



Scottish Police Federation

5 Woodside Place Glasgow G3 7QF

JCC Circular 4 of 2018

Ref: CS/LS

16 January 2018

Attachments: APP 2018/19

Dear Colleague

Annual Police Plan 2018/19

Police Scotland is currently developing the 2018/19 Annual Police Plan which will be laid before the Scottish Parliament at the end of March 2018.

The attached draft of the plan has been developed around the areas of focus within the Policing 2026 strategy 'Serving a Changing Scotland' of prevention, protection, communities, knowledge and innovation. It sets out the policing priorities for 2018/19 and summarises the planned activities to address these priorities.

Please submit any responses you may have on the Plan to Lesley.stevenson@spf.org.uk by **Wednesday 31 January 2018**.

Yours sincerely

Calum Steele
General Secretary

Annual Police Plan
2018/19

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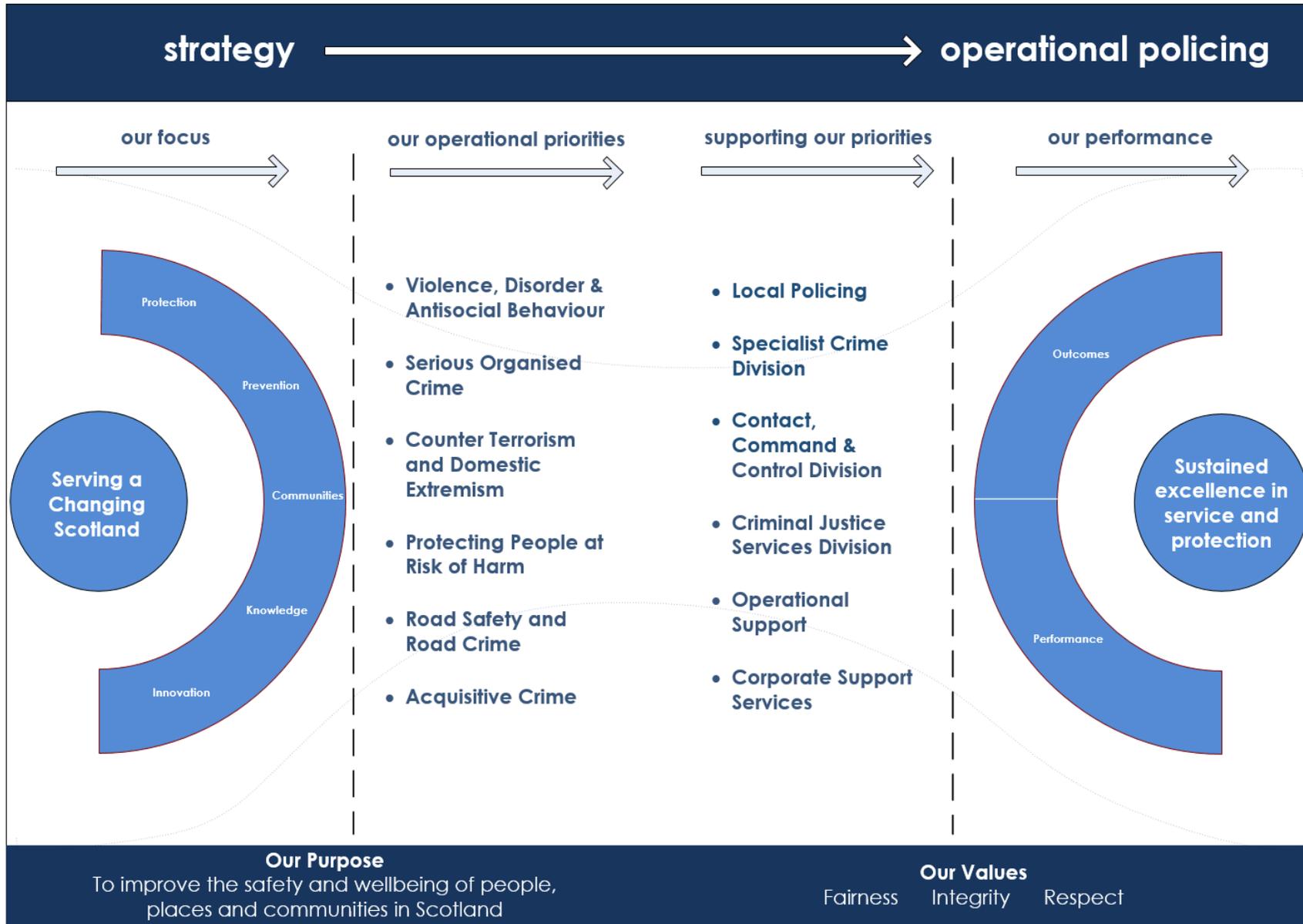
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Foreword

