

**Joint Strategy for Policing
(2020)
Consultation Findings**

Contents

Introduction	3
Engagement overview	4
Summary of findings.....	5
Who responded to the consultation?	6
What people said	10
Outcome 1: Keeping people safe.....	10
Outcome 2: Communities are at the heart of policing ..	16
Outcome 3: How we involve you	19
Outcome 4: Supporting our people	22
Outcome 5: Sustainable policing for the future	26
Contact us	29
Appendix	30

Introduction

In December 2019, the Scottish Government updated its Strategic Police Priorities, prompting a refresh of the Scottish Police Authority (SPA) and Police Scotland's strategic police plan and long-term strategy for policing.

The refreshed Joint Strategy for Policing, *Policing for a safe, protected and resilient Scotland*, sets the future direction for policing in Scotland. The Strategy describes our strategic outcomes and objectives whilst recognising the unique role of policing in the communities we serve.

Having developed a draft of the Joint Strategy for Policing, the next stage in the development of the Strategy was to engage with the public and partners. Through our ongoing conversations with the

public, partners and our people, we have taken account of feedback provided; shaping the design and delivery of policing now and in the future, and considering the opportunities and challenges ahead.

We also launched an online consultation to support our conversations. This was captured online using the 'Citizen Space' platform, and through written feedback.

Through this consultation, we wanted to hear what our public and partners think about the future vision that is developed and described in the Joint Strategy.

The aim of this report is to provide a summary of the responses to the engagement and the key findings.

Engagement overview

We looked to gather opinions from people across Scotland on our proposed outcomes and our approach to achieving these. The question set can be found on the [Consultation Hub page](#).

The opinions of Scotland's citizens will make sure that our Joint Strategy fits with their expectations and needs, as well as enabling continued collaboration. Through the consultation, we were able to identify areas of the Strategy that require to be amended or strengthened.

A six-week engagement phase was run from 20 January until 2 March 2020. The engagement was both internal and external.

The online survey asked for feedback on extracts from the draft Joint Strategy relating to the proposed strategic outcomes for the future direction for policing in Scotland. This enabled respondents

to select options to signal their level of support for the approach and provide further comments on the content.

The engagement was promoted via various social media channels. Police Scotland's intranet was used to promote the consultation internally with officers and staff, and encouraged them to submit their feedback.

We welcomed alternative methods of submitting feedback, including letters, email and through conversations. An 'easy read' version of the consultation was available upon request. Easy read refers to the presentation of text in an accessible, easy to understand format. This ensured that the consultation was available to all those who wanted to complete it.

In total, the consultation received **1451 responses**.

Summary of findings

Consultation respondents were asked to what extent they agreed or disagreed with the outcomes and objectives set out within the Joint Strategy. The percentage of respondents who either 'agreed' or 'strongly agreed' with each outcome were as follows:

- Outcome 1: Keeping people safe – **80%** (Figure 7)
- Outcome 2: Communities are at the heart of policing – **76%** (Figure 8)
- Outcome 3: How we involve you – **75%** (Figure 8)
- Outcome 4: Supporting our people – **75%** (Figure 9)
- Outcome 5: Sustainable policing for the future – **70%** (Figure 10)

These findings indicate a strong level of support for the outcomes and approaches set out within the Joint Strategy. This provides Police Scotland and SPA with the assurance that these outcomes and objectives have support and confidence from the public and partners.

Approximately **2455 free text responses** were given by respondents. These responses allowed us to gain a more in-depth understanding of respondents' views. Anonymised quotes and thematic analysis of free text responses are shared within the reports.

Analysis of the additional comments highlighted a particular focus and interest across the following areas:

- **Local and community policing** - Respondents noted the need for proactive policing in local communities across Scotland.
- **Partnerships** – Developing partnerships with environmental organisations was highlighted as being particularly important to further define and implement our approach to environmental sustainability.
- **Accessibility** – Ensuring Police Scotland is accessible to all within Scotland's diverse community was a key theme.
- **Officer safety** – Ensuring that all police officers have the necessary training and support to execute their duties safely was important.

These findings are set out over the following pages of this report.

Who responded to the consultation?

About the respondents

In total, the consultation received **1451 responses**. The majority of responses were from individuals (91%), while 6% were from organisations. Around a quarter (24%) of responses were from police officer/staff, highlighting strong internal engagement.

Gender

The sample had an equal split between female and male gender identity (Figure 1), with 45% of respondents self-identifying as male and female. Less than 1% identified as transgender or non-binary.

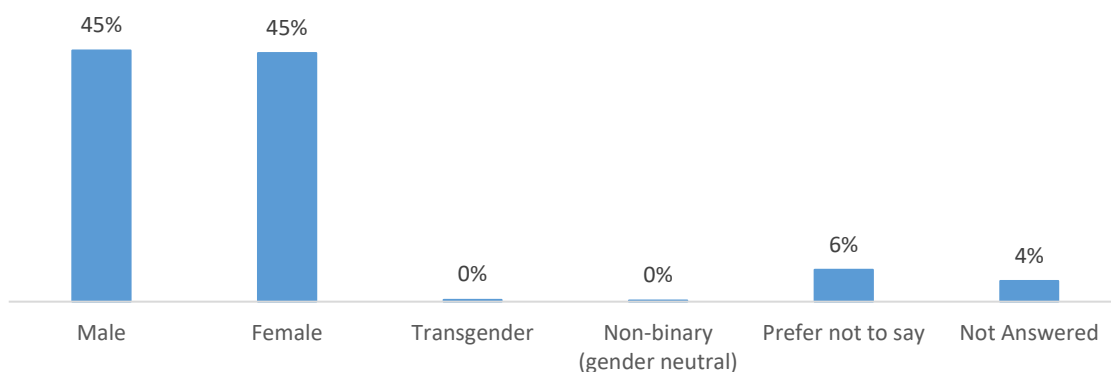


Figure 1: Respondents by gender identify. Source: [Police Scotland analysis of Strategic Plan survey data]

Age

The majority of responses came from respondents aged between 30 and 59 years old (59%). Those under 30 represented 18% of responses, while over a quarter (28%) were 60+ years old (Figure 2).

