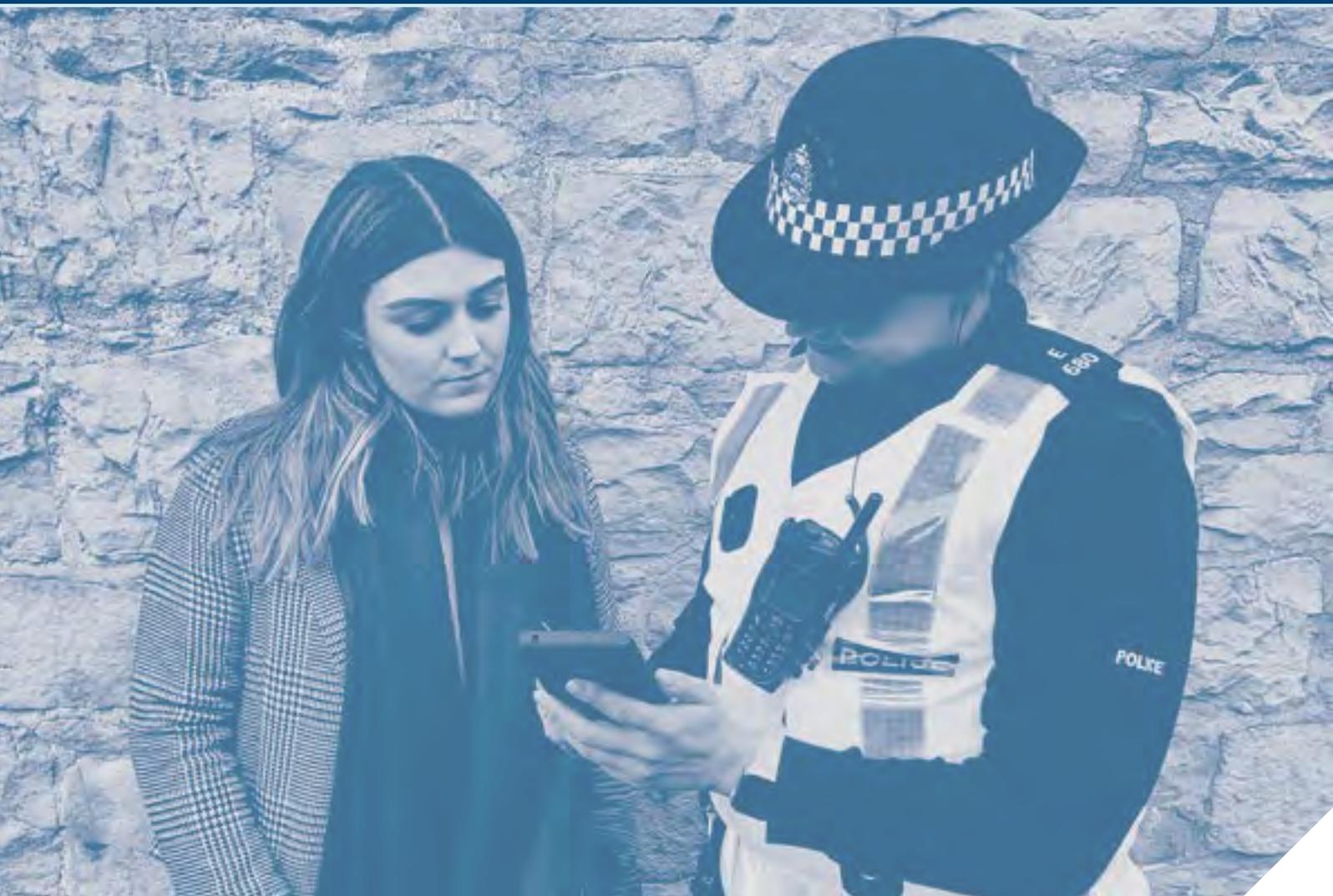


Public Contact and Engagement Strategy 2020

**Making our services more accessible, relevant and responsive
to a changing Scotland**



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE
AUTHORITY

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1| Foreword



How we communicate and engage matters.

We know that contact and engagement with the police are strongly linked to public confidence and trust in policing. Research shows that the likelihood of people to contact, approach and cooperate with the police is impacted by their experience and perceptions of policing. This applies whether the contact was initiated by the public or the police.

The relationship between the police service and the people who live, work in and visit Scotland is vital to building trust and confidence that we will keep people safe.

Policing in Scotland has a long and proud history based on the fundamental principle that we police by the consent of the people.

The public rightly has an expectation that they will be able to contact us when they need us in ways that work for them, whether to report an emergency, seek advice, offer information, apply for a license or express an opinion. And when they do they should expect to get the right response.

We must be able to listen to and understand the needs of diverse communities, bringing empathy to our interactions and improving our ability to respond appropriately. Our services must continue to be relevant, accessible and effective to ensure public safety and wellbeing across Scotland.

In our joint strategy for policing, we committed to transform the way that people can contact us and how we resolve their queries, recognising and responding appropriately to the needs of individuals and communities. We also committed to ensure that the public feel their input is genuinely valued, listened to and is having an impact on our policing approach.

We have successfully integrated our contact centres to provide a better level of service to all callers regardless of location, and a single police Command and Control system supports an improved multi-agency response to critical and major incidents. We are changing how we prioritise calls and manage public expectations with a new Contact Assessment Model. Our officers are using new mobile devices which allow them to do more and make informed decisions without having to return to their base.

We will continue to develop our approaches to public contact and engagement by supporting our people; enhancing our technology, data and digital capability; and, working with our partners, as a whole system, to reach positive outcomes.



Iain Livingstone QPM
Chief Constable

2 | Background

Purpose of the public contact and engagement strategy

How people perceive the risk of crime and the level of support they are likely to receive from the police will impact on how likely someone is to contact us for help. We want everyone to feel confident that they will be able to contact us when they need us and get the response they need.

Our public contact and engagement strategy puts the people of Scotland at the centre of how we do things.

We must ensure our services are accessible and relevant to the communities we serve, and we are effective in our operational delivery.

We aim to allow individuals and diverse communities to engage and contact us with confidence, by making our services appropriate, easy to use and safe. We will enhance our understanding of the public and communities we serve, to design services that support their needs and challenges.

One strategy for contact and engagement as they both impact **interactions, understanding and response**

Responsive

We will transform the way that people can **contact** us and how we **resolve** their enquiries. We will **recognise** and **respond** appropriately to the **needs of individuals and communities**, with a continued commitment to localism.

Proactive

Citizens should be able to **influence decisions** that affect them and they need to **trust the decisions** taken about the **future direction** of policing. We are committed to **engaging, listening, learning, and adapting**.

Making our service more **accessible, relevant** and **responsive** to a changing Scotland

The strategy is aligned to Police Scotland's priorities for policing and strategic outcomes, which will ensure the delivery of effective operational policing services. It sets out a whole and progressive approach for creating a people focused culture and integrated service, aligning people and technology with the needs of the public and communities.