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Our plan on a page



Strategic planning for policing

The Scottish Government's priorities for policing are focused on seven themes: **localism, inclusion, prevention, response, collaborative working, accountability** and **adaptability**. The foundation of our approach to fulfilling these strategic police priorities is set out through our strategy ('[Policing 2026 – Serving a changing Scotland](#)'), developed in collaboration with the Scottish Police Authority, which describes the future challenges policing in Scotland faces and how we intend to change to meet them.

The strategy sets out our vision for '**sustained excellence in service and protection**'. In order to achieve this we must focus on delivering our core function - high quality operational policing - whilst implementing the change process. Our strategic planning framework (figure 1) provides direction, aligning our vision and strategy to the plans that guide service delivery and change.



Figure 1

Our annual plan

The Police and Fire Reform (Scotland) Act 2012 established a requirement for Police Scotland to set out the proposed forward looking arrangements for policing in Scotland in an Annual Police Plan.

This 2018/19 Annual Police Plan sets out Police Scotland's **operational priorities** and explains **how** we will deliver against them over the forthcoming 12-month period. This plan is a key element of Police Scotland's strategic planning framework (figure 1) and offers significant opportunities to improve how we serve and protect the public and communities.

Delivery of our plan will be scrutinised by the Scottish Police Authority through the outcome-focused performance reporting mechanisms.

How we establish our priorities for policing

Our priorities are influenced by several factors; most importantly of all by our engagement with the public and communities of Scotland.

Our operational priorities are shaped by listening to what the public and communities have to tell us, via our '[Your View Counts](#)' survey, as well as our own analysis of the risks and emerging threats likely to impact on Scotland's communities. We develop local and national assessments which consider a range of sources to identify the areas we need to prioritise, ensuring a sound evidence base and a public voice within our priorities. This approach enables our policing teams across Scotland to deliver services designed to prevent crime and protect the most vulnerable members of our communities.



The analysis that has developed our national and local strategic assessment, including a strong focus on public feedback via our 'Your View Counts' survey, has identified the following national operational priorities to serve and protect the public and communities:

Priorities for policing

Violence, disorder and antisocial behaviour

Serious organised crime

Counter terrorism and domestic extremism

Protecting people at risk of harm

Road safety and road crime

Acquisitive crime

Delivering our priorities

Our plan sets out each operational priority in turn. Each section focuses on how we will prevent harm and protect people; involve communities; and improve our service through use of knowledge and innovation; so we can shape our planned operational activities for the next 12 months.

Violence, disorder and antisocial behaviour

We remain committed to maintaining a prevention, partnership and intelligence-led approach to reducing **violent crime, disorder and antisocial behaviour**. We have developed a range of tools to identify emerging trends and the geographical areas where issues are most prevalent.

Your View Counts

Respondents to our public survey rated antisocial behaviour as the number one priority for local communities, and violence as the third highest national priority.

www.scotland.police.uk/yourviewcounts

Impact

The impact of violent crime, disorder and antisocial behaviour has consequences that extend beyond victims; affecting families, communities and society as a whole.

In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Provide officers and staff with the knowledge and skills to enable them to target and prevent violence, disorder and antisocial behaviour .	<p>We will work with partners to develop and deliver a collaborative approach to preventing violence, disorder and antisocial behaviour.</p> <p>In order to reduce reoffending we will develop the Positive Lifestyles approach, including post-prison support. This will build upon the success of the Teambuilding and Leadership course run at Polmont Young Offenders Institute and HMP Grampian. This will aim to remove</p>	<p>We will establish a short-life working group, involving key partners, to review the effectiveness of the third party reporting centre network and identify improvement opportunities, including working towards implementing recommendations from the Independent Advisors Group on Hate Crime, Prejudice and Community Cohesion.</p> <p>This will include working with partners to raise awareness of</p>	<p>We will deliver awareness training relating to hate crime to all officers and staff.</p> <p>Additionally, training for Hate Crime Tactical Advisors will also be developed for delivery to local policing divisions.</p> <p>An internal national review of hate crime policy and procedures will seek to improve our recognition, recording and reporting of hate crimes.</p>