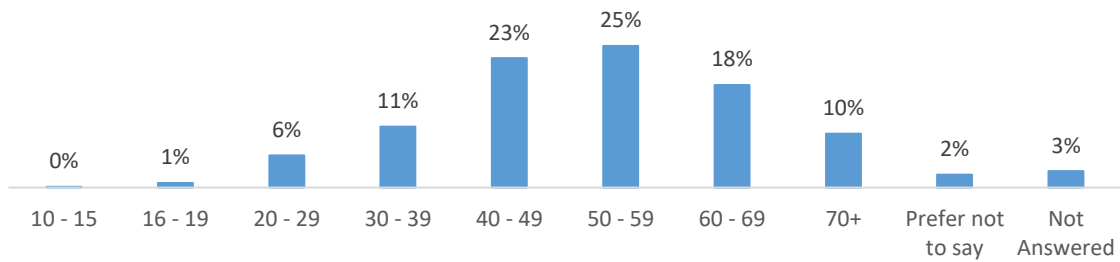


Figure 2: Respondents by age group.

Disability

A notable majority (78%) of the respondents self-identified as non-disabled, with just over one in ten (13%) saying they have a disability (Figure 3).

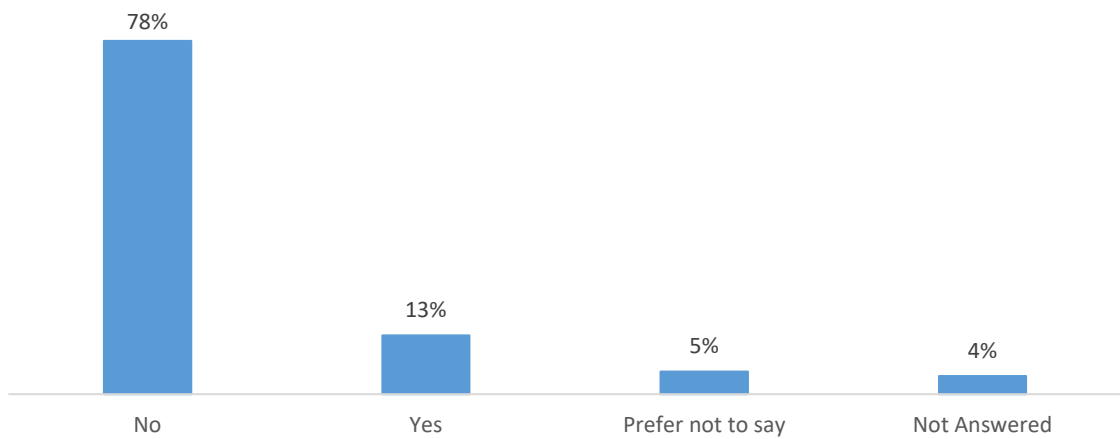


Figure 3: Respondents by whether they reported a disability.

Sexuality

81% of respondents self-identified as heterosexual. Less than one in ten self-identified as gay (2%), bisexual (2%), or lesbian (1%). Only 1% identified as other, while one in ten (10%) preferred not to identify their sexuality (Figure 4).

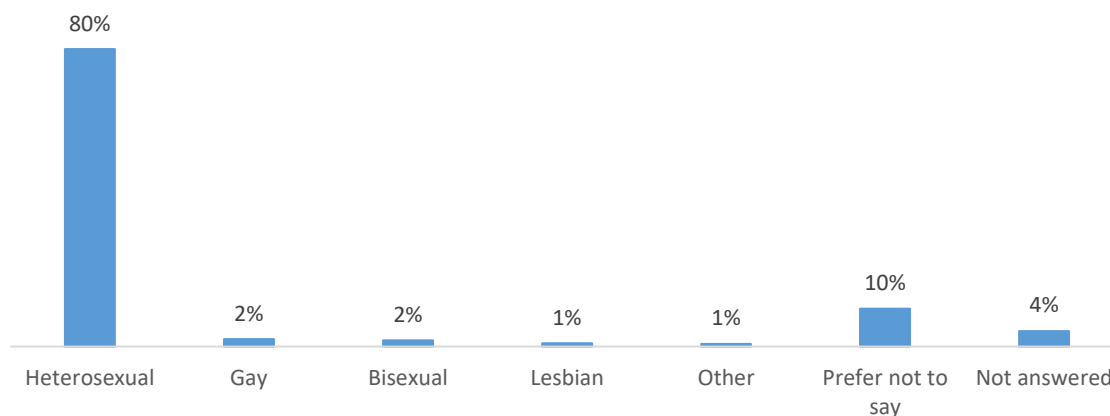


Figure 4: Respondents by sexual orientation.

Ethnicity

The majority (72%) of respondents self-identified themselves as White Scottish, while over one in ten said they were White Other British. Other ethnicities were represented at 2% or less (Figure 5).

Ethnicity	%
White Scottish	72%
White other British	13%
Any other white ethnic group	2%
White Irish	1%
Any other ethnic group	1%
Any mixed or multiple ethnic group	<1%
Pakistani, Pakistani Scottish or Pakistani British	<1%
Caribbean, Caribbean Scottish or Caribbean British	<1%
White Gypsy/Traveller	<1%
Arab, Arab Scottish or Arab British	<1%
Black, Black Scottish, Black British	<1%
Indian, Indian Scottish or Indian British	<1%
White Polish	<1%
Prefer not to say	<1%
Not answered	<1%

Figure 5: Respondents by ethnicity.

