



Consultation Response – **Shaping our direction and delivery 2019-2022 – survey**

Overview

Police Scotland wants to hear from the public and our partners about how we shape the service that we provide.

In 2017 we agreed a ten year strategy for how we want to build a sustainable service able to adapt to the needs of a changing Scotland. Since then, we have been planning for and delivering change, whilst continuing to provide the local and specialist services that keep people safe.

Each year we are required to publish an Annual Police Plan which sets out our operational priorities for the year ahead. This year we will enhance that by bringing together the work we do locally and nationally across all our operational and support functions and with our transformational activity, into one plan covering the next three years.

This will show how all the parts of the service come together to make a positive impact for policing and society, and to keep people safe across Scotland against a set of strategic outcomes.

We will continue to focus our resources on the issues that cause the most harm in order to improve outcomes for people and communities. Our planning is informed by our analysis and assessment of the threat and risk posed and what we are told through our Your View Counts survey.

As part of our ongoing engagement, we are looking for opinions from people across Scotland on our proposed outcomes, our approach, and how you want to be involved in working with us to continue to shape future services.

We are also keen to hear your views to help shape our future strategies in respect to prevention and public contact and engagement.

Your opinions will help us to make sure that our plan fits with expectations and enables continued collaboration, and that we identify any areas of the plan that require to be amended or strengthened.

Our plan will be laid before the Scottish Parliament by the end of March 2019.





Our policing priorities

As part of our planning process, Police Scotland assesses what our priorities should be to address the highest threat and risk of harm from crime to the people and communities of Scotland.

This involves our own analysis, as well as public input through our Your View Counts survey.

We have identified four broad themes:

- protecting vulnerable people
- working with communities
- tackling cyber-related crime
- support for operational policing

Some of the areas we will focus on are: serious violence and murder; sexual crimes including child sexual abuse and exploitation; domestic abuse; human trafficking; counter terrorism and domestic extremism; drugs; crime related to serious organised crime groups involving violence, firearms, feuds and finances; fraud; robbery; hate crime; antisocial behaviour; reducing road casualties; driving under the influence of drink and drugs; and our workforce planning.

Q. Do these feel like the right themes and priorities to you?

(Please add 'X' next to your selection)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





Please provide further comments in the box below.

Comments

The Scottish Children's Reporter Administration (SCRA) alongside the Children's Hearings System (CHS) are the public bodies in Scotland who deal with the majority of cases where a young person has been involved in offending behaviour.

In 2017/2018 the following children were referred to the Reporter from Police Scotland:

(j) offence ground	3055 children
(k – o) conduct grounds	2066 children
(a – i) care grounds	5949 children

The total number of children referred to the Reporter from Police Scotland was 8506, some of these children were referred more than once or on multiple occasions.

Partnership work between Police Scotland and SCRA needs to continue in relation to referrals to ensure that the right children are referred to the Reporter, at the right time. The document 'Guidance on Referral to the Reporter – Information for Partners' is available on the Children's Hearings Improvement Partnership website at <https://www.chip-partnership.co.uk/wp-content/uploads/2016/02/Guidance-on-Referral-to-Reporter-.pdf> and should be followed by Police Scotland as well as by other partners.

A consistent approach to referral to the Reporter needs to be taken across Scotland, and 2017/2018 has seen some variation in relation to this at a local authority level which is being considered nationally by the Child Protection Strategic Group.

SCRA also receives jointly report referrals, which are then discussed with the Procurator Fiscal so that the right system, at the right time, is dealing with offending behaviour. In 2017/2018 2620 jointly reported referrals dealing with 1191 children & young people were considered by the Children's Reporter and the Procurator Fiscal.





Keeping people safe

Police Scotland is responsive and resolves threats to public safety and wellbeing.

The public should be safer as a result of our work to reduce the harm caused by crime and other incidents. We make communities aware of, and prepared to respond to, current and emerging threats and risks. People considered vulnerable are protected from harm.

We will do this by:

- Using all available information and intelligence to prevent and respond to crime
- Protecting vulnerable people and victims of crime from harm
- Improving our understanding of, and response to, the threat from cybercrime
- Working with the public, communities and partners to reduce re-offending
- Working with communities to ensure they are well equipped and prepared to deal with all threats to public safety
- Effectively tackling current and emerging threats to public and community wellbeing

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





Please provide further comments in the box below.

Comments

Children and young people are referred to the Children's Reporter under the grounds for referral specified in the Children's Hearings (Scotland) Act 2011 - Section 67. These include (not exclusive):

- lack of parental care;
- victims of an offence specified in schedule 1 of the Criminal Procedure (Scotland) Act 1995 - Offences against children under the age of 17 years to which special provisions apply;
- victim of a sexual offence;
- a close connection with a perpetrator of domestic abuse
- they are, or are likely to be, exposed to persons whose conduct makes it likely that they child will be abused or harmed, of the child's health, safety or development will be seriously adversely affected.

