

NOT PROTECTIVELY MARKED



**POLICE  
SCOTLAND**

Keeping people safe

## Annual Police Plan 2015/16

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# Purpose, Focus and Values

## Our Purpose

To improve the safety and wellbeing of people, places and communities in Scotland

## Our Focus

Keeping People Safe

## Our Values

Integrity, Fairness and Respect



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# Foreword

## Chief Constable



As Police Scotland enters its third year, I am pleased to present the 2015/16 Annual Police Plan. Following on from what has been a unique year in Scotland's history, I believe that our continuing focus on **Keeping People Safe** has contributed to the successes shared across Scotland and observed across the world.

This plan outlines the policing priorities that will be delivered across all communities in Scotland and is set against a backdrop of recorded crime in Scotland reaching a 40 year low, pressure on public finances remaining high, and through a period of unprecedented transition for policing in Scotland.

Our activity remains focused on preventing crime through the service we provide to our communities across the country. Participation in our most recent public consultation survey increased by more than 39% from the previous year and we are committed to continually improving on this. This feedback, together with direct feedback to officers from local communities, the priorities set by the Scottish Police Authority's Strategic Police Plan, the Scottish Government's National Outcomes and extensive intelligence and analysis have resulted in the following identified national priorities:

- Violence, Disorder and Antisocial Behaviour;
- Road Safety and Road Crime;
- Protecting People at Risk of Harm;
- Serious Organised Crime; and
- Counter Terrorism

These national priorities continue to be aligned with our Local Policing Plans, which identify the priorities at local level, delivered by working with our partners and communities, to ensure local solutions are developed for local problems. This flexible approach remains at the heart of how we shape and deliver policing across Scotland.

Although recorded crime across the country continues to decline, I believe more can be done to prevent crime by listening to our communities, building upon previous

successes, and by forging stronger links with our partners to reduce crime and lessen the impact of crime on victims and their families. We will use all the tools and information at our disposal to effectively prevent crime and, where crime is committed, detect offenders.

With our focus on prevention, we will continue to tackle Violent Crime, Domestic Abuse and all forms of Sexual Crime, including Child Abuse and Child Sexual Exploitation. By identifying offenders and working with our partners we will ensure victims get the right support and will target offenders to prevent further crime and protect those at risk of harm.

We will also tackle Serious Organised Crime and work with partners and our communities to manage the threat from Terrorism. We will continue to target those who commit Acquisitive Crime, Antisocial Behaviour and Drug related crimes. By targeting offenders and working with our criminal justice partners we will ensure that tackling the trend for the development of 'New Psychoactive Substances', also referred to or known as 'legal highs', remains a priority.

Road Safety and Road Crime remains a priority and is consistently raised as a concern by local communities across the country. We continue to work together with partners and agencies and are making good progress to meet the Scottish Government's 2020 targets for reducing casualties, however we must do more.

Police Scotland's values are integrity, fairness and respect, which underpin all our actions and activities in Keeping People Safe. I believe the successes realised during our first two years are due to the commitment of our officers and staff, supported by our work with partners and most crucially, the unwavering support from the communities we serve.

A handwritten signature in black ink, appearing to read 'S. House', with a long horizontal line extending to the right.

Sir Stephen House QPM  
Chief Constable

# Scottish Police Authority Chair's Commentary



The development of this third Police Scotland Annual Police Plan offers an opportunity to set out clearly the nature of the immediate threats and risks that Scotland faces, and how these have informed priorities for police activity for the coming year.

It is an opportunity to set out the improved outcomes and objectives that policing in Scotland will set out to achieve over the next 12 months, and how progress towards achievement of those objectives will be measured and evidenced.

It also provides an opportunity to demonstrate how Police Scotland has taken consideration of the public's views on what their local priorities for policing are, and how policing intends to work in an engaged and accessible way with partners and communities to plan and deliver local outcomes this coming year.

From a governance perspective, through our approach to performance reporting and analysis, the SPA will ensure that there is clear and regularly tested evidence of progress towards the achievement of the strategic priorities for policing and the benefits of police reform.

Policing in Scotland operates in a fast-moving and ever changing world. We rely on the thousands of committed and professional people within it to anticipate and respond to threats and issues that to some of us may seem to emerge overnight. However, this is not at all a reactive annual plan.

SPA welcomes the stronger emphasis on prevention and early intervention which runs through the plan this year, on tackling inequality of experience, and the focus on developing more effective collaboration across 'blue light' services as a means of improving services and reducing costs.

We welcome the development of the tripartite collaboration between SPA Forensic Services, for which SPA has a statutory responsibility, with Police Scotland and the Crown Office and Procurator Fiscal Service (COPFS) to improve outcomes for criminal justice in Scotland.

The Plan sets out 'what' activities Police Scotland will prioritise in the coming year to keep people safe. Rightly there will also be a focus on 'how' Police Scotland carries out that work, with a particular focus on developing and maturing the way policing informs, communicates, and engages with its partners and communities. We all recognise how important it is to get that right and to fulfil the strong and constructive commitments both Police Scotland and the SPA have made around engagement.

The SPA and Police Scotland are on a journey of longer-term reform and transformation of policing. There remains more of that road ahead of us than behind us. That is why, in parallel with the delivery of this 12-month plan, Police Scotland and SPA are also now beginning the work to consider what the future shape of policing should be so that we are ready to anticipate the threats and opportunities for the decade ahead.

A handwritten signature in black ink that reads "Vic Emery". The signature is written in a cursive, flowing style.

Vic Emery OBE  
Chair, Scottish Police Authority

# Identifying Priorities

The Police and Fire Reform (Scotland) Act 2012 (the Act) sets out the framework within which Police Scotland, the Scottish Police Authority (SPA), the Police Investigation Review Commissioner, and Her Majesty's Inspectorate of Constabulary for Scotland will operate to provide policing for the people of Scotland.

The purpose of Police Scotland is derived from the principles within the Act as;

- to improve the safety and wellbeing of persons, localities and communities in Scotland, and
- working in collaboration with others where appropriate, seek to achieve that main purpose by policing in a way which, is accessible to, and engaged with, local communities and, promotes measures to prevent crime, harm and disorder.

The overarching role of the SPA is to maintain, promote and keep under review the policing of Scotland and the safety and wellbeing of individuals, localities and communities across Scotland. The vision and long-term ambition is: **To provide the people of Scotland with the very best police service possible and to strive for excellence in everything that we do.**

The **Strategic Police Plan**<sup>1</sup> developed in partnership with the SPA, outlines the strategic police priorities and objectives we must work towards together to fulfil our purpose.

**Community Planning Partnerships (CPP)** agree on local authority area priorities and help public agencies work together with communities to plan and deliver better public services with a focus on prevention, making a real difference to people's lives.

Police Scotland is a core partner within Community Planning and is committed to Keeping People Safe through providing a range of policing services which responds to community concerns, reassures the public and increases confidence in our service.

**Public Confidence** in policing in Scotland is high and the support and co-operation from our communities across the country plays a vital role in our shared success in Keeping People Safe.

We recognise that effective, fair and local policing is about reflecting the needs and expectations of individuals and local communities. Scotland's communities have differing expectations of the service provided by the police. Our aim is to ensure that our service is fair and consistent to all, keeping those who are most vulnerable safe and enhancing their quality of life.

**Local Community Policing Plans** (previously known as Multi Member Ward Plans, see page 38) are produced by Local Policing Inspectors to address community concerns specific to local areas. These are compiled from feedback from the community and statistical data. These plans are truly local and are unique for each community policing area.

These plans, along with the 32 Police Scotland **Local Policing Plans** for each of Scotland's local authority areas, ensure local policing remains at the heart of what we do. These are three year plans which are reviewed annually.

The views and concerns of communities across Scotland are at the heart of our local operational policing priorities. Through our day to day engagement and more formal public feedback, we ensure the service we provide meets the needs of communities and by working together, we can find local solutions that meet local needs.

As highlighted, public views inform our Local Community Policing Plans and we are committed to continually increasing the number of participants who provide feedback.

<sup>1</sup> <http://www.spa.police.uk/assets/128635/strategic-police-plan-web>

In 2014 our **Public Consultation Survey** attracted 43,119 responses (an increase of 39.1% on the previous year). Across Scotland, the public identified Violent Crime, Drugs and Speeding Motorists as their top priorities. However, in some of our communities, Antisocial Behaviour and Theft by Housebreaking were also ranked in the top three.

<b>PUBLIC CONSULTATION PRIORITIES</b>	<b>%</b>
Violent Crime	45.2
Drug dealing / drug misuse	36.7
Speeding motorists	29.2
Youths causing annoyance	28.2
Homes being broken into	25.4
Rowdy drunken behaviour in public places	23.2
Dangerous and/or antisocial driving	18.2
Vandalism/graffiti	18.2
Theft of personal property e.g. bicycles, tools etc	16.0
Littering/fly tipping	14.8
Bogus workers/callers	13.2
Cars being stolen or broken into	11.4
Wildlife crime	3.6
Other – based on free text option	4.5

Each Local Community Policing Plan and the 32 Local Policing Plans contain the priorities unique to that area. For example, plans in some rural areas in the north of Scotland do not have violent crime as a priority as this is not a concern locally, however in the city areas this is the number one concern for our communities.

As we enter our third year as Police Scotland, we are reviewing our Local Policing Plans to ensure they continue to meet the needs of the communities we serve.

