Draft Strategic Police Priorities for Scotland

Consultation Analysis Report

October 2016

Scottish Government
Riaghaltas na h-Alba
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EXECUTIVE SUMMARY

Introduction

1.   In September 2015, the Scottish Government set out its intention to work with members of the public, communities and elected representatives to review our national priorities for policing. These national priorities are set under the Police and Fire Reform (Scotland) Act 2012 (the Act) and are more commonly referred to as the Strategic Police Priorities. The Strategic Police Priorities provide the top level framework for what is expected of our police service. Taken together, they set the tone for the planning of police services in Scotland. They are not intended to direct specific areas of operational policing activity but rather are intended to give a broader strategic direction to Police Scotland and the SPA.

2.   The current Priorities were set in 2013 in the context of the creation of a new national police service and police authority and their review provided an opportunity to ensure Scotland's approach to policing is truly reflective of the needs of communities across the country. To aid that dialogue, a formal consultation paper presented a set of draft revised Priorities which were informed by the wide range of discussions taken forward as part of an initial phase of engagement with key stakeholders during late 2015 and early 2016. The Priorities focussed on six themes:

•   Localism
•   Prevention
•   Response
•   Collaborative working
•   Accountability
•   Adaptability

3.   This report provides analysis of the issues raised by individuals and organisations through that consultation exercise.

Consultation Overview

4.   The consultation was launched on 22 June 2016 and closed on 16 August 2016.

5.   The consultation was based around three questions which asked respondents to offer comments on:

- Whether the draft Priorities summed up their ambitions for the police service in Scotland;
- Whether they agreed that the draft Priorities reflected the needs of their local community or the communities they serve; and
- Whether they had any additional views to share on the impact assessments published alongside the draft Priorities.

6.   A total of 110 written responses were received, with most responses submitted online via the Citizen Space consultation hub. 27 responses were received

from individual members of the public, whilst 83 responses were submitted by organisations[1]. Responding organisations included:

- local authorities and affiliated organisations;
- victim support and interest groups;
- other public bodies;
- various other general interest groups and third sector organisations; and
- bodies involved directly with policing in Scotland, including Police Scotland, the Scottish Police Authority (SPA), the Scottish Police Federation (SPF), and Unison Police Staff Scotland.

7.   Feedback was also gathered through a series of local engagement events and meetings with various interest/representative groups held to obtain additional views.

Analysis of responses

8.   Analysis of responses was supported by social researchers within the Scottish Government's Justice Analytical Services. The analysis process considered responses submitted by respondents in their entirety (as many comments covered or were supplied in relation to all three questions). Key themes raised by respondents were then drawn out, although other points made less frequently were also taken into consideration.

9.   The key findings from the analysis are briefly outlined below and presented in more detail in the main body of this report.

Main Findings

- Responses to the consultation indicated that the majority of respondents support the principles or message behind each Priority in general, although it was common for respondents to caveat this by saying that one or more (or sometimes all) Priorities needed to be expanded upon to be fully comprehensive or to cover a particular issue of interest to them.

- Respondents generally recognised that the Priorities were intended to be strategic, and so a frequent point was raised that ultimately *how* they are translated into actions through the SPA Strategic Plan, Annual Police Plan and Local Police Plans would be crucial.

- Respondents highlighted the alignment between the draft Priorities and other local and national initiatives, with several indicating that the principles underpinning the draft Priorities reflected their own organisation's objectives, strategies and the principles which inform their work. The "Localism", "Prevention" and "Collaborative Working" Priorities were particularly welcomed.

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[1] Responses from people asserting that they represent an organisation were taken at face value, as there was no way of fully verifying this.

- Respondents also commonly recognised the relationship between each of the Priorities and that satisfying one would be both influenced by and depend upon the extent to which other Priorities were delivered.

- It was widely noted that the success of the Priorities would depend on how they are implemented at local and national level, and that effective delivery would depend on a range of factors, including: sufficient resources; on-going engagement with a wide range of individuals, groups and communities; and the ability to tailor policing approaches according to the needs, ambitions and priorities of (local) communities. The importance of partnership working, including sharing knowledge, best practice and agreed (local) approaches to tackle complex social issues were also cited as being crucial for the delivery of the Priorities.

