



ANNUAL REVIEW OF POLICING 2014/15

Improving policing for Scotland's communities.

Laid before the Scottish Parliament by the Scottish Police Authority in
pursuance of Section 39 of the Police and Fire Reform
(Scotland) Act 2012 (26 June 2015)

(SPA/2015/01)

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1. Chair's Foreword

This Annual Review captures the second year of the new policing arrangements in Scotland. Over the past year issues which had their genesis in the early days of the new service have been the focus of much public attention, our assessment is that important and meaningful progress has been made on the road to long-lasting and far-reaching reform in 2014/15.

This document demonstrates how the organisational drive and focus of Police Scotland and the SPA has maintained the high levels of service delivered to, and expected by, citizens and communities. The engine that has fuelled that drive and focus has been a very human one, and it is to the thousands of officers and staff that the credit for that performance should be primarily attributed. The people of Scotland have been kept safe.

The year has not been without unique challenges. Major 'once in a generation' events such as the Commonwealth Games and the Ryder Cup, attracting worldwide attention, have factored heavily. International events and major incidents place considerable operational and logistical demands on the service. These enormous events were delivered safely and securely and in a style that was appreciated by visitors and locals alike – the delivery of which was made much more straightforward with the advent of the single police service.

That unquestionable success for Police Scotland was delivered alongside communities – and not at the expense of day to day services. Service delivery throughout our second year remained high, with crime rates remaining consistently low and the public continuing to respond positively to the service when they encountered it.

Prevention, early intervention and partnership working has underpinned and progressed the reform journey. Much of the progress in this regard can be attributed to improvements in partnership working at all levels within policing. The opening of the flagship Scottish Crime Campus during 2014 showcases innovative new ways of working. One central location, housing specialist resources within multiple agencies and working together to tackle crime.

We have seen partnership progress between the SPA and Police Scotland with the development of a Joint Agreement on Police Policy Engagement, and a tripartite collaboration between SPA Forensic Services, Police Scotland and the Crown Office

and Procurator Fiscal Service (COPFS) – improving outcomes for criminal justice throughout Scotland.

Progress in Police Scotland’s engagement activity also continued to develop throughout 2014/15. Local policing plans have been informed by more representatives of local community views and Police Scotland has acknowledged and responded positively to the need for a renewed focus on ‘how’ Police Scotland carries out its work. This has had a positive impact on the way policing informs, communicates and engages with its partners and communities.

Both the SPA and Police Scotland can and will do more to involve and reassure communities in the continuing pursuit of those benefits, and in their perceptions of those benefits. We have established some important principles in the last year to underpin that approach, and together we now need to engage more directly with the public more often.

We have asked a lot of our people in the last year. Through our first comprehensive officer and staff survey, we have also now asked them how they feel about being part of this service. Those views will inform and shape the year ahead, will be taken seriously, and are vital to the continuous improvement of the service.

Financially the challenges for policing continue. Initial opportunities to rationalise and reduce duplication have been exploited and have contributed to Police Scotland and the SPA balancing a reducing budget for the second successive year, and making significant recurring savings towards the long-term savings target of £1.1 billion by 2026. Reducing the running costs of policing has been matched by strategic investments for the future – in contact, command and control, in the i6 programme to integrate police information, and in modern, environmentally-friendly buildings like Dalrnarnock. An approach only capable of being sustained through the advent of the single police service.

The evidence to date shows that reform is protecting and improving local services in a time of financial challenge. It is creating more equal access to specialist support and national capacity, and strengthening connections between the police service and communities. Overall, the SPA assessment concludes that reform of policing is delivering the benefits intended across Scotland. This year we go further than that by concluding that there have been improvements to the effectiveness of policing and

benefits to communities that have only been possible as a result of being organised as a single service.

Vic Emery OBE

Chair, Scottish Police Authority

2. Chief Constable's Comments

Looking back on our second year of operation, it has been a challenging year with much achieved. Our focus as a service is on keeping people safe. We have ensured the safety and security of world stage planned events such as the Commonwealth Games, Ryder Cup and the Referendum on Independence and responded to tragedies such as the loss of lives in Glasgow's George Square just before Christmas.

Officers and staff have stepped up to these challenges and have continued to provide a professional, effective service. Our service is underpinned by our Code of Ethics and the values that are embedded throughout our organisation, ensuring that all Police Scotland activities are governed by our values of integrity, fairness and respect.

Not only have we dealt with major events and incidents, this year has also seen broader issues of concern emerge such as the raised threat from terrorism and the growth in cybercrime. By investing in our policing skills, such as the introduction of our National Child Abuse Investigation Unit and a new cybercrime hub in the East, we will continue to support local policing teams by providing a level of consistency and expertise nationally in our efforts to keep people safe.

In addition to prevention and enforcement methods to tackle sexual crimes, we have also established a nationally coordinated strategy to tackle violence, deploying smarter techniques that focus on crime trends as well as deploying extra officers into communities at times and locations where we experience peak demand. We continue to target crime gangs and individuals to disrupt the supply of drugs and new psychoactive substances with multiple national and local operations and initiatives taking place throughout the year.

Through these pioneering approaches to prevention, our work with partners and our focus on effective enforcement we consistently see reductions in recorded crime in Scotland, now at a 40 year low. However, we cannot be complacent and there is still more to be done.

Road safety remains a priority for us. Over the past year substantial work was undertaken to develop a road safety strategy and we worked with partners to introduce and publicise the new drink drive limit. Significant progress was also made in our unfaltering efforts to disrupt Serious Organised Crime and substantial results were achieved, for example the amount of seizures under proceeds of crime powers. Alongside our operational policing priorities we have continued to transform our service,

delivering the benefits of a single policing service delivered across Scotland's communities through more effective and streamlined approaches. Our financial challenges are significant; savings of more than £130 million have been achieved in our first two years of operation, with more to come. The decisions we have to make, along with the Scottish Police Authority, on where to spend and where to save are difficult. However, through increased accountability and listening to our partners and communities, we have been able to protect the local services that are best placed to respond to local needs, supported by regional and national resources in line with demand. We are committed to building on this engagement to ensure that we meet the needs of our communities in the future.

Through all of these changes and challenges we continue to be supported by the public, who see first-hand the efforts of officers every day. Satisfaction rates remain high.

Our most recent public consultation survey was carried out in every multi-member ward in the country and saw an increase in public participation by more than 39%, with over 43,000 people consulted. The feedback on what concerns communities directly contributed to determining our priorities for 2015/16, as set out in our Annual Police Plan. We have set out our national operational priorities for year three of Police Scotland, building on what we have learned over the past two years and continuing to improve the safety and wellbeing of people, places and communities in Scotland.

Sir Stephen House QPM

Chief Constable

3. Context and Framework

Our Vision

To provide the people of Scotland with the very best police service possible and to strive for excellence in everything that we do.

Our Mission

To work with the Police Service of Scotland and with partners and communities to continuously improve the safety and well-being of the people of Scotland.

Our Values

The way we work with and support the Police Service of Scotland, our partners and communities will be guided by a culture that values Accountability, Integrity and Respect.

The Police and Fire Reform (Scotland) Act 2012 states that the Scottish Police Authority (SPA) must prepare an annual report as soon as practicable after the end of each reporting year.

This should set out an assessment of the Authority’s performance in carrying out its functions, an assessment of Police Scotland’s performance and how both are working towards achieving the objectives of the Strategic Police Plan.

This document fulfils those commitments and has been presented to Scottish Ministers and laid in the Scottish Parliament.

It is available to members of the public from the Scottish Police Authority’s website at: www.spa.police.uk

A Gaelic language version will be made available following this publication.



The SPA Governance Framework

The SPA Board is set up to maintain, support and promote policing while also keeping under review policing in Scotland and holding the Chief Constable to account. The committees which support the Board have a clear remit and the terms of reference for each can be found on the SPA website. 2014/15 has been a significant year with a number of notable achievements.

Human Resources & Remuneration Committee

This committee provides oversight and scrutiny of all human resource and remuneration matters relating to the SPA including those associated with development and training, equality and diversity and health, safety and resilience.

During 2014/15 the committee has been in a position to approve a significant number of policies prioritising those most critical to enabling Police Scotland to progress their people & development strategy; initiated, advised and championed the design and launch of the employee survey; reviewed and scrutinised a significant number of strategic organisational change proposals which have enabled Police Scotland to reform its service following the merger; provided strategic direction and guidance to Police Scotland scoping and development of an effective job harmonisation and modernisation project for civilian employees; initiated and championed significant human resource reform within the people and development function of Police Scotland and jointly with the Finance & Investment Committee advised, scrutinised and progressed the voluntary redundancy/early retirement programme.

Finance & Investment Committee

This committee provides oversight and scrutiny of all financial matters relating to the SPA.

During 2014/15 the committee agreed a set of financial processes and procedures which has enabled Police Scotland to progress business within the finance function; initiated and fostered the necessary shift in mind set in the approach to expenditure of capital budget which has led to significant improvement in project management of capital projects in year 2; maintained a scrutiny role over the i6 project; supported the rationalisation of surplus estates such as residential properties being no longer required and receipts reinvested into an investment programme and ensured value for money on procurement and investment proposals.

Complaints & Conduct Committee

This committee has the delegated authority to consider and make decisions about complaints relating to allegations of misconduct against senior police officers in line with the Police Service of Scotland (Senior Officers) (Conduct) Regulations 2013, and any other regulations applicable from time to time.

During 2014/15 the committee dealt with and closed out a significant amount of legacy issues and complaints; oversaw the implementation of a robust and effective complaints handling procedure through the independent audit by Police Investigations & Review Commissioner (PIRC) and has received positive and public feedback as a result; ensured a greater emphasis on local scrutiny of Police Scotland complaints handling and improved public access through the introduction of complaint handling procedure and guidance.

Audit & Risk Committee

This committee provides assurance on all audit and risk matters relating to the SPA.

During 2014/15 the committee provided oversight on the effectiveness of assurance in relation to the strategic process of risk management across Police Scotland and the SPA; the audit activity including approval of the internal audit plan and oversight of action to address weaknesses identified; the audit of the Annual Report and Accounts and also discharged its responsibilities via in depth review of matters such as whistleblowing and crime recording.

The SPA assurance map has facilitated a single view of risk and assurance across Scottish policing enabling the committee to assess if the scale of scrutiny and audit is targeted appropriately in line with risk.

Independent scrutiny of both the SPA and policing is provided by organisations such as Her Majesty's Inspectorate of Constabulary Scotland (HMICS), Audit Scotland and PIRC. They support the SPA and Police Scotland throughout the year by undertaking a number of planned reviews, inspections and audits to ensure a continually improving and effective delivery of service.

4. Introduction to Assessment Summaries

The Annual Review is focussed around the four Strategic Police Priorities which are set for policing by Scottish Government and these are underpinned by the SPA Strategic Objectives and the commitments made within the Police Scotland Annual Plan 2014/15.

Under each of these priorities you will see:

- ❖ What expectations there were of the SPA as published in the Strategic Police Plan in 2013
- ❖ The SPA evidence and activity against those expectations
- ❖ What priorities Police Scotland had identified in their 2014/15 Annual Police Plan
- ❖ Examples of Police Scotland evidence and activity against those priorities and some of the specific commitments made under them, as reviewed by the SPA
- ❖ An overall assessment by the SPA of progress against that priority.

Strategic Priority 1

Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local level.