These needs are identified through local strategic assessments which provide an overview of crime and disorder issues and identify the threat, risk and harm to our communities, taking account of public views. Issues identified locally or through public consultation may not always become national priorities, but can be tackled at a local level through the 32 Local Policing Plans and/or the Local Community Policing Plans.

The local strategic assessments underpin the national **Strategic Assessment** which is a key document in the continuous improvement process of meeting future challenges and threats. This national Strategic Assessment takes into account all of our Local Policing Plans, Public Consultation and environmental scanning to identify the greatest areas of risk across Scotland. It also takes into account the Scottish Government’s Priorities, National Outcomes and the SPA Strategic Police Plan. Through this national assessment of threat, risk and harm, the priorities for the service for the year ahead are identified.

The **Scottish Government’s Justice Strategy** sets out the vision and outcomes for justice in Scotland and outlines a distinctive, outcome focused and evidence-based approach. Police Scotland is one of the key organisations whose role is to work with partners in delivering this Strategy.



In 2007, the Scottish Government moved to an outcomes-focused approach to performance to achieve real and meaningful improvements in public services and quality of life for the people of Scotland.

This approach, focused on the key long term challenges for Scotland, enables and encourages effective partnership working across the public sector and with other stakeholders.

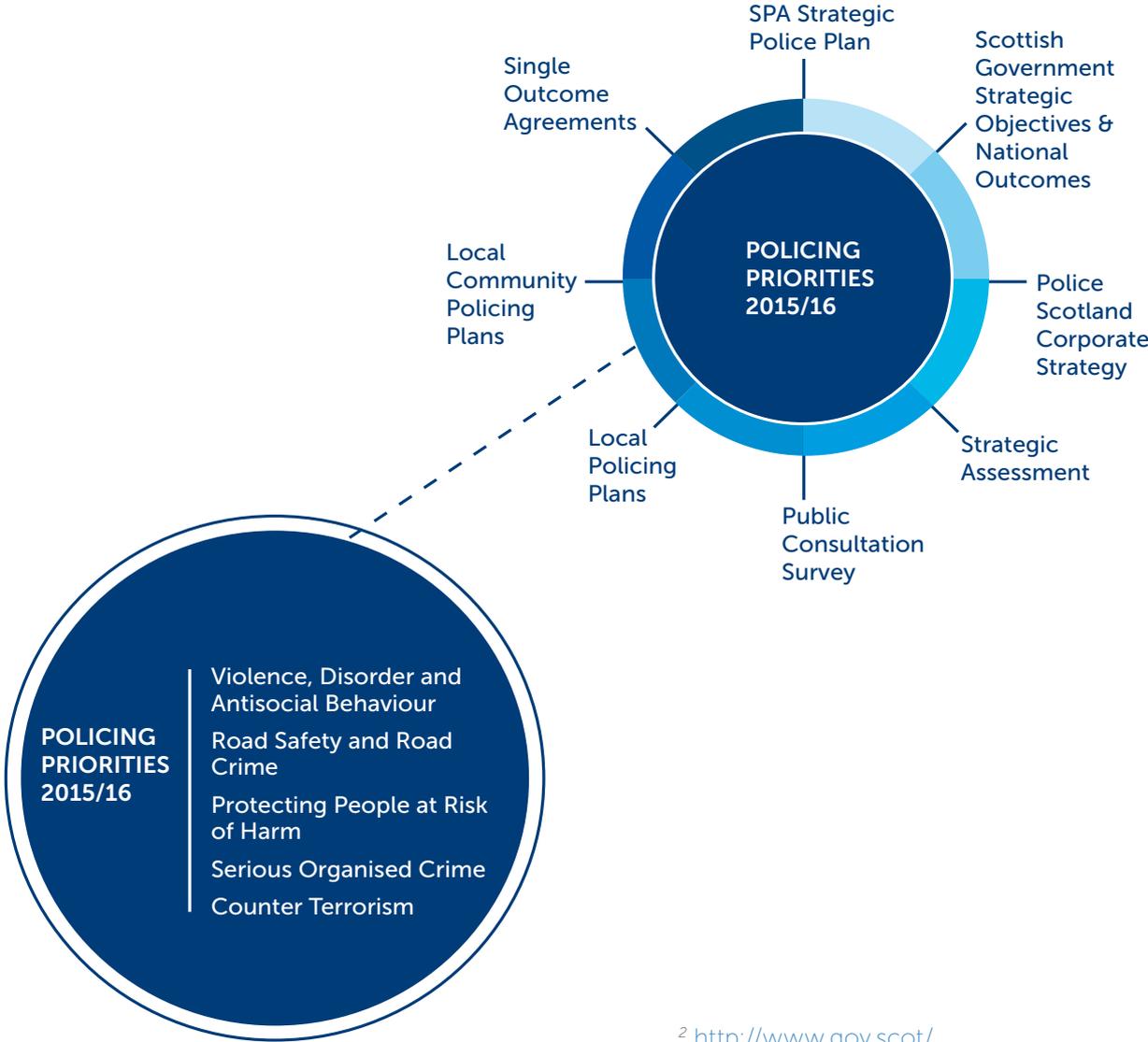
The **Scottish Government's Purpose** is to focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. This is supported by their five Strategic Objectives for Scotland to be, **Wealthier and Fairer, Smarter, Healthier, Safer and Stronger, and Greener<sup>2</sup>**.

This is underpinned by 16 National Outcomes, some of which are specifically relevant to Police Scotland and delivered locally through our contribution to **Single Outcome Agreements (SOA)**.

SOAs, developed by Community Planning Partnerships (CPP), are uniquely shaped to reflect the local needs of the areas they cover. They are designed to be accessible to communities and to ensure our communities know exactly what their CPP is committed to provide on their behalf.

In June 2014, the Scottish Government introduced the **Community Empowerment (Scotland) Bill** which includes proposals for establishing in legislation, a set of national outcomes for Scotland, providing greater rights for communities to participate in planning and managing public services. It also placed CPPs on a statutory basis, conferring a legal duty on a range of public sector bodies to work together in partnership to plan to improve outcomes for their communities.

The following chart helps to illustrate how the Public Consultation Survey, Local Community Policing Plans, Local Policing Plans, Strategic Assessment, Police Scotland Corporate Strategy<sup>3</sup>, SPA Strategic Police Plan, Single Outcome Agreements and Scottish Government Strategic Objectives and National Outcomes inform and assist in identifying our priorities.



<sup>2</sup> <http://www.gov.scot/Publications/2007/11/13092240/2>  
<sup>3</sup> <http://www.scotland.police.uk/about-us/police-scotland/strategic-planning/>

# Local Policing

We know that our communities have their own local issues and the views and concerns of communities across Scotland are at the heart of **Local Policing**.

Every hour of every day our officers spend time within communities, patrolling, preventing and recording crime, attending homes, schools, hospitals and businesses, providing advice and assistance whenever and wherever people require it. Whether responding to emergencies, facilitating events or providing support to people in need, our role has always been to listen to what the people of Scotland tell us they need and provide the right service in the right place at the right time.

This knowledge and experience provides our officers with a unique insight into the communities they serve.

Our **Local Community Policing Plans and Local Policing Plans**, ensure we can find local solutions that meet local needs, whereby the results feed into the national policing priorities, outlined within this Plan. This contributes towards our approach for preventing crime and improving wellbeing tailored to local needs, recognising different and often individual community safety challenges that exist across Scotland. Local police officers based in these communities are best placed and skilled to both understand and respond to the challenges of their areas through effective engagement with residents, businesses and partners.

This Local Policing approach allows us to consult, listen and respond effectively to address the individual needs of each community in the best and most effective way, directing our resources to focus on local issues that matter to them.

We are then able to provide a visible, high quality service to the wider community and increased support to the most vulnerable. This ensures that issues of specific local concern are addressed. These include issues such as Wildlife Crime and Acquisitive Crime which are of real concern in some of our communities.

Officers get to know their communities and are empowered to work with local residents, elected members, schools, faith and voluntary groups, partners and businesses to encourage contributions to enhance the quality of life for everyone.

There are 17,234 Officers<sup>4</sup> within Police Scotland, with 75% attached to Local Policing. Seventeen per cent are Specialist Regional Officers based in the North, East and West and with the remaining eight per cent attached to National Units, all of whom work to support Local Policing by providing specialist support wherever and whenever it is needed.



<sup>4</sup> This is the minimum number of officers set by SG. At 31/12/2014 the actual number of officers was 17253 <http://www.scotland.police.uk/about-us/police-scotland/212598>



# Our Regional and National Resources

By its very nature, some local policing support is not always visible and occurs 'behind the scenes', but there are instances every day where resources are combined to address urgent and serious enquiries within local communities.

**Specialist Crime Division (SCD)** is a national division providing highly trained and effective specialist resources in support of local policing delivery. This allows equal access to resources enabling an equality of service and improved efficiency. Within SCD there are six business areas: Major Crime, Public Protection, Forensic Services, Intelligence Support, Safer Communities and Organised Crime and Counter Terrorism.

**Operational Support Division** is designed to support local policing and SCD through the provision of specialist trained officers, equipment and advice, as required. This includes various business units such as: Emergency, Event and Resilience Planning, Armed Policing, Specialist Operations, Dog Unit, Mounted Unit, Mountain Rescue, Air Support, Dive and Marine Unit and Road Policing.