	<p>barriers between police and young offenders, resulting in a reduction in the severity and frequency of reoffending.</p> <p>We will positively engage with young people by delivering bespoke diversionary products designed to build trust and provide support and skills to help individuals become confident, effective contributors, successful learners and responsible citizens.</p>	<p>third party reporting and highlight the various ways that people can report, including anonymously.</p>	
<p>Utilise National Intelligence Model (NIM) methodology to monitor and address emerging threats.</p>	<p>Through use of National Intelligence Model (NIM) methodology, we will ensure that current and emerging threats are identified, understood and addressed.</p> <p>We will continue to enhance the role of our National Safer Communities Task Force and Violence Reduction Unit to ensure resources are deployed effectively and efficiently across Scotland in a collaborative and planned manner.</p>	<p>Police Scotland's Safer Communities will establish a 'community reassurance cell' in response to any significant events which impact on our communities. This will enable appropriate engagement and reassurance messages to be conveyed to key community contacts, groups and partners across Scotland to raise awareness of hate crime through various media channels.</p>	<p>We will develop an evidence-base to inform activities to prevent violent crime, including working with Manchester Metropolitan University to develop our analysis of 'big data', use of academic research through the Scottish Institute for Policing Research (SIPR) and use of the business intelligence toolkit. We will enhance the knowledge and skills of officers, staff and partners to prevent violence, disorder and antisocial behaviour.</p>

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<p>Share information and develop joint problem solving initiatives with partners.</p>	<p>We will work with partners to develop joint problem-solving initiatives to prevent violent crime, reduce the fear of crime and increase public confidence. One aspect will be working in partnership with registered social landlords to develop an operating model to reduce violence and antisocial behaviour within communities.</p>	<p>We will continue to work with partners to deliver a national and local public awareness raising campaigns in 2018/19 to improve understanding of the nature and extent of hate crime.</p>	<p>We will work with Scottish Government and other partners to update guidance available to licensing boards and will be actively involved in evaluation of minimum unit pricing of alcohol. We will ensure officers and staff are fully informed of licensing legislation and tactical range of options by updating and refreshing the 'alcohol toolkit.'</p>
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Serious organised crime

Police Scotland will work in partnership to prevent harm caused to individuals, communities and businesses by serious organised crime.

Your View Counts

Respondents to our public consultation survey identified serious organised crime as the second highest national priority.

www.scotland.police.uk/yourviewcounts

Impact

Serious organised crime has the potential to affect every community in Scotland. Our assessment indicates a threat linked to ongoing feuds, violence and firearms incidents between serious organised crime groups (SOCGs).

In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Prevent cybercrime by working with partners to support the implementation of Scotland's Cyber Resilience Strategy, and disrupt those involved in cyber enabled and cyber dependent criminality.	<p>We will prevent cybercrime by working in partnership to implement Scotland's Cyber Resilience Strategy and deliver Scotland's Serious and Organised Crime Strategy.</p> <p>Our cybercrime threat assessment will develop our understanding of cyber threats and inform our activity to tackle this evolving area of criminality. We will enhance national and international partnerships to disrupt those involved in cyber enabled criminality and increase access to people with the right skills to respond to</p>	<p>We will establish a 'cybercrime safety, prevention and resilience unit' to enhance cyber incident reporting mechanisms and improve support to communities, public, private and third sector partners.</p> <p>We will equip officers and staff with the skills to respond to emerging trends and provide cybercrime prevention advice and</p>	<p>We will deliver a structured training programme to equip officers and staff appropriately to recognise and respond to cyber threats. We will also continually update the information on our cyber intranet site; providing advice and current information regarding emerging threats and signposting officers and staff to further sources of national information / intelligence.</p> <p>The initial rollout of enhanced digital forensic infrastructure, including cyber kiosks, will support local</p>

