisations commented that they were disappointed that the previous prevention priority had been removed.

Respondents also mentioned that preventative measures help to increase public confidence and trust and reduce negative outcomes.

Organisations highlighted that there are local prevention strategies in place owned by a range of partners. No examples of partners were given.

> *"Prevention of crime reduces negative health and social outcomes for communities which reduces the demand on health and social care services"*

Organisation

4.4.3 Human Rights

There were around fifteen mentions of 'human rights' within the consultation. The majority of organisations commented that they welcomed the 'human rights' aspect within the SPP. A few organisations suggested that human rights could even be contained in each SPP or even be its own separate priority. They felt that the idea of the police supporting the vulnerable or those with disabilities was really positive, along with supporting equality.

One organisation was especially keen on supporting the human rights of those with learning difficulties.

One individual, however, did not agree as they felt that it was not the police's role to tackle inequality.

It was also raised by one organisation that the police should be sensitive when dealing with local people with learning difficulties and understand their human rights.

> *"In terms of reflecting needs of our communities, the references to equality and human rights, prevention, safe communities and addressing vulnerabilities are all welcomed."*

Organisation

4.4.4 Crime reduction

Both individuals and organisations stated support for this SPP as they agreed that the police's focus should be on crime reduction and on addressing criminal behaviour. It was also raised that this SPP ties in with police officers core duties and their important role in investigating crime.

It was felt by organisations and individuals that even though crime statistics show a decrease in crime, that it should be acknowledged that some do not trust the statistics and that in some areas in Scotland crime is on the increase. They felt this should be tackled, especially in relation to organised crime, addiction and vulnerability.

One respondent mentioned that focus should be placed on dealing with low level prevalent crimes such as vandalism and mobile phone use while driving while another stated that the police should attempt to reduce the gap between the safest and least safest places in Scotland.

One organisation stated that the SPPs should also reflect and take into consideration court business and its changing types of cases, one being domestic abuse.

4.5 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

There were around thirty comments connected to the Confidence SPP, throughout the consultation.

4.5.1 Local policing

There were over sixty mentions of the words 'local' or 'localism' throughout the consultation. With regards to the Confidence SPP the key focus for respondents was the element around local policing. The words 'local and 'localism' were used frequently throughout the consultation. In general, respondents, both organisations and individuals, felt that 'local' policing and 'localism' is incredibly important.

> *"We would want the SPPs to include a focus on 'Localism', ensuring that the national police force continues to focus on local policing to ensure it maintains the confidence and trust of the public."*

Organisation

Respondents talked about local officers in their community, how they need to be honest and approachable and there when they need them. Organisations felt it was important to reduce stigma around association with police and show a 'softer side'. This prompted a few individuals to mention that there is a lack of police presence in their local area.

There was concern from multiple respondents that localism was no longer the heading for a SPP and they found this disappointing.

"..the need for a continued focus on local policing, within the context of a national police force. However, the draft SPPs do not explicitly refer to 'Localism' as a priority."

Local Authority

"Words count for absolutely zero. People want officers in their area able to do their job and be there when they need them. Maybe Strathclyde is bursting with cops. In NE Scotland they are certainly…spread very thinly."

Individual

4.5.2 Confidence & trust

Respondents believe that having a local policing presence, will help build confidence and trust with the public.

One individual felt that public confidence with the police is currently low.

"In the six years of Police Scotland the confidence in the Police has fallen drastically and the priorities set will not fully recover that confidence"

Individual

Organisations felt that communication with the public is key to building confidence. It was perceived that having greater public visibility e.g. school visits and engaging with organisations and showing that the police do listen would also go a long way. It was suggested that potentially showcasing the benefits of national initiatives to communities might be helpful. No examples of such initiatives were given.

The majority of organisations also mentioned that reviewing public confidence trends should be just as important as crime rates.

Organisations wanted to make sure that the SPP is clear to the public and reflects the wider role of the police e.g. supporting vulnerable people, improving outcomes, prevention and intervention in order to build confidence and trust in the community.

Organisations (representing young people) stated that only a minority of young people felt confidence is fundamental to the role of the police.

"Providing confidence and maintaining safe communities are welcomed within the Priorities."

Organisation

4.5.3 Transparency

Another area highlighted by a few organisations was transparency. They felt that this was really important and that there is a need for openness and transparency in decision-making and associated evidence. The police should be open with the public and highlight their plans and strategies clearly. This in turn will help build trust with the public.