**Custody Division** provides custody centres across the country, managing the welfare of people in custody, taking all decisions regarding a detained person's status, informed by the Lord Advocate's guidelines.

**Contact, Command and Control Division** is designed to provide frontline advice, support and assistance to the public and police. Split into two distinct work areas - Service Centres and Control Rooms, handling around 3.8 million emergency and non emergency calls per year. Their staff provide 24/7 support to resolve enquiries, prioritise and task incidents and supply front line officers with operationally critical information.

**Criminal Justice Division** manages our part of the criminal justice process which begins at the initial crime, offence or information recording process stage through to the disposal of reports and cases.

**Licensing and Violence Reduction Division** brings together experienced staff with knowledge of reducing violence, disorder and antisocial behaviour using tools and tactics that are effective at targeting criminals and reducing crime. The enforcement of licensing legislation, to positively impact on the abuse and misuse of alcohol where it is the causal factor of violence and disorder, is crucial in Keeping People Safe.

Supporting our officers are our **Police Staff** who fulfil hundreds of vital roles in the Service, from solicitors or custody officers to licensing assistants, analyst programmers or human resources support.

We have 1,098 **Special Constables** who undertake operational duties as an integral and valued part of Local Policing. Our Special Constables are citizens who volunteer to undergo police training and have the same legal powers as their regular counterparts. They are an important element of day to day policing, carrying out thousands of hours of patrol each year and provide an additional link to the communities we serve.

The **Police Scotland Youth Volunteers Programme** is part of our National Partnership Unit which also involves Young Scot and Youthlink. It was established to strengthen engagement between Police Scotland and young people aged 13-18 from a range of backgrounds, giving them the opportunity to gain confidence and develop leadership skills by working with the Police and volunteering in their local community. The young people involved in this programme will have the opportunity to continue with further education and gain vocational awards.

In addition, critical support to operational policing is provided under the four enabling plans within our Corporate Strategy.

**Our People**

**People and Development** ensures Police Scotland get the best from our employees, whilst supporting managers to ensure people are treated in a fair, consistent and legally compliant way. They work closely with all divisions and departments to understand their business priorities, and add value by supporting and enabling key strategic objectives through building organisational capability.

**Our Technology**

The **ICT Team** supports Police Scotland by maintaining our technological framework throughout Scotland. The team also work on building for the future by developing the ICT footprint, introducing newer technologies to ensure that our people have flexible access to the secure, resilient and reliable technology and information required to fulfil their duties efficiently and effectively.

**Our Organisational Support**

**Corporate Services Division** supports delivery of Local Policing and National and Regional Resources, through various departments including Analysis and Performance, Corporate Communications, Corporate Governance, Organisational Development and Physical Resources, (i.e. Estates, Fleet and Procurement).

**Our Finances**

**Financial Services** is responsible for preparing, monitoring and controlling Police Scotland’s annual budget as well as managing all aspects of financial governance. It also provides and runs a range of financial management systems.

Structuring the organisation in this way ensures there is a core complement of police officers dedicated to local policing who are then able to draw on specialist expertise, resources and equipment from the regional and national teams wherever and whenever they are required.



# Supporting Local Policing

**Officers across the country have attended thousands of incidents over the past year. The following examples show how the strong connections between local, regional and national resources contribute to Keeping People Safe.**



After being advised that an elderly man was missing from his home, a **police dog and his handler** were tasked to search an open area adjacent to a quarry to the south of his home address. The track through the quarry was uneven and waterlogged and after following the track, the police dog indicated at a pool of water. The man was only just visible above the water level. He was pulled to safety and although conscious, was cold and suffering from hypothermia so was wrapped in foil blankets until an ambulance arrived.

Officers on patrol were approached by a local resident who advised them he believed a car had been stolen. The resident was unable to provide exact details but did provide a description of the car and its occupants. The local officers, having established no report of a theft of a vehicle had been received, passed the information to the **Divisional Road Policing Unit** and the **Trunk Road Policing Group**. Several hours later the Road Policing Officers traced and stopped the car. The occupants were charged with theft of the car and with various other thefts committed that day.

Two **mounted officers** were deployed to patrol an area that had seen an increase in robberies. During the course of that patrol, both mounted officers also attended routine calls and incidents, carrying out proactive work which resulted in the apprehension of three men, one for the possession of controlled substances, another who was wanted in connection with a local robbery and a further male arrested in connection with the possession of an imitation firearm.

During an investigation into the accessing of indecent images of children online, local officers contacted the **National Child Abuse Investigation Unit** for assistance, as enquiries had revealed that the suspect was living at an unknown location in Scotland. As a result of the support provided, the individual was traced the same day staying in temporary accommodation in the north east of Scotland, where computer equipment was also found and seized for further examination.

A middle aged man was reported missing and due to the difficult terrain of the rural locations around his home address, local officers gained assistance from **Mountain Rescue** resources within Operational Support Division, a **Police Search Advisor (POLSA)** and the **Missing Person Search Advisor** from both the West and East regions of Police Scotland. By working together the search of the identified areas was completed quickly.

After a car was stolen following a theft by housebreaking, **Divisional Road Policing Officers** were approached by a member of the public who advised them of two suspicious men apparently hiding in woods nearby. The officers carried out a search of the area and discovered the still hot remains of the burnt out car. A **dog handler** attended and a **police dog** was deployed and tracked the men for over half a mile. They were later traced hiding high up on an embankment and subsequently charged with a number of crimes.

Unfortunately officers often have to deal with tragic circumstances. We regularly call on the expertise of other organisations to assist such as when a fatal fire extensively damaged a building, making it unsafe to enter. However, it was crucial for the family and for the investigation that the body was recovered safely and with dignity. Our enquiry involved the use of specialist police units, including a **POLSA led search team, scene examination officers, family liaison officers and a range of crime management officers.** Alongside these regional and national police resources we worked in partnership with the local authority, Crown Office and Procurator Fiscal Service, SFRS, external contractors, insurance industry representatives and utility companies. This resulted in a safe and extensive search, investigation and ultimately the deceased being returned to the family.

When a middle aged woman threatened to harm herself with a knife, **licensed force negotiators** from Operational Support Division attended and successfully engaged with her, gaining her trust and preventing any serious injury. She was taken to hospital for assessment and support. This is a recent example of support provided regularly to local officers on almost a weekly basis, which assists with protecting people at risk of harm.

Over the year, a number of multi-agency Choices for Life events were held to educate young people throughout Scotland. Topics such as the dangers of new psychoactive substances, festival safety, domestic abuse and alcohol misuse were delivered through various means including interactive activities, mini-dramas and workshops. This partnership initiative is delivered by staff from **Safer Communities** who form part of Specialist Crime Division and helps Police Scotland engage with young people.



# Delivering on Our Priorities – Local and National Accountability

At the beginning of each year a set of **Key Performance Indicators** (KPI's) are identified to assist us to evaluate our progress towards delivering the priorities identified through our consultation and strategic assessment. They are an indicator over the course of the year as to whether we are on track to deliver the activities we outline in our Annual Police Plan.

To ensure delivery of our local and national priorities, a number of key tasking and performance meetings are held. The **Daily Management Meeting** is a local meeting chaired by the Divisional Commander to review all crimes and incidents of note in the previous 24 hours. This allows emerging trends to be identified and addressed quickly, e.g. deployment of additional resources to patrol a specific area.

In some divisions this meeting feeds into the **Community Safety Hub Meeting** which involves a range of multi-agency representatives from various Local Authority departments and the Scottish Fire and Rescue Service. These representatives discuss how to tackle local problems together.

All Divisions hold a **Divisional Tasking and Performance Meeting**. Again this is chaired by the Divisional Commander and is attended by the Senior Management Team of the Division along with Local Area Commanders (at Chief Inspector level) and other key individuals. A review of performance is carried out and trends across the Division identified.

Emerging risks are identified through these processes and if necessary can be added to the Local Community Policing Plans as priorities.

The Local Policing Assistant Chief Constables, North, East and West, hold a monthly **Divisional Commanders Meeting**. They examine delivery of our priorities across their geographical areas.

The **Force Tasking and Performance Board** is held monthly and chaired by the Deputy Chief Constable (Local Policing). These are attended by all national and local Divisional Commanders as well as the Assistant Chief Constables. The previous month's performance across the country is examined as well as performance for the year to date in tackling force and local priorities.

Managing performance informs our policing tactics and helps us to place our officers and resources in the right place at the right time, to tackle local issues.

We also share best practice and expertise to ensure we deliver the best possible service to all communities across Scotland, by providing specialist support to local policing.

The Chief Constable also holds **Senior Management Team meetings** twice a week where operational service delivery is discussed and monitored.

Policing in Scotland is now subject to a greater level of **Scrutiny and Accountability** than ever before.

The Chief Constable is responsible for policing throughout the country and is held to account by the **Scottish Police Authority** for delivery of the objectives set out within this Annual Police Plan.

A timetable for delivering the commitments contained within this Plan is being produced and will form part of our reporting regime to the SPA.

Performance updates are provided to the SPA and discussed at the full public board meetings as part of the process of governance and accountability for enhancing the safety and wellbeing of communities across Scotland.

At a local level, all local Divisional Commanders report regularly through the **local scrutiny arrangements** of Scotland's 32 local authorities and work closely with local Community Planning Partnerships and other local partners. These include, Community Councils, local Licensing Boards, and multi-cultural and faith groups.