Approach Expected

Actively support a decisive shift towards prevention by promoting evidence based practice and effective partnerships to make the most of collective resource, knowledge and expertise, especially around reducing violence and reoffending, substance misuse, promoting better outcomes for young people who offend and protecting children, young people and vulnerable adults.

Strategic Objective 1.1 - *Work in partnership to improve safety for the citizens of Scotland and reduce crime (supports national outcomes 4, 5, 6, 8 and 9).*

Expectations of SPA

The Authority will provide appropriate support to the Police Service of Scotland in its delivery of services and promote innovative, evidence-based, preventative approaches to policing tailored to local needs.

Strategic Objective 1.2 - *Ensure that all communities, including the most vulnerable, have access to the police service and are given the support they need to feel safe (supports national outcomes 4, 5, 6, 8 and 9).*

Expectations of SPA

The Authority will hold the Chief Constable to account for the development and agreement, based on understanding local needs, of policing plans covering all 32 local authorities. It will also hold the Chief Constable to account for the effective implementation of these plans through local and national partnerships, and collaboration between the Police Service of Scotland and the public, private and third sectors.

2014/15 SPA Activity

In preparation for the development of the next Strategic Police Plan, the SPA has held a number of seminars, covering topics from Scotland's changing population and demographic profile to effective strategies in preventative policing and youth justice to help inform the SPA members' understanding of the challenges which surround policing and equip them with the knowledge to constructively review Police Scotland strategic direction. Maximising members' knowledge and giving them access to innovative thinking, through this Development Programme, puts them in the best possible place to provide scrutiny of policing in Scotland, ensuring that the strategic direction will focus on the safety of citizens in Scotland.

The SPA has taken the initiative in creating the Reform Collaboration Group with membership across the three emergency services in Scotland, meeting at both an executive director level and at a non-executive chair level. Work in 2014/15 identified that there are many collaborative initiatives at a local level across the country such as the shared Police, Fire and Ambulance Service station at Tomintoul. The SPA and Police Scotland remain committed, with partners, to collaborate at local and national level to deliver best value and improve outcomes across communities.

By further developing formal and informal networks with local authority scrutiny committees and conveners and local community planning partners, the SPA has ensured that local priorities, views and concerns with regard to policing and partnerships are effectively communicated to the authority and inform its consideration of key issues. Three national 'Partners in Scrutiny' summits, jointly organised by the SPA and COSLA, were held through the year.

The SPA has responsibility for a number of statutory obligations - one of which is the national Independent Custody Visiting Scheme (ICVS). The provision of this scheme ensures that detainees' welfare rights are upheld at times when individuals are in a particularly vulnerable place. This directly links to the requirement to ensure that Scotland remains OPCAT compliant (United Nations Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment).

The ICVS volunteers ensure that all appropriate processes and procedures have been adhered to, they report on the condition and treatment of detainees as well as the condition of the custody suite, medical rooms and cooking facilities.

Encouragingly, of those detainees who opted to receive a visit¹ whilst in custody during the past year, there were no significant issues regarding care and welfare raised, either by detainees or visitors.

The full 2014/15 annual report can be accessed via the SPA website at:

<http://www.spa.police.uk/icvs/>

During 2014/15 the SPA Forensic Services successfully migrated a significant proportion of its scientific disciplines to the Scottish Crime Campus (SCC). With the investment provided by the Scottish Government, the SCC houses state of the art laboratory functions which enhance scientific capabilities to enable delivery on Strategic Police Priorities and those of our partners. The development of the laboratory functionality also provides improved crime scene to court coordination on the investigation of major crimes and forensic contribution in the prosecution of cases.

Investment was also provided to Forensic Services by the Scottish Government to develop DNA24 (Globalfiler™) chemistry technology. The increased sensitivity of DNA 24 (Globalfiler™) technology enhances the system previously in place and looks at 24 areas of a person's DNA rather than the 17 or 11 that make up a DNA profile. The introduction of DNA24 combined with the instrumentation and laboratories available in the Scottish Crime Campus has resulted in Scotland having one of the leading DNA facilities in Europe.

Sexual offence cases are one of the best illustrations of how the technology can influence the outcome of a case, securing successful conviction of offenders through better quality samples or increasing the likelihood of obtaining results. The strength of the forensic evidence presented can influence the plea of the accused therefore resulting in victims not being required to go through the trauma of providing evidence in court.

The SPA Forensic Services have contributed to seminars and conferences, bringing together the Forensic Science community throughout Europe and internationally, and presented on this exciting new technology advance.

¹ The detainees are randomly selected for a visit. As part of the ICV scheme it is not mandatory for detainees to accept a visit from the ICV volunteers.

2014/15 Police Scotland Priorities and Activity

Priority - Violence, Disorder and Antisocial Behaviour

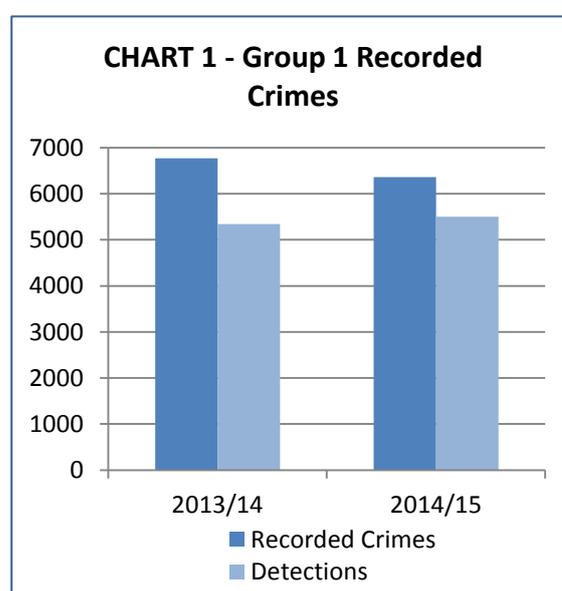
Despite a trend of falling violent crime, communities continue to identify violent crime and antisocial behaviour as considerable concerns to them. This is an ongoing priority for Police Scotland which supports their overall focus to keep people safe (see Chart 1).

Working in partnership, Police Scotland has contributed to the reduction in violence and disorder, including alcohol related violence, through smarter deployment of resources, several prevention and enforcement initiatives and robust inspections of licensed premises.

Police Scotland's ongoing commitment to reducing violence, disorder and antisocial behaviour has progressed over the reporting period, as evidenced below.

Commitment - Reduce violent crime, including alcohol-related violence

The "Best Bar None" initiative enabled Police Scotland to work with partners within the licencing industry to address alcohol related crime, antisocial behaviour and violent crime in order to deliver positive outcomes for a 'safer night time economy'.



Best Bar None Scotland is run nationally by the Scottish Business Resilience Centre (SBRC) with a seconded police officer and run locally by a coordinator from either Police Scotland or the local authority.

Supported by Police Scotland, the Scottish Fire & Rescue Service and the Scottish Government, the scheme focuses on safety and customer care. It gives each licensed venue the opportunity to prove it meets a standard of operation set in consultation with the Government and alcohol industry at a national level.

It rewards safe and well managed licensed venues with the issue of a display plaque which can be used to promote the venue. The overall aim of the initiative is for partner agencies to work together with licensed premises to create a safer and more welcoming

city and town centre environment and assist in the Police Scotland objective of Keeping People Safe. Expected outcomes of this scheme include improved standards based on Licensing (Scotland) 2005 objectives, increased engagement from licensed premises in local community initiatives and innovative, forward thinking measures developed by licensed premises to ensure good practice on their premises over and above the standard assessment.

There are currently 425 licensed premises in 27 Council areas across Scotland taking part in the scheme.

Commitment - Reduce incidents of disorder

A national Stop and Search Unit has been set up to ensure consistency of approach to stop and search as one policing tactic to tackle violent crime and antisocial behaviour. The specialist unit, part of the Licensing and Violence Reduction Division (LVRD), is responsible for promoting new measures put in place to monitor the use of stop and search and further improve the guidance for police officers. Setting up a national specialist unit will further focus on the provision of robust data and ensure consistency of briefings to officers across the country as well as providing a point of contact for many partners with whom Police Scotland works closely in order to keep people safe.

Progress around the stop and search agenda has been significantly influenced by the SPA Scrutiny Review undertaken during 2013/14 (outlined in the 2013/14 Annual Review of Policing); the recommendations contained within the publication, in March 2015, of the Police Scotland update report to the Cabinet Secretary for Justice on Stop and Search; and Her Majesty's Inspectorate of Constabulary in Scotland's (HMICS) Audit and Assurance Review of Stop and Search. Further improvement recommendations have been identified following the conclusion of the Fife Stop and Search Pilot, conducted between July 2014 and January 2015, and the subsequent evaluation by the Scottish Institute for Policing Research (SIPR). Police Scotland is now implementing a Stop and Search Improvement Plan for 2015/16 which incorporates the recommendations made by the SPA, HMICS, SIPR and Police Scotland itself.

Commitment - Increase detection of violent crime offenders, including those who commit domestic abuse & hate crime

A six-month pilot was run in Scotland for the Disclosure Scheme referred to as 'Clare's Law' (after Clare Wood was murdered by her ex-boyfriend in Salford, Greater Manchester in 2009). The pilot was run in Ayrshire and in Aberdeen City from 25

November 2014 to coincide with International Day for the Elimination of Violence Against Women.

At mid-way point (25 February 2015) 33 applications had been received, 22 which were made through the 'Right to Ask' pathway and 11 through the 'Power to Tell' pathway. In total, 6 disclosures were made.

The decision whether a disclosure should be made or not is agreed by a Local Decision Making Forum (DMF). This DMF will comprise at least three members from the following groups; Police, Social Work Services (Criminal Justice), Prison Service, Health, Housing, Education, Independent Domestic Abuse Advocate (IDAA), Women's Support Service, Men's Support Service, Victim's Support Service, Perpetrator Programme.

The DMF will consider the perpetrators previous convictions, intelligence held and any concerns which have been raised by previous partners as well as current behaviour. If the DMF believes that a concern exists and the disclosure of information is necessary to protect the public then they can do so with or without consultation with the perpetrator.

In short, the scheme allows people who feel they may be at risk of domestic abuse, to formally apply for a police check to be made on their partner to ascertain whether they have a history of domestic abuse.

The disclosure scheme will be subject to evaluation, plans for which are already underway. If the pilot is deemed successful then consideration will be given to its roll-out nationally.

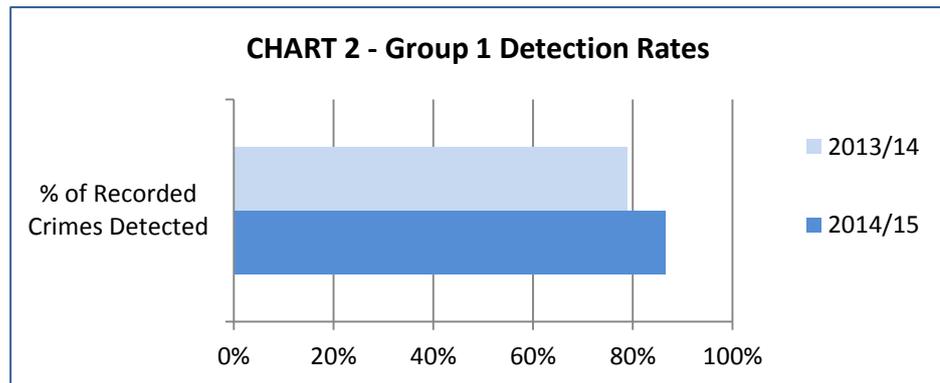
The main aims of the evaluation are to describe the nature of applications received, the process of their response and to determine the perceived effectiveness of the scheme from the perspective of police officers and partner agencies.

