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Policing 2026 is a collaborative and strategic programme, led jointly by the Scottish Police Authority (SPA) and Police Scotland, to transform policing in Scotland over the next 10 years.

Having a clear direction will provide the foundation for long term operational and financial sustainability, towards achieving our vision of ‘sustained excellence in service and protection’.  The strategy will clearly set out why we need to change, what we are trying to achieve and how we will do it.  ‘Policing 2026’ will ensure Police Scotland will be flexible in responding to new and changing demands over the course of the next 10 years.

**The strategic aims of Policing 2016 are:**

* By putting the needs of citizens at the heart of shaping our services we will improve outcomes for people, communities and places;
* It will empower our people to develop partnerships with others, innovate and solve problems;
* By managing demands more effectively we will create the capacity needed to focus on prevention; and
* By prioritising against threats and risks we will continue to protect the public from harm.

**Why change?**

* Policing in Scotland is complex. In over 200 years an evolving mission has developed from preventing and detecting crimes, towards reducing harm and improving safety and wellbeing;
* More recently the decision to create a national service has seen the successful transition of eight legacy forces into a single service;
* Early successes focused on operational capability, with the delivery of equal access to specialist policing services across the country, and progress with national partnership working, for instance through the Crime Campus at Gartcosh;
* Inherited underinvestment in infrastructure and technology has constrained the opportunities to effect transformation in the early years, to fully realise the envisioned benefits of national police service;
* In the short-term, capital and reform funds have been used to supplement revenue funding that is insufficient for the scale of the organisation. Without change, future years could see a significant recurring budget deficit alongside a degrading service to the communities of Scotland; and
* Regardless of strategic direction and future finance available, transformation is now urgently required.  To deliver the level of service required, address emerging organisational risks and enable us to operate within budget in the future, we must change.

**The demands the police face every day are now changing, as outlined as follows:**

Calls and Incidents

* 7,063 calls on average are received every day, of which;
* 1,159 are emergency 999 calls;
* This leads to;
4,430 incidents being recorded;
* Many of the most time consuming incidents relate to concerns for people, missing people and dealing with sudden deaths; and
* Nationally, 84 people are reported missing every day.

Crime and Vulnerability

* 1 in 4 people suffer from a mental health issue every year;
* 157 incidents are created on the Vulnerable Persons Database every day relating to mental health;
* 1,138 crimes are recorded every day; and
* 158 domestic incidents are reported every day and take up the most time per incident in Local Policing Divisions.

Trends

* Recording of domestic crimes has increased to 26% of all violent crime in Scotland;
* Recorded Sexual crime is increasing and has been since 2010;
* Cyber crime is growing and changing.  This includes sexual crime, fraud and extortion; and.
* Alcohol is a prevalent factor in many crimes.

**Why we must change?**

* The journey of Police reform has started, much has been achieved but much still needs to be done to achieve long-term sustainability and our vision of “sustained excellence in service and protection”;
* Scotland’s communities are growing and continuing to diversify. Policing must adapt to remain relevant and legitimate;
* The needs of people in society are changing. The scale and shape of demand is changing. Demands on policing are increasingly focused towards addressing vulnerability and the consequences of inequalities;.
* We must evolve and continue to design our services around citizen and community needs in public, private and virtual space;
* We need to focus on ensuring we have the skills, tools and capacity to address these future needs, rather than focusing on the size or structure of our organisation;
* Transformation is now urgently required.  To deliver improved services, address emerging organisational risks and enable us to operate within budget in the future, we must change; and
* Failure to invest in our people and infrastructure will compromise our ability to deliver the policing service that Scotland needs.