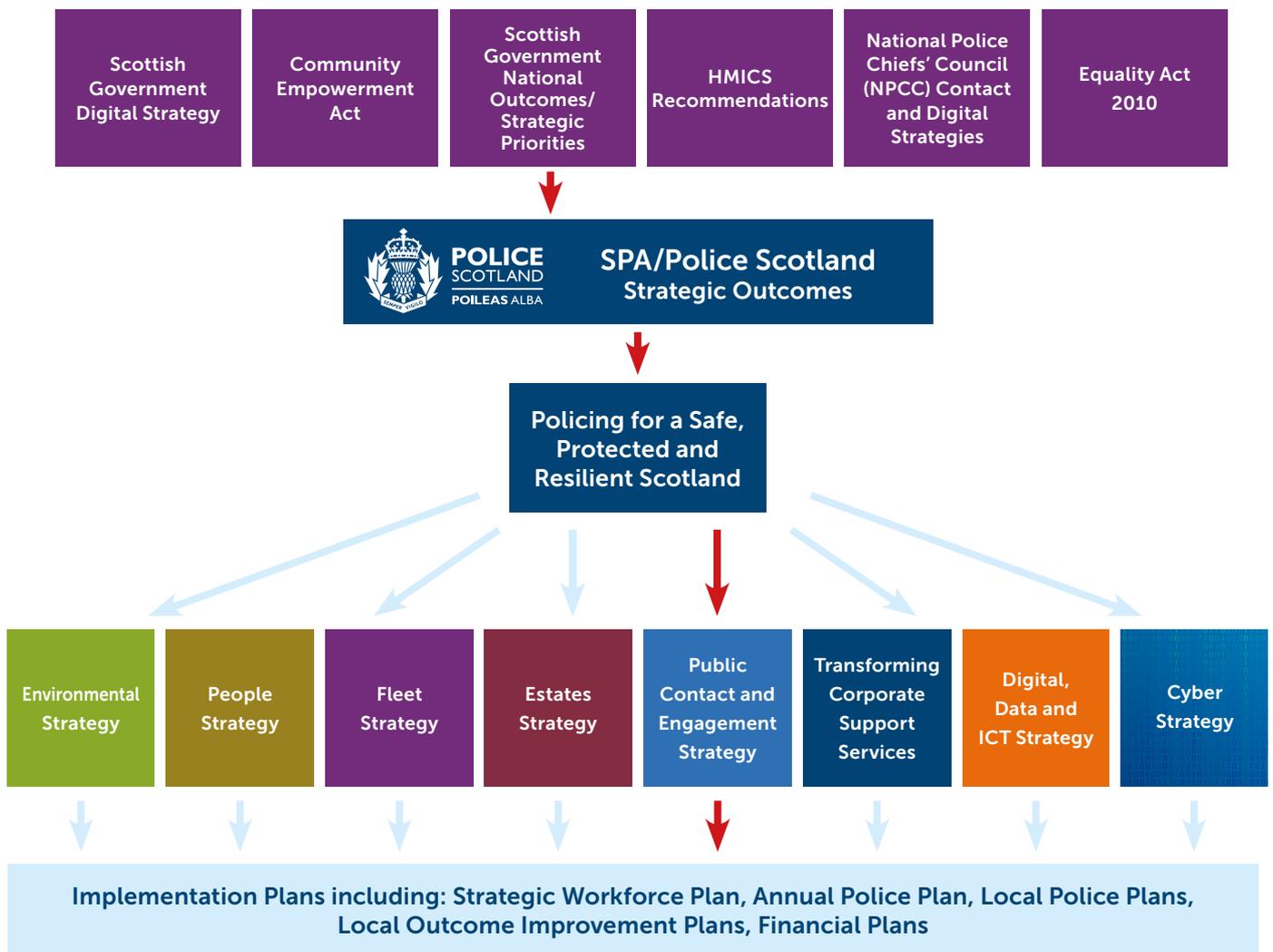
Working as one organisation and with our partners, we will have the ability to manage public contact and the user experience end to end. In so doing we will create an accessible and seamless public experience with inclusive services.

We will aim to get it right first time, giving the public a better service and operating more efficiently as a modern police service. We will aim to provide our people with the right working environment - enabled by a learning culture, our digital capability and data intelligence.

While partly ambitious in transforming our public contact and engagement, the strategy will aim to implement measures now that will have an impact over time for a sustainable and adaptable service - including enhancing our technology and digital capability. It also aims to address our immediate priorities and fix the fundamental basics.

Strategic alignment

This strategy is aligned to our joint strategy for policing. It complements our wider plans and enabling strategies such as estates, fleet, environmental, cyber, DDICT and people strategies, along with the demand, productivity and performance project, and development of enhanced analytics and insights capability for Police Scotland. At the UK level, this strategy is aligned with NPCC's emerging revised contact and digital policing strategies, the Scottish Government's digital strategy and guidelines for community engagement.



Strategic overview

Our public contact and engagement strategy is designed to support all Police Scotland’s five strategic outcomes, having direct relevance to meeting the strategic objectives within the outcome **Confidence in Policing**.

The strategy is underpinned by best practice design principles for managing public experience and providing a people focused service; these are aligned to our core values and will be implemented by four key enablers.

How the strategy was created

This strategy has been created with the public, our people and senior management teams. We have assessed our current state, priorities and vision for the service. We have used external and internal research evidence, and drawn on worldwide experience of public contact and engagement technologies in blue light services.

8 FOCUS GROUPS

Qualitative research with 63 participants in the Borders, Glasgow, Edinburgh, Aberdeen, Dundee and the Highlands, of different age, gender, income and areas. Explored factors influencing experience and satisfaction with police; expectations of contact and engagement with police, and response to new contact channels.



INTERNAL ENGAGEMENT & WORKSHOPS

- Capturing good practice, challenges, opportunities and requirements - SMTs and colleagues in C3, ICT, local policing, CAM, Custody, Safer Communities, Communications and Campaigns, Forensics, Ethics and Values, Estates
- Shadowing colleagues at their work and experience mapping to understand the colleague experience
- Customer Journey research conducted by KPMG on behalf of Police Scotland
- Colleague engagement through focus groups on CAM, fleet, and health and safety



POLICE PLAN CONSULTATION & ENGAGEMENT

2045 responses from individuals and organisations, 12,000 comments submitted. Over 5,700 comments in relation to methods and types of contact and keeping people informed.