Religion

A significant minority (43%) of respondents self-identified as having no religion, while one quarter (25%) self-identified as being part of the Church of Scotland. Around one in ten said they were Roman Catholic (9%) or Other Christian (8%). Other religions were represented at 1% or less (Figure 6).

Religion	%
No religion	43%
Church of Scotland	25%
Roman Catholic	9%
Other Christian	8%
Any other religion	1%
Buddhist	1%
Muslim	<1%
Jewish	<1%
Hindu	<1%
Prefer not to say	8%
Not answered	5%

Figure 6: Respondents by reported religion.

What people said

Outcome 1: Keeping people safe

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

Overview

Outcome 1 of the Strategy sets out Police Scotland's approach to keeping people safe. It highlights the following objectives:

- Keep people safe in the physical and digital world;
- Design services jointly to tackle complex public safety and wellbeing challenges; and
- Support policing through proactive prevention.

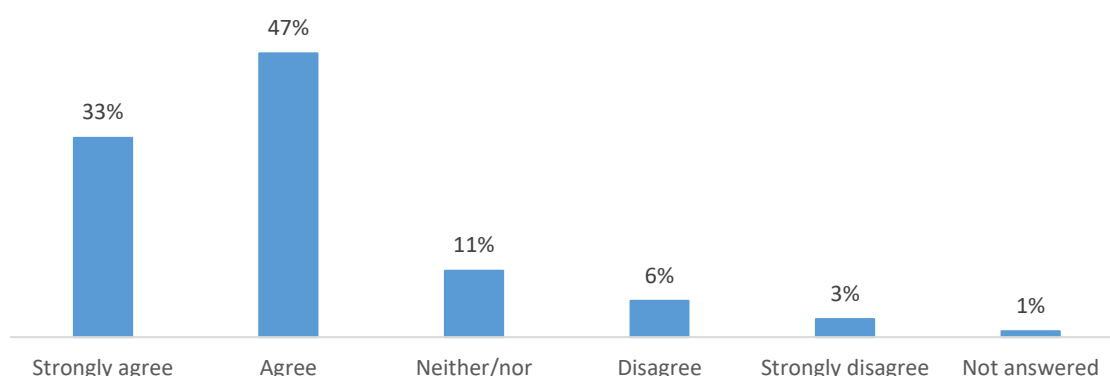


Figure 7: Responses to “to what extent does outcome one meet your expectations?”

A strong majority (80%) of respondents said they strongly agree (33%) or agree (47%) with Outcome 1, while less than one in ten (9%) said they strongly disagree (3%) or disagree (6%). **These findings are statistically significant and indicate strong agreement with the first outcome.**

Outcome 1: Free-text analysis

37% of respondents chose to provide a free-text response for Outcome 1. Among those who did provide a response, the overall quality of responses was high, which provided rich qualitative data for analysis.

There was a focus on **proactive prevention** amongst a large number of respondents. The majority of respondents noted the need for proactive policing in local communities across Scotland. However, several observed that a clear definition of what constitutes proactive prevention was an omission from the document. Others highlighted that any definition of proactive policing would be difficult to achieve given issues around funding and officer numbers, although there was general agreement that proactive policing was an effective deterrence method.

“What do you mean by proactive prevention - not sure how you will do this with the ever decreasing numbers of police officers. How can you be proactive when you've barely enough police officers to be reactive?”

(Female, 40-49 years, public)

“I believe there needs to be a focus on prevention in order to reduce demand at the front-line and reduce inter-generational, pro-crime families. Investing in prevention strategies and activities will mean that we help create more resilient communities and we can have better working relationships directly with communities and individuals as well as with partners.”

(Female, 40-49 years, public)

“The service has played with proactive prevention for years, it's time to absolutely prevent issues instead of allowing them to fester in to a problem. The prevention side of policing should be invested in, supported by senior management and endorsed by exec. Without this, officers are not supported and seen as the second class service behind the CID world.”

(Male, 30-39 years, public)

Consistent with previous research, **sharing responsibility with other private and public sector organisations** was a common theme. Many respondents viewed Police Scotland as being the 'last line of defence'; a service that is expected to deal with events when other partners can't or won't.

Respondents noted that the Police Scotland and SPA joint-strategy should be consistent with that of relevant partner organisations to ensure consistency across services. The increase of signposting to more appropriate services when dealing with non-police incidents was also highlighted.

“It would be helpful to see partnership explicitly stated in the objectives, recognising the increasing focus on collaborative service delivery.”

(Local Authority)

“Joined up working and partnership working is vital however it has to be a partnership! There are too many instances of people and organisations protecting their own interests and vying for perceived power over others and this deskills and devalues partnerships and progress.”

(Female, 50-59 years, public)

“The idea of strong partnership working is noble but flawed in that PS are always seen as the backstop for other agencies and we do not kick back to these agencies to say that they must deal with their part of the agreement. Ultimately frontline policing takes on the majority of other agencies work due to poor and weak management in Police Scotland.”

(Male, 60-69 years, public)

Issues around **resources** were mentioned by a majority of respondents. Whilst most respondents strongly agreed or agreed with Outcome 1; it was noted that without adequate resources to increase officer numbers, increase officer safety, and increase public safety, it will be difficult to achieve these objectives. There was overwhelming support for increasing police resources among respondents, especially when used to support operational officers:

“Police Force Require more resources and greater numbers of officers due to escalating demands.”

(Male, 40-49 years, public)

“I feel you are doing the best you can with the resources and manpower available. I strongly feel more officers visible in communities are necessary but are lacking.”

(Female, 60-69 years, public)

Continuing to develop the way Police Scotland communicate with members of the public was of importance to a number of respondents. There was a focus on **communication at a local level**, which respondents tended to value over all other communication channels – especially among those who are older or live in rural areas. This is consistent with previous research.

“Police must be seen to be working with local communities when there are spikes of crime whether in the digital or physical world. More communication with communities will reassure the public.”