4.6 Partnerships

Works proactively with partners to maintain safe communities and support improved outcomes for individuals, increasing resilience and addressing vulnerability

4.6.1 Positivity

Responses (over thirty) around the Partnership SPP showed that it was very well received by both individual respondents and organisations. They felt that it tied in well with respondents' community needs and organisational commitments. The general feeling was that this is a very positive SPP and a top priority.

There were a couple of mentions that partnerships may be more important in rural areas.

> *"The prioritisation on partnership working and commitment to transparency will lead to more confident partnership working including importantly, working in communities."*

Organisation

4.6.2 Collaboration

Over thirty individuals and organisations mentioned that they welcomed collaboration and partnership working between agencies and gave examples where this is already happening in their community e.g. Ignition Project, Saturday SportsScene.

Respondents, both individual and organisations, would welcome the continuance of this as they feel it would help deliver strategic aims and also support best practice and knowledge sharing. They also felt that working closely to share information was important and that it could even be strengthened.

Some organisations felt that the SPP is potentially too open-ended, agencies still need to focus on core roles rather than those of other agencies, but collaboration is still important.

One organisation suggested a 'co-design', proactive approach to ensure approaches deliver the right outcomes for organisations and people.

> *"…supports the commitment to 'Partnership Working'. This fits with..the approach on how we work in partnership with Police Scotland, Scottish Fire and Rescue, NHS and many other partners to improve outcomes, as the challenges that face us in a modern society cannot be addressed by any single public agency. It is important to focus on the partnership connections at a national and local level and how best to achieve synergy."*

Organisation

4.6.3 Improvement & Resilience

In turn, collaboration and partnership working was seen to help to increase community improvement and community resilience. Partnership and collaboration can help communities and agencies overcome difficulties and challenges and can also break down barriers. Organisations stated that partnership working is key to this and also a key principle for Police Scotland.

4.6.4 Safety & Engagement

Three organisations felt that the wider role of the police in the community should be considered e.g. safety, and engagement with local communities.

It was felt generally by respondents that partnership working between the police and other agencies/organisations would make the public feel safer as they are working together to tackle key issues within the community and that efforts are planned.

Engagement with the community was raised as being important. One organisation had spoken with young people and found that often young people are afraid of the police or even approaching them. They suggested that the police should engage with young people and the community more in order to build relationships and in turn increase trust. School visits etc. were commented on as being welcomed.

> *"The strong emphasis on partnership working in helping to make our communities safer, clearly demonstrates a direct link to local community planning arrangements and objectives."*

Organisation

4.7 Sustainability

Adapts to present and plans for future social and economic circumstances, considering the environmental impact of policing and its operations

4.7.1 Positivity

Sustainability was mentioned less frequently (less than ten mentions) within the consultation compared to the other SPPs. The few comments that were received were positive confirming that the SPP did indeed reflect the needs of the local community.

> *"Policing has changed to reflect the evolving demographic and social needs of communities….Continued financial restraints need a continued focus on how to deliver a modern policing model and investment in sustainability concepts and people is essential to achieve the most effective outcomes."*

Individual

4.7.2 Changing environment

One organisation mentioned that the SPP should take into consideration the changing justice system/environment.

A few individuals and organisations highlighted that funding plays a big part in policing operations and that economic circumstances can change and that this could impact delivery of policing services.

Another organisation raised the impact, for example, Brexit or hate crime could have on the delivery of services.

Organisations that had spoken with young people felt that this SPP was very popular with those who wanted environmental targets established so Police Scotland could address climate change.

> *"A commitment to change that promotes environmental sustainability is also welcomed, indeed this could be strengthened beyond 'ensuring no negative environmental impact' to collaborating with partners on action that mitigates the negative impact of climate change."*

Organisation

4.8 People

Values, supports, engages and empowers a diverse workforce to lead and deliver high quality services

Again, this SPP was mentioned infrequently by respondents (under fifteen comments in total) throughout the consultation. There were only a few comments about the police as people and the main bulk of comments came from organisations. One organisation commented that 'Learning' should be covered in SPPs.

4.8.1 Training and Support

One individual and one organisation commented that the police should be trained such that when encountering local people who have mental health issues or learning difficulties, especially in cases where the police believe the person has committed a crime. The police should also have sensitivity and compassion when dealing with local people who have different issues.

> *"I would like to highlight the needs of the community in its diversity. I am mindful that many people who interact with the police may have particular needs. In my own case I have long term mental health problems and would appreciate police personnel being sensitive and knowledgeable about such issues."*

Individual

4.8.2 Workforce diversity & wellbeing

One organisation spoke positively of the impact of having a diverse workforce and organisations mentioned that all staff within the workforce should be treated equally and there should be true diversity along with support for e.g. LGBT staff. It was also raised that workforce wellbeing should be a priority. Organisations appeared to place high importance on wellbeing and training within the police. It was felt that having a diverse workforce would lead to empowerment and in turn mean better policing within the community.