The findings from the evaluation will inform the structure and processes for a national Disclosure Scheme for Domestic Abuse Scotland (DSDAS) Scheme.

More than 20% of all police operational time is spent dealing with domestic incidents. On average, a domestic incident is reported somewhere in Scotland every 9 minutes which means that there is an expectation that officers who attend these incidents have a clear understanding that domestic abuse is a high priority for them.

Police Scotland has continued to develop the scope of the Domestic Abuse Task Force (DATF) in tackling high risk domestic abuse perpetrators who present the greatest risk of harm to victims and their families.

DATF is a proactive crime targeting team that operates nationally. It also encompasses emerging areas of criminality



including honour-based violence, forced marriage, stalking and harassment. These crimes and the people who commit them are difficult to investigate given that in most cases there are no independent witnesses. Reliance is therefore placed upon sound investigative practices, good crime scene management, forensic awareness and sound interview techniques together with a full range of proactive and intelligence gathering measures and covert tactics (see Chart 2).

A new process for the submission of information and intelligence by key (Domestic Abuse) partner agencies direct to the DATF Intelligence Cells has been developed and implemented. Partner agency staff have received training on this process and completion of the necessary forms. This process will be monitored over the first three months of the 2015/16 period. The monitoring period will be used to support and encourage engagement from partner agency staff and to monitor the quality of submissions.

Priority - Road Safety & Road Crime

Working in partnership, Police Scotland has conducted several initiatives to improve road user behaviour, including local and national prevention and enforcement operations, media campaigns, seasonal road safety educational events and also the enforcement of the new drink driving limit. Police Scotland also continued to tackle antisocial use of roads through use of legislation and vehicle seizures.

Commitment - Detect and deter road crime

In 2014/15 Road Policing officers in the Dumfries and Galloway Divisional Road Policing Unit (DRPU) and Trunk Road Patrol Group (TRPG) have made a number of significant seizures of cash, illegal drugs and other contraband from vehicles which have been

stopped on the A74/M74 Glasgow – Carlisle Road. A dedicated crime car operation was instigated working from Lockerbie crewed by road policing & divisional resources.

This resource and other road policing units operating from Dumfries and Galloway Division have enjoyed a great deal of success with numerous vehicle stops resulting in seizures of illegal goods. Examples include:

- ❖ £50,000 worth of cash seized from a driver under Proceeds of Crime legislation
- ❖ £43,000 (4kgs) of cannabis seized following a vehicle search under Misuse of Drugs legislation
- ❖ £64,000 (1kg) of heroin seized in similar circumstances
- ❖ £10,000 worth of suspected counterfeit mobile phones seized from vehicle occupants.

These examples resulting from routine vehicle stops, as opposed to specific intelligence, represent only a fraction of the work being undertaken by road policing officers in denying criminals the use of the strategic road network and illustrate how national and regional resources are supporting local policing.

Commitment - Improve road user behaviour

In 2014/15 Police Scotland undertook significant work, in conjunction with strategic partners, to implement the reduction in the drink drive limit planned by Scottish Government. This involved close liaison with the Home Office, Scottish Government, Crown Office and Procurator Fiscal Service (COPFS) and Intoximeter (providers of evidential breath testing equipment) to coordinate all the policy and practical aspects of this legislative change in time for its implementation. This change coincided with the Festive Drink/Drug Driving Campaign and the service supported the Scottish Government's publicity & media campaigns both prior to and during the campaign.

Although there is no specific evaluation planned yet, Transport Scotland will publish the collision data later in 2015². However Police Scotland report that prior to the new drink /drive limit (April 2014 – November 2014) there was an average of 465.9 detections per month. Since the new limit (December 2014 – March 2015) there has been an average of 361.8 per month. This indicates a significant decrease in the number of detections since the new limit came into force (these figures include drug driving detections).

² The Reported Road Casualties 2014 publication due for release in Oct 2015 will only contain drink drive accident and casualty estimates up to end Dec 2013. Drink/drive information that relates to the new drink/drive limit introduced in Dec 2014 will not be published until 2016.

Priority - Protecting Vulnerable People

Police Scotland's focus is to keep people safe and this responsibility is even more pertinent when considering members of the public that are vulnerable and at risk of harm.

Commitment - Establish a National Child Abuse Investigation Unit

The National Child Abuse Investigation Unit (NCAIU) was established nationally on 30 March 2015. Phase 1 of its implementation was completed in January 2015 with a 'hub' being established at Livingston and 'spokes' at Aberdeen and Inverness. Phase II, the Dalmarnock 'spoke' was completed at the end of March.

As child abuse investigations become increasingly more complex, requiring highly trained investigators with a range of specialist skills, the NCAIU is delivering an enhanced response that supports local policing Public Protection Units by providing dedicated specialist investigative resources, including Senior Investigating Officers who will lead and/or provide assistance locally.

It provides support to local divisions when undertaking complex child abuse investigations and investigating child death. While, at an operational setting, the NCAIU has received very positive feedback from local divisions when it has either led or supported complex child abuse or neglect investigations, a formal evaluation of the NCAIU is being progressed in discussion with the Scottish Institute of Policing Research (SIPR) the terms of reference and timescale for this have yet to be agreed.

Commitment - Develop a national strategy to tackle child sexual exploitation

A Police Scotland national strategy to tackle Child Sexual Exploitation (CSE) has been developed. All areas within Police Scotland's Specialist Crime Division (SCD) Public Protection Units (PPU) have established multi-agency strategic working groups and/or external reference groups. One of the key priorities of the Police Scotland Child Protection Strategic Group is CSE. Representation on this group includes Crown Office and Procurator Fiscal Service (COPFS); Health; Social Work; the chair of the Child Protection Committee forum; Forensic Physician etc. In addition, Police Scotland is represented on the Ministerial Task Force and multi-agency National CSE Sub Group.

Improved awareness-raising of Child Sexual Exploitation within Police Scotland has been a key priority for Specialist Crime Division (SCD) Public Protection with the objective of

improving primary prevention; early intervention and intelligence provision. As a result of the under-reporting of this type of child abuse and due to it being in the early stages post implementation of the national strategy, it is too early to measure the resulting impact.

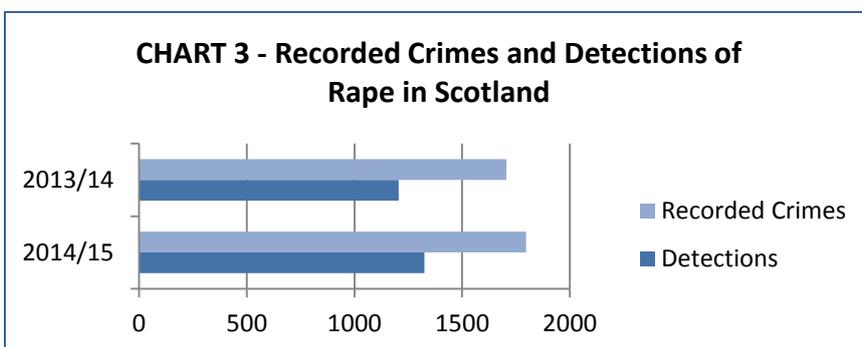
To improve the response to CSE within Police Scotland, work has been carried out to develop and maintain effective collaborative partnerships. There is now a NHS Healthcare and Forensic training sub-group that will consider Forensic Physicians (FP) training. Police Scotland has representation on the group and the Forensic Steering Group can make recommendations regarding training requirements.

By working alongside other business areas within Police Scotland, notably National Missing Persons Unit (NMPU) and Safer Communities, a clear CSE prevention strategy is being developed to encompass partnership working in the approach to children who are reported missing, online internet safety and reaching across all communities in terms of under reporting. Although there are no specific measures in place to track the results, there is an HMICS review due to be published in June 2015 on the impact of the NMPU in Aberdeen City, A Division.

Commitment - Conduct robust rape investigations while maintaining victim focus

The increased scrutiny of rape investigations and the focus of both Specialist Crime Division (SCD) Public Protection Unit (PPU) and the Risk and Concern project have improved the response and outcomes for rape victims and improved the response and outcomes for children or adults at risk. It has also improved Police Scotland’s ability to

respond to internal, multi-agency or external scrutiny when children or adults have been identified as being at significant risk of harm.



During the reporting period, the total number

of rapes recorded was up 5.3%. The detection rate for rape was 73.7%, up 3.1% from 2013/14. Police Scotland achieved 99.9% of Sexual Offence Liaison Officers (SOLO) deployment and first contact within 24 hours of reporting. 100% of undetected rapes were subject to a review (see Chart 3).

Work is also ongoing to develop a procedure to capture victim experience feedback at various points of the criminal justice process rather than just at the beginning as at present. This should further inform and shape future service delivery in respect of various phases of the criminal justice process.

Basic feedback in terms of the victim's experience in respect of any forensic medical examination is now also captured, the findings of which are returned to the National Coordinating Network for Healthcare (National Network Board) and Forensic Medical Services via the Adult Sexual Assault Forensic Services Group.

The introduction of reviews and audits in various areas of public protection have improved effectiveness, improved investigative qualities and improved outcomes.

Priority - Serious Organised Crime

Serious Organised Crime (SOC) has a significant cost both socially and financially to Scotland's communities; therefore tackling it remains a priority within Scottish policing. All of the commitments set in the Police Scotland 2014/15 Annual Police Plan are ongoing activities that are having a significant impact in the effort against SOC.

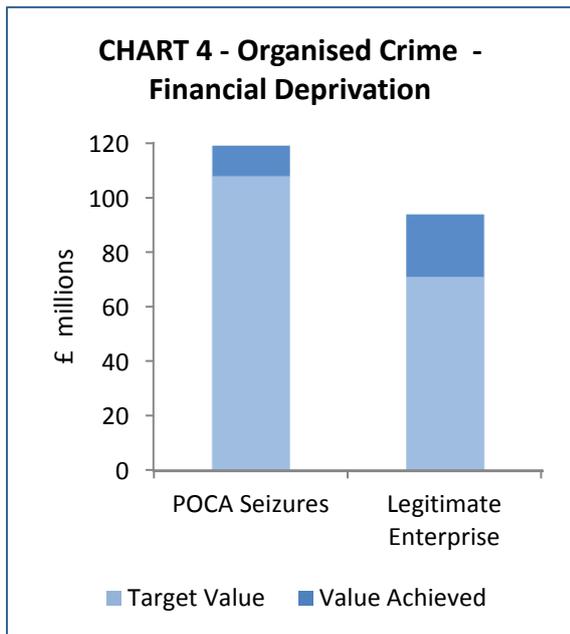
Police Scotland has disrupted SOC activities and reduced their capability to cause harm through significant use of Proceeds of Crime Act (POCA) legislation, greater use of financial intelligence and by depriving groups of the illegal use of legitimate enterprises.

To build a true picture of organised crime Police Scotland has worked with partners, including through the Scottish Multi-agency Strategic Assessment, and developed innovative methods of gathering intelligence from the public. It has continued to tackle the supply of drugs, in particular the emergence of new psychoactive substances through several initiatives and enforcement operations at a local and national level.

