# Policing 2026
## Consultation Analysis Report



2026
SERVING A CHANGING SCOTLAND

POLICE
SCOTLAND
Keeping people safe

SCOTTISH POLICE
AUTHORITY

# Contents

# Executive Summary

In February 2017, Police Scotland and the Scottish Police Authority launched the draft 10 Year Strategy for Policing in Scotland which seeks to serve the needs of a changing Scotland over the next decade.

Putting the needs of citizens at the heart of shaping our services through working in collaboration is an important aspect of the draft strategy and to support this a wide ranging and inclusive consultation was developed "to engage and listen to views as part of an ongoing conversation between policing, its workforce, its partners and the public.

This Executive Summary presents an overview of the consultation purpose, engagement activities undertaken and outlines the key findings from those who responded.

## Consultation Purpose and Scope

The purpose of the Policing 2026 consultation has been to improve the efficiency and transparency of the strategy and better inform the future delivery of policing services.

A detailed demographic profile of respondents is included within the Respondent Demographics section of this report.

## Description of the Consultation

Development work on the draft Strategy commenced in June 2016 and meaningful engagement with both internal and external stakeholders played a constant and significant role in informing the draft Strategy.

In August 2016, a partnership event was held at the Scottish Police College. The purpose of this event was to undertake external engagement at an early stage to seek the views and opinions of key stakeholders regarding the long-term future of policing and the changing environment in which all public services must operate. This early collaborative engagement was beneficial in understanding and informing how we need to adapt to the continually changing demands on Scotland's public services and provide the best possible service to the public.

Between December 2016 and February 2017, a programme of 55 staff engagement roadshows took place across the country. These were designed for the purpose of informing and involving staff in the development of the draft Strategy. The events were positively received and served to supplement additional staff engagement by local commanders, heads of departments and their management teams

During the consultation period a different theme, relevant to the strategy, was used each week to drive the consultation, targeting the many different and diverse communities across Scotland. The thematic weeks used are outlined within the Engagement Activity section of this report.

The formal Consultation ran for a 10 week period between 27th February and 8th May 2017 with an extension to the 29th May for Local Authorities to account for Local Elections which took place across Scotland on 4th May 2017.

### Engagement Activity

Engagement to support the Policing 2026 Consultation was delivered on an external and internal basis, nationally and locally across a wide range of partners, groups and communities. The engagement was not designed to seek an immediate response but rather to invite those involved to participate in the consultation via the online consultation platform or traditional written or email response.

Use of both the bespoke online consultation platform and the thematic weeks was a new approach for Police Scotland and the Scottish Police Authority which ensured that more people and communities than ever before had their say in shaping the future of policing services in Scotland.

During the 10 week consultation period national, local and internal events took place up and down the country as we continued to engage our staff, stakeholders and communities and began the early focus on strengthening partnerships. Engagement was led by Assistant Chief Constables, Business leads, Divisional Commanders and Local Policing Teams with a total of 2,450 formal engagement activities conducted throughout the consultation period.

### Consultation Method

One consultation was used for both internal and external audiences. Respondents were able to submit a response in writing or by completing the question set on our consultation platform.

The consultation platform consisted of 5 key questions with respondents asked to state their level of agreement or otherwise and thereafter invited to provide additional free text comment.

A number of additional questions were asked to support the consultation analysis and these focused on clarity and understanding along with respondent demographics.

The consultation questionnaire was an important part of enabling responses from the public, our stakeholders and our staff however other methods (e.g. roadshows, workshops and other engagement events) also played an equally important part in enabling feedback.

At the conclusion of the consultation a detailed analysis of the responses was undertaken and considered to inform the final 10 Year Strategy for Policing in Scotland.

Due to the varying methods in which responses were provided, it has not been possible to apply any form of quantitative weighting. However, opinions have been carefully considered, analysed and qualitative strategic weighting has been applied in order to best inform the final strategy.

### Consultation Responses

The consultation was one of the most widespread and inclusive consultations to be carried out within Scotland. The 1715 responses received during the 10 week period far exceeded all known recent consultations, with the exception of the Scottish Independence Referendum.

The significant amount of positive support for the draft Strategy was extremely encouraging however the constructive comments provided by the public, our partners and our staff were also welcomed and have played a vital part in informing the final Strategy.

The main findings and analytical methodology is contained within the remainder of this document.

## EXECUTIVE SUMMARY

### Key Findings

The 10 week consultation period resulted in a total of 1715 responses.

### Question 1:

Does the Policing 2026 strategy identify and acknowledge the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years?

This question was answered by 1691 respondents.

| Option | Total | Percent of All |
|---|---|---|
| Yes | 1011 | 59% |
| No | 224 | 13% |
| Not sure | 456 | 26.6% |
| Not Answered | 24 | 1.4% |

### Conclusion:

Generally respondents agreed that the strategy acknowledges the main risks and challenges with almost 59% of respondents in agreement which compares to 13% who disagreed. This equates to more than four times as many responses saying "Yes" than "No". Detailed analysis of all responses received highlighted concerns that the Policing 2026 strategy did not sufficiently account for anticipated budget constraints over the coming decade. 14% of individuals, 11% of local organisations and 9% of national organisations see budgetary constraints and ongoing financial austerity as a key consideration and potential risk to the implementation of the strategy. National organisations would also like more recognition that partners are not limited to the public sector and would welcome more mention of third sector / business partners.

### Question 2:

Do you agree the main areas of focus proposed within the Policing 2026 strategy are the right ones to deliver an enhanced policing service?

This question was answered by 1686 respondents.

| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 448 | 26.1% |
| Mostly agree | 882 | 51.4% |
| Not sure | 206 | 12% |
| Mostly disagree | 97 | 5.7% |
| Strongly disagree | 53 | 3.1% |
| Not Answered | 29 | 1.7% |

### Conclusion:

Generally respondents agreed that the main areas of focus are the right ones with 77% in overall agreement which compares to 9% who disagree. Detailed analysis of all responses highlighted broadsupport for all the main areas of focus with support especially strong for 'Communities' and' Prevention'.

### Question 3:

Do you agree the methods proposed within the strategy are the right ones to deliver an improved policing service?

This question was answered by 1682 respondents.

| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 472 | 27.5% |
| Mostly agree | 786 | 45.8% |
| Not sure | 258 | 15% |
| Mostly disagree | 94 | 5.5% |
| Strongly disagree | 72 | 4.2% |
| Not Answered | 33 | 1.9% |

### Conclusion:

Generally respondents agreed that the methods proposed are the right ones with 73% in overall agreement which compares to 9.7% who disagree. Detailed analysis of all responses highlighted broad support for the proposed methods. 'Investing in our use of information and technology' and 'strengthen effective partnerships' attracted strong support with a recurring theme of a stronger emphasis on working with third sector partners.

### Question 4:

The strategy highlights that public confidence will be a key measure of policing success, do you agree with this approach?

This question was answered by 1684 respondents.

| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 738 | 43% |
| Mostly agree | 620 | 36.2% |
| Not sure | 206 | 12% |
| Mostly disagree | 70 | 4.1% |
| Strongly disagree | 50 | 2.9% |
| Not Answered | 31 | 1.8% |

**Conclusion:**

79% of respondents were in overall agreement that public confidence should be a key measure of success compared to 7% who disagreed. Detailed analysis of all responses did however highlight concerns with regard to how public confidence could be accurately measured in a meaningful way with respondents commenting that this was a subjective measure easily influenced by factors outwith police control.

**Question 5:**

The Policing 2026 Strategy highlights that we will need to reshape our organisation with a workforce focused on having the right skills and capacity to meet future challenges. Do you agree with this approach?

This question was answered by 1677 respondents.

| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 843 | 49.15% |
| Mostly agree | 571 | 33.29% |
| Not sure | 156 | 9.096% |
| Mostly disagree | 68 | 3.965% |
| Strongly disagree | 39 | 2.274% |
| Not Answered | 38 | 2.216% |

**Conclusion:**

82% of respondents were in overall agreement that Police Scotland should reshape its workforce to meet future challenges compared to 6.3% who disagreed. Detailed analysis of all responses highlighted that almost half of all respondents strongly agreed with this approach. Some 43 respondents highlighted that the Strategy did not place enough emphasis on staff wellbeing while 35 respondents thought cutting police officer numbers in any way was the wrong approach. A small number of respondents also raised concern about police officers backfilling civilian posts with some support for replacing officers with non-warranted staff who possess specialist skills.

**Question 6:**

Is the strategy presented in a clear and understandable way?

This question was answered by 1659 respondents.

| Option | Total | Percent of All |
|---|---|---|
| Yes | 1268 | 73.95% |
| No | 391 | 22.80% |
| Not Answered | 56 | 3.27% |

**Conclusion:**

Approximately three-quarters of respondents said that the Strategy was presented clearly and was understandable. About 10% of respondents believed it was too vague and too long, with about 9% feeling there was too much 'management speak'.

**Question 7:**

We would welcome any additional views you have on our Strategy and how it will affect you, or any other person.

This question was answered by 793 respondents.

**Conclusion:**

Question 7 provided an opportunity for respondents to comment on any matter which was not already covered within the consultation. Positive comments were noted from both the Scottish Ambulance Service and Scottish Fire & Rescue Service, both of whom would welcome more collaborative working with Police Scotland in the future.

The most common response to Question 7 related to people wanting more visible police within communities (173 respondents).

There were 148 respondents who spoke about partners, commenting in broad terms that there needs to be a clear understanding of police and partner duties as respondents feel that the police often take on issues which should be the responsibility of others. Others commented that there was too much political interference in policing.

Nine diversity and equality organisations expressed a desire for a more specific mention of a particular protected characteristic. This came from organisations responding on behalf of those with the characteristic mentioned.

# Introduction to the Consultation

## 2.1 Purpose and Methodology

The draft strategy was launched at a media event on 27th February 2017 at Fettes Police Office, Edinburgh at which Chief Constable Phil Gormley and SPA Chair Andrew Flannigan outlined the purpose of Policing 2026 and its role in enabling long-term sustainability and in delivering the vision of 'sustained excellence in service and protection'.

The launch marked the start of a 10 week formal public, stakeholder and workforce consultation, which ended on 8th May 2017. This was extended until 29th May 2017 exclusively for local authorities due to council elections which could otherwise have inhibited their ability to provide a response. The main objectives of the consultation and accompanying communication and engagement activities were to;

- Enable a widespread, inclusive and meaningful public, stakeholder and staff consultation

- Provide a range of convenient ways in which people could be involved and provide their feedback

- Publicise how responses have been recognised and incorporated into the 2026 strategy

To coincide with the launch, letters and emails highlighting the draft strategy and encouraging participation in the consultation were sent to over 370 stakeholders, of which over 100 were organisations directly linked to equality and diversity.

The period of consultation was supported by a communications plan which publicised engagement activities whilst encouraging widespread and inclusive participation. This was achieved by utilising many different mediums, including television broadcasts, local radio, newspaper articles and significant use of social media. In support of the thematic approach, Assistant Chief Constables hosted weekly videos promoting the key messages, which were broadcast both internally and externally.

To enhance the ability to collate, analyse and publish responses Police Scotland adopted a new online consultation platform, however still welcomed the more traditional and commonly recognised methods of submitted feedback, such as letter, email and through conversations.

# Engagement Activity

## 3.1 Themed Weeks

**Themed Consultation Period**

In order to ensure focused activity that was as widespread and inclusive as possible, each week during the consultation period, was aligned to a specific theme

These themes related to the main areas and issues as represented within the draft strategy and were led on a national level by Assistant Chief Constables and Business leads with local activity and engagement being led and directed by Divisional Commanders.

| Week | Themes | Target Audience |
|---|---|---|
| 1 | Launch Week | All |
| 2 | Working Together | Emergency Services and Primary Partners |
| 3 | Localism and Engagement | Local Partners and Communities |
| 4 | Talking about Generations | Young and Older People |
| 5 | Diversity and Inclusion | BME / Faith / Sexual Orientation / Transgender |
| 6 | A Healthier Scotland | Addictions / Disability / Mental Health |
| 7 | Discretionary Week | |
| 8 | Communities of the Future | Needs of a changing and diverse community including education, environment, cyber-enabled communities and technology |
| 9 | Creating a Fairer Scotland | Human Rights Groups, Refugee Groups, Poverty, Homelessness, National Security |
| 10 | Protecting People from Harm | Harm Prevention - Physical / Emotional and Sexual Abuse Support Groups |

## 3.2 Stakeholder Contact

Over the past 12 months there has been significant engagement with primary stakeholders, which continued into and throughout the consultation period alongside focused engagement across a broad range of stakeholders that included national, local and 3rd sector organisations.

Engagement took place through a variety of methods, that included;

- Individual face-to-face meetings

- Multi-agency meetings and events

- Letters/emails/telephone conversations

## 3.3 Public Engagement

There was a considerable amount of engagement with members of the public across the country, which took various forms, including;

- Workshops/Focus Groups

- Roadshows at various community locations (shopping centres, community halls, etc.)

- Presentations at community events

- Presentations at educational institutions

- Local officers engaging directly with members of the public

- Telephone conversations

- Radio broadcasts

## 3.4 Workforce Engagement

In addition to seeking to ensure the consultation reached as many members of the public and partners as possible, organisational changes have the biggest impact internally and as such we sought to engage and involve staff throughout the period of consultation. This was achieved through a number of methods, which included workshops, roadshows, briefings and meetings with staff and associations.

Between December 2016 and February 2017, a programme of 55 staff engagement roadshows took place across the country. These were designed for the purpose of informing and involving staff in the development of the draft strategy and encouraging their participation in the consultation.

In addition, divisions and departments provided bespoke presentations and briefings to their staff to ensure they were aware of the draft strategy and consultation and to also allow staff to engage meaningfully with the public and partners on this topic.

Internal engagement also took place with bodies who represent a cross section of staff, such as the Police Federation, UNISON and the Diversity Staff Association.

## Webpage Views / Analytics

Number of Visits to 2026 Webpage: 21385

There have been 21385 visits to the 2026 Consultation Page where the Strategy is hosted. To provide some context in the same period there have been 153713 views of the Police Scotland website home page.

Whilst there is considerable volume around the centres of population, there is a good geographic spread of webpage views, based on IP address.

There are four methods by which individuals can be directed to the 2026 Consultation Webpage.

Direct: The individual has a postcard or hard copy strategy document and types the URL https://consult.scotland.police.uk/consultation/2026 directly into their browser.

Referral: The individual is reading a document online that contains a link to the webpage.

Social: The individual has clicked on a link from a Social Media site.

Organic Search: The individual has used an internet search provider and searched for "2026 Consultation" or similar and been directed to the page.



Top Twenty Locations for Webpage Views
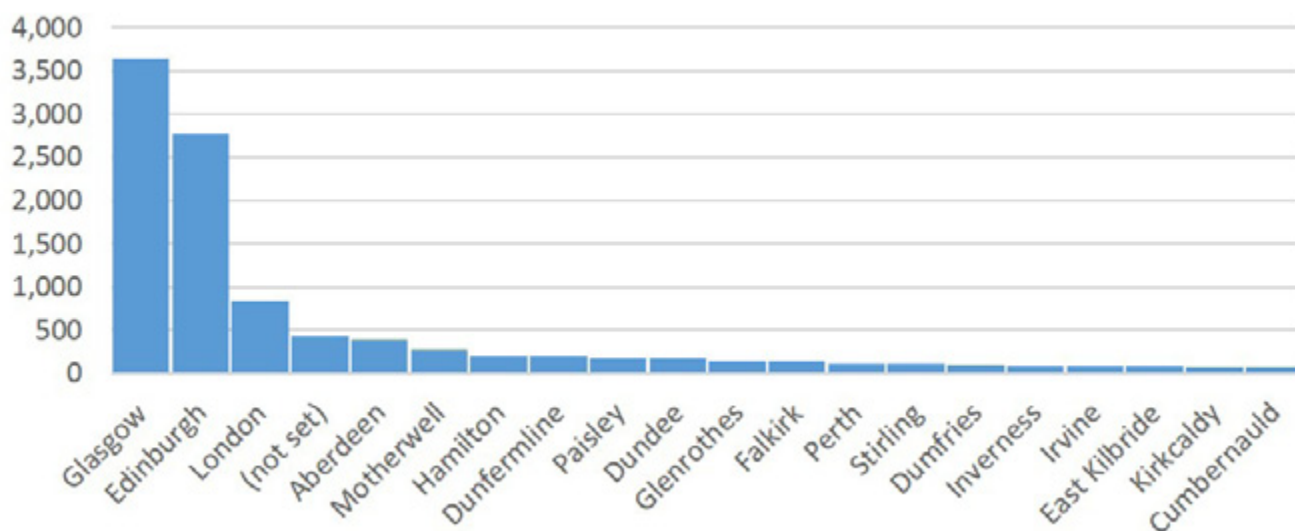
## 3.5 \Webpage Views / Analytics

The following diagram provides a breakdown of these referral methods:
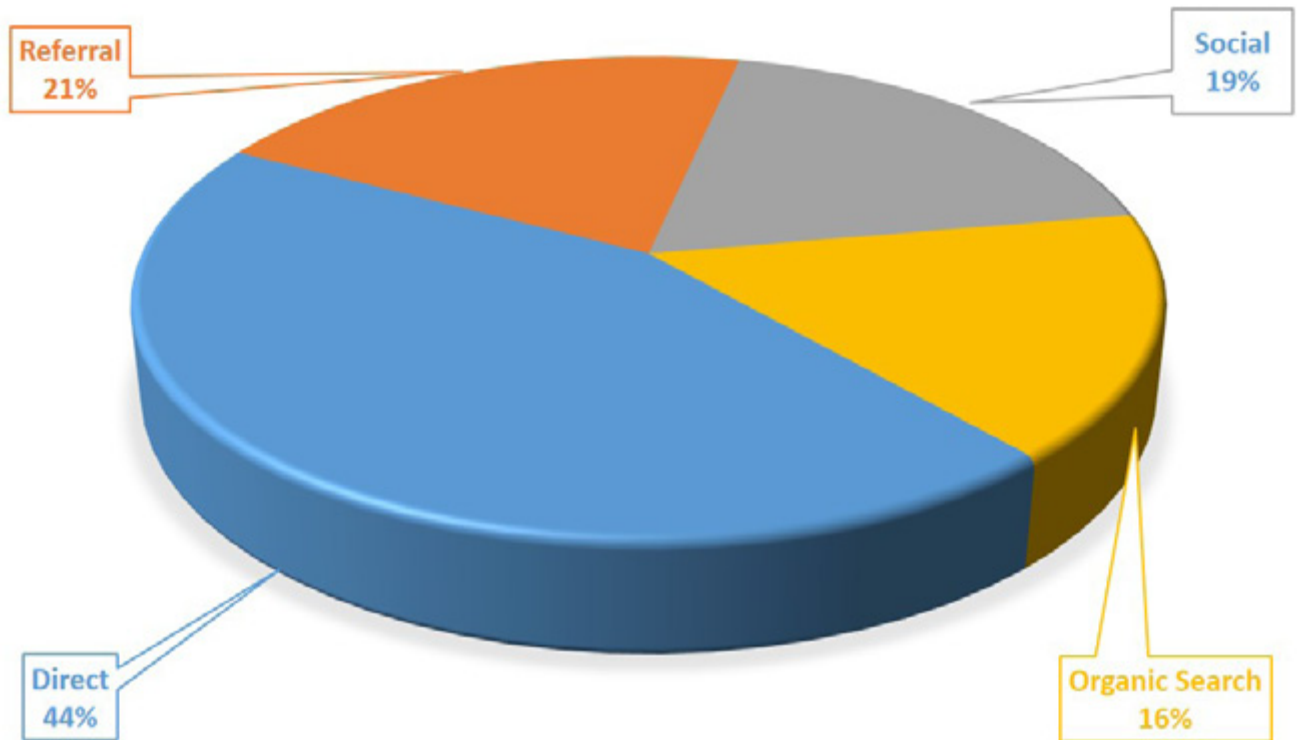


Direct arrival accounts for nearly half of the website views, which represents people already aware of the Strategy and the Consultation and actively going to the site.

The number of people accessing via Social Media streams or referred through online means are significant, again accounting for nearly half, indicating a substantial online presence.

The Organic Search at sixteen percent is comparatively large, as this represents people with an awareness of the consultation, but were unsure of the URL or were not accessing via a referral and so utilised an internet search engine to seek out the address.

## 3.5 Webpage Views / Analytics

It is possible to analyse the sources for the web-traffic and this provides considerable insight into how people were being directed to the 2026 Consultation webpage.
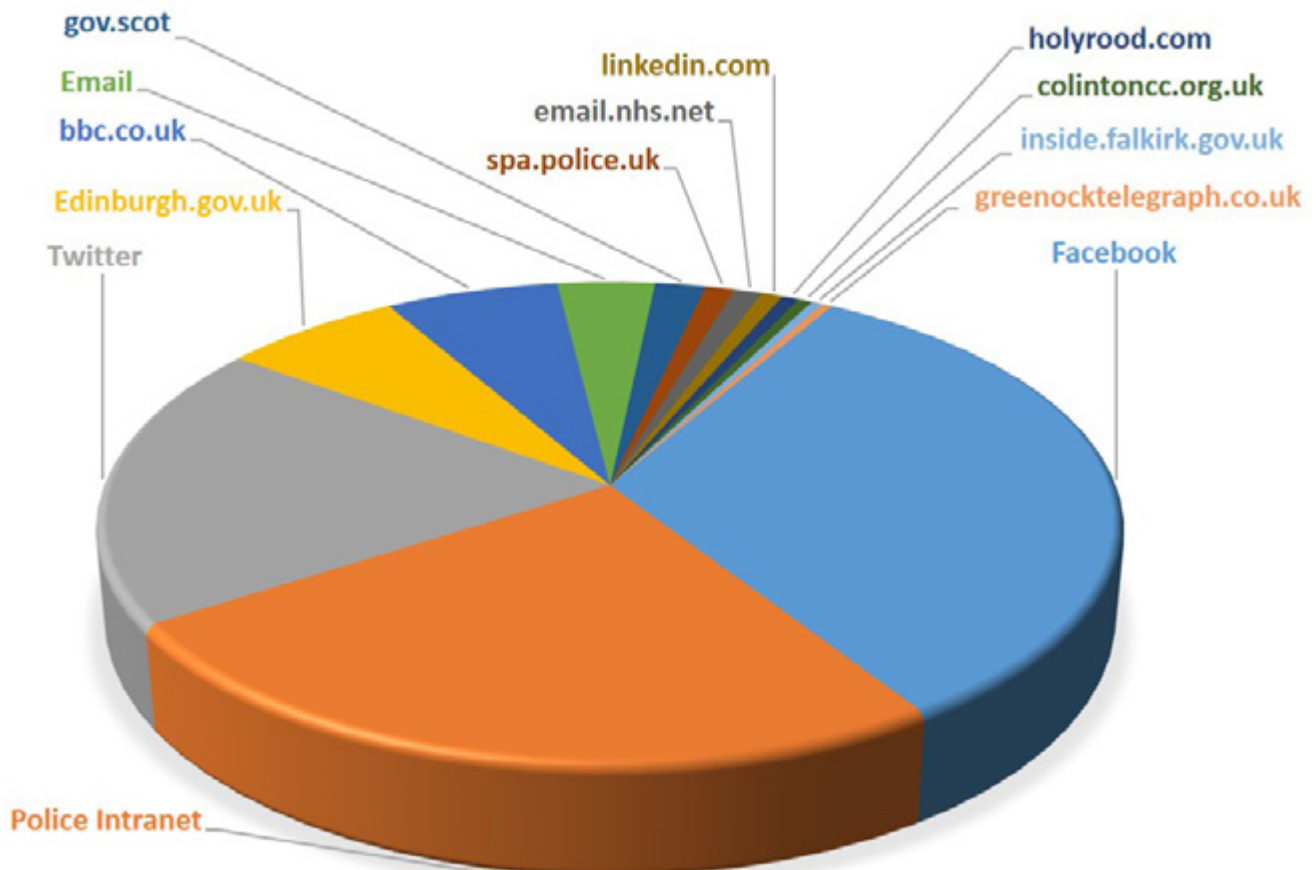


The top referrers are displayed diagrammatically above.

Facebook was the largest single referrer to the 2026 webpage. This and third-ranked Twitter shows the positive affect that a wide-ranging social media campaign had on generating interest in the consultation.

The second biggest referrer to the 2026 webpage was via the Police Scotland intranet, with our employees following links to the consultation Strategy. This demonstrates considerable internal interest to view the strategy and participate in the process.

Engagement activity distributing the 2026 webpage URL has resulted in the link being displayed and followed from a range of sources. Local and Central Government websites displayed the URL, with Edinburgh Council site the fourth largest referrer, Scottish Government site seventh and Falkirk Council inside the top fourteen referrers.

Media outlets containing the link also accounted for many referrals, the BBC website featuring fifth, demonstrating national reporting, whilst the Greenock Telegraph for example featuring at fourteenth demonstrates the impact that local media outlets can have on creating interest.

Where someone has opened an email in an internet browser and clicked through to the site, rather than copy and paste the URL to become direct traffic, makes up a significant number of responses.

### 3.5 Webpage Views / Analytics

All of the preceding engagement activity was carried out with the intention of raising awareness of the 2026 Strategy and the consultation. Every effort was made to make the consultation as simple and accessible as possible with the aim of encouraging as many responses as possible.

Number of Completed Consultations   1715
This number of respondents is very positive, not only when considered against previous Police Scotland consultations, but also when compared against other recent Scottish consultations.

The engagement activity was successful in driving individuals to the website, where they were able to download the strategy. There was an initial surge in response, almost entirely by individuals, who provided wide ranging comments. The submission rate levelled off over the following month at around five percent of visitors to the 2026 website, the majority of these were responses from individuals and small community organisations.
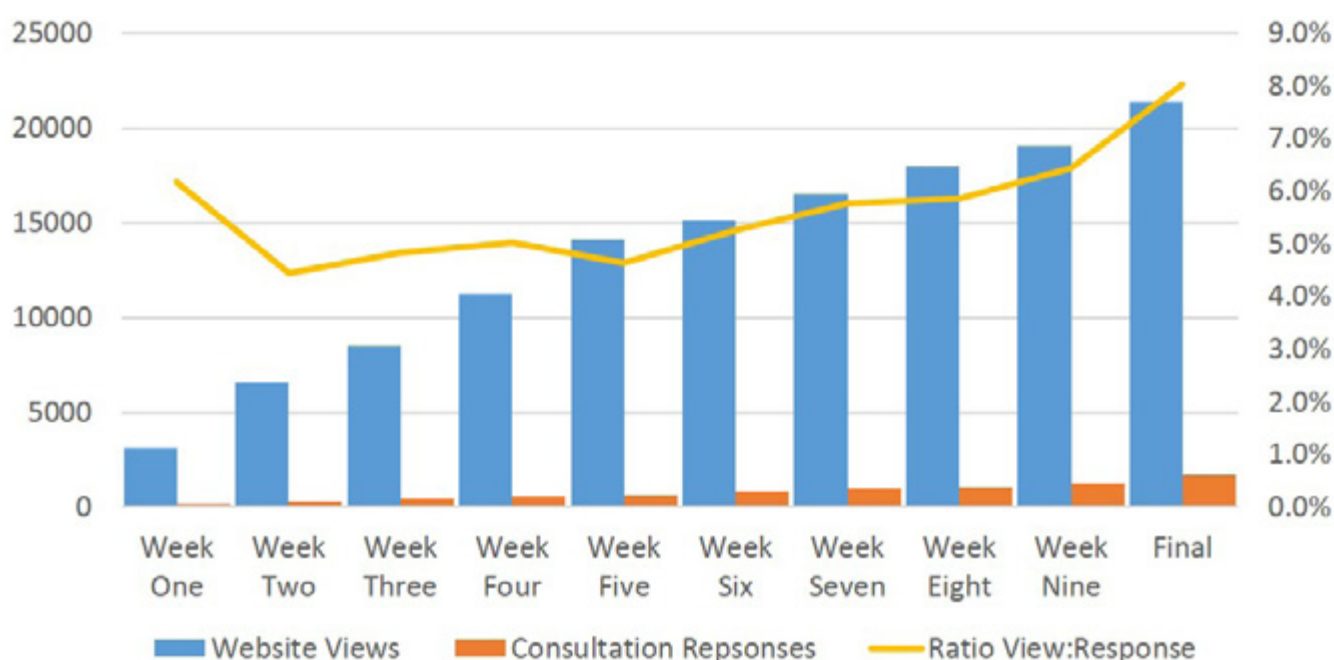


From week six onwards the response ratio began to climb as organisations who had previously downloaded the strategy began to submit their responses. The consultation period finished with eight percent of visitors to the 2026 webpage completing a consultation.

# Respondent Demographics

## 4.1 Summary

Section 3 sets out the effort made to be as open and accessible as possible. It is important to measure how successful the consultation process was in reaching the broadest possible range of individuals and groups across the diverse population of Scotland.

To achieve this measurement the final part of the consultation was a series of questions aimed at recognising a range of diversity categories to ensure the consultation was as representative as possible. This information was then utilised to adjust engagement activity to encourage increased responses from under-represented communities.

It was this activity that resulted in a request for a British Sign Language (BSL) translation of the strategy and consultation and the ability to submit responses via BSL video. Following this request a translation was provided and the functionality of the consultation software updated to allow video upload.

The purpose of collating this data is to allow meaningful comparisons to be made between Scotland's diverse communities. The aim of this was to allow the strategy to be further influenced to ensure it accurately represented the needs and wants of the whole population.

Obtaining the respondents postcode allowed a geographical analysis to be made, to confirm that all corners of the country were aware of the strategy and the concerns of different localities were considered.

It was also important to identify how the views of the Police workforce varied from that of the public. A question regarding this was included and the findings are contained within the main analysis section of the report.

The following pages will highlight the demographic groups of respondents with analysis against Census data to help identify how broad-ranging the consultation process has been.

For comparison purposes Police Scotland has utilised the broadest or most recent Government survey data in order to assess how representative the demographics of respondents are, when compared to the population of Scotland as a whole. Police Scotland acknowledge that the information contained within these surveys may be over or under-estimated.

## 4.1 Geographical Breakdown
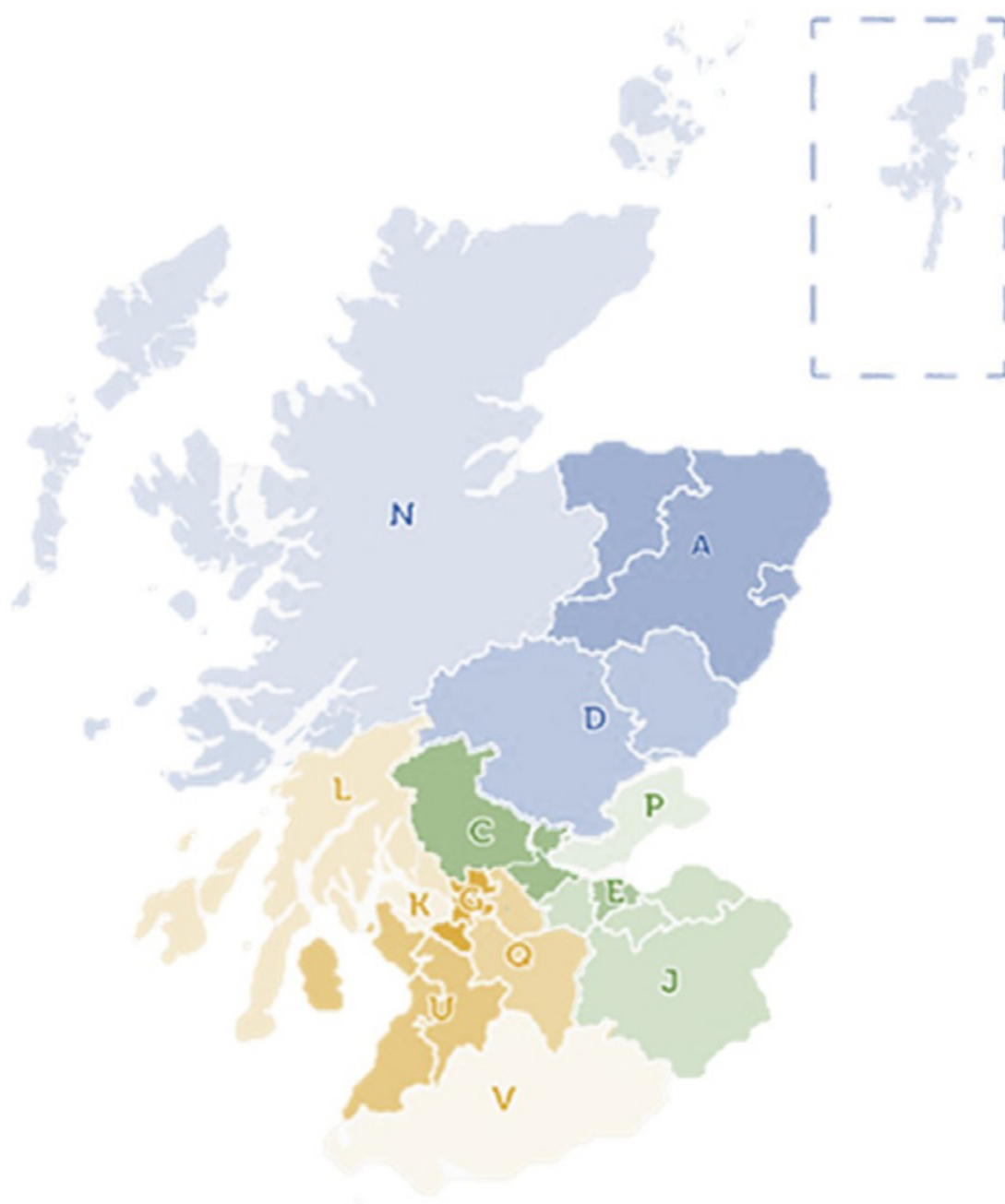
Police Scotland is split into thirteen geographical local policing divisions, each division ensures that local policing in each area is responsive, accountable and tailored to meet local needs. The map below helps to clarify where these divisions are located. These thirteen divisions combine to make up three regions: North, East and West, for some of the analytical work within this document these three regions are utilised.

The colour scheme used in this map is replicated throughout this document, with blue representing the North, green the East and yellow the West.

## 4.2 Geographical Breakdown

The chart below shows the number
of 2026 Consultation returns as bars
broken down into regions.
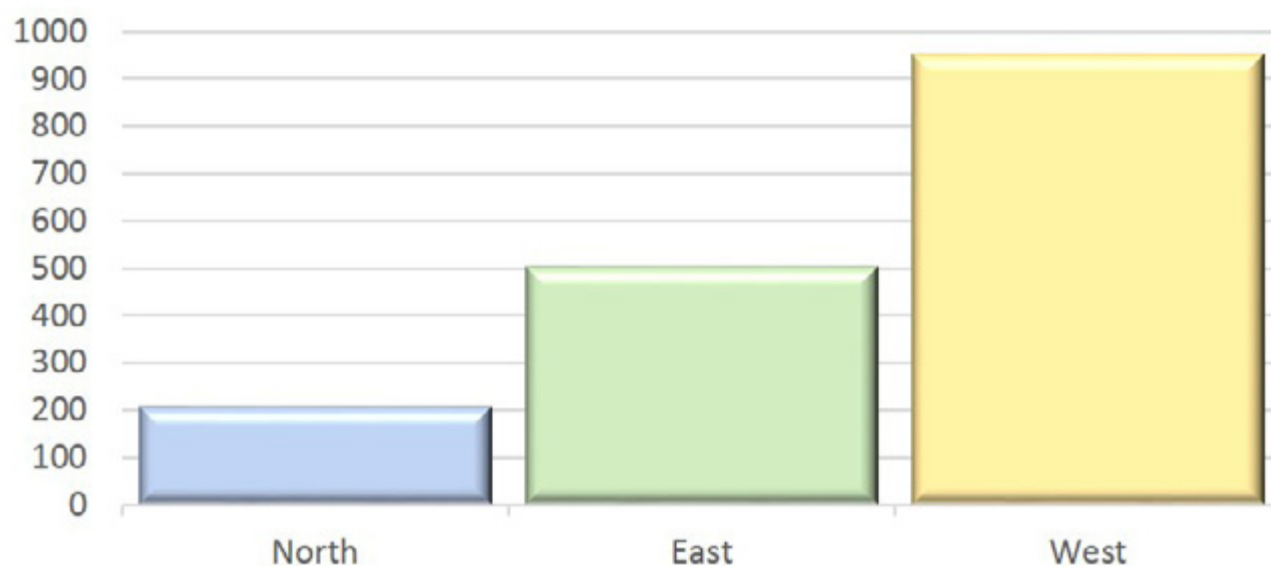


It is clear from the chart that the West region
provided, by far, the most responses with 952. The
East had just over half that, with 503 responses. The
North region provided 207 responsesOrganisational /
Individual Responses

## 4.3 Organisational / Individual Responses

The chart below demonstrates the breakdown
of individual to organisational responses with
the percentage of individual responses received
making up more than 93% of the overall
responses. Each category is summarised below;

- Individual – 1556 responses

- Local Organisations – 55 responses

- National Organisations – 45 responses

- Local Authorities – 20 responses

BREAKDOWN OF INDIVIDUAL TO ORGANISATIONAL RESPONSES

■ Individual   ■ Local Organisations   ■ National Organisations   ■ Local Authorities
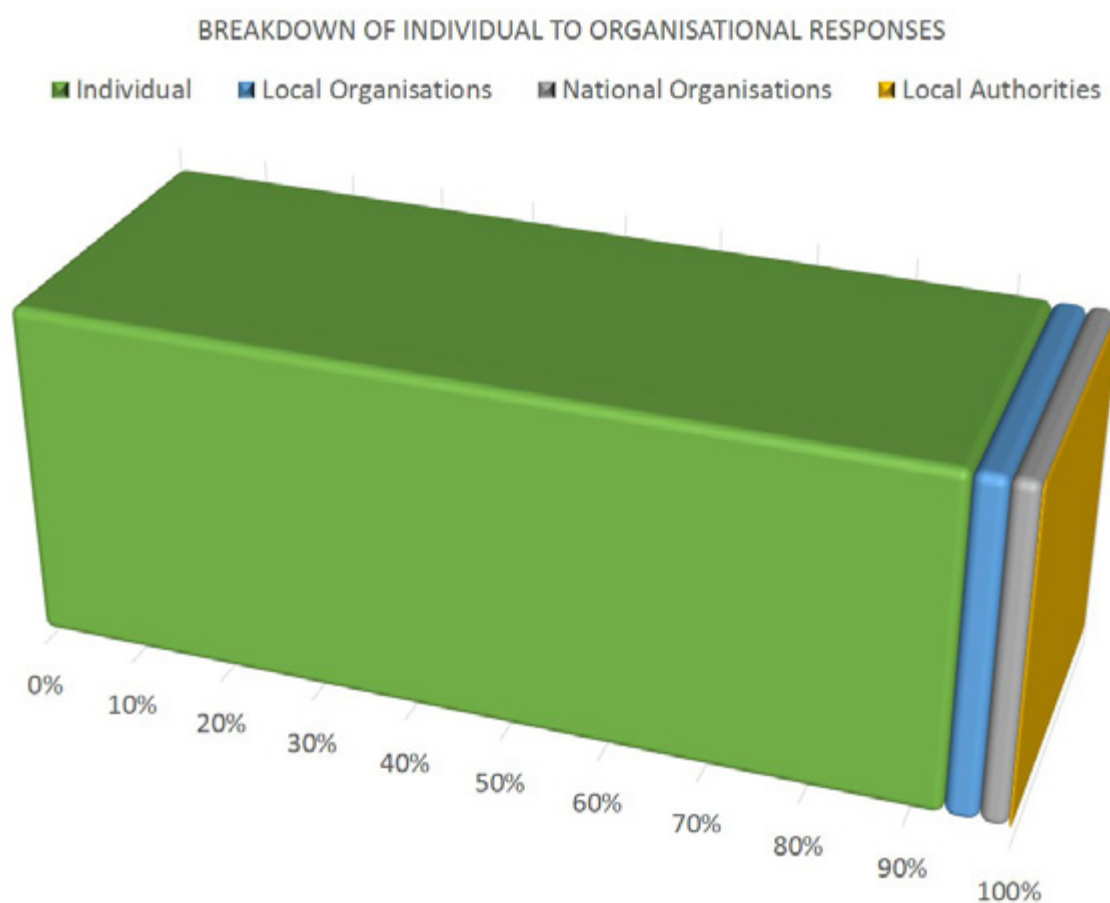
## 4.4 Employment Status

One of the consultation questions aims to identify whether respondees are employees of Police Scotland, or members of the public. The intent of this question was to determine if the perception of service delivery, and how this may change by 2026, would be considerably different depending on whether the respondee was an employee of Police Scotland or a member of the public.