> *"…as well as increasing community intelligence, potentially leading to more crime prevention. As will empowering and supporting a diverse workforce."*

Organisation

4.9 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

There were over twenty comments from individuals and organisations related to 'evidence'. The majority of the comments were positive about the SPP except for those around police resourcing.

4.9.1 Measurement

Organisations were generally supportive about this SPP and felt that it should be built into the reporting cycle including accountability, assurance, governance and audit.

Most respondents discussed that evidence was important for measuring demand, resourcing and funding and were supportive of this approach. They discussed that this would be a more 'efficient' and 'effective' way of working and that it was very 'sensible'.

> **"***Evidence based services are a more efficient and effective use of the public purse.***"**
>
> **Organisation**

Two organisations mentioned that with regards to spending and controlling public funds, evidence-based services are the best way to work.

Another organisation stated that using evidence is key for targeting priority issues within the community.

The sharing of data gathered was felt to be important for one organisation as they felt that it would be useful for Police Scotland and Local Authorities to share data on the different elements that they measure. They felt it would be extremely useful and welcomed. This organisation also highlighted the impact that budget cuts can have on services and that working together can help meet community demands.

One organisation did question how to evidence prevention.

A few respondents did not feel that the Evidence SPP was helpful and said that it is self-evident and unusual as an approach. One organisation stated that evidence-based approaches are now 'business as usual'.

"We are not sure why 'Evidence' has been included as an SPP as it is self-evident that any public body would develop policies, strategies and services that are 'evidence based'"

Organisation

4.9.2 Resource

There were numerous mentions (around fifteen) of 'resource' issues throughout the consultation. This included mention of a lack of current police resources and also a lack of funding. This ties into the demand and capacity element of this SPP. Respondents were generally displeased about the lack of visible police resource. They stated that the practicalities of working must be placed against the reality of demands.

One individual suggested that officers currently do not have the tools and resources that they need to enable them to do their jobs.

Another individual requested an increase in police resources in rural areas whilst another highlighted that the police are currently stretched to breaking point.

A few organisations highlighted the issues arising from the establishment of a national force meaning senior officers have been lost at a local level.

Two organisations mentioned that finance is missing from the SPPs and that you cannot deliver services with insufficient funds, especially within such a broad geographical area.

Organisations felt that more focus should be placed on developing policing for the future and clarity around wants and needs for communities.

"Whilst acknowledging the need to set strategic priorities there needs to be a root and branch examination of what the Police do and are expected to do as current resources and funding are stretched to breaking point"

Individual

4.9.3 Renaming of SPP

There was also some debate around the title of this SPP with organisations. They suggested that 'Evidence' has multiple connotations. Other potential naming options could be 'knowledge', 'accountability' or 'experience'.

4.10 Other key themes

4.10.1 Localism

Localism was a major theme that came out of the consultation. Repeated emphasis was placed on local policing and supporting individual communities and SPP reinforcement of both.

A few organisations expressed disappointment that the new set of SPPs did not have a specific SPP on localism, as local policing continues to be a focus for Police Scotland and the Scottish Policing Authority. They wanted to make sure that localism still plays a key part within the proposed SPPs. Another organisation mentioned that continued focus needs to be on local policing.

One individual mentioned that different communities experience different issues, therefore local policing is important.

Some organisations that attended the stakeholder meetings did not mention localism specifically but similarly pointed out that there are different needs across different areas. They also referenced the need to acknowledge diversity within areas e.g. rural and urban and that each local area will have different challenges.

Organisations felt that local officers should be empowered to address local issues and develop stronger links with local authorities and communities and that greater reference should be made to local policing plans and working with communities.

It was explained that a range of local initiatives are already in place to encourage young people to engage with the police e.g. Campus Cops, Street Soccer.

> *"These are very wide priorities for the whole of Scotland and, in that respect, these are fine. However, every community is different, with different issues and problems. There needs to be more focus on individual communities as well as for Scotland as a whole."*

Individual

4.10.2 Language

Overall, the SPPs were welcomed and were received positively by respondents. They mentioned that the SPPs are 'broad yet comprehensive' and cover 'the most important aspects' in a 'simple' and 'concise' manner. They also cover 'all areas expected' and aligned with individual and organisational expectations. The language aspect was commented on around ten times throughout the consultation.

Organisations and young people were positive about the SPPs and their high-level themes. Some organisations felt that it was important that the SPPs are not too prescriptive.