- A number of respondents identified that meeting local needs and providing a service which is responsive to local circumstances is not in conflict with providing a consistent service on a nationwide basis. Several also highlighted that enhanced local scrutiny would support the "Localism" Priority, whilst others noted the importance of having robust data and clear measures of success or progress as being key to having an accountable service.

- Several respondents mentioned the importance of the police responding to all incidents in a robust and efficient manner, and that there was a need for consistent service levels whilst taking into account local sensitivities. Respondents also recognised the need for the police to be able to respond to new and emerging threats, but highlighted that changes in approach should be clearly communicated to delivery partners who might be impacted.

Next Steps

10.   The views and information submitted as part of this consultation have been considered as part of our review and used to inform a revised set of Strategic Police Priorities which will be published and laid before the Scottish Parliament in accordance with the requirements of the Act.

OVERVIEW

11.   The 'Draft Strategic Police Priorities for Scotland' consultation paper contained three questions. Two related to the draft Strategic Police Priorities as described in the consultation document, firstly asking respondents if they thought the Priorities summed up their ambitions for policing in Scotland and secondly if they agreed that the Priorities were suitable for the communities they work with or represent. Respondents were offered the chance to provide comments on each of these elements.

12.   The consultation also asked whether respondents had anything to add to the partial Equality Impact Assessment (EQIA)/Children's Rights and Well-being Impact Assessment (CRWIA) or Business and Regulatory Impact Assessment (BRIA) which had been compiled in relation to the draft Priorities and published alongside the consultation document.

13.   The questions asked are presented in **Annex A**.

Number and Nature of Respondents

14.   A total of 110 written responses to the consultation were received, the vast majority of which were submitted via the Citizen Space online consultation hub. 27 responses were received from individual members of the public, whilst 83 responses were submitted by organisations[2]. Responding organisations included:

- local authorities and affiliated organisations (including CoSLA and community councils/community planning partnerships (CPPs));
- victim support and interest groups;
- other public bodies (such as NHS Boards, the Scottish Ambulance Service and the Scottish Fire and Rescue Service);
- various other general interest groups and third sector organisations (including groups such as LGBT Youth Scotland, Stonewall Scotland, The Coalition for Racial Equality and Rights, Scottish Council on Deafness, and Neighbourhood Watch Scotland); and
- bodies involved directly with policing in Scotland, including Police Scotland, the Scottish Police Authority (SPA), the Scottish Police Federation (SPF), and Unison Police Staff Scotland.

15.   A full list of the respondents to the consultation who were willing to have their name/organisation disclosed is provided in **Annex B**. Where respondents have given permission for their response to be made public, these are available on Citizen Space which is accessible via the Scottish Government website. All respondents were given the choice to submit their entries anonymously and for their responses to be made anonymous in reporting. All responses were moderated for any potentially defamatory, explicit or offensive material before being approved for publication.

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[2] Responses from people asserting that they represent an organisation were taken at face value, as there was no way of fully verifying this.

16.   A series of engagement events were held by the Scottish Government's Police Strategy Unit with community and interest groups around Scotland to gather additional feedback on the draft Strategic Police Priorities. Notes of key issues were taken during the engagement events and these have been considered as part of this analysis. A number of the organisations involved in those discussions also submitted formal written responses (online or by email/post) to the consultation. For the purposes of this report, comments received have been described as coming from 'respondents' regardless of the method of their individual or organisational input.

Format of Responses

17.   Although the consultation had three questions in total, the first two (which focussed on the content of the draft Priorities) were quite broad in scope and very closely related. As such, respondents differed in their approach to completing the consultation with some answering both these questions separately, some offering a single answer covering both the first and second questions, and some submitting an overall response which did not follow the set question structure. This meant that a number of respondents also did not respond to the quantitative (yes/no) elements of the questions before providing their detailed comments.

18.   In addition, the majority of the respondents considered both the text of the draft Priorities and the associated background material in their feedback. As such, the analysis presented in this report covers each of these elements by treating them as one and the same.

19.   The majority of respondents indicated that they had nothing to add to the partial impact assessments (or chose to not answer the question at all), although the analysis below also summarises the points made by those who did offer additional views on this.