RESEARCH & EVIDENCE

- CAM public survey (2000 respondents)
- User satisfaction survey (15,000 surveys per year)
- Your View Counts (3312 responses)
- Children & young people engagement & survey (over 1500 responses)
- Engagement with organisations representing equalities and disabilities (YourSayYourWay)
- Digitally Enabled Policing (internal, 1323 responses)
- Equality & Diversity Outcomes & progress reports
- C3 Accessibility Action Plan draft 2016-2017
- Police Scotland social media perception 2018



EXTERNAL RESEARCH & EVIDENCE REVIEW

- Scottish Crime & Justice Survey
- SIPR & Scottish Government literature review
- Scottish Survey Core Questions 2014 (over 20,000 responses)
- Variety of reports on demographics & changes in society; data & ICT; other forces around the world
- Single Online Home
- YourSayYourWay engagement and findings



WIDER ENGAGEMENT

- Reviewing of types of contact being developed and used by forces (Lancashire police digital assistants; Greater Manchester police live chat; Indian forces trialing WhatsApp messaging)
- Discussions with forces about contact methods – Metropolitan Police Service (Single Online Home & general contact methods); PSNI (user satisfaction text survey); BTP (user satisfaction survey and text service); Gwent Police (999 Live Eye and social media reporting); Northamptonshire Police (chatbots); West Midlands (live chat)
- Home Office/NPCC Digital Policing Portfolio programme for Digital Public Contact and public expectations about contact channels
- British Association of Public Safety Communications Officials Conference 2019 – policy and technology advancements



OPERATIONAL DATA REVIEW

- Complaints
- Online reporting
- Website analytics
- Social media analytics
- C3 call volumes
- Front counter demand analysis
- Crime statistics
- Various research, surveys and reports with children and young people
- Internal surveys



3|

Our vision and ambition

In a world where technology and population change at pace, we must adapt our approaches and transform digitally to continue to meet public needs. While our purpose stays the same, we will change the way we do things to prevent crime and keep people safe. This requires making it easy, convenient and safe for the public to contact us, ensuring public confidence and trust.

We must transform digitally to improve the ease, speed and accuracy of public contact, and to make the experience of contacting the police as helpful, personal and reassuring as speaking to an officer.

As we enhance and introduce our contact and engagement methods, face to face and telephone (999 and 101) will always be available. We know that our visibility and personal contact is important to the public. Digital transformation will enable us to provide face to face contact where this is most needed.

Our vision is:

To increase public safety and wellbeing by making it easy and safe to report a crime and other incidents,

get information and feedback, enabled by digital services.

Strategic objectives

We have identified four strategic objectives that are key to the transformation of our approaches to public contact and engagement.

- Creating an accessible and seamless public experience, enabled by digital services;
- Empowering our people to manage public contact, harm and vulnerability;
- Collaborating to tackle public safety and wellbeing challenges using a whole public service approach; and
- Improving the reach of our public and community engagement activities.

Values

The core values of Police Scotland are fairness, integrity, respect and human rights. These are consistently applied throughout the strategy and will be a key factor as we progress towards implementation.

Design Principles

Our research highlighted the importance of managing public experience according to the six qualities below. These **design principles** define international best practice¹ and have been adapted to the values of Police Scotland, our user experience mapping, public and operational insights.

¹ Customer Experience Excellence Centre



Focused on People

Identifying the needs of the individual for providing the appropriate response



Bringing empathy

Listening to understand the individual's circumstances



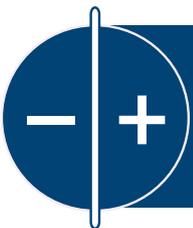
Meeting expectations

Managing, meeting and exceeding expectations in accessibility and service quality



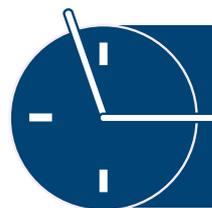
Using integrity

Being honest and adhering to our values and ethics



Achieving resolution

Helping to turn a negative experience into a positive outcome



Being focused and effective

Being efficient and spending time where this is most needed

Enabling public contact and engagement

As this strategy has been developed we have engaged extensively with the public, partners, policing services and providers. This insight has highlighted that the most successful approach to achieve our vision to create a people-focused approach to public contact and engagement is to focus on four

key enablers: culture and leadership; engaged and empowered people; data, digital and ICT; and partnership working. By bringing these elements together as we progress to implement our strategy will give us the best opportunity to successfully achieve our objectives.

Sustaining a people-focused culture and whole service approach



Culture and Leadership

- Embed consistent service standards, values and behaviours
- Encourage a learning environment
- Celebrate excellent public experience
- Support channel ownership and cross-service working
- Engaged with colleague and public experience



Engaged and Empowered People

- Learning, coaching, recognition and wellbeing
- Supported decision-making for early resolution through digital and automation
- Skills and technology for managing vulnerability and contact with diverse groups
- Engaged in service design



Data, Digital and ICT

- Optimised contact platform capability for digital
- Connected data and systems (cross channel)
- Consistent and single view of the user journey
- Quality data and insights (local and national)
- Long-term partnership with technology supplier



Partnerships and Collaboration

- Aligned contact assessment models and data sharing
- Supporting and engaging people in custody
- Multi-agency community hubs and joined up advocacy services
- Understanding and measuring change in communities

Strategic overview of enabling public contact and engagement in Scotland

Strategic outcomes

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

The needs of local communities are addressed through effective service delivery

Vision for contact and engagement

Increasing public safety and wellbeing by making it easy and safe to report crime and other incidents, get information and give feedback, enabled by digital services

Public contact & engagement objectives

Creating an accessible and seamless public experience, enabled by digital services

Empowering colleagues to manage public contact, harm and vulnerability

Design principles

Focused on people

Identifying the needs of the individual for providing the appropriate response

Meeting expectations

Managing, meeting and exceeding expectations in accessibility and service quality

Achieving resolution

Helping to turn a negative experience into a positive outcome

Values

Fairness – Integrity – Respect – Human Rights

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

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

Police Scotland is sustainable, adaptable and prepared for future challenges

Strategic outcomes

Increasing public safety and wellbeing by making it easy and safe to report crime and other incidents, get information and give feedback, enabled by digital services

Vision for contact and engagement

Collaborating to tackle public safety and wellbeing challenges using a whole public service approach

Improving the reach of our public and community engagement activities

Public contact & engagement objectives

Bringing empathy

Listening to understand the individual's circumstances

Using integrity

Being honest and adhering to our values and ethics

Focused and effective

Being efficient and spending time where this is most needed

Design principles

People – Culture & Leadership – Partnership – Data, Digital & ICT

Enablers

4 |

The case for change

Strategic drivers for change

The development of a strategic approach to public contact and engagement is driven by legislation, government strategy and the impact of change in policing in Scotland.