This local scrutiny is the formal route for elected members to influence local police services and retain and develop the successful partnership work between councils and Police. This scrutiny work is mostly undertaken through Council Committees, with some areas having joint and others separate arrangements for police and fire services.

The Chief Constable also provides evidence to the **Scottish Parliament** which has a duty to keep the Police and Fire Reform Act 2012 under review. This duty is undertaken through the Justice Sub Committee on Policing.

Crime and performance statistics are published by the SPA and the Scottish Government.

SPA Public Board Meetings <http://www.spa.police.uk/meetings-events/>

Scottish Government Crime and Justice Statistics <http://www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice>



# Working Together to Keep People Safe

**Community Planning** is the process which helps public agencies work together with communities to plan and deliver better public services which make a real difference to people's lives. Police Scotland is a core partner within Community Planning and our **Crime Prevention Strategy** is a mechanism which plays a key role in delivering the aims and principals of Community Planning, whilst contributing to delivery of the partnership developed and locally focused Single Outcome Agreements.

Our Crime Prevention Strategy incorporates both intelligence driven and problem solving policing responses, aimed at providing sustainable solutions to reduce the need for police to continually revisit crime problems.

Partnerships with a range of stakeholders are central to effective crime prevention and our Safer Communities teams, locally and nationally, seek to proactively partner with other agencies to identify, plan and respond to current or emerging crime issues and to review the outcomes of those responses. Through the tasking and coordination structure we identify priorities for crime prevention and engage with stakeholders to identify suitable, innovative responses.

Police Scotland is committed to improving the safety and wellbeing of people, places and communities in Scotland in an open and transparent manner. Our focus during 2015/16 remains on delivering the highest possible service to the communities of Scotland. Across the range of our activities, we will continue to develop our approach to engagement with communities and partners, consistent with the principles set out in our overarching **Communications and Engagement Strategy**.

We are also developing a **Community Engagement Framework** that builds upon examples of good practice identified throughout Scotland. These will support effective community engagement and provide a structure to inform policing and partnership priorities.

The Scottish Government's **Building Safer Communities Programme** seeks a 'flourishing, optimistic Scotland in which resilient individuals, families and communities live safe from crime, disorder and harm'. Working together with communities, and national and local partners, the programme aims to reduce the number of victims of crime by 250,000 by 2017-18; and to reduce the number of victims of unintentional harm by a significant amount over the same period. We fully support this ambition and will play our part in helping to achieve it.

Working with partner agencies, we will continue to support the **Equally Safe Strategy**<sup>5</sup> produced by Scottish Government and COSLA. Equally Safe sets out Scotland's strategy to take action on all forms of violence against women and girls. The Strategy aims to prevent and eradicate violence, creating a strong and flourishing Scotland, where all individuals are equally safe and respected and where women and girls live free from such abuse, and the attitudes that help perpetuate it. Our response to such violence and abuse will be robust, swift, consistent and coordinated.

The following are further examples of locally and nationally developed policies and initiatives which will contribute to both local and national priorities within communities during 2015/16.

**Keeping People Safe** can only be achieved by working together with our partners and with the communities we serve. We recognise the need to actively engage with the diverse range of communities through the delivery of our **Equality and Diversity Outcomes**, ensuring a consistent approach and a high quality of service. This is delivered in conjunction with our partners, where appropriate, is responsive to local needs and demonstrates our core values of integrity, fairness and respect.

<sup>5</sup> <http://www.gov.scot/Publications/2014/06/7483/downloads>

Our **Youth Engagement Strategy** is currently being developed in consultation with the **Police Scotland Youth Advisory Panel** and our **Children and Young People Reference Group**. The Panel is made up of children and young people aged between 12 and 25 years from various backgrounds and areas throughout Scotland. The Reference Group comprises senior representatives from agencies and voluntary organisations which work with young people. The Strategy will cover the broad spectrum of police interaction with children and young people and includes children as witnesses and victims, child safety and protection, offending, crime prevention and engagement.

This will include our on-going work with partners, both nationally and locally, to consider the forthcoming duties under the Children and Young People (Scotland) Act 2014. This will include the provisions in respect of Wellbeing, Named Person, the Child's Plan, and Corporate Parenting in line with Getting it Right for Every Child (**GIRFEC**).

**Community Lay Advisors** are recruited to deal with a variety of diversity issues. To support this process and allow for scrutiny and counsel to be provided at a strategic level, a **National Independent Strategic Advisory Group (NISAG)** has been developed. The group members are formed from a range of bodies that represent the interests of people from a range of different protected characteristics<sup>6</sup>. It offers both Police Scotland and the SPA a forum in which to engage and provides a wide range of perceptions which help to guard against disadvantaging any section of our community and indeed any section of the workforce, through lack of understanding, ignorance or mistaken belief.

A national approach to **Hate Crime** has been developed and we will be rolling out training in 2015 to ensure officers and staff are equipped with the knowledge and confidence to continue to deliver a consistent and professional level of service to victims of hate crime across Scotland.

**Doorstep Crime** affects some of the most vulnerable within our communities, where victims are targeted due to their perceived vulnerability. In partnership with other agencies, Police Scotland has developed and delivered prevention, intelligence, engagement and enforcement activity under the nationally recognised '**Operation Monarda**'.

A key part of the strategy is prevention tools such as Nominated Neighbour schemes, No Cold Calling Zones and our 'Beat Doorstep Crime' marketing material aimed at protecting vulnerable homeowners and residents from Doorstep Crime.

**Choices for Life** is an innovative diversionary and educational initiative which aims to provide accurate, consistent and measured prevention advice to young people aged between 11 and 18 about the risks and harms associated with tobacco, alcohol and drug use, promoting positive life choices. Police Scotland will be working closely with key partners to deliver a mix of local events, online broadcasts, website material and national campaigns including New Psychoactive Substances and Festival Safety.

Our **Student Safety** campaigns are geared particularly towards new students during the freshers period. They include key preventative safety and security messages set out in an e-booklet and disseminated with the assistance of colleges and universities.

As online safety lead, Safer Communities has established the multi-disciplinary **Safer Virtual Communities Delivery Group** to deliver the recommendations of a recent cybercrime capability and capacity review. The Safer Virtual Communities initiatives include the implementation of a **Cybercrime Strategy** and associated operational practice. Online personal safety advice and practical crime prevention measures can be found on the Police Scotland "**Keep Safe**" section of our website<sup>7</sup>.

<sup>6</sup> as defined by the Equality Act 2010

<sup>7</sup> <http://www.scotland.police.uk/keep-safe/>

Planning is underway with the Scottish Prison Service **Young Offenders** Institute Polmont, for a police officer to work within the Community Safety Unit. This new and innovative partnership aims to engage with young people within the prison estate to change offending behaviour and develop sustainable approaches to break the cyclical nature of offending, improve outcomes for young people who offend and ultimately protect our communities.

A senior **Mental Health** lead has been identified in each of our Local Policing Divisions. A working group, attended by Local Policing and Custody Division representatives, has been created to identify good practice from across the country and to ensure clear and consistent practices are employed to build prevention methodology into care of those with mental health issues as well as meeting the needs of individuals in all communities.

The Mental Health **Community Triage Pilot** with Local Policing and Greater Glasgow and Clyde Health board was approved and implemented in January 2015. The new approach provides officers with direct access to mental health professionals who help support decision making to improve services to vulnerable members of our communities. A similar pilot will run in Edinburgh City in conjunction with Lothian Health Board.

Furthermore there has been wide consultation with partner organisations at local and national levels including the Scottish Association for Mental Health, NHS Health Scotland's Suicide Prevention Programme and the Mental Welfare Commission for Scotland, to develop Standard Operating Procedures (SOP). The SOP introduces consistent practice throughout Scotland and advocates 'the minimum interference in people's liberty and the maximum involvement of service users in any treatment while taking into account the safety of others'. New training packages have been developed to embed these new procedures and training for police officers and police staff is ongoing.

A **Mental Health Micro Site** on the Police Scotland intranet is now live, providing our staff with useful guidance and information on services available at both national and divisional levels.

The **Victims and Witnesses (Scotland) Act 2014** aims to improve the experience of victims and witnesses throughout their involvement with the criminal justice system, setting out new ways in which the police and our partners can deliver enhanced levels of support. It improves and increases rights and support for victims and witnesses and establishes a National Confidential Forum.

Since August 2014, several sections directly impacting on policing practice have been implemented, namely, sections 1, 2, 3, 6 and 8 of the Act. Along with instituting the general principles of the Act, these sections establish reportable standards of service for victims and witnesses. It allows victims and witnesses to formally request certain information from us and entitles victims of certain crimes to specify the gender of their interviewing officer.

A review of all relevant Police Scotland procedures and associated toolkits has been undertaken and advice and guidance has been provided to officers and staff; this will continue as the remaining sections of the Act are implemented. We have also developed new recording and reporting procedures to ensure compliance with the required standards of service.