Analysis Approach

20.   As discussed above, the consultation was structured by three yes/no questions which then asked respondents to provide further comments as appropriate to explain their views. Initial analysis of the three core questions found that (of those who answered each question[3]):

- 72% indicated that the draft revised Priorities summed up their ambitions for the police service, with 28% disagreeing;
- 63% agreed that the revised Priorities reflected the needs of their local community or the communities they serve, with 37% indicating they did not; and
- 42% highlighted that they had comments to add on the impact assessments.

21.   However, further exploration of the comments alongside each yes/no question revealed that many of the respondents selecting 'yes' to the first two questions caveated their responses in the feedback which followed, such that many responses

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[3] The yes/no components of the questions were not answered by all respondents. 90 respondents answered this element of question 1; 82 at question 2; and 85 at question 3.

could possibly be interpreted as 'yes – partially' or 'yes – to some extent'. In addition, a number of responses against the impact assessment question actually made reference to more general points about the draft Priorities.

22.   Taking this into consideration, alongside the fact that not all respondents followed the question structure as discussed above, the analysis presented in this report does not focus on statistical analysis of the yes/no questions.

23.   Instead, the answers given to any and all of the three yes/no questions have been read alongside free-text comments and/or over-arching narratives provided by respondents, allowing us to gather an understanding of the main points being made. Each response was read in full (including notes from the stakeholder engagement events) and categorised according to theme, with key messages drawn out.

24.   A wide range of views were expressed, some of which were in-depth explorations of aspects of operational policing or other more specific matters relating to aspects of policing, the law and the criminal justice system as a whole. The analysis presented in this report focuses on the most common themes and comments raised by respondents, although other points made less frequently were also taken into consideration and many of these are also highlighted. Where possible and relevant, the analysis has tried to distinguish any notable differences or similarities between certain types of respondent (e.g. key themes raised by local authorities).

Structure of Report

25.   The content of responses often covered the two main questions at the same time, and respondents commonly made over-arching points or ones which related to a number of the draft Priorities. Therefore, rather than presenting analysis according to each individual question, this report presents the analysis by:

a) Discussing overall comments which apply to the draft Priorities in general terms;

b) Exploring comments made in relation to each draft Priority in turn, following the order they were set out in the consultation paper for ease of reference, as follows:

   o Localism
   o Prevention
   o Response
   o Collaborative working
   o Accountability
   o Adaptability

   Some of these comments extend to issues which are unlikely to be captured by the Priorities themselves but are nevertheless relevant.

c) Providing a summary of some other points made which were not directly relevant to the content of the draft Priorities but are related to their

implementation. All of these points have been considered in the development of the final Strategic Police Priorities.

d) highlighting some of the key themes raised by respondents in relation to the impact assessments published alongside the draft Priorities.

OVERALL SUMMARY

26.   Reviewing the responses to the consultation in their entirety indicates that the majority of respondents support the principles or message behind each Priority in general, although it was common for respondents to caveat this by saying that one or more (or sometimes all) Priorities needed to be expanded upon to be fully comprehensive or cover a particular issue of interest. Respondents commonly recognised that the Priorities were intended to be quite wide-ranging and high-level, and so a frequent point was raised that ultimately *how* they are translated into actions through the SPA Strategic Plan, Annual Police Plan and Local Police Plans would be crucial.

27.   That said, as standalone Priorities intended to set the direction of travel, the Priorities were, in principle, welcomed quite widely, with the references to "Localism", "Prevention" and "Collaborative Working" in particular recognised as positive inclusions. A wide range of organisational responses including local authorities, community councils, CPPs, third sector bodies and other public sector organisations indicated that the principles of the draft Priorities reflected their organisation's objectives, strategies and the principles which underpin their work.

28.   Frequent reference was made to the notion of prevention and early intervention being key to a wide range of public issues and there was recognition that bodies involved in the delivery of public or community services had to work together to share insights, best practice and resources to tackle shared (or at least often highly related) social issues. A number of respondents recognised the role the police can play in tackling inequalities and whilst the mention of this under "Prevention" was welcomed, many suggested that addressing inequality issues should be drawn out as a theme which is relevant to all the Priorities. That said, a small number of respondents did argue that the police should primarily focus on dealing with crime wherever it occurs, and that tackling inequalities should be a matter for the Scottish Government and local authorities.