The key areas are outlined below.

| Strategic Driver | Why we need to develop our strategy? |
|---|--|
| Justice Strategy – Scottish Government | <p>The Justice Strategy for Scotland set out a vision and outcomes for the whole sector. This includes an ambition to deliver person centred, modern and affordable public services.</p> <p>The implementation of our strategy will ensure we can contribute effectively with criminal justice and blue light partners to meet a range of priorities for the future.</p> |
| Scotland’s Digital Future: A Strategy for Scotland | <p>A key priority in the Strategy is the delivery of public services.</p> <p>The strategy sets out a range of programmes to achieve this with an emphasis on services that efficient, effective and responsive.</p> <p>Our approach to public contact and engagement will ensure policing can utilise technology and online channels, where appropriate, to provide services quickly, easily and at a lower cost than other methods allow.</p> |

| | |
|---|---|
| <p>Police Scotland: Digital, Data and ICT Strategy</p> | <p>DDICT recognises there is a need to respond to dynamic challenges and increasing demands on policing as well as provide officers and staff with the tools they need to serve and protect people. To meet that need, the DDICT Strategy sets out a multi-year approach to replace ageing infrastructure and build the technology capability required for Police Scotland.</p> <p>The strategy directly links to the Contact and Engagement strategy. Specifically, DDICT addresses our key challenge around public contact with new customer contact tools to support how members of the public contact and interact with the police. Enhancing public trust and confidence here includes self-service online crime reporting, tracking progress with reported crime, and community engagement.</p> |
| <p>Mobile Working</p> | <p>The national implementation of mobile working will improve officers and staff effectiveness and productivity through investment in digital technology. Through the provision of mobile devices and systems access, Mobile Working will enable officers to work flexibly and efficiently, as well as allow them to be more visible in communities. Improved mobile working will have an impact on tools and guidance more readily available at the hand of officers when dealing with different incidents. This flexibility will also extend to efficient and quick mobile ways to record feedback and insight from public engagement.</p> |
| <p>Community Empowerment (Scotland) Act 2015</p> | <p>The Community Empowerment (Scotland) Act 2015 and the National Standards for Community Engagement directly underpin our Contact and Engagement strategy. Enabling and empowering communities to do more for themselves and have a meaningful say in decisions which affect them is central to our approach to service design and engagement. Our Engagement Framework uses the standards for community engagement as a framework and base for good practice to support and inform our engagement processes, as well as improve what happens as a result.</p> |
| <p>HMICS Recommendations</p> | <p>HMICS recommended that Police Scotland should develop a public contact strategy, which sets out multi-channel approach to engagement and service provision, and includes publication and monitoring of standards of service.</p> |

| | |
|---|---|
| <p>NPCC Contact and Digital Strategies</p> | <p>The Digital Strategy for Policing sets an ambition for how digital can transform key dimensions of the police service, key data and technology enablers, and considerations for how policing mobilises and organises effectively to deliver the strategy. The priorities from this strategy are directly linked to our Contact and Engagement Strategy as it addresses seamless public experience, enabling staff and officers through data and tech, embedding whole system approach, and using digital to identify risk of harm.</p> |
| <p>Equality Act 2010</p> | <p>Our service must be accessible to everyone who needs it. Outcomes 4 and 5 in Police Scotland Equality and Diversity Outcomes 2017-2021 are specifically related to this strategy. Accessibility is everyone’s responsibility within the organisation. Together, we must continue our work to ensure our services meet the above standards, for both the public and our people.</p> |

Source: Scotland’s Population 2017 - The Registrar General’s Annual Review of Demographic Trends, Ofcom Communications Market Report 2018 (UK)

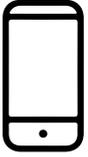
Demographic and social change

We are committed to developing a police service which reflects the society we live in, whilst recognising this is changing at pace, as is demand on policing. There are megatrends, or global shifts, which are reshaping the world we live in.

By 2030, the world's population is projected to rise by more than 1 billion². People are living longer and are having fewer children. In Scotland, the population is expected to grow to 5.5 million over the next decade, primarily from international migration. Scotland's population has aged and continues to grow in size.

Almost two-thirds of the world's population will live in cities by 2030³. In Scotland, over half a million people live in remote areas and the Scottish Islands.

Scotland has a total population of 5.4 million, comprising of **diverse** communities⁴. 2.6% of the population identify as LGBTQ⁵, one in five consider themselves to have a disability and 7% speak English as an additional language.

| |  Population |  Migration |  Age |  Solo Living |  Smartphone Ownership |
|-------------|---|--|---|--|---|
| 2017 | 5.4m | +23,900 | < 15 : 17% 16 - 64 : 64% 65 + : 19% | 20% | 75% |
| 2041 | 5.69m | TBE | < 15 : 16% 16 - 64 : 59% 65 + : 25% | 25% | 90+% |

Source: Scotland's Population 2017 - The Registrar General's Annual Review of Demographic Trends, Ofcom Communications Market Report 2018 (UK)

² PwC megatrends

<https://www.pwc.co.uk/issues/megatrends/demographic-and-social-change.html>

³ United Nations Population Division. 2012. "World Urbanization Prospects – The 2011 Revision." <http://esa.un.org/unup/>

⁴ Statistics sourced by the Employers Network for Equality and Inclusion, 2018 and Mental Health Foundation, Fundamental Facts about Mental Health (2016)

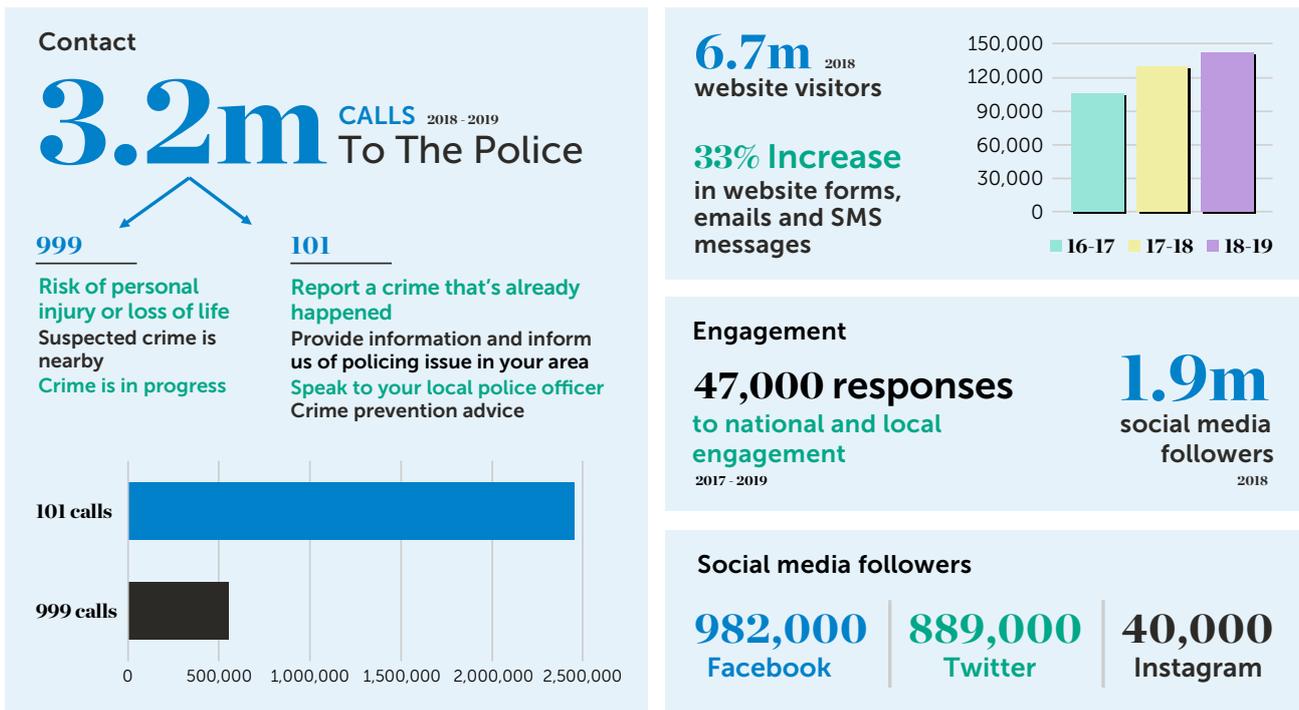
⁵ Scottish Government (2019): Scottish Surveys Core Questions 2018. Available at: <https://www2.gov.scot/Topics/Statistics/About/Surveys/SSCQ/SSCQ2018>