Commitment - Enhance, with our partners, our tactics to disrupt organised crime groups through proceeds of crime legislation and to deprive them of access to legitimate enterprises

Police Scotland identified a total of £119,027,236 for seizure under POCA in the 2014/15 reporting period, which exceeded the target of £108 million (10.2% above target).

In terms of Legitimate Enterprise, through the application of intervention tactics, Serious



Organised Crime Groups (SOCG's) were deprived of access to legitimate enterprise totalling £93,981,514 – this exceeded the target of £71 million (32.4% above target) (see Chart 4).

Work relating to POCA and Legitimate Enterprise is now mainstream activity across all local policing areas and is regularly reported through national and regional SOC boards.

Over the last year the Scottish Multi-agency Response Team (SMART) has been meeting

on a quarterly basis to discuss all aspects of best practice in financial investigation which relates to POCA. This includes operational strategies and legislative change via the Scottish Government who are also a partner agency on the SMART group. At a local level, the SMART ethos is used in the operational environment to exploit all avenues of investigation.

Partnership working is a key feature of the Scottish Crime Campus with a number of organisations now having staff embedded at the facility, for example: Scottish Ambulance Service; Ministry of Defence; Security Industry Authority; Scottish Fire and Rescue Service; Scottish Environment Protection Agency; Home Office Immigration and Enforcement.

Commitment - Continue to build a true picture of organised crime groups, members and activities and to use operational activity to reduce their capability to cause harm

From December 2014 a three month pilot scheme was launched to tackle Serious Organised Crime in Lanarkshire. A Trading Standards Officer was attached to the Lanarkshire Division. A wide range of activities were carried out including: joint planning of exercises; sharing of intelligence; and educational inputs delivered to police officers.

Almost £70,000 of counterfeit goods was seized during the course of the attachment as well as approximately £100,000 of illicitly obtained music. The pilot resulted in several

recommendations being made for the consideration of senior management within both organisations in order to benefit future joint activity against SOC.

Specific highlights of the attachment include:

- ❖ A £17,798 recovery of counterfeit goods from a local SOCG connected business searched utilising Trading Standard's own powers of entry
- ❖ Involvement in a nationally run Police Scotland operation resulting in the recovery of counterfeit football tops to the value of £29,000
- ❖ Joint visits to licensed metal dealers (along with other partner agencies) and carrying out weights and measures checks on their equipment. This combined partnership action resulted in a drop in metal theft related crimes of 72% when compared with the month preceding the operation
- ❖ A counterfeit operation within a residential premise with the British Phonographic Industry (BPI) resulting in a significant recovery of controlled substances and hard drives containing counterfeit music tracks. Work is still ongoing to analyse the items seized however at present the recovery has been valued as being in the region of £100,000 in terms of loss to industry
- ❖ A recovery of 118 grams of heroin, 57 grams of cocaine, 3.7 grams of ketamine and 37 ecstasy tablets following a counterfeit warrant search of a residential property. A further 1.9kilos of brown powder, believed to be a mixing agent, was also recovered.

As a multi-agency initiative there will be partner consultation across the other local authority areas before a decision will be made on implementing this nationally.

Priority – Serving all our Communities

Engaging with and serving communities is a vital component in delivering Police Scotland's overall purpose to improve safety and wellbeing for all.

Over the last year, Police Scotland has run a substantial number of prevention and partnership working initiatives to deliver on this purpose and prevent a range of crime types, described below, with particular focus on intervention and diversion tactics to steer young people away from destructive paths.

Police Scotland has also continued to tackle a range of hate crimes through awareness-raising, educational and community engagement projects.

Police Scotland has worked with partners, including a key Scottish Government campaign, to tackle doorstep crime. Further, Police Scotland has developed the guidance and support to officers dealing with the challenge of mental health incidents within communities.

In June 2014 Police Scotland brought forward an update report to the SPA Board on the range of, and approaches to, partnership working. It was noted that partnership with a variety of groups and organisations is acknowledged as the primary means by which Police Scotland will develop and deliver effective community engagement.

Commitment - Prevention & partnership working

Safer Virtual Communities Delivery Group (SVCDG) was established to work in partnership to improve the safety and wellbeing of people, places and communities in Scotland within the online environment.

Safer Communities are working with Get Safe Online with a view to delivering 'off the shelf' products that campus / community officers can deliver providing a consistent corporate message.

An information day was held at the Scottish Police College on the 2 February 2015 where 45 officers from local Safer Community / Community Police Teams across Scotland met to discuss current community engagement and the vision of the SVCDG. The meeting was also aimed at creating a network of 'web constables' who could deliver a consistent corporate prevention message nationally.

A Cyber Keep Safe Event took place on 20 & 21 February at Braehead Shopping Centre, Glasgow. This provided the public with access to cyber 'experts' from Kaspersky, Royal Bank of Scotland (RBS), Respect Me, Experian and Crimestoppers to discuss a range of topics including parental controls on devices and general prevention advice. Over the two day period 50,000 shoppers had access to the event, with 5,000 visiting the stands. In addition, over 80 school children attended presentations on how to keep safe online and well over 200,000 people viewed the social media messages that were being sent before, during and after the event.

Including home security, party safe, online safe, property safe, identity safety and substance abuse, a student safety campaign was launched on 25 September 2014 by the then Cabinet Secretary for Justice, Kenny MacAskill and an Inspector from Police Scotland's Safer Communities Department. It was run alongside various policing

operations and initiatives throughout the country to help keep both new and returning students safe. The marketing campaign ran for four weeks and highlighted the key messages in a booklet which is available in paper form and also downloadable online. The campaign messages were delivered on numerous forums including, several videos posted on YouTube, 140 A4 campaign promotional vinyl's displayed in student bars across Scotland and 1,280,973 people were reached through social media. Partners involved in the campaign included Young Scot, Glasgow Taxis, G1 Group, Stagecoach, Scottish Universities, National Union of Students and Choices for Life.

The Young Offenders Institute (YOI) at Polmont is running an initiative to break the cycle of reoffending. Police located within the institution have established a Community Safety Unit comprising three staff, headed by a first line manager. A police officer has been the 'campus cop' for Polmont, working with key public and third sector partnerships established in Polmont including Scottish Prison Service (SPS), Education, Health, Housing, Scottish Fire & Rescue Service and Social Work.

The officer participates and influences interventions and case management outcomes for inmates and provides a link back into 14 local policing divisions. A critical element of this approach is the engagement with offenders within the prison estate to change offending behaviour and, through support and education, promote positive reintegration into the community, thereby reducing demand on police and partner services. The success of the project has led to plans to appoint a second officer seeking to bring a unique policing perspective and contribution to the further development of an ongoing programme to challenge offending behaviour and influence attitudinal change. HMYOI Polmont provides the greatest opportunity to work with the country's most prolific young offenders in a single establishment.

The national Violence Reduction Unit (VRU) works with key partners to develop and implement effective ways of tackling and preventing violence. The VRU continues to pioneer in its working with various communities across the country, for example the Communities in Motion (ACIM) project has brought together five primary schools from the east end of Glasgow to engage with the young people, the parents, the teachers and the wider community, working with the Police, Health, Education Local and National Government to help improve the life chances of the children moving forward.

In partnership with Education Scotland and the Scottish Government the VRU has provided their Bystander initiative to over 50 high schools reaching approximately 50,000 pupils addressing areas such as bullying, cyber bullying, domestic violence and masculinity.

Overall SPA Assessment

Police Scotland has successfully continued to develop its relationships with local authorities, partners and local communities in general. This has led to a number of initiatives only a few of which have been included as examples. These initiatives, such as Clare's Law where police checks can be made on potentially abusive partners or the national strategy to tackle child sexual exploitation through awareness-raising with a particular focus on prevention and early intervention, are having a positive impact on making communities safer and reducing harm.

The SPA and Police Scotland will continue the commitment to build on these initiatives and alliances into the next financial year and the SPA will provide the necessary oversight to ensure current partnerships are positively impacting on outcomes and that new partnerships are being developed.

New approaches to prevention and collaboration are continuing to develop and producing positive results all of which underpin the delivery against this strategic priority.

Strategic Priority 2

Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats.

Approach Expected

Work across national, international and organisational boundaries to ensure the Commonwealth Games and other important events are safe and secure; contribute effectively to multi agency arrangements to deal with emergencies; and minimise threats to our communities arising from extremism and serious organised crime.

Strategic Objective 2.1 - *Enhance Scotland's global reputation as a safe place (supports national outcomes 1, 9 and 11).*

Expectations of SPA

The Authority will support the Police Service of Scotland in its work to prevent the most serious types of crimes from happening in Scotland and ensure that the Police Service of Scotland is adequately equipped to deal with major events, emergencies and threats effectively. Where appropriate, this experience and best practice will be shared with others.

Strategic Objective 2.2 - *Ensure that there is equitable access to services across all of Scotland's communities where and when needed (supports national outcomes 1, 9 and 11).*

Expectations of SPA

The Authority will scrutinise the implementation of local police plans and the use of specialist support services.

2014/15 SPA Activity

2014/15 was a test of the new service's capacity and capability to deliver safe, secure and peaceful major events like the Commonwealth Games, while also securing a wider legacy for both communities and public services.

While the SPA had no formal oversight role on the CG security budget, the SPA closely monitored the wider financial and operational impact of major events to ensure that service to the communities of Scotland was not disrupted and that the policing of the events was delivered within budget (see more on the Commonwealth Games within Police Scotland activity below).

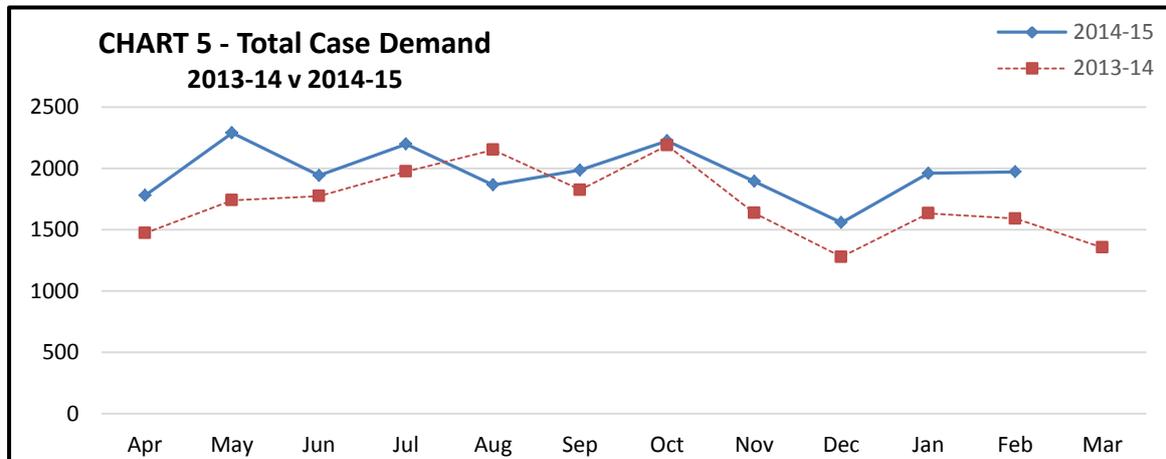
During 2014/15 the Forensic Services Scene Examination West launched an ICT solution for the requesting of scene examinations. The solution is based upon new functionality. The benefits of this will improve the effectiveness and national visibility of the scene requests and improve the accuracy of the recorded response times for scene attendance. Furthermore the Scene Request Management Module provides the ability to align requests with national and local policing priorities resulting in more effective scene attendance process.