29.   Drawing upon the notion of the Priorities aligning with and being instrumental to the delivery of a range of other national strategies and initiatives, a common suggestion was for the Priorities to make more explicit reference to some of the key programmes and pieces of legislation which set the context which the police operate in. In particular, the concept of community justice and the Community Empowerment (Scotland) Act 2015 were mentioned by a range of respondents, as was the role of the police in supporting the delivery of the Equally Safe strategy (with one respondent suggesting that this could be highlighted as a specific Priority) and the service's contribution to improving the health and well-being of the nation and its communities.

30.   In addition, particular respondents felt that the Priorities would be strengthened by explicitly recognising the various statutory roles of the police service, such as to act as corporate parents for looked-after and care-experienced children and young people.

31.   Respondents also commonly recognised the relationship between each of the Priorities and that satisfying one would be both influenced by and depend upon the

extent to which other priorities were delivered. Overall, respondents highlighted the need for an effective police service to have meaningful and on-going engagement with a wide range of individuals, communities, interest groups and delivery partners to ensure that the services provided were fit for purpose, effective, efficient and meeting the needs, ambitions and priorities of users. Within these comments a number of respondents highlighted that this engagement had to take place at a number of levels (local, regional and national) and recognise the voices of disparate and marginalised groups in particular.

32.   With this in mind, respondents commonly commented that there is a need to consult beyond community leaders or other vocal parties to ensure that a wide range of views (truly reflective of communities or localities) are taken into account. It was suggested that this should also include paying particular attention to groups who are a minority (ethnic or otherwise) in number but may have important experiences to share. It was also commonly mentioned that engagement needs to be genuinely two-way – in other words, Police Scotland should be willing to discuss a wide range of matters with the public and other organisations and also be willing to take on board opposing or alternative viewpoints, supporting the service to truly reflect the needs of the public as a whole and to support the work of other organisations. Respondents highlighted that consultation about service delivery has to be more than a matter of process and that their views should genuinely be taken into account and used to influence decision-making.

33.   A range of respondents recognised that implementation and service delivery would be the key indicator of whether the draft Priorities were appropriate. In doing so, respondents often stated that the delivery of a successful police service, which can meet deliver priorities, will require both sufficient resource and the ability to use that resource efficiently.

34.   In summary, responses to the consultation indicated general support for the tone and ideas behind the draft Priorities, although respondents emphasised that how these are translated into service delivery (through other policing plans and initiatives) will be the stage at which their true appropriateness can be assessed. It is important to note that a number of respondents did indicate that they disagreed with (one or more of) the draft Priorities. In a small number of cases, this disagreement stemmed from fundamental opposition to the establishment of Police Scotland as a single force and the view that this had led to an inefficient service which did not meet or relate to the needs of communities and local areas. However, further analysis revealed that apparent disagreement with the Priorities was *more commonly* because respondents thought they did not go far enough or did not cover a certain aspect of policing which was important to the particular individual or organisation responding. In that sense, many of those who indicated that they did not support the Priorities seemed to share similar views to those who had indicated general support whilst also providing detailed comments on how individual Priorities could be expanded and generally strengthened.

FEEDBACK ON INDIVIDUAL PRIORITIES

35.   As noted above, a large number of respondents recognised the inter-connectedness of the Priorities and offered comments which related to a number of Priorities. For the purpose of presenting user-friendly analysis, the sections below generally discuss each theme raised by respondents under the Priority to which it appears to most closely relate. However, it is advised that readers consider the analysis of the consultation as a whole to allow a broader understanding of the points raised by respondents, rather than focussing on any one Priority in isolation.

Localism

Draft Priority: Ensure that the needs of communities are understood and reflected in the planning and delivery of policing.

36.   As discussed in the overall summary of responses, the "Localism" Priority was widely welcomed, with a number of respondents supporting the indication that meeting local needs and providing a service which is responsive to local circumstances is not in conflict with providing a consistent service on a nationwide basis. Local authorities and community councils were amongst the respondents who made this point most prominently, with some organisations representing rural areas of Scotland in particular highlighting the importance of policing approaches taking into account localised sensitivities, priorities and unique circumstances.