# Priority – Violence, Disorder and Antisocial Behaviour

**We will:**

- **Protect our communities by increasing detection of violent crime, domestic abuse and hate crime offenders**
- **Prevent incidents of antisocial behaviour and disorder**
- **Prevent violent crime, including alcohol-related violence and disorder**
- **Continue to work with partner agencies to support victims of domestic abuse**

Violent crime reduced by almost 10% between 2012/13 and 2013/14, whilst overall detection rates continued to increase. Police Scotland remains committed to continuing this trend by maintaining our prevention, partnership and intelligence led investigative approach to Keep People Safe. Our recent survey shows Scotland's communities expect us to prioritise reducing violent crime and antisocial behaviour, making a positive contribution to their wellbeing and safety. To achieve this we will **protect our communities by increasing detection of violent crime and disorder, domestic abuse and hate crime offenders.**

When serious crime occurs we provide dedicated specialist support to communities by deploying resources from our Major Investigation Teams, ensuring equity and quality of service nationally. These teams also provide specialist investigative capability in support of local investigators, ensuring continuity of regular service which supports our commitment to providing a nationally co-ordinated approach to tackling violence.

Having seen further reductions in reports of disorder (16.3%) and antisocial behaviour (13.8%) during 2013/14, we are rolling out nationally a series of business intelligence tools which will improve our local policing operations, ensuring we are better equipped with the best analytical evidence to understand where and when our officers should be deployed. This will allow us to better identify offending patterns and hotspots which are shared with local partners ensuring we collectively **prevent incidents of antisocial behaviour and disorder.**

Using these tools, we will continue to support our national Campaign Against Violence, which puts over 1000 experienced officers, normally performing essential support roles, into our communities every month at peak times, supporting local officers to prevent crime and provide public reassurance.

The service has established a National Stop and Search Unit to provide scrutiny and governance around the use of this policing tactic. Further, the learning gained from the stop and search pilot in Fife Division and engagement with partner agencies will assist in the provision of best practice and guidance for the year ahead. A national violence and disorder prevention strategy will be developed to ensure a consistent approach to tackling those issues causing the greatest threat, risk and harm to our local communities.

Recognising the link between alcohol, disorder and violent crime, our Licensing Policy Unit will continue to support local policing to **prevent violent crime, including alcohol-related violence and disorder** by working closely with partners to apply greater scrutiny to licensed premises issues. We will also inform personal licence holder and Security Industry Authority training. We will engage with event and festival organisers to agree alcohol management plans that will set out how alcohol sale, supply and risk are to be controlled.

Domestic abuse impacts significantly upon victims and families and we will **continue to work with partner agencies to support victims of domestic abuse**. Together with Advocacy Support Safety Information Services Together (commonly known as ASSIST) and Scottish Women's Aid, amongst others, we will continue to refine and deliver inputs on the law in relation to domestic abuse to Independent Domestic Abuse Advocates from across Scotland, improving the support available to victims. We will continue to be active in advising future domestic abuse legislation, taking advantage of our unique perspective.

A pilot for the Disclosure Scheme for Domestic Abuse Scotland (known in England and Wales as 'Clare's Law'), in Ayrshire and Aberdeen City is underway and if successful, consideration will be given to its roll out across Scotland. This gives people at risk of domestic abuse the right to ask about their partner's abusive past and gives them the information to assist in making an informed decision on whether to continue in the relationship.

Reported domestic abuse incidents dropped over 2013/14 however, Police Scotland continues to actively target perpetrators while working to keep victims and their families safe. Our divisional Domestic Abuse Investigation Units will continue to support local officers in communities, with our National Domestic Abuse Task Force targeting perpetrators who pose the greatest risk of harm. We will continue to work proactively with a range of partners via regular Multi-Agency Tasking and Co-ordinating meetings ensuring we work effectively together to protect victims and prevent further abuse.

We will continue our efforts to eradicate the blight of hate crime from Scotland. Recognising victims may be extremely reluctant to report hate crimes, it is important to establish the most appropriate mechanism for victims to contact the police and help overcome existing barriers.

We have developed several reporting methods for victims of hate crime designed to provide a means of contacting the police. This includes online reporting or via third party reporting centres in addition to traditional methods.<sup>8</sup>

Through engagement with a wide range of organisations across the country, we have developed strong partnerships within the equality and diversity and hate crime arenas. They offer valuable support and advice on how to best communicate and work with minority communities. This ensures that offenders are brought to justice, whilst reducing potential negative impact on victims or witnesses.

In 2015, we will be launching a national media campaign to raise awareness of hate crime and continue to engage at grass roots level to ensure the most vulnerable members of our communities are protected. This work will focus on increased reporting, reducing levels of hate crime and ensuring those responsible are brought swiftly to justice.

<sup>8</sup> <http://www.scotland.police.uk/contact-us/hate-crime-third-party-reporting/>



# Priority – Road Safety and Road Crime

We will:

- Prevent road casualties
- Prevent road crime and positively impact on the use of roads by criminals



The impact of death and injury on our roads is significant, not only from the impact on victims and their families but to communities and the wider economy. It consistently features as a priority for many communities across Scotland and so the creation of Police Scotland has allowed us to ensure that Road Policing is a priority for every officer. Scotland's roads network is diverse and provides lifeline links to our rural communities. It is estimated that road users travelled more than 40,000 million kilometres on the roads network in 2013, either in built up estates, on national motorways or rural roads for work or leisure.

In 2013 there were 172 fatalities and 1,672 serious injuries<sup>9</sup> on Scotland's roads, representing a 41% and 36% reduction respectively against 2004/08 baseline average. We have made good progress but there is still much to be done to achieve our aim of **preventing road casualties** and meeting the Scottish Government's 2020 casualty reduction targets.

Our Divisional Road Policing Units are fully embedded across our local policing divisions, with local officers supporting local communities. The Trunk Road Patrol Group is responsible for policing the trunk roads network. Specialist motorcycle capability and other support functions are also available nationally to support local priorities. We have also set up a Police Scotland Road Safety Governance Board to ensure a focus and strategic direction which matches our resource to when and where it's needed and which retains the flexibility to allow local policing teams to work with partners to find local solutions for local priorities.

Evidence shows<sup>10</sup> that by highlighting the consequences of enforcement, we can have a positive impact on driver behaviour and proactively prevent more people dying on Scotland's roads.

To achieve our goals during 2015/16, our methods will continue to be informed by academic research, forming part of an evidence-based partnership approach. As articulated in the Scottish Road Safety Framework<sup>11</sup>, our primary role is to enforce road traffic law and this will continue to be our focus.

Effective partnership working is at the heart of what we do. At the strategic level we will be represented at the Scottish Government's Road Safety Strategic Partnership Board and lead the Tactical Options Working Group. Operationally, we will continue our close liaison with agencies such as Transport Scotland, Driver and Vehicle Standards Agency, the Driver and Vehicle Licensing Agency, HMRC and the Traffic Commissioner.

We will work with our partners to enforce specialist legislation and will endeavour to clear incidents quickly to keep the network moving.

We will work in partnership to improve road user behaviour through enforcement, education and engineering solutions. This will inform our actions, using intelligence and analysis to identify priority routes and road users who may be vulnerable. Evidence has shown that a highly visible presence on Scotland's roads has a significant impact on driver behaviour. We will ensure our officers are in the 'right place at the right time' to employ both prevention and enforcement tactics. We will continue working with partners to consider the development of appropriate schemes for diversion from prosecution and will support Local Authorities, Community and Road Safety Partnerships in delivering road safety activities.

**Preventing road crime and positively impacting on the use of road by criminals**

is a key commitment for Police Scotland. We will continue using Automatic Number Plate Recognition technology, working with partner agencies, to assist us to detect criminals on our roads, arresting offenders and seizing vehicles where appropriate. Furthermore, with targeted patrolling and vehicle stops we will detect and seize contraband under the Proceeds of Crime Act and the Misuse of Drugs Act. We will continue to target and deter offenders and detect all types of criminality on our roads. We will consult on engineering solutions (such as traffic calming), maintain and enhance the capability of the Safety Camera Programme and effectively coordinate and deploy the use of these assets.

These commitments will be reflected in our three year Road Safety and Road Crime Strategy, due to be published in 2015, which will further strengthen our commitment to influence road user behaviour and make Scotland's roads safer.

<sup>9</sup> <http://www.transportscotland.gov.uk/statistics/j340611-00.htm>

<sup>10</sup> <http://www.road-safety.org.uk/downloads/1380113107-RITS%202013%20April%20web.pdf>

<sup>11</sup> <http://www.gov.scot/Resource/Doc/274552/0082161.pdf>



# Priority - Protecting People at Risk of Harm

## We will:

- Implement a prevention strategy in respect of abuse of children and adults at risk of harm
- Protect children by developing a robust review regime of child abuse investigations
- Protect children by expanding our national rape investigation database to include child sexual abuse investigations where there are multiple victims and/or perpetrators, abuse within institutional settings and those involving people of public prominence
- Work in partnership to utilise new technology and techniques to improve investigation of cyber based child abuse
- Reinforce the prevention strategy to tackle rape and serious sexual crime whilst maintaining a victim focus
- Protect victims by implementing a national victim strategy
- Prevent, deter and detect those involved in human trafficking
- Prevent harm by establishing a national strategy in respect of prostitution
- Implement a national inspection model for sex offender management procedures within local divisions and establish a national strategy for the management of certain serious and violent offenders
- Work with the Scottish Government to consult on a draft partnership missing person strategy and supporting action plan

Tackling sexual crime and the sexual abuse and exploitation of children and people at risk of harm remains a priority for Police Scotland. Significant media attention has recently centred on prominent individuals, non-recent abuse in institutional settings and Child Sexual Exploitation (CSE). These events have galvanised public concerns and placed the protection of those at risk of sexual harm in the spotlight both locally and nationally.