Whilst the true value of this question cannot be realised in isolation, the intention was to allow

further analysis to be conducted on which parts of the strategy impacted the greatest on the workforce, and those which affect our partners and the public.

Whilst the consultation was not intended to replicate previous staff surveys, the unique perspective of Police Scotland employees (as both service providers and members of the public) means that their views are especially noteworthy and as such were encouraged throughout the consultation.



BREAKDOWN OF RESPONDEE EMPLOYMENT

■ Public     ■ Police Officer     ■ Police Staff
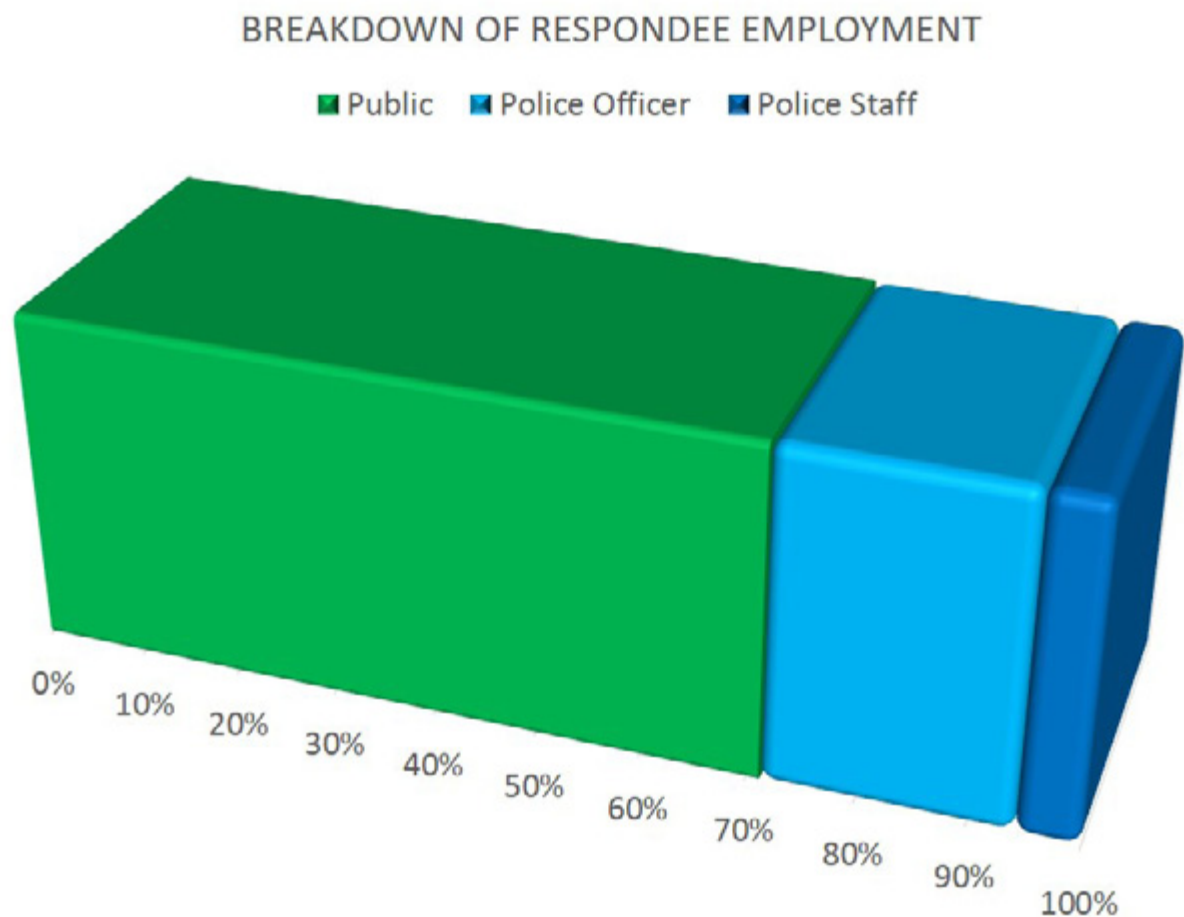
## 4.5 Diversity Analysis

### Age

One of the consultation questions aims to identify the age of the respondee. This is particularly important when considering the length of the strategy period and that the young people of today,

whilst already significant stakeholders, will be far more involved with the service delivery of policing in the future.
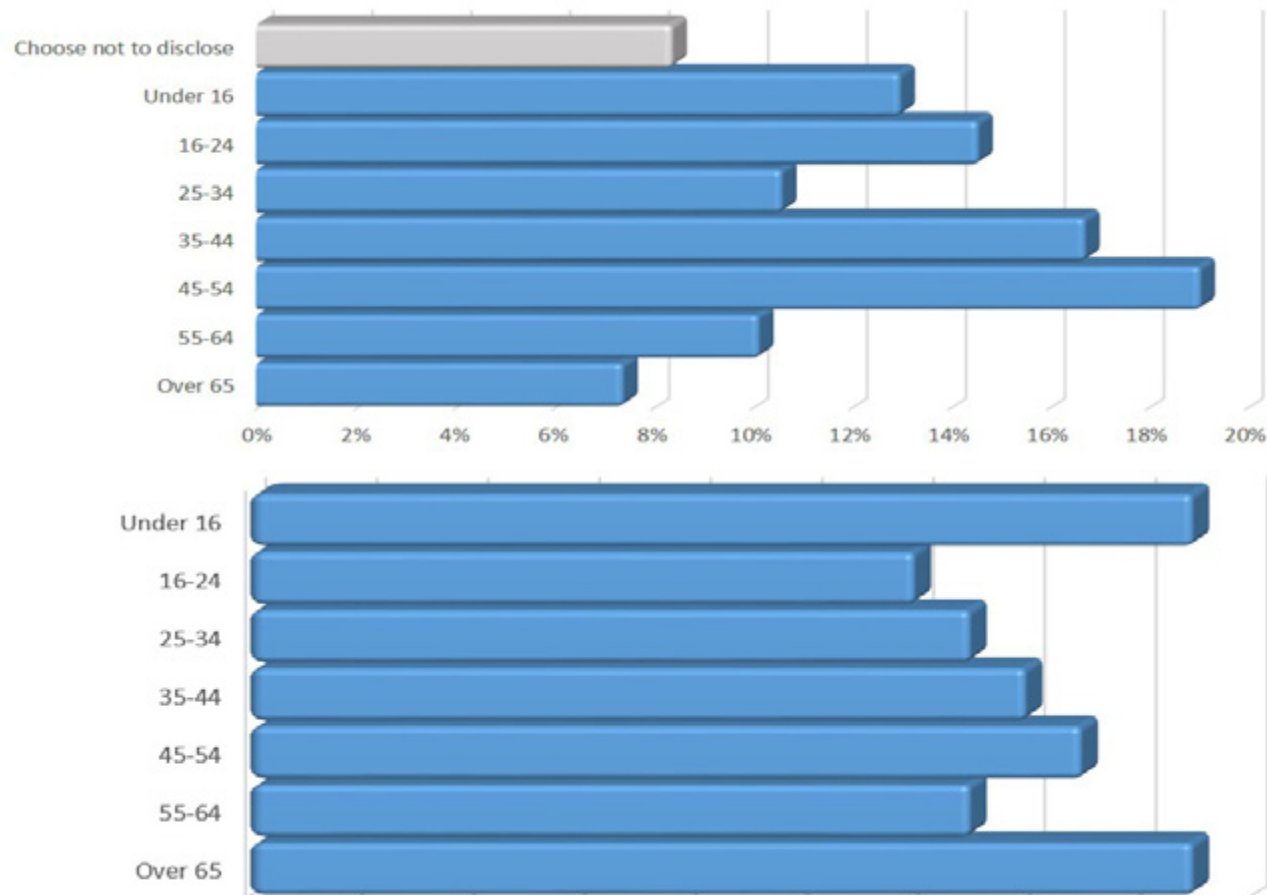


**Age group of responde age groups as a percentage of scottish population**

When compared to the 2011 Scottish Census data, which has a broadly flat age structure, with an increase towards older age brackets, it can be seen that our current respondee age ranges are not representative. It is skewed towards the 35-44 and 45-54 age ranges, with the over 65's forming

the lowest returning age range. The under 16's were identified as being one of the hardest to reach groups given the nature of the Strategy document; it should be noted that 16% of responses within this category were the result of a targeted campaign within Ayrshire Division.

## 4.5 Diversity Analysis

### Gender

One of the consultation questions asks the gender of the respondee. The purpose of this question was to measure how representative the consultation was of the Scottish population.

The 2011 Census has recorded the Scottish population as being 49% male and 51% female.

The diagram below shows that fewer females appear to have responded than males.

■ Female  ■ Male  ■ Non-binary  ☑ Choose not to disclose

0%  20%  40%  60%  80%  100%
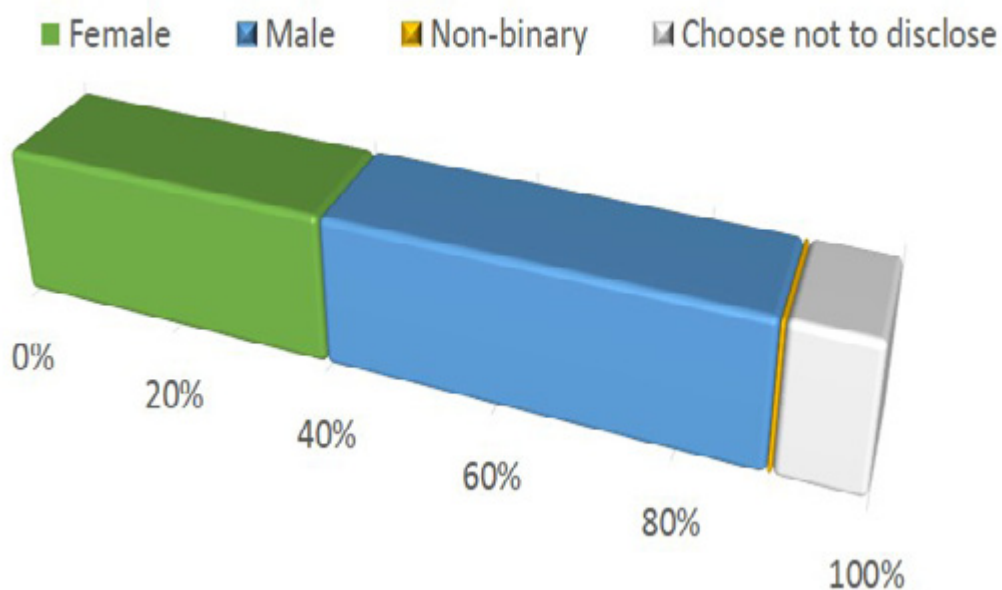
50% of respondents identified themselves as being male, with 41% identifying as female and 9% choosing not to disclose their gender. This is broadly in line with other public consultations which have been undertaken throughout Scotland where it appears fewer women tend to respond than men.

## 4.5 Diversity Analysis

**Respondees who consider they have a disability**

One of the consultation questions asks whether the respondee considers they have a disability. This is to ensure that the responses are as representative of the Scottish population as possible.
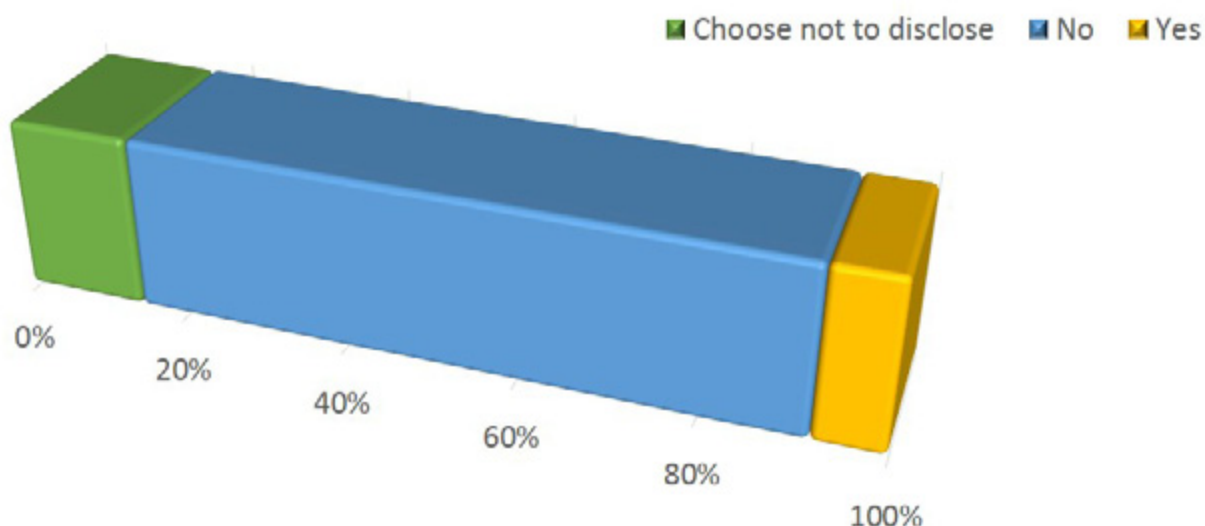


The Scottish Household Survey 2014 has recorded that 30% of the Scottish population consider that they have a long term physical or mental health condition. The diagram below shows our current responses and it can be seen that those answering "No" equate to approximately 77%. 15% of respondees have chose not to disclose and 8% have answered "Yes"; therefore it appears that those who consider themselves to have a long term physical or mental health condition are under- represented.
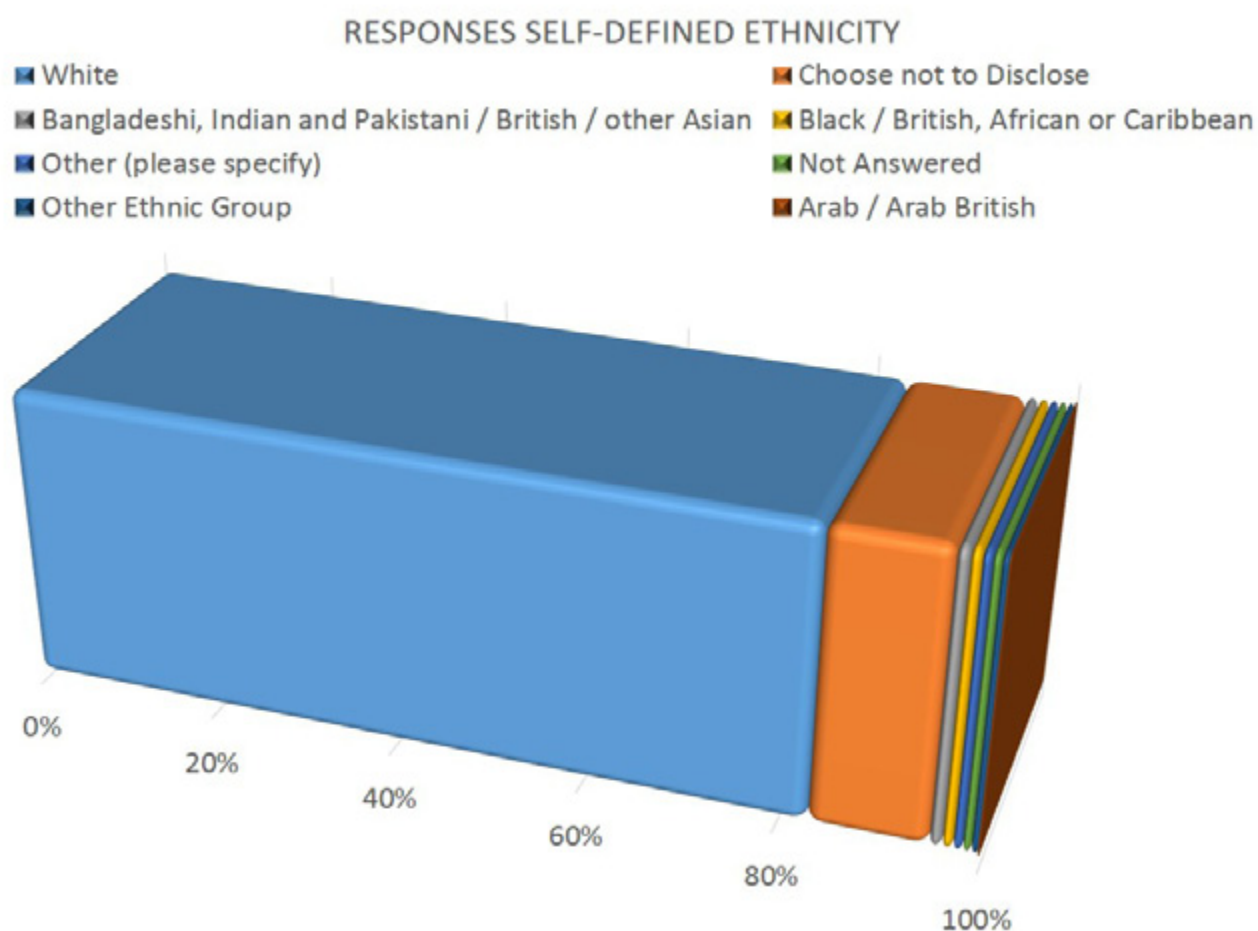
## 4.5 Diversity Analysis

**Respondee Ethnicity**

One of the consultation questions asks the respondee to define their ethnicity. The purpose of this was to measure whether responses were representative of the Scottish population.

The 2011 Census has recorded that 97% of the Scottish population consider themselves to be White, 2% consider themselves to be Asian and 0.6% Black British, African or Caribbean.

11.9% of individual respondents choose not to disclose ethnicity; taking those who did disclose into account we have made the assumption that the consultation is representative with regards to ethnicity.

RESPONSES SELF-DEFINED ETHNICITY

- White
- Bangladeshi, Indian and Pakistani / British / other Asian
- Other (please specify)
- Other Ethnic Group
- Choose not to Disclose
- Black / British, African or Caribbean
- Not Answered
- Arab / Arab British

## 4.5 Diversity Analysis

### Respondee Sexual Orientation

One of the consultation questions asks how the respondee defines their sexual orientation. This is to ensure that the responses are as representative of the Scottish population as possible.

The Scottish Household Survey 2014 has recorded that 98.4% of the Scottish population consider themselves to be heterosexual, 0.8% consider themselves to be gay / lesbian and 0.2% bi-sexual. Again a significant number of individuals (over 20%) choose either not disclose or not respond; that said, the number of respondees who identified as being bisexual / gay / lesbian is statistically higher at 5.3% of all respondees.

## RESPONDEES SEXUAL ORIENTATION

■ Heterosexual   ◪ Choose not to disclose   ◪ Bisexual   ◪ Gay / Lesbian   ◪ Not Answered
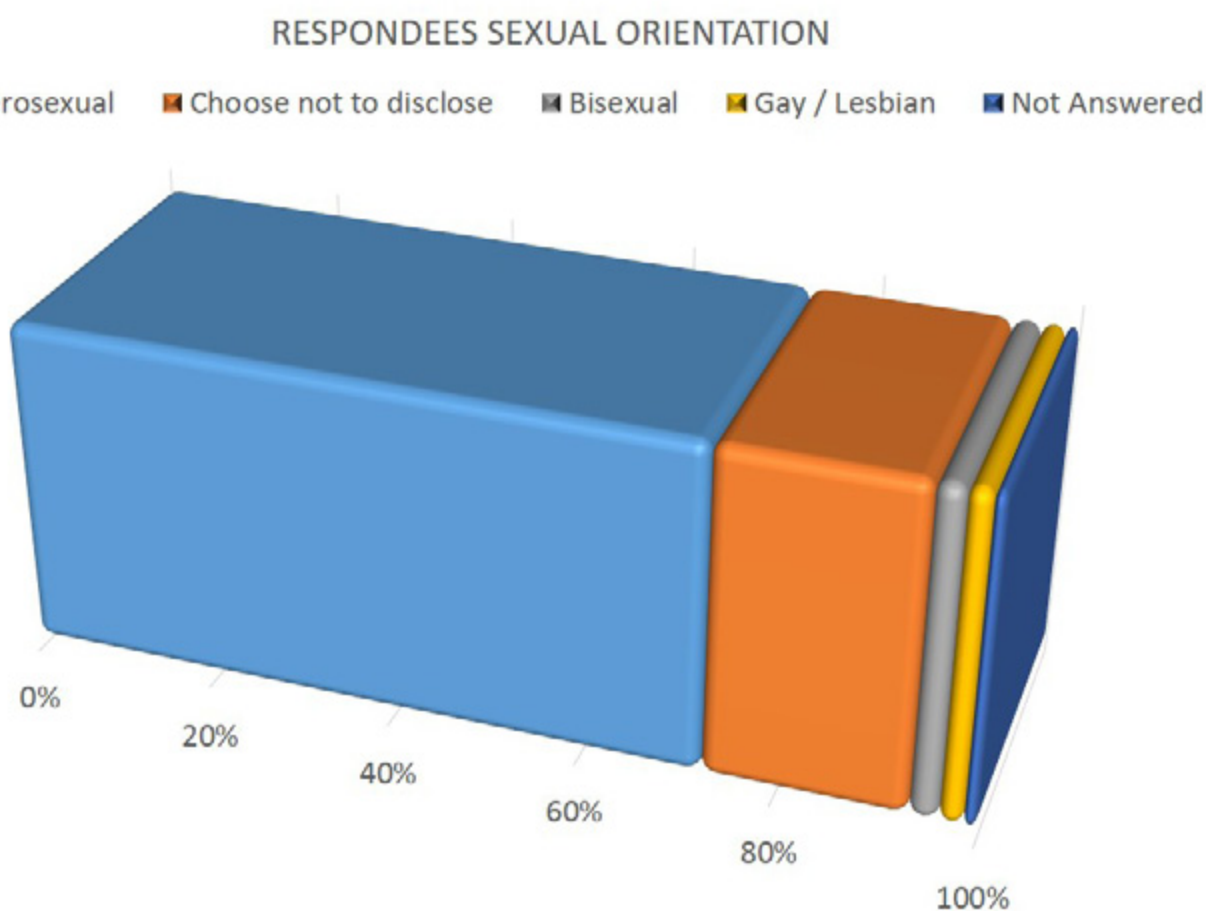
# 5. Consultation Results

## 5.1 Introduction Methodology

This consultation analysis report has been laid out around the individual questions within the consultation. Each question has been analysed with a range of filters applied, to best allow comparison between certain groups or communities.

The first piece of analysis is a review of the tick box answers and is a consolidated response including every response to the consultation. There will be no in-depth analysis on these consolidated results, as they represent such a wide ranging group of individuals, local groups, national organisations and local authorities. This is undertaken for each of the questions 1-6.

Not every respondee will have answered every question as there was no requirement to complete every question. These are recorded as "Not Answered".

Some responses submitted in writing do not directly align to the questions posed but include valuable feedback. Where this is the case, they have been included as responses to question seven and other questions recorded as "Not Answered".

A small number of responses were received after the closing date of the consultation. Where possible, the information contained within these responses is included within the appropriate analysis of text. They are not however included in the statistical analysis.

The first analysis filter to be applied is splitting the responses into groups, based on whether they are individual responses (that of a single person) or organisational responses (where the response is on behalf of a collective and is representative of that group's membership).

For each question the review of the initial tick-box response will be made again, but looking to see if individuals, local organisations, national organisations and Local Authorities have any significant deviation from the overall result.

## 5.1 Introduction

### Individual Responses

Individual responses are those in which a person has indicated in their response that they are responding with their own opinions. There are 1556 responses where this has been selected.

The individual responses represent a broad cross-section of the population, as the previous demographic data has shown. The following analysis aims to identify the variations in opinion based on a variety of areas of comparison.

A second level of analysis took place looking at the written responses provided to each question. These were grouped together into similar themes and "tagged". This allowed a more in-depth look at what caused individuals to respond the way that they did. Depending on how the individual has responded there may be more than one tag applied to the text, and as a result the number of tags can exceed the number of responses. These tags can cross over questions, with written text relevant to one question being tagged from a respondent's response to a different question. Therefore, for statistical purposes it has been calculated that 973 individuals have made a written comment in response to any question within the consultation.

It was also possible to filter the individual responses, which allowed a third level of analysis looking at specific groups of individuals. This resulted in further examination of results geographically and comparison between Police Scotland employees and members of the public. For statistical purposes this has been calculated as 461 Police employee responses and 1095 public responses. Further response analysis based on the age of respondents has also been undertaken.

Whilst all of this analysis has been completed, where there is no statistically significant deviation from the combined response, there may not be any reporting of this analysis.

## 5.1 Introduction

### Local Organisation

Local organisations are groups whose focus is centred on a specific place, area or community. These can be institutional, like schools, or hospitals or like minded groups, such as neighbourhood watches and community councils. They can also include charities, support and religious groups whose work assists a local community. There are 55 organisations that have been classified as local.

Local organisations will usually provide responses that relate to local policing, the services that they would like to see provided to them and their communities. Their responses will tend to be made on behalf of a group of people with something in common. Due to the varying methods in which

responses were provided, it has not been possible to apply any form of quantitative weighting.

However, opinions have been carefully considered, analysed and qualitative strategic weighting has been applied in order to best inform the final strategy. This means these organisational responses may have a greater influence on changes to the Strategy than the response of a single person

Listed below are the names of all the organisations that have been classed as local along with the town or city in which they are based in and the corresponding Police Scotland division.

| Organisation Name | Region / Town / City | Division |
|---|---|---|
| Aberdeen Inspired | Aberdeen | A |
| instant neighbour | Aberdeen | A |
| Newtonhall, Muchalls & Cammachmore Community Council. | Aberdeenshire | A |
| NHS Grampian | Grampian | A |
| Queens Cross Community Council | Aberdeen | A |
| Central Scotland Regional Equality Council | Central Scotland | C |
| Stirling and District Women's Aid | Stirlingshire | C |
| Angus Community Planning Partnership | Angus | D |
| Leverhulme Research Centre for Forensic Science | Dundee | D |
| Loch Rannoch Highland Club | Kinloch Rannoch | D |
| Neighbour Watch | Invergowrie | D |
| Bright Choices | Edinburgh | E |
| Drum Brae Community Council | Edinburgh | E |
| Drylaw/Telford Community Council | Edinburgh | E |
| Edinburgh Street Pastors | Edinburgh | E |
| Health Opportunities Team | Edinburgh | E |
| Mortonhall Neighbourhood Watch | Edinburgh | E |
| NHS Lothian, Mental Health and Wellbeing Programme Board | Lothians | E |
| Stockbridge and Inverleith Community Council. | Edinburgh | E |
| Strada NHW, Edinburgh | Edinburgh | E |

## 5. CONSULTATION RESULTS

### 5.1 Introduction Local

| Organisation Name | Region / Town / City | Division |
|---|---|---|
| Community Safety Glasgow | Glasgow | G |
| Drumoyne Community Council | Glasgow | G |
| Glasgow City Council, Social Work Services | Glasgow | G |
| Glasgow Disability Alliance | Glasgow | G |
| James McLean Project | Glasgow | G |
| Parkhead Housing Association | Glasgow | G |
| Safe Glasgow group | Glasgow | G |
| West of Scotland Housing Association | West of Scotland | G |
| Livingston Village Community Council | Livingston | J |
| Musselburgh Area Partnership | Musselburgh | J |
| Fyne Homes Housing Association | Isle of Bute | L |
| Loch Lomond & The Trossachs National Park Authority | Loch Lomond & The | L |
| Trossachs Highland Third Sector Interface | Highlands | N |
| Inverness Women's Aid | Inverness | N |
| NHS Orkney | Orkney | N |
| Shetland Child Protection Committee, Shetland Adult Protection Committee | Shetland Islands | N |
| Fife Youth Group | Fife | P |
| Torryburn and Newmills Community Council | Fife | P |
| Community Links (South Lanarkshire) | South Lanarkshire | Q |
| Safer South Lanarkshire Board | South Lanarkshire | Q |
| Craigneuk Community Council | Craigneuk | Q |
| North Lanarkshire Partnership | North Lanarkshire | Q |
| Silverdale & Whitehill Neighbourhood Watch scheme | Lanark | Q |
| TCA Ltd | North Lanarkshire | Q |
| East Ayrshire Social Care | East Ayrshire | U |
| NHS Ayrshire & Arran | Ayrshire & Arran | U |
| North Ayrshire Adult Protection Committee | North Ayrshire | U |
| South Ayrshire Women's Aid | South Ayrshire | U |
| Volunteer Centre East Ayrshire | East Ayrshire | U |
| Dumfries and Galloway Community Justice Partnership | Dumfries & Galloway | V |
| Dumfries and Galloway Housing Partnership | Dumfries & Galloway | V |
| Dumfries and Galloway Strategic Partnership (Community Planning Partnership) | Dumfries & Galloway | V |
| Local Violence Prevention Board, Dumfries and Galloway | Dumfries & Galloway | V |
| NHS Dumfries & Galloway Directorate of Public Health | Dumfries & Galloway | V |

## 5.1 Introduction National Organisations

National organisations are groups who's scope covers the whole of Scotland. These can be the other emergency services, governmental departments, they will also be companies, charities, support and religious groups whose operations span the country.

They can also be representative groups, covering a diverse range of individuals and also business institutes or chief executive forums that provide a co-ordinated response for these sectors. Included within this will also be the responses from the official Police Scotland staff associations.

There are 45 organisations that have been classified as national.

National organisations will usually provide responses that relate to high level, national approaches to policing, the services that they would like to see provided to them and their members. Due to the varying methods in which responses were provided, it has not been possible to apply any form of quantitative weighting.

However, opinions have been carefully considered, analysed and qualitative strategic weighting has been applied in order to best inform the final strategy. This means that national organisational responses may have a greater influence on changes to the strategy than the response of some local organisations or a single person.

Listed below are all the names of all the organisations that have been classed as national.

| Organisation Name | |
| --- | --- |
| Alcohol Focus Scotland | Audit Scotland |
| British Deaf Association (BDA) Scotland | CGI IT UK LTD |
| Coalition for Racial Equality and Rights (CRER) | Controlled Drugs Accountable Officers' Network Scotland |
| Centre for Youth and Criminal Justice (CYCJ) | Cycling Scotland |
| Driver and Vehicle Standards (DVSA) | Engender |
| Families Outside | Gay Police Association (GPA) Scotland |
| Includem | LGBT Youth Scotland |
| Maritime and Coastguard Agency | National Crime Agency (NCA) |

## 5.1 Introduction National Organisations

| Organisation Name | |
|---|---|
| National Independent Strategic Advisory Group (NISAG) | Neighbourhood Watch Scotland SCIO |
| NHS - Scottish Directors and Scottish Health Promotion Managers | NHS Health Scotland |
| NHS Health Scotland | NHS National Services Scotland (NSS) |
| Prison Reform Trust | Rape Crisis Scotland |
| Reform Scotland | Safe Lives |
| Scottish Ambulance Service | Scottish Conservatives |
| Scottish Courts & Tribunals Service | Scottish Fire and Rescue Service |
| Scottish Grocer's Federation | Scottish Natural Heritage |
| Scottish Women's Aid | Scottish Women's Convention |
| Scottish Women's Rights Centre | Skills Development Scotland |
| Supporting Offenders with Learning Disabilities (SOLD) | The Association of Scottish Police Superintendents (ASPS) |
| The Gun Trade Association Ltd | The Pagan Federation (Scotland) |
| UNISON (UPSS) | UNISON Scotland |
| Victim Support Scotland | Who Cares? Scotland |
| YouthLink Scotland | |

## Introduction

**Local Authorities**

There are 32 local authority areas in Scotland with clear geographical boundaries. These areas provide the framework for a range of organisations that are fundamental to the delivery of policing. Local authorities are key partners and work with Police Scotland on a wide range of activities including child and adult protection, community planning and community safety.

The responses within this section are provided by either the elected council committee or the Chief Executive of the council and provide a collective response on behalf of that organisation.

Local authorities predominantly provided responses that relate to local partnership working and how policing is performed within their specific area. Due to the varying methods by which responses were provided, it has not been possible to apply any form of quantitative weighting.

However, opinions have been carefully considered, analysed and qualitative strategic weighting has been applied in order to best inform the final strategy.

This means that local authority responses will have a greater influence on changes to the strategy than the response of some organisations or a single person.

The 20 local uthorities listed below submitted a written response to the draft strategy however it should be noted that there were additional local authorities who chose to provide feedback through alternative means e.g. regional workshops.

| Local Authority | |
|---|---|
| Aberdeen City Council | Aberdeenshire Council |
| Argyll & Bute Council | Clackmannanshire Council |
| City of Edinburgh Council | Dumfries and Galloway Council |
| East Ayrshire Council | East Dunbartonshire Council |
| East Lothian Council | East Renfrewshire Council |
| Inverclyde Council | Orkney Islands Council |
| Perth & Kinross Council | Renfrewshire Council |
| Scottish Borders Council | Shetland Islands Council |
| South Lanarkshire Council | Stirling Council |
| The Highland Council | West Dunbartonshire Council |

## 5.2 Risks, Challenges, Opportunities and Demands

**Consolidated Response Analysis**

Does the Policing 2026 strategy identify and acknowledge the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years?



| Option | Total | Percentage of tagged responses |
|---|---|---|
| Yes | 1011 | 59% |
| No | 224 | 13% |
| Not Sure | 456 | 26.6% |
| Not Answered | 24 | 1.4% |
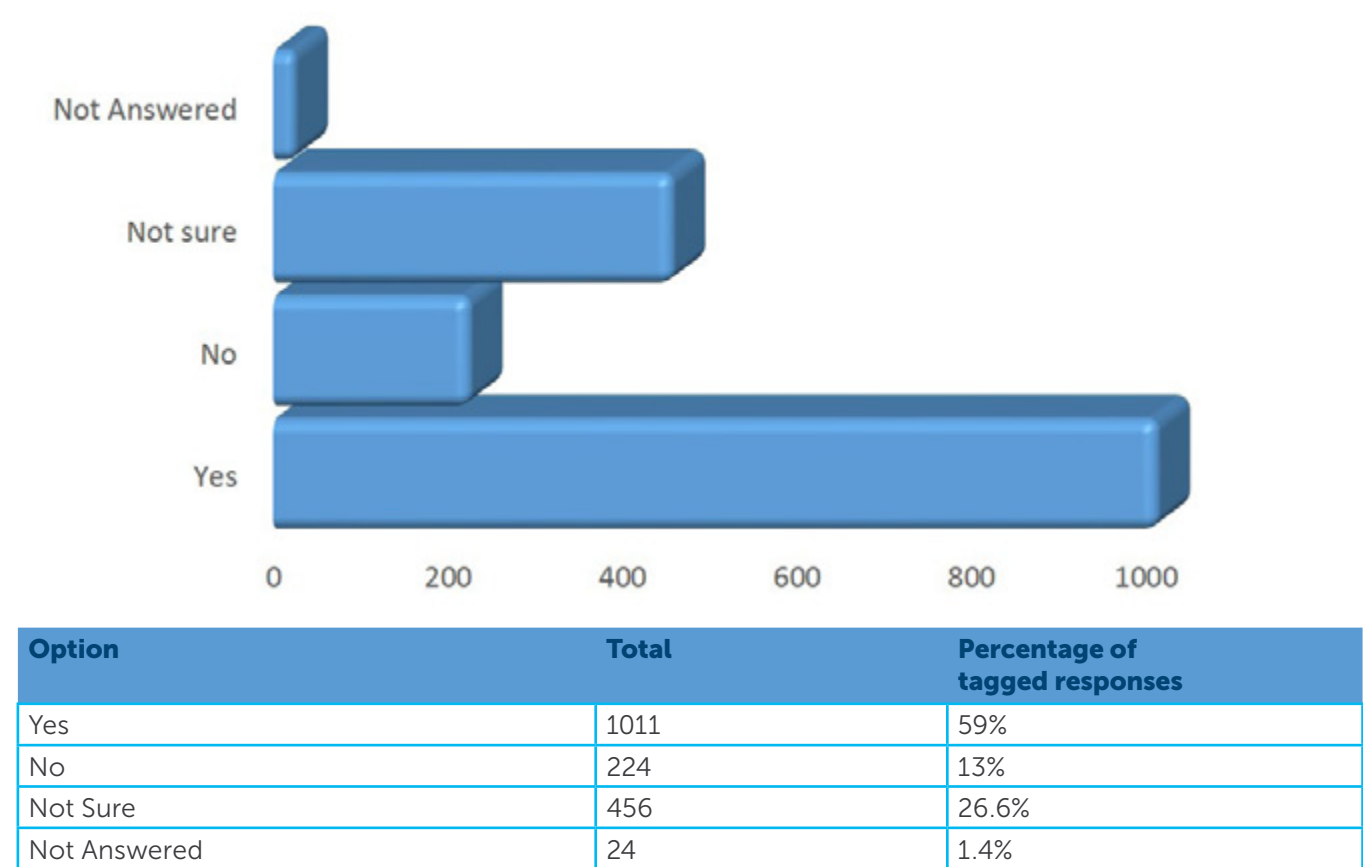
When considering all of the responses together, generally respondees believe that the strategy does acknowledge the main risks, challenges opportunities and demands, with nearly 59% answering "Yes"

Over four times as many responses have said "Yes" than have said "No".

