

Police Scotland's Draft 2026 Implementation Plan

Policy Update

This report provides members with an opportunity to comment on Police Scotland's Draft 2026 Implementation Plan as well as to receive a presentation on the Draft Plan from Police Scotland.

Summary and Recommendations

Following the publication of Police Scotland's 2026 Strategy in the summer a Draft 2026 Implementation Plan has been produced for consultation with key stakeholders. The Draft Implementation Plan is essentially a financially driven plan that seeks to prioritise the work of Police Scotland over the years ahead.

The Draft Plan sets out how Police Scotland will deliver their ambition of the 10 year strategy by building their 3 year Plan. As such, Police Scotland are reviewing all their activities against their strategic objectives and supporting commitments.

The report sets out a range of strategic issues that are not adequately reflected in the current Draft Implementation Plan from a local government perspective.

This paper invites Members to:

- i. Comment on Police Scotland's Draft 2026 Implementation Plan;
- ii. Provide views on the key activities outlined in the Draft Plan; and
- iii. Agree COSLA's next steps.

References

Previous reports on topic:

- COSLA Community Wellbeing Executive Group – 17/03/17
- COSLA Community Wellbeing Executive Group - 16/12/16
- COSLA Community Wellbeing Executive Group – 09/09/16

**Mi
ke**

Callaghan
Policy Manager
07901 514320
mike@cosla.gov.uk

September 2017

Police Scotland's Draft 2026 Implementation Plan

Policy Update

1. Police Scotland consulted on their 2026 Strategy in May during the period of the Local Government Elections. As a result, many councils were not in a position to submit responses due to administrations not being in place. A finalised version of Police Scotland's 2026 Strategy¹ was published during the summer.
2. Since Police Scotland's 2026 Strategy was published a Draft 2026 Implementation Plan has been produced that is set out in the Annex. At the COSLA Community Wellbeing Board meeting on 22 September, Police Scotland are to deliver a presentation on their Draft Implementation Plan. Members are encouraged to provide comments and ask Police Scotland questions on the Draft Plan.
3. Members will be aware that policing in Scotland is in a state of flux following the recent high profile resignations of the chairman and chief executive of the Scottish Police Authority (SPA). This was after heavy criticism in the Parliament of the SPA as well as by COSLA's Police Scrutiny Conveners Forum in relation to its openness and transparency. In addition, Police Scotland's Chief Constable was recently granted special leave while an internal investigation is undertaken.

Current COSLA Position

4. COSLA's current view on Police Scotland's Draft Implementation Plan is that the strategic objectives in the Draft Plan are consistent with the consultation document that we broadly supported. That said, the Draft Plan does not provide sufficient recognition of important strategic issues such as community planning and accountability detailed in paras 9 to 10.
5. Police Scotland's Draft Plan is currently subject to consultation with key stakeholders that include local government. As such, COSLA's President, Vice President and Chief Executive met Police Scotland on 15 September to discuss the Draft Plan. Therefore, a verbal update will be provided on how this meeting went at the Board meeting.

What is Changing?

6. Police Scotland's 2026 Draft Implementation Plan ostensibly is a financially driven plan that seeks to prioritise their work over the years ahead. It has been produced in collaboration with the Scottish Police Authority (SPA) and is intended to transform Police Scotland as an organisation.
7. The Draft Implementation Plan sets out how Police Scotland will begin to deliver their ambition of the 10 year strategy by building their 3 year Plan. It is intended that the first 3 year phase of a 10 year journey will see a range of activities designed to improve service delivery in Scotland.
8. The strategy and draft implementation plan are primarily focused on its Property, IT and Workforce strategies that are based on Police Scotland's transformation portfolio. As such, Police Scotland are reviewing all their activities against their strategic objectives and supporting commitments. Therefore, Police Scotland will have to decide whether to discontinue certain activities and to reprioritise resources to achieve their ambition.

Proposed COSLA Position

9. Presently, Police Scotland's Draft Plan does not adequately reflect a number of key strategic issues for COSLA that are set out in summary below.

¹ <http://www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-strategy.pdf>

- **Community Planning** - The community planning agenda and the new local outcome improvement plans (LOIPs) that will be in place across all CPPs next month are not reflected in the Draft Plan. Members will be aware that Police Scotland have a statutory duty (via a duty on the Chief Constable) to participate in community planning and locally elected members have a legitimate interest in ensuring all partners can contribute resources to achieve local outcomes.
- **Resources** - There is a concern that Police Scotland's proposed priorities in the Draft Plan might override the ability for police to deploy resources (including funds) at a local level, in line with local need which would not be particularly helpful. As such, the Draft Plan needs to reflect local variation in geography for councils to support the development of LOIPs.
- **Governance** - The section on accountability within the Draft Plan is disappointingly light beyond setting out key stakeholders, given the recent issues regarding governance at the SPA/Police Scotland. In addition, there is nothing specific about how councils will receive information on progress with the 2026 Strategy.
- **Community Empowerment** - The Draft Plan requires to make the recognition that Police Scotland has a range of other duties to contribute towards local planning. As such, the document requires to make reference to the Community Empowerment legislation that Police Scotland require to contribute to locally.
- **Community Justice and Youth Justice** - The provisions of the Community Justice 2016 Act mean that Police Scotland are a key partner in reducing reoffending. Therefore, this requires to be reflected in the Draft Plan as well as support for the whole system approach (WSA) for youth justice as a form of early intervention and prevention.
- **Poverty and Inequality** - As it stands the document needs to outline how Police Scotland will contribute to reducing inequality and poverty that are causal factors for crime through maintaining important preventative and diversionary activities. The importance of this has been underlined recently in the Scottish Government's Justice Strategy.
- **Workforce Strategy** - Police Scotland's workforce strategy in the Draft Plan is set out as being of key importance. That said, there is a need to for Police Scotland to consider how workforce planning approaches can support effective partnership working within the context of public sector reform. As well as for the police workforce to be located in local communities.

10. Overall, the Draft Plan focuses on systems and processes to look at change but does not make adequate reference to the outcomes Police Scotland seek to achieve. In addition, the Draft Plan simply confirms the relationship that councils already have with Police Scotland without indicating any proposed improvements.

Next Steps

11. COSLA will take forward additional feedback from members of the Community Wellbeing Board in relation to Police Scotland's Draft Implementation Plan to ensure it informs the finalised version of the document. In addition, at a political level COSLA will seek a meeting with the Cabinet Secretary for Justice to discuss Police Scotland's Draft 2026 Implementation Plan as well as with the future chair of the SPA.

Summary and Recommendations

12. The report provides an overview of Police Scotland's Draft 2026 Implementation Plan and seeks feedback from members to inform the finalised version of the document.

13. Members are invited to:

- i. Comment on Police Scotland's Draft 2026 Implementation Plan;
- ii. Provide views on the key activities set out in the Draft Plan; and
- iii. Agree COSLA's next steps.

Mike Callaghan
Policy Manager
Communities Team
07973 918950
mike@cosla.gov.uk

September 2017