This ICT solution is designed for national use and is expected to be adopted in all areas.

The National Forensic Science Gateway (NFSG) is a tri-partnership agreement between Forensic Services, Police Scotland and Crown Office and Procurator Fiscals Service (COPFS). In April 2014 the partner agencies co-located to the Scottish Crime Campus (SCC). The work of the NFSG provides a collaborative platform to commission forensic examinations that are salient, relevant and which will add value to a case. The requests are underpinned by a Memorandum of Understanding between the three partners that outlines the requirements of each partner to ensure the appropriate provision of Forensic Services and to outline the responsibilities of each partner in the effective utilisation of these services within the criminal justice process in Scotland. The principles of the NFSG

is to ensure effective utilisation / demand of Forensic Services whilst meeting priorities of partners, this will continue to develop as gateway processes are embedded.

The following chart (chart 5) outlines Forensic Services demand for 2014/15 compared



to the previous year. During this financial year there was significant focus on Drugs, Sexual Offences and DNA.

2014/15 Police Scotland Priorities and Activity

Priority – Major Events and Resilience

The 2014/15 Annual Police Plan set three commitments relating to Police Scotland's preparedness for major events, particularly the Commonwealth Games and Ryder Cup. This unprecedented year also included the Independence Referendum and several annual events such as T in the Park, the Wickerman Festival and the Edinburgh Hogmanay celebrations. The safe and enjoyable experience of thousands of attendees is testament to the successful contribution of Police Scotland and other key partners.

As it takes forward the learning from the major events, Police Scotland can reflect upon a very successful year, as is evidenced below.

Commitment - Delivering a safe and secure Commonwealth Games

The Commonwealth Games 2014 (G2014) was an extremely challenging event for Police Scotland, but one that was successfully and professionally delivered by police officers and staff. G2014 was always going to be a significant test for the new service, with transitional ICT systems, policies and procedures, all played out under intense scrutiny.

The safety & security operation included a workforce of around 15,000 people, with approximately 100,000 police deployments during the Games. Working with colleagues

from British Transport Police, other UK police services, the military, the Scottish Prison Service and the private sector, Police Scotland ensured the “best games ever” took place in a safe and secure environment. There were no operational policing incidents or issues that affected the running of the Games and the public response to the operation and the attitude of Police Scotland officers has been extremely positive.

It is important to recognise that the success of the Games relied on the contributions of a range of partners, and the depth and quality of that partnership work was one of the defining features of the operation.

The focus of Police Scotland following the Games was to realise the legacy benefits. This includes the roll out of Police Scotland Young Volunteers who provided over 3,000 hours to the Games operation and to ensure that the debriefing process used during the Games contributed to future operational practice. To that end, the Chief Constable has appointed Deputy Chief Constable Livingstone as the strategic lead for this legacy learning. Recommendations have been identified to ensure progress is made so that Police Scotland develops not only as a service but with key partner agencies. The Legacy Learning Group will consider learning from other relevant events and incidents to ensure all appropriate learning is considered to benefit Police Scotland.

This will enhance the training, planning and delivery of future major events or critical incidents whether pre planned or spontaneous. Police Scotland will also benefit from the legacy of its experience during G2014 to ensure continued improvement and a high level of service provided to the people of Scotland.

Commitment - Ensuring a high state of preparedness for unforeseen and planned major events

The Football Coordination Unit for Scotland (FoCUS) has been introduced as a national intelligence coordination function to tackle football related disorder and crime. FoCUS has deployed officers to matches across all divisions of Police Scotland providing equity of access to specialist support for event commanders and operational officers. The evidence gathering team provides tactical commanders with an alternative to immediate action whilst securing high quality evidence to support prosecutions. FoCUS staff provide support and coordinate criminal enquiries relating to football, including both match-related and online enquiries. This relieves territorial divisions of the burden of retrospective enquiries which often require further enquiry in other parts of the country.

The FoCUS Intelligence Cell is now a regular feature on match days allowing for live time intelligence relating to matches across the country to be coordinated and disseminated by FoCUS Intelligence. Direct contacts have been established within the east, west and north policing areas³. This flexibility has been carried forward in FoCUS intelligence daily business, where all football intelligence submitted via the Scottish intelligence Database (SID) is evaluated and progressed with results of any actionable intelligence updated within the database.

Priority - Counter Terrorism

The latter part of 2014 and the early months of 2015 have borne witness to a number of terrorist related incidents in Australia, New York, France and Belgium which has resulted in an increased threat towards certain communities as well as police officers and staff. In light of this increased threat, a series of officer and staff safety briefings were undertaken in order to ensure that all officers and members of police staff remain aware of the heightened threat profile and that all proportionate measures are undertaken to keep them safe. Information and guidance on the use of social media, hostile reconnaissance and stop and search powers have been included within the awareness / information briefings.

The increased and sustained threat has also resulted in a review of force deployment profiles and methodology in order to ensure that the policing response is effective, efficient and above all proportionate. To that end, assessments of command and control structures, communication strategies – both internal & external, partnership engagement, impact upon business as usual response capability and staff welfare have been undertaken.

While this work remains ongoing, it should be noted that a number of significant enhancements have already been made and documented including development of an enhanced CT Command & Control Protocol, development of Post Incident Procedures for military engagement in a CT incident, enhanced operational debriefing capability and an initial assessment of specialist resource capability and capacity in the event of an increase in overall threat to 'Critical'.

³ **North** - Aberdeen City, Aberdeenshire and Moray, Perth and Kinross Angus and Dundee, Highlands and Islands

East - Forth Valley, Edinburgh, The Lothians and Scottish Borders, Fife

West - Greater Glasgow, Ayrshire, Lanarkshire, Argyll and West Dunbartonshire, Renfrewshire and Inverclyde, Dumfries and Galloway

The workstreams borne out of these initial reports are significant and a number remain ongoing. As such it is anticipated that a more informed assessment of outcomes and impact will not be available until the middle of the second quarter of 2015/16.

Commitment - Reduce and mitigate the risk of terrorism to Scotland

On Thursday 12 February 2015 the CT and Security Bill received Royal Assent and enacted into Parliament becoming the Counter Terrorism and Security Act 2015. The Act makes provisions in relation to:

- ❖ Terrorism
- ❖ Retention of communications data
- ❖ Information
- ❖ Authority to carry⁴ and security in relation to air, sea and rail transport, and
- ❖ Reviews by the Special Immigration Appeals Commission against refusals to issue certificates of naturalisation.

During the course of its transition through both the House of Commons and the House of Lords, Police Scotland provided feedback on a number of key sections contained within the legislation including Temporary Seizure of Travel Documents, Temporary Exclusion orders and Terrorism Prevention and Investigation Measures (TPIM).

The threat to the UK emanating from the ongoing conflict in Syria remains the highest priority for security services and law enforcement agencies. The recent incidents have highlighted the risk not just from persons travelling to Syria, but from those radicalised within their country of residence. In support of the Syria related actions contained within the national and local Prevent Implementation Plans and the Scottish Syria Strategy, the Prevent Delivery Unit (PDU) has continued to deliver positive safeguarding messages to a wide variety of key organisations and communities in order to reduce the risk of people either travelling to conflict zones, or engaging in extremist activity in Scotland. Key pieces of work in relation to Syria during the reporting period include:

- ❖ Engagement with individuals/families connected to ongoing CT Investigations. The PDU continues to deploy Contact Officers where appropriate and focus on engagement with family members/associates in order to recognise vulnerability at an early stage.

⁴ The Secretary of State may make one or more schemes requiring a person (a "carrier") to seek authority from the Secretary of State to carry persons on aircraft, ships or trains which are arriving or leaving the United Kingdom. A scheme made under this section is called an "authority-to-carry scheme".

- ❖ Engagement with Syria returnees. All persons travelling to/from Syria are assessed and where appropriate, referred to the PDU for engagement. The focus is on safeguarding vulnerability to avoid any further travel to the conflict zone for any purpose, capture any practical experiences of those who have travelled to Syria to better inform Prevent safeguarding messages and signpost individuals to relevant partner agencies where appropriate.

All policing divisions have a local Prevent implementation plan in place, which contains details of Prevent activity being undertaken by Police Scotland and other key partners at a local level. The Prevent Delivery Unit (PDU) has engaged with all divisional Counter Terrorism (CT) leads to provide guidance on the type of local activity which feeds into strategic Prevent delivery across Scotland, advice on the type of partners that can support Prevent delivery at a local Counter Terrorism Strategy (CONTEST) Group level, and on the availability of Prevent funding for local activity.

Engagement will continue between the PDU and divisions in order to ensure the impact of the CT Act is properly recorded within the local Prevent plan as activity being undertaken during the year ahead.

Overall SPA Assessment

There is little doubt that the 2014/15 year was very significant for Scottish policing with the nations of the commonwealth watching and taking part in the high profile games and international participation and attendance at the Ryder Cup. Police Scotland demonstrated both the capacity and capability to deliver these and other events safely and securely while maintaining day to day services nationally and locally.

It was a considerable amount of planning and preparation that allowed these events to be staged with no detrimental impact on operational policing and Police Scotland should be commended for this achievement so early in the formation of the single service.

This was played out in a year that saw the threat level heightened activating a proportionate Police Scotland response which included reviews and impacts on deployment methods and staff and officer awareness briefings.

Strategic Priority 3

Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform and promoting continuous improvement.

Approach Expected

Deliver the three benefits of reform and work with others to ensure that the criminal justice system is fair and accessible, using science, technology and innovation to support the delivery of an effective and efficient police service.

Strategic Objective 3.1 - *Deliver the benefits of reform effectively and efficiently (supports national outcomes 14 and 16).*

Expectations of SPA

The Authority will develop and implement a performance framework to enable the monitoring and delivery of the Strategic and Annual Police Plans and Authority Business Plan with the Chief Constable. This will include the adoption of evidence-based standardised approaches to service delivery and the sharing of best practice.

2014/15 SPA Activity

During the year the SPA continued to review its existing performance management framework, used to assess and review delivery of service against the policing priorities laid out in the 2014/15 Annual Police Plan. A new framework was agreed for 2015/16 that includes the SPA and Police Scotland performance reporting in a single agreed format, aligned to the strategic and annual police plans. It will ensure provision of good quality, stakeholder focused information from both organisations for effective public accountability.

The SPA Members and officers worked closely with Public Sector Improvement Framework (PSIF) colleagues to deliver the first self-assessment of the SPA. This delivered clear areas for improvement that were drawn up into an action plan that will build the SPA and enable it to deliver its statutory obligations and actively promote policing. The process that was undertaken will be part of the strategic framework of the SPA and will be refreshed every two years to ensure a rolling programme of continuous improvement is implemented.

The themes of the SPA self-evaluation framework included:

- ❖ Leadership and Governance

- ❖ Strategic Direction and Planning
- ❖ People, Resources and Assets
- ❖ Partnerships and Stakeholders
- ❖ Key Processes
- ❖ Performance Results
- ❖ Key Outcomes
- ❖ Continuous Improvement.

These themes also reflect the best value guidance themes for public bodies.

The SPA also approved and published its first Business Plan in October 2014. This has established a clear focus for the executive and officers to build the capacity and capability to support, advise, inform and enable the SPA Members in carrying out their role as individuals, as committee Members and as a Board.