(Female, 70+ years, public)

Respondents in rural locations also highlighted specific issues that they felt were important to people in their community. One such example is Police Scotland's increasing focus on wildlife crime, which is a prominent issue in rural communities across Scotland:

“I know that dealing with wildlife crime must of necessity be a multi organisational response and have strong community awareness and engagement and ownership, but of course Police have a very important place in this aspect of crime and time and training must be made available for Police to liaise observe educate and act.”

(Unknown, 60-69 years, public)

Outcome one: Cybercrime

Cybercrime was widely viewed as an increasing problem, one that most believe Police Scotland have an important role in tackling moving forward. However, there were a minority of respondents who believed that there should be a clear separation of roles within the organisation – those officers who deal with cybercrime, and those who deal with more ‘traditional’ police matters. A small group of respondents believed that cybercrime is completely outside the remit of the police and should be the responsibility of another, external organisation.

“Cybercrime is getting to be more of a major problem there should be separate sections within the police to deal with this type of crime and the courts should take a greater view of these crimes and stop being so lenient.”

(Male, 60-69 years, public)

“Cybercrime poses a very real threat with ever advancing technologies. It is imperative that individuals and organisations are protected without undue invasion of privacy.”

(Female, 50-59 years, public)

“Clearly cybercrime is beyond the remit of the ordinary police force and a specialised separate organisation is required.”

(Unknown)

A number of respondents noted the **lack of a clear definition of cybercrime**, which is consistent with existing research, as well as the importance of establishing this moving forward. There were those who highlighted that issues around definition are not unique to Police Scotland. It was noted that strengthening the definition of cybercrime is likely to increase public awareness and engagement in Police Scotland’s approach to cybercrime.

“I really don’t know much about cybercrime, I think raising awareness would be beneficial.”

(Unknown, 50-59 years, public)

“There is no such thing as cybercrime. There is crime, and the online world is the medium. Calling everything cybercrime is confusing for public, partners and police. Why are fraud, child abuse and school bullying all labelled as cybercrime? They are so different, the only thing they might share is the

medium. Any crime that can be facilitated online is by the definition above cybercrime, and yet most crime types can also be committed offline.”

(Male, 50-59 years, public)

Many respondents viewed Police Scotland as currently lacking the capacity or capability to effectively tackle cybercrime, and that significant increases in resource and capacity are needed to achieve the cybercrime outcomes. Some noted the deeply complex and dynamic nature of cybercrime, which requires Police Scotland to rapidly evolve to be effective in this area. Few felt this would be easy for an organisation like Police Scotland to achieve:

“This is a complex and dynamic area, which can readily be committed from an overseas source making prosecution difficult if not impossible. The above statements imply reactive rather than pro-active approaches to dealing with crimes; what capability can Police Scotland develop to disrupt organised crime and state sponsored cybercrime?”

(Male, 50-59 years, public)

“Clearly the Police require an IT capability that keeps ahead of cybercrime. So a different specialised police mini force to tackle?”

(Female, 60-69 years, public)

Although the majority of respondents recognised the seriousness and need for Police Scotland to deal with cybercrime, many – including a number of Local Authorities – highlighted that increasing Police Scotland's cyber capacity and capabilities should not be at the expense of front-line, traditional policing:

“[Local Authority] agrees this is a future focus for Police Scotland, however, community person centred policing should not be compromised, whilst any increased capacity and capability would be greatly appreciated.”

(Local Authority)

“It would be a mistake to divert funding and staffing towards cybercrime at the expense of a visible and timely on-street presence, as the majority of citizens want to see police and have a quick response to calls for their presence.”

(Female, 70+ years, public)

A small number of respondents raised issues around cyber ethics. They noted that as Police Scotland expand its capacity and capability in the area of cybercrime, they must consider the myriad of ethical and privacy issues. Striking a balance between tackling cybercrime effectively and not intruding on public privacy should be at the forefront of Police Scotland's strategy.

“I think there is a lot of moment to towards cybercrime the police can only try to move as much as possible towards it without intruding on public privacy.”

(Male, 20-29 years, public)

“As long as you’re not going to go down the path of Facial Recognition. This would be an infringement of personal privacy and a monitoring of where people are and what they’re doing at any given time. We already see the results of this in China. I understand the need to keep abreast of the digital and cyber threats, but these must be done in a responsible and considerate manner without compromising the public's privacy.”

(Female, 60-69 years, public)

Outcome 2: Communities are at the heart of policing

The needs of local communities are addressed through effective service delivery

Overview

Outcome 2 of the Strategy outlines that communities are at the heart of policing. It highlights that while Police Scotland will continue to provide traditional, visible, and accessible policing to local communities; this will be supplemented with new support services that adapt to societal shifts. It highlights the following objectives:

- Understand our communities and deliver the right mix of services to their needs;
- Support our communities through a blend of local and national expertise; and
- Support the changing nature of communities.

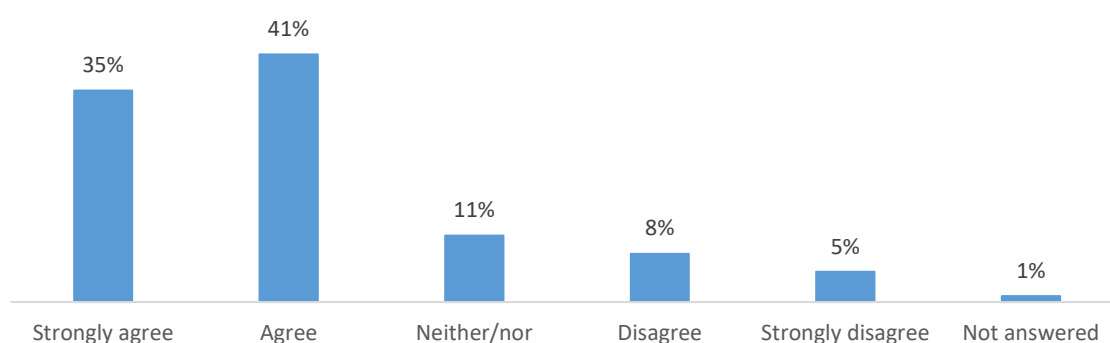


Figure 8: Responses to “to what extent does outcome two meet your expectations?”