"Overall the revised priorities are welcomed. They are simple and easy to understand yet cover all of the key areas that….would expect to see"

Organisation

Although some respondents felt the SPPs were 'simple' and 'easy to understand' some individuals felt that some of the language could be adapted. It was individuals that found the SPPs harder to understand than organisations.

One individual raised that there was no sign of the word 'accessibility'. They felt that this word should be included as all public services should be seen as accessible, but police services are not regarded in this way currently.

Another individual felt that the narrative could be revised and thought that some of the language was 'too passive' while another mentioned that the SPPs seemed vague.

Organisations generally felt that the SPPs would not be understood by laypeople and it would be useful to give context or examples. Being clear on the target audience for the SPPs was thought to be helpful.

"This survey is only aimed at those who understand the language being used."

Individual

4.10.3 Planning system

Organisations that attended the stakeholder meetings run by the Scottish Government added a few comments around the planning system, how it monitors itself and slots together.

There was a request from one organisation for sight of the short/medium/long term goals of the SPPs as they felt this would be useful.

A few organisations said that aligning the SPPs to 'Serving a Changing Scotland' was very important. It was suggested that there are currently too many reporting structures and they need to be streamlined. There was a general concern that the SPPs may be lost among other guidance/priorities from elsewhere. Clear alignment with related documentation needs to be ensured. Linking the SPPs to the Policing Principles which take a broad approach and take into account a range of social issues was also seen as being key.

One local authority confirmed that they are getting the data they need from the Police Scotland performance framework.

Some organisations also discussed that the SPPs are a mix of enablers and outcomes and questioned whether it should be one or the other.

Lifespan & Measurement

5. Lifespan & Measurement

This section covers the closed/quantitative analysis of consultation questions 4 and 5. It also includes some qualitative feedback on lifespan and measurement.

5.1 SPP Lifespan

Question 4. Do you agree that the revised Strategic Police Priorities should be in place for a period of six years?

Figure 4. Respondents' views that the SPPs should be in place for 6 years
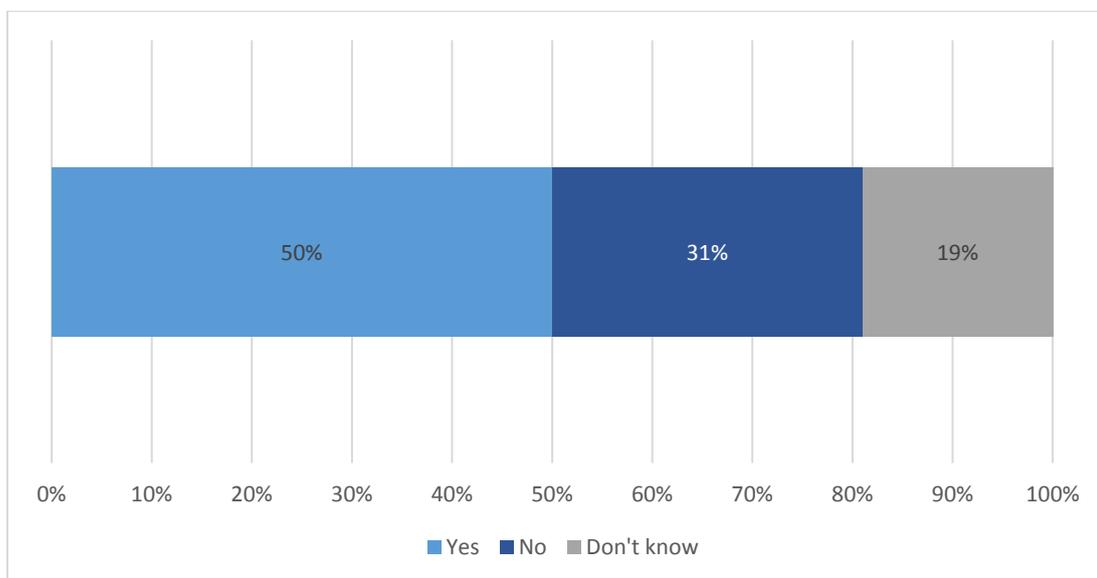
Base: 54

Half of the respondents (50%) agreed that the SPPs should be in place for a 6-year period. Just over a third (31%) partially agreed and nearly a fifth (19%) did not agree at all. Organisations were generally more positive about 6-year cycle, 73% said yes compared to 29% individuals.

Note: small base sizes

Response	Number of Responses
Yes	27
No	17
Don't know	10

5.1.1 Timeframe for revision

On the whole, the majority of respondents were positive about the 6-year timeframe.