The Business Plan covers the period up to the end of financial year 2015/16 bringing the SPA business planning cycle in line with the next three year planning and budgeting cycle, which includes the review of the Strategic Police Plan, Police Scotland Corporate Strategy and next Scottish Government spending review.

Through the Memorandum of Understanding mentioned under Strategic priority 2, Forensic Services have started work to create a scoring mechanism to evaluate the effectiveness of Forensic Science. As this mechanism evolves it will be shared with Criminal Justice Partners and adjusted accordingly after evaluation and discussion.

As well as the enhanced Forensic Services DNA24 (Globalfiler™) chemistry technology mentioned under Strategic Priority 3, additional investment that enhances forensic capabilities has included Multi Media Technology which supports investigation of crimes as well as evidence for presentation in court. Investment has also provided a state of the art Firearms Range housed within the Scottish Crime Campus and a Scanning Electron Microscope (SEM) which examines small particles of firearms residue. These additional technologies / equipment add value to investigations as well as providing intelligence to our partners.

2014/15 Police Scotland Priorities and Activity

Priority – The Benefits of Reform

During the second year of the new service, Police Scotland continued to demonstrate the benefits of reform, with a more effective and streamlined service that has the ability to better meet the needs of local communities. This was developed through increased

opportunities for engagement with, and a greater level of scrutiny by, communities who can monitor the delivery of policing in their local area.

Police Scotland also continues to deliver more targeted local policing with greater access to nationally shared resources.

Commitment - More sustainable service providing value for money

Police Scotland has significantly rationalised its Contact, Command & Control (C3) structure and improved responses to 999 and 101 calls; including introducing a system to better assess vulnerability of members of the public at first contact. Police Scotland integrated the command and control of officers nationally. Following the national rollout of the command and control IT system Storm Unity (due to be completed within 2015/16), Police Scotland will be able to record response times in all local policing divisions.

In order to improve efficiency and effectiveness, Police Scotland has developed a plan to operate fewer, larger, C3 sites and for retained sites to be fully integrated so as to perform as a single operational model and ICT platform.

The remodelling of the C3 Division progressed in stages, allowing consultation to take place regarding the detail of the people aspects of each proposed stage and ensuring the practical realisation of the key phases of the strategic direction.

This year saw significant progress with key milestones achieved. This included local policing in the Dumfries and Galloway, Fife, and Forth Valley areas being provided with the support of larger and more resilient Area Control Rooms (ACRs) and Service Centres (SCs), thereby allowing the closure of the Dumfries, Stirling, and Glenrothes ACRs and SCs, and a similar facility located at Pitt Street, Glasgow. The project will continue to provide evidence of the medium and long term benefits of reform as it progresses.

Supporting this organisational change was the creation of a telephony platform covering the east and west of the country with an associated Customer Relationship Management tool (CRM) and also the implementation of STORM, a single command and control suite of applications.

Detailed planning has now started on the remodelling of the north area of the C3 Division and the project remains on track to achieve the design objectives and improvement opportunities detailed within the C3 Strategic Direction document.

Cashable efficiencies from these restructures are contained within the 2014/15 year end financial report.

Police Scotland has also successfully shared resources and locations of services with key partners, including facilities in Gartcosh, Fort William and Tomintoul during the reporting period. A further example of co-location is provided by the relocation of Girvan Police Office to Girvan Hospital. This provides a more flexible facility in a public building alongside NHS and Scottish Ambulance Service colleagues. Through the shared use of interview facilities, waiting areas etc, this allows opportunities for more effective collaborative local public service to be provided by the three organisations.

Commitment - Improved access to and quality of services across Scotland

Police Scotland is in the process of delivering the i6 Programme which will provide common, national policing processes; supported by a single, modern, national, integrated ICT solution. i6 is a strategic business change and ICT priority for Police Scotland, and is an enabler for other major elements of continuously improving Police Scotland; including delivery of wider criminal justice reform and sustainable operational benefits and efficiency savings.

Significant progress was made in the delivery of the i6 Programme during the 2014/15 period. Following lengthy negotiations with the supplier Accenture, the SPA approved and signed off a Contract Variation Agreement (CVA), which protected the delivery of the business requirements across the technology solution.

A series of milestones have since been reached, including completion of the detailed design of the solution in September. This brought to an end one of the most complex and significant periods of the programme, which will act as a baseline and blueprint for all remaining phases. During that time the programme was subject to another planned independent Scottish Government Gateway Review, which provided a very favourable delivery confidence assessment of the programme, praising the robustness of Police Scotland's programme and supplier management.

Following this design stage, Police Scotland created an implementation plan setting out the full range of activities through to national delivery and lifetime management. This plan sustains the initial target date of full national roll-out by September 2016 as set out in the CVA.

The core application has been built by Accenture and the software witnessed by Police Scotland. This provided authority to the supplier to commence a six month detailed product test phase, which began in January 2015 and will be followed by a rigorous user acceptance testing prior to the first go-live, which is planned in the Renfrewshire and Inverclyde Division for September 2015.

Continuous improvement and opportunities to improve service delivery and partnership working are key programme objectives. Recent examples of that are the inclusion within i6 of a national road traffic collision management solution and 'e-warrants' functionality (designed in partnership with the Scottish Courts Services), both will be delivered as part of a future release of the solution; and the consolidation and decommissioning of legacy systems to release their annual revenue costs.

Commitment - Better targeted local policing

The tasking and coordinating function manages Operational Support Division (OSD) resources across all three police command areas, through a transparent request process. The default tasking deployments of specialist officers is determined based on threat, risk and harm as well as local issues, events and performance analysis. This ensures consistency across Police Scotland and that all requests are subject to a fair and equitable assessment process.

Where an incident is ongoing and OSD resources are required, the Area Control Room (ACR) overseeing the incident is contacted in the first instance. ACR's have the contact details of the on-call specialist resource and deploy the most appropriate resource, therefore providing support to the local divisions at times when specialist resources may not be available.

Specialist Crime and Operational Support Divisions (OSD) are now well established affording a national overview of significant assets such as Major Investigation Teams (MIT), to smaller, more functional areas such as the Fugitive Unit. These specialist divisions ease the burden on Local Policing resources. Some examples of where specialist units provide support to local policing and divisional commanders include:

- ❖ The Specialist Crime Division (SCD) - Major Crime has primacy for all homicide investigation and major crime enquiries providing Police Scotland with dedicated resources, including Home Office Large Major Enquiry System (HOLMES) and intelligence support providing an equitable, robust and resilient service delivery model, which recognises the diverse communities, geography and unpredictable

demand profile. The aim being to provide access to specialist services nationwide as required, to prevent any detriment to the provision of local policing.

- ❖ The MIT service delivery model has been designed to provide support to local policing commanders in the discharge of their statutory responsibilities and represent a compelling business model designed to deliver sustainable local policing, including performance management, mitigating the impact of major crime or other critical incidents by reducing abstraction, providing improved business continuity and service delivery to local communities.

While the above gives some examples of the work being undertaken to deliver the benefits of reform, further and more detailed information will continue to be published on the SPA website at: <http://www.spa.police.uk/>

Priority – The Police Scotland Corporate Strategy

As noted in the 2013/14 Annual Review of Policing the SPA and Police Scotland met their joint commitment to produce both a Corporate Strategy and underpinning financial plan at the end of the last financial year.

Police Scotland has completed the first year of the delivery phase of the Corporate Strategy, with further activity continuing towards full completion in April 2016. The Corporate Strategy is built with a focus on people, technology, organisational support and finance and provides a strong base to support operational policing and delivery on Police Scotland's focus to keep people safe. Delivery against these key documents has progressed throughout 2014/15 and some examples of the outcomes delivered are set out below.

People - A review of the health & wellbeing service has been carried out in order to understand and improve the ways in which Police Scotland fulfils the needs of staff and officers. For example, Police Scotland records the number of available working days lost per year. Police officers lost 4.4% (4.3% in 13/14) and police staff lost 4.8% in 14/15 (4.6% in 13/14).

This period has also seen a move to a new occupational health provider and employee assistance programme. Responsibility for occupational health has transferred to Optima Health who is the largest independent provider of occupational health & wellbeing solutions in the UK. A single provider with increased use of remote case management (telephone based) will help reduce abstractions, increase turnaround times and provide a more flexible approach over a wider area.

A Police Scotland Leadership Strategy has been developed, the aim of which was to design and implement a strategy to develop leadership capacity and culture for all levels of staff and officers to deliver Police Scotland's organisational goals. This strategy will form the basis for related objectives such as succession planning and talent management which will look at the ways in which Police Scotland can engage and nurture talent across the organisation.

Technology – Police Scotland ICT completed a number of network improvements across all areas of the country through replacement and upgrade of existing infrastructure, resulting in a more resilient and fit for purpose solution. With this, an upgrade of the national network backbone has provided an increase in speed of connection and capacity between legacy force systems.

In addition the migration of services from the SPA head office in Elphinstone House, Glasgow has resulted in a reduction in infrastructure costs and network complexity. The network infrastructure to the new Police Scotland office in Dalmarnock, Glasgow, was installed on schedule to allow staff to be migrated from a number of locations including Pitt Street in Glasgow. This, accompanied with Contact, Command and Control (C3) work and the migration of national services and legacy network connections will allow Pitt Street to be decommissioned, resulting in financial savings and reduction of data centres.

ICT also continued to identify opportunities where legacy applications can be decommissioned. A recent example of this was the launch of the National Firearms Application in October 2014 which replaced local legacy firearms systems. In addition to this, a National Citations Legal Documents system was successfully launched mid December 2014. The final division rollout will take place following completion of business user training. Significant efficiency savings were realised in line with this implementation. Further decommissioning of applications will be seen upon the launch of i6 and the supporting i6 Data Access Project (iDAP) project. iDAP will allow for the migration of data from the current (i6) systems to be searchable and interrogated.

The anticipated indicative revenue Return on Investment (ROI) begins in 2015/16, with capital ROI in 2019/20.

Organisational support - A new Risk Management Framework to ensure that the approach to risk management is proportionate, streamlined and accessible has been implemented.

A Procurement Strategy along with a supporting Procurement Manual which provides clear guidance for officers and staff on procurement requirements and routes has been published. As a result of the implementation of this strategy, savings are already being realised such as the provision and management of a scheme for the recovery, storage and disposal of vehicles and other items at a cost for three years of £570,411 delivering a total procurement saving of £94,692 over the life of the contract and a further contract to deliver dark fibre circuits for a period of three years at a cost of £296,184 delivering a procurement saving of £161,532 over the life of the contract. Savings continue to be reported to the SPA through the Finance & Investment Committee and the Business Change Working Group.

A three year Police Scotland Communications and Engagement Strategy, to inform the SPA of Police Scotland's intentions and allow internal and external evaluation of progress has been approved and an action plan is being developed.

In line with Police Scotland's Corporate Strategy, the Communications and Engagement Strategy sets out a new model of external engagement and internal communications to support the development of effective internal engagement across Police Scotland. It reflects the principles established in the Police and Fire Reform (Scotland) Act 2012 regarding the key role of communities and establishes guidance regarding future external engagement. The purpose of the strategy is to outline Police Scotland's approach to communications and engagement that will support the organisation's focus on keeping people safe and its operational and policy objectives. The strategy seeks to further establish and grow public confidence in Police Scotland as a trusted public service organisation that works closely with communities and partners to keep people safe.