Almost four-fifths (76%) of respondents said they strongly agree (35%) or agree (41%) with Outcome 2, while one in ten (13%) said they strongly disagree (5%) or disagree (8%). **These findings are statistically significant and indicate strong agreement with the second outcome.**

Outcome 2: Free-text analysis

Around half of respondents (48%) chose to provide a free-text response for Outcome 2. Among those who did provide a response, the overall quality of responses was high and provided rich qualitative data for analysis. The majority are generally positive around the approach outlined in Outcome 2.

Local policing was a prominent theme across many of the free-text responses. Most respondents highlighted the following characteristics of local policing as being of particular importance:

- Having local knowledge, including geography;
- Increasing visibility and accessibility of officers;
- Proactive engagement with community members, especially the young;
- Maintaining local stations; and
- Engaging with local matters.

Local policing was often viewed as a way for Police Scotland to increase trust among the public. A number of responses noted the importance of having some level of engagement with the Police, especially among children and young people. This is consistent with findings from the recent Police Scotland Children and Young People engagement.¹

“Local areas, populations, and situations differ so it is really important that there is local police presence with a degree of autonomy while being able to access both personal and information/ideas/technology, etc.”

(Female, 60-69 years, public)

“The significant element of this section is: ‘Police Scotland will continue to provide traditional, visible and accessible policing to local communities.’ This is essential for a service, which is dependent on public support.”

(Transgender, unknown, public)

It is important to note that there was a sense among many respondents that **local policing had diminished since the formation of Police Scotland**. Local knowledge was frequently highlighted as an area that can be improved upon across all areas of the organisation, from service centre advisors through to response officers.

“Closing offices, moving community officers out of local offices and reducing opening times of offices. These are fundamental to give members of the

¹ <https://consult.scotland.police.uk/strategy-insight-and-innovation/young-people-engagement/>

public easy access to Police. No one wants fobbed off with 101. They should be able to engage with officers face to face. This is where relationships are built, trust in police regained and further intelligence obtained.”

(Unknown, 20-29 years, public)

“I would be happy to see more police presence as a daily feature on our streets. It would also be good to have local police stations open more often and as places where the public can phone in the event of a police matter. The 101 system is unsatisfactory and frustrating.”

(Female, 60-69 years, public)

There was a number of respondents who pointed to a return to 'legacy policing'. Although there was not one consistent definition across all responses, it can generally be characterised as “bobbies on the beat”. A number of respondents focused on **increasing officers' presence in local communities**, especially those on foot patrol.

“Very alarming that we don't see 'bobbies on the beat' anymore. I can't remember the last time that I saw police walking through our high street. Every member of our Community Council mentioned this. Although, we are extremely lucky with our own two police officers however they are continually pulled from our community to Fort William.”

(Female, 30-39 years, public)

“More needs to be done to increase the visibility of police on our streets. I see police cars all the time but not actual police walking around. I know that there are issues with resources but there is a perception that you should only bother the police about 'serious things' as a result.”

(Female, 40-49 years, public)

It was recognised that Police Scotland required additional resources to achieve the objectives set out in Outcome 2. Overwhelmingly, respondents supported Police Scotland receiving additional resources, especially if it resulted in an increase of police numbers at a national and local level.

“Great objectives - the reality is that this area is woefully under-resourced.”

(Male, 50-59 years, public)

“The objectives should be these but again I don't know how you will deliver on them with such low police officer numbers and pressure to reduce police officer numbers further. I don't believe there are enough police officers for such engagement nor to truly put communities at the heart of policing.”

(Female, 40-49 years, public)

Outcome 3: How we involve you

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

Overview

Outcome 3 focuses on how Police Scotland will involve the public in line with the principle of 'policing by consent' in Scotland. This outcome addresses issues around the diversity of Scottish communities and the organisation's desire to remain accessible, while working with partners to establish when Police Scotland is perhaps not the most appropriate organisation to respond. It highlights the following objectives:

- Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service;
- Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective; and
- Work with local groups and public, third and private sector organisations to support our communities.

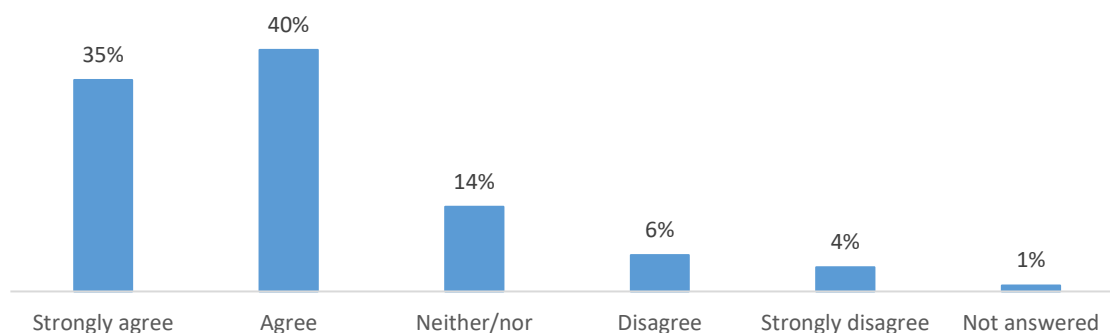


Figure 9: Responses to "to what extent does outcome three meet your expectations?"