More than twice as many respondents are "Not Sure" than those saying "No".

## 5.2 Risks, Challenges, Opportunities and Demands

**Individual Responses**

Does the Policing 2026 strategy identify and acknowledge the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years?
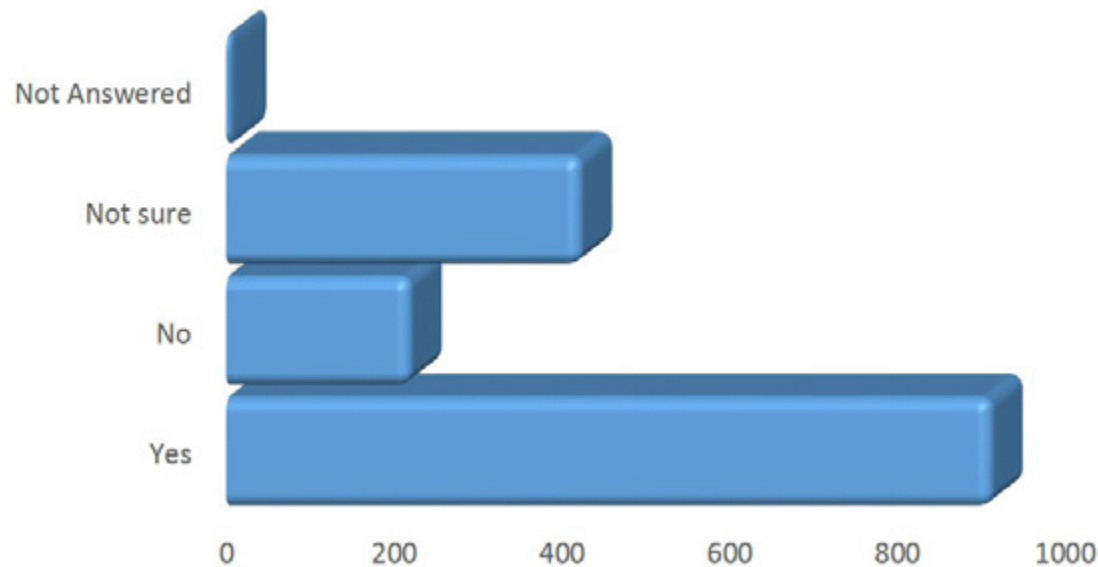


| Option | Total | Percentage of tagged responses |
|---|---|---|
| Yes | 910 | 58.5% |
| No | 218 | 14% |
| Not Sure | 421 | 27% |
| Not Answered | 7 | 0.4% |

Generally individuals believe that the strategy does acknowledge the main risks, challenges opportunities and demands, with over 58% answering "Yes". This is only 0.5% less than the overall number.

Over four times as many responses have said "Yes" than have said "No", which is consistent with the overall results, however "No" responses are 1% higher than the combined figures.

Over a quarter of responses are "Not Sure" which is broadly in line with the overall result. Individuals are more likely to be "Not Sure" than say "No"

## 5.2 Risks, Challenges, Opportunities and Demands

**Individual Responses**

Of the 1556 individual responses, 973 provide a written comment which has been tagged.

There were a clear group of tagged responses that were more popular than others and the top five are displayed below:
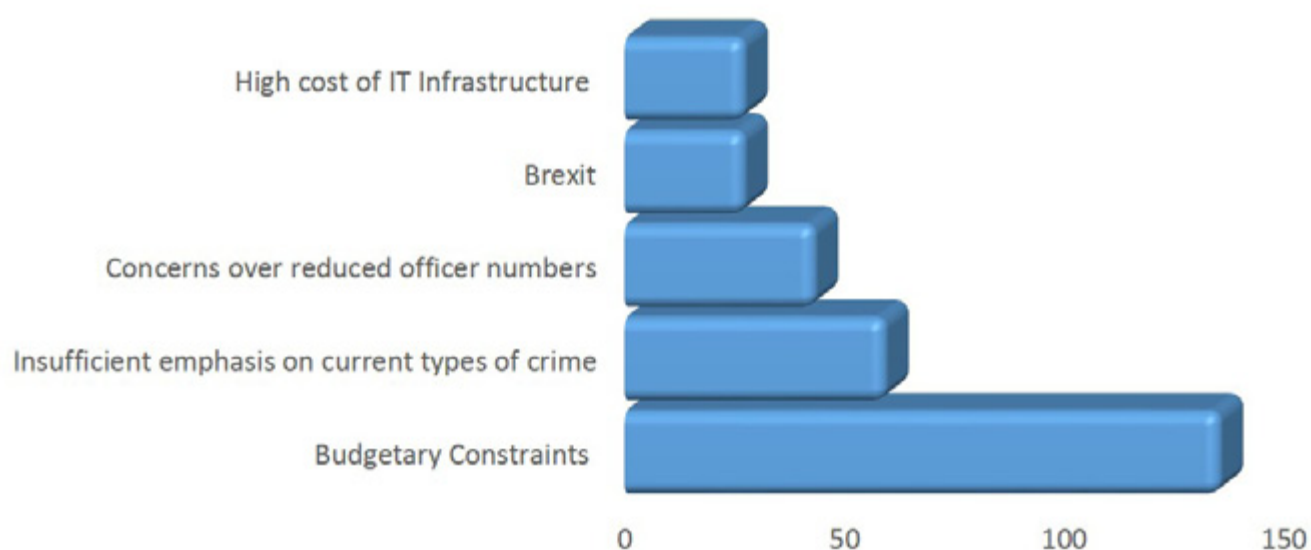


| Option | Total | Percentage of tagged responses |
|---|---|---|
| Budgetary Constraints | 135 | 13.9% |
| Insufficient emphasis on current types of crime | 59 | 6.1% |
| Concerns over reduced officer numbers | 43 | 4.4% |
| Brexit | 27 | 2.8% |
| High cost of IT Infrastructure | 27 | 2.8% |

135 individuals (13.9%) who made a comment felt that budgetary constraints would significantly impact on policing in the next ten years and / or would affect the implementation of the strategy.

Over 6% of individuals who made a comment felt that the strategy placed too much emphasis on emerging crime types (such as cyber-crime) and did not account for current / traditional crimes in sufficient detail.

Over 4% of individuals who commented had concerns that reduced officer numbers would impact on policing.

Nearly 3% of individuals who commented felt that the strategy did not sufficiently assess the impact of Brexit or the high cost of IT infrastructure when proposing how policing would need to change by 2026.

## 5.2 Risks, Challenges, Opportunities and Demands

**Individual Respondents – Police Employee Perspective**

Utilising the final question of the consultation, "Are you an employee of Police Scotland?" it has been possible to separate the individual viewpoints of the public from those employed by Police Scotland. This allows any variation in opinion to be observed.

The diagram below shows how these compare with the combined response for this question.
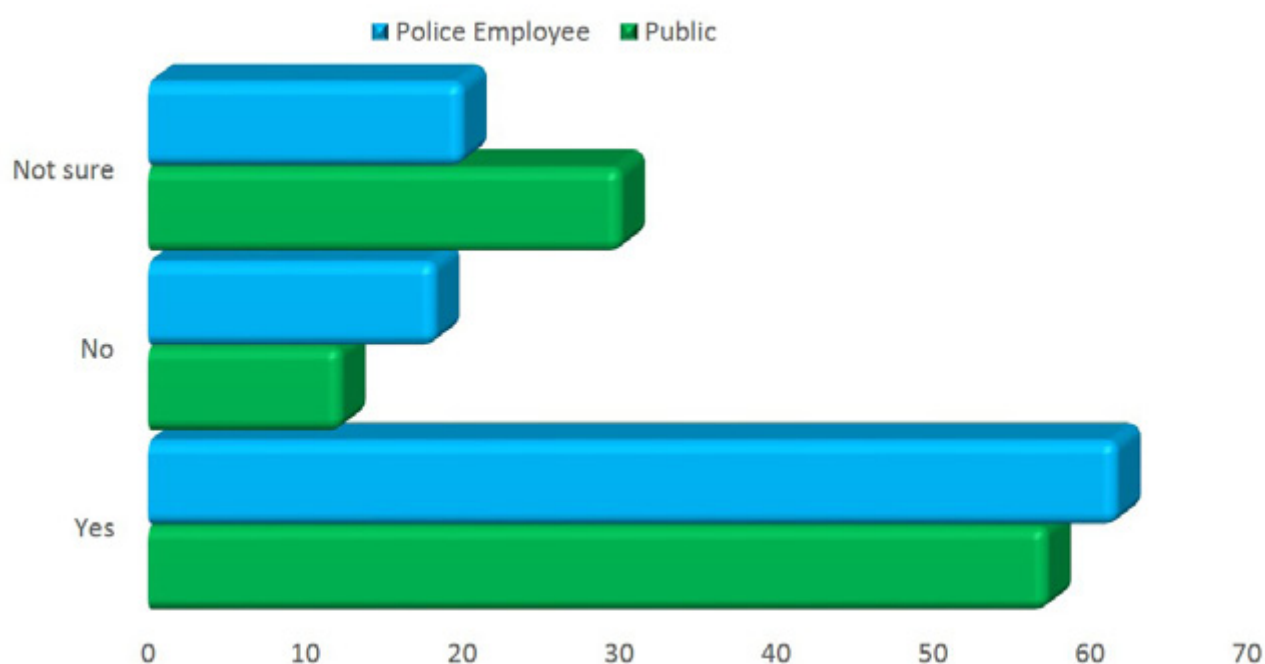


| Option | Percent of public responses | Percent of police employee responses |
|---|---|---|
| Yes | 57.17% | 61.6% |
| No | 12.24% | 18.2% |
| Not Sure | 30.05% | 20% |
| Not Answered | 0.54% | 0.2% |

Generally the public are more uncertain about whether the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years have been considered in the strategy.

Police employees are more decisive in their response, some more positively and some more negatively.

## 5.2 Risks, Challenges, Opportunities and Demands

**Individual Respondents — Police Employee Perspective**

The top five tagged results for both the public and police employees are significantly more popular than the other tagged responses, and are displayed below:
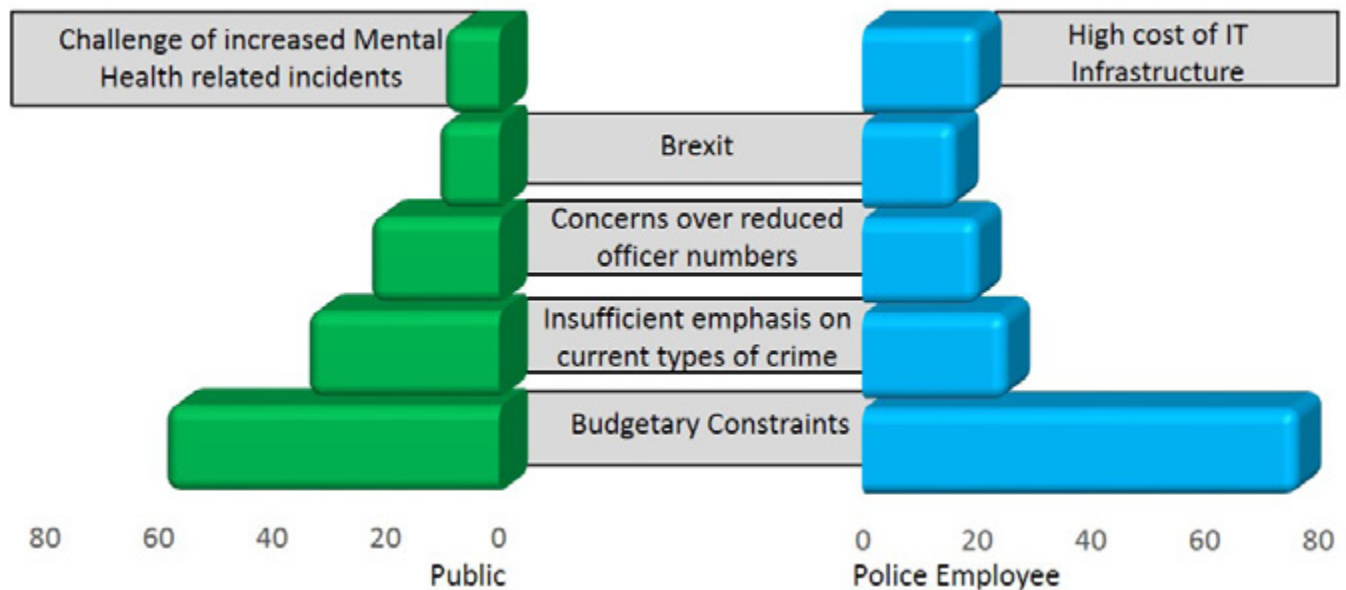


| Option | Public | % of Public Responses | Police Employee | % of Police Employee Responses |
|---|---|---|---|---|
| Budgetary Constraints | 59 | 9.4% | 76 | 22.0% |
| Insufficient emphasis on current types of crime | 34 | 5.4% | 25 | 7.2% |
| Concerns over reduced officer numbers | 23 | 3.7% | 20 | 5.8% |
| Brexit | 11 | 1.8% | 16 | 4.6% |
| High cost of IT Infrastructure | | | 20 | 5.8% |
| Challenge of increased Mental Health related incidents | 10 | 1.6% | | |

Generally both the public and police employees have similar thoughts on the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years.

Both groups see budgetary constraints as the single biggest risk to implementing the strategy, although this is more significantly emphasised by police employees, with 22% of all employees who commented noting this as a concern, as well as over 9% of all public comments.

Both groups also feel the strategy has an insufficient emphasis on current types of crime, focussing instead on cyber-crime, with over 5% of the public comments and over 7% of Police employee comments highlighting this

## 5.2 Risks, Challenges, Opportunities and Demands

**Local Organisational Responses**

Does the Policing 2026 strategy identify and acknowledge the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years?
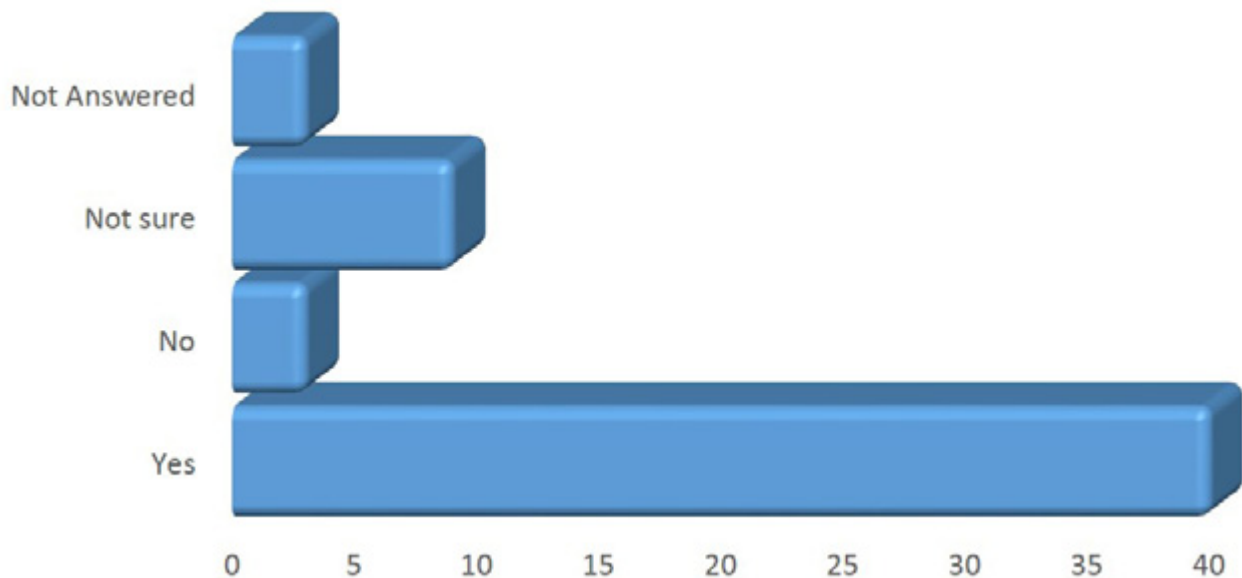


| Option | Total | Percent of All |
|---|---|---|
| Yes | 40 | 72.7% |
| No | 3 | 5.5% |
| Not sure | 9 | 16.4% |
| Not Answered | 3 | 5.5% |

The local organisations strongly believe that the strategy does acknowledge the main risks, challenges opportunities and demands, with over 72% answering "Yes". This is over 13% more than the consolidated number.

Over thirteen times as many responses have said "Yes" than have said "No". The percentage of "No" responses is less than half that of the consolidated responses.

Only 16% are "Not Sure" which is significantly less than the combined result.

Local organisations are therefore more likely to commit to an opinion, which in this case is more positive than for individuals.

## 5.2 Risks, Challenges, Opportunities and Demands

**Local Organisational Responses**

Of the 55 Local Organisational responses, all provided a written comment which has been tagged.

There was a clear group of tagged responses that were more popular than others and the top four are displayed below:
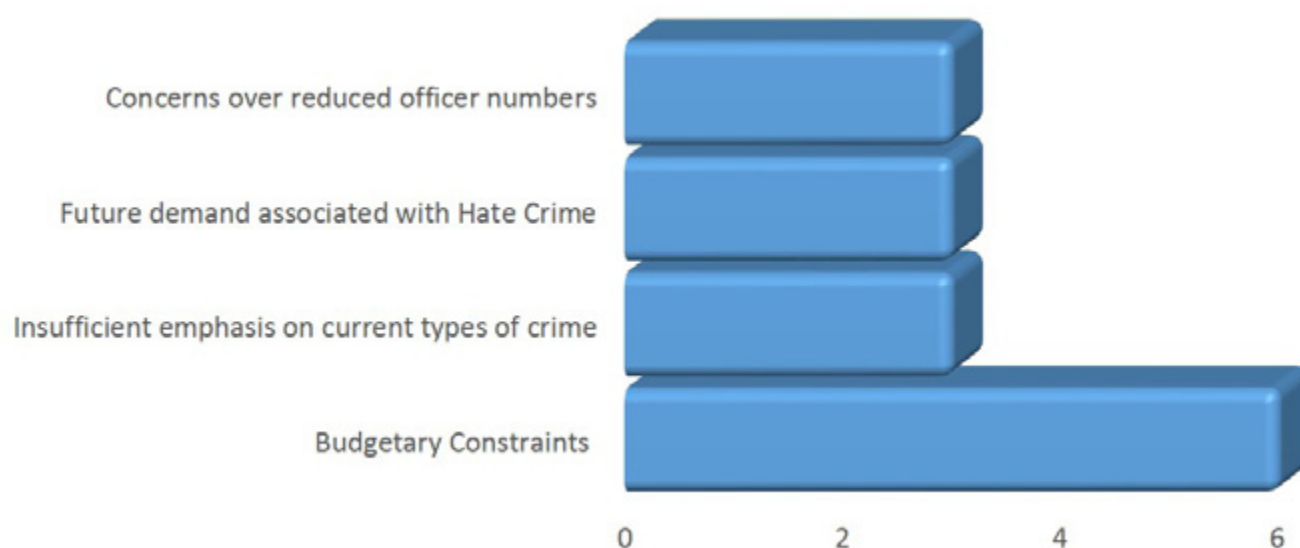


| Option | Total | Percent of all |
|---|---|---|
| Budgetary Constraints | 6 | 10.9% |
| Insufficient emphasis on current types of crime | 3 | 5.5% |
| Future demand associated with Hate Crime | 3 | 5.5% |
| Concerns over reduced officer numbers | 3 | 5.5% |

6 local organisations (10.9%) felt that budgetary constraints would significantly impact on policing in the next ten years and / or would affect the implementation of the strategy.

The next three most popular tags were from local organisations who felt that: the strategy placed too great an emphasis on emerging crime types (such as cyber-crime) and did not look at current crime in sufficient detail; had concerns that reduced officer numbers would impact on policing and that there would be future demand associated with Hate Crime.

## 5.2 Risks, Challenges, Opportunities and Demands

**Local Organisational Responses**

Comments made by local organisations in response to question one are largely positive. They believe the strategy acknowledges our changing society and the challenges this will present in the forthcoming 10 years. Several organisations also noted that the strategy has specific mention of demands associated with the most vulnerable people in society, which they welcome.

Two of the neutral comments received observe that as a whole the strategy does acknowledge the risks, challenges and opportunities for policing over the next 10 years, but both proposed additional considerations. One raised concern about delivery of the strategy and one which would like to see mention of developments in forensic science. The response from 'Bright Choices' raised concerns which are more related to the delivery of services to BME communities and this should be addressed in the implementation phase of the strategy.

Some negative comments spoke about the strategy failing to specifically mention hate crime as well as crimes perceived as 'lower level' such as anti-social behaviour, vandalism and bicycle theft. Other comments questioned the delivery of the strategy through continued financial austerity, the needs of older people and a need to acknowledge key partners as not just within the public sector but include third sector and businesses.

The Local Organisational comments regarding budgetary constraints reinforce the viewpoint of individuals who expressed similar concerns.

Whilst there are numerous worthy opinions on a range of subjects, none appear in sufficient volume to suggest the need to make any additional changes to the strategy.

## 5.2 Risks, Challenges, Opportunities and Demands

### National Organisational Responses

Does the Policing 2026 strategy identify and acknowledge the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years?
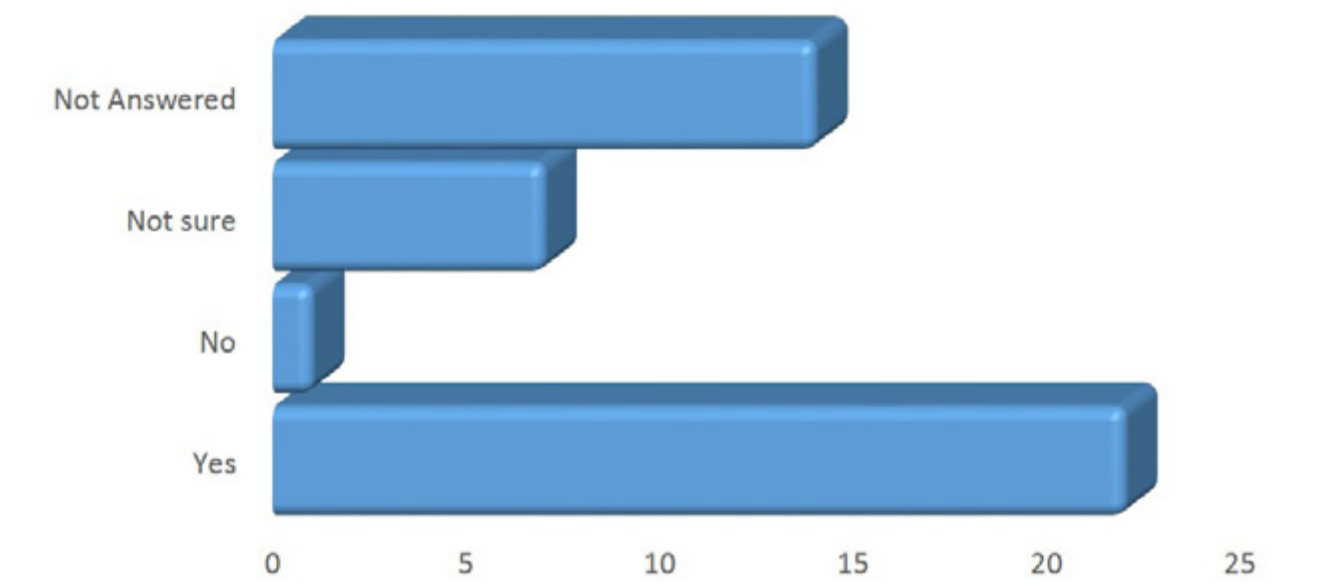


| Option | Total | Percent of All |
|---|---|---|
| Yes | 22 | 50% |
| No | 1 | 2.2% |
| Not sure | 7 | 15.6% |
| Not Answered | 14 | 31.1% |

Half of the National Organisations believe that the strategy does acknowledge the main risks, challenges opportunities and demands, with 50% answering "Yes".

Only one national organisation, Engender, has answered "No" in response to question one. Almost a third of National Organisations have not answered this question.

This is largely due to organisations choosing to respond via letter or email rather than answering specific questions. Unless they have specifically stated they agree or disagree with a question the response is marked as not answered.

## 5.2 Risks, Challenges, Opportunities and Demands

**Local Organisational Responses**

44 National Organisational responses were received prior to the consultation closing and have been included in the statistical analysis and have been tagged.

Displayed below are the four most popular tags from the responses received:
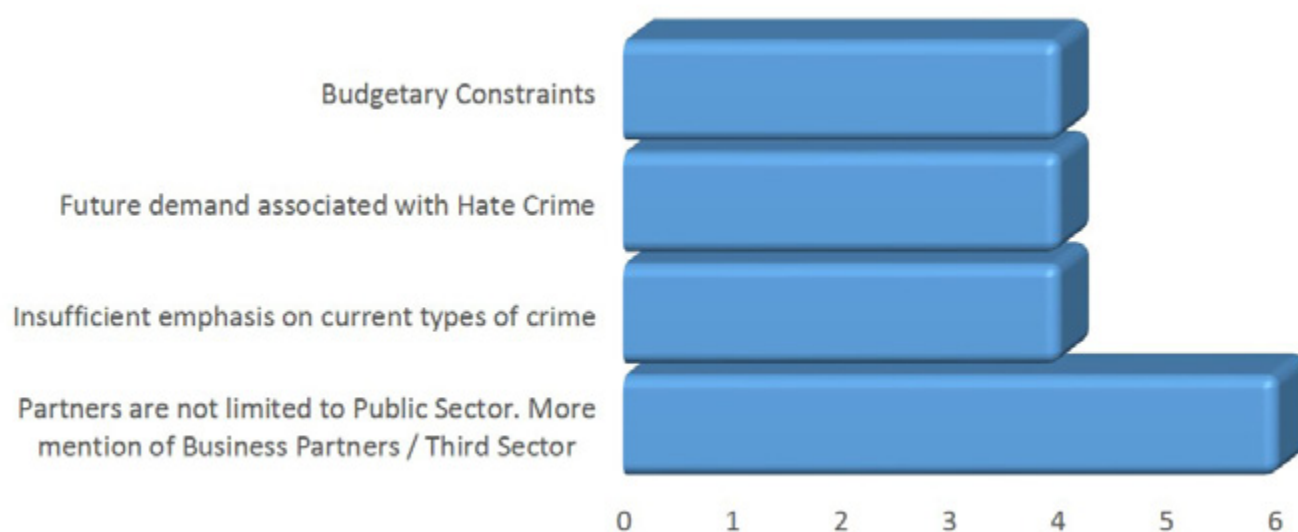


| Option | Total | Percent of all |
|---|---|---|
| Partners are not limited to Public Sector. More mention of business partners / third sector needed | 6 | 13.6% |
| Insufficient emphasis on current types of crime | 4 | 9% |
| Future demand associated with Hate Crime | 4 | 9% |
| Budgetary Constraints | 4 | 9% |

6 National Organisations (13.6%) made comment that they felt that partnership working and collaboration should not be limited to the public sector and that the strategy would benefit from more mention of business and third sector partners.

## 5.2 Risks, Challenges, Opportunities and Demands

**Local Authority Responses**

Does the Policing 2026 strategy identify and acknowledge the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years?
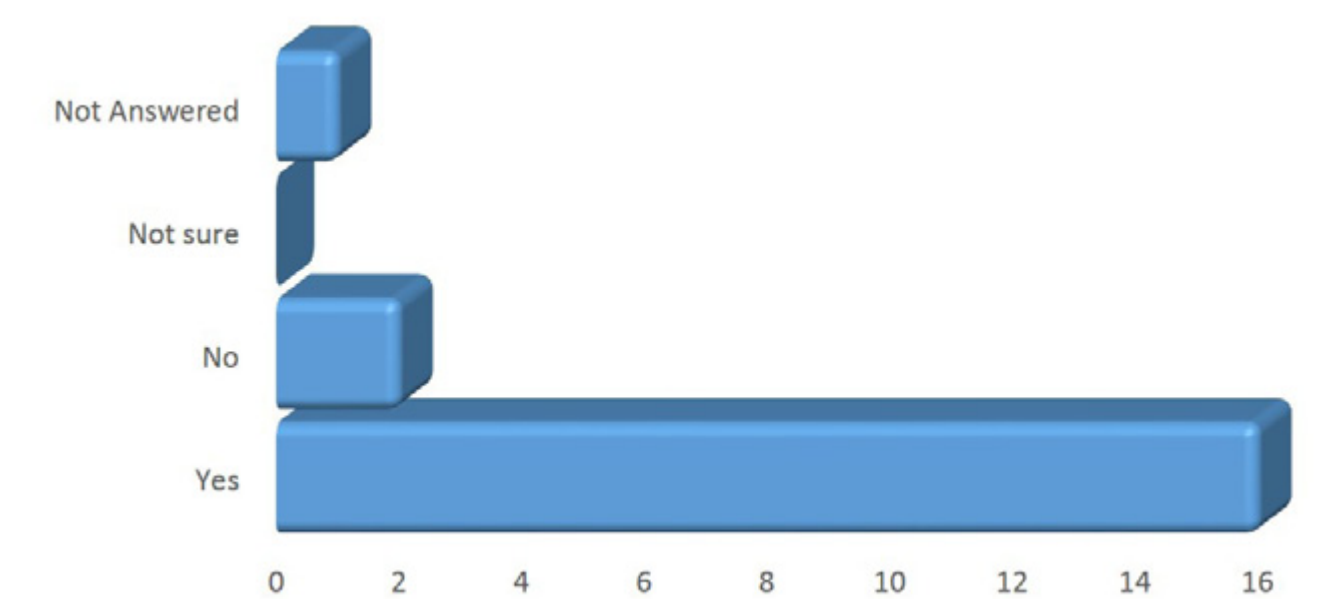


| Option | Total | Percent of All |
|---|---|---|
| Yes | 16 | 84.2% |
| No | 2 | 10.5% |
| Not sure | 0 | 0% |
| Not Answered | 1 | 5.3% |

Due to late submissions, whilst every local authority response has been included in the qualitative assessment overleaf, they do not all feature in these statistical displays.

The Local Authority responses to this question are summarised overleaf.

The full Local Authority responses are available to view on the consultation platform, at **www.consult.Scotland.police.uk/ consultation/2026**

## 5.2 Risks, Challenges, Opportunities and Demands

**Conclusions**

Generally all respondees responded positively to question one, with nearly 59% answering "Yes" they do believe that the strategy acknowledges the main risks, challenges opportunities and demands.

The responses can be broken down into fours groups, individuals, local organisations, national organisations and local authorities. There is considerable statistical variation across groups. 84% of the local authority responses said "Yes", whilst it was 72% of local organisations. By comparison 58% of individuals said "Yes" indicating that key partners at a local level are more strongly in agreement. Only one national organisation, Engender, answered "No" in response to question one.

Detailed analysis of all the responses received has highlighted concerns, to varying degrees across the groups, that the Policing 2026 strategy did not sufficiently account for the challenge from anticipated budget constraints over the coming decade. 135 individuals (equal to 13.9% of individual responses) felt that budgetary constraints would significantly impact on policing in the next ten years and / or would affect the implementation of the strategy. This is more keenly perceived by police employees, with 22% of all employees who commented noting this as a concern. Six local organisations (10.9% of local organisations who responded) also had concerns about budgetary constraints. Four national organisations (9% of these responses) also raised the point of budgetary constraints being a challenge.

For the National Organisations the most common theme, with 13.6% of their responses, was the opportunity that partnership working & collaboration was not limited just to the public sector and that the strategy would benefit from more mention of business and third sector partners.

Local Authority responses echo previous concerns over the challenge of budgetary constraints, with some warning that their own financial situations could impact on shared services currently in existence, even before any new partnership working within the strategy is proposed.

There was a broad range of other suggestions for risks, challenges, opportunities or demands made, across the groups. One of the more popular was a feeling that the strategy places too great an emphasis on emerging or future crime types with insufficient detail on current or traditional crime types. Several Organisations commented that the strategy needed more specific mention of Hate Crimes, the impact this has on communities, especially those with protected characteristics, and how these communities may face unique challenges that require bespoke approaches to policing.

Finally, there was acknowledgement that whilst a 10 year horizon is reasonable for long-term strategic planning purposes, the strategy would need to be revisited periodically, and revised as frequently as circumstances may require.

**Final analysis concludes that the majority of respondents agree that the strategy does identify and acknowledge the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years.**

## 5.3 Focus

### Consolidated Response Analysis

Do you agree the main areas of focus proposed within the Policing 2026 strategy are the right ones to deliver an enhanced policing service?
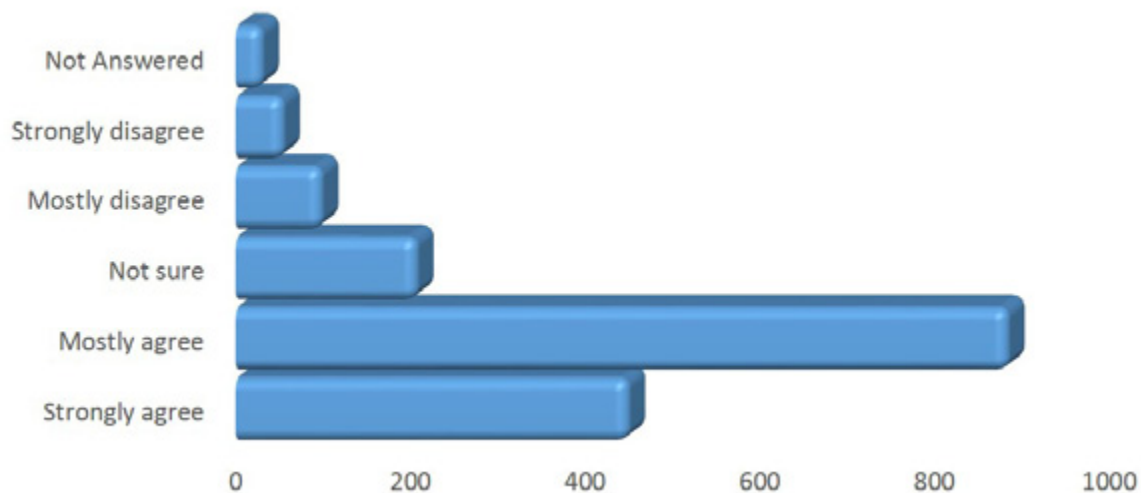


| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 448 | 26.1% |
| Mostly agree | 882 | 51.4% |
| Not sure | 206 | 12% |
| Mostly disagree | 97 | 5.7% |
| Strongly disagree | 53 | 3.1% |
| Not Answered | 29 | 1.7% |

Respondents believe that the main areas of focus within the strategy are correct. Over 77% are in agreement.

Under 9% of respondees disagree with the proposed methods.

More responses were "Not Sure" about the proposed areas of focus, than disagreed with them.

## 5.3 Focus

**Individual Respondents**

Do you agree the main areas of focus proposed within the Policing 2026 strategy are the right ones to deliver an enhanced policing service?
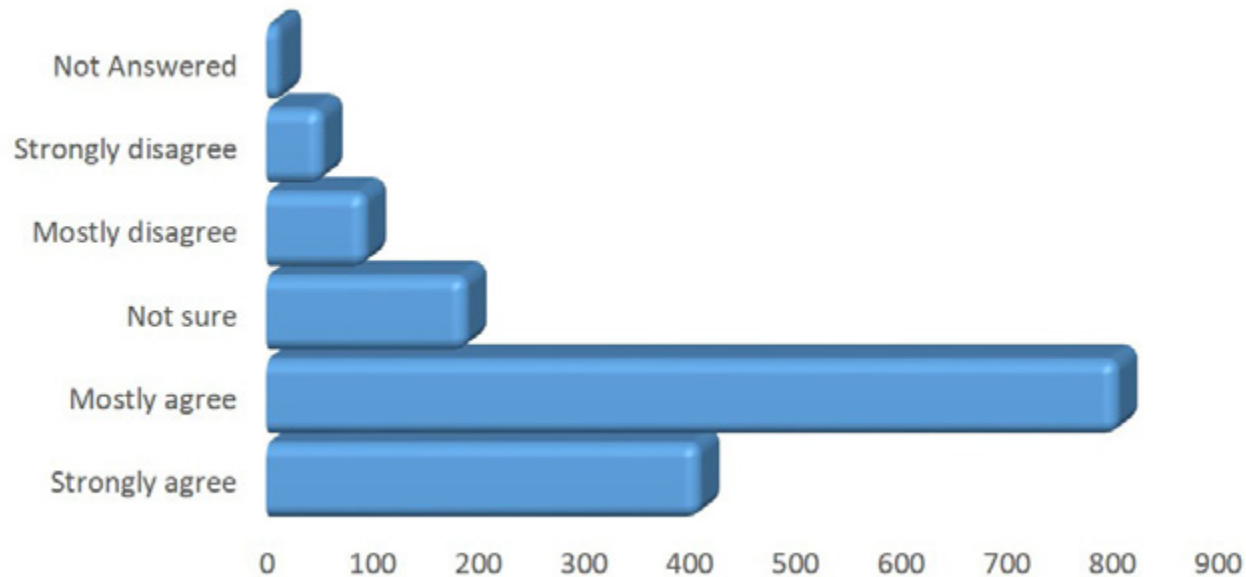


| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 408 | 26.2% |
| Mostly agree | 803 | 51.6% |
| Not sure | 188 | 12.1% |
| Mostly disagree | 93 | 6% |
| Strongly disagree | 52 | 3.3% |
| Not Answered | 12 | 0.8% |

Approximately 78% Strongly or Mostly Agree with the main areas of focus within the strategy, which is an overwhelmingly positive response.