	<p>cyber threats.</p>	<p>supporting materials to communities.</p>	<p>investigations as officers will be able to promptly triage devices linked to cybercrime. The development of multi-agency cyber hubs across Scotland will enhance our capability to respond to emerging threats.</p>
<p>Disrupt and prevent SOCG activity.</p>	<p>Our national firearms and explosive licensing (NFEL) team will continue to enhance the partnerships and prevention opportunities to support the lawful firearms network by enforcing licensing standards and preventing opportunities for exploitation by SOCGs.</p> <p>We will utilise new proceeds of crime legislation, including account freezing, unexplained wealth orders and disclosure orders (Criminal Finances Act 2017) to disrupt SOCG activities and seize their cash and assets. We will further support the delivery of key strategies aimed at tackling serious and organised crime, including; UK Government's Prevent Strategy; Scottish Government's National Action Plan on Internet Safety; and Police Scotland's Children and Young People 2016/20 – Our Approach.</p>	<p>Our team of 'web constables' are an effective conduit for engaging with local communities and will deliver appropriate preventative advice regarding SOCG activity, whilst sharing best practice nationally.</p> <p>We will also work with partners to develop targeted messages to firearms certificate holders and registered firearms dealers to raise awareness of the threats specific to use of firearms by SOCGs.</p> <p>We will support a UK-wide National Ballistic Intelligence Service led firearms surrender campaign to remove firearms</p>	<p>We will focus our intelligence gathering activity to support enforcement to disrupt and prevent SOCG activity.</p> <p>We will enhance our intelligence on the criminal use of firearms and utilise new legislation regarding the conversion of imitation firearms and raise the standards required when deactivating firearms to ensure they are put permanently beyond use.</p> <p>Our 'national firearms threat desk' will collate, assess, review and appropriately share information and intelligence with partners and through our local policing divisions.</p>

<p>Develop an overarching Police Scotland Drug and NPS Prevention approach.</p>	<p>We will develop a prevention approach, working with partners, including Scottish Government, to support the 'Road to Recovery' strategy; participate in the Partnership for Action on Drugs in Scotland (PADS); and develop a national drug 'problem profile'.</p> <p>We will focus intelligence gathering and enforcement activity to disrupt individuals and SOCGs who supply controlled drugs and New Psychoactive Substances (NPS) and reduce the violence synonymous with SOCG drug supply, as well as acquisitive crime committed to feed drug addiction.</p>	<p>from communities.</p> <p>To support our communities and reduce the harm caused, we will work with the Scottish Government Substance Misuse Team to identify emerging drug trends and risks and, through consultation, agree appropriate and proportionate responses.</p>	<p>We will work with partners to improve the collation and analysis of data from partner agencies regarding the harm caused by drug misuse and contribute to the development of new and more effective approaches to reduce this harm.</p> <p>We will monitor drugs related deaths to identify underlying trends and develop partnership approaches through PADS groups.</p>
<p>Prevent fraud and protect those most at risk from current and emerging organised fraud threats.</p>	<p>We will continue to support the Scottish Business Resilience Centre and implement a standardised national 'banking protocol' to assist vulnerable people at risk of being targeted by fraudsters.</p>	<p>In collaboration with partners, including the financial sector, we will deliver targeted prevention messages to raise awareness within communities of current and emerging threats, such as vishing, pension liberation fraud and advanced fee fraud.</p>	<p>We will expand the gathering of financial and business intelligence connected to financial crime committed by SOCGs. This will develop and deliver an enhanced disruption approach through innovative tactics with a focus on reducing SOCG's access to specialist assistance and quasi-legitimate businesses.</p>

Counter terrorism and domestic extremism

Tackling **terrorism and domestic extremism** is a national priority for Police Scotland and we will work with our partners to protect our communities by reducing and mitigating the threat and harm it causes.

Your View Counts

Respondents to our public consultation survey identified counter terrorism / national security as the top national priority.

www.scotland.police.uk/yourviewcounts

Impact

Terrorist attacks and disruptions across the UK, Europe and beyond continue to persist and the threat from extremist terrorist attacks in the UK remains high. The threat level was raised to 'CRITICAL' twice during 2017/18.

We will make effective use of intelligence and analysis to better understand all forms of terrorism and domestic extremism that pose a threat to Scottish communities and support delivery of the four key strands of the **CONTEST strategy**. In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
PURSUE – to stop terrorist attacks	We are committed to pursuing and stopping those who aim to do our communities harm and we will work closely with a range of partners to deliver a multi-agency approach to tackling the threat from terrorism. This will include using a wider range of disruption and safeguarding tactics.	We will continue to work with the community to identify terrorist related activity and those who support it. We will maximise all opportunities to disrupt and detect these activities.	We will review our processes for capturing intelligence linked to potential terrorist activity with the aim of identifying best practice and adding value to the national and local response to terrorism.
PREVENT – to stop people becoming terrorists or supporting terrorism	We will use the PREVENT Case Management (PCM) and PREVENT Professional Concerns (PPC) processes to safeguard and support those most at risk of radicalisation . In partnership, we will	We will support national campaigns to deliver 'safeguarding messaging' to communities via a range of channels.	Support to local policing colleagues will be channeled through the Divisional CONTEST Governance structure and