Consistent with Outcomes 1 and 2, the majority of respondents (75%) said they strongly agree (35%) or agree (40%) with Outcome 3. One in ten (10%) said they strongly disagree (4%) or disagree (6%) with the Outcome. **These findings are statistically significant and indicate strong agreement with the third outcome.**

Outcome 3: Free-text analysis

Around a third (30%) chose to provide a free-text response for Outcome 3. Among those who did provide a response, the overall quality of responses was again high and provided rich qualitative data for analysis. The majority are generally positive around the approach outlined in Outcome 3.

Ensuring Police Scotland is **accessible to all** within Scotland's diverse community was a key theme across the free-text responses to Outcome 3. This means that while Police Scotland should be engaging with new technology and channels – for example, social media – it is still important that they remain accessible for those who are unlikely to use technology, which often includes Scotland's most vulnerable.

“We feel that accessibility is very important. For some people though, this can't just be through telephone or social media, they need to see a police presence and people to talk to them in the street. I personally used to tell my children to always approach a policeman/woman if they were lost or needed help but now we never see them in our local town's high street.”

(Community Council)

“Recognising that we now live in diverse communities and the need to ensure inclusivity for residents. Equality in dealing with the public. Links with community groups will encourage trust and build relationships.”

(Male, 60-69 years, public)

For many respondents, **ethics are integral to policing in Scotland**, with many highlighting Scotland's long history of policing by consent. It was noted that as the use of technology becomes increasingly important to tackle new and evolving challenges, the organisation must consider the ethical and privacy issues associated with these technologies.

“I think we need to do more to change our culture so that we consider ethical and privacy considerations a bit more. We are better than we used to be, but still not perfect. There is still a fear of getting something wrong and therefore a bit of a culture of having to investigate everything 'just in case', despite the potential for intrusion into people's privacy.”

(Male, 40-49 years, police employee)

“Policing by consent and public trust and confidence are inextricably linked but we still see where this co-dependency doesn't seem to be understood, e.g. facial recognition.”

(Organisation)

There was a small number of respondents who believed that Police Scotland are too concerned with ethics and privacy, and that this impedes the organisation's ability to proactively and effectively deal with criminal activity, especially serious organised crime:

“The primary role of the police is the protection of life and property. To do this it is necessary and desirable to impinge on the privacy of individuals. Appeasing those who seek to restrict effective policing is unethical. In enabling all people to stay safe will enable them to do what they want in order to make the world a better place.”

(Male, 50-59 years, public)

Although the promotion of wellbeing was viewed as commendable, there were a significant minority of respondents who questioned whether this should be within Police Scotland's remit. Many viewed Police Scotland at the last line of defence for society, which often resulted in the organisation being used for roles outside the scope of their traditional responsibilities, e.g. social work, mental health, etc.

“Promote wellbeing? What nonsense. Do your job and arrest criminals. You are not social workers. But it's easier to pay lip service than to actually tackle criminals.”

(Male, 50-59 years, public)

“Wellbeing is not a police issue. Police should be looking to detect and investigate crime, and not be wasting their time with wellbeing, which would be a matter for social work.”

(Unknown)

Outcome 4: Supporting our people

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

Overview

Outcome 4 deals with how Police Scotland will continue to support its people, with a primary focus on officer and staff safety and wellbeing. It notes that this is at the heart of Police Scotland's commitments. It highlights the following objectives:

- Prioritise wellbeing and keep our people safe, well-equipped and protected;
- Support our people to be confident leaders, innovative, active contributors and influencers; and
- Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging.

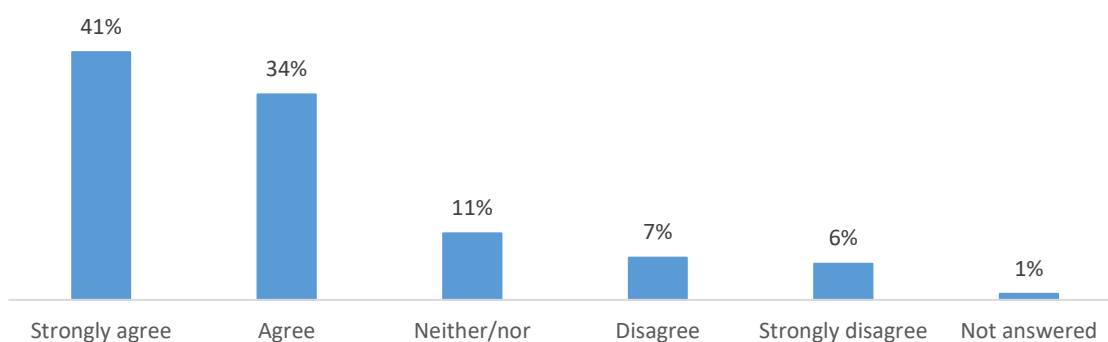


Figure 10: Responses to "to what extent does outcome four meet your expectations?"

The majority (75%) of respondents said they strongly agree (41%) or agree (34%) with Outcome 4, with just over a tenth (13%) saying they strongly

disagree (6%) or disagree (7%). **These findings are statistically significant and indicate strong agreement with the fourth outcome.**

Outcome 4: Free-text analysis

A little over a third (36%) chose to provide a free-text response for Outcome 4. Among those who did provide a response, the overall quality of responses was high, which provided rich qualitative data for analysis. The majority are generally positive around the approach outlined in Outcome 4.

Ensuring the wellbeing of police officers and staff was viewed, almost universally, as a necessary and important outcome. One key area that was highlighted by a number of respondents was ensuring that **all police officers have the necessary training, support, and personal protective equipment (PPE)** to execute their duties safely. Many commented that, in their experience (staff or family of staff), there is a perception that wellbeing has not always been a priority for Police Scotland in the past.

“Provide them with right equipment, training, and the right number of colleagues and the best of health, mental health support.”