37.   Whilst the general concept behind the "Localism" Priority (understanding and responding to the needs of communities) was supported, a common theme emerging in responses focused on the need for the Priority to fully recognise that communities can exist on a non-geographical basis too. Several respondents pointed out the importance of being aware of the needs and wishes of 'communities of interest' (including ethnic communities, but also groups such as young people, looked after children, and other groups representing people with particular protected characteristics) which can exist within and across typical geographical boundaries.

38.   Whilst the Priority does capture some of this in its draft form, some respondents nevertheless believed that the use of the word 'localism' as well as other 'place-based' phrases such as 'local communities' and the explicit mention of groups such as CPPs might support an assumption that the predominant focus of the Priority is on 'neighbourhoods'. A small number of respondents thought that this could actually lead to further marginalisation of groups who may be identified as a minority in any one area, but through shared characteristics or experiences represent a larger group across the country.

39.   Other comments made in respect of "Localism" highlighted a need for local policing to be able work flexibly from national initiatives or approaches (where appropriate) to respond to community priorities and local circumstances.

40.   Whilst such matters are not intended to be addressed directly through the Strategic Police Priorities, a range of respondents (including a number of councils and other local groups) suggested that local authority scrutiny committees and procedures required more influence over decision-making at a local and national

level, rather than simply scrutinising decisions which had already been taken. Again although it is not within the scope of the Priorities, other comments suggested that local police commanders could be given more autonomy to take decisions at local level, with greater control over finances and local resources. These comments relate to the view expressed by a range of respondents that 'what works' to deliver efficient effective services can vary depending on the context and who is receiving or making use of a service.

41. At the same time, it was recognised that local approaches should also take on board successful measures from other localities and that local practice was more about tailoring best practice and broad agendas at a national level to suit local needs. To support this, respondents highlighted a need to have good information and knowledge sharing at a local level, and that, in order for this to happen, engagement between the police, the community and other organisations has to be on-going. To facilitate this, respondents pointed out the need for Police Scotland to be accessible. For some this meant face-to-face interaction, local police stations and a visible police presence, whilst others mentioned ensuring that the police understood the diverse needs of communities and could relate to and communicate effectively with different types of individuals and groups within those communities (including ethnic and religious minorities, children and young people with vulnerable backgrounds, and disabled people).

Prevention

Draft Priority: Ensure the police service works to prevent crime and reduce fear of crime through partnership, communication, education, and innovation, placing particular focus on the need to address inequalities within and between communities.

42. Feedback on the "Prevention" Priority was generally positive, with many respondents noting its links to other aspects of government policy and local and national initiatives.

43. Respondents also highlighted the relationship between "Prevention" and the other draft Priorities, specifically noting the importance of partnership working and highlighting the role of a responsive, community focused police service in delivering national ambitions around early intervention and prevention. Some respondents highlighted that to have a police service which supports this agenda would require a full understanding of the demands required of the police, including in relation to issues and vulnerabilities which can affect both victims and offenders, for example mental health issues and deprivation. On a similar note, responses from some interest groups highlighted the importance of ensuring that all services to which victims, witnesses and offenders are entitled to should be made available, providing individuals and communities with appropriate levels and types of support.

44. In addition, a range of respondents highlighted that the role of the police in both adult and child protection (and related services) should be reflected in the Priorities, suggesting that there should be a clear focus on prevention of harm as well as crime.

45. Some interest groups who responded to the consultation indicated that a preventative service needs to successfully and robustly tackle "low-level" incidents of crime before they escalate. Whilst this is primarily an operational issue, several did link experiences of engaging with the police on such matters to their overall confidence in the police and the potential for their future engagement with the service.

46. Finally, it was suggested by one respondent that the current wording of the draft Priority could inadvertently imply that some minority and other protected groups currently do not receive an appropriate level of service. It was suggested by another respondent that the reference to young people and diversionary tactics may unintentionally suggest that young people are more likely to engage in criminal behaviour.

Response

Draft Priority: Focus policing on keeping people safe by tackling crime and responding to and investigating incidents effectively and efficiently.