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	<p>tackle the influences of radicalisation and respond to the ideological challenge of terrorism.</p> <p>We will participate in key multi-agency meetings; including the UK Regional PREVENT Coordinators meeting, local Multi-Agency Prevent Case Management meeting, and Scottish Government's Prevent Sub-Group.</p>	<p>Our team of 'web constables' will also provide advice and information to our communities, including current and emerging threats, national sources of additional information and counter terrorism advice in relation to the use of social media.</p>	<p>the delivery of PREVENT strand awareness training.</p>
<p>PROTECT – to strengthen our protection against a terrorist attack</p>	<p>Counter Terrorism Security Advisors (CTSAs) will deliver a coordinated programme of protective security advice and support stakeholders, businesses, public and communities at key locations. This includes targeted patrols to protect key sites (critical national infrastructure; crowded places; and hazardous sites and sectors).</p>	<p>Our CTSAs will deliver nationally recognised security training, such as Project Griffin and Project Argus, alongside hostile reconnaissance reporting procedures, suspicious packages and mail handling security protocols. Our advice to businesses and communities will enhance security provision within Scotland.</p>	<p>We will work with our partners to increase awareness around cyber security and resilience, to counter the threat from cyber-related terrorist activity. We will also upskill CTSAs to deliver appropriate advice and training to communities and businesses on cyber-related matters.</p>
<p>PREPARE – to mitigate the impact of a terrorist attack</p>	<p>Develop, maintain and deploy specific capabilities to mitigate and respond to a terrorist attack.</p> <p>Review threat levels linked to safety at public events across Scotland and deliver the appropriate policing response.</p>	<p>We will work with partners and communities to plan, test and deliver local, regional and national exercises to ensure that Scotland is fully prepared to mitigate the impact from any terrorist incident.</p>	<p>We will establish Police Scotland as a centre for 'disruptive effects' training and additional training regarding the CT menu of tactical options will be delivered at all levels across the organisation.</p>

Protecting people at risk of harm

This is a national priority for Police Scotland and we will work with partners to protect people and prevent all forms of abuse, neglect and exploitation.

Your View Counts

Respondents to our public consultation survey identified child protection as one of the top five national priorities and domestic abuse and protecting vulnerable adults as local priorities.

www.scotland.police.uk/yourviewcounts

Impact

The demand on police services is growing and is increasingly focused towards addressing vulnerability and the consequences of inequalities. Quantifying this is challenging, particularly when issues are under reported and less visible. Protecting people at risk of harm involves significant risk from very harmful types of crimes, the impact of which extends beyond victims and cannot be underestimated.

Despite an increase in the reporting of rape and sexual crime; human trafficking; and abuse of a child or within a relationship, we know that abuse, neglect and exploitation, in whatever form it takes, remains under reported. We have a nationally coordinated and locally delivered policing response to those who are at most risk of harm and those who pose the greatest risk to our communities. In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Reduce the harm caused by the abuse and neglect of children.	<p>We will identify opportunities, with partners, for improvement when undertaking risk assessments and investigations into all forms of abuse, neglect and exploitation of children.</p> <p>We will work with partners to identify new ways to prevent sexual crime involving children and young people and support national strategies to</p>	<p>We will improve stakeholder and public confidence to report all forms of abuse whether physical, sexual or domestic, and explore opportunities to increase routes to receive feedback from victims, ensuring any learning is captured.</p>	<p>We will continue to develop our understanding of the scale and scope of the abuse of adults and children, sexual crime, human trafficking and exploitation in Scotland.</p> <p>We will implement a national process to record child inter-agency referral discussions</p>

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	<p>prevent young people becoming victims of online abuse, mitigating the harm it causes.</p> <p>Working with Social Work Scotland, we will design national standards for quality assuring; supervising and appraising staff undertaking joint investigative interviews and improve national statutory guidance.</p>	<p>This will include the development and delivery of an auditable online portal to receive 'Duty to Notify' referrals from 'public bodies'.</p> <p>We will also work with our partners to increase use of self-referral services, availability of multi-agency sexual assault centres and increase access to support services at the point of need.</p>	<p>capturing decisions, risk factors and outcomes and work with partners to develop our understanding of threats.</p>
<p>Reduce the harm caused by sexual crime.</p>	<p>We will further improve our response to rape and sexual offences by working with partners who provide advocacy services and support to victims.</p> <p>New legislation and the use of preventative orders will inform our prevention approach to better understand the impact of interventions and shape future work, as outlined in the Equally Safe Action Plan. The next phase of our national 'We Can Stop it' campaign will support a grass roots shift in attitudes towards rape and sexual crime.</p>	<p>We will develop guidance to support partners in protecting women and girls from female genital mutilation (FGM) and enable them to respond appropriately when working with survivors.</p>	<p>We will explore opportunities to capture feedback from victims of sexual crime in order to improve our services, including the forensic service provision for victims.</p> <p>In collaboration with the Crown Office and Rape Crisis Scotland, we will pilot the visual recording of victims' initial statement in investigations.</p>
<p>Reduce the harm caused by abuse of adults at risk of harm.</p>	<p>We will share relevant information with partners to protect and support adults at risk and support local authorities in the increased use of preventative</p>		<p>In partnership with key stakeholders, we will develop a national multi-agency framework for adult protection Large Scale</p>