(Unknown, 40-49 years, public)

“The above comments sound good but having family in police Scotland I am fully aware that their safety has not been a priority for many years, lack of staff and support continually, officers dealing with so many non-police matters to their own detriment mentally and physically, and your training is based around a computer, no face to face training or inputs to enable officers understand fully.”

(Male, 70+ years, public)

Several respondents highlighted the importance of **supporting those police officers and police staff who suffer from mental health issues**. There were a number of police staff who suggested that there was a mental health ‘epidemic’ within Police Scotland, which they attributed to a perceived lack of support, equipment, and training. This highlights the need for a renewed focus on mental health initiatives. Most respondents who highlighted mental health issues used the terms “mental health” and “stress” interchangeably.

“We need to equip our supervisors with enough time to check on staffs’ wellbeing. Far too many staff are mentally unwell and this is not being picked up. Conversations should be taking place. Sgts and supervisors have too much work on their plate and do not have time for their staff.”

(Female, 30-39, police employee)

“More front line officers will reduce the stress and pressure on officers responding to and attending incidents. This will have a huge impact on the officers’ mental health and stress levels. Front line officer numbers were reduced when Police Scotland was formed and in recent years the number of calls to the police has increased. This has led to huge pressure being placed on the officers and more numbers are needed.”

(Male, 40-49 years, public)

Identifying ways **to improve morale within Police Scotland** was an issue pointed out by a number of respondents. Reasons identified as contributing to the perception of low morale were consistent with those associated with increased stress and mental health issues, including reduced resources and increasing demands placed on officers and staff. Few respondents said they believed morale was high across the ranks of Police Scotland.

“Officer wellbeing is paramount. Morale is being diminished due to a huge drain on resources to man events such as football and other public events. The community is suffering due to this! As well as the mental health of officers.”

(Male, 40-49 years, police employee)

“I believe the morale is at an all-time low within all rank and file officers within police Scotland. This would relate in particular to police staff and police officers who’s well-being is not being supported, and also police officers being unable to be active contributors in their roles due to fear of reprisal from higher ranking officers.”

(Female, 30-39 years, public)

Improvements to PPE were also noted to be important, with a number of respondents saying that front-line officers required increased PPE to execute their role safely.

“Police Scotland needs to demonstrate its priority to keep staff safe. Officer safety equipment needs to be reviewed and, as a minimum, all officers should be equipped with Tasers. Safety equipment is virtually useless as it stands for the regular beat officer.”

(Female, 40-49 years, public)

“Officers need to have ready access to firearms and less lethal weapons to keep the public safe from terrorists and violent criminals.”

(Male, 60-69 years, public)

A number of Police staff who responded raised issues around the **promotion process**, which many said was unfair and difficult to navigate. Increased support from supervisors and clarification of the process were noted as being things that would improve the promotion process.

“Please change your promotion processes to ask how would be supervisors can ‘encourage’ or ‘enhance’ rather than provide evidence of things they have changed. This provides an atmosphere of distrust when temporary promoted posts are making constant changes to things which work well and does not promote ‘wellbeing’ amongst staff. Things can improve with an acceptance that all employees can contribute”

(Female, 30-39 years, police employee)

“Your face either fits or it doesn't. There is spread across applications for jobs, application for promotion, reasonable adjustments for disabilities. If you are liked then you will more or less get what you're looking for, if you in anyway are not then you will be stopped at each hurdle, with new barriers being put in place to make life difficult for you.”

(Female, 30-39 years, police employee)

Outcome 5: Sustainable policing for the future

Police Scotland is sustainable, adaptable and prepared for future challenges

Overview

Outcome 5 set out Police Scotland's strategy for sustainable policing for the future. It commits to evolving to meet the ongoing political, economic, and societal changes. It highlights the following objectives:

- Use innovative approaches to accelerate our capacity and capability for effective service delivery;
- Commit to making a positive impact through outstanding environmental sustainability; and
- Support operational policing through the appropriate digital tools and delivery of best value.

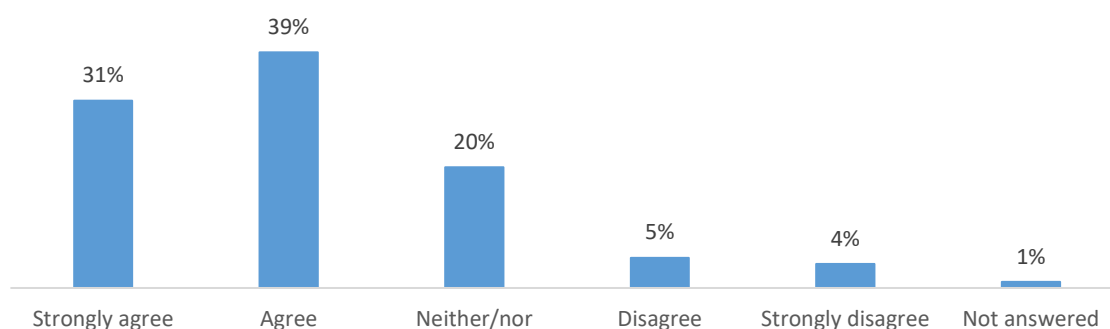


Figure 11: Responses to "to what extent does outcome five meet your expectations?" Source: [Police Scotland analysis of Strategic Plan survey data]

Consistent with all Outcomes, a strong majority (70%) of respondents said they strongly agree (31%) or agree (39%) with Outcome 5, while one in ten (10%) said they strongly disagree (4%) or disagree (5%). **These findings are statistically significant and indicate strong agreement with the fourth outcome.**

Outcome 5: Free-text analysis

38% of respondents chose to provide a free-text response for Outcome 5. Among those who did provide a response, the overall quality of responses was high, which provided rich qualitative data for analysis. The majority are generally positive around the approach outlined in Outcome 5.