## 5.3 Focus

**Individual Respondents**

The graph below shows the total numbers of both positive and negative tagged responses for each Area of Focus:
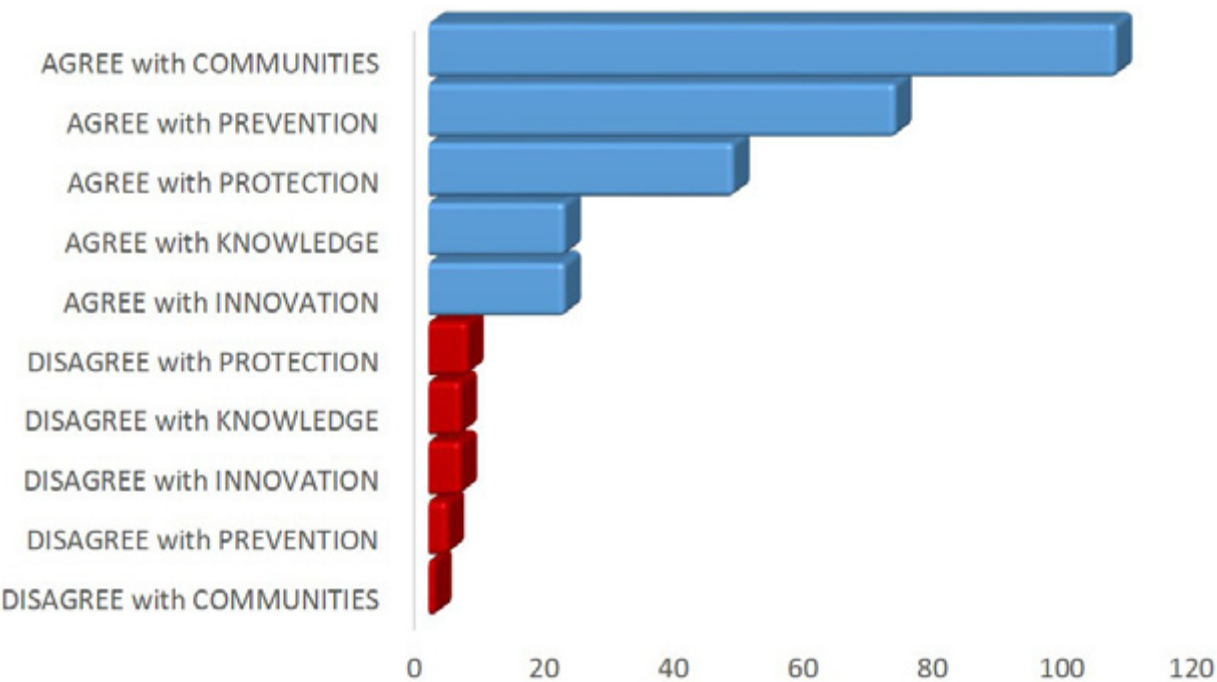


Those that responded are predominantly in agreement, with noticeable affinity towards Communities and Prevention.

Those few that clearly state they disagree tend to have an issue with Protection. These respondents appear to be of the opinion that Police should deal with crime. Protection around vulnerable persons should be the responsibility of partners. This issue is visible within the analysis to Question seven also.

A few respondents also stated they disagree with Knowledge and / or Innovation. These disagreements appear to focus on the cost of IT and previous issues (i6)

## 5.3 Focus

### Individual Respondents — Police Employee Perspective

The graph below shows the variance in public
responses and police employee responses:
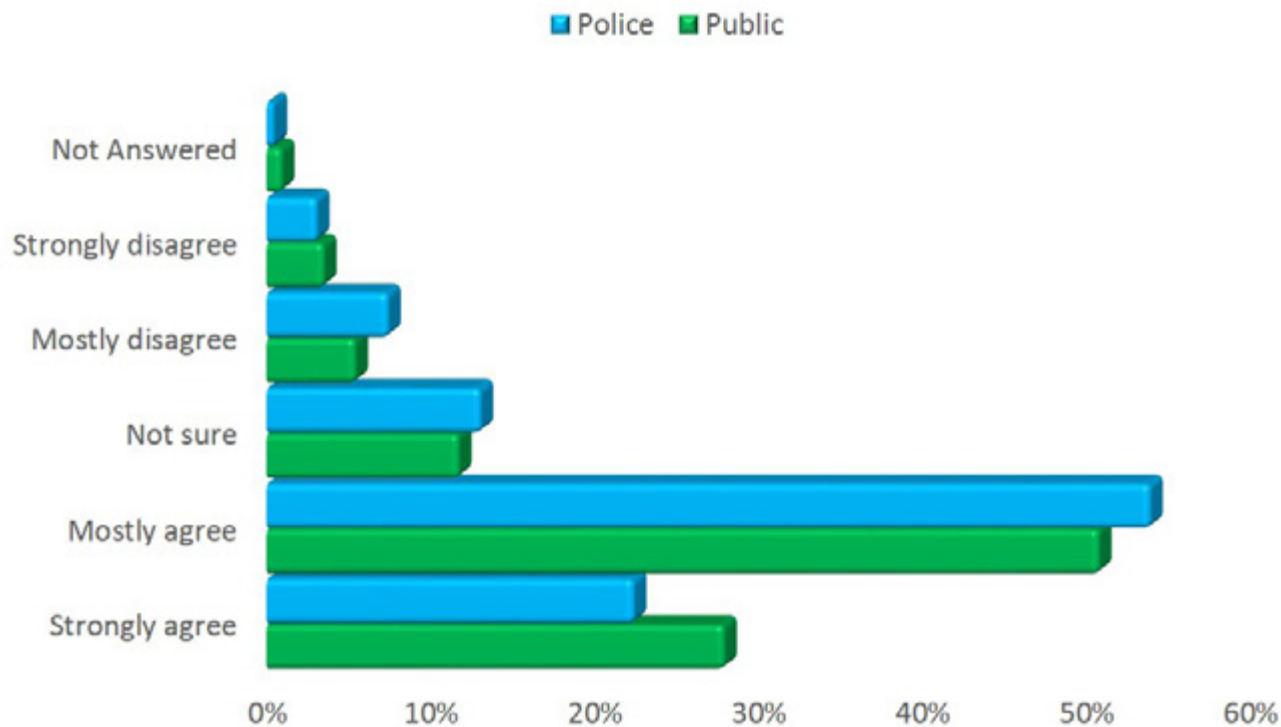


| Option | Total | Percent of All |
|---|---|---|
| Strongly Agree | 27.9% | 22.3% |
| Mostly Agree | 50.7% | 53.8% |
| Not sure | 11.7% | 13.0% |
| Mostly Disagree | 5.4% | 7.4% |
| Strongly Disagree | 3.5% | 3.0% |
| Not Answered | 0.9% | 0.4% |

Generally, there is little difference in the opinions expressed by the public and police.

However the police employees are less enthusiastic about the areas of focus than the public, as a lower percentage strongly agree, but more are drawn to mostly agree, not sure or mostly disagree. However the public are more likely to strongly disagree than police employees.

## 5.3 Focus

### Individual Respondents — Police Employee Perspective

The following graph shows a breakdown of the tagged responses and illustrates the differences in responses between the public and police employees:
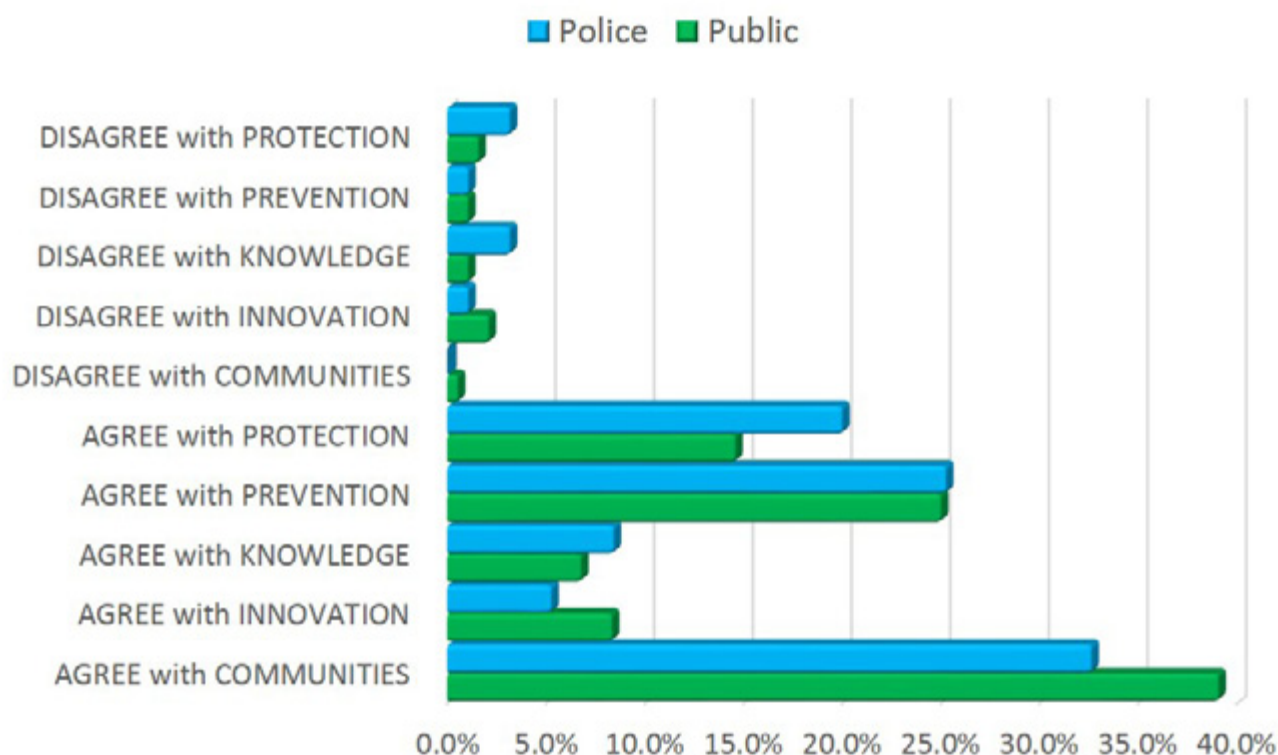


When examining positive responses, it is evident that police respondents agree more with Protection than public respondents whereas the public appear more in favour of Communities.

In terms of negative responses, more police respondents appear to disagree with both Protection and Knowledge. The public are more negative in relation to Innovation and this may be linked with the public failure of the i6 Project.

## 5.3 Focus

**Individual Respondents – Geographical Analysis**

The following graph provides a geographical breakdown by region of responses submitted by individuals:
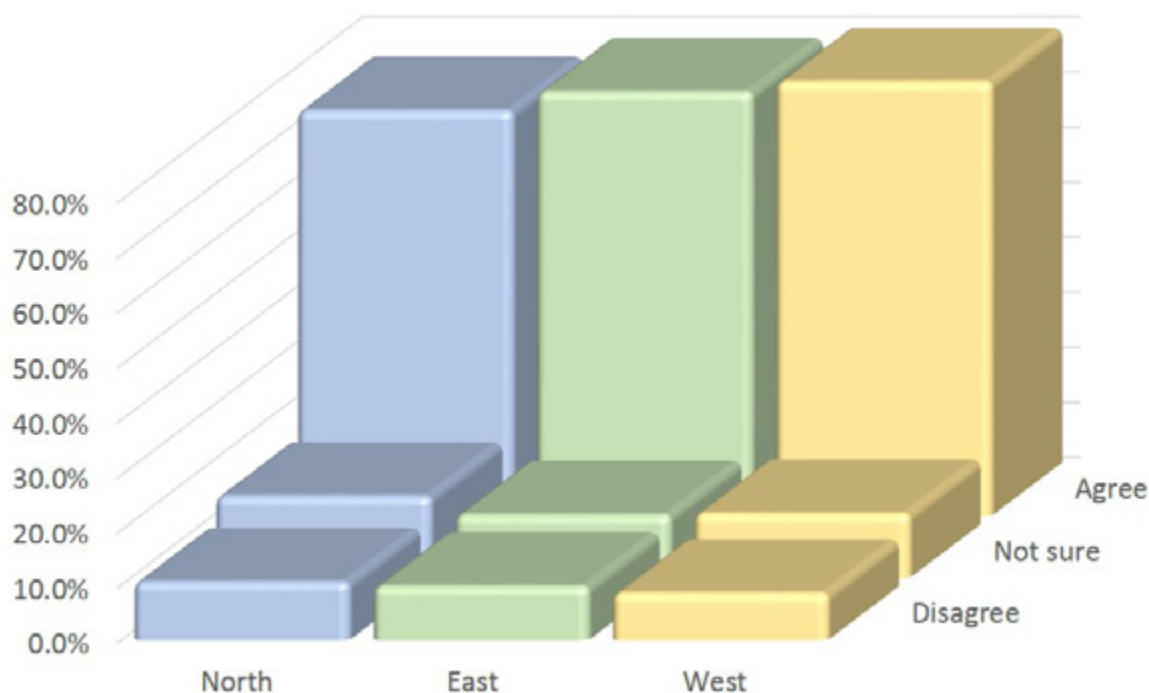


This shows that each region is generally positive, with the West region appearing slightly more positive and the North appearing marginally more unsure or disagreeing. The East appears in the middle for each category.

Analysis has also been undertaken in respect of the tagged responses in terms of region and there is no statistically significant differences between these and that already reported on Page 67.

## 5.3 Focus

### Individual Respondents – Age Analysis

The graph below shows a breakdown by age of responses submitted by individuals in relation to Question Two:
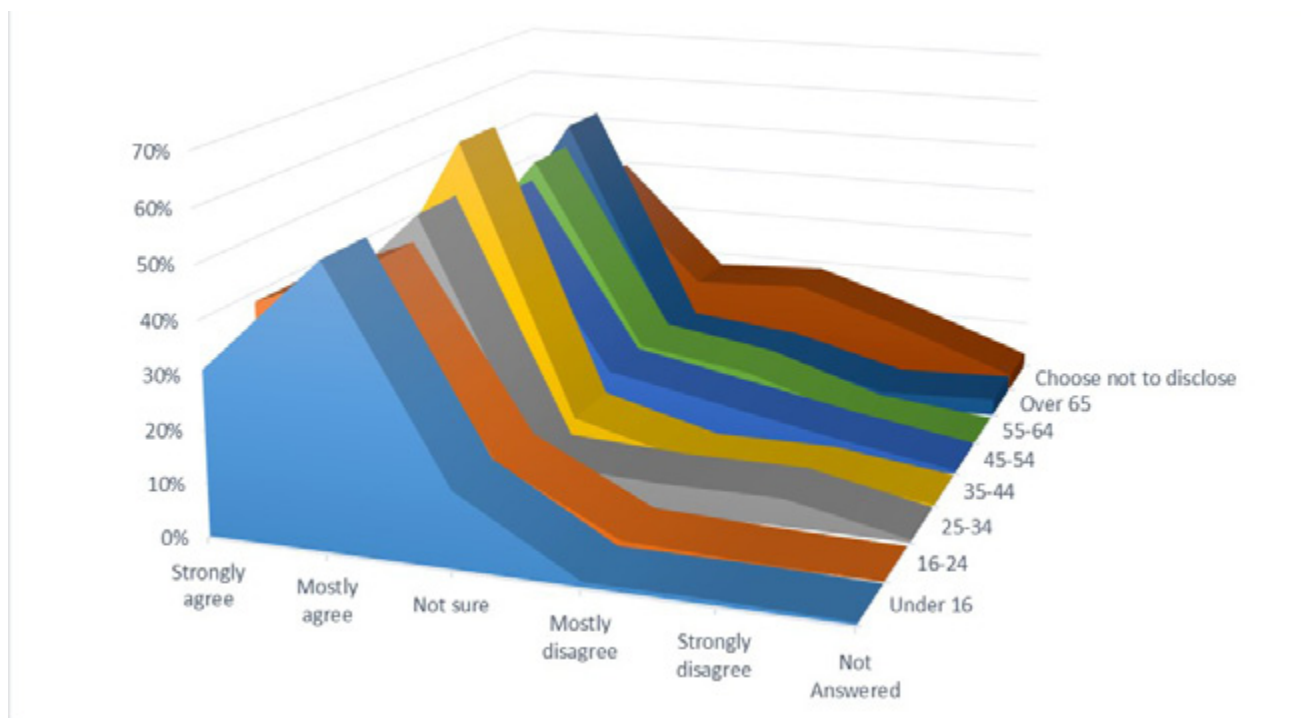


This shows that the most popular response across all age groups was, by far, 'Mostly Agree' with the 35-44 age group being the most positive. Negative responses are largely in line across all age groups with a marginal increase observed in the 25-34 age range for answering 'Strongly Disagree'.

It can also be seen that people who provide a negative response are significantly more likely to choose not to disclose their demographic information.

## 5.3 Focus

### Local Organisational Responses

Do you agree the main areas of focus proposed within the Policing 2026 strategy are the right ones to deliver an enhanced policing service?
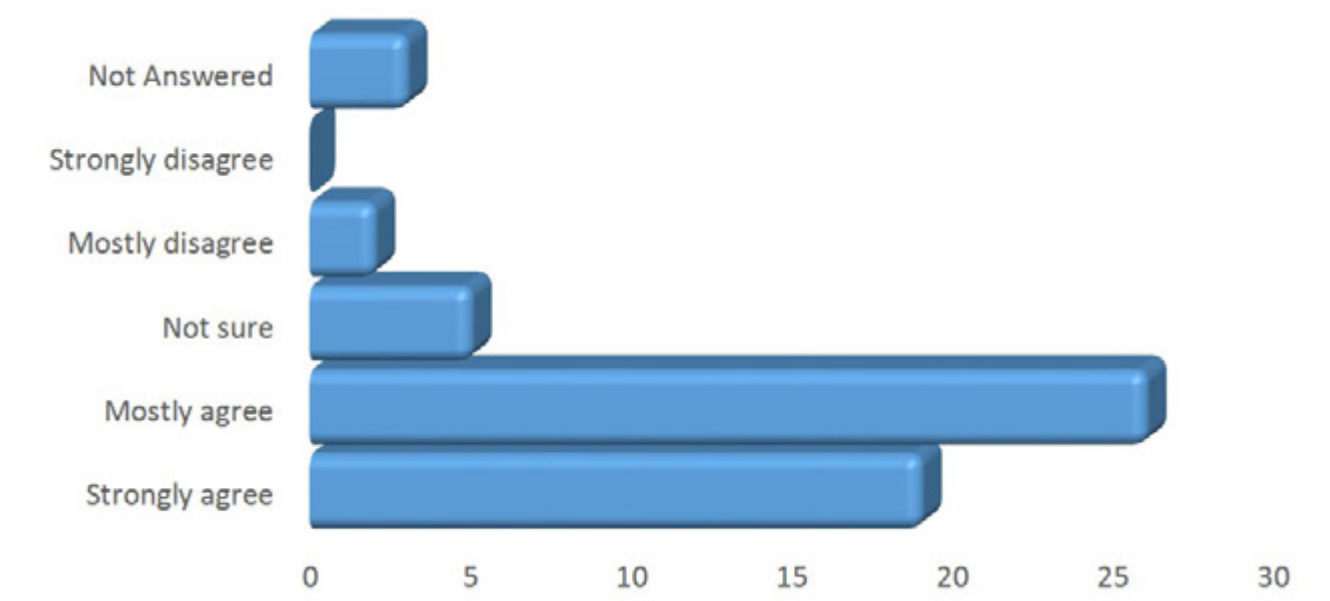


| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 19 | 34.5% |
| Mostly agree | 26 | 47.3% |
| Not sure | 5 | 9% |
| Mostly disagree | 2 | 3.6% |
| Strongly disagree | 0 | 0% |
| Not Answered | 3 | 5.5% |

The responses to Question two by local organisations are overwhelmingly positive, with only 3.6% providing a 'Mostly disagree' response and there have been no 'Strongly disagree' responses received.

When compared to the individual results, where over 9% of responses were in disagreement, it can be seen that local organisations are far more positive towards the areas of focus in the strategy

## 5.3 Focus

**Local Organisational Responses**

The tags relating to local organisations' responses to question two are displayed below:
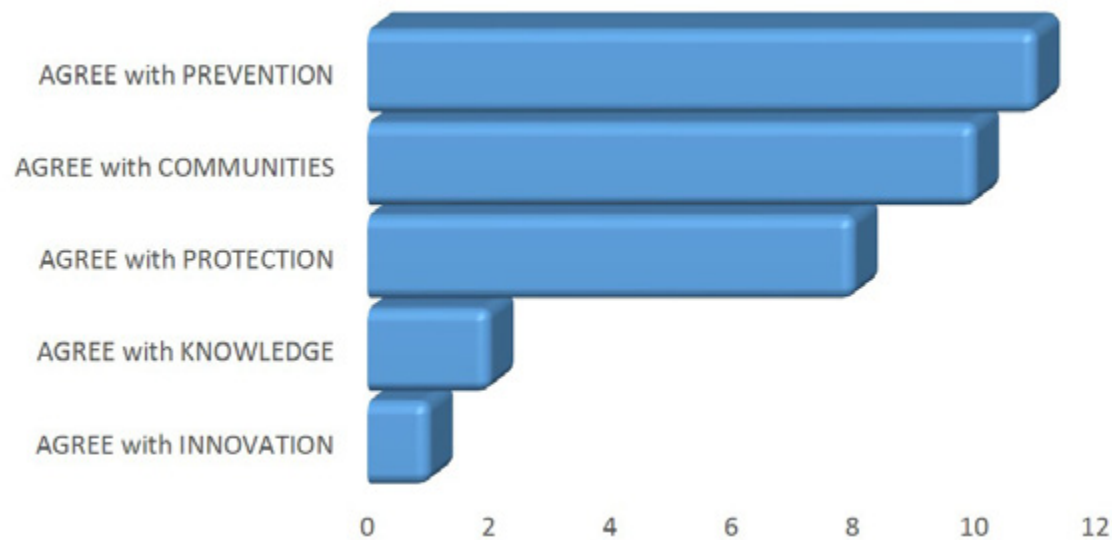


From the 55 local organisational responses received, there have been no negatively tagged responses.

In line with the individual responses, there is a clear affinity towards both prevention and communities, with protection also being strongly mentioned.

## 5.3 Focus

**Local Organisational Responses**

Comments received from local organisations in response to Question two were generally positive and welcoming of the 5 areas of focus. Good feedback was particularly evident in relation to Strengthening Effective Partnerships and Prevention.

Neutral comments about the areas of focus mainly question the delivery of the strategy, specifically at a local level, which should be addressed throughout the implementation.

Negative comments cover a wide range of issues which local organisations believe may be problematic, including cuts to officer numbers, infringements on freedom of speech, domestic violence and police response times.

## 5.3 Focus

### National Organisational Responses

Do you agree the main areas of focus proposed within the Policing 2026 strategy are the right ones to deliver an enhanced policing service?
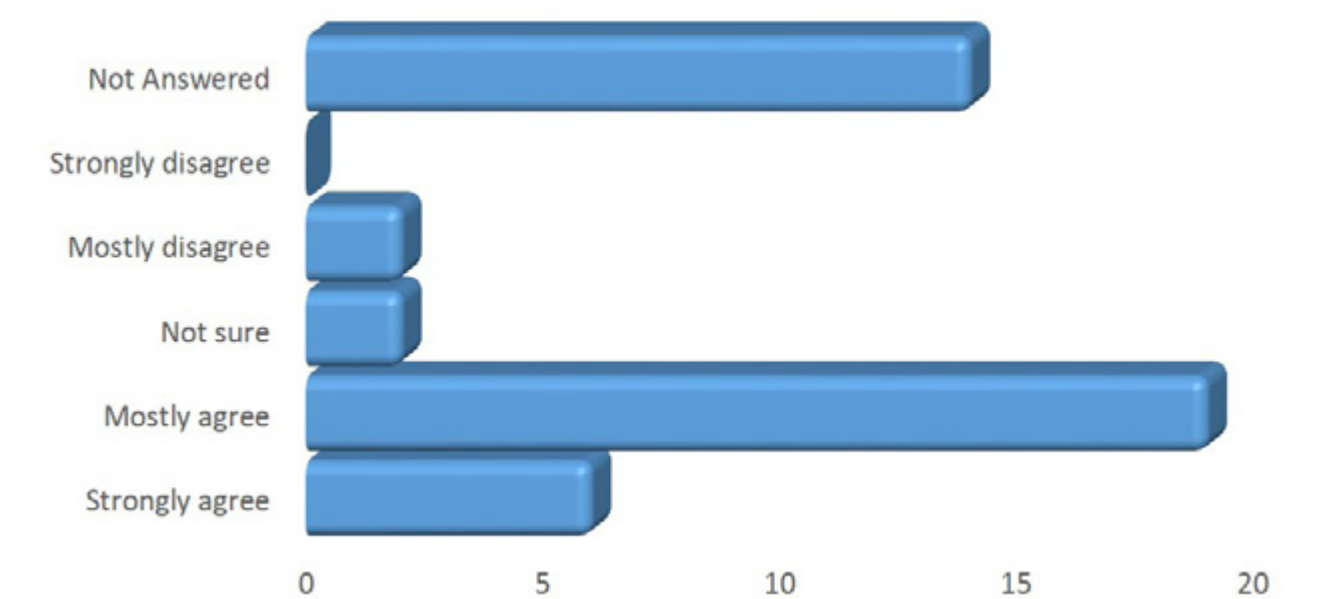


| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 6 | 14% |
| Mostly agree | 19 | 44.2% |
| Not sure | 2 | 3.6% |
| Mostly disagree | 2 | 3.6% |
| Strongly disagree | 0 | 0% |
| Not Answered | 14 | 25.5% |

43 national organisational responses have been received, the vast majority of which either Agree or have not answered. A number of national organisations have chosen to respond in writing, which has led to a quarter of them not directly answered the question. As such, these responses are better analysed by using the tags and by examining the comments received.

No national organisations have strongly disagreed with the areas of focus.

## 5.3 Focus

**National Organisational Responses**

Displayed below are the most popular tags from the national organisational responses received:
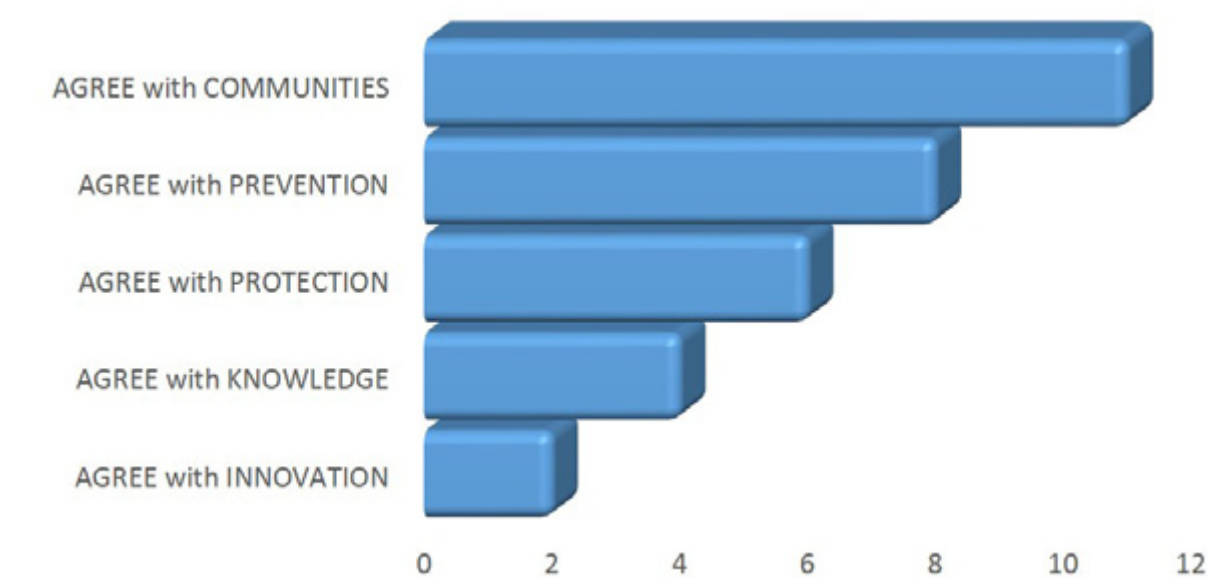


43 national organisational responses have been received, there have been no negatively tagged comments among these in response to Question two.

Similar to both individual and local organisational responses, there is a clear affinity among national organisations towards both prevention and communities.

Comments highlight there is no specific reference to the relationship between the police service and local government and that there is very little mention in the strategy of the role of the third sector in supporting the work of Police Scotland.

Audit Scotland suggest it would be helpful for the strategy to articulate how Police Scotland intends to work within the wider community planning framework.

## 5.3 Focus

**National Organisational Responses**

The positive comments from the National Organisations generally agree with the main areas of focus. In particular, prevention, partnership working and a focus on addressing inequalities are welcomed.

Many of the neutral comments stress the importance that direct contact, communication and engagement has between services at a strategic and individual level and that this should be considered.

Comments suggest that rural communities need to be more explicitly recognised and that place- based policing, particularly in rural areas, has not been addressed within the strategy.

Other organisations call for greater focus on violence against women within the strategy and highlighted that domestic abuse must also be firmly situated under 'Protection', and not simply 'Prevention'.

## 5.3 Focus

### Local Authority Responses

Do you agree the main areas of focus proposed within the Policing 2026 strategy are the right ones to deliver an enhanced policing service?
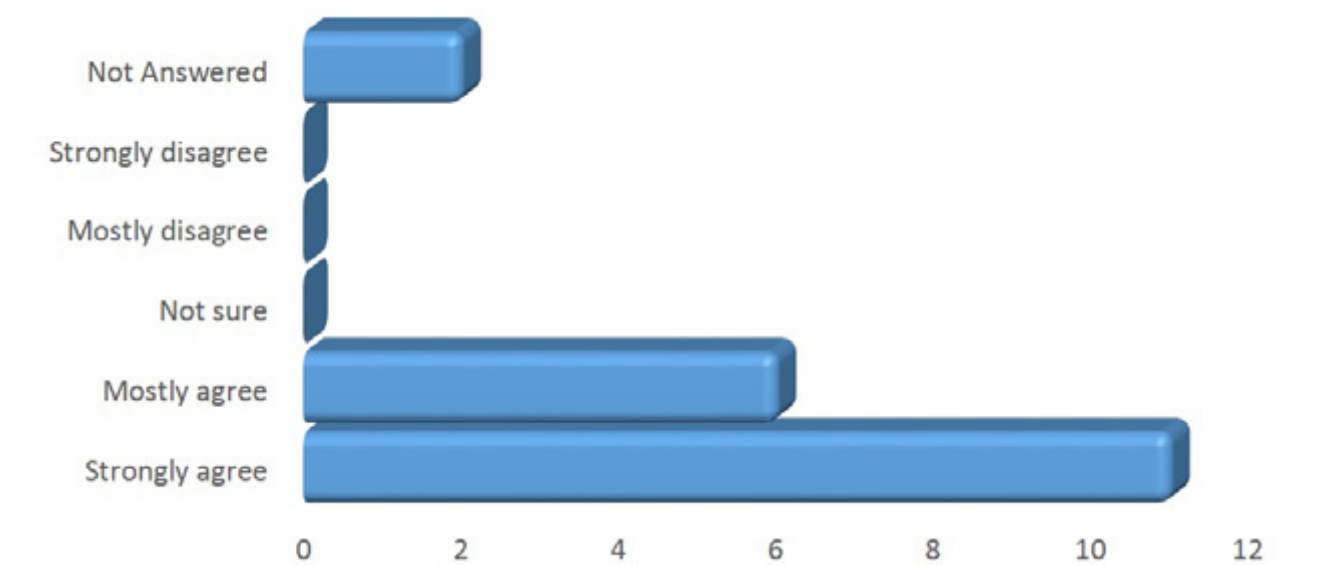


| On | Total | Percent of All |
|---|---|---|
| Strongly agree | 11 | 57.9% |
| Mostly agree | 6 | 31.6% |
| Not sure | 0 | 0% |
| Mostly disagree | 0 | 0% |
| Strongly disagree | 0 | 0% |
| Not Answered | 2 | 10.5% |

The Local Authority responses to this question are summarised overleaf.

The full Local Authority responses are available to view on the consultation platform, at **www.consult.Scotland.police.uk/ consultation/2026**

## 5.3 Focus

**Conclusions**

Generally respondents agreed that the main areas of focus are the right ones with 77% in overall agreement compared to 9% who disagree. This varies over the groups, with 81% of Local Organisations and over 89% of Local Authorities in agreement. No Local Authority that replied stated it disagreed with the main areas of focus.

Further analysis of the individual responses show Police employees are slightly less in agreement than the public responses, but still 76% are in agreement. There is little statistical deviation across a geographical based analysis of responses. Across all age groups the most popular response was 'Mostly Agree' with the 35-44 age group being the most positive. Negative responses are largely in line across all age groups with a marginal increase observed in the 25-34 age range for answering 'Strongly Disagree'.

Deeper analysis of the written responses show that individuals strongly support the focus of Communities, Prevention and Protection. Knowledge and Innovation, whilst still agreed with, are significantly less popular than the other three areas of focus. Only six people (0.7% of individual respondees) disagreed with Protection which was the most disagreed with response. This was still only a third of the least agreed with area of focus.

This pattern is mirrored by both the Local and National Organisational responses although the popularity of prevention and communities are transposed for Local Organisations, with communities being tagged most often.

The local authorities showed strong support for prevention and communities, highlighting that these areas of focus will provide Police Scotland with a framework to develop specific plans and projects to address them. Many Local Authorities would appreciate further reassurances towards the local approach to policing, ensuring special consideration be given to rural and remote communities.

Although only a small number of respondents agree with Knowledge and Innovation as an area of focus, this does not mean that they are disagreed with. It has been mentioned in a few comments that Knowledge and Innovation are seen as a delivery method, rather than an area of focus.

**Final analysis concludes that a significant majority of respondents agree that the main areas of focus proposed within the Policing 2026 strategy are the right ones to deliver an enhanced policing service**

## 5.4 Methods

### Consolidated Response Analysis

Do you agree the methods proposed within this strategy are the right ones to deliver an improved policing service?
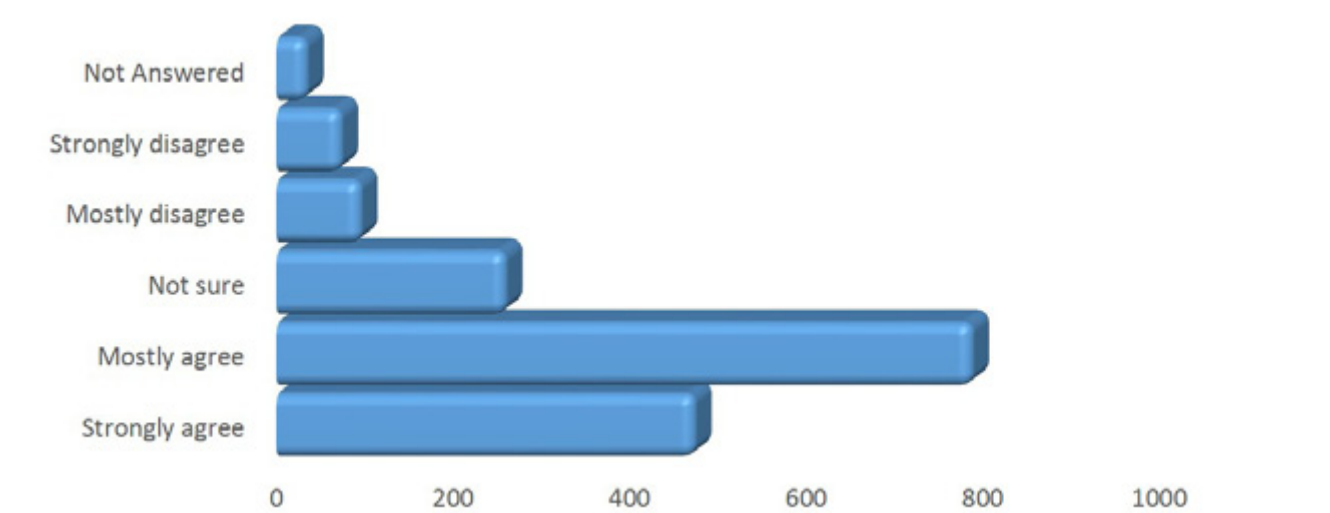


| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 472 | 27.5% |
| Mostly agree | 786 | 45.8% |
| Not sure | 258 | 15% |
| Mostly disagree | 94 | 5.5% |
| Strongly disagree | 72 | 4.2% |
| Not Answered | 33 | 1.9% |

Respondees believe that the methods proposed within the strategy are right, over 73% are in agreement.

Under 10% of respondees disagree with the proposed methods.

More respondees were not sure about the proposed areas of focus, than disagreed with them.