How people are contacting and engaging with us

In 2018/19, Police Scotland received approximately 3.2 million calls from the public, stakeholders and partners through our service centres. Although 101 call demand has decreased slightly over the course of the past 3 years, 999 calls, website forms, emails and SMS⁶ messages have all increased – a trend expected to continue.

In 2018 there were 6.2 million visits to our website. We have approximately 1.9 million social media followers. This shows the public appetite that exists for self-service and digital contact.

Figure (below): Current contact and engagement landscape for Police Scotland.



Data source: Police Scotland operational data

⁶ The SMS service is for people who are deaf or hard of hearing. SMS messages are received by BT as a text. Presently, people have to be registered to use this.

Police Scotland's User Experience Survey 2020 shows that over 70% of respondents who contacted the police were satisfied overall with the service they received. Over 80% were satisfied with how they were treated during their initial contact and felt their needs were understood.

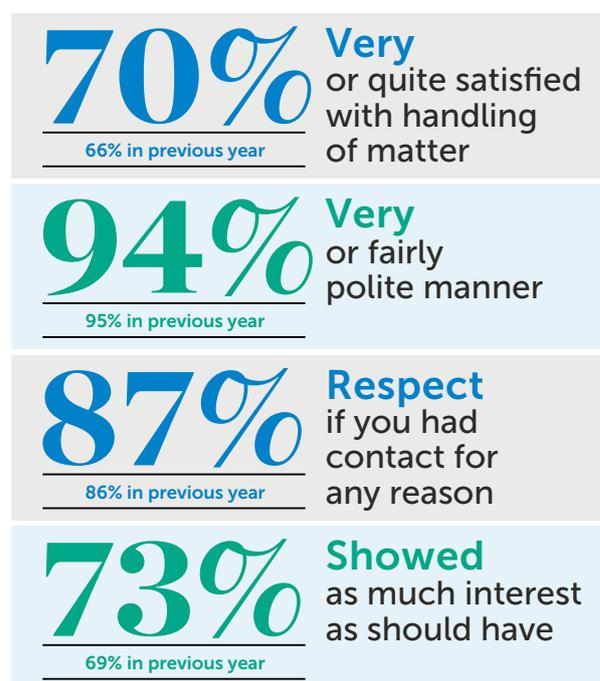
Perceptions of police

In my local area...



Similarly the Scottish Crime and Justice Survey 2018/19 shows around two-thirds of people were satisfied with contacting the police. Public perceptions are most positive in how people feel treated when contacting the police. However we know that how we follow up and update people about their case needs improvement.

Interactions with police



Source: Scottish Crime and Justice Survey 18/19 (sample size 5,537) and 17/18 (sample size 5,480)

Changing nature of crime and demand

The needs of people are changing as is the scale and shape of demands on policing. Our evidence shows that demands on policing are growing and are increasingly focused on addressing vulnerability, the impact of inequality and widespread use of technology.

The nature of 'traditional' threats has evolved with widespread use of technology. Almost all traditional crime now has a digital element in terms of both how it was committed and how it is investigated. While we cannot predict precisely how all crime will evolve, new types of cyber-crime, fraud and digitally enabled exploitation, illustrate a fundamental shift in the profile of demand that a modern police service must deal with.

Across the public sector, we face a collective challenge to assess need and circumstances in order to provide the right response and support at first point of contact, particularly when there are complex needs involved. Funding constraints related to mental health services and social care provision has clear implications. Working with partners will be essential to manage demand and resources in order to adapt to the changing landscape.

Technology, digital and data capability

Technology is a platform for change and innovation. We should be improving our technology to meet the changing needs of people and enable next generation policing⁷. This is about ensuring value, making our services accessible for everyone to use and for our people to deliver in the most efficient and effective way.

Emergency services across the UK have invested in technology much faster than we have been able to. Investment in new technologies is proving valuable to service improvement. Some are reducing channels to voice, text and video for emergency contact, using self-service online transactions for all other contact.

Our focus should be on the value of new technology, channels and functionality for meeting the needs of the people of Scotland.

Other police services are seeing the benefits of more interactive websites which offer basic incident reporting, transactional services (such as licence applications, feedback), live chat, personalised content – including an individual history of police interactions – and also a means of contacting the police anonymously. For the police, the platform provides a means to develop relationships and communicate with the public, as well as tools for monitoring progress of ongoing interactions.

They are also using other digital options for contact and reporting, such as live chat, social media, SMS messaging, WhatsApp, Chatbot messaging programmes, and smart technology. Virtual reality tools are being used to train officers in different scenarios.

The Digital, Data and ICT strategy sets out our approach for updating our public contact platform with enabling new technologies and integrating our systems and data. To implement the strategy we will have a long term partnership with our technology supplier to enable implementation of the medium and longer term solutions for enhancing contact and digital capability – this will offer flexibility to meet our requirements.

Police Scotland will continue to keep up to date with all external and internal drivers. Building these elements into our strategy and plans will ensure we keep up with developments.

⁷ <https://mojdigital.blog.gov.uk/2016/05/25/sustaining-development-the-true-cost-of-running-an-it-system/>

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Public contact to enable policing in Scotland

As Scotland changes, policing must do the same.

From emergency contact to community policing, we must deliver services which are relevant to the people we serve. We must ensure we capture current issues and concerns in our communities and use that to shape our service delivery. Making services relevant, accessible and inclusive builds public confidence and trust, which in turn makes people more likely to contact, approach and cooperate with us.

Taking into account our vision for public contact and engagement we have identified four strategic objectives that are key to the transformation of our approaches:

- Creating an accessible and seamless public experience, enabled by digital services;
- Empowering our people to manage public contact, harm and vulnerability;

- Collaborating to tackle complex public safety and wellbeing challenges using a whole public service approach; and
- Improving the reach of our public and community engagement activities.