Police Scotland is committed to providing a 'citizen-focused' approach to policing in order to effectively reflect the needs and expectations of individuals and local communities in decision making and service delivery through local policing plans. The development of a Community Engagement Framework will complement the strategy and provide direction and guidance to officers and staff to allow them to deliver effective community engagement.

Finance – a number of underpinning milestones have been achieved:

- ❖ The planning for the implementation of a single payroll system for the organisation

- ❖ A contribution to the Leadership and Development course run to prepare budget holders with relevant skills
- ❖ The Reform Budget Plan for 2015/16 prepared and submitted to Scottish Government
- ❖ Becoming a key stakeholder in the Scottish Government pension project, this is now complete
- ❖ The consolidation of sub-ledgers to streamline processing and enable the full development of associated policies and procedures.

Overall SPA Assessment

Year two of the new service has seen the completion or continuation of a number of underpinning activities which will take the service forward from the merger of eight police forces through transition and will result in a steady state operation for Scottish policing. This is a journey which will continue into the third year of operation and in some cases beyond. The aim is to achieve true reform and this will take time. It is clear that significant steps have been taken on that journey and with the publication of the third Annual Police Plan in March this year Police Scotland continues to demonstrate their ambition for delivering against the strategic priorities which have been set.

The benefits of reform will continue to be reported and published through the SPA performance framework and the SPA will continue to ensure that this is an evidence-based approach to the delivery of these benefits.

Strategic Priority 4

Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.

Approach Expected

Ensure that victims, witnesses and communities experience positive engagement with the police by providing inspirational leadership and embedding a culture, identity and values which provide a highly skilled and motivated workforce to deliver improved local services with the consent and involvement of communities.

Strategic Objective 4.1 - *Increase public confidence in the police service by understanding and responding to the particular needs of Scotland's diverse communities (supports national outcomes 6, 7, 9, 11, 13 and 16).*

Expectations of SPA

The Authority will have clear understanding of policing issues and challenges from talking to communities, including communities of interest, listening to what they say about how their local policing plans are being implemented, how the Police Service of Scotland is performing, and by championing a culture where local police are open, visible and accessible.

***Strategic Objective 4.2** - Promote a culture of excellence (supports national outcomes 6, 7, 9, 11, 13, 16).*

Expectations of SPA

The Authority will promote this through the development of a culture of continuous improvement and by demonstrating and supporting development of leadership behaviours that reflect this aspiration.

2014/15 SPA Activity

In the autumn of 2014, the Chair of the SPA initiated work to develop a public statement of expectations on how engagement between Police Scotland and the SPA takes place on police policy issues. This accelerated discussion which had been initiated by the Chair and Chief Constable earlier in 2014 on maturing understanding of the SPA and Police Scotland engagement.

The subsequent Joint Agreement on Police Policy Engagement captures a number of key commitments that both Police Scotland and the SPA are working to, including:

- ❖ The commitment from Police Scotland to engage in advance with the SPA on any policy or approach that is likely to raise significant public interest
- ❖ The commitment from Police Scotland to ensure that appropriate and proactive engagement with communities is mainstreamed within its approach to such policies
- ❖ The commitment from the SPA to ensure that advance engagement does not fetter the ability of the Chief Constable to anticipate and meet operational threats and risks, and
- ❖ The commitment from the SPA to champion local and national democratic accountability for policing activities.

The Joint Agreement is coherent and consistent with findings from the lessons learned strand of the SPA scrutiny inquiry on the public impact of Police Scotland's Firearms

Standing Authority, and also positively addresses feedback from local authority scrutiny bodies from the SPA's 'Partners in Scrutiny' forums that a clearer set of public statement expectations around engagement would assist in clarifying roles, relationships and expectations between local and national police scrutiny bodies.

Engagement is ongoing with Scottish Institute for Policing Research (SIPR) and other academics / PhD groups / sociologists / criminologists to develop further materials and research to inform the SPA strategy development going forward. In 2014/15 the SPA became a formal SIPR partner and the SPA are now represented on the SIPR Executive Committee, further strengthening our commitment to informed governance and driving continuous improvement in policing with evidence of 'what works'.

The SPA established the joint Partners in Scrutiny Forum in 2013, for board members, local scrutiny conveners and colleagues from COSLA, Scottish Government and Scottish Fire and Rescue Services.

It has met three times to date and offers support for a range of functions, including offering:

- ❖ A vehicle for early engagement with local scrutiny conveners on key topics of shared local and national interest, including the development of our respective roles as partners in strategy as well as scrutiny
- ❖ An opportunity for sharing good and best practice in scrutiny and engagement, and identifying improvement actions
- ❖ A focal point for networking and building joined up approaches, for board members, conveners and committee members, and lead officers across local authority areas.

The following have also been achieved:

- ❖ Planned programme of board member liaison with local elected members and scrutiny conveners delivered. This included a series of presentations on the work of the SPA to scrutiny committees, member contribution to local scrutiny meetings and Q&A sessions, local meetings and one to ones with conveners and key representatives to build relationships or respond to/discuss key service issues and developments, and a range of member contributions to local community planning partnerships.
- ❖ Ongoing relationship building at officer level, with scrutiny conveners and officers supporting local partnerships with policing, community safety services, and local governance and scrutiny.

As part of its commitment to continuous improvement the SPA delivered its Scrutiny Review of Police Scotland's stop and search policy and practice. This report made a series of observations and recommendations on Police Scotland's approach to the use of this tactic and these have underpinned subsequent developments in early 2015 with the publication of the HMICS Stop and Search Audit and Assurance Review and Police's Scotland's own report to the Cabinet Secretary on the tactic. The SPA has subsequently played a central role in the continuing improvement and development of policy and practice around stop and search, work whose foundations were laid in the original SPA Scrutiny Review.

During 2014/15, the SPA also undertook an Inquiry into the "public impact of Police Scotland's Firearms Standing Authority". The inquiry was established to define:

- ❖ What the level and nature of public concerns are over the current Police Scotland policy in relation to the deployment of a limited number of firearms officers on routine patrol
- ❖ How effectively Police Scotland are engaging with the public and considering the impact on communities in implementing their approach
- ❖ How Police Scotland can best address any public concerns and provide necessary reassurance to communities
- ❖ What, if any, lessons might be learned around how operational decisions with wider strategic or community impact are communicated to national and local oversight bodies and other key interests.

This inquiry resulted in eight recommendations for Police Scotland to take forward around prior engagement on changes in the deployment model or policy in respect of the Firearms Standing Authority and also over policies or proposals which are likely to have a significant public impact. The full report can be accessed via the following link:

<http://www.spa.police.uk/assets/128635/spaarmedpolicingscrutinyinquiryreport>

While there is a role for the SPA to keep under review the policing of Scotland there is also a role for HMICS to carry out inspections and continuous improvement reviews to assess the state, efficiency and effectiveness across both the SPA and Police Scotland. During 2014/15 a number of reviews were undertaken and include the inspection of road policing, police custody arrangements in Scotland and the annual crime audit. HMICS publish annually their plan of inspections and reviews, and follow up reports with resulting recommendations can be found at their website at: <http://www.hmics.org/>

The recommendations from these and other external reviews are taken on board by the SPA and Police Scotland and built into improvement actions which are managed internally and reported to the Audit & Risk Committee.

As one of its statutory requirements, the SPA investigates complaints against senior police officers, as well as handling complaints against the SPA Board Members, staff and policy decisions. This ensures that the policing values are upheld and demonstrated by those who lead the delivery of Scottish policing. Further information on the values and ethics of Scottish policing can be found in the section below under Police Scotland activity.

Forensic Services continues to promote a culture of Continuing Professional Development (CPD). This encompasses different approaches to learning, such as training workshops, conferences and events, e-learning programs, open distance learning opportunities, best practice techniques and ideas sharing.

Forensic Services were also involved in almost 89 cumulative days of UKAS⁵ (United Kingdom Accreditation Service) assessment site visits.

This work led to the full accreditation of Forensic Services at the Scottish Crime Campus, including the implementation of DNA24 (Globalfilertm) chemistry technology.

Forensic Services successfully maintained its accreditation at all four laboratory sites through submission of evidence and satisfactory close out of UKAS findings.

Extension to Scope activity included accreditation to ISO 17025⁶ of Fingerprint Comparison across Forensic Services and resulted in the recommendation for accreditation. Similarly, the new legal alcohol limit was accredited on schedule following a thorough validation process of the new method.

2014/15 Police Scotland Priorities and Activity

Priority – Violence, Disorder and Antisocial Behaviour

Commitment - Work with partner agencies to support victims of domestic abuse

The first Prosecution of Coercive Control workshop, led by Crown Office and Procurator Fiscal Service (COPFS), took place on 10 September 2014. The purpose of the group is to assess the feasibility of a unique piece of Domestic Abuse legislation for coercive control taking into account the longevity of abuse. A second Coercive Control workshop

⁵ The United Kingdom Accreditation Service is the sole national accreditation body recognised by government to assess, against internationally agreed standards, organisations that provide certification, testing, inspection and calibration services.

⁶ ISO – International Organisation for Standardisation. 17025 – Testing and calibration laboratories

took place on 11 March 2015, with a third planned for May 2015. On 26 March 2015 the Scottish Government published 'Equally Safe – Reforming the criminal law to address domestic abuse and sexual offences', for public consultation. The document seeks comment on a number of proposed pieces of legislation and includes Domestic Abuse/Coercive Control legislation. The closing date for the consultation phase is 19 June 2015. The Domestic Abuse Coordination Unit (DACU), along with a number of other Police Scotland business areas will contribute to the response.

In partnership with Medics Against Violence, the VRU has delivered the AVDR (Ask, Validate, Document and Refer) domestic violence programme to an every growing list of professionals including doctors, dentists, vets and even hairdressers. All of which are trained to support and help the victims of domestic violence make informed choices about seeking professional help and support.

Priority – Road Safety and Road Crime

Police Scotland has effectively patrolled the road network and continued to detect and deter road crime through robust enforcement of legislation and targeting of repeat offenders. Use of intelligence and analytical products has enabled smart evidence-based deployment of resources to deliver on these commitments.

Commitment - Effectively patrol the roads

Road policing inspectors continue to attend the A9 Safety Group and A7 Action Group in order to develop engineering, education and enforcement strategies to tackle accident black-spots.

Road policing officers now record the number of informal warnings issued for road traffic offences over the year. In the year 2014/15 road policing officers have issued 35,609 warnings in respect of speeding offences. This sets the baseline for this activity for review following the 2015/16 year end.

In addition, work has been undertaken in partnership with Crown Office Procurator Fiscal (COPFS) to develop direct measures for road traffic offences in order to enhance the disposal options available. Proposals to allow a formal warning process to be implemented in 2015/16 are well under way.

Priority – Serving all our Communities

Commitment - Ensuring people better recognise hate crimes and incidents - and feel confident reporting them

The 'I Am Me' project is an excellent example of strong and successful partnership working. It has raised awareness of disability hate crime with young people, people with a disability, staff, carers and police officers. The development of a DVD and training pack has enabled even more people to be made aware who can help to prevent disability related abuse and encourage those who are affected to report it. Disability hate crime is recognised as one of the most underreported crimes in the UK and is an abhorrent abuse of some of the most vulnerable members of society. Police Scotland officers are committed to investigating every report of disability hate crime and through education and awareness initiatives like the I Am Me project, Police Scotland can help change behaviours and attitudes towards this form of abuse.