## 5.4 Methods

### Individual Respondents

Do you agree the methods proposed within the strategy are the right ones to deliver an improved policing service?
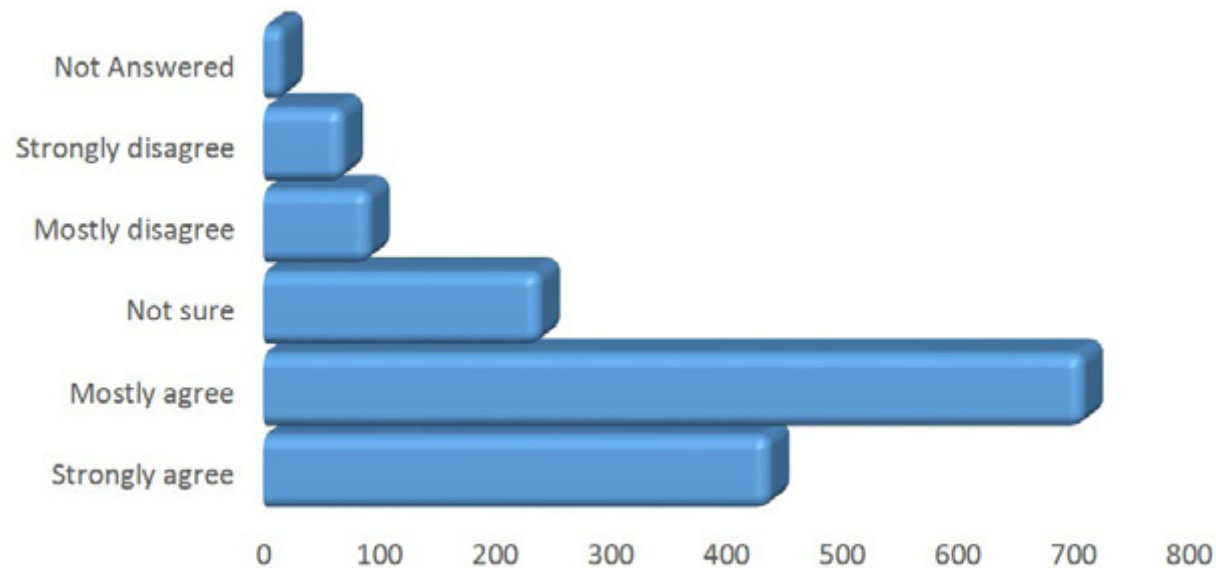


| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 436 | 28% |
| Mostly agree | 707 | 45.4% |
| Not sure | 238 | 15.3% |
| Mostly disagree | 91 | 5.8% |
| Strongly disagree | 68 | 4.4% |
| Not Answered | 16 | 1% |

Generally individual respondents are in agreement with the proposed methods with approximately 73% either strongly or mostly agreeing.

## 5.4 Methods

### Individual Respondents

The graph below shows the total numbers of both positive and negative tagged responses for each proposed Method within the strategy:
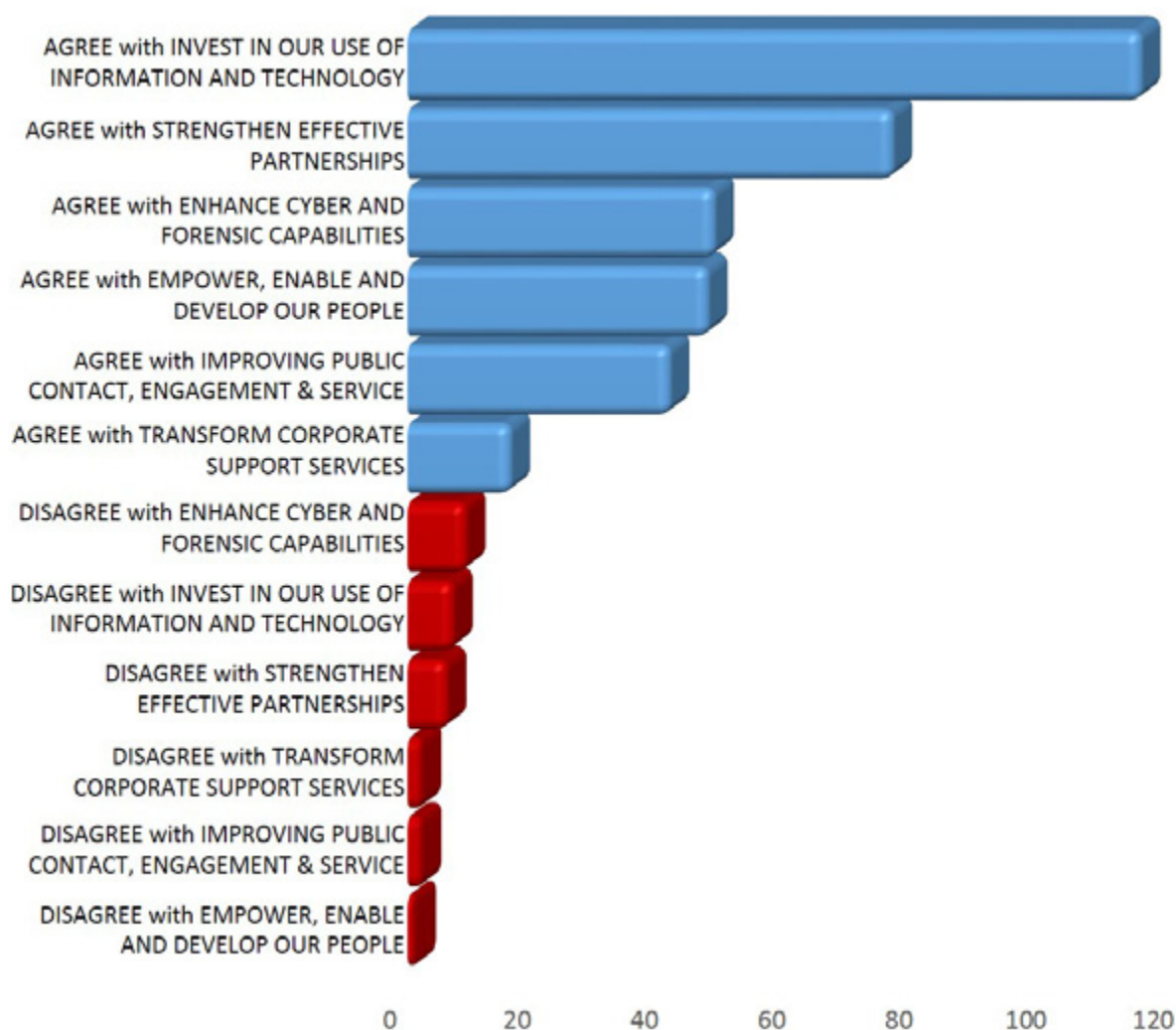


Of the 973 respondents that provided any written comment, a large proportion are predominantly in agreement, with noticeable affinity towards investing in IT and strengthening effective partnerships.

Those few that disagree tend to have an issue with enhancing our cyber & forensic capabilities because they feel it is a young persons' crime, or one that affects people who are not secure online and therefore is not a concern of theirs. Also a small number of respondents disagreed with investing in our use of IT (which appears linked to previous comments regarding budget constraints and i6) and strengthening effective partnerships (which appears to be linked with those responding that the police should deal only with crime and partners should be held to account).

## 5.4 Methods

### Individual Respondents – Police Employee Perspective

The graph below shows the variance in public responses and police employee responses:
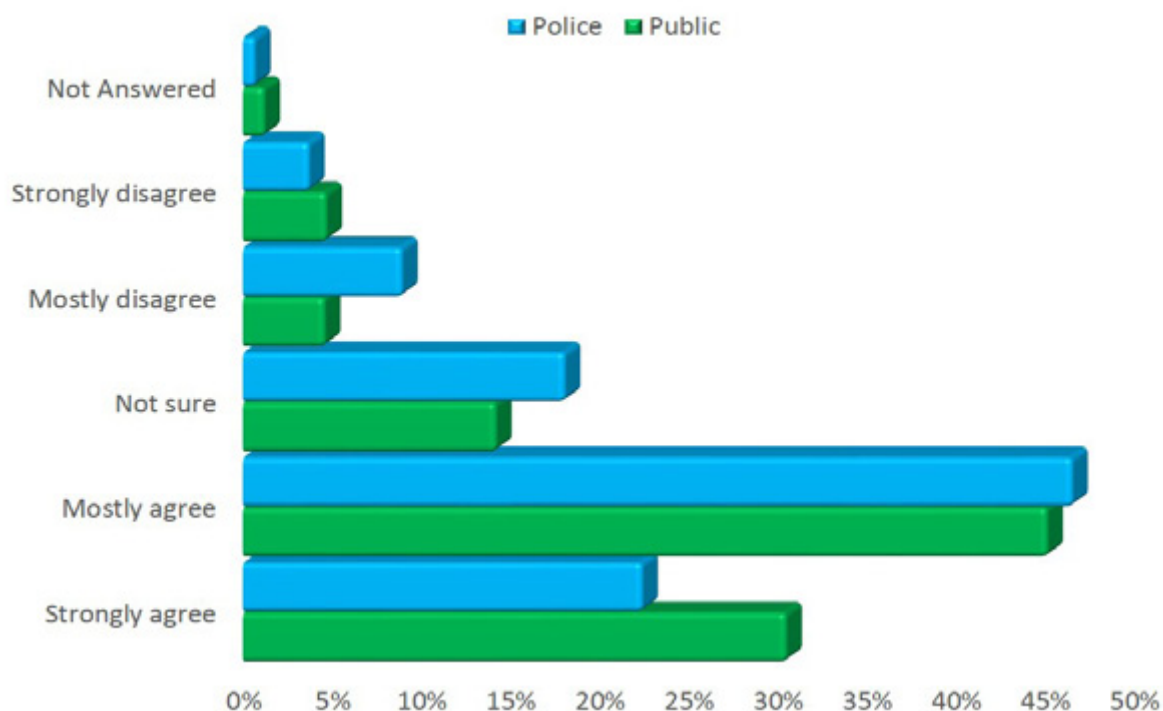


| Option | Total | Percent of All |
|---|---|---|
| Strongly Agree | 30.4% | 22.3% |
| Mostly Agree | 45% | 46.4% |
| Not sure | 14.2% | 18% |
| Mostly Disagree | 4.6% | 8.9% |
| Strongly Disagree | 4.7% | 3.7% |
| Not Answered | 1.2% | 0.7% |

Generally, responses are positive for both police employees and public, with the public being more positive than police employees.

The significant points of note are:

4.3% more police employees 'mostly disagree' than public respondents 8.1% less police employees 'strongly agree' than public respondents.

This would suggest the police workforce foresee more issues with the proposed methods than the public.

## 5.4 Methods

### Individual Respondents – Geographical Analysis

The graph below shows a geographical breakdown by region of responses submitted by individuals. The diagram below shows that each region is generally positive, with the West region being 5% more positive than the North. The North are marginally more unsure or negative.
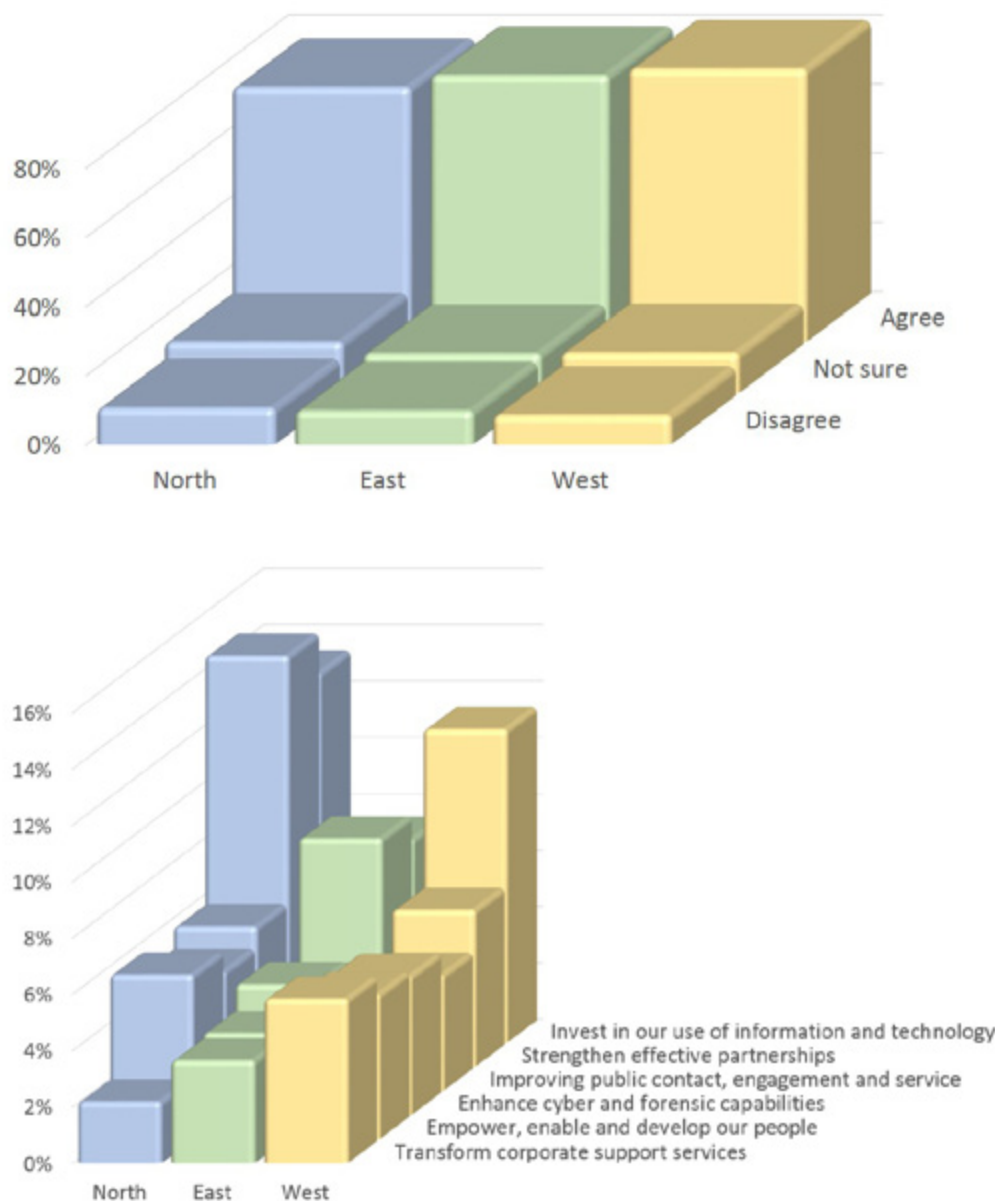




Analysis has also been undertaken for the tagged responses for question three in terms of region and the graph above illustrates the findings.

It is notable that individuals in the West and North regions see IT as a priority, whereas individuals in the East do not.

It is clear that individuals in the North appreciate partnership working in the Strategy significantly more than both the East and West.
The other methods are all largely in line across the regions with the exception of transforming corporate services which the West see as one of their top priorities and the other two regions do not.

## 5.4 Methods

### Individual Respondents — Age Analysis

The graph below shows a breakdown by age of responses submitted by individuals in relation to question three:
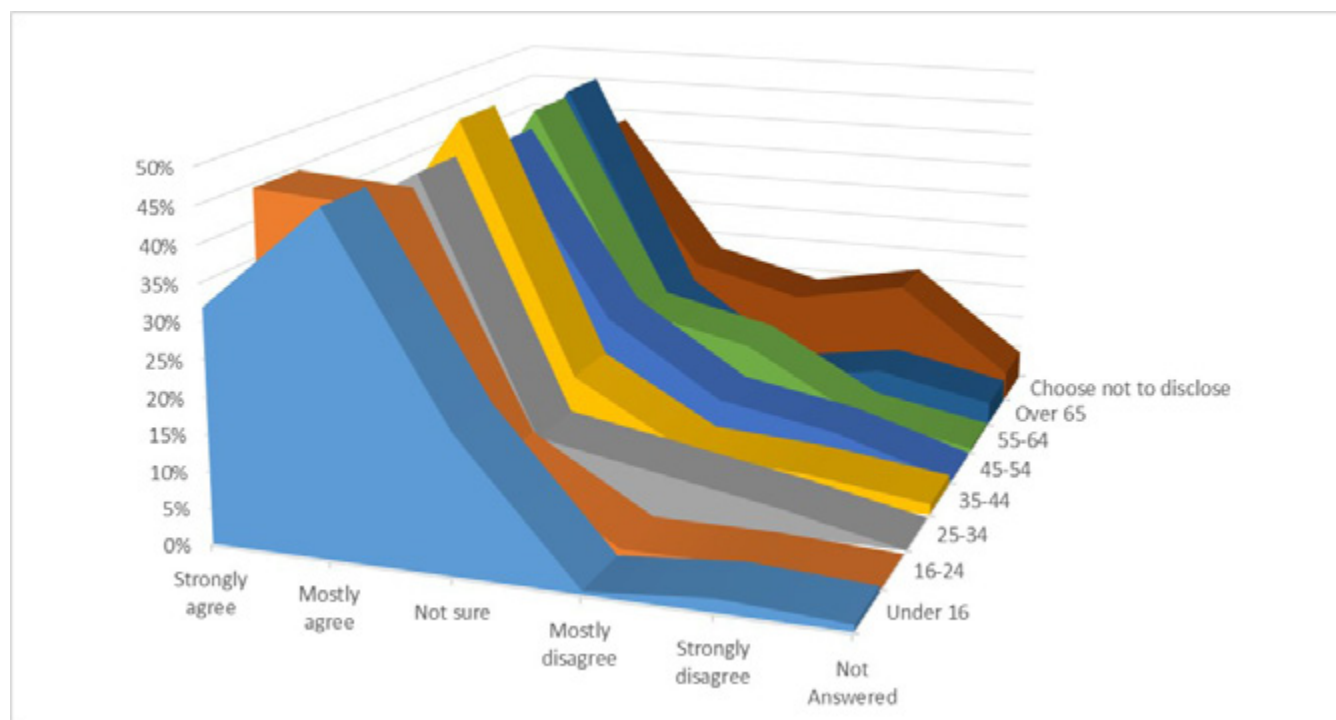


This shows that the most popular response across all age groups was mostly agree, with the 16-24 age group being the most positive, providing 44% strongly agree also.

A marginal increase can also be observed in the 55-64 age range for answering mostly disagree.

Similarly to question two, it can also be seen that people who have provided a negative response are significantly more likely to choose not to disclose their demographic information.

## 5.4 Methods

### Local Organisational Responses

Do you agree the methods proposed within the strategy are the right ones to deliver an improved policing service?
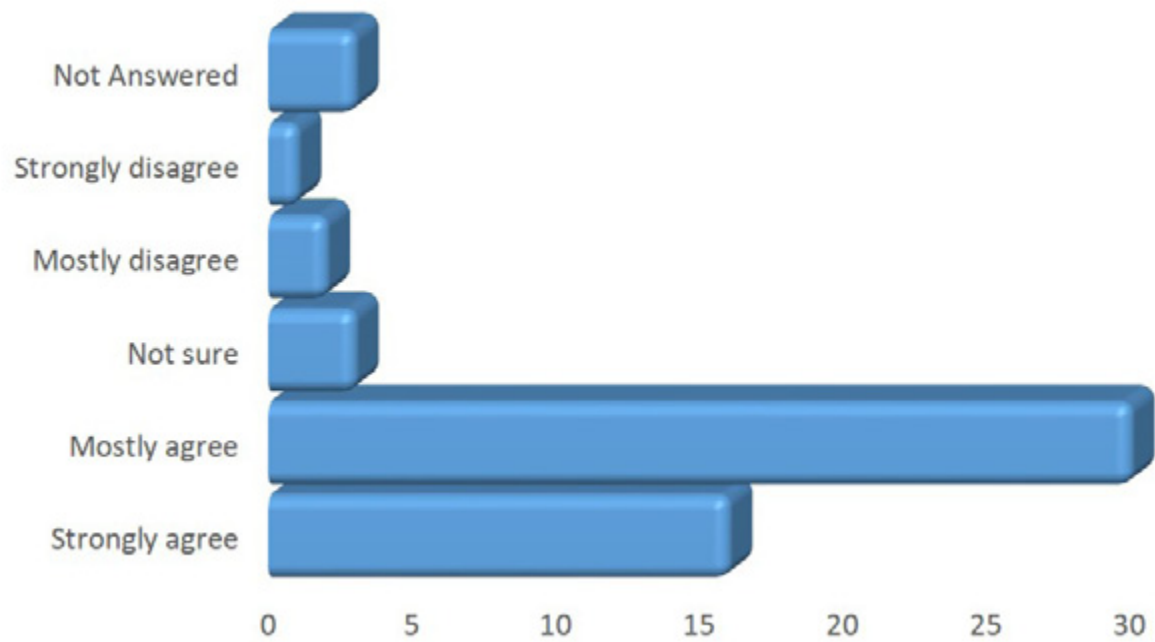


| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 16 | 29% |
| Mostly agree | 30 | 54.5% |
| Not sure | 3 | 5.5% |
| Mostly disagree | 2 | 3.6% |
| Strongly disagree | 1 | 1.8% |
| Not Answered | 3 | 5.5% |

Responses to question three by local organisations are overwhelmingly positive, with 83% either strongly or mostly agreeing.

There has been only one strongly disagree response submitted by St Johns Town of Dalry Community Council although their written response is more relevant to Question 6 and does not propose any issue with the methods.

## 5.4 Methods

**Organisational Responses Local**
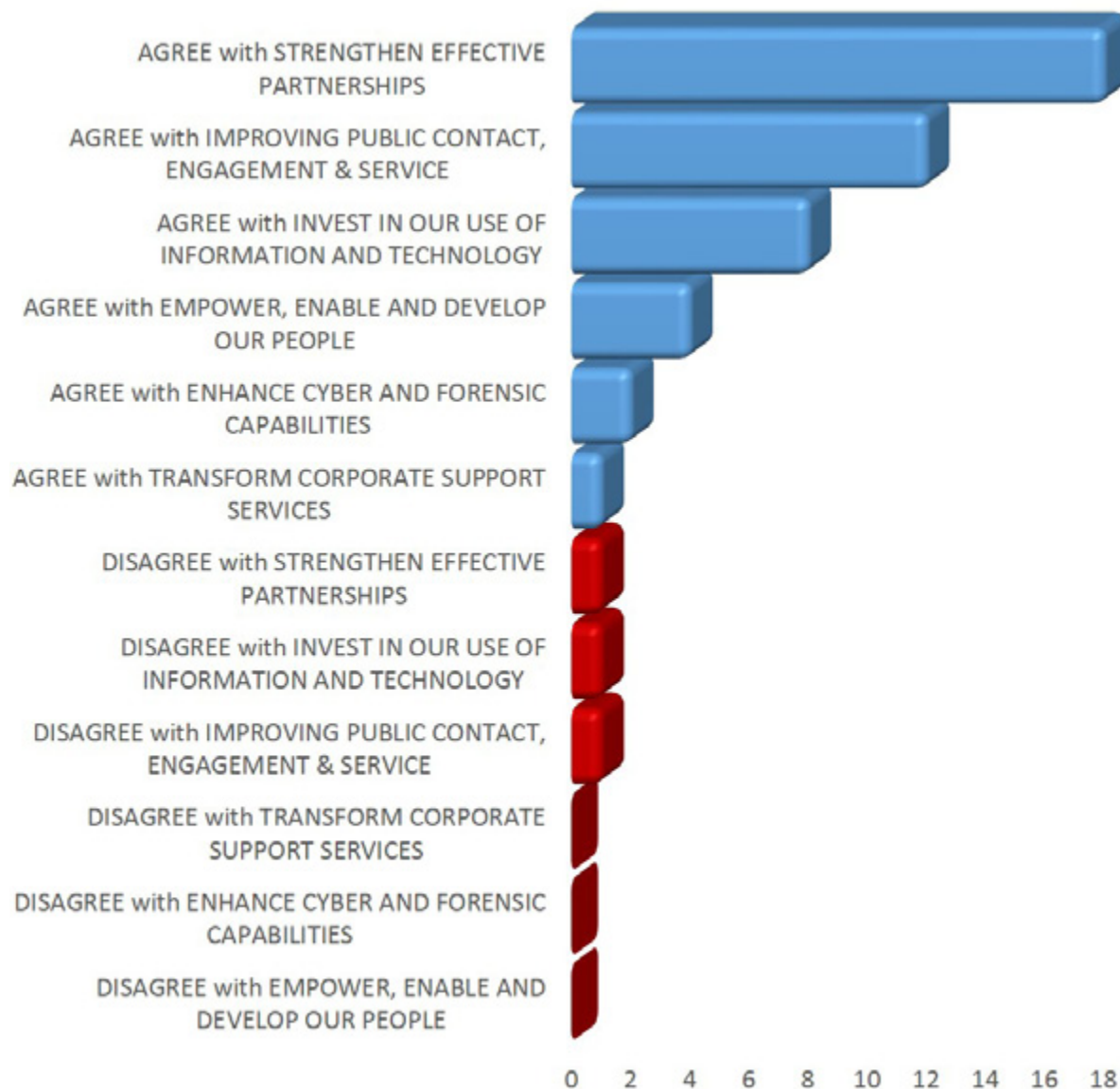


The vast majority of local organisations are in agreement, with written responses commenting positively on Strengthening Effective Partnerships and Improving Public Contact and Engagement.

When compared with the individual responses, Investing in IT is mentioned less often, featuring third most common for Local Organisations, whilst it is the top individual response.

When considering methods that organisations disagree with, there is not one that has been tagged more than once among the responses.

## 5.4 Methods

**Local Organisational Responses**

Comments made by local organisations in response to question three were largely positive with the majority of respondents stating they either strongly or mostly agreed that methods within the strategy are the right ones to deliver an improved policing service.

Organisations made positive comment on continuing to develop strong partnership working including the sharing of appropriate training and learning opportunities.

One of the key themes coming through within those who responded with neutral comment was how Police Scotland would continue to engage with the public and partners.

Negative responses for question three also made mention of potential reduction of officer numbers and cited that a drive on localism would potentially be negatively impacted as a result of this. It was also noted that respondents felt that partnership working, in the early years of Police Scotland, had suffered as a result of funding being focused on other areas.
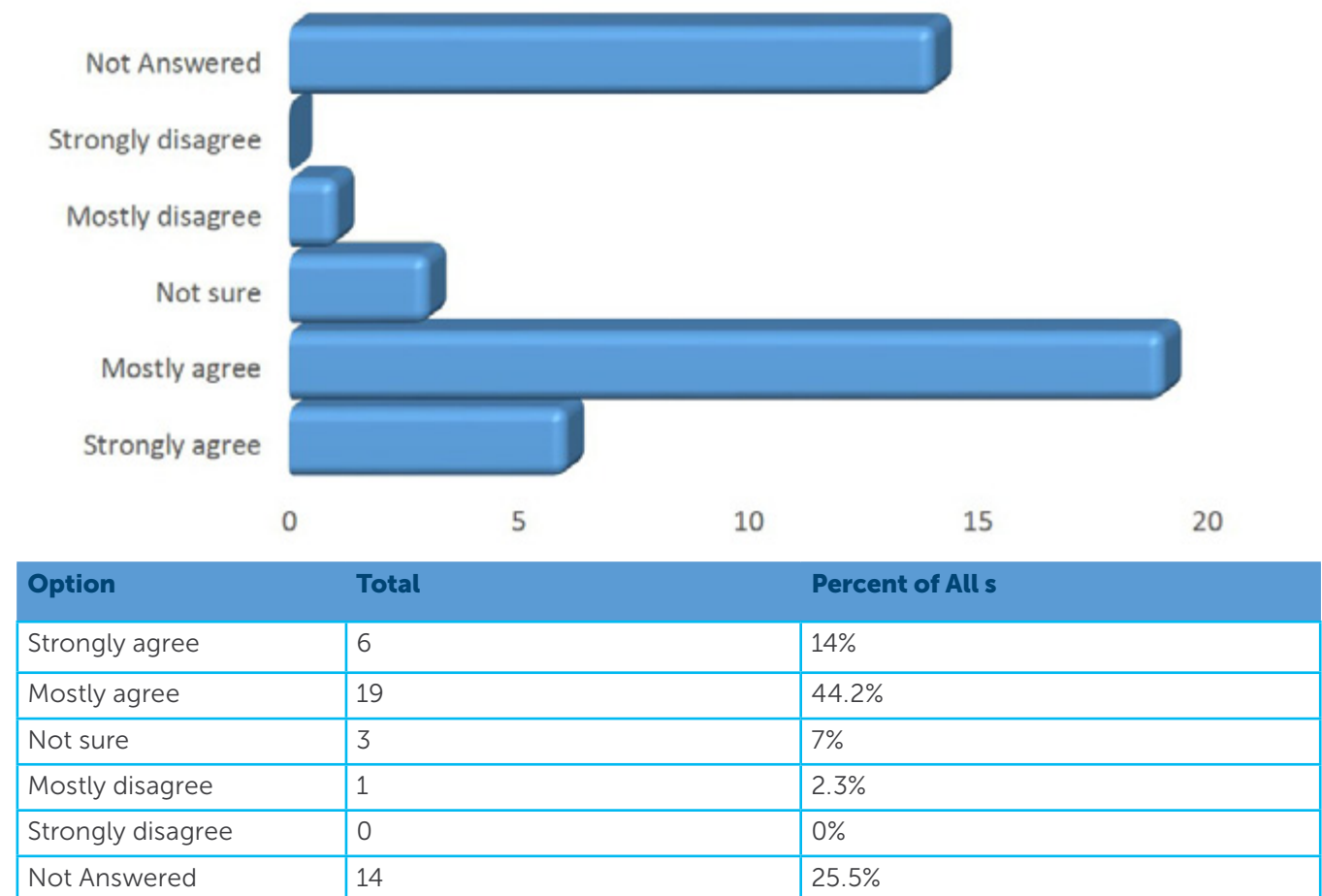
Responses to question three provided much valuable feedback, in particular respondents made notable mention of establishing strong partnership working which some felt had been overlooked in recent years and a move back to this would be strongly welcomed.

One respondent specifically mentioned that the strategy should explicitly state that partnership working would include third sector.

## 5.4 Methods

### National Organisational Responses

Do you agree the methods proposed within the strategy are the right ones to deliver an improved policing service?



| Option | Total | Percent of All s |
|---|---|---|
| Strongly agree | 6 | 14% |
| Mostly agree | 19 | 44.2% |
| Not sure | 3 | 7% |
| Mostly disagree | 1 | 2.3% |
| Strongly disagree | 0 | 0% |
| Not Answered | 14 | 25.5% |

43 National organisational responses have been received, the vast majority of which either Agree or have not answered. It has been previously stated that national organisations tended to respond in a written format, rather than directly answering the questions and as a result these responses are better analysed by using the tags and by examining the comments received.

It is however positive to note that no National Organisations have strongly disagreed with the proposed methods.

## 5.4 Methods

**National Organisational Responses**

All tags relating to national organisational responses to Question three are displayed below:
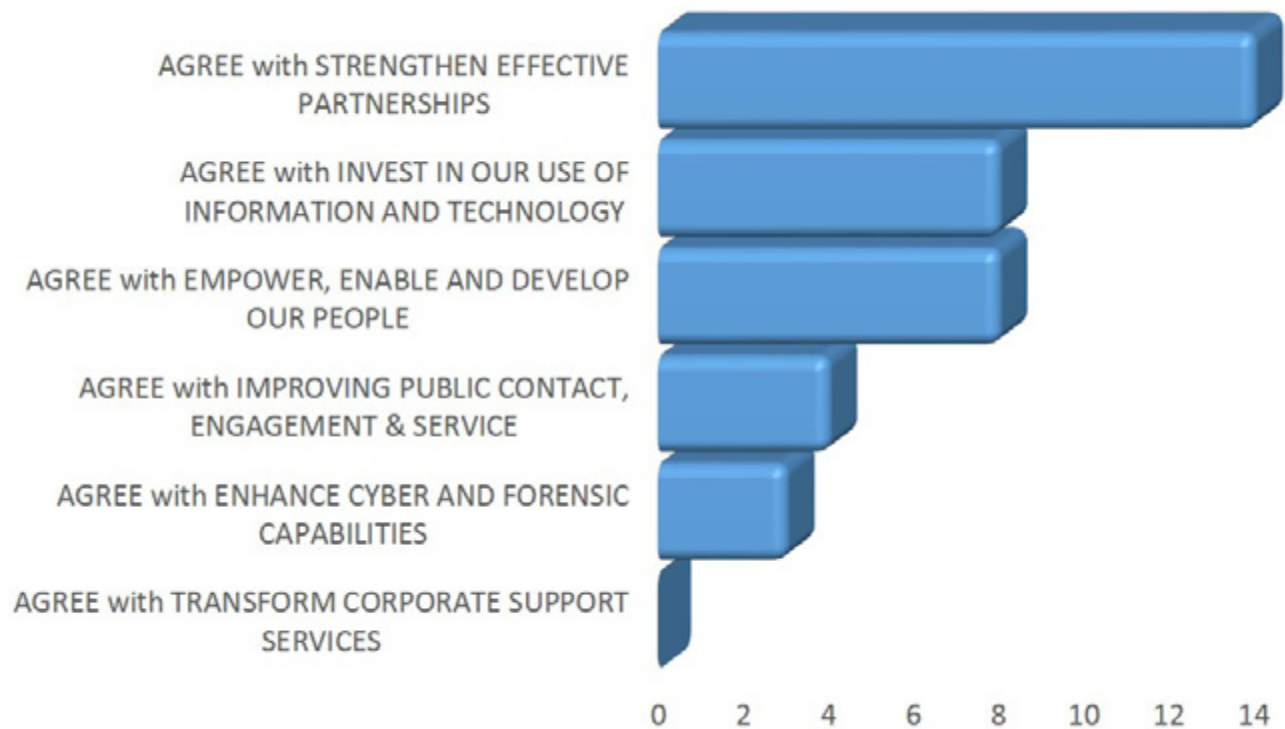


There has been no national organisation which explicitly expressed disagreement with any of the proposed methods.

There is a clear focus on strengthening effective partnerships among National Organisations with this being tagged for 33% of the comments made

## 5.4 Methods
**National Organisational Responses**

The positive comments from the National Organisations generally agree with all of the proposed methods to deliver the strategy.

The neutral comments provide a variety of opinions across a broad range of areas. Comments include 'sustainable' partnership working is needed to mitigate future public sector funding pressure. Another organisation highlights that the focus on technology, communication and engagement may not be effective in engaging with more remote communities.

The negative comments generally relate to engagement, learning and domestic abuse. One submission requests the acknowledgement of cultural issues and specific needs in respect of engagement and public contact. Another comment states that there must still be options to engage with individuals/communities not comfortable using online technology.

## 5.4 Methods

**Local Authority Responses**
Do you agree the methods proposed within this
strategy are the right ones to deliver an improved
policing service?
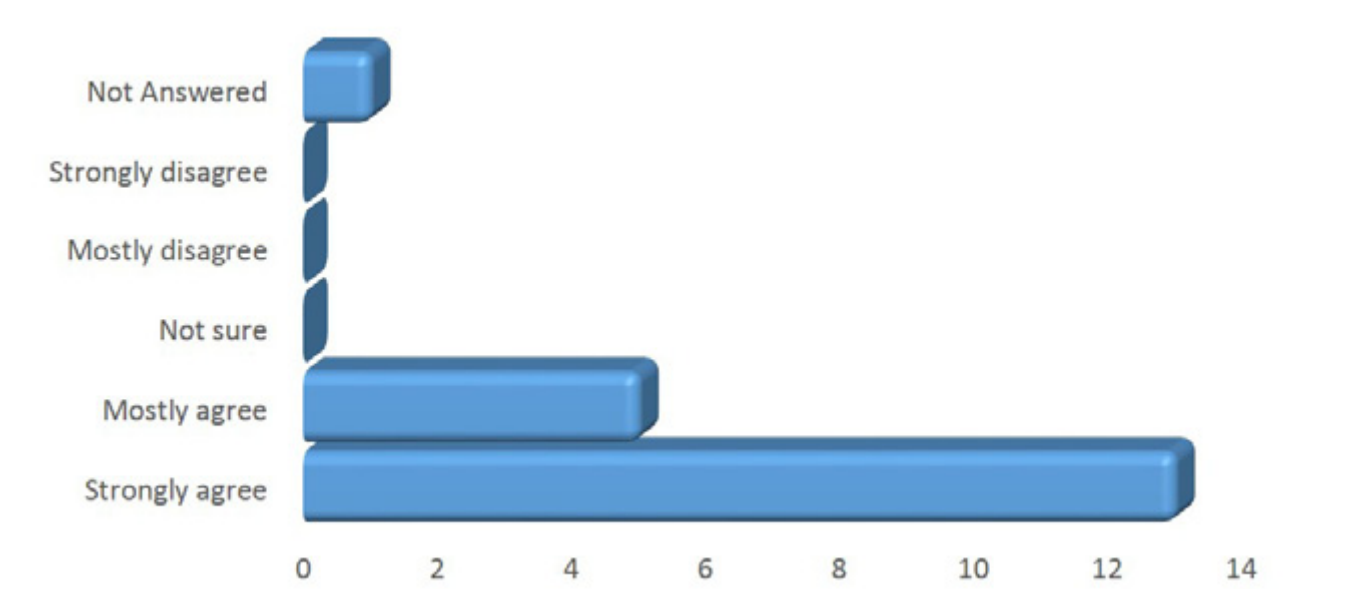


| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 13 | 68.42% |
| Mostly agree | 5 | 26.32% |
| Not sure | 0 | 0% |
| Mostly disagree | 0 | 0% |
| Strongly disagree | 0 | 0% |
| Not Answered | 1 | 5.26% |

The local authority responses to this question are
summarised overleaf.

The full local authority responses are available to
view on the consultation platform, at
**www.consult.Scotland.police.uk/consultation/2026**

## 5.4 Methods

### Conclusions

Generally respondents agreed that the methods proposed in the strategy are the right ones with 73% in overall agreement which compares to 9.7% who disagree. In common with the previous question the level of agreement varies over the response groupings, with 84% of Local Organisations and over 94% of Local Authorities in agreement. No Local Authority, which answered the question, stated it was "Not Sure", "Mostly" or "Strongly" disagreed with the methods.