Police Scotland will continue to work with key partners both locally and nationally to break down any barriers to the reporting of abuse. Victims have more courage to come forward and report crimes due to increased trust and confidence in the police. This is reflected in the crime figures that show recorded sexual crimes have increased by 12%, from 7,693 in 2012-13 to 8,604 in 2013-14. 76% of these crimes were detected, an increase of 8%.

In order to continue tackling this priority, Police Scotland will **implement a prevention strategy in respect of the abuse of children and adults at risk of harm**. We will prevent, deter and detect those who pose the greatest risk, maximising use of legislative powers and effectively working with partners, whether statutory agencies or support organisations and our communities to share information and develop action plans with clearly identified ownership and accountability.

We will engage with multi-agency working groups and committees, nationally and at local authority level, as well as coordinated local and national media campaigns, to raise awareness of emerging forms of abuse and implement prevention strategies to influence social attitudes and reduce vulnerability.

We will develop a comprehensive suite of guidance documents to ensure all staff are confident and competent at identifying and responding appropriately, whatever their role and whenever abuse is reported. We will review the national adult and child protection training to ensure it provides frontline and specialist staff with the skills they need.

Of all the people at risk of harm, children are particularly vulnerable. Our communities demand that all partner agencies work strenuously to protect children from harm. While joint inspections take place at local authority level for services that have a responsibility to **protect children**, Police Scotland will augment this **by developing a robust review regime of child abuse investigations** through the evolution of the National Child Abuse Investigation Unit. This unit will support local policing Public Protection Units by providing a dedicated, specialist investigative resource during complex child abuse and neglect investigations.

We will **protect children by expanding our national rape investigation database to include child sexual abuse investigations where there are multiple victims and/or perpetrators, abuse within institutional settings and those involving people of public prominence.** This will provide operational coordination ensuring more effective support to local policing investigations across Scotland and the overall assessment of child abuse, including non-recent abuse. We will consider best practice and use specialist skills to ensure we respond consistently and robustly when such crimes are reported.

Further, we will **work in partnership** with national and international partners, including cybercrime experts, other law enforcement agencies, UK and Scottish Governments and the justice and voluntary sector, **to utilise technology, techniques and methods of identifying and investigating those who exploit computer networks to sexually abuse children.**

As the statistics above highlight, recorded sexual crime has risen. Although we believe this is as a direct result of improved confidence in our ability to respond, clearly this is an area we must continue to tackle and prevent. Therefore, by working with our communities and partners, we will **reinforce the prevention strategy to tackle rape and serious sexual crime** to enhance our approach to victims and share information in order to identify those at risk and those who pose a risk.

We will **protect victims by implementing a national Victim Strategy** to improve our response to rape and the ongoing safety of victims, assessing victims' vulnerability and developing care and safety plans. We will develop strategies to assess reoffending risks and conduct research to understand how best to support victims and keep them engaged throughout the Criminal Justice process.

Working locally with partners and communities, we will continue to raise awareness of the law on rape and sexual assault to influence behaviour and cultural change.

Our rape prevention campaign, 'We Can Stop It', aims to increase understanding, improve levels of reporting and target perpetrators through use of peer role models. The campaign encourages victims to report rape, emphasising that Police Scotland takes the crime of rape very seriously and will investigate thoroughly.

Official statistics<sup>12</sup> confirm that human trafficking is present and growing in Scotland. As we continue to understand the complexities of this emerging issue, we will **prevent, deter and detect those involved in human trafficking.** This will be done by developing an investigative strategy focused on early victim identification and effective use of intelligence, working with our partners in local authorities and community based support services to ensure victims' needs are met and investigations are of a consistently high standard. We will maximise existing crime strategies and share information between partners to prevent and target those involved in human trafficking.

<sup>12</sup> <http://www.nationalcrimeagency.gov.uk/publications/502-national-referral-mechanism-statistics-end-of-year-summary-2014/file>

There is an identified link between human trafficking and prostitution, therefore in conjunction with our strategy on trafficking; we will **prevent harm by establishing a national strategy in respect of prostitution**. Working with local partners including criminal justice, health and local authorities, we will implement effective harm reduction plans. We will also implement a robust communication strategy to deliver key messages to build the trust of sex industry workers to engage with police, ensuring the focus of enforcement activities remains on those who are involved in commercial sexual exploitation.

Managing offenders is a key component of our strategy to keep people safe. Through the National Offender Management Unit we will **implement a national inspection model for sex offender management procedures within local divisions**, in line with Multi Agency Public Protection Arrangements, to examine processes, procedures and recording practices. This will ensure consistent intrusive reviews provide the necessary level of governance and assurance and focus on quality and decision-making.

Our National Offender Management Unit will also work with partners to implement new legislation to protect communities and prevent further crimes of violence by **establishing a national strategy for the management of certain serious and violent offenders**. This will be delivered by local officers working closely with local authority and health colleagues.

Whilst Police Scotland is the lead agency in missing person investigations, we acknowledge that we are only one of a wide range of organisations who have a part to play in protecting vulnerable missing people. That is why our Missing Person Unit will **work with the Scottish Government to consult on a draft partnership missing person strategy and supporting action plan** by the summer of 2015. This strategy will bring greater consistency to how agencies respond to missing person incidents. The vision will be to create a Scotland in which we collectively take a preventative approach and as a consequence reduce the number of people who go missing and reduce negative outcomes.

The partnership national missing person strategy will have four themes for all agencies involved including; take preventative steps to reduce the number of missing persons, respond consistently and appropriately, support both missing people and their families and protect vulnerable missing people and reduce the risks of harm coming to them. The strategy will also see three national partnership agreements specifically designed to support vulnerable groups including looked after children, adults with dementia / mental health and NHS patients from hospital environments. This ambitious work programme will make real improvements to the way we work together to protect vulnerable missing people in Scotland.



# Priority – Serious Organised Crime

**We will:**

- **Continue to build a true picture of Serious Organised Crime Groups, members and activities and use operational activity to reduce their capability and capacity to cause harm**
- **Prevent harm by disrupting Serious Organised Crime Groups through the use of Proceeds of Crime Act and other effective legislation**
- **Prevent harm by increasing our targeting of the illegal use of legitimate business sectors**
- **Prevent harm by disrupting the supply of drugs and new psychoactive substances**

Serious Organised Crime Groups have a disruptive impact upon Scottish communities at a significant cost to Scottish Society. It is estimated that these groups cost the Scottish Economy billions annually.<sup>13</sup> Reducing the threat posed to our communities by Serious Organised Crime Groups is a priority for Police Scotland.

The Scottish Multi-Agency Strategic Threat Assessment pulls together all intelligence from partner agencies to provide a comprehensive picture of the overall threat, risk and harm that Serious Organised Crime Groups pose to Scotland's communities.

Building on success in this area with such initiatives as the Scottish Anti-Illicit Trade Group, a multi-agency group who work together to reduce the scale, impact and cost of illicit trade, we will **continue to build a true picture of Serious Organised Crime Groups, members and activities and use operational activity to reduce their capability to cause harm.**

We will ensure our approach to serious organised crime is reflective of changing trends such as the increase in Cybercrime through initiatives like the implementation of the Safer Virtual Communities Delivery Group, an online community dedicated to enhancing preventative advice to members of the public and Scottish businesses as well as improving Police Scotland's investigative strategy and techniques.

However, we recognise that the emerging trend of cyber criminality cuts across all aspects of criminality and as such we have expanded our strategic focus; and will continue to do so in line with emerging threats, to ensure that our communities are informed and empowered to utilise online technology safely and deprive those wishing to exploit technological vulnerabilities of the ability to do so across both public and business sectors.

We will also build on campaigns to educate communities on the harm serious organised crime can cause and how seemingly victimless crimes (such as counterfeiting) can lead to the exploitation of vulnerable people.

As a service we accept that to truly impact on serious organised crime we cannot work in isolation. This approach led to the establishment of the Scottish Crime Campus, bringing together partners from the Crown Office and Procurator Fiscal Service, the National Crime Agency, HMRC and Home Office Immigration Enforcement. The Crime Campus provides enhanced opportunities to conduct joint operations against Serious Organised Crime Groups. Along with our partners we will **prevent harm by disrupting Serious Organised Crime Groups through the use of Proceeds of Crime Act and other effective legislation** and deprive them of access to legitimate enterprises. We will maximise sharing of intelligence and improve interoperability through the use of the Strategic Multi-Agency Response Team ethos to tackle serious organised crime. This will generate a focused and cohesive disruption strategy targeting all aspects of serious organised crime.

We have financial investigators embedded throughout Police Scotland and strategic partners and we will continue to develop our use of the Proceeds of Crime Act legislation to maximise the seizure of criminals' cash and assets.

We will continue to play a key role on the Serious Organised Crime Taskforce, which involves a range of strategic partners.

We will **prevent harm by increasing our targeting of the illegal use of legitimate business sectors** by Serious Organised Crime Groups, such as the security industry and taxis. Criminals use businesses to 'mask' their illegal activities and to launder money. This leads to the distortion of markets and deprives lawful companies of business. We further commit to actively targeting and disrupting those groups and individuals that exploit Scotland's business community for criminal profit.