The s67 grounds for referral cover a wide range of behaviours and circumstances – but are all focussed on keeping children safe within their family, school and community.

Our strategic and operation focus is on the specific vulnerabilities of children and young people, and we are pleased that this aim keeps the focus on children and young people.

We would like to see the implementation of a national process to record child interagency referral discussion (IRD) in an updated Standard Operating Procedure and in the revision of the Child Protection Guidance 2014 which is ongoing. We think that a consistent, recorded approach to this crucial element of the child protection process will bring benefits in relation to the process and professional understanding of the role being taken, but also in relation to simplicity and understanding for children and families. We look forward to seeing this approach in action as soon as possible.

SCRA are pleased to continue to be involved in relation to the delivery of joint investigative interview training across Scotland and in the development of this interview format and approach. We are also pleased that some of the recommendations of the Evidence and Procedure Review will become part of legislation in the Criminal Evidence (Vulnerable Witnesses) Bill and we look forward to continuing advancement in the area of pre-recorded evidence from children and vulnerable witnesses in particular.

SCRA works daily with vulnerable children and vulnerable families and we are pleased that this area of work is a recognised priority for Police Scotland.





Communities are at the heart of policing

Police Scotland delivers a service that meets the needs of local communities.

We are aiming for a tailored local policing delivery that meets the needs and expectations of Scotland's diverse communities, whether defined by place, identity or virtual connection. Support is provided by national resources, delivered locally.

We will do this by:

- Ensuring our resources deliver services that meet the needs of local communities
- Working collaboratively with our partners on our shared priorities, including public health and vulnerability
- Designing, developing and supporting local preventative approaches to reduce harm and demand
- Building, developing and maintaining effective local partnerships
- Improving our support services to enable the delivery of effective local policing

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





Please provide further comments in the box below.

Comments

Children's Reporters are employed by SCRA across Scotland, and work closely with partners in local authority areas. Children's Reporters decide two things; 1) whether there is evidence of a s67 ground for referral to a Children's Hearing, from the Children's Hearings (Scotland Act 2011 and 2) whether a child or young person referred to them requires statutory intervention in the form of a Compulsory Supervision Order.

If there is both a need for compulsion and the evidence to satisfy a ground for referral under section 67 (2) (j) of the Children's Hearings (Scotland) Act 2011 – the child has committed an offence - then a Reporter must arrange a Children's Hearing. In a Children's Hearing the three members of the Children's Panel would make a decision about whether a Compulsory Supervision Order should be issued.

The Children's Hearings System sits firmly within local communities – children's panel members are recruited from local communities and make decisions for the children referred to the Children's Hearing in their local authority area. SCRA supports the community justice approach being taken in Scotland and is keen to develop working relationships to promote this agenda. SCRA also supports the public health approach of violent crime reduction and is keen to continue to work with partner agencies in relation to this across Scotland.

SCRA continues to value local partnership working with Police Scotland as well as national engagement. SCRA fully supports tailored local policing solutions, but would ask that this is done within a consistent national framework – for example in relation to the national criteria for referral to the Reporter (s61 of the Children's Hearings (Scotland) Act 2011) or the new application of the IRD process. This consistency will enable training, guidance and expertise to develop across partner agencies within the child protection and youth justice process and will be beneficial to all.

A key element of the Children's Hearings Improvement Partnership is the 'Better Hearings' work which is occurring at a national as well as a local level. SCRA hopes that Police Scotland will continue to be a key national and local partner within this work to enable improvements across the Children's Hearing to be driven forward across Scotland.





Do you have any views on how we could improve the way we serve different people and communities?

Comments

SCRA's research 'An exploration of ethnic minority communities' understanding of child protection and the Children's Hearings System in Scotland' (<https://www.scra.gov.uk/wp-content/uploads/2018/01/Ethnic-minority-research-report-final.pdf>) covers in detail the barriers which are in place for the engagement of public services with ethnic minority families across Scotland. The key findings were:

- **Language and communication barriers**, and linked to this concerns about confidentiality and poor quality of translation.
- **Fear and distrust of services**, and likelihood that services may underestimate the extent that ethnic minority community members fear them.
- **Lack of knowledge of services and child protection**, and that this may have wider implications for minority communities' integration and participation in Scottish society.
- **Culture-specific parenting** in terms of lack of understanding of abuse and neglect, and differences in concepts of good parenting and protecting their child.
- That **child welfare is the concern of the family rather than the state**, and lack of understanding of children's (and adults) rights.
- The **perception that services are racist or culturally insensitive** was the barrier rated lowest, although it was acknowledged to exist. The more significant barrier to services intervening to protect a child were difficulties in finding out when a child was at risk due to the **insular nature of some communities**.