Analysis of the individual responses show Police employees are 4.3% more likely to "mostly disagree" than public respondents and 8.1% less inclined to "strongly agree", indicating that police employees are less positive about the proposed methods than the public. It is still important to note that 68% of police employee responses were in agreement with the methods and only 14% disagreed. There is little statistical deviation geographically. Across all age groups the most popular response was "Mostly Agree". The 35-44 age group was the most positive, with more total responses in agreement, although the 16-24 age range were most likely to "strongly agree".

Analysis of the additional text shows that comments in agreement with investing in IT were significantly more popular than comments agreeing with strengthening effective partnerships, which comes in second. There is then a significant drop off in popularity for any of the other methods. The least popular method (transform corporate services) still has nearly twice as many responses in agreement than the first tag disagreeing with a method (enhance cyber and forensic capability)

The Local Organisational responses are considerably more in agreement than disagreement, although the most tagged response in agreement with a method is for Strengthening Effective Partnerships, followed by improving Public Contact, Engagement and Service.

The national organisational responses are overwhelmingly positive, with strengthen effective partnerships appearing most often. organisations made positive comments on continuing to develop strong partnership working, including the sharing of appropriate training and learning opportunities. It was again mentioned that effective partners did not need to be only from the public sector but could include local businesses and third sector organisations.

The Local Authorities that responded showed strong support for the methods, but several offered cautionary comments regarding their future ability to assume additional responsibility or even maintain current partnership working under future budgetary constraints. A number of Local Authorities commented that there needed to be more mention specifically of Community Planning Partnerships and other legislatively mandated partnership working that Police Scotland will have to continue to do.

**The final analysis concludes that a significant majority of respondents agree the methods proposed within the strategy are the right ones to deliver an improved policing service.**

## 5.5 Public Confidence Consolidated Response Analysis

The Policing 2026 Strategy states that public confidence will be a key measure of success and the effectiveness of police performance. Do you agree with this approach?
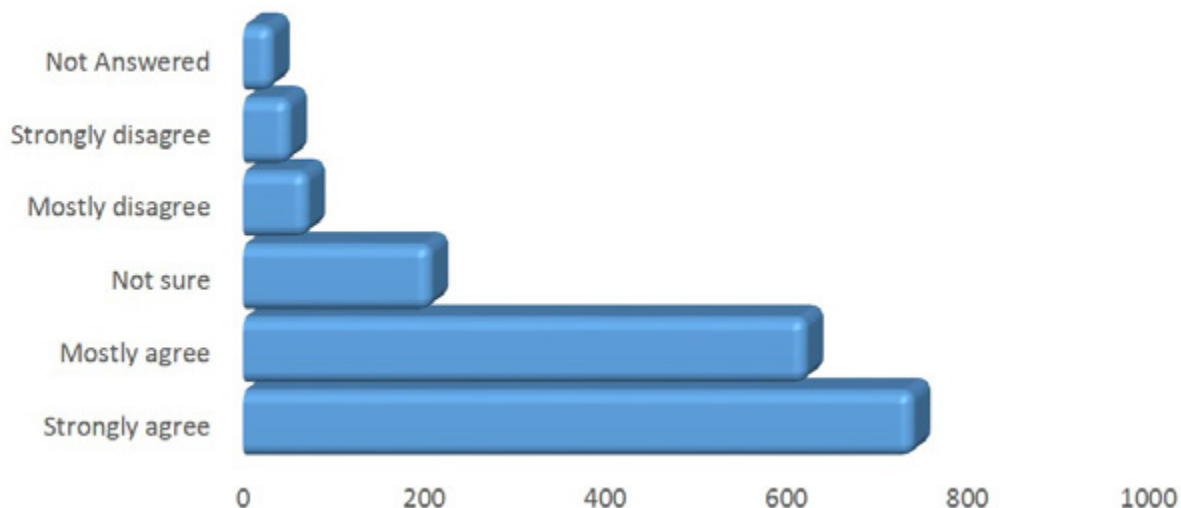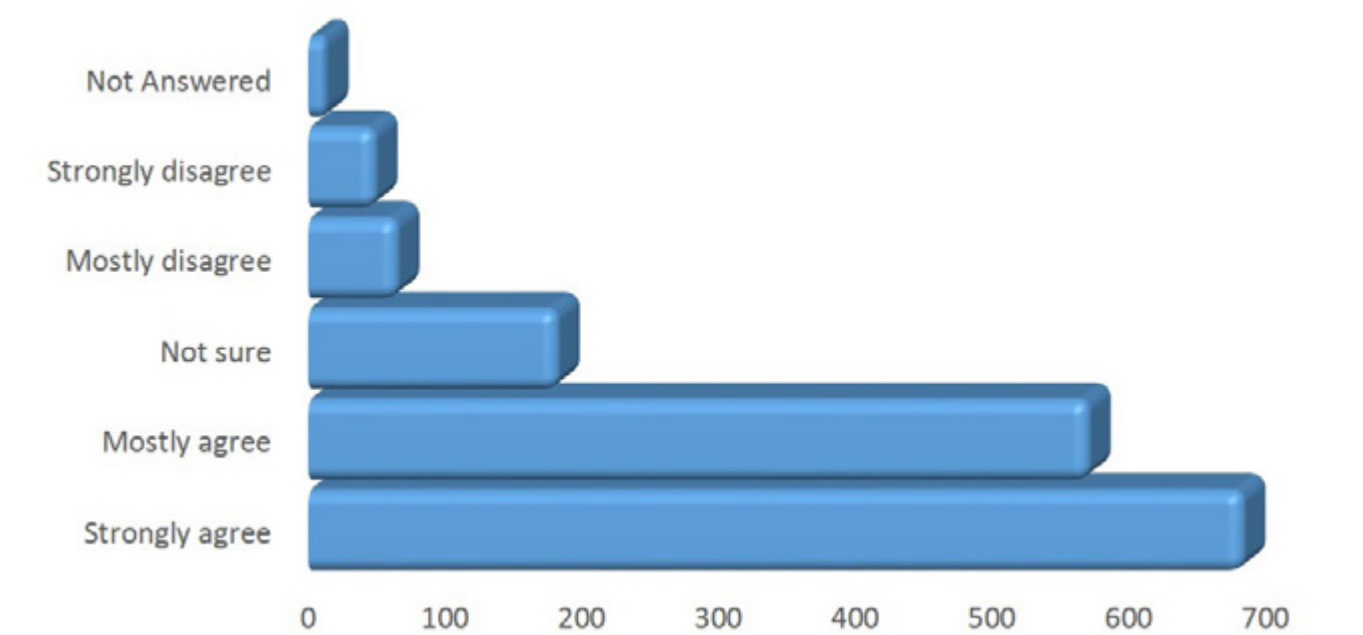


| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 738 | 43% |
| Mostly agree | 620 | 36.2% |
| Not sure | 206 | 12% |
| Mostly disagree | 70 | 4.1% |
| Strongly disagree | 50 | 2.9% |
| Not Answered | 31 | 1.8% |

Respondents believe that public confidence will be a key measure, over 79% are in agreement. Under 7% of respondents disagree with the proposed methods. More respondents were "Not Sure" about the proposed areas of focus, than disagreed with them.

## 5.5 Public Confidence

**Individual Respondents**

The strategy highlights that public confidence will be a key measure of policing success, do you agree with this approach?



| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 682 | 43.8% |
| Mostly agree | 569 | 36.6% |
| Not sure | 181 | 11.6% |
| Mostly disagree | 64 | 4.1% |
| Strongly disagree | 48 | 3.1% |
| Not Answered | 12 | 0.8% |

80.4% of individuals Strongly or Mostly Agree with public confidence as a key measure.

This is an overwhelmingly positive response, however it should be noted that strong views have been expressed within the written responses, particularly among those who answer mostly agree where they see issues with certain aspects of this approach. Generally whilst the premise has support, the implementation could prove very divisive.

## 5.5 Public Confidence

**Individual Respondents**

The following graph shows the tagged responses from all individuals:
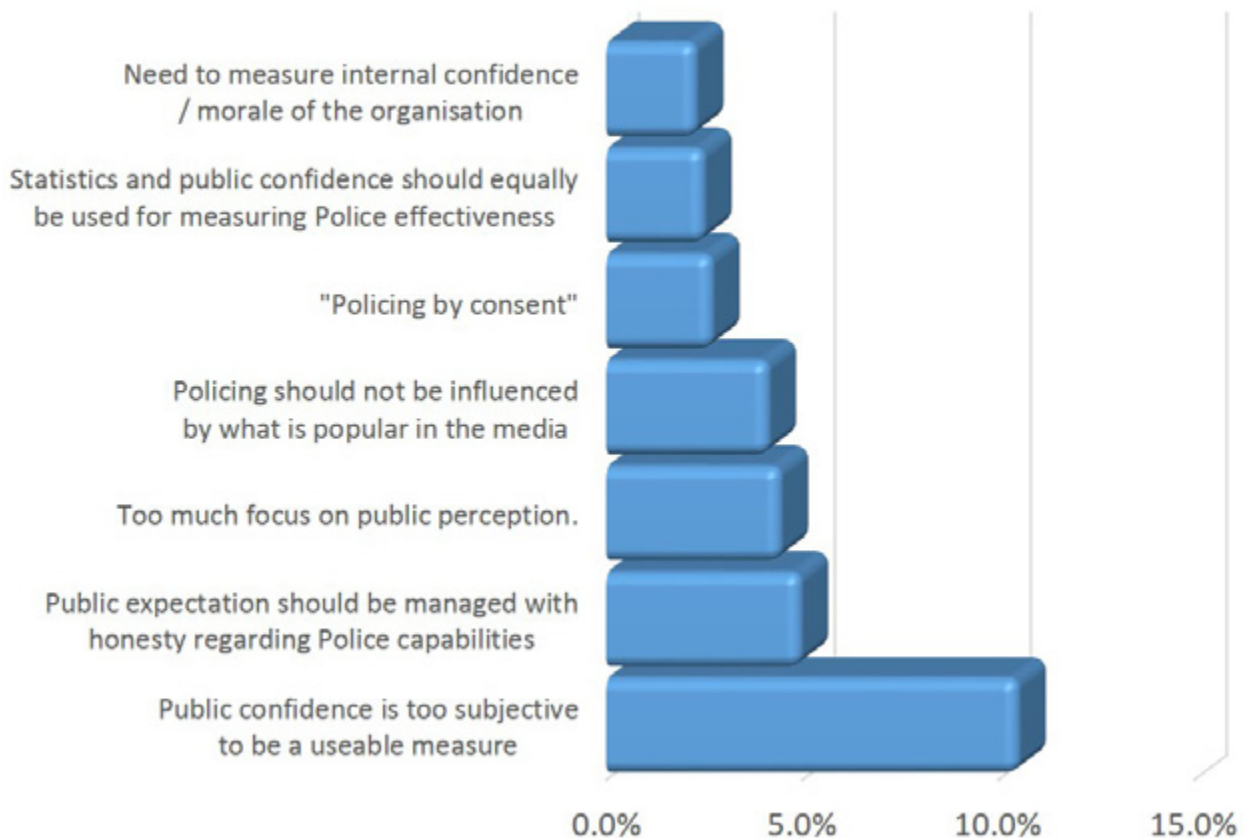


Individuals that provided a written response are predominantly concerned that public confidence is too subjective to measure and that the police performing to a high standard may still be perceived negatively by people because of the nature of the work they do.
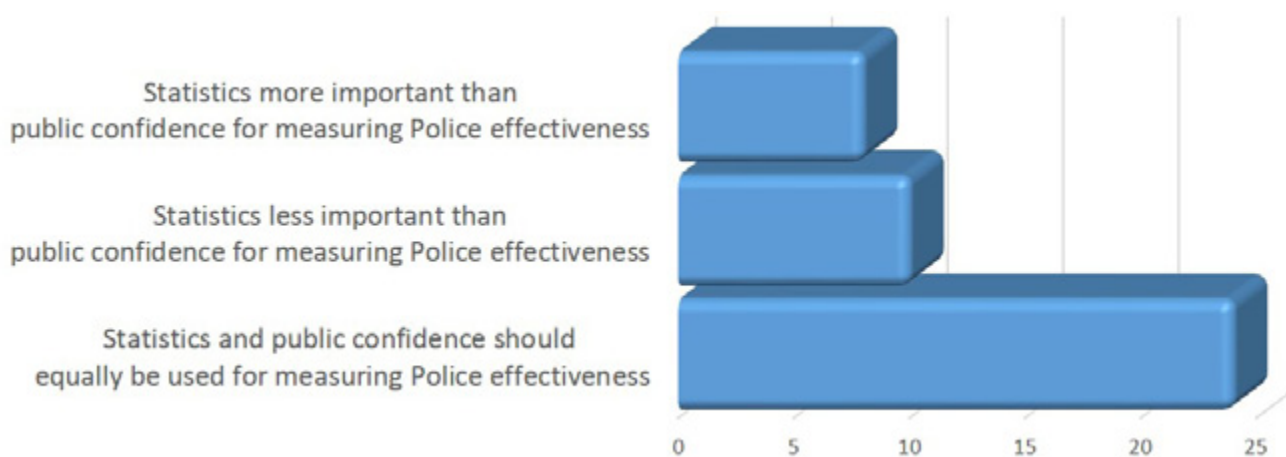
Other respondents felt that police need to be more honest about their capacity and capabilities to ensure the public understand why the police do things the way they do.

A considerable number felt that the police should act to uphold the law and should not concern themselves with public perception. In contrast to this a number of respondents also make direct reference to the term "policing by consent" and that this should remain a fundamental tenet of policing in Scotland.
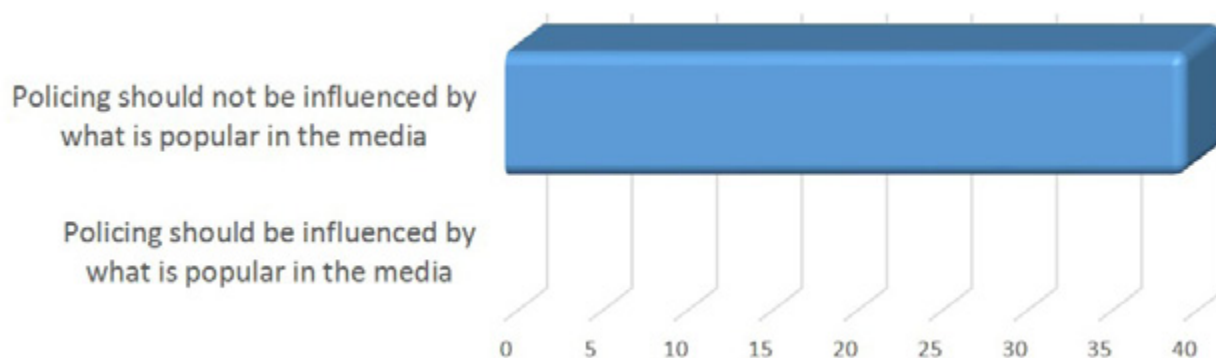
## 5.5 Public Confidence

**Individual Respondents**

The below graphs show a comparison of how individual respondents felt about the importance of public confidence and how it should be measured.



There is a clear consensus from this graph that respondents felt that statistics and public confidence should both be used to measure Police performance, with no over-reliance on either.
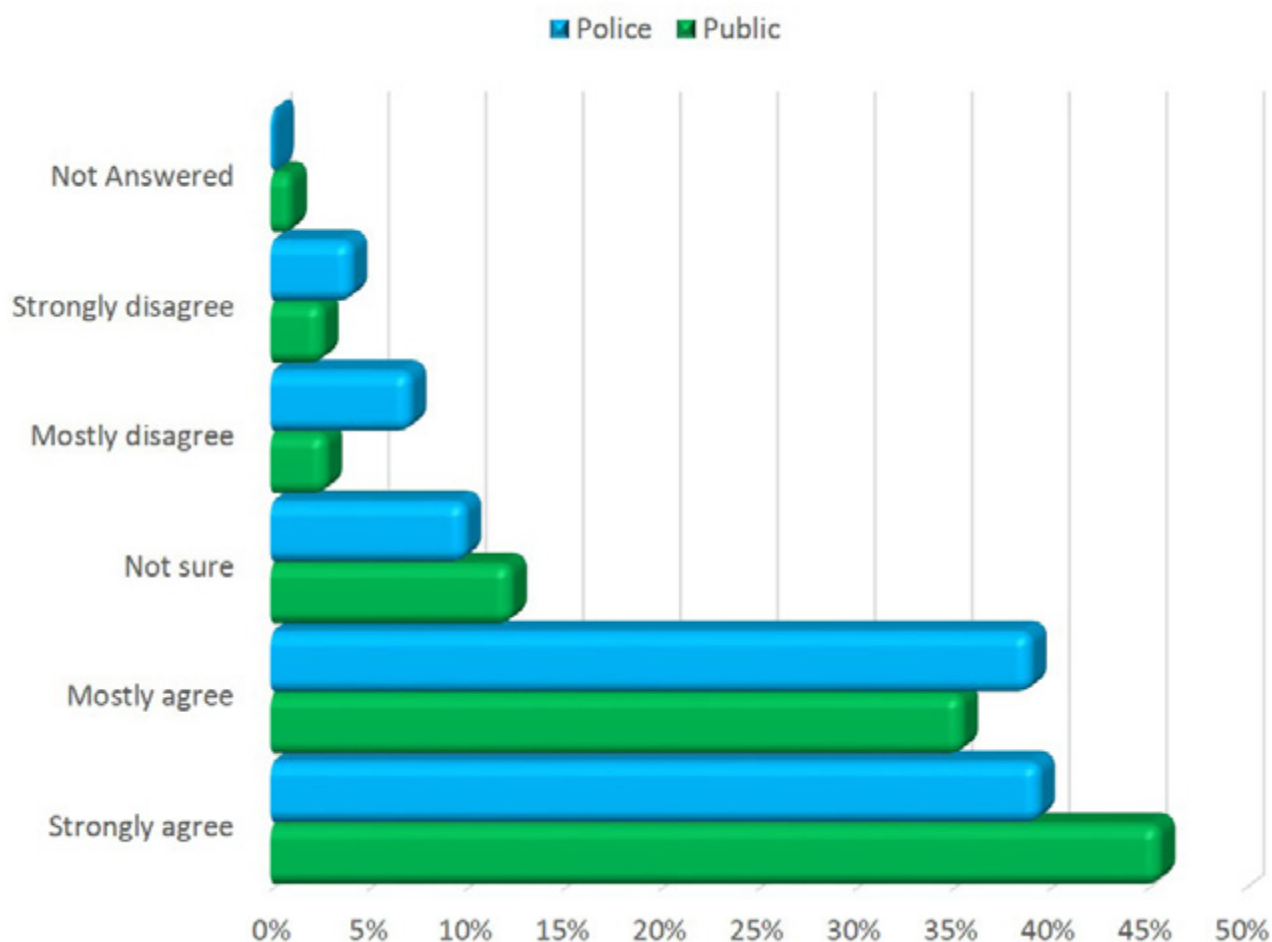


A number of respondents expressed concern that public confidence is susceptible to media influence and that policing should not be influenced by this. No respondent believed the contrary.

## 5.5 Public Confidence

**Individual Respondents –
Police Employee Perspective**

The following graph shows the variance in Public responses and police employee responses:



Whilst still overwhelmingly positive, it is evident that public respondents are more positive about the use of public confidence as a key measure, whereas police respondents appear more sceptical, with more mostly agrees and 5% more disagreement responses.

It appears this links to the tagged responses, which is explored in more detail on the next page, where there are a number of concerns about the use of public perception to measure policing success.

## 5.5 Public Confidence

**Individual Respondents –
Police Employee Perspective**

The following graph compares the tagged responses
of public against police employee respondents for
question four:
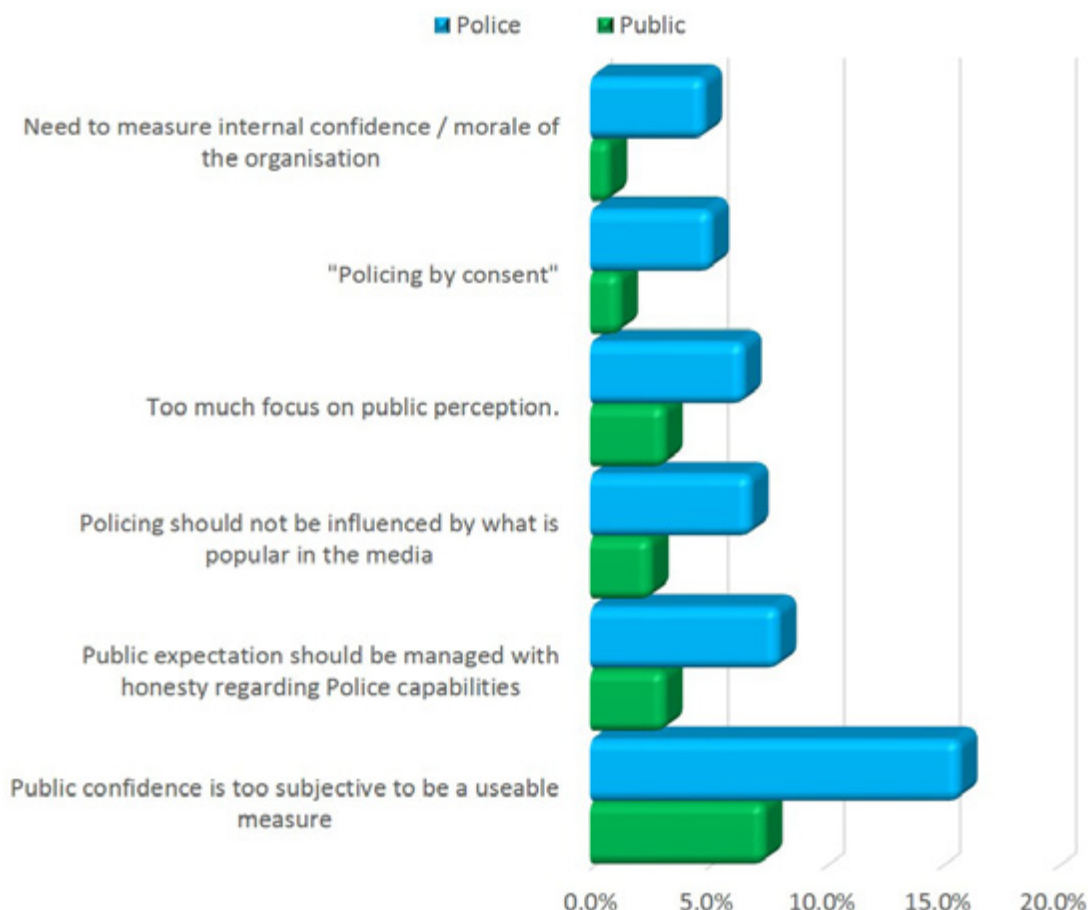


Police employees who have made comment, were
far more likely to make comment on this question
than members of the public, which means that the
percentage for each tag is far higher. That said the
trending tags are similar for both groups

For both police and public, it is still clear that both
believe the subjectivity of public confidence is an
issue requiring highlighting.

The second most tagged comment for the public
was that there was too much focus on public
perception, whilst police employee responses
place this fourth. The second highest tag for Police
employees was that the police should be more
honest regarding police capabilities so as to better
manage public expectation. This was the third
highest public tag.

## 5.5 Public Confidence

### Individual Respondents — Geographical Analysis

The graphs below detail, by region, the individual responses and tagged responses to Question 4
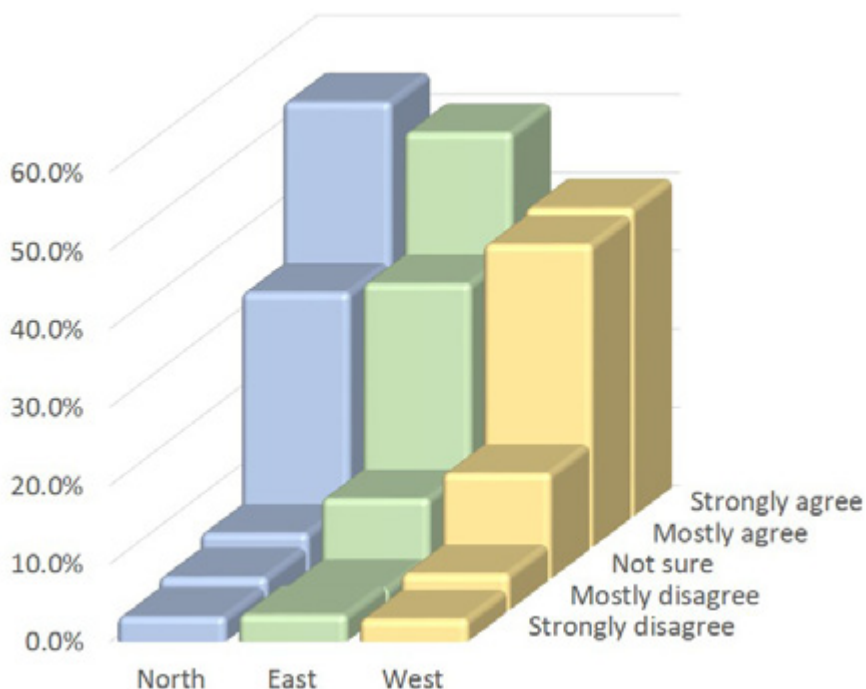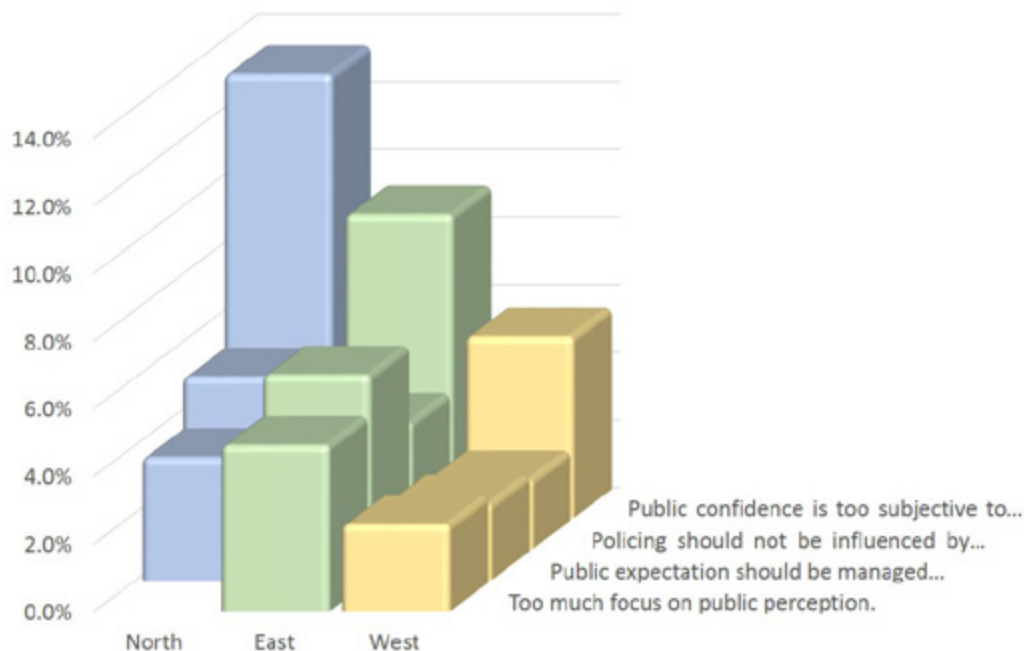




Whilst all regions are positive, it can be seen that the North region appears most positive about the use of public confidence as a measure of success.

It is noticeable that there is a higher degree of uncertainty amongst responses from the West region with Strongly and Mostly agree almost being level and far more people unsure.

From the graph on the left, it is clear that the North have strongly expressed the view that public confidence is too subjective, which is less emphatic in the East and West regions.

The East and West responses believe there is too much focus on public perception, which the North does not see as an issue.

## 5.5 Public Confidence

### Individual Respondents — Age Analysis

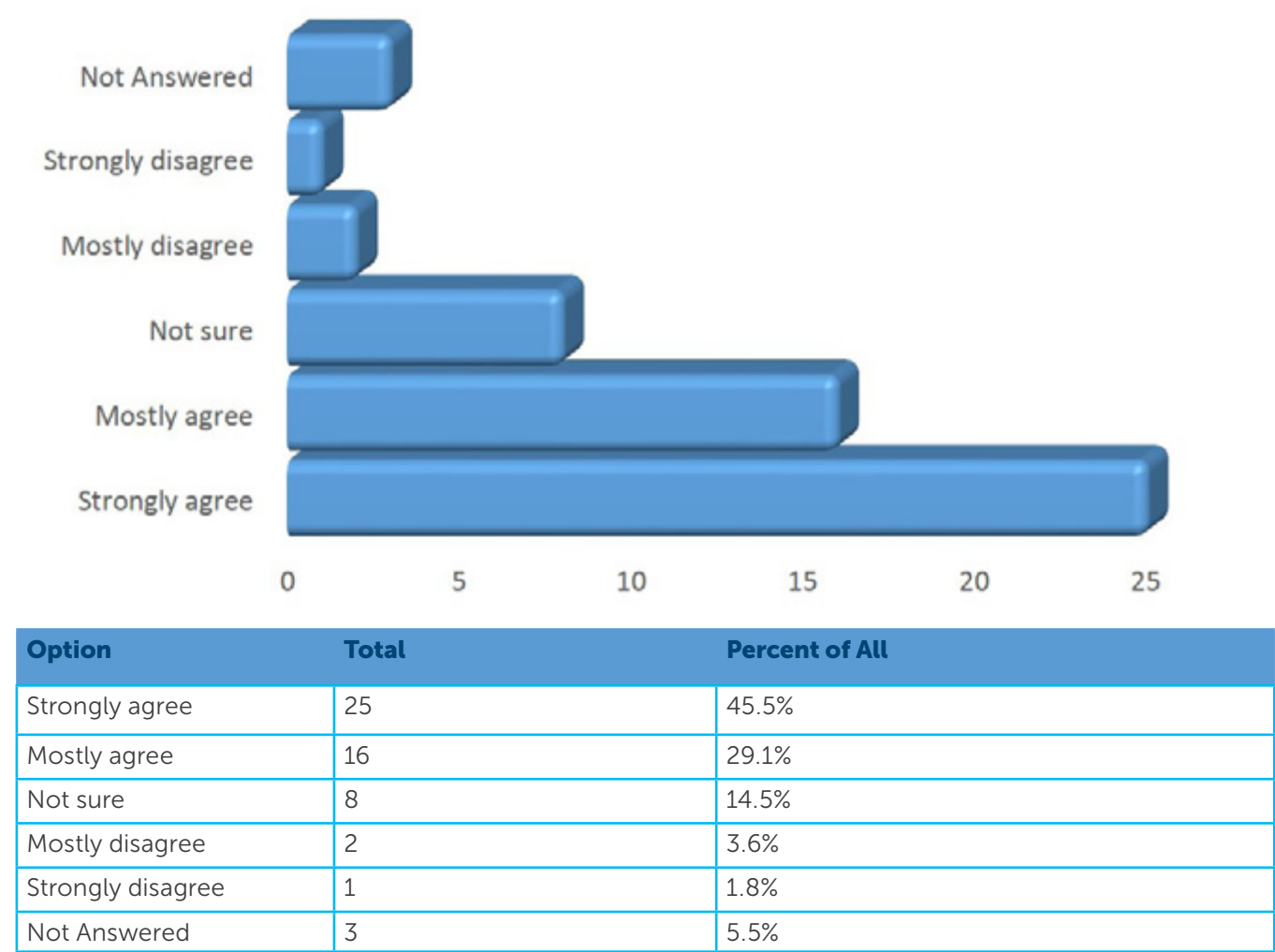The below graph details, by age, the individual responses to Question 4:
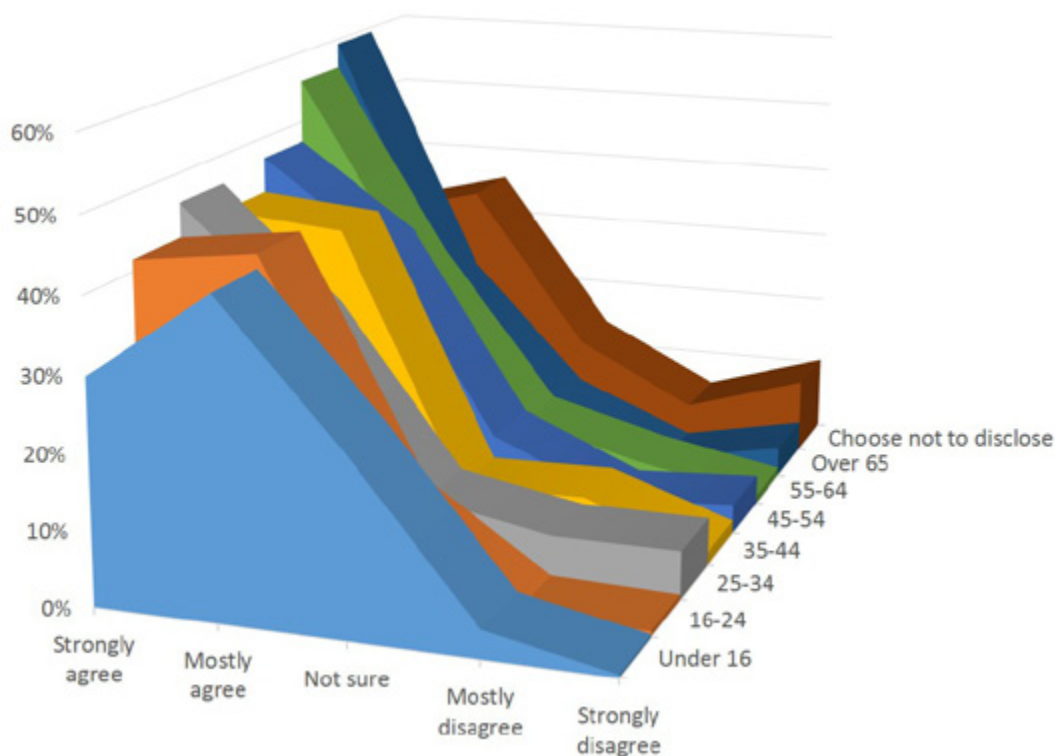


This graph shows that the over 65 age range responses were the strongest in agreement among respondents. The 25-34 age range was the least positive with more disagreement responses than any other. As has been previously stated, those who choose not to disclose are often the most negative.

## 5.5 Public Confidence

**Local Organisational Responses**

The strategy highlights that public confidence will be a key measure of policing success, do you agree with this approach?



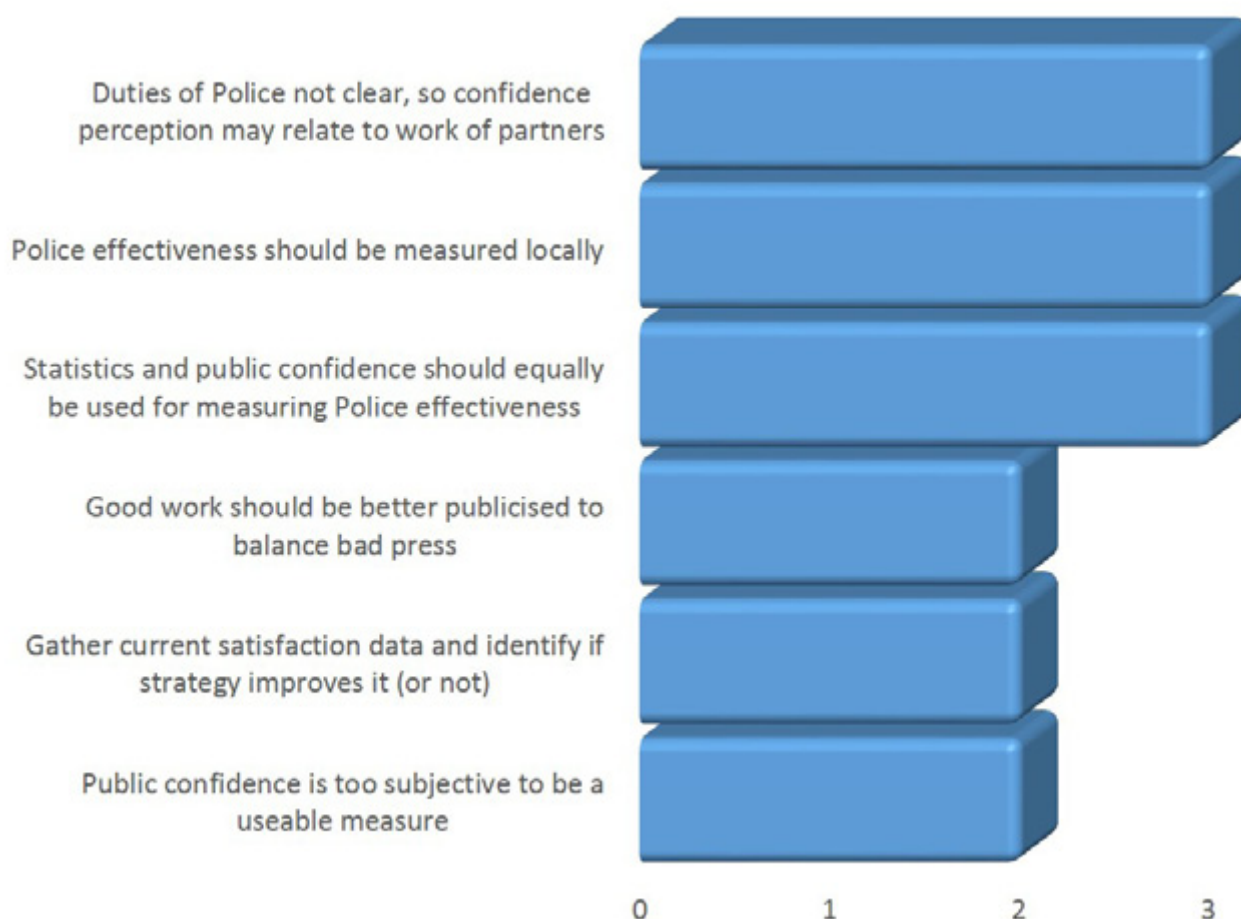| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 25 | 45.5% |
| Mostly agree | 16 | 29.1% |
| Not sure | 8 | 14.5% |
| Mostly disagree | 2 | 3.6% |
| Strongly disagree | 1 | 1.8% |
| Not Answered | 3 | 5.5% |

Local organisations are largely supportive of public confidence as a key measure. The proportion of local organisations strongly agreeing is higher than the proportion of individuals strongly agreeing.