A large percentage of Serious Organised Crime Groups operating in Scotland are involved in the supply of controlled drugs. Communities in Scotland have indicated this is a concern; more than 36% of the people we asked cited this as one of their top priorities and subsequently we will **prevent harm by disrupting the supply of drugs and new psychoactive substances** by utilising all of our intelligence and investigative products to assist in proactively targeting those involved.

We will ensure that the operational learning identified in mitigating new emerging threats, such as the use of the 'dark web' is incorporated into all other aspects of our preventative and investigative structures in order to keep our communities safe from the threat from all aspects of serious organised crime.

New Psychoactive Substances (commonly known as legal highs) are becoming more popular and the potential exists for Serious Organised Crime Groups to exploit the potentially lethal misconception that they are safe. The National Drugs Profiling Group will bring together experts from the fields

of Policing, Community Safety, Medicine, Science and Government Policy to develop a comprehensive understanding of the harm that drugs, including new psychoactive substances, can have on Scotland's communities.

We will work with these partners to increase legislative clarity to target new substances and also the emergence of underground internet sales in all forms of illegal commodities on so called 'dark web' sites not able to be accessed through normal internet search activity.

By working together with other law enforcement, criminal justice, health partners and with local authorities Police Scotland will continue to generate a comprehensive approach to the disruption of Serious Organised Crime Groups and the activities of their members.



<sup>13</sup> <http://www.gov.scot/Topics/Justice/policies/reducing-crime/organised-crime>

# Priority – Counter Terrorism

We will:

- Protect communities by reducing and mitigating the risk of terrorism to Scotland
- Protect communities by ensuring that Police Scotland is prepared to respond to any terrorist attack
- Protect communities by expanding the use of the Counter Terrorism Organisational Learning and Development model



Terrorism, like all other aspects of criminality seeks to exploit vulnerabilities and has the potential to significantly impact upon the safety and security of communities and businesses within Scotland. The threat level to the UK from international terrorism has been raised to SEVERE at the time of publication (meaning an attack is highly likely). We will work relentlessly with our partner agencies, including Scottish Government, to ensure that the people of Scotland can live their lives, freely and with confidence.

Current conflicts across the globe, such as those in Syria, Iraq and the surrounding region, will have long term implications for Counter Terrorism both in Scotland and the rest of the UK. Effective intelligence collection and assessment, combined with pro-active early intervention and preventative engagement will remain our most valuable tool to **protect communities by reducing and mitigating the risk of terrorism to Scotland**. Staying ahead of the continually evolving threat will remain challenging, however through continued engagement with local, national and international partners we will continue to proactively mitigate the threats posed.

Our objectives support the four key elements of the UK's counter terrorism strategy (CONTEST):<sup>14</sup>

**PURSUE:** to pursue terrorists and those who sponsor them, through the focussed use of intelligence analysis, flexible use of investigative resources, that evolve to mitigate the threat posed and the use of technological assets, such as (Automated Number Plate Recognition technology), in order to detect and deter terrorist activity and create an environment within which it is difficult for terrorists to work.

**PREVENT:** to stop people becoming terrorists or supporting terrorism through ongoing commitment to the Scottish Preventing Violent Extremism Unit, community and youth engagement, and new measures such as the roll out of a Multi-Agency Collaborative Outcome Learning tool to assist partners in identifying vulnerabilities.

**PROTECT:** to protect the UK by strengthening our defences against terrorism through the continued work of the Border Policing Command in partnership with UK Border Force, Home Office Immigration Enforcement, HMRC and the Maritime and Coastguard Agency as well as focused tasking of our Counter Terrorism Security Advisors.

**PREPARE:** to mitigate or lessen the impact of a terrorist attack, most often through regular training of key responding assets, such as Uniformed Patrol, Firearms and Chemical, Biological, Radiological and Nuclear trained officers, in partnership with other emergency services, local partners and government departments. Our ability to effectively prepare and respond to terrorist threats is enhanced through the embedding of partner agency staff, including Scottish Fire and Rescue, Ministry of Defence Police and Civil Nuclear Constabulary within the Scottish Crime Campus. Planning is also underway to enhance the embedded cadre by including representation from the Scottish Ambulance Service.

We will review the impact of the new UK Counter Terrorism and Security Act 2015 on operational strategy to further mitigate the risk of terrorism to Scotland's communities and ensure our policing response remains effective, efficient and proportionate.

Governance of all activity to mitigate the threat posed by terrorism is undertaken through a series of Multi Agency Co-ordination Boards, which are designed to ensure that Counter Terrorism is embedded at the highest levels amongst strategic partners and assists in providing pro-active management and governance of both enablers and inhibitors that impact upon the effective delivery of CONTEST.

Police Scotland successfully and safely delivered the safety and security of a number of high profile major events last year, including the Commonwealth Games and Ryder Cup, which drew worldwide audiences. As part of this process, we undertook a number of live exercises to test Counter Terrorism response plans, identifying enduring lessons to take forward into future event planning. We will continue to **protect communities by ensuring that Police Scotland is prepared to respond to any terrorist attack** by taking an active role in local, regional and national exercises, working with multiple partner agencies to ensure robust and well tested procedures and practices are embedded into daily business processes.

We will continue to work with resilience partners, businesses and government to **protect communities by expanding the use of the Counter Terrorism Organisational Learning and Development model** and strengthen our response across all strands of the CONTEST Strategy.

Our national Organised Crime and Counter Terrorism Unit significantly enhances operational effectiveness and service delivery within local communities. It also delivers enhanced connectivity with partner agencies through which we will continue to develop our capability and capacity to respond to emerging terrorist threats.

Police Scotland will remain vigilant in the fight against terrorism, maintaining effective capabilities designed to keep Scotland's communities safe from those that would wish to do us harm.

<sup>14</sup> <https://www.gov.uk/government/collections/contest>

# Major Events and Resilience

**We will:**

- Work with partners, including other key responders, to effectively plan and deliver major events and to respond to national, critical incidents
- Ensure a high state preparedness to respond to unforeseen and planned major events



Reflecting on recent major events in Scotland, the last 12 months have been unprecedented. From new challenges, such as the Commonwealth Games and Ryder Cup, to annual events including T in the Park, Wickerman Festival, the Edinburgh Hogmanay celebrations and many more.

Each event brought unique challenges however the many months, and in some cases years of extensive planning, along with our significant experience of dealing with events and emergencies, ensured Police Scotland fulfilled our commitment to deliver effective policing leading to safe, secure and peaceful events.

Starting in June 2014, for 40 days leading up to the 2014 Commonwealth Games, Police Scotland played a critical role protecting the Queen's Baton Relay and baton bearers during their journey across all 32 Local Authority areas.

July saw the T in the Park festival staged at Balado for the final time before moving to a new home this year at Strathallan Castle, Perthshire. The daily crowds of 85,000, with up to 70,000 staying at the campsite, make this the largest music festival in Scotland. A key element of continuing success is the excellent relationships our officers maintain and build with the organisers, other services that support the event as well as those who attend, ensuring a safe and enjoyable experience for all.

Also in July, VIP's, visitors, spectators and athletes from around the world were treated to the 'best ever' Commonwealth Games. Over 5,000 athletes from 71 nations and territories arrived in Scotland to participate in the 12 day event. Police officers and staff from across the country, from local policing and every specialist division, supported the policing operation to deliver a safe, secure and peaceful event, watched by a worldwide television audience of around 1.5 billion.

The Scottish Referendum on Independence took place in September, with Police Scotland playing a key role to ensure proceedings were conducted in a fair and inclusive manner and in accordance with the law. We produced detailed policing plans for the Referendum, which enabled every polling place in Scotland to benefit from a permanent police presence, or regular visits from officers on patrol, to provide support to polling staff and the general public. Later the same month the Ryder Cup landed on Scottish soil at Gleneagles for the third largest televised sporting event in the world, and all eyes were once again on Scotland. Our policing of the tournament received widespread recognition from both sides of the Atlantic, reinforcing Police Scotland's global reputation for professionalism and effectiveness.

At the same time as these and many more significant events took place, officers and staff continued to provide effective local policing services to communities across Scotland.

The safe and secure delivery of these events enhanced our reputation locally, nationally and internationally. The learning gained internally and in partnership with the range of key stakeholders, in areas such as, national resource deployments, transport and logistics, traffic management, counter terrorism and communications will be used to further enhance our **work with partners, including other key responders, to effectively plan and deliver major events and respond to national, critical incidents.**

In terms of major incident preparedness, our response to those incidents demonstrates our capacity to keep our communities safe. Further work to develop cadres of trained personnel in key roles will provide greater resilience and expertise.

In the year ahead, Police Scotland will **ensure a high state of preparedness to respond to unforeseen and planned major events,** responding alongside partners when these incidents occur to keep people safe.

Opportunities will be identified and exploited to collaborate and work in an ever more co-ordinated manner with fellow 'blue light' agencies to further improve joint working during such emergencies. This in turn will be supported by the work of the Scottish Multi Agency Resilience Training and Exercising Unit whose role will continue to mature.

Along with national training for event commanders, our ongoing work within Regional Resilience Partnerships will improve the corporacy and consistency of emergency response plans, making it ever easier for national resources to support local delivery.

Business continuity arrangements around our preparedness for a range of challenges are firmly in place, with opportunities for collaboration with key partners for cross border issues being taken forward in 2015.

Police Scotland will continue to support organisers in delivering the many pre-planned events taking place across the country, such as football matches and festivals, consolidating arrangements around cost recovery and ensuring that a consistent and proportionate approach is taken, balanced with local needs.