Commitment - Ensuring victims of gender-based violence are confident that police are responsive to their needs

Police Scotland ran a festive domestic abuse campaign focused on prevention, specifically targeting those suspected of domestic abuse. The campaign, which commenced prior to Christmas 2014, saw extra police officers deployed across Scotland. This initiative had a direct focus on preventing abuse and sending a clear message that there is no hiding place for abusers. This campaign, which ran from 24 December 2014 to 5 January 2015, delivered an 11% reduction in recorded domestic incidents.

Commitment - People from protected groups being meaningfully engaged with us – and their views contributing to service improvements

Police Scotland and Young Scot have established the Police Scotland Youth Volunteers (PSYV) programme which is open to young people aged between 13-18 years. The programme is designed to develop young people's confidence and leadership skills and provides a unique opportunity for young people across Scotland to become involved in positive volunteering opportunities nationwide. PSYV is currently expanding across Scotland. An additional nine groups will be delivered by the end of April 2015. This takes the total number of groups to 14 nationally, one in each division of Police Scotland. A PSYV training officer is now in post and based at Tulliallan, funded by the VPC (English equivalent of PSYV) and has the role of developing the current youth and adult training programme and to gain accreditation/award status for the PSYV training programme.

Commitment - Prevention & partnership working

The Violent Offender Watch (VOW) team in Edinburgh work with persistent violent offenders in partnership with Lifeline and other local organisations. The VOW currently work with 17 clients and the work of the team has resulted in a 90% reduction rate in offending of these individuals - resulting in savings to the public purse of nearly £1m over the last year. This saving is calculated on cost benefit analysis as per the Scottish Community Safety Network database.

Employment is one of the most successful ways of deterring and preventing crime, over the last year the VRU has worked with the Commonwealth Games, Glasgow Life, the Scottish Government and the Royal Edinburgh Military Tattoo to work with young men and women who found it difficult to either find or maintain employment due to their offending backgrounds and other challenges. From this group over two thirds have now found full time employment. The VRU have also launched a charity partner called Braveheart Industries which will open a series of social enterprises employing those from similar backgrounds, helping to reduce offending and breaking the cycle of both violence and dependency.

Safezone is a support bus operated by a team of volunteers from varied backgrounds, including those with medical experience, which provides a place of safety within the city centre of Edinburgh during the night at weekends. This is a coordinated initiative, which is operated in collaboration between Police Scotland, Scottish Ambulance Service (SAS), NHS, City of Edinburgh Council and the Scottish Fire and Rescue Service. Those working on the Safezone bus are able to treat minor injuries and the effects of over-consumption of alcohol. The implementation of the project has seen a reduction in the demand on the resources of Police, SAS and A&E, and the results have been collated into a social return on investment, which sees approximately £10 saved for every £1 spent.

Priority – Values

Commitment - Police Scotland code of ethics

A project has been established to ensure Police Scotland's core values and Code of Ethics is firmly embedded into service delivery and practice. To ensure impartiality, the work will be led externally however will be supported by a team of officers and staff from various roles from across the service. Over the coming weeks, the team will visit divisions and departments across the country, engaging with officers and staff to get their views on different aspects of organisational practice and service delivery. As an

organisation, Police Scotland is committed to continuously improve its service in order to deliver the best possible policing service for communities.

Over the past year, Police Scotland has introduced a number of changes and it is important that further regular health checks are conducted to measure performance. Police Scotland's core values and Code of Ethics are essential to day-to-day business and are directly linked to delivering an effective and credible policing service in which the public can place their trust. The project underpins Police Scotland's commitment to being a learning led organisation and the outcome will help improve how it does business.

"Integrity Matters" is a new confidential reporting mechanism for all Police Scotland/SPA employees, providing police officers and members of police staff the opportunity to report, anonymously and confidentially, any criminal or conduct or integrity concern they may have. This simple and user friendly mechanism can be accessed via the Police Scotland/SPA intranets.

Police Scotland is fully committed to its Code of Ethics and the public expects and deserves the highest standards of integrity when officers and staff carry out their duties and roles. However, where these standards fall short, the ability of staff to report concerns (ie whistle-blowing), free from any potential retribution or recrimination, is critical to ensuring both organisational health and behavioural standards are maintained. This mechanism does not replace existing grievance procedures or the opportunity for staff to raise issues with their line management. Integrity Matters is intended to cover concerns that fall outside the scope of other procedures.

Crime registrars support divisions in ensuring that crime is recorded consistently, accurately and in accordance with the Scottish Crime Recording Standards. Crime registrars are a point of specialist reference for divisions and are the final decision makers in determining whether or not a crime is recorded and what is the appropriate classification and count. Crime registrars also oversee the programme of cross-divisional crime audits, which is undertaken by divisional crime management staff and also conduct a number of structured audits relative to crime and incident recording.

Prior to the formation of Police Scotland, each legacy force had arrangements in place, through individual force crime registrars, to ensure that the ethical and standardised approach was taken to crime and incident recording. Following the introduction of Police Scotland, a revised structure of crime registrars was implemented with one crime registrar for each command area.

Overall SPA Assessment

Engagement has been a strong focus for Scottish policing over the last year. Through a number of forums and partnerships, the SPA and Police Scotland have sought the views and experience of those who can bring an independent but informed perspective to the direction of travel for policing.

There have been challenges and lessons learned through this process but the emphasis has always been and will continue to be increasing public confidence and reducing the fear of crime.

5. Equality and Diversity

SPA - The SPA workforce profile, which includes Forensic Services staff, was baselined in the 2013/14 Annual Review of Policing based on 530 staff. The management information for this year is based on 546 SPA staff.

The key equality headlines indicate: Gender - 64% women; 36% men; Black Minority Ethnic (BME) - 2%; Disabled staff - 3% and Lesbian, Gay, Bisexual and Transgender (LGBT) staff - 4%.

It is important that the diverse communities across Scotland continue to feel safe and remain confident that the police service can provide the responsive and equitable service that is expected. Some examples of this service in action can be seen by the following initiatives.

Police Scotland - Stonewall Scotland presented Police Scotland with a special recognition award at their 'Top 100 Employers' award ceremony in February 2015 in acknowledgement of the support, commitment and active promotion of Stonewall Scotland's No Bystanders campaign. The result of the Police Scotland application to Stonewall was described as "brilliant" by Stonewall considering this was the first year that they have entered. Stonewall is an effective way to measure an organisation's effort to tackle discrimination and create an inclusive workplace for lesbian, gay, bisexual and transgender employees (LGBT). This has highlighted a series of good practices, policies and procedures that support LGBT staff as well as examples of community engagement.

Throughout 2014 events entitled "Supporting Equality for All" have taken place at the Police Scotland College, Tulliallan. These events were primarily designed to give probationary constables an introduction to the work of the diversity staff associations but has become an opportunity for senior students, staff and visitors to personally access a variety of organisations who can provide advice, support and, if appropriate, membership.

Around 25 organisations are invited to attend and these include all of Police Scotland's formally recognised diversity staff associations, the Scottish Police Federation, Care of Police Survivors and some of the current diversity partners including 'See Me', Dyslexia Scotland, Young Scot and LGBT Youth (representative of all the protected characteristics defined in the Equality Act).

This event has been very well received and has had positive feedback from attendees and service providers. It is intended that further events will be run to coincide with

future cohorts of probationers attending the Police Scotland College for their initial training.

The majority of legacy forces in Scotland developed successful community lay advisor schemes to deal with a variety of diversity issues, ranging from critical incidents to planning for events and demonstrations. Their counsel has proved invaluable in assisting the police service to deal with such issues sensitively and effectively. 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 16 group members are formed from a range of different protected characteristics (as defined by the Equality Act 2010) and offers both Police Scotland and the SPA with a forum in which to engage, providing a wide range of perceptions which will help to guard against disadvantaging any section of the community, and indeed any section of the workforce, through lack of understanding, ignorance or mistaken belief. The group meets on a bi-monthly basis and the terms of reference for NISAG include:

- ❖ Offer strategic advice and scrutiny to Police Scotland and the SPA
- ❖ Supporting operational matters from a strategic perspective, including input to planning and development processes
- ❖ Supporting critical incidents from identification through to recovery stage
- ❖ Supporting key portfolios of work assigned to members of the Police Scotland Executive or the SPA Board Members
- ❖ Support the SPA in scrutiny, governance and performance of Police Scotland
- ❖ Provide input to key policies, strategies and procedures as and when required
- ❖ Management and deployment of current community advisors
- ❖ Reporting on key policing, community and advisors' issues
- ❖ Have a strategic overview of hate crime in Police Scotland.

Following the formation of Police Scotland, DCC Neil Richardson commissioned a review of diversity staff associations namely:

- ❖ Christian Police Association (CPA)
- ❖ Disability and Carers Association (DACA)
- ❖ Gay Police Association (GPA) Scotland
- ❖ National Trans Police Association (NTPA) (Scottish Rep)
- ❖ Scottish Police Muslim Association (SPMA)
- ❖ Supporting Ethnic Minority Police Staff for Equality in Race (SEMPER Scotland)
- ❖ Scottish Women's Development Forum (SWDF).

The review is now complete and a Memorandum of Understanding is shortly to be ratified and signed by all associations. Bi-monthly secretariat meetings have commenced and plans are underway to hold a joint conference in 2015 to mark the start of a programme of collaborative work.

6. Looking Ahead

The third Annual Police Plan has now been published which builds on these first two years of operation and will consolidate the delivery against the strategic priorities set for policing. The priorities for the year ahead include:

- ❖ Violence, Disorder and Anti-social Behaviour
- ❖ Road Safety and Road Crime
- ❖ Protecting People at Risk of Harm
- ❖ Serious Organised Crime
- ❖ Counter Terrorism

An assessment of these priorities will form the basis 2015/16 Annual Review of Policing.

The SPA's new strategic performance framework will be evidence-based, drawing on existing best policing practice at local, national and international level. It will be enabled by the SPA's developing environmental scanning and information management business process as well as working in partnership with Police Scotland to identify key evidence and share information. A research framework will inform regular and targeted reporting on policing as well as complementary criminal justice, inspection and local authority partnership activity. As part of continuous improvement of the framework, and in order to address identified issues around format and content, a new public performance reporting model that includes both the SPA and Police Scotland will be implemented from August 2015, reporting on quarter one 2015/16.

The delivery of the actions within the SPA continuous improvement plan will assist the Authority in building the capability and capacity that will strengthen our governance and planning arrangements, ensuring the authority is focussed on key strategic issues and priorities. We will continue to engage positively with stakeholders and the wider public ensuring the alignment of strategic planning processes with partners to deliver a better police service for the short, medium and long term across Scottish communities.

Policing will continue to develop approaches to deliver the service within a reducing budget and to look for opportunities for collaboration across the blue light services and beyond. At the same time targeted investment in areas such as the Contact, Command and Control (C3) and i6 programmes will ensure the service is building a solid base for a sustainable service.

The creation of the SPA and Police Scotland in April 2013 brought about a complex landscape in terms of staff employment. To address this, the Staff Pay and Reward Modernisation project will bring equity and fairness for staff through the introduction of a

national approach to pay and grading; a national set of terms and conditions of employment; a national set of policies in relation to staff employment and a common set of employee benefits. Work is now underway on this complex project and it is anticipated that staff will move onto a national set of terms and conditions in late 2016.

As mentioned in the Chair's foreword the first staff survey has now also been launched. This survey is one of a series of measures to support continuous improvement and will help shape the future development of the SPA and Police Scotland.