The following sections detail what we will do to improve our service by fixing immediate problems, enhancing our capabilities, and implementing actions now that will have a sustainable impact over time.

Creating an accessible and seamless public experience, enabled by digital services

Innovative technologies will play an important role to support us to achieve this objective. Keeping up to date and maintaining our understanding of current and future developments in technology will help us to ensure our future contact and engagement approaches remain appropriate, accessible and inclusive.

We must be able to continue to effectively handle 999 and 101 calls, as first point of contact but we will, in addition, enhance our capability for digital contact to enable public access and our ability to respond to user needs and situations.

Next generation policing in Scotland will use video and text for emergency contact and be less reliant on phone or website contact.

Our existing public contact platform has reached end of life – it is struggling to support our existing contact channels and cannot support digital transformation. We must replace our contact platform to optimise our accessibility and responsiveness. This is necessary for digital contact and supportive technologies, including our ability to maintain and sustain contact assessment and call triage.

Our aims

- **Empower the public to interact with police** in ways that are supportive and appropriate to them – providing discreet, safe and convenient contact options for different situations and geographic locations. For example, in reporting crime, submitting witness statements, evidence and information or speaking to police (e.g. online, text, video chat, community hub).
- **Reduce avoidable contact through greater self-service.** Our national public contact platform will enable fully accessible online self-service for the public to get accurate information and advice quickly, get an update on their case and when an officer is able to see them, report crime and submit digital evidence.

The public will be able to provide information and evidence securely and quickly through mobile devices.

- **Assess situation quickly and robustly.** We will be able to connect with smart phones and voice assistive technologies (e.g. home devices and watches) to communicate with the caller via live video, text and voice assistive technology. With the caller's consent, we will be able to record evidence, identify their precise location and communicate in the their language to help us provide appropriate response.
- **Ensure public can reach us using voice assisted technologies.** For example, smart home devices and smart watches, in situations where the public might not be able to reach a phone or dial 999.
- **Improve the whole public experience.** Managing user journeys end to end and helping individuals receive the support they need.

We will continue to focus on becoming fully accessible, responsive and efficient in handling emergency and non-emergency contact by:

- Replacing our national public contact platform capable of digital contact and supportive technologies as we progress to implement next generation 999.
- Connecting our contact channels and integrating data and systems, enabling us to get it right first time. The public receive a seamless and consistent experience.

- Streamlining contact management, such as customer relationship management, to ensure speed of searching and finding relevant information.
- Managing dissatisfaction, identifying actions and learning, through our user satisfaction survey, public engagement and performance frameworks.
- Understanding repeat contact through smart use of data and technology (failure and demand).
- Engaging our people in problem-solving and public insights. Helping to achieve resolution and turning negative experiences into positive outcomes.

Empowering our people to manage public contact, harm and vulnerability

Our people have the greatest impact on public experience and must continue to be supported to serve our communities. Alongside a clear and supportive working environment, our people must be equipped and have appropriate time to provide the right response. A further consideration is how we support our people as next generation policing approaches introduce, for example, live streaming which can include disturbing images.

Our aims

Enable officers and staff through digital, to assess and record the situation quickly and more robustly.

We will know more about the history and needs of the person contacting us through our integrated customer relationship management (CRM) system which will improve their experience.

Our service advisors will be able to activate digital contact and connect to the caller's smart phone to assess a live view of the situation and needs of the individual - obtaining precise location, communicating in different languages via live chat, and recording live evidence.

The operator will also be able to activate Remotely Piloted Aircraft Systems (RPAS) to film the incident if needed. This will add both operational and evidential value.

Officers will also be able to record statements, evidence, their observations and community feedback using audio or video through their mobile devices, which automatically update police databases. Case files will be updated and core operational databases checked on the go. Other colleagues are able to quickly pick up evidence case details to prepare to meet the service user.

Improve decision-making through integration and automation.

Our people will have the right information at the right time available to the right user. Integration will provide a consistent and single view of the user journey. Integration and automation will provide better information to support decision-making for response teams, saving valuable time. They will no longer need to work with so many systems with more time for decision-making and providing the right response for the service user.

Provide personal communications.

The public will have the option to speak to an officer through video contact as a way of getting a personal update, advice or giving information, while reducing travel time. For example, this might be more accessible and quicker for managing contact and engagement in rural and remote locations; or, in situations, where an individual does not want the police to visit their home.

We will continue to focus on empowering and equipping our people in managing public contact and engagement with:

- Enabling tech and mobile devices that support video and text for communicating with the public.
- Training and relevant support to manage contact from all members of our communities, helping to identify and support vulnerable people who come into police contact.
- Meeting expectations in accessibility and service quality with clear and well-publicised service standards (see Appendix one).
- Embedding a framework for our values and behaviours that can be taught, observed and measured.
- Connecting our people with public feedback and insights, and using these to inform learning, coaching and service improvement.

Collaborating to tackle complex public safety and wellbeing challenges using a whole public service approach

We need to work collaboratively internally and with our partners to manage contact effectively particularly to improve the victim experience and respond to vulnerability – this should work as a whole public service approach. Significant change is required in how we work with our partners to manage vulnerability and community well-being. For example, alignment of contact assessment models, data sharing and information, and shared understanding of roles and responsibilities.

The pivotal points in helping a person's recovery when support is needed are at the beginning and end of their journey.

The first step in addressing our challenges to managing demand is to put people before technology and process. Technology and process must make our decision-making easier and allow our people to communicate effectively with one other, the public, and in the identification and management of vulnerability.

Designing our services with the public, our people and our partners help us make sure the most vulnerable and people in crisis receive the support they need, at the right time and by the right response.

Our aims

Manage the user experience end to end. We aim to work collaboratively internally and externally with blue light and support services to manage vulnerability and harm in providing the appropriate response.

Embed accessibility and inclusivity in our service design to make our services work for everyone. We will aim to ensure our infrastructure, processes, data and technology are capable of meeting complex demand and using a variety of contact methods. Accessibility standards should be applied across our technology, processes and systems both internally and externally, so that we are able to handle contact quickly and robustly.

Understand and anticipate problems earlier. We aim to use advanced data analytics to help detect and assess vulnerability supporting collaboration internally and externally in providing the appropriate response.

To achieve this we will:

- Collaborate with our partners and support services to align our contact assessment models, and establish a consistent view of the service user, to manage vulnerability and prevent problems. Ensuring our knowledge (a person's or system's knowledge) is up-to-date and relevant.
- Engage and involve stakeholders in understanding the tensions and challenges for managing vulnerability demand and the opportunities for improvement and innovation.

- Continue to support and engage victims and people in custody with partners to understand needs and prevent problems.
- Undertake research with our partners, academics and support services.