In general, individuals gave mixed views on the timeframe with some agreeing with 6 years, while others said it should be shorter, and others, longer. In general individuals spoke about the timeframe in terms of planning and measuring trends and outputs of the SPPs.

Some individuals and organisations thought somewhere between 3-6 years would be better and a few commented that the SPPs should be under constant review.

A few organisations felt that 6 years was a long period given the fast pace of change of the political landscape, sustainability issues, and change in crimes and responses. To mitigate this they, along with other individuals and organisations, suggested an interim review during the 6 years. This would allow the opportunity to put measures in place but also provide the ability to react to significant changes.

A few respondents felt that although the SPPs should be in place for the six-year timeframe, they should be monitored and adapted throughout where necessary, and the public, organisations and third sector organisations should be involved in order to input. Respondents liked being able to give feedback.

> *"It could potentially be for a longer period (10 years); the underlying operational plans will pick up trends etc which are short to medium term. A longer term allows a more comprehensive analysis/ data opportunity to really evaluate the impact of the priorities."*

Individual

This being said, the majority of organisations actually agreed about the timeframe. They felt it was a decent length of time in performance measurement terms. They also thought it would allow for analysis and to see if strategies implemented were having the desired impact and for time to effect change. This is potentially due to their more strategic outlook of the SPPs compared to individuals.

"Yes – we would agree with the view that it is appropriate to set longer term strategic direction."

Organisation

Some concern was also expressed over the time/flexibility to allow local police plans to fully consider implications of other strategy documents before taking the SPPs forward.

5.2 Progress Measurement

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

There were two key themes arising for how to measure the progress of the SPPs.

5.2.1 Consultation

The first was measurement via consultation and surveys in order to gain opinions and feedback. Individuals and organisations felt that by engaging with and listening to the public and the community and asking what they think would be key. Working together was highlighted as being very important including working with partners.

"In terms of evidencing performance, we would suggest that this should include consultation and engagement with communities, stakeholders (e.g. partners).."

Organisation

5.5.2 Data

The other key theme was around data. Individuals and organisations felt that KPIs should be set under a performance framework and different datasets should be collated in order to measure the impact e.g. crime statistics, community wellbeing. Qualitative and quantitative measures were suggested along with reporting.

"Police Scotland are data rich and should continue to review and analyse trends to assess if priorities are leading to successful outcomes."

Local Authority

Impact Assessment

6. Impact Assessment

6.1 Impact Assessment

The Scottish Government's equality duty requires them to assess the impact of applying any policy changes as it is a legislative requirement. Equality impact assessments (EQIA) consider how a policy may impact the general population, positively or negatively. The questions below have been added in order to conduct a partial EQIA on the SPPs to consider the impact they may have.

A low number of respondents indicated they had comments to make on the partial EQIA - 24 out of 59 Citizen Space respondents. Eighteen respondents did not feel that they had anything to add and the remaining 17 did not respond to this question. It could be helpful to develop the EQIA a bit further.

Respondent type	Number of Responses
Individuals	7
Organisation	17

Question 6. Do you have any comments to make on our partial equalities impact assessment?

There were mixed responses and topics from respondents in this section of the consultation.

6.1.1 Positivity

There were some positive comments around the partial equalities impact assessment with individuals and organisations welcoming the opportunity to be involved in the consultation and the feeling that it covers what it is required to.

> *"I have read through the EQIA and feel it covers the appropriate range of equality criteria"*

Individual

"The document provides a clear purpose for a modern policing service in Scotland by reflecting and recognising the needs and demands of the diverse communities it serves."

Local Authority

"The partial equalities impact assessment appears to be a sound review of evidence related to the SPPs as set out in the consultation document."

Organisation

"It is helpful to see how the Strategic Police Priorities have been drafted with consideration of a wide range equality issues. It also provides a clear baseline in terms of current data, so that the impact and effectiveness of the new Strategic Police Priorities can be measured."

Organisation

6.1.2 Other comments

There were a variety of different comments and suggestions from individuals and organisations about the partial equality impact assessment. Below are some of the themes that came up within the consultation. Please note that most of the themes were only raised once or twice.

- **Data** - One organisation would like further information around gender, ethnicity and crime rates. It was felt that it would be useful to break this information down demographically. Pregnancy and maternity should also be groups considered. One individual had worries for her children and future generations as she believes crime rates are still high even though they appear to be reducing. Another individual suggested that the data on this should be looked into. One organisation stated that it is difficult to comment on the partial assessment as it does not yet describe impacts (both positive and negative) on each protected characteristic. This data would also be worth reviewing.

- **Accessibility** – there is no mention of this within the consultation and it should be considered as everyone should have access to services.