In addition, the research also comments in relation to: "**Marginalised communities** – many of the barriers above faced by ethnic minority families are very similar to those experienced by marginalised white Scottish families. It may be that poverty and social exclusion are more important barriers rather than ethnic background, and that SCRA and its partner organisations should focus their activity on engagement with marginalised communities from across Scottish society and not solely on ethnic minorities."

The research recommended:

Improving cultural awareness – amongst all Children's Hearing Improvement Partnership partner agencies to raise awareness about the fear of services and how this affects engagement.

Raising awareness of child protection and the Hearings System – with CHIP to produce materials for children / young people / parents who have little or no knowledge and to circulate these materials widely.

Both of these improvements require prioritisation and resourcing in order for them to have an effect. These barriers and improvements are relevant and applicable to Police Scotland in the same way they are applicable to SCRA and CHS (Children's Hearings Scotland).

This is complicated work and requires an investment of time and resources in order to fully appreciate and understand the particular difficulties in communities where we are working and we would welcome opportunities to work with Police Scotland to make a positive difference.



How would you like us to share information with people and communities on how to keep safe?

Comments

Information sharing with communities is an important area of Police Scotland's work and one which we feel is effective. We think Police Scotland use the website effectively and are also clever in their use of social media – to break down barriers and to view Police officers in different ways.

We also think that local policing continues to be crucial – and that the presence of familiar officers in schools and within communities can make people feel safe and encourage people to engage with Police Scotland when they may not have done.

What ways do you think we should work with other organisations to prevent harm to communities?

Comments

Engagement in projects as well as a strong local profile can promote and maintain safety within communities – particularly when a community has been affected by persistent or violent crime.

Local community policing in Scotland has always been very effective at recognising difficult and escalating behaviours and in providing a strong supported response to these. In times of austerity this type of policing is without doubt more challenging to deliver – but the strengths of the approach deserve recognition.





Contacting and talking to us

Public and communities are engaged, involved and have confidence in policing.

We want to ensure the public feel that their input is genuinely valued, listened to and is having an impact on our policing approach. We want people to feel that Police Scotland delivers a service that makes them confident in policing.

We will do this by:

- Enhancing public contact and ensuring our services are available by a range of accessible channels
- Maintaining and enhancing public and community (user) satisfaction and developing our approach to understanding and improving public confidence
- Improving the reach of our public and community engagement initiatives
- Using insights and feedback to shape and improve our services

The public rightly expects to be able to contact the police 24 hours a day, 7 days a week, using modern methods of communications. This could be to report an emergency, seek advice, offer information or express an opinion.

Police Scotland has a responsibility to ensure that everyone is able to access our services in a way meets their needs. Wherever possible this should also exceed accessibility standards.

Our research shows us that the way that people would like to communicate with us varies for a range of reasons across different communities. This could include the reason why they are getting in touch, as well as where they live.

The public can currently contact us in the following ways:

- **Emergencies** - Telephone 999 and SMS text service or 18000 dial using Textphone (text speech) for people with hearing, speech or language impairment





- **Non-emergencies** - Telephone 101, text service 1 800 1 101 for people with hearing, speech or language impairment, video relay services, email, online forms on our website, by post, in person
- **Advice and information** about crime in your local area, advice on a criminal or legal matter, or learn more about Police Scotland and its role – website, social media (Facebook and Twitter), police stations, Ask the Police website and app, community meetings and events
- **Giving feedback** or expressing an opinion about policing and our services – online via our website and social media, email, post, police stations, and community meetings and events

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide further comments in the box below.

Comments
No further comments.

Q. Do these methods of contact with the police meet your expectations?

(Please add 'X' next to your selection)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





Please provide further comments in the box below.

Comments

Adverse publicity around Police Scotland call centre and incident responses has not been helpful. We support the approach as outlined and agree that accessibility to services for the general public is crucial and should be supported.

Q. How should we develop our approaches to make contact safe and accessible for different people and communities?

Please provide further comments in the box below.

Comments

Investment in across the board translation services online might help. SCRA would also ask that officers receive ongoing training in relation to diversity and cultural awareness. It seems crucial that officers on the ground are sensitive to the responses of different people to the Police and have strategies in place to work effectively in these situations. As indicated previously our research has shown that there is a very live fear and mistrust of the police for a number of different reasons which can affect the ways in which members of the public engage with the service. Training and strategy would be one way to address this effectively.

Q. What are the best ways to keep people up to date about a crime or incident they have reported?

From public feedback we know that it is important for the police to provide updates to those who contact us, both during the initial contact and afterwards as the situation develops.

Some possible ways of being kept up to date are listed below.





(Please rate these in the boxes below with 1 as most preferred, and 6 as least preferred.)