## 5.5 Public Confidence

**Local Organisational Responses**

The below graph details all tags relating to responses from local organisations:

Duties of Police not clear, so confidence perception may relate to work of partners

Police effectiveness should be measured locally

Statistics and public confidence should equally be used for measuring Police effectiveness

Good work should be better publicised to balance bad press

Gather current satisfaction data and identify if strategy improves it (or not)

Public confidence is too subjective to be a useable measure
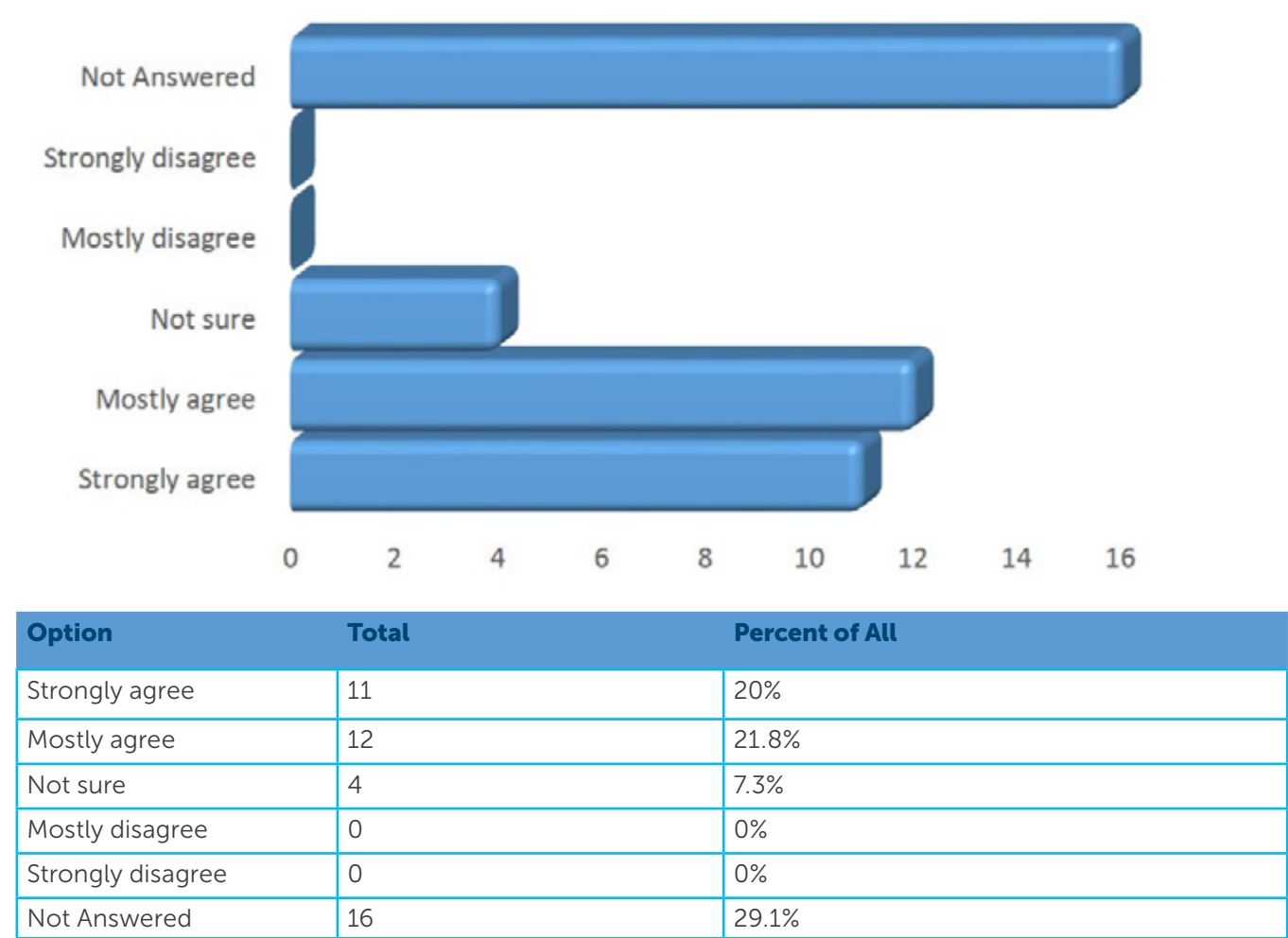
0       1       2       3

Local organisations' responses are similar to the trends in individuals but appear in different priority. Local organisations have commented that the duties of police are not clear, so confidence may relate to the work of partners. Crown Office and Procurator Fiscal Service (COPFS) have been identified explicitly. Local Organisations would welcome local measurement of public confidence and believe that statistics are equally as important as public confidence.

To a lesser extent, they also have concern regarding the subjectiveness of public confidence, the lack of publication of good work and the need to gather current satisfaction data to enable useful tracking of public confidence.

## 5.5 Public Confidence

**National Organisational Responses**

The strategy highlights that public confidence will be a key measure of policing success, do you agree with this approach?



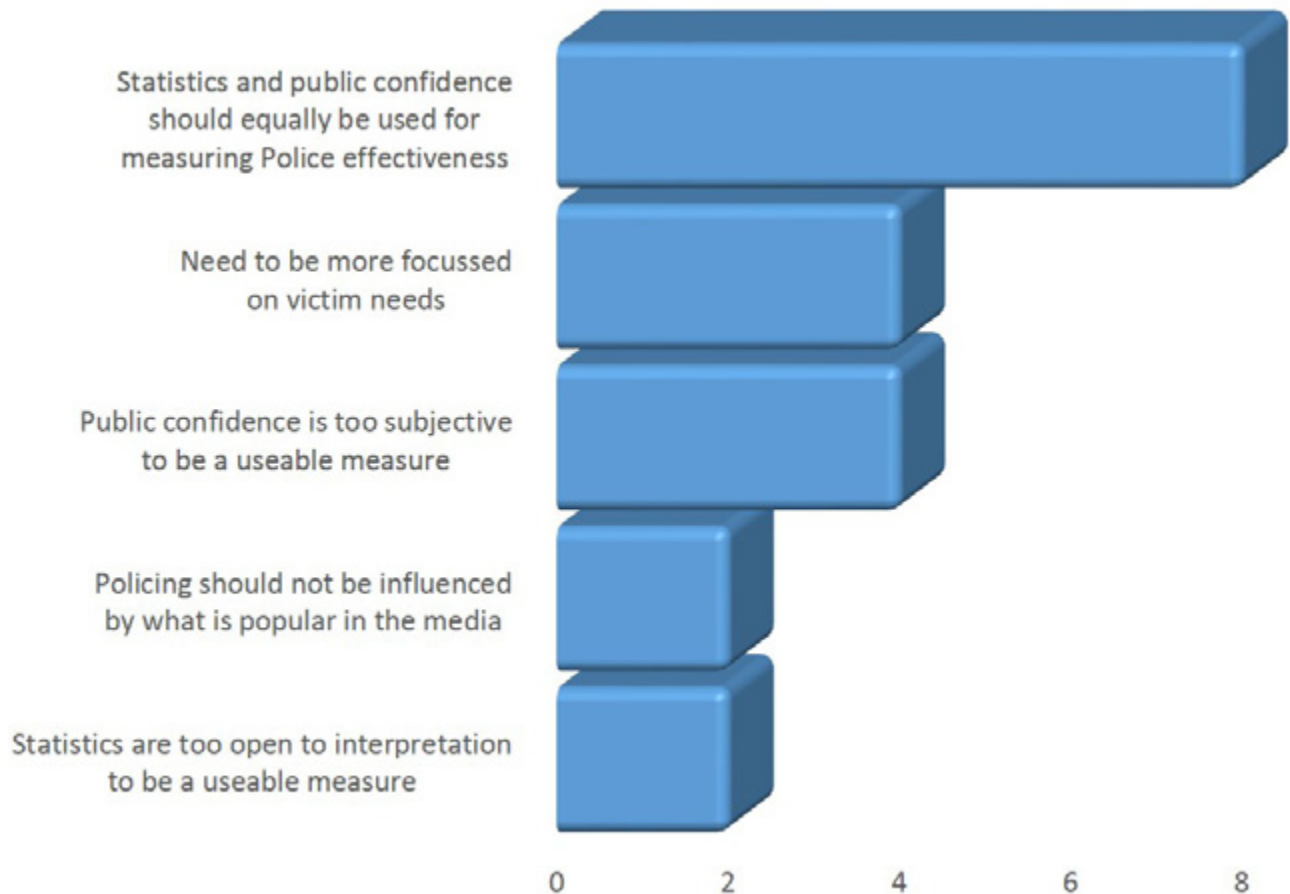| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 11 | 20% |
| Mostly agree | 12 | 21.8% |
| Not sure | 4 | 7.3% |
| Mostly disagree | 0 | 0% |
| Strongly disagree | 0 | 0% |
| Not Answered | 16 | 29.1% |

Responses from National organisations are very much in agreement that public confidence is a key measure.

Despite the strength of responses towards agreement, again a large proportion of National Organisations did not answer and as a result a more accurate picture can be drawn from the tagged responses.

## 5.5 Public Confidence

**National Organisational Responses**

The below graph details the tagged responses for National Organisations in response to question 4:

Statistics and public confidence should equally be used for measuring Police effectiveness

Need to be more focussed on victim needs

Public confidence is too subjective to be a useable measure

Policing should not be influenced by what is popular in the media

Statistics are too open to interpretation to be a useable measure

0    2    4    6    8

It can be observed above that of the National Organisations that commented on public perception the most popular comment is that statistics play an important part, along with public confidence in measuring police effectiveness. This was twice as popular as any other tag.

Some national organisations also comment on the subjectivity of public perception and a need to focus on victim needs.

This shows a slightly different focus from national Organisations, when compared with individuals, but maintains the cautionary approach that whilst public confidence could indeed be a key measure, it should not be over-used or used as the sole measure of Police performance.

## 5.5 Public Confidence

**National Organisational Responses**

National organisations are generally in agreement that public confidence could be a measure of success. Positive comments highlight the importance of transparency with others stating that accountability and acting with integrity, fairness and respect also require to be considered as part of an overall suite of tools which can measure and demonstrate public confidence in Police Scotland.
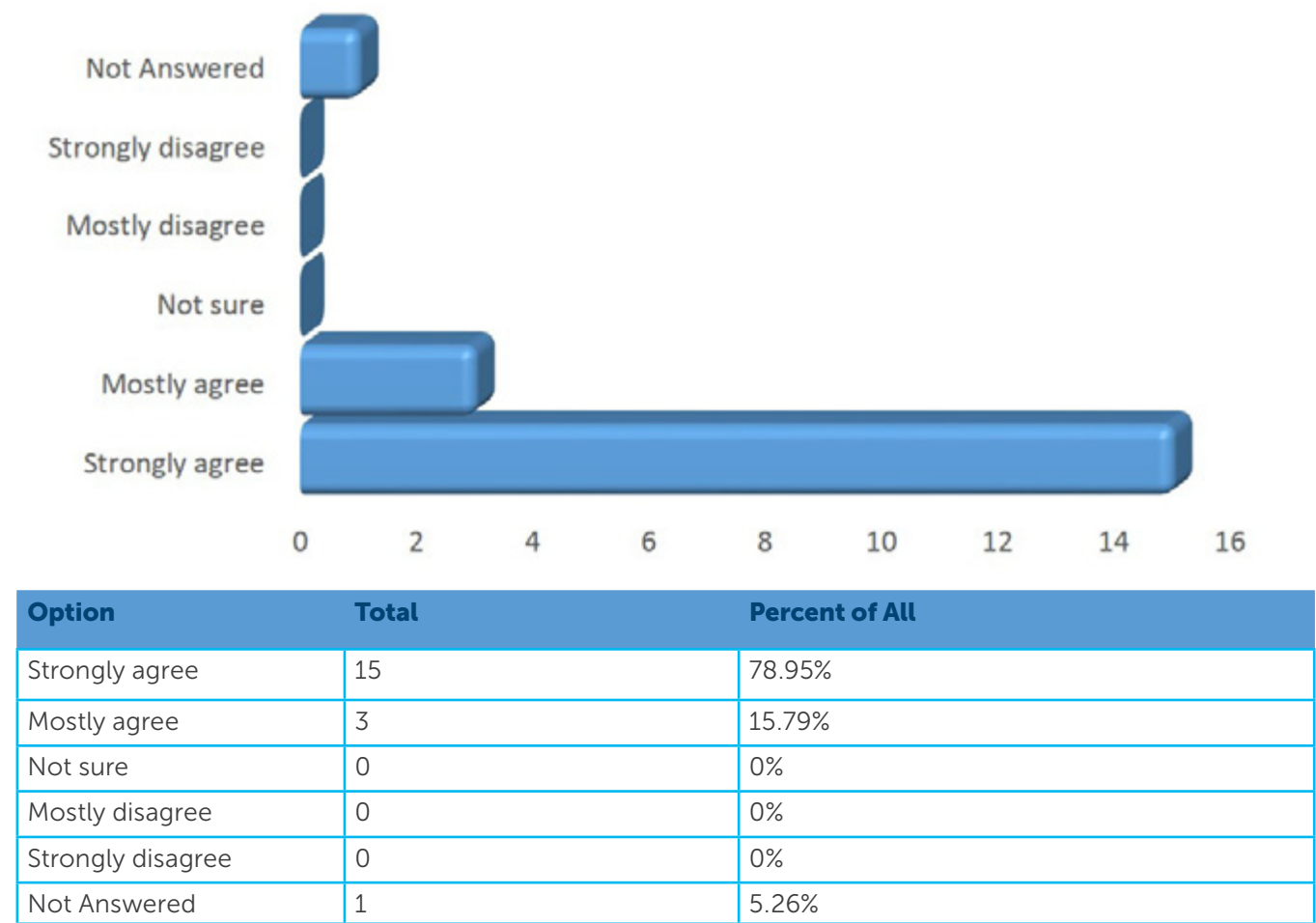
The majority of the neutral comments highlight some of the considerations in enabling public confidence to be used as a measure of success. These includes ensuring information is shared appropriately to promote understanding and the need to take as broad a range of views as possible including victims' experiences and opinion.

Comment was made that it will be important that any performance framework should be linked with others in the youth and criminal justice arena to reduce duplication and maximize impact. Other comments included that public confidence can be affected by a range of issues and factors unrelated to police performance (political debate, press coverage etc.) and that effective police performance must be a vital issue within the strategy in terms of engaging with the community continuously.

## 5.5 Public Confidence

**Local Authority Responses**

The Policing 2026 Strategy states that public confidence will be a key measure of success and the effectiveness of Police performance. Do you agree with this approach?



| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 15 | 78.95% |
| Mostly agree | 3 | 15.79% |
| Not sure | 0 | 0% |
| Mostly disagree | 0 | 0% |
| Strongly disagree | 0 | 0% |
| Not Answered | 1 | 5.26% |

The Local Authority responses to this question are summarised overleaf.

The full Local Authority responses are available to view on the consultation platform, at **www.consult.Scotland.police.uk/ consultation/2026**

## 5.5 Public Confidence

### Conclusions

Over 79% of respondents answered they were in agreement with public confidence being a key measure of success and the effectiveness of Police performance. Similarly to previous questions the level of agreement varies over the response groupings, with 75% of Local Organisations and over 94% of Local Authorities in agreement. Again, no Local Authority, which answered the question, stated it was Not Sure, Mostly or 'Strongly disagreed with this approach.

This is an overwhelmingly positive response, however it should be noted that strong views have been expressed within the written responses, particularly among those who answer 'Mostly Agree' where they see issues with certain aspects of this approach. Generally whilst the premise has support, the implementation could prove challenging and divisive.

Analysis of the individual responses show police employees, whilst still positive, were less likely than the public to state they strongly agreed (39% vs 45%) and more likely to disagree (11% vs 6%). Whilst all regions are positive, it can be seen that the North region appears most positive about the use of public confidence as a measure of success. There is a very clear trend when analysing the response by age groups, with the over 65 age range the strongest in agreement among respondents. The 25-34 age range was the least positive with more disagreement responses than any other. The under 16 group was least likely to strongly agree. This would appear to suggest that public confidence as a key measure of success is more important to the older generations than young people.

Individuals that provided an additional comment text response to this question were predominantly concerned that public confidence is too subjective to measure and a considerable number felt that the police should act to uphold the law and should not concern themselves with public perception. Forty individuals mentioned that the police should not be influenced by what was popular in the press. A small number of respondents felt that police need to be more honest about their capacity and capabilities to ensure the public understand why the Police do things the way they do.

Where respondents made a specific comment on how this should be measured there was a clear consensus that both honest statistics and public confidence should be used. A number of respondents also make direct reference to the term

"Policing by consent" and that this should remain a fundamental principle of Policing in Scotland.

Geographically it was notable that respondents from the North have strongly expressed the view that public confidence is too subjective, whilst no-one commented that there was too much focus on public perception. This was reversed in the East & West regions, where far fewer people commented that Public confidence is too subjective, but more stated there was too much concern around public perception.

Local Organisations were the least likely group to agree and they have stated that the duties of police are not clear, so confidence may relate to the work of partners. Local Organisations would welcome local measurement of public confidence and believe that statistics are equally as important as public confidence. They also highlight that accurately measuring public confidence will be a challenge, especially as it will be necessary to collate data from a broad section of society including those with protected characteristics who may be harder to engage.

National organisations are generally in agreement that public confidence should be a key measure of success, although they believe that statistics should be important in helping to create this confidence that Policing is effective. This shows a slightly different focus for National Organisations, when compared with individuals, but maintains the cautionary approach that whilst Public Confidence could indeed be a key measure, it should not be over used or used as the sole measure of Police performance. Some suggested that any performance framework should be linked with others in the youth and criminal justice arena to reduce duplication and maximize impact.

Local Authorities agreed that public confidence should be used and that it be measured nationally and locally in order to take cognisance of local variations and should exist alongside traditional statistical data.

**The final analysis concludes that a significant majority of respondents agree that public confidence will be a key measure of success and the effectiveness of Police performance, although there are some concerns over how this would be implemented.**

## 5.6 Re-shaping our Workforce

**Consolidated Response Analysis**

The Policing 2026 strategy highlights that we will need to re-shape our organisation with a workforce focused on having the right skills and capacity to meet future challenges. Do you agree with this approach?
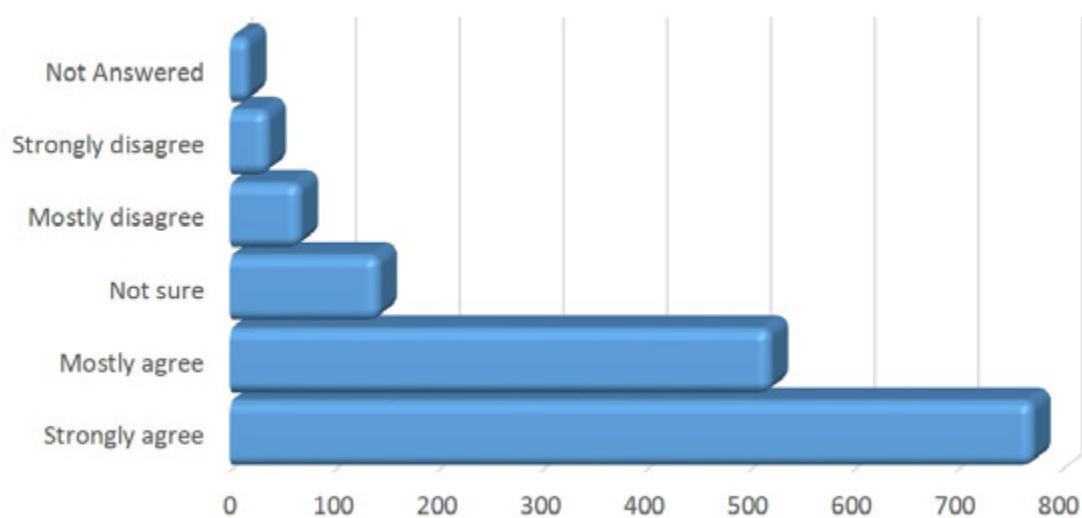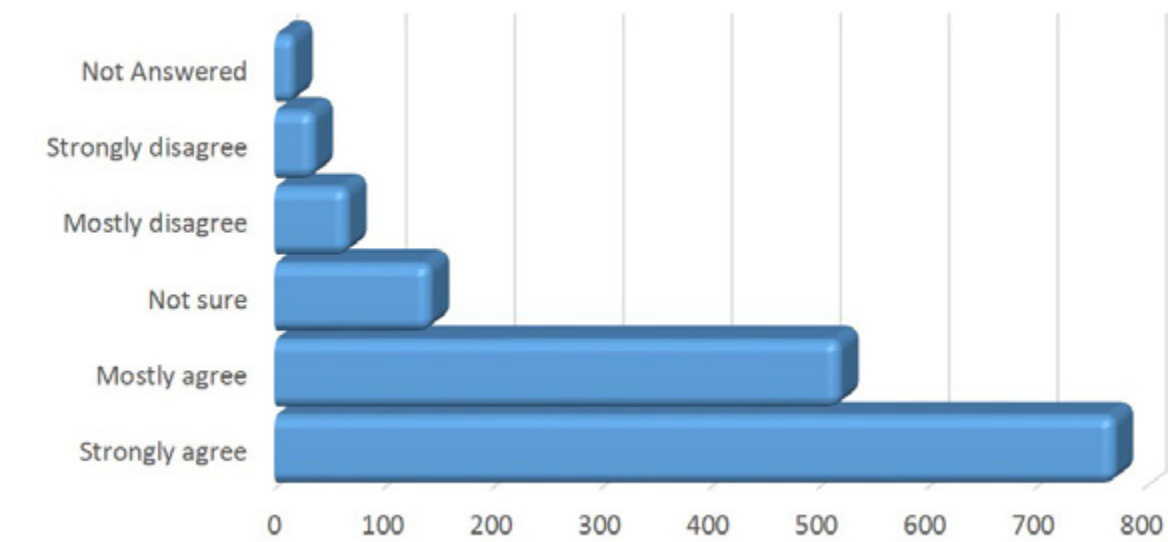


| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 843 | 49.15% |
| Mostly agree | 571 | 33.29% |
| Not sure | 156 | 9.096% |
| Mostly disagree | 68 | 3.965% |
| Strongly disagree | 39 | 2.274% |
| Not Answered | 38 | 2.216% |

Respondents believe that the organisation will need to be re-shaped, over 82% are in agreement. Under 7% of respondees disagree with the proposed methods. More respondees were "Not Sure" about the proposed areas of focus, than disagreed with them.

## 5.6 Re-shaping our Workforce

**Individual Respondents**

The Policing 2026 strategy highlights that we will need to reshape our organisation with a workforce focused on having the right skills and capacity to meet future challenges. Do you agree with this approach?



| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 773 | 49.7% |
| Mostly agree | 520 | 33.4% |
| Not sure | 143 | 9.2% |
| Mostly disagree | 67 | 4.1% |
| Strongly disagree | 36 | 2.3% |
| Not Answered | 17 | 1.1% |

Individuals were very much in agreement about the need to re-shape the organisation. Nearly half of individual respondents strongly agree with re-shaping our workforce and a total of 83% are in agreement.

By contrast less than 7% are in disagreement.

## 5.6 Re-shaping our Workforce

**Individual Respondents — Police Employee Per-spective**

The graph below illustrates the individual responses, comparing police employees with public in response to question five:
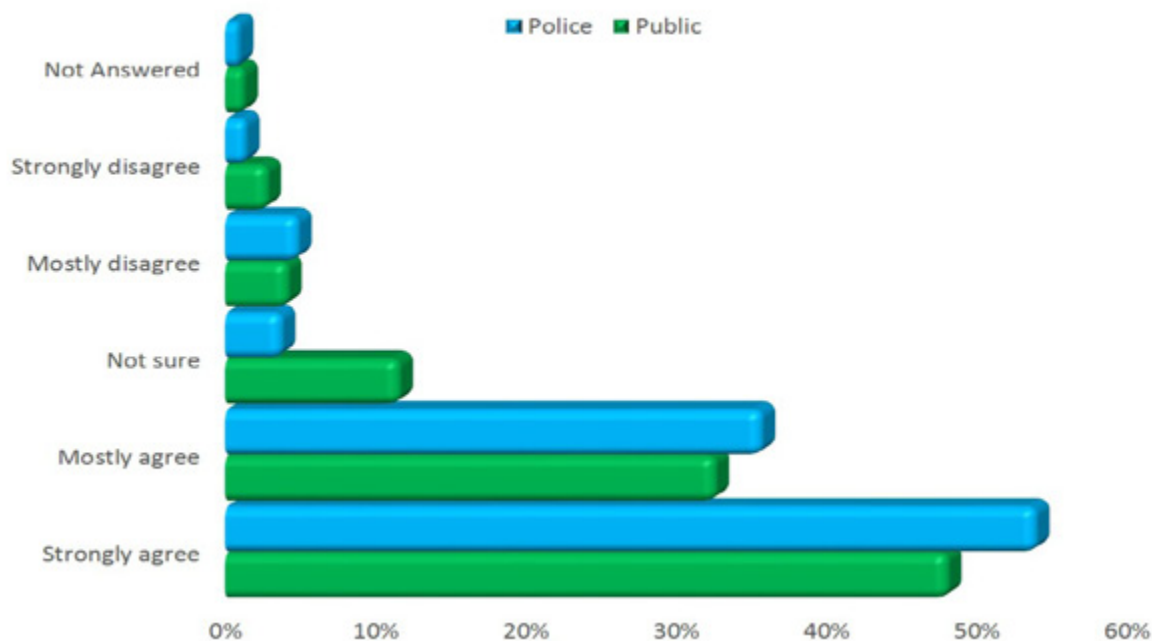


From this graph, it is very clear that police employees are even more positive and welcoming of addressing our workforce shape than public respondents. In total 90% of police employees agree with the need to re-shape, compared to the combined individual figure of 83%

It is also noticeable that police respondents are significantly more decisive, with 8% less police respondents providing an unsure response.

## 5.6 Re-shaping our Workforce

**Individual Respondents – Police Employee Perspective**

The following graphs detail the top tagged responses submitted by individuals, comparing police and public responses:
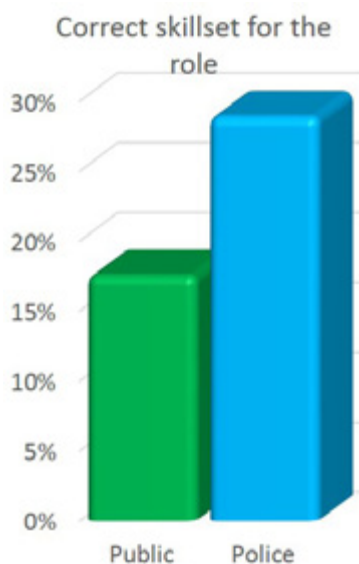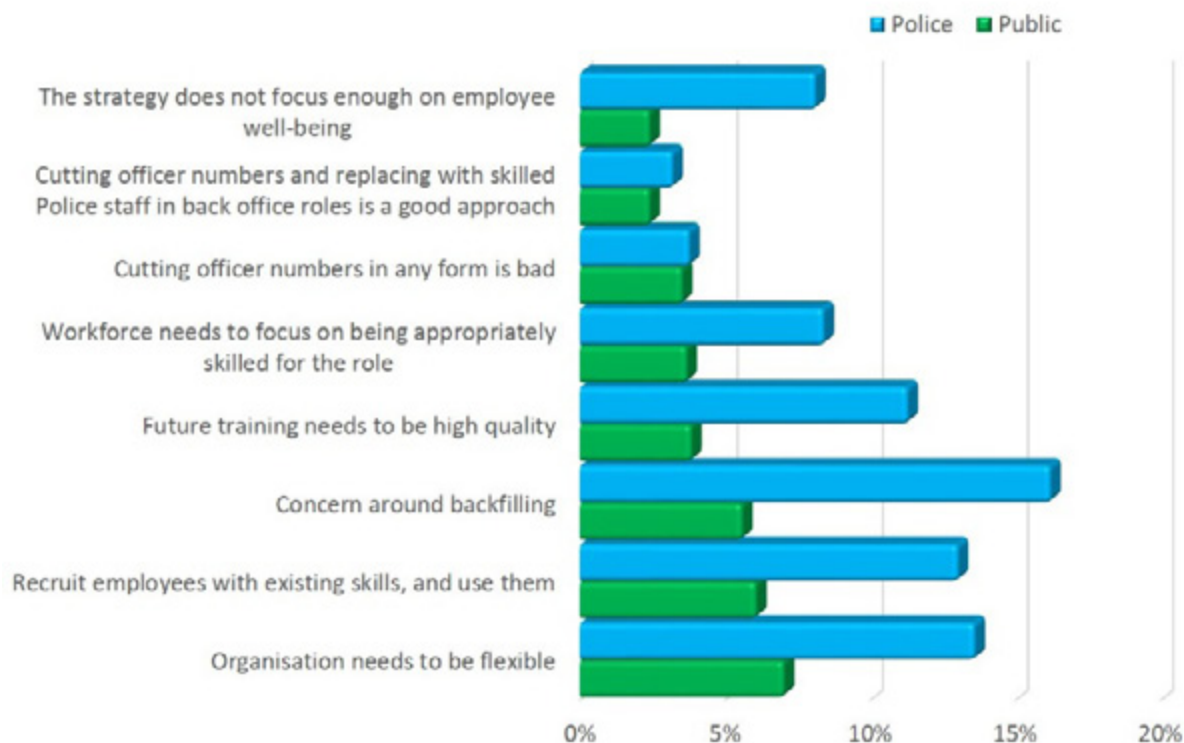




These graphs show that public and police respondents both believe that police employees having the correct skillset to fulfil their roles is the most important consideration.

It is noted within the bottom graph that police employees have stronger views on a number of areas relating to the workforce (which is to be expected as they are directly affected by this).

Particularly, 16% of police employees have concern regarding backfilling of police staff roles with police officers.

Also noteworthy - police employees would like more flexibility within the workforce, recognition and use of skills prior to joining the police and would like high quality training in the future.

## 5.6 Re-shaping our Workforce

**Individual Respondents — Police Employee Perspective**

Numerous graphs have been created comparing and analysing the observed difference in police employee and public opinion on question 5. They are displayed on the following 2 pages.



It is clear from this graph that in respect of cuts to the police workforce, the largest proportion of both public and police employees believe any cuts to officer numbers at all are bad, however it is also notable that a lot of people believe that cutting officers and replacing with skilled staff to perform back office functions is a good approach.
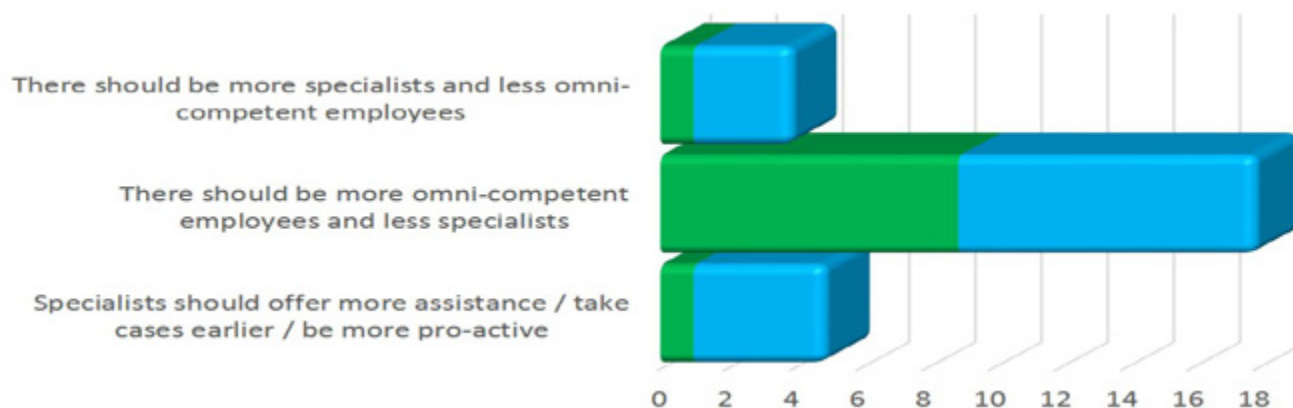


This graph makes it clear that there is strong support from both public respondents and police employees for having less specialist departments and employees and employing more omni- competent employees. This links closely with the first graph on the next page regarding officer visibility, where it can be seen that respondents are very supportive of more visible police officers, regardless of emerging threats.

## 5.6 Re-shaping our Workforce

**Individual Respondents — Police Employee Perspective**



As discussed on the previous page, and linked with respondent bias towards omni-competent officers and staff, this graph shows that respondents want visible officers and do not have the same level of concern about emerging threats.
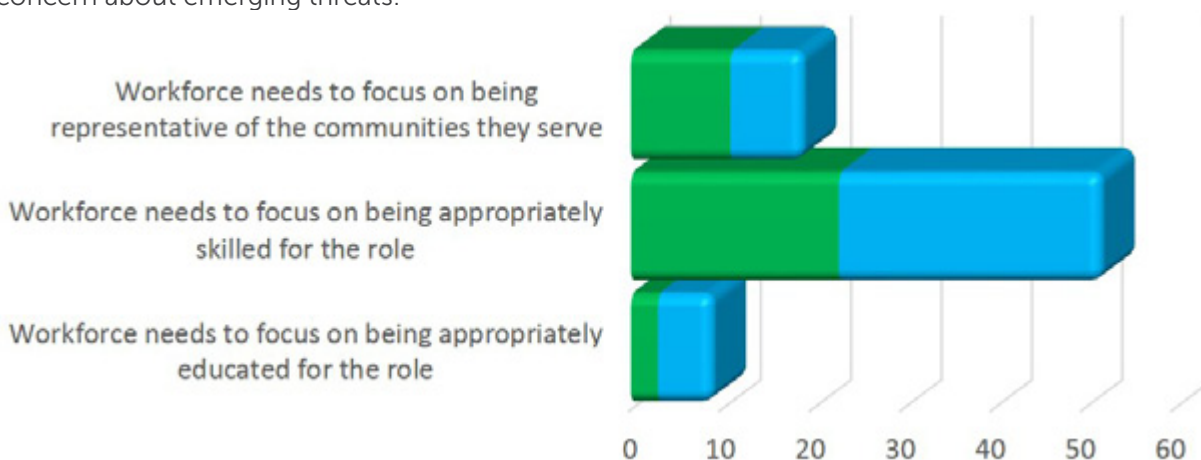


The above graph shows that the respondents are focused more on the skills of officers and staff than other considerations, such as education and employees' representativeness of the communities they serve.

In summary, respondents have displayed a clear desire for an omni-competent workforce, with appropriate skills and that are visible to the public. They appear content with this being at the expense of specialist roles and departments and do not have the same levels of concern regarding employees education or their representativeness of the communities they serve.

There is some support for replacing police officers with staff in back office functions, which perhaps do not require a warranted officer but a larger number wish to see no cuts to officers whatsoever.

## 5.6 Re-shaping our Workforce

**Individual Respondents — Police Employee Perspective**

Question 5 also elicited numerous responses regarding employee welfare, training & career paths etc. of officers and staff. The below graphs detail responses received in relation to this:
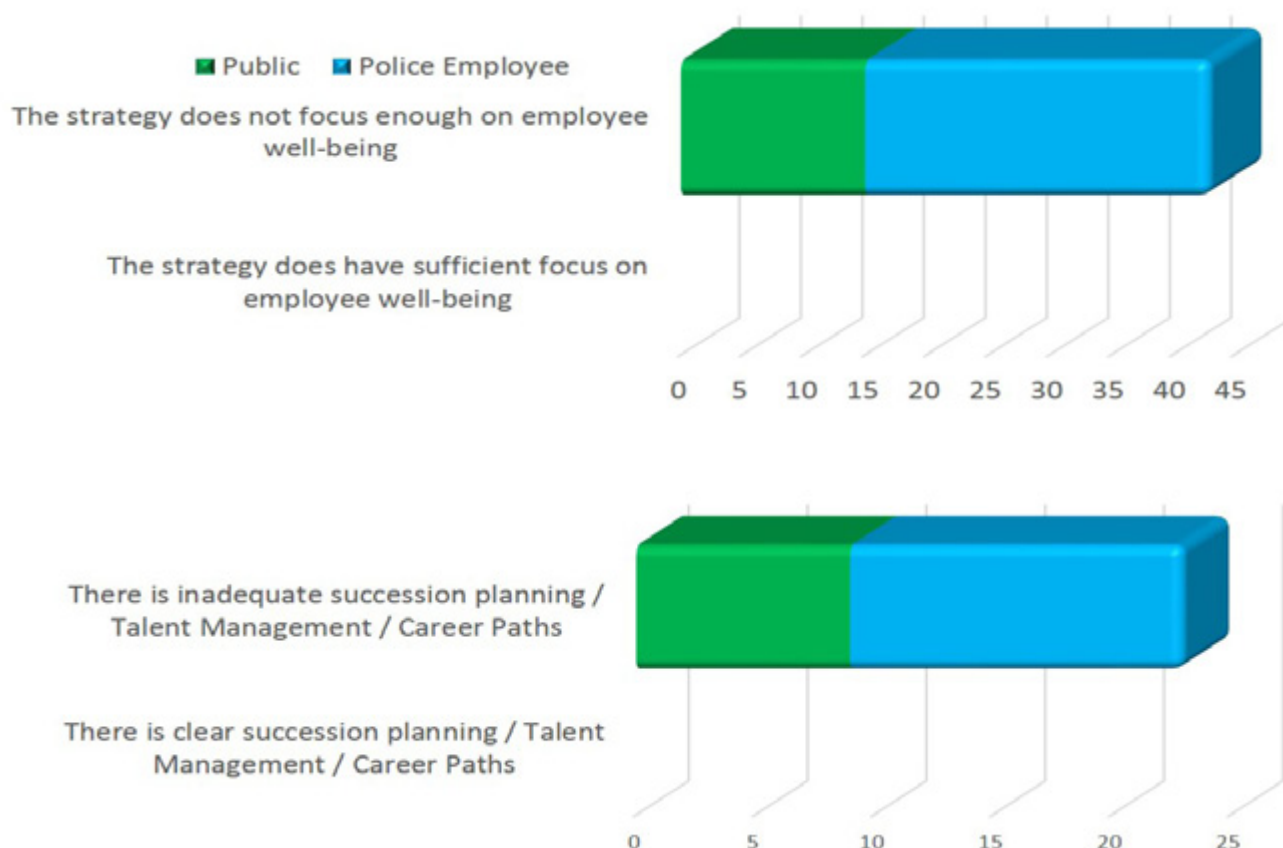




The above graph shows that the people who commented on well-being all believed that the Strategy would benefit from more focus on this.