47. As mentioned in the Overall Summary, "Response" was considered a key Priority for a number of respondents - particularly respondents representing rural areas who were keen to express a desire for a consistent service across the country. Respondents also widely recognised that the ability of the police to respond effectively and efficiently to incidents was determined by the resources available.

48. Recognising that an effective response to an incident can help to build confidence in the police, a number of respondents expressed a desire to ensure that all individuals reporting an incident received appropriate feedback about how their report had been handled and investigated. They commented that this would help with the prevention agenda and would also maintain the trust of individuals and community groups.

49. Several respondents highlighted the links between "Response" and "Localism", noting that the police response to an incident should take into account local circumstances and priorities. In this sense, it was claimed that the police should ideally be *responsive* to communities, as well as *responding* to incidents.

50. In terms of the specific language of the Priority, one respondent highlighted that they believe the police have a duty to respond to patterns of behaviour which may indicate criminal activity as well as incidents and that the wording of the Priority could be potentially updated to reflect this.

51. Finally, a number of organisations from rural areas suggested that the Priority should more prominently recognise the role of the police in wider emergency situations.

Collaborative Working

Draft Priority: Ensure that the police service works collaboratively with partners at both a local and national level to deliver better outcomes for people in Scotland.

52.   Alongside "Localism" and "Prevention", "Collaborative Working" was one of the most widely appreciated Priorities, with a large number of respondents explaining that partnership working would be crucial if the police were to adequately deliver against the other Priorities. As previously mentioned, respondents indicated that collaborative working requires genuine two-way engagement with individuals, communities and other organisations in order to recognise where resources and approaches could be appropriately shared and aligned to deliver maximum impact.

53.   Building on this point, some respondents suggested that there should be clearer recognition from Police Scotland and other partners of the role each organisation plays in tackling social problems. Some also believed that there is a need to have shared measures of success as well as shared delivery practices. As with the Priorities in general, respondents commonly recognised that facilitating collaborative working would both require and enable efficient use of resources. Others noted that effective partnership working would depend upon the police service being willing to allocate resources and invest in areas of service delivery which reflect the priorities, needs and ambitions of partner organisations and local communities.

54.   Whilst the need to ensure that effective partnerships are built with community groups and third sector organisations across Scotland was commonly raised, a handful of respondents also cited the need to engage with police services in the rest of the UK and across Europe where appropriate, and felt this could also be recognised in the Priority.

55.   Other points focused on the implementation of this Priority, with respondents identifying the ways in which collaboration could go beyond aligned service delivery to include things such as: drawing upon external expertise to help improve the knowledge and skills of officers on issues like violence against women and honour-based violence; multi-agency training programmes; co-located services; and the sharing of other aspects of service delivery beyond frontline services (for instance, analytical collaboration).

Accountability

Draft Priority: Maintain public confidence in policing and inspire trust by being transparent, accountable and acting with integrity, fairness and respect.

56.   "Accountability" was considered to be an important Priority by a wide range of respondents and was seen as being crucial to ensuring the other Priorities could be effectively enacted. Respondents highlighted a need for the police service to be accountable locally as well as nationally.

57.   Whilst such matters are not intended to be addressed directly through the Strategic Police Priorities, several respondents (including some local authorities and other local groups) suggested that the role of local scrutiny committees could be expanded and a few also suggested that the relationship between the SPA and local authorities/local scrutiny committees could be enhanced. A couple of respondents flagged the need for more representation of minority groups on scrutiny committees to ensure diverse needs were being met, although this is a matter for each local authority to consider.

58.   Again, although not for direct inclusion in the Strategic Police Priorities, several respondents highlighted the need for robust data to be collected and published which would allow the performance of the police to be scrutinised, not least to demonstrate that the Priorities themselves are being implemented effectively.

59.   As mentioned in the Overall Summary section, a range of respondents highlighted that a locally engaged and responsive service which reflected the needs and priorities of communities would enhance the accountability of the police at a local level.

60.   Considering the wording of the draft Priority, one respondent suggested that the text could be revised to reflect the view that the themes of transparency and accountability are perhaps more strategic in nature, whilst acting with integrity, fairness and respect are potentially more operational matters. Another respondent also highlighted reservations with implying that confidence in the police is or should be founded upon a transparent and accountable service, rather than one which is effective, although there was an acceptance that those issues are also of importance.