Consistent with previous outcomes, increasing **police numbers** was a prominent theme among the free-text responses to Outcome 5. Respondents who highlighted police numbers noted the importance of increasing police numbers, while suggesting that the perceived reduction in officers was due to a lack of funding.

“If you don't have the basics right like police numbers then this should be the focus”

(Organisation)

“Funding is in decline, CC Ian Livingston has been quite public in talking about the fact that police may have to cut 750 officers to balance the books in the coming year.”

(Male, 20-29 years, public)

Investment in new technology was an area of importance for many respondents. **Innovation in digital tools and technology** was viewed as being pivotal to Police Scotland's ability to tackle the future challenges the force is likely to face.

“Innovation is critical for Police Scotland moving forward. Digital tools and technology are required to be up to date to allow Officers to tackle current issues.”

(Organisation)

“Improved technology, IT systems and environment assist officers to perform their roles, but this needs to align with a strong visible and resource uniformed capacity as officers will always need to attend at a locus, meeting, etc.”

(Male, 40-49 years, public)

There were some respondents who caveated the importance of investment in new technology and ICT facilities by noting that this should not be done at the expense of local policing. Although new technologies were viewed as being important in terms of efficiency and tackling cybercrime, local policing was noted as being key to deterring traditional crimes in the local community.

"The group understands the benefits of using technology, but feel officers presence on the streets prevents crime. Some felt they was too much surveillance"

(Organisation)

There was an overwhelmingly positive response to Police Scotland's commitment to a positive impact through outstanding environmental sustainability, however there were a small group of respondents who felt that this is outside the scope of Police Scotland and therefore should not be a priority. **Developing partnerships with environmental organisations** was highlighted as being particularly important to further define and implement our approach to environmental sustainability.

"I think more work needs to be done on environmental sustainability. If Police Scotland is serious about 'environmental sustainability' why don't you consult with the very organisations who are being demonised? Greenpeace would be a good beginning if you are serious about environmental impacts and how we can improve our practices.

(Female, 60-69 years, public)

"I agree with the objectives. The environmental sustainability is likely to falter unless a solution is realised in relation to the fleet, i.e. almost all cars are diesel, electric cars are not viable financially or as operational vehicles due to charging times for electric vehicles when operationally they require to be available for use constantly."

(Male, 40-49 years, public)

"Environmental sustainability is not a priority for me when considering Police effectiveness. I'm much more concerned with how they treat folk reporting crime and their attitudes to same."

(Unknown, 40-49 years, public)

Contact us

Police Scotland and the SPA would like to thank everyone who provided feedback during the consultation phase for their contribution to the development of our Strategic Plan's outcomes and objectives, and future strategic development.

For further information on this, please contact:

consultations@scotland.pnn.police.uk

For information on other surveys and consultations run by Police Scotland, please visit: <https://consult.scotland.police.uk/>

Appendix

A list of organisations that responded to the consultation.

- Aberdeen City Council
- Aberdeenshire Council
- Alcohol & Drugs Action Aberdeen
- Angus Council Social Work and Health
- Ardgour Community Council
- Argyll and Bute Council
- Banchory Community Council
- Belhevie Community Council
- Bonhill and Dalmonach Community Council
- Bower Community Council
- Brae Cottage B n B
- Calgary Communications
- Campbell Boyd
- Central Scotland Regional Equality Council
- Clackmannanshire & Stirling Child Protection Committee
- Clackmannanshire & Stirling Health & Social Care Partnership
- Claythorn Community Council
- Comhairle nan Eilean Siar
- COSLA
- Cove Rangers Football Club
- Criminal Justice Scotland
- Dumfries and Galloway Community Planning Partnership
- Dumfries and Galloway Council
- East Ayrshire Council
- East Lothian Council
- East Renfrewshire HSCP
- Echt and Skene Community Council
- Edinburgh Advocating Together
- Edinburgh Hindu Mandir and Cultural Centre
- Ellon & District Pubwatch
- ElshaddaiGlobal
- Energiekontor UK
- Faifley Housing Association Limited
- Food Fanatics
- Glasgow Life
- Greg Mackie Speedway Academy
- Historic Environment Scotland
- Inverclyde Council Local Police & Fire Scrutiny Committee
- Isle Neighbourhood Watch
- JD Properties
- Kilsyth & District Elderly Explores
- Law Society of Scotland

- Libertus Services
- LIFT D&G
- Lincluden Community Centre
- Lossiemouth Community Council
- Midlothian Council
- Milnathort in Bloom
- Neighbourhood Watch Oxfords
- Newtonhill, Muchalls & Cammachmore Community Council
- NHS Grampian
- NHS Lothian
- North Glenrothes Community Council
- Oban Community Council
- Open University
- Orkney Islands Council
- Perth Street Pastors
- Pilmeny Development Project
- Police Scotland Youth Volunteer
- Prestwick North Community Council
- Priest in charge of the local Episcopal Church
- Renfrewshire Council
- Retailers Against Crime
- Safe Glasgow Partnership, part of Glasgow Community Planning Partnership
- Safe Lives
- Sandbank Community Council
- Scottish Ambulance Service
- Scottish Borders Council
- Scottish Community Safety Network
- Scottish Land and Estates
- Scottish Mountain Rescue
- Shawhead Community
- Shetland Women's Aid
- South Lanarkshire Alcohol and Drugs Partnership
- South Lanarkshire Council
- South Lanarkshire Council's Safer South Lanarkshire Board (Scrutiny)
- Stride for Life
- Tain Community Council
- The Scottish Children's Reporter Administration
- The Scottish Fire and Rescue Service
- Tillydrone Community Flat
- Tollcross Community Council
- Torrance Park Neighbourhood Watch
- Townhill Community Council
- University of Aberdeen
- Victim Support Scotland
- West Dunbartonshire Council
- West Lothian College
- West Lothian Council
- West St Albans Rd Neighbourhood Watch