What this means for enabling policing in Scotland

Next generation policing – voice, video and text

People can communicate with us regardless of situation and geographic locations, and we are able to assess their needs to provide an appropriate response. These enabling contact technologies allow quality evidence to be captured and shared, saving valuable time and enabling us to better support victims. The use of video will also help us to provide personal communications to more people and reduce travel time.

Integrated technology

We will be able to manage user journeys end to end, providing a seamless and consistent experience. Connected data and systems will allow us to get it right first time and reduce repeat contact. Valuable time is saved for officers and back office colleagues with quick access to the right information and insights, consistent view of the user, supporting decision-making and ability to provide the appropriate response.

Supportive environment for future technology

Upgrading our national public contact platform will enable digital transformation and supportive technologies over time.

Getting it right first time through integration and enabling greater online self-service means that voice and face-to-face contact will be focused where it is needed most – emergencies, engagement and prevention.

The future of police contact and engagement

| User Task | Situation | Today's Contact | Tomorrow's Contact* | Response Post-Contact Interaction |
|---|--|---|---|---|
| Emergency Ask for help Share evidence as it happens Provide location of an emergency | Sprayed by a perpetrator in the eyes - Cannot call for help <ul style="list-style-type: none"> • Smartphone • Smart home devices |  | Voice activated technology |  National Public Contact platform, enabling advisors to activate software suited to different situations. |
| | Witnesses riot on the street <ul style="list-style-type: none"> • Smartphone |  | Live stream evidence and incident |  Officers have access to real time information and intelligence |
| | Lost on a mountain for hours. Doesn't know exact location. <ul style="list-style-type: none"> • GPS • Smartphone | Pre-registered for text service for deaf and hard of hearing | Free to use text service to capture reports and evidence |  Officers record evidence and statements digitally |
| | Student who does not feel comfortable talking on the phone and nervous about police. <ul style="list-style-type: none"> • Smartphone • Social media | | Location sharing via tech and smartphone | |
| Non-emergency Report crime which has happened in the past Share evidence Get information and advice Get updates on the incident reported Give statement | A nurse whose car was vandalised recently. <ul style="list-style-type: none"> • Computer access • Wants to save time |  | Live written word communication (live chat or social media) | Digital platforms monitored at specific times; advisers respond to the public within minutes of contact |
| | Cyclist, victim of it and run. Helmet cam captures evidence. <ul style="list-style-type: none"> • Video |  Website forms | Record details of incident using simple, flexible, easy to use online services which captures location and files |  |
| | Car stolen 4 weeks ago. No news from police. <ul style="list-style-type: none"> • Computer access • Low confidence in police |  Police station | Share digital evidence online, without need to hand in device | Officers have access to support such as guidance for engaging with people with different needs, translation services and digital evidence packs |
| | Survivor of serious sexual assault who gives evidence to police. |  Pre-registered for text service for deaf and hard of hearing | View alerts or updates on reported case |  |
| | | Video recording of police statements | Greater attention to individual needs including multi-agency community hub for information, advice and interview appointments | |
| | | Video contact as contact option for reaching remote communities or those who want a private (discreet) face-to-face interaction. | | |

* Phone call will always be an option.

Improving the reach of our public and community engagement initiatives

Engaging with people is strategically important for the organisation to strengthen relevance, responsiveness, accountability and to build trust. It helps us learn about people and create services which meet their needs. We know some of our engagement activities are not reaching diverse communities and are not representative of the society we serve.

A meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape services and influence decisions made. It should be action and outcome-focused.

People's needs are better met when they are involved in an equal and reciprocal relationship with professionals and others, working together to get things done.⁸

Our aims

- Continue to build relationships and trust in communities to include diverse communities and user groups in all areas – rural, remote, Island and urban
- Increase proactive engagement to enhance police approachability and improve understanding of people's needs and concerns
- Involve national and local partners that represent the interests of communities we serve

- Use appropriate, relevant, safe and accessible engagement methods which are fit for purpose – for engagement with vulnerable people, children and young people, diverse communities, people living in remote areas and low income areas
- Enhance use of national and local insights from engagement to contribute to service design and delivery

To achieve this we will:

Increase the accessibility of our engagement initiatives through our practical engagement framework which includes tools, inclusive methods, ethical guidelines and effective evaluation of all our public and community engagement initiatives. Our engagement standards and principles will be embedded across Police Scotland.

Talk and listen to diverse communities and groups of people by developing and undertaking engagement with a range of communities and organisations to maintain and sustain relationships, measure the impact of our communication and marketing campaigns and increase opportunities for people to meet their local officers and to talk about their concerns for the local area.

Combine local and national engagement and insights by triangulating insights from local engagement activities with operational and national data to fully understand context of certain crimes, fear and worries.

⁸ Christie Commission on the future delivery of public services
<https://www.gov.scot/publications/commission-future-delivery-public-services/pages/6/>

6 | Taking strides to make it happen



This strategy sets out the vision and strategic direction of contact and engagement for policing in Scotland.

Our vision is to create a people-focused and whole service approach to public contact and engagement through four enablers. We will design our services around the needs and challenges of the individuals and communities we serve, working with our partners and our people to deliver a quality service. We will operate as one organisation, providing a modern and efficient police service, enabled by a positive learning culture and digital services.

The implementation of a strategy with this level of ambition will require careful planning, collaboration and taking opportunities to maximise funding and resources available to support effective delivery. As with any change, understanding the aspects that will contribute and determine the success of the strategy is important. There are 4 key areas that need to be considered throughout the implementation of the strategy.

Culture and leadership

Creating the right culture to deliver our strategy means we need to focus both on how we do things and how our people feel about working for the organisation. Everyone, from the frontline to the back office - across every tier, plays a part in managing public contact and engagement. Colleagues must feel supported and inspired to lead from the frontline. Living our values, demonstrating credibility and integrity; and delivering a quality service.

To maintain confidence and trust in policing from the communities we serve, and gain their respect, we must be a values-led organisation and be able to hold ourselves to account. For this, we will embed the following supporting structures:

- Values and ethics framework. Enabling us to teach, observe and measure our credibility, values and behaviours, and see the impact of our actions.
- Service standards and principles. Embedding quality and consistency of service to manage, meet and exceed public expectations.
- Learning environment. Inspiring people to make a difference through learning, idea generation and innovation.
- Collaboration. Working as one organisation to deliver change and manage public contact effectively across whole of policing.

Our executive and leaders will be supported in decision-making with robust, real-time insights and feedback to improve their understanding and respond to evidence that can stand up to scrutiny.

People

Our people have the greatest impact on public experience and must be supported to serve our communities. Involving our people and their representatives as we develop our implementation plan is critical. We will establish an appropriate project team that is responsible for driving forward the delivery of the strategy. This will include consideration of the following key areas:

Supportive environment – alongside a clear and supportive working environment, our people must be equipped and have appropriate time to provide the right response. A further consideration is how we support our people as next generation policing approaches introduce, for example, live streaming which can include disturbing images.