- **Diversity & Equality** – the idea of employing a diverse workforce was well received. One organisation said they would welcome assurances of how Police Scotland will avoid a loss of focus on equalities issues.

- **Road safety** - one organisation had concerns around elderly drivers causing more road traffic incidents.

- **Too broad & gaps** - "Equality Impact Assessment/Children's Rights and Wellbeing Impact Assessment", it was suggested that this is not appropriate to combine these.

- **Social media** - bullying on social media was also mentioned as being important for the police to be aware of and look into.

- **Adaptability** – This was raised again by one organisation, stating that policing needs to adapt to the location e.g. rural vs suburbs.

"The priority which is to employ, support and empower a diverse workforce to deliver a high-quality service is welcomed and will ensure equal opportunities for people from a diverse range of demographic backgrounds to be employed and progress equally within Police Scotland. Police Scotland play a major role in preventing and tackling crime that is founded in discrimination and so to be an exemplar employer is absolutely right."

Organisation

"The partial equalities impact assessment is welcomed, however there were some areas that more information would be helpful. In relation to Gender (including pregnancy and maternity). Can more detail be made available regarding the types of crime being experienced and is there a disproportionate type of crime by gender? Also, what if any is the difference in types of crimes committed by women than men and does this information inform any other activities? In relation to Race/Ethnicity, it would be helpful to have more information relating to data for arrests relating to Stop and Search by, particularly black and minority ethnic peoples in relation to the population and rates for white groups."

Organisation

Summary

7. Summary

7.1 Key findings

Seventy-one respondents took part in the consultation from a variety of different backgrounds and organisations across Scotland: individuals, local authorities, third sector organisations, and local police divisions. Fifty-nine responses were collected via Citizen Space and twelve stakeholder meetings were attended by officials from the Scottish Government.

The respondents who took part came from a good spread of backgrounds/organisations and the feedback provided was detailed. The comments received and key themes mirror the feedback from the twelve stakeholder meetings that were run in conjunction with the consultation. It is therefore felt that sufficient relevant insight has been gained around the SPPs and their cycle length.

7.1.1 SPPs

The SPPs were generally well received by individuals and organisations. Respondents could see the value of them and understood what the police are trying to do through these priorities. They were particularly positive about the Crime and Security and Partnerships SPPs – these seemed to be discussed the most. Crime and Security appeared to be key for many respondents and the main theme they discussed was around prevention. Mentions were around reducing crime and being more proactive. Partnerships was also discussed by respondents who noted that they liked the idea of the police working with communities and other agencies. Project examples included: Ignition Project, Friday Night Project. Confidence was also mentioned frequently with a key theme being around local policing. There were less mentions made of 'Evidence' by respondents with People and Sustainability being the proposed SPPs which was least mentioned throughout the consultation.

7.1.2 Localism

Throughout the consultation there were many mentions made of the word 'local' with regards to community and policing. Respondents expressed concern that local policing isn't a focus of the proposed SPPs or at least a visible focus and they were concerned that there is no longer a SPP focused on localism.

7.1.3 Length of cycle

In connection with the length of cycle for reviewing the SPPs, the majority of respondents agreed with the proposed 6-year timeframe. Most could see that this would be beneficial for implementing strategies and then tracking and analysing their performance – especially organisations that potentially have a strategic outlook. There was a suggestion around monitoring the SPPs progress at certain time points or having a midway review.

7.1.4 Measurement

Two key themes emerged with regards to measuring the SPPs impact. The first was around consultation – involving the community and organisations in discussions and asking for their opinions and feedback. The other was around utilising various datasets e.g. crime rates to measure the SPPs impact. It was also commented in this section that respondents welcomed the opportunity to input/feedback on developments such as these.

7.1.5 EQIA

There were a number of mixed views and comments on the partial equality impact assessment in the consultation. The key theme focused on 'data' with some organisations and individuals suggesting that more data around crime rates split demographically would be really useful e.g. by gender, or ethnicity. Other topics mentioned once or twice by respondents included: diversity and equality, road safety, adaptability.

It has been agreed that further development of the EQIA is required.