# Building a Police Service for the Future

Our journey in bringing together eight police forces has been fast-paced and challenging. Despite this our service to communities continues to be strong and public satisfaction remains high. This transition has already delivered extensive benefits, however an important transformational journey remains ahead as we continue to realise the benefits of reform and shape our organisation for the future to ensure it continues to meet the needs of our communities.

In planning for the future, we will shape and equip the organisation to continue **Keeping People Safe** and to meet the needs of communities in the years ahead. We will identify our future demands and challenges and find opportunities to improve our service and deliver efficiencies.

## **Local Community Policing Plans**

A review of our Multi-Member Ward Plans has recently begun. When introduced these plans were aligned to the existing local political boundaries and were a positive and appropriate response to local needs, supported by local consultation. We are now reviewing those arrangements in consultation with local authorities to ensure they continue to meet the needs of the communities we serve. It is already clear that in some local communities area plans will be more appropriate in future to meet the needs of local communities and in recognition of this new flexibility, our most local level of plans will now be known as Local Community Policing Plans.

To enhance this approach, pilot work is taking place in which Local Community Policing Plans are linked to Community Planning Partnerships or Local Authority area forums to enable more collaborative working to meet the needs of communities. Further consultation on this proposal will take place with local authorities and COSLA in the coming months before any changes are implemented more widely.

## **Futures Strategy**

We will continue working with the SPA and our partners to establish our strategy for the future of policing in Scotland. This will involve five key areas:

- Making best use of our people;
- Reducing inefficiency in our processes;
- Innovative use of technology;
- Modernising our physical assets;
- Increased partnership and collaborative working (identifying smarter ways to deliver public services).

We will develop ways to better share good practice across the organisation in order to learn from local experiences and commit to continuous improvement.

## **Collaboration and Co-location**

As we continue to strengthen our relationships with partners, we will expand opportunities to share information and develop collaborative strategies. We will also, where appropriate, build upon the successful sharing of resources and co-location of services such as the Scottish Crime Campus and those in Fort William, Tomintoul and future co-location with the Scottish Fire and Rescue Service at North Berwick.

With the theme of improvement firmly embedded in our continued transformation, we will continue our hard work to ensure that Police Scotland is a modern, forward-looking organisation that uses resources efficiently, particularly in line with the challenging financial environment within which we exist.

### **Continuous Improvement**

We are launching a programme as part of our aim to continually improve our service to the public. Reforming our service means a significant amount of restructuring and we will further examine our processes to establish value and identify any wasteful or inefficient practices. Considerable opportunities still exist for us to make delivery of our services more efficient by reducing demand through the review of our processes. The continuous improvement programme will include:

- Accredited training in order to provide the tools and techniques to deliver effective new processes to reduce waste and improve efficiency.
- A rolling programme of workshops designed to assist all parts of the organisation to identify priorities for their Service Improvement Plans.
- Providing training in a range of tools and techniques that will support business areas to identify and deliver improvements.
- During 2015 a further layer of our Continuous Improvement Programme will be rolled out to ensure that all officers and staff are able to identify potential improvements to processes and practices and implement these quickly and effectively.

### **Our Corporate Strategy**

Police Scotland's Corporate Strategy sets out our strategic direction and how we will develop the functions that support operational policing. The current three year Corporate Strategy is building strong foundations enabling us to be prepared for the longer-term future. We will continue to monitor our progress towards achieving the commitments for Our People, Our Technology, Our Organisational Support and Our Finance. The associated projects and activities will continue to develop Police Scotland.

### **Our People**

Through our focus on opening up pathways to policing, investing in training and development and identifying the widest cross section of talented individuals, we will continue to build a workforce that provides the highest quality policing service for the people of Scotland. A revitalised Diploma in Police Service Leadership and Management, together with the development of a new talent management programme, will ensure our people are equipped to meet the challenges faced by Police Scotland and our communities now and in the future.

### **Innovative Projects**

As we continue on the journey to build a service for the future, there are several key innovative projects that will be progressed during the lifetime of this Plan:

### **The i6 Programme**

Police Scotland is working with Accenture to develop a national IT solution. This will introduce new common processes supported by a flexible ICT solution that will deliver key benefits including:

- Being adaptive to procedural and legislative changes;
- Providing access to information without boundaries;
- Optimising the quality of and access to information assisting staff with preventative measures, investigations, decision making and threat assessments;
- Enabling efficient and effective tasking and deployment of resources, providing real-time, reliable intelligence.

**National Intelligence System**

Police Scotland will review existing intelligence management arrangements and scope the value of a new National Intelligence System to enhance intelligence sharing. The opportunity exists to deliver significant efficiency improvements and enable more officer-time, currently spent in support roles, to be utilised for front line duties. The new intelligence system would be developed in harmony with the i6 programme.

**Contact, Command & Control**

Police Scotland will continue to rationalise our contact, command and control structure in order to improve our response to 999 and 101 calls, introducing systems to better assess vulnerability at first contact and fully integrate the command and control of officers nationally. The changes will ensure that the nearest, most suitable resources respond to incidents and will increase our capability to meet the demands of responding to critical and major incidents, irrespective of their location.

**Criminal Justice**

We will continue to work with our Justice Board partners to deliver a redesigned Criminal Justice System, making it more efficient whilst protecting the principal of 'fairness'. Our work with Forensic Services and the Crown Office and Procurator Fiscal Service will continue to develop and implement improvements in the delivery of forensic science from crime scenes to court.

**Custody**

We are reviewing when and where we bring people in to custody in order to better understand the demands on our facilities. We will modernise our custody provision and ensure that accessibility and capacity is in the right locations in line with demand. We will also develop a staffing model that provides the most flexible approach, ensuring we have staff in the right place at the right time to support local policing.

Further opportunities to deliver best value and efficiency will be identified by reviewing procurement contracts for custody related services and identifying opportunities to work in partnership to deliver quality care.

**Estates**

We are in the process of developing an Estates Strategy, based upon the development of an estate which matches community needs and organisational demands. In early 2015 our new building in Dalmarnock opened with the capacity to accommodate around 1000 officers and staff, the majority of whom were previously based in Pitt Street, Glasgow. The closure of Pitt Street will save the organisation in excess of £1 million per year in maintenance costs. Our Dalmarnock facility represents a significant partnership achievement and illustrates how our estates planning can, and will, deliver modern and efficient facilities for the service whilst bringing increased economic benefits to the local communities.

The Scottish Crime Campus has now been occupied for one year and this has demonstrated more effective partnership working with the Crown Office and Procurator Fiscal Service, the National Crime Agency, HM Revenue and Customs and Forensic Services, as well as joint ventures throughout the whole of Specialist Crime Division. Partnership working and collaboration is at the heart of the Scottish Crime Campus Mission and Vision statement and was the ethos behind the building, which to date has delivered upon expectations. Partnership funding has been secured for four strategic research projects which will deliver evidence of the extent of collaboration.



# Publication

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about this Plan or our Service, please do not hesitate to get in touch using any of the lines of communication below:

## **Contact Details:**

Police Scotland Headquarters  
PO Box 21184  
Alloa  
FK10 9DE

Telephone: 101

Web: [www.scotland.police.uk/contact-us](http://www.scotland.police.uk/contact-us)

## **Minicom Service**

This service is for the deaf, deafened, hard of hearing or speech impaired callers who can call us on 1 800 1101.

## **Equality Impact Assessment**

Police Scotland regularly undertakes Equality Impact Assessments to ensure our objectives contribute positively to a more equal society, with equality and good relations at the forefront of the service we provide.

We are committed to the advancement of equality in our internal and external functions by ensuring that our core values of Integrity, Fairness and Respect are integrated into all aspects of our business and inform all of our policies.

Potential impacts resulting from proposed strategies outlined in this Plan, or other issues for different protected communities will be identified during development and review of the relevant operating procedures/guidance, leading to appropriate mitigating actions where required. Differences in divisional geography, demographics, and known issues will be key considerations for Divisional Commanders during localised delivery of our priorities and may require further assessment to identify any impact specific to their areas.

## **Environmental Assessment (Scotland) Act 2005.**

Police Scotland has determined that there are no significant environmental effects which arise as a result of carrying out any of the activities mentioned in this Plan.

## **Other languages:**

If you would like to receive a copy of this document in another language, please also contact us through one of the stated channels.

**Braille, large print, sign-language, audio or CD** copies can be requested by contacting us at the above address.

## **Consultation**

This plan was developed in consultation with our communities and a wide range of partners. We are grateful to the following organisations for their responses:

- Scottish Police Authority
- HM Inspectorate of Constabulary in Scotland
- Convention of Local Authorities Scotland
- Society of Local Authority Chief Executives
- National Health Service
- Crown Office and Procurator Fiscal Service
- Scottish Fire and Rescue Service
- Equality and Human Rights Commission
- National Independent Strategic Advisory Group
- Scottish Police Federation

This Annual Police Plan 2015/16 was laid before the Scottish Parliament on 30th March 2015 by Police Scotland, in pursuance of Section 35(4)b of the Police and Fire Reform Scotland Act 2012. PSOS/2015/01.

Find your Local Policing Plans and Local Community Policing Plans here (<http://www.scotland.police.uk/your-community/>)

**In an emergency, always call 999 and to report a crime call 101.**

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