Appointment to speak to an officer/staff member	Call	Email	Text	Track online	Other, please state below
5	2	3	4	1	

Please add any comments below, including suggestions for other contact methods you would find helpful.

Comments

SCRA would expect the level and type of contact with Police Scotland to vary according to the nature of someone’s involvement – and we trust that decisions about when face to face contact is appropriate or essential are made sensitively and timeously.

We would also add that all public communication is accurate and based on an accurate understanding of the Children’s Hearings System. This would be in relation to media briefings as well. SCRA would be happy to develop or be involved in training which explains the Children’s Hearings System to officers who are less clear about how the system operates and the links between the Reporter and COPFS. SCRA would also be happy to develop content for the Police Scotland website in relation to the children’s hearing and to jointly reported cases. Please let us know if this would be welcome.

What are the best ways for people to give us feedback and how might we be more engaging?

The way we listen to the public is important to our understanding of what matters most to people.





This helps us to consider how best to tackle local problems and prevent harm to communities from crime.

Some possible ways of providing feedback are listed below.

(Please rate these in the boxes below with 1 as most preferred, and 7 as least preferred.)

Community meetings and events <input type="text" value="4"/>	Email <input type="text" value="6"/>	Focus groups <input type="text" value="5"/>	Other, please state below <input type="text" value="7"/>
Social media <input type="text" value="2"/>	Video <input type="text" value="3"/>	Website <input type="text" value="1"/>	

Please add any comments below, including suggestions for other feedback methods you would find helpful.

Comments

No further comments to make.

Supporting our people

Police Scotland is a positive working environment with staff who are enabled and supported to serve the public.

We want to ensure our officers and staff have the necessary skills, resources and technology available to them. We also want to promote an inclusive and supportive culture, where our people have a voice, feel listened to, and are involved in shaping our services.





We will do this by:

- Implementing an integrated strategic workforce plan to build a diverse workforce that has the right size, shape and capability
- Creating a positive environment for our people to achieve their potential
- Promoting the health and safety of our people
- Ensuring our people are confident to lead and equipped to face current and new challenges
- Developing and maintaining the right crime and specialist support services for policing in Scotland

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





Please provide further comments in the box below.

Comments

We would add that shaping service delivery needs to have multi agency consideration / implementation built in – and we would hope that Police Scotland continue to engage with partners to ensure service delivery across agencies is as effective as possible. In particular, we ask that:

- 1) consideration is given to a flag in the criminal history system which will indicate whether a jointly reported case is being dealt with by the Reporter or the Procurator Fiscal;
- 2) reminders in relation to statements / evidence / transcribing interviews are received by reporting officers when a case is being dealt with by the Reporter (in the same way that reminders are generated when a case is being dealt with by the Fiscal);
- 3) thought is taken to the consistent digital transfer of information (and the format of that information) in relation to SPR2 charging reports where adults are charged with offences against a child and the decision has been taken to refer that child to the Reporter. At the moment these charging reports are sent to the Reporter in ad-hoc and piecemeal fashion and at times it can be difficult to determine what information we have received and why;
- 4) SCRA continue to be involved in the roll out of the provision of information in relation to interviews and joint interviews in digital format, so that a consistent national approach is developed;
- 5) SCRA continue to be kept in the loop regarding the Digital Evidence Vault and that we are able to access evidence for the purposes of our investigations and our Children's Hearings Court proceedings, as and when the vault becomes operational.





Meeting demand

Police Scotland is sustainable, adaptable and prepared for future challenges.

Sustainability is a long-term goal for Police Scotland, so that policing is able to meet future demand and ensure the public and communities are given the appropriate response to meet their needs.

Only one fifth of the calls to which officers are deployed result in a crime being recorded and much of the remaining demand sees officers assisting vulnerable people in a variety of situations, including those related to mental health.

Our aim is to make sure that our service will meet the growing and changing demands on policing, by investing in the right parts of the service. To do this we need to think about things like the impact of budget constraints, advances in technology, and demographic changes. This will mean that we can be flexible and adaptable in the future.

We will do this by:

- Ensuring Police Scotland is meeting and adapting to growing and changing demands on policing
- Developing and promoting best practice in the advancement of our Equality Outcomes
- Transforming and developing lean and agile corporate support services for policing
- Building and maintaining a sustainable financial direction for policing in Scotland and evidence best value
- Investing in our use of information and technology in accordance with our digital, data and ICT strategy
- Developing and supporting an innovative culture





Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide further comments in the box below.

Comments

We absolutely recognise the challenges for Police Scotland in resourcing and responding appropriately. We applaud the intention to develop an innovative approach to policing and would hope to emulate this intention in the work we do within the Children's Hearings System.

SCRA Practice & Policy Team 2019