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Appendix

# Appendix 1

List of the 30 organisations who responded to the consultation

Aberdeenshire Council
Aberdeenshire Health and Social Care Partnership (AHSCP)
Borders Council
City of Edinburgh Council
Community Justice Scotland
Community Planning west Dunbartonshire
Dumfries and Galloway Council
East Ayrshire Council
East Ayrshire HSCP
East Dunbartonshire Council
East Lothian Council
East Renfrewshire Council
Fife Council
Historic Environment Scotland
Inverclyde Police & Fire Scrutiny Committee
Law Society for Scotland
NHS Fife (Public Health)
North Ayrshire Council
North Lanarkshire Council
Outer Hebrides Community Justice Partnership
Renfrewshire Council
RoSPA
Safe Glasgow Partnership/GCC
Scottish Commission for Learning Disability
Scottish Community Safety Network
Scottish Women's Aid
South Ayrshire Council
South Lanarkshire Council
South Lanarkshire Health and Social Care Partnership
Victim Support Scotland

Stakeholder meeting information

Date (2019)	Location	Group
15th July	Tulliallan Castle, Kincardine	National Superintendents Forum
23rd July	SHRC offices, Edinburgh	Scottish Human Rights Commission
29th August	Committee Room in the City Chambers, George Square, Glasgow	Glasgow Community Planning Partnership (GCPP), the Safe Glasgow Partnership (SGP)
30th August	Council Chamber, Council Headquarters, Newtown St Boswells	Police, Fire and Rescue and Safer Communities Board
5th of September	St Andrew's House, Edinburgh	Policy Development Lead - Community Justice Scotland
17th September	Council Offices, Hamilton	South Lanarkshire Council
17th September	Commonwealth Pool, Edinburgh	Police Scotland Youth Volunteers
19th September	Motherwell Civic Centre	North Lanarkshire Council
26th September	Stornoway Police Station	Local police officers
26th September	Stornoway Police Station	Western Isles Community Justice Partnership
1st October	Inverness Police HQ	Police Scotland Highlands and Islands Co-ordination Unit
2nd October	Session facilitated by Young Scot staff, with briefing in advance from Scottish Government officials	Young Scot

Respondents' satisfaction with the consultation

Figure 5. Satisfaction with the consultation
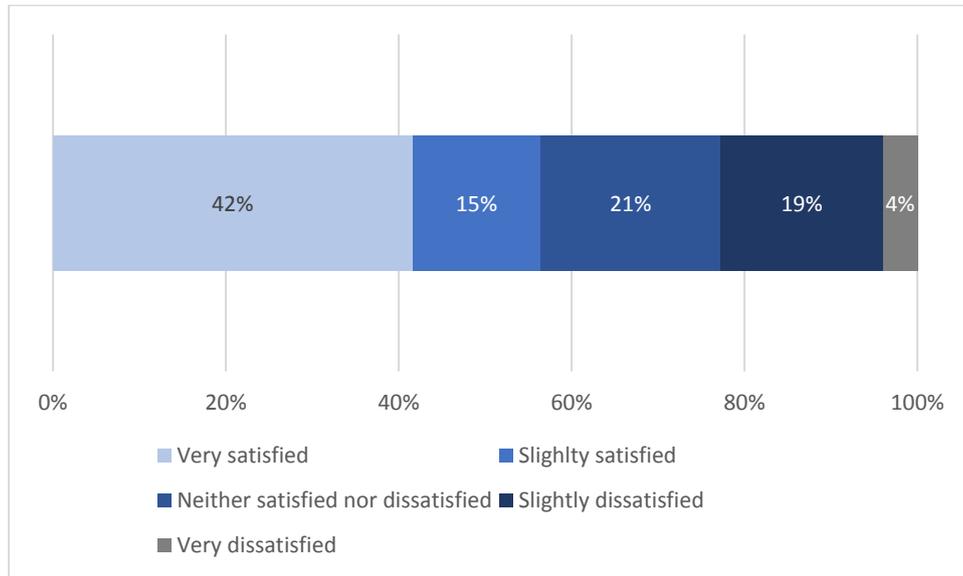
Base: 48

Over half the respondents were either very satisfied or slightly satisfied with the consultation (57%). This being said, a total of 44% were not sure either way or were slightly or very dissatisfied with it.

Response	Number of Responses
Very satisfied	20
Slightly satisfied	7
Neither satisfied nor dissatisfied	10
Slightly dissatisfied	9
Very dissatisfied	2

Respondents' satisfaction with Citizen Space

Figure 6. Satisfaction with Citizen Space
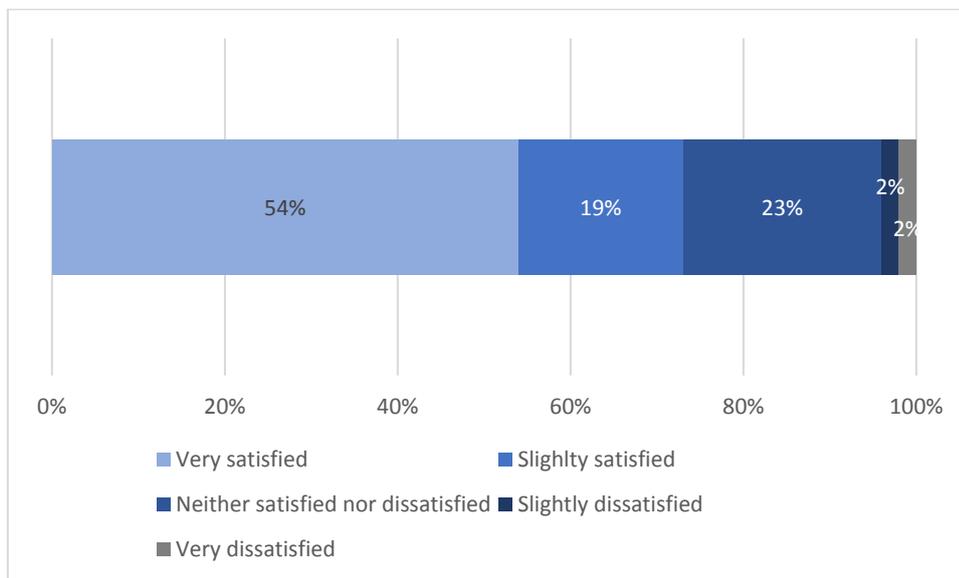
Base: 48

Nearly three quarters (73%) of respondents were very satisfied or slightly satisfied with using Citizen Space for the consultation. Around a quarter (23%) were neither satisfied nor dissatisfied and very small proportion were slightly dissatisfied or dissatisfied (4%).

Response	Number of Responses
Very satisfied	26
Slightly satisfied	9
Neither satisfied nor dissatisfied	11
Slightly dissatisfied	1
Very dissatisfied	1

Anonymity and sharing responses

Figure 7. Publishing preferences of respondents
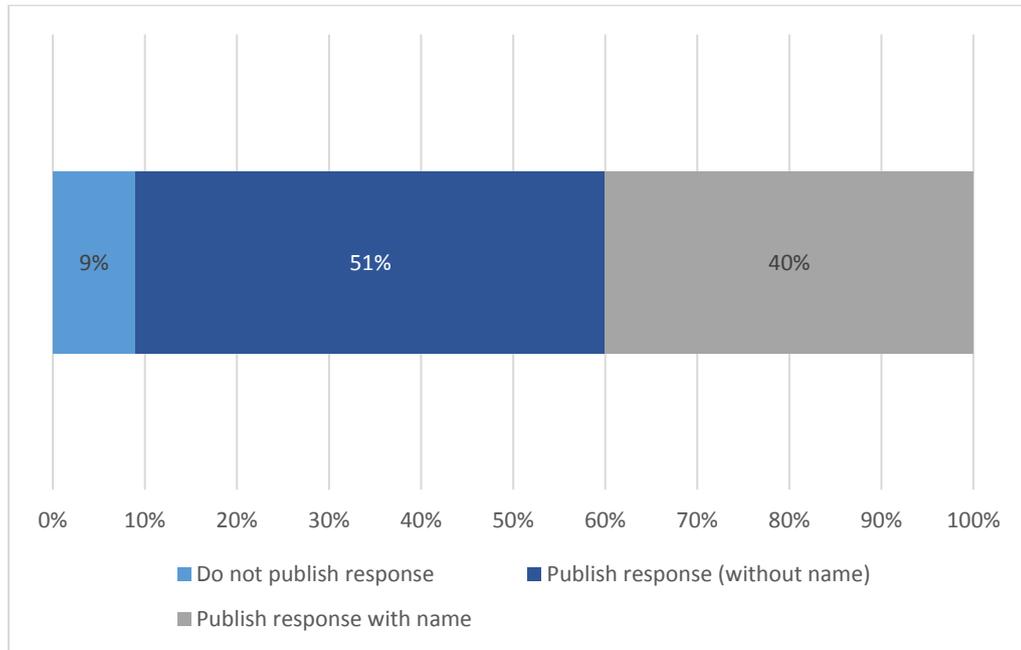
Base: 57

Just over half (51%) of respondents requested that their response be published anonymously. A further 40% were happy to allow attributed publication of their response. A small percentage would not allow their response to be published (9%).

Response	Number of Responses
Do not publish response	5
Publish response (without name)	29
Publish response with name	23

Abbreviations

SPPs – Strategic Police Priorities

SPA – Scottish Police Authority

COSLA – Convention of Scottish Local Authorities

HMICS – Her Majesty's Inspectorate of Constabulary in Scotland

PIRC – Police Investigation and Review Commissioner

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