	measures such as banning orders.		Inquiries (LSIs) establishing clear protocols for agency responsibilities.
Reduce the harm caused by human trafficking and exploitation .	<p>We will raise awareness of the signs of human trafficking to identify victims and tackle offenders.</p> <p>We will utilise intelligence to pursue the assets of human traffickers' through proceeds of crime powers.</p> <p>We will maximise the use of trafficking prevention and risk order legislation and develop an inter-agency referral discussion approach to reports of human trafficking.</p>	<p>We will improve stakeholder and public confidence to report instances of human trafficking and exploitation and explore opportunities to increase routes to receive feedback from victims, ensuring any learning is captured.</p>	<p>We will improve our knowledge of threats relating to human trafficking, introducing means to record risk factors to assist problem profiling and predictive analysis.</p> <p>We will support academic research into human trafficking in Scotland to develop our evidence base for future activity.</p>
Reduce the harm caused by domestic abuse .	<p>We will ensure that our officers and staff are proficient in dealing with domestic abuse, including stalking incidents, and use the full complement of new legislative powers available to them.</p> <p>We will support rehabilitative and behaviour change programmes for offenders and develop risk assessment tools to prevent reoffending.</p>	<p>We will support victims of domestic abuse by working with partners to identify and fill gaps in service provision, e.g. expand the victim notification process to include notification to victims when perpetrators are released from police custody.</p>	<p>We will equip officers and staff with the knowledge and skills to effectively target those perpetrators who pose the greatest risk of harm, for example we will identify and implement suitable training prior to the introduction of the Domestic Abuse (Scotland) Act 2016. We will evaluate the impact of the Disclosure Scheme for Domestic Abuse Scotland (DSDAS) on the reduction / prevention of</p>

<p>Manage offenders who pose a risk of serious harm.</p>	<p>Police Scotland is one of the authorities responsible for the management of registered sex offenders and those posing a risk of serious harm. We will work with relevant partners to address future demand and progress joint-working practices.</p> <p>Following a pilot and external evaluation, we will implement the Police Risk Practice process and share learning with partners.</p> <p>We will continue to undertake intrusive reviews and a rolling programme of divisional audits to ensure best practice.</p>	<p>We will work with Multi-Agency Public Protection Arrangements (MAPPA) partners and Scottish Government to deliver consistent and efficient practices in relation to the assessment of housing and management of offenders.</p>	<p>domestic abuse.</p> <p>Develop a framework for identifying and sharing learning both internally and with external partners.</p> <p>We will also work with academic researchers to develop an evidence-base to inform prevention activities and reduce reoffending.</p>
<p>Focus on prevention and early intervention to improve the safety and wellbeing of individuals in public, private and virtual space.</p>	<p>We will develop a coordinated approach to training officers, including training on Data Protection Reform, to improve the impact and consistency of our policing services.</p> <p>In support of the Scottish Government's Mental Health and Suicide Prevention strategies, we will work with partners to develop Distress Brief Intervention referrals to support individuals who present in distress or crisis.</p>	<p>We will work effectively with partners and the public to tackle inequalities and deliver better outcomes for individuals and communities.</p>	<p>We will provide officers and staff with 'distress, mental health and vulnerability' training to better equip them to respond and support individuals and communities.</p>

Road safety and road crime

Keeping **people safe on our roads** and tackling **road crime** is a national priority for Police Scotland and we are committed to promoting road safety, improving driver behaviour and enforcing road traffic legislation in support of the Scottish Government Road Safety Framework to 2020. A reduction in road casualties and accidents is set against a rise in vehicle numbers and levels of traffic.¹ This increasing volume of road and transport network users, particularly these identified high risk groups, presents a variety of possible challenges for policing and road / transport safety.

Your View Counts

Respondents to our public consultation survey identified road safety (including speeding