Involvement – colleague engagement with service design and decision making will add significant value to the choices made around emerging technologies and proposed solutions. Technology and process must make decision-making easier and allow our people to communicate effectively with one other, the public, and in the identification and management of vulnerability.

Accessibility and well-being – accessibility standards should be applied across our technology, processes and systems both internally and externally, so that we are able to handle contact quickly and robustly. The first step in addressing our challenges to managing demand is to put people before technology and process.

Systems and Technology

Investing in the right tools and technology is key. Technology is a platform for change and innovation. We need to invest in and improve our technology to meet the changing needs of people and enable next generation policing⁹. We will focus on the following areas as we implement our strategy:

Invest in technology for digital transformation

The Digital, Data and ICT strategy sets out our approach for updating our public contact platform with emerging technologies and integrating core systems and data. To implement the strategy we will have a long term partnership with our technology supplier to enable implementation of the medium and longer term solutions for enhancing contact and digital capability – this will offer flexibility to meet our requirements.

Innovation, Automation and AI

Automation will ensure Police Scotland can move ahead in this area at pace and this will be considered to integrate new technologies and optimise our preferred solutions. Further consideration with appropriate public and wider engagement will be undertaken in advance of any initiatives progressing.

Mobile working devices

These will allow quick access to key information, guidance and core systems on the go. The use of body worn cameras and voice transcription will enable response officers to record statements and other pieces of evidence. Ability to access community insights and intelligence, and ability to record feedback while working in the community.

Partnerships

We recognise there are a number of transformational activities within policing at present. For sustainable change we need innovation and strong collaboration with our national and local partners, government and technology supplier.

The implementation of this strategy will align and complement a range of wider initiatives to ensure our operating model is integrated and effective. This will include consideration of:

- Aligned contact assessment models
- Supporting and engaging people in custody for improved wellbeing and prevention
- Multi-agency community hubs providing information and advice, interview appointments
- Delivering joined up advocacy services, supporting victims, witnesses and offenders when they need it

⁹ <https://mojdigital.blog.gov.uk/2016/05/25/sustaining-development-the-true-cost-of-running-an-it-system/>

| | 1 Accessible and seamless public experience | 2 Manage harm and vulnerability | 3 Tackle complex challenges | 4 Improve reach of engagement |
|---|---|--|--|---|
| Strategic objective | Continuing to effectively handle 999 and 101 calls, and enhancing public access and our ability to respond to user needs and situations through digital services | Empowering our people to manage public contact, harm and vulnerability, enabled through digital and supportive working environments | Designing our services with the public, our people and our partners help us make sure the most vulnerable and people in crisis receive the support they need, at the right time and by the right response | Establishing meaningful and effective engagement that involves genuine dialogue, transparency and accountability |
| Priorities | <ul style="list-style-type: none"> • Empower the public to interact with police and improve whole experience • Reduce avoidable contact through greater self-service • Ensure public can reach us using voice assisted tech | <ul style="list-style-type: none"> • Enable officers to assess and record situation quickly and more robustly • Improve decision-making through integration and automation • Provide personal contact | <ul style="list-style-type: none"> • Manage the user experience end to end • Embed accessibility and inclusivity in our service design • Understand and anticipate problems earlier | <ul style="list-style-type: none"> • Increase the accessibility of our engagement initiatives • Talk and listen to diverse communities and groups • Combine local and national engagement and insights |
| Enabled by data, technology and people | <p>Culture and leadership We will sustain a positive working environment and consistency in service standards. Working as one organisation to deliver change.</p> <p>People Our people have the greatest impact on public experience and must be supported to serve our communities.</p> <p>Data, digital and ICT We will transform public experience and operational efficiency through fully integrated tech, data capability and capacity, and digital.</p> <p>Partnerships We will build and sustain collaboration and relationships to deliver innovation and modern public services.</p> <p>Ethics We will use new tech and approaches with strong ethical oversight, transparency and consultation.</p> | | | |

7|

Measuring success

Performance Framework

Our outcomes focused performance framework is linked to our strategies and plans. The framework describes how we will monitor and measure progress on our strategic outcomes and objectives.

Impact measures

A range of qualitative and quantitative performance indicators will be measured to show progress as follows:

| | |
|--|--|
| Contact through 999 is managed effectively | Contact through 101 is managed effectively |
| Development and adoption of other engagement routes and channels | Improving relationships between young people and police |
| Evidence of participation on community engagement initiatives | Evidence of using feedback and insight to improve services |
| Level of confidence in Police Scotland | Level of trust in Police Scotland |
| Level of user satisfaction | Evidence of complaints resolved efficiently and fairly |
| Participation rates in our communities in our consultation events | Impact from national prevention campaigns |
| Local policing partnership activity | Effectiveness of workforce development |
| Investment in training of officers and staff in the right capabilities | Meeting and adapting to demand |
| Evidence of commitment to invest in technology modernisation | Evidence benefits of implemented innovations. |

Review

As the implementation of the strategy progresses there will be a need to continually review and assess the impact measures for appropriateness. This will ensure that measuring our success remains dynamic and responsive to changes and developments.

Appendix One - Service Standards

| | |
|------------------------------|---|
| Focused on people | Provide you with the help and advice you need |
| Meet expectations | Communicate clearly and in a way which suits you |
| Achieve resolution | Work with our partners to respond to your needs for the best possible outcome |
| Bring empathy | Listen to what you have to say and take your concerns seriously |
| Use integrity | Treat you fairly, with dignity and respect |
| Focused and effective | Ensure you can easily contact us, in a way which meets your needs |

Professionalism

We act with integrity, fairness, respect and always are mindful of your human rights. We explain your rights to you and ensure you understand them.

We are guided by **Code of Ethics for Policing in Scotland** and our **Standards of Professional Behaviour**.

Victims & witnesses

Being a victim of crime, or witnessing a crime, can be a very upsetting and difficult experience. We appreciate this, and we follow our

Standards of Service for Victims and Witnesses 2019 – 2020.

Protecting the public

- We will always prioritise public contact, with 999 calls sitting at the highest priority
- We will assess your individual needs to provide an appropriate response
- When something serious is reported, we will ensure that we treat the investigation as a priority and submit our report as quickly as possible
- Where we think it will help, we will work with partners in your community to provide you with any support you need
- If we confirm that you have committed a crime, we will work with you to help you understand the hurt and harm caused by your actions

Communicating

- We will explain how long it will take us to get back to you
- We will explain what we are investigating and why
- We will listen to what you have to say about what happened and why
- We will publish how we are doing in meeting our standards

Providing a local service

- We will listen to feedback about our services
- We will increase opportunities for you to give feedback
- We will increase opportunities for you to meet your local police officers to talk about things that concern you
- We will communicate about the things we are focussing on in your community and why
- We will offer advice about how to stay safe
- We will focus on improving the way we communicate and engage with you and your community
- We will publish our engagement and consultation activities
- We will publish local crime data
- We will ensure your local officer gets back to you if you contact them