Adaptability

Draft Priority: Ensure the police service is able to take advantage of new opportunities and meet emerging threats and challenges.

61.   Most respondents who provided comments on "Adaptability" thought it was important for Police Scotland to tackle new and emerging threats effectively and recognised that this would require a flexible approach to policing. A number of respondents representing local areas and community groups highlighted the need to ensure that changes in approach were fully considered in order to understand what impact, if any, would be felt by delivery partners, communities and other associated organisations. For example, one respondent cited that different approaches from the police could increase or decrease the nature and level of support services required by victims, offenders and communities.

62.   Others said that whilst there had to be some degree of innovation and flexibility (and that this had to be facilitated at local, regional and national level as appropriate), it was important for the police service to continue to do what it does well rather than focusing too heavily on procedural matters. Some made a direct link between "Adaptability" and "Localism", suggesting that the police had to be willing to

explore new ways of working where this was in the interests of (and at the request of) communities. Partnership working and engagement would be key in this regard.

63.   Picking up on the point made in the consultation document about the need for the police to have the right skills to tackle issues in future, some respondents highlighted that "Adaptability" should explicitly mention the need for the workforce to have access to appropriate and on-going professional and personal developmental training. It was claimed that this would ensure officers had up-to-date knowledge and skills and would also help to maintain a motivated workforce and so an effective service. This is more of a specific operational matter and so would likely not directly feature in the Strategic Police Priorities.

64.   Similarly, a few respondents suggested there was a need for the Priorities to specifically mention operational issues like terrorism and cyber-crime, and highlighted the need for partnership working in order to tackle such problems. Again, this is likely outwith the scope of the Priorities.

OTHER POINTS

66.   A range of other points were made by respondents which, whilst unlikely to influence the content of the Strategic Police Priorities, are relevant to their implementation and the delivery of the broader criminal justice and legal systems.

67.   As these points were beyond the remit of both the consultation and the Priorities, this section aims to provide only a brief overview of some of the key issues raised. There is no suggestion that these points are not valid concerns which are relevant to policing in Scotland, and in many cases they will be impacted upon and influenced by the Strategic Police Priorities. However, the kinds of issues raised are ones which could be more appropriately explored through other avenues including, for example, operational policing plans (such as Local Police Plans and the Annual Police Plan) or by other organisations such as local authorities.

68.   As highlighted in the Overall Summary, many respondents pointed out that effective delivery of the Strategic Police Priorities requires sufficient resource which is also used in the most efficient manner. Going beyond this, many respondents made reference to specific budgetary decisions around frontline staffing (and variation across the country), the availability and visibility of local police services and other comments around policing infrastructure. Others made comments around the diversity of the police force at present and how it was important for the police to reflect the communities they are seeking to engage with and support.

69.   A few comments centred upon specific aspects of operational policing, the law and the need to issue tougher sanctions and actions in relations to particular acts, for example driving whilst under the influence of drugs and other road safety matters. Additional suggestions were provided for the police to have a stronger approach to tackling fraud. Other comments centred on the police's approach to hate crime, violence against women, honour-based violence, and contact with children and young people who have committed offences or have vulnerable backgrounds. Where possible and relevant, these points have informed the wider themes drawn out in this analysis above, although reference to particular matters may not appear directly.

IMPACT ASSESSMENTS

70.   The final of the three consultation questions asked respondents if they had anything to add to the impact assessments published alongside the consultation document. As noted previously, the vast majority of respondents indicated that they had nothing to add, whilst some of those who did comment provided more general views on the Priorities as a whole. These have been taken into account in the analysis presented above as appropriate.