Not one response believed there was enough focus on employee well-being contained within the Strategy.

Where individuals have made a comment about the future organisation's approach to employee development, all of them believed there was not enough reference to this within the strategy.

No one commented that they believe the organisation's future approach to employee development was clear or adequately represented within the Strategy.

## 5.6 Re-shaping our Workforce

**Individual Respondents — Geographical Analysis**

The graph below shows a breakdown of individual responses, by region, in response to question five:
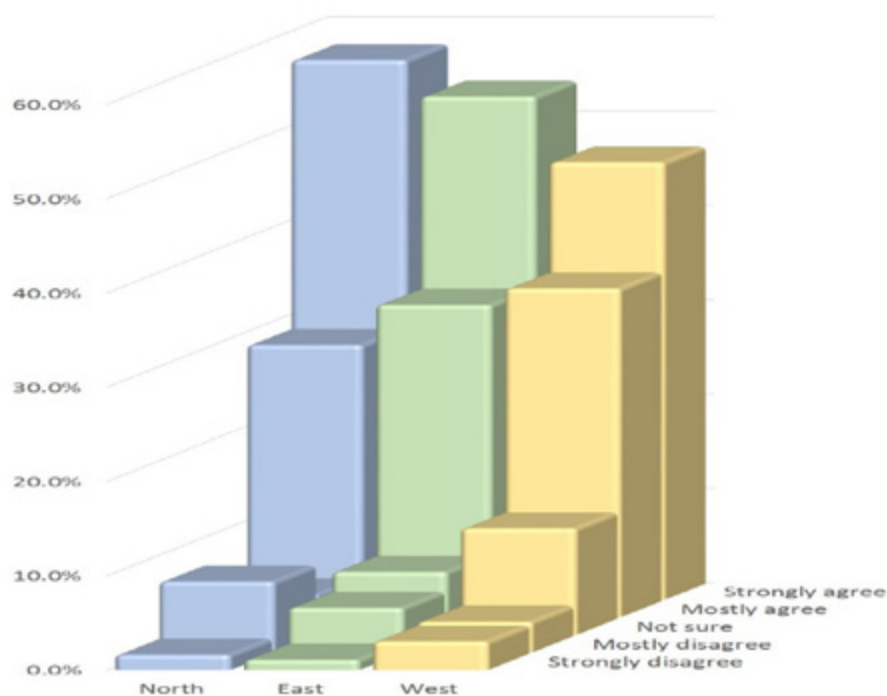


It is observed that individuals in the North appear more positive about re-shaping the workforce.

The North provided 4% more 'strongly agree' responses than the East and 11% more than the West.
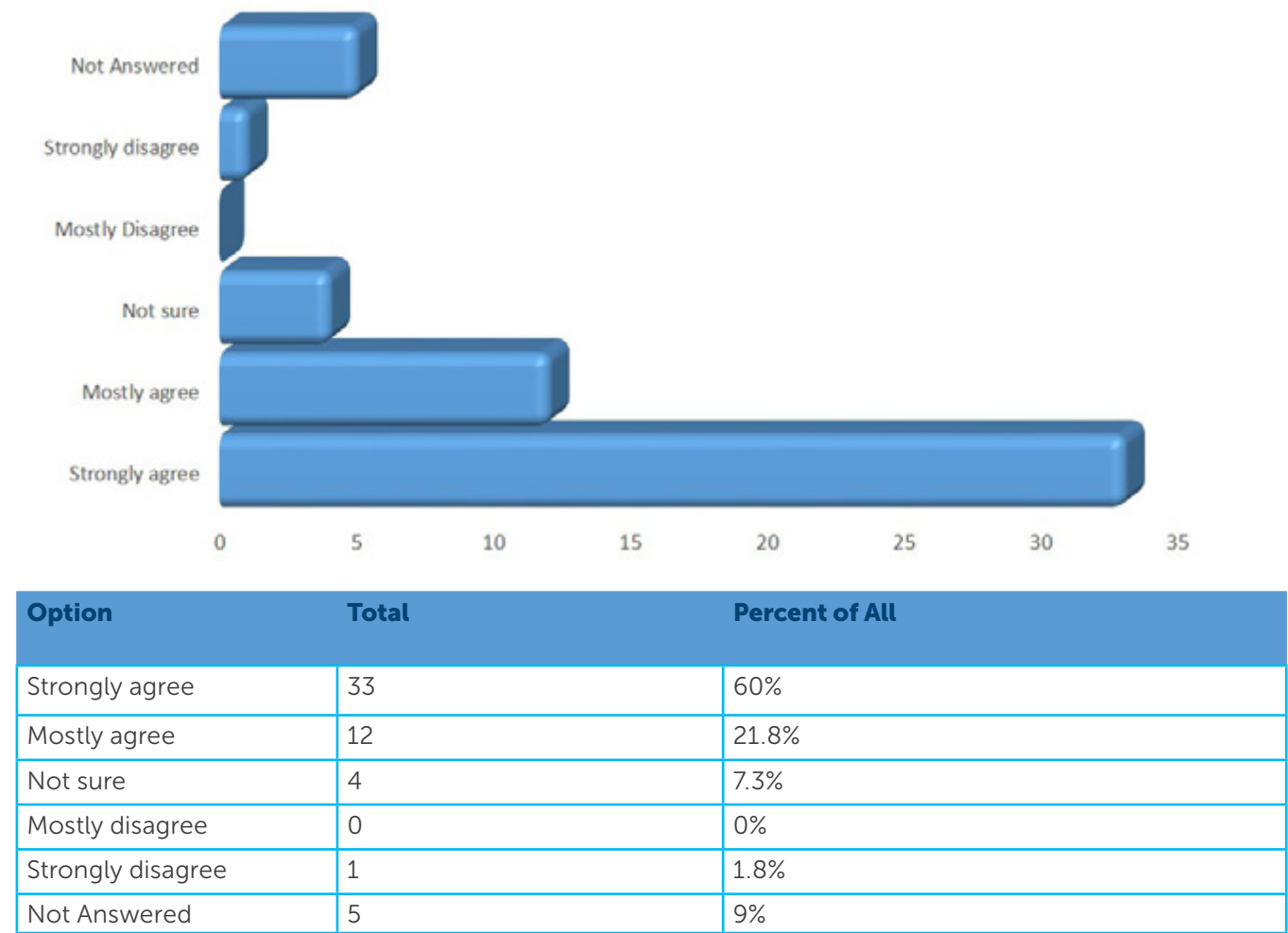
Individuals in the West are the most uncertain regarding this question with proportionately more 'not sure' responses than the other two regions combined.

As well as providing the most strong agreement responses, the North also provided the most negative responses to this question, suggesting this is a more emotive and defined subject for those in the North region, who have a definite view point, either for or against.

## 5.6 Re-shaping our Workforce

**Local Organisational Responses**

The Policing 2026 strategy highlights that we will need to reshape our organisation with a workforce focused on having the right skills and capacity to meet future challenges. Do you agree with this approach?



| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 33 | 60% |
| Mostly agree | 12 | 21.8% |
| Not sure | 4 | 7.3% |
| Mostly disagree | 0 | 0% |
| Strongly disagree | 1 | 1.8% |
| Not Answered | 5 | 9% |

Only one local organisation strongly disagreed with this (Queens Cross Community Council) but did not provide any constructive feedback regarding this view.

## 5.6 Re-shaping our Workforce

**Local Organisational Responses**

Below is a graph detailing all tags relating to responses to Question 5 from local organisations:
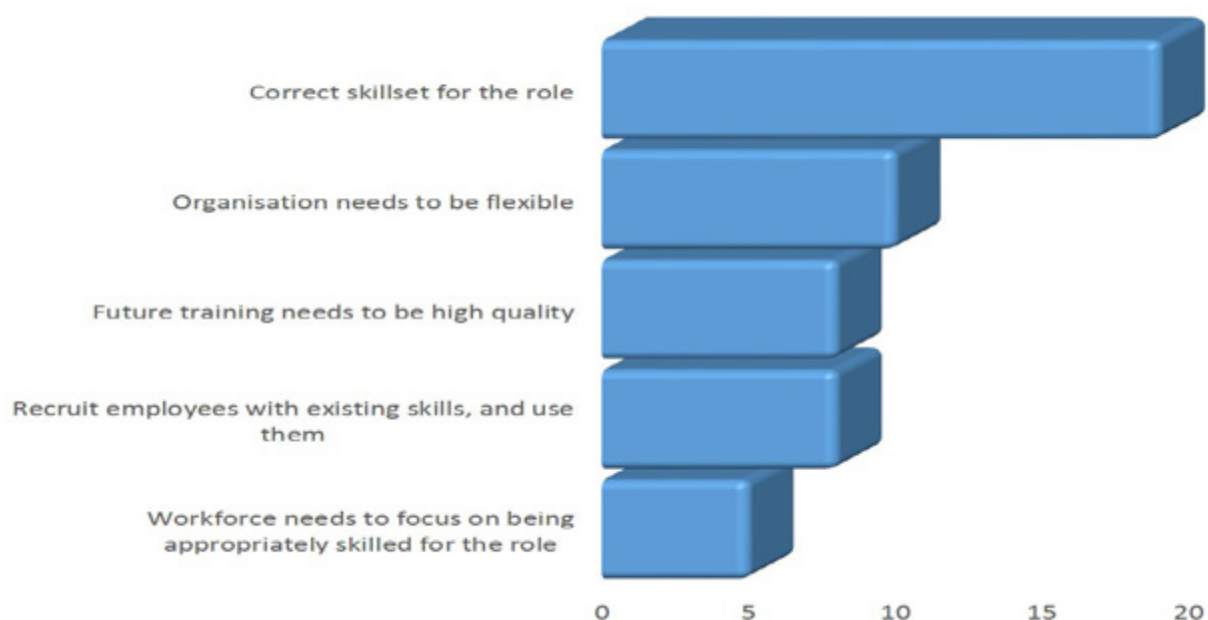


From analysis of these responses, it is clear that local organisations are focused on the skills associated with the roles undertaken by police officers and staff and they should have the appropriate skills and training for their role.

There was also strong support for more flexibility within the organisation.

All these responses are largely in line with the individual views expressed in response to this question.

## 5.6 Re-shaping our Workforce

**National Organisational Responses**

The Policing 2026 strategy highlights that
we will need to reshape our organisation
with a workforce focused on having the right
skills and capacity to meet future challenges.
Do you agree with this approach?
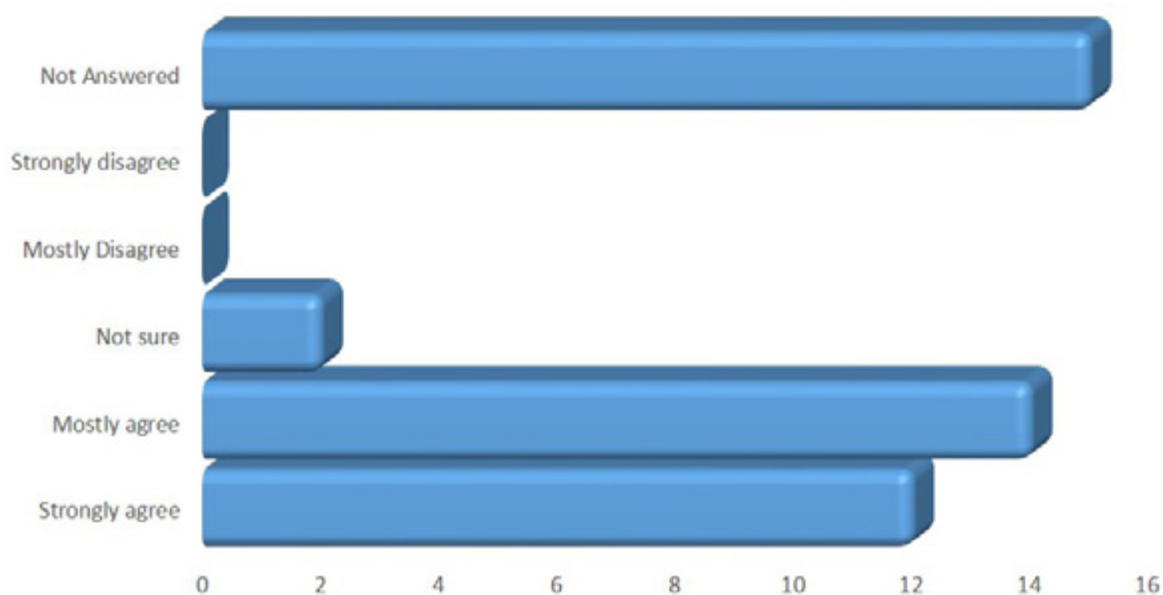


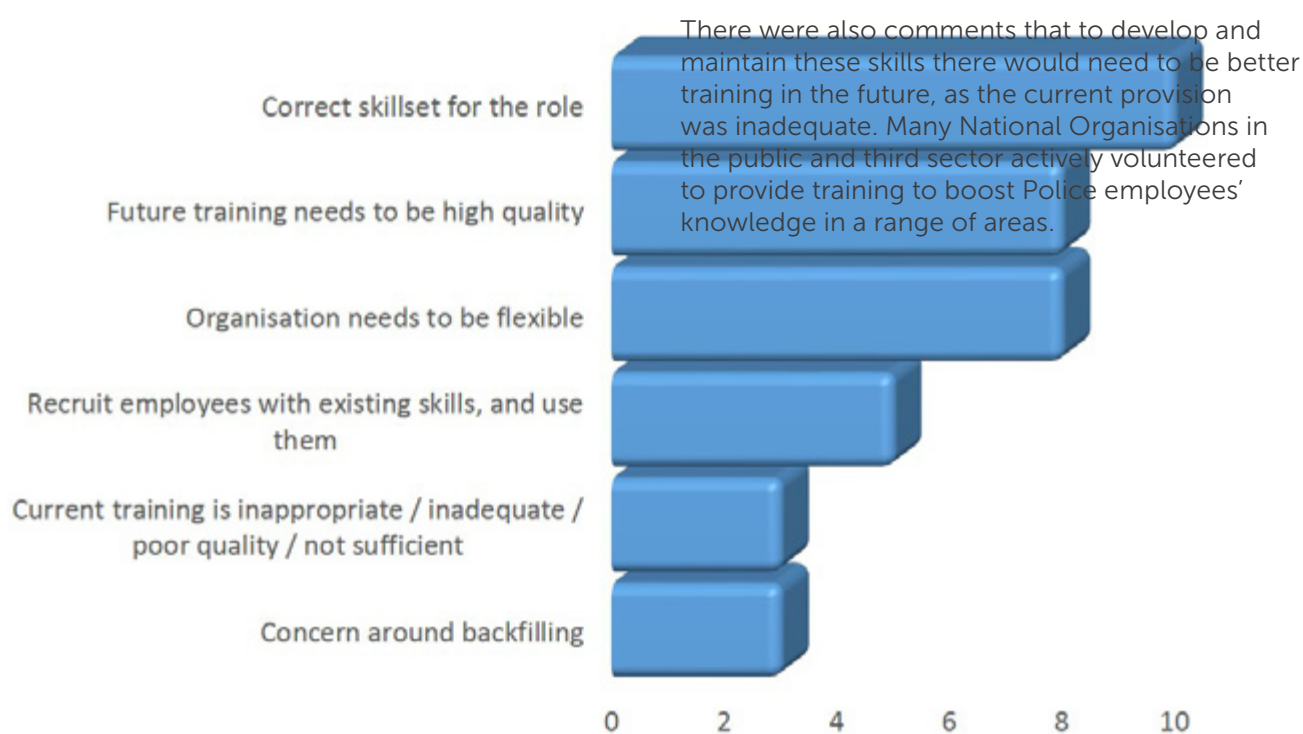| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 12 | 20% |
| Mostly agree | 14 | 21.8% |
| Not sure | 2 | 7.3% |
| Mostly disagree | 0 | 0% |
| Strongly disagree | 0 | 0% |
| Not Answered | 15 | 29.1% |

Responses from national organisations
where they have answered the questions
are almost entirely in agreement.

However, as has been seen in previous questions,
many national organisations did not answer and it is
more beneficial to examine the tagged responses for
the national organisations.

## 5.6 Re-shaping our Workforce

**National Organisational Responses**

All tags relating to national organisations in response to question five are displayed below:

Correct skillset for the role

Future training needs to be high quality

Organisation needs to be flexible

Recruit employees with existing skills, and use them

Current training is inappropriate / inadequate / poor quality / not sufficient

Concern around backfilling

0    2    4    6    8    10

There were also comments that to develop and maintain these skills there would need to be better training in the future, as the current provision was inadequate. Many National Organisations in the public and third sector actively volunteered to provide training to boost Police employees' knowledge in a range of areas.

Similarly to both the individual and local organisational responses, the most popular tag for national organisations related to ensuring police employees had the appropriate skills for their role.

## 5.6 Re-shaping our Workforce

### National Organisational Responses

The majority of national organisations support the necessity for staff to have the right skills and knowledge. Some of the comments from national organisations include the need to ensure staff be given sufficient time to develop specialisms, without unexpectedly changing portfolio.

Other comments include the need to adopt a partnership approach to training.

The commitment to increased diversity in the policing workforce was welcomed by NHS Health Services however they felt that an overreliance on technology could overlook the values base and attitudinal competency required to police communities.

| Option | Total | Percent of All |
|---|---|---|
| Strongly agree | 12 | 63.16% |
| Mostly agree | 6 | 31.58% |
| Not sure | 0 | 0% |
| Mostly disagree | 0 | 0% |
| Strongly disagree | 0 | 0% |
| Not Answered | 1 | 5.263% |

The Local Authority responses to this question are summarised overleaf.

The full Local Authority responses are available to view on the consultation platform, at **www.consult.Scotland.police.uk/consultation/2026**

The importance of having officers from diverse backgrounds, and the benefits they can provide, was also expressed within this section.

## 5.6 Re-shaping our Workforce

### Local Authority Responses

The Policing 2026 strategy highlights that we will need to re-shape our organisation with a workforce focused on having the right skills and capacity to meet future challenges. Do you agree with this approach?

## 5.6 Re-shaping our Workforce

**Conclusions**

In total 82% of respondents agreed that there will be a need to re-shape the Police Scotland workforce. 82% of local organisations and 95% of local authority responses were in agreement.

Individuals were very much in agreement about the need to re-shape the organisation. Nearly half of individual respondents strongly agree with re-shaping the workforce. This was even more marked when looking at the police employee perspective, in total 90% of police employees agree with the need to re-shape, compared to the combined Individual figure of 83%.

Whilst all regions are positive, individuals in the North appear more positive about re-shaping the workforce, providing 4% more "strongly agree" responses than the East and 11% more than the West.

Individuals that provided a written response have displayed a clear desire for an omni-competent workforce, with appropriate skills, that are visible to the public. The correct skills for the role was the most tagged comment in the whole consultation, with it appearing in 245 responses. They appear content with this being at the expense of specialist roles and departments. There is some support for replacing police officers with staff in back office functions which perhaps do not require a warranted officer, as borne out by the 16% of police employees who had concerns regarding backfilling of traditionally civilian roles with police officers. Many individuals felt the strategy did not contain enough detail on the organisation's future approach to employee welfare or development.

Local organisational responses have also focused on the skills associated with the roles undertaken by police officers and staff and that they should have the appropriate skills and training for their role. Local organisations recognise that re-shaping the organisation will be required to respond to changing demands. They note the need to have appropriately skilled employees, particularly specific specialisms i.e. forensics and internet etc. There were also comments that to develop and maintain these skills there would need to be better training in the future, as the current provision was believed to be inadequate.

The majority of national organisations support the necessity for staff to have the right skills and knowledge, however some felt that officers and staff did not always have sufficient training for their roles. Many national organisations in the public and third sector actively volunteered to provide training to boost Police employee knowledge in a range of areas or suggested the need to adopt a partnership approach to training. There were some concerns raised that re-shaping the work force would be savings based, rather than changes designed to improve operational efficiency.

The Local Authorities are supportive. Although concern was raised as to whether re-shaping was simply more centralisation of staff and reduction of local officers.

**The final analysis concludes that a significant majority of respondents agree that there will be a need to re-shape Police Scotland with a workforce focused on having the right skills and capacity to meet future challenges.**

## 5.7 Other Views

**Individual Respondents**

We would welcome any additional views you have on our strategy and how it will affect you, or any other person.

Question seven provided an opportunity for respondents to express their views or make any comments they wished about the strategy that was not covered by any other question.

This led to more written comments being received than were received for any other question. 695 individuals chose to provide comments in response to question seven.

These were subsequently examined and tagged appropriately, with clear themes emerging from this. The top tagged responses are detailed below:
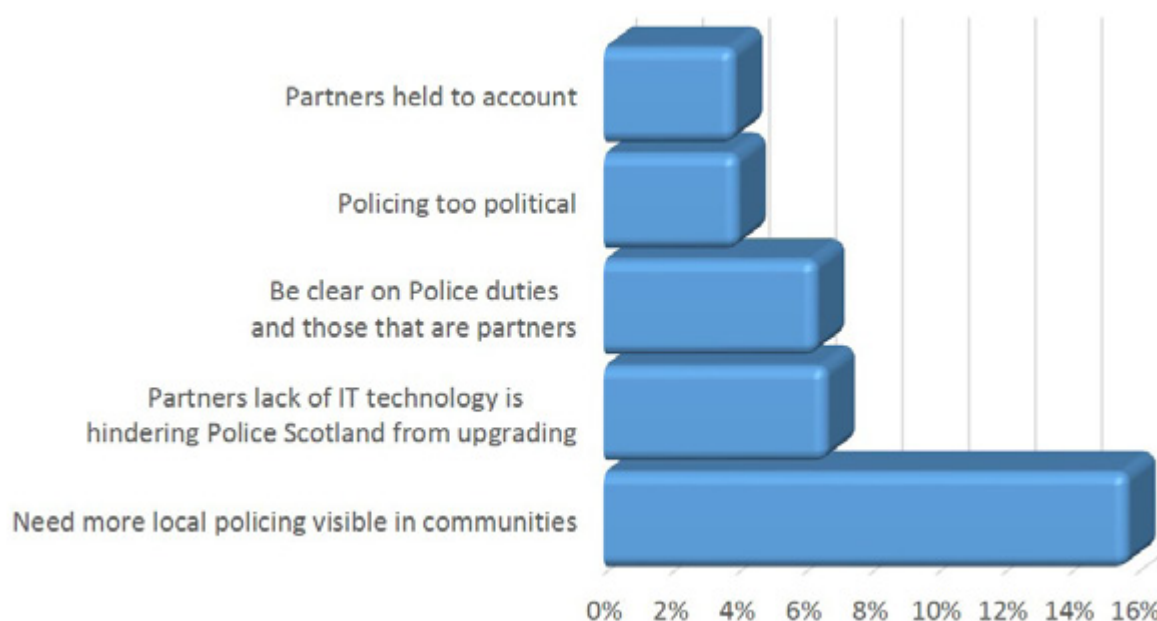


The most popular tag for individual respondents related to wanting more visible police within communities.

Three of the other top five relating to partner agencies: their accountability; the clarity of their duties and their lack of IT was perceived a hindrance to police upgrading.

A significant number of respondents also noted that political interference in policing was an issue.

## 5.7 Other Views

**Individual Respondents — Police Employee Perspective**

The below graph compares the top tagged responses submitted by police employees and public responses:
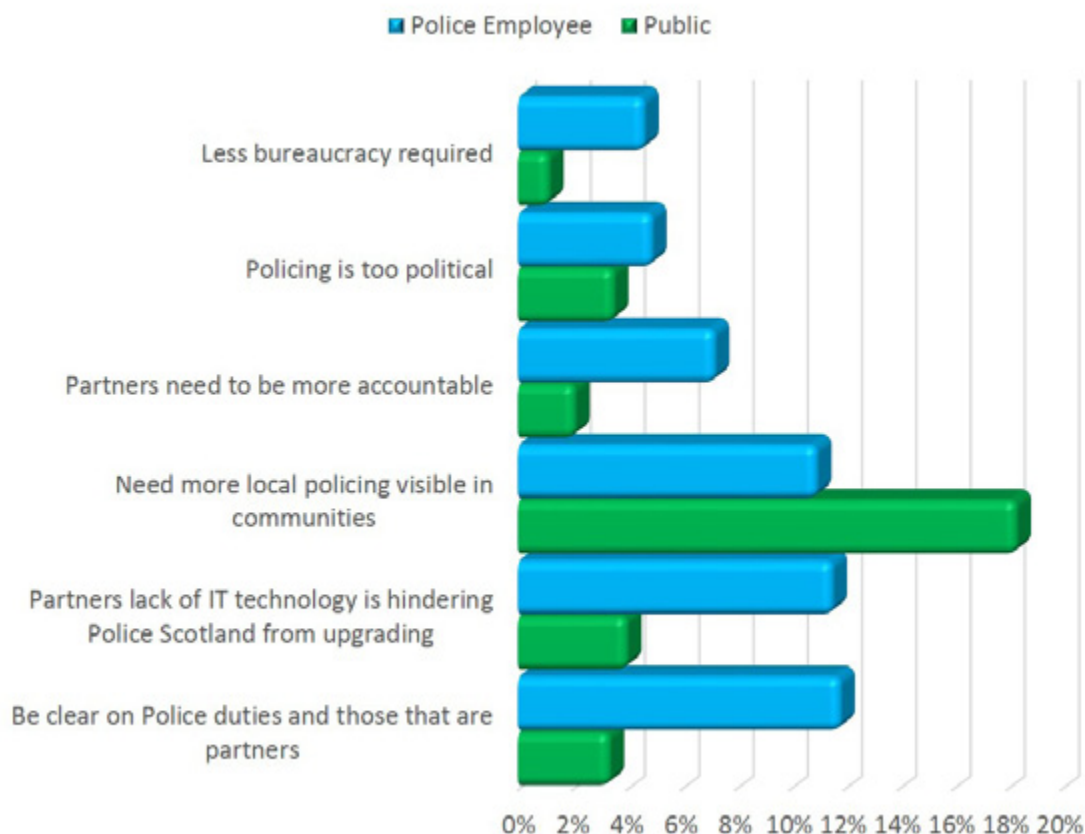


The top tags for both public and police are largely similar, with police respondents making considerably more comments than the public respondents.

It is particularly significant that three of the top six tags in relation to the completely free text question are relating to the perception of our partners. There is a need for consideration regarding the accountability of our partners and to be clear on their roles and those of the police.

This links closely to comments made regarding the most vulnerable people in our society and views being expressed that police take on responsibility for work which should be carried out by partner agencies.

There is also a clear public desire to see more police visible within communities as well as concerns over internal bureaucracy and political interference.

## 5.7 Other Views Conclusions

The 'other views' question provided an opportunity for respondents to comment on any matter which was not already covered within the consultation. This led to more written comments being received than were received for any other question as 695 individuals chose to provide comments.

The public desire for uniformed policing to be seen and visible within communities in the future was featured in 173 responses and is the second most common tagged response in the consultation, behind employees having the correct skills for their role.

There were also comments made emphasising how essential partnership working would be in the future and how it would need to be effective and beneficial for both organisations. There were views expressed, from both police employees and the public, that when protecting the most vulnerable people in our society, the Police take on responsibility for work which could and sometimes should have been carried out by partner agencies. This led to comments regarding the need for a clear understanding of police and partner duties both internally and for the public, so the correct organisations can be held accountable. There were also a number of respondents who felt that there was too much political interference in policing.

Nine organisations wished for a more specific mention of a particular protected characteristic. These predominantly originated from organisations who represent or responded on behalf of communities with the characteristic mentioned.

Both the Scottish Ambulance Service and Scottish Fire & Rescue Service were supportive of the Strategy and stated they would welcome more collaborative working with Police Scotland in the future.

Generally, the Local Authorities that responded were positive about the draft Strategy. The additional comments within this section relate to the importance of partnership working, local autonomy and the desire to see some commitment that Police Scotland will refrain from passing on responsibly to partners in order to save money, which would appear to reinforce the individuals comments that clear understanding of roles is required.

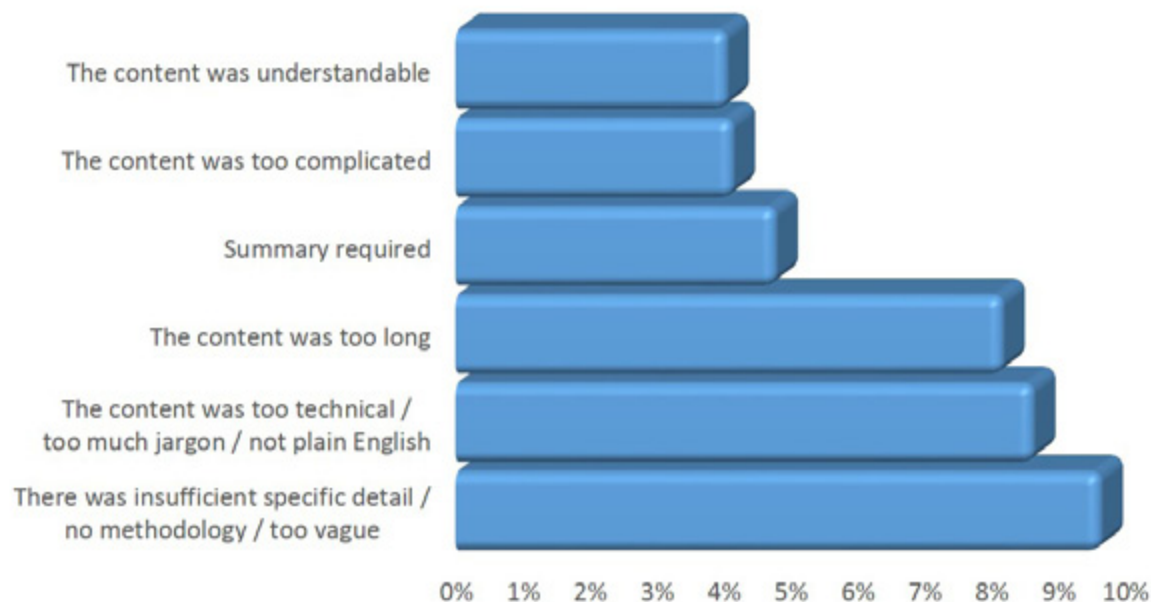## 5.8 Clarity, Understanding & Simplicity

**Clarity, Understanding & Simplicity**

Is the strategy presented in a clear
and understandable way?
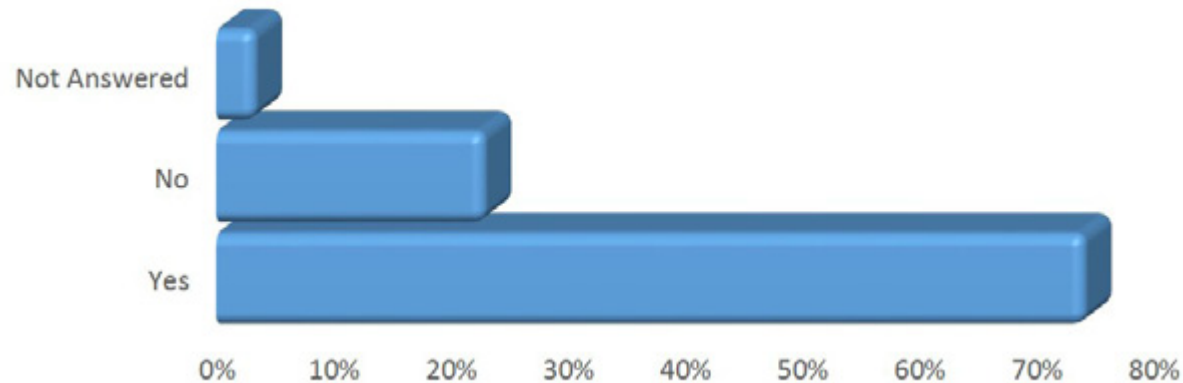


There is no discernible difference between individual, local and national organisational and local authority responses in replies to Question 6 with approximately three quarters of all respondents answering 'Yes' the strategy is clear and understandable.

In relation to tagged responses, there are 3 tags which were tagged significantly more than any other. The most popular related to the strategy not being detailed enough.
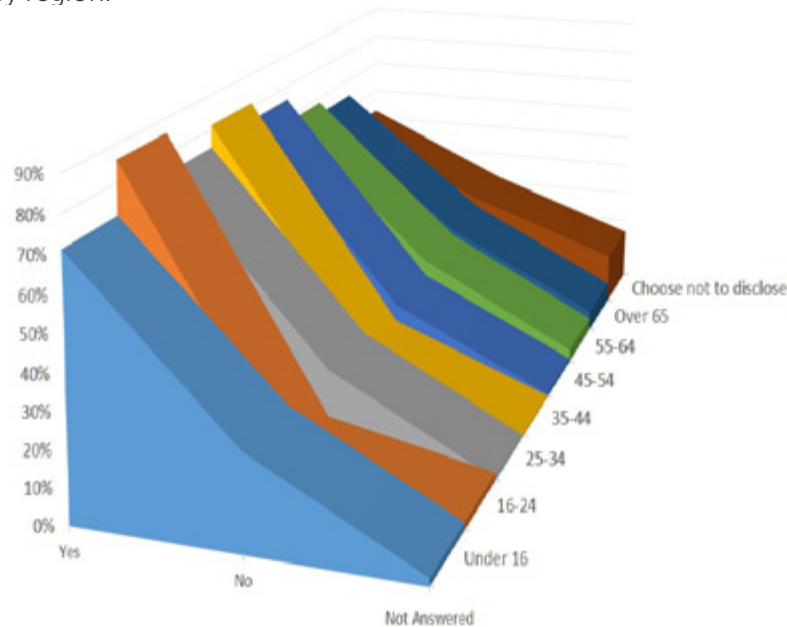


Other responses focused on too much 'management speak' and jargon. The third most popular was that it was too long and a summary would be useful.

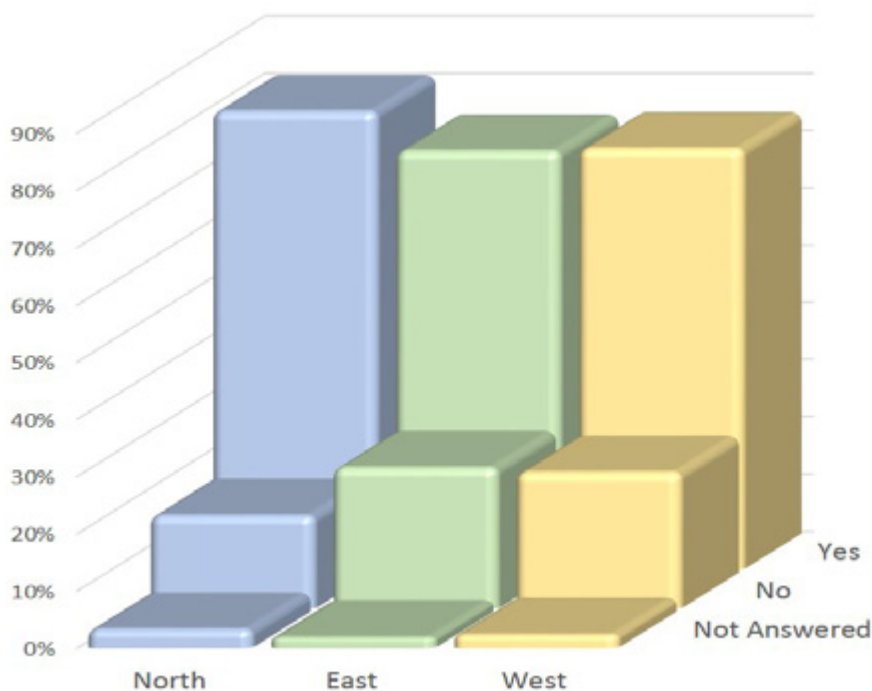## 5.8 Clarity, Understanding & Simplicity

**Clarity, Understanding & Simplicity**

The below graphs detail the response to
Question 6 by age and by region:



The diagram above shows that there is agreement across all age ranges, however it is particularly noteworthy that the 16 – 24 age range had the most positive responses, with 86% indicating the strategy was understandable and clear. There is a distinct tapering of agreement, with older respondents less likely to agree the strategy is clear and understandable.

The diagram below shows there was a better understanding and positive view about the strategy in the North than in the East and West regions.

## 5.8 Clarity, Understanding & Simplicity
**Conclusions**

Approximately three-quarters of all respondents said that the strategy was presented clearly and was understandable. About 10% of respondents believed it was too vague and too long, with about 9% feeling there was too much 'management speak'.

The biggest criticism was not of the Strategy itself, but instead was concerned with what was missing. 113 responses complained that it did not contain sufficient detail or was too vague. It is important to reinforce that the Ten Year Strategy is simply the start of a journey. There will follow a large number of conversations and consultations as an implementation plan is drawn up and delivered. It is at this point that significant detail will be provided, consulted upon and amended to deliver the police service that Scotland will require over the next decade.

## Publication Information