**What will change?**

We will focus on 5 areas:

1. **Protection** - Based on threat, risk and harm.  We will continue to drive improvements across our approaches to detecting crime, protecting vulnerable people, responding to incidents, maintaining order and ensuring national security.  Our strategy will ensure that we continue to deliver these services effectively and efficiently while adapting to meet new threats and demands;
2. **Prevention -** Tackling crime, inequality and enduring problems facing communities.  We will further develop prevention driven approaches with our partners to address enduring problems facing communities. We will maintain a key role in supporting vulnerable individuals and communities;
3. **Communities** - Focus on localism, diversity and the virtual world.  We will support an increasingly diverse set of communities, whether defined by place, identity or virtual connection, to increase their resilience. Our society will be stronger through a collective responsibility for safety, security and wellbeing. Our commitment to communities will also include listening more and responding to their diverse needs;
4. **Knowledge** - Informing the development of better services.  We believe we have a duty to share knowledge. We will build on our frontline experience and use information to influence, inform and work with partners, government and the public to collectively develop and improve the services to meet public needs more effectively and efficiently; and
5. **Innovation** - Dynamic, adaptable and sustainable.  We will constantly examine the nature and effectiveness of our services. We will establish an innovation capability to learn from best practice, design new services in partnership whilst constantly preparing for emerging issues and the future.

**How will we make the changes?**

* We will transform the way that people can contact us and how we resolve their enquiries. This contact and resolution model will enable us to recognise and respond appropriately to the needs of individuals and communities, with a continued commitment to localism;.
* We will modernise our operating model to ensure we achieve maximum impact with our available resources. We will enhance our culture to empower and support effective decision-making at local and national level;
* We will strengthen partnership working, identifying areas of shared improvement and opportunities to provide value for money services;
* We will continue to recognise and invest in the development and wellbeing of our workforce. We will strengthen the diversity of our whole workforce and change the mix of skills and experience to address evolving needs;
* We will introduce technology to enable workforce efficiency and operational effectiveness, using analytics, better quality data and wider sources to improve decision-making;
* We will scale and change our cyber capability to respond to emerging cyber related crimes and we will continue to invest in Scotland’s forensic science capabilities; and
* We will transform our corporate services, improving processes and systems to support and enable a modern national service.

**Implementing the Strategy**

To commence delivery of this Strategy in the next financial year we propose to:

* Invest in new ways of public contact, resolution and demand management based on threat, risk and harm;
* Modernise our approach to traditional policing methods by investing in enabling technology;
* Invest in cyber capability for enhanced prevention and protection;
* Return officers to operational policing from corporate support roles; and
* Develop new partnerships for both service improvements and value for money efficiency gains.

This is a long-term strategy, but by starting now, the people of Scotland, our partners and our workforce will see visible and sustainable changes in the way we work, leading to better outcomes of safety and wellbeing.

**The benefits to Scotland’s people and communities of implementing the strategy with this investment are:**

* The introduction of better ways for the public to contact the police and get the response that they need and expect – when they need it;
* A stronger policing effect to serve community needs;
* More effective partnership working at local and national level to enhance the service we offer to the public and prevent crime and harm;
* Greater accountability and improved public confidence; and
* The capacity and capability to get ahead of the cyber threat.

**The benefits to Scottish policing of implementing the strategy are:**

* Better equipped, better supported and digitally enabled officers and staff who are more effective in their roles;.
* Police officers focused on operational policing roles;
* Reduced administration burden on officers;
* The introduction of the right skills to our workforce to implement transformative change and stay ahead of changing crime, public needs and demands;
* The delivery of better service – responsive, fit for the future, innovative and sustainable; and
* Potential future benefits for the criminal justice system and wider public sector.

**What does this mean for you?**

We will be seeking active involvement and feedback from communities, partners and our workforce:

* A significant programme of pre-publication engagement across the service alongside engagement with external partners and stakeholders has taken place;
* To complement this engagement, a public consultation will run for 10 weeks after launch, allowing the 10 year strategy for Scottish policing to be finalised before the end of the Parliamentary session at the end of June 2017;
* Consulting on “Our 10 Year Strategy for Policing in Scotland” in an effective and inclusive manner with our partners, people and communities will improve the efficiency and transparency of the strategy;.
* The formal consultation commenced on 27th February 2017 and will run for a 10 week period. The consultation responses will be hosted on a digital consultation platform with the option for a traditional written response option also available; and
* A thematic approach during the consultation period will ensure momentum is maintained with local and national engagement activity coordinated with an overarching communication plan.  This will ensure our engagement is targeting diverse communities from all over Scotland.

The input and feedback from the public, stakeholders, partners and our people is and essential part of this process.