71.   Of those who did offer comments on the impact assessments, the main points arising were as follows:

- Several respondents welcomed the impact assessments and thought they had considered a diverse range of issues;
- There were differing views on whether combining the EQIA/CRWIA was a good idea as often they can uncover competing demands and needs;
- A few respondents commented about the need to explore intersectional identities rather than looking at characteristics in isolation, as someone's experience of crime or engagement with the police will depend on their character and socio-economic status as a whole;
- Several respondents commented about the need to expand the EQIA in respect of gender to cover non-binary identities and to recognise the scale and impact of gender-based violence;
- A couple of respondents highlighted that they would welcome some consideration given to care-experienced children and young people as a particularly vulnerable group;
- Other comments suggested that the sections on race/ethnicity, age and disability could be enhanced by including factors which might affect the vulnerability of these groups and also the sort of interaction they might have with the police more generally.

72.   Final points raised were that the impact assessments would be strengthened if their direct influence on the Strategic Police Priorities was clearly explained, whilst others suggested that the implementation of the Priorities required to be monitored to assess their true impact and that the impact assessments themselves should also be kept under review.

73.   There were no comments specifically on the partial BRIA.

NEXT STEPS

74.   The Scottish Government would like to thank all those who took the time to respond to the consultation on this important matter. The views and information submitted as part of this consultation have been considered as part of our review and used to inform a revised set of Strategic Police Priorities. These Priorities will be published and laid before the Scottish Parliament in accordance with the requirements of the Act.

75.   The Priorities will be used inform future Strategic Police Plans by the SPA, Annual Police Plans produced by the Chief Constable and Local Police Plans produced by Police Scotland in conjunction with local scrutiny committees and other partners. The Scottish Government will share insights and information gathered through this consultation to assist the development of those plans.

Annex A – Consultation Questions

1. Do the revised Strategic Police Priorities sum up your ambitions for your police service? Yes No Comments:

2. Do the revised Strategic Police Priorities reflect the needs of your local community or the communities you serve? Yes No Comments:

3. Do you have anything to add to our impact assessments? Yes No Comments:

Annex B – List of Respondents

Individuals
David Michael
George Eckton
Ian Howie Esq. Q.P.M.
Joan McEwen
Keith Cowan
Lesley Morrison
Naomi Mandel

Organisations
Aberdeen City Council
Aberdeenshire Council
Aberdeenshire Health and Social Care Partnership / Aberdeenshire Community Justice Partnership
Alcohol Focus Scotland
Alloa Spiritualist Church
Ayrshire College
Barnardo's Scotland
British Naturism
CELCIS
Centre for Youth and Criminal Justice (CYCJ)
Children and Young People's Commissioner Scotland
Cifas
City and Royal Burgh of Elgin Community Council
City of Edinburgh Council
Clackmannanshire and Stirling Child Protection Committee and Clackmannanshire and Stirling Adult Support and Protection Committee
Claire Baker MSP (on behalf of Scottish Labour Party)
CLEAR Buckhaven
COSLA
Cults Bieldside and Milltimber Community Council (Aberdeen City)
Cycling Scotland
Dundee Protecting People Team
East Ayrshire Council
East Dunbartonshire Council
Falkirk Council
Kilfinan Community Council
LGBT Youth Scotland
Madrasa Taleem Ul Islam
Manor, Stobo and Lyne Community Council
Monifieth Community Council
Neighbourhood Watch Scotland
NHS Forth Valley
NHS Grampian
NHS Health Scotland
NHS National Services Scotland
North Ayrshire Council
North Lanarkshire Council Trading Standards

Orkney Islands Council
Pitlochry and Moulin Community Council
Police Scotland
Psychiatric Rights Scotland
Reform Scotland
Renfrewshire Council
Rosemount and Mile-end Community Council
RSA Scotland
Scotland's Campaign against Irresponsible Drivers (SCID)
Scottish Ambulance Service
Scottish Council of Jewish Communities (SCoJeC)
Scottish Council on Deafness
Scottish Fire and Rescue Service
Scottish Police Authority
Scottish Police Disability and Carers Association
Scottish Police Federation
Scottish Women's Aid
Shetland Community Safety and Resilience Board
Stonewall Scotland
The Coalition for Racial Equality and Rights
The Highland Council
The Orkney Partnership
The Society of Chief Officers of Trading Standards in Scotland
Together (Scottish Alliance for Children's Rights)
Unison Police Staff Scotland
Victim Support Scotland
West Lothian Council
Who Cares? Scotland
Zero Tolerance

An additional 38 respondents did not wish their contribution to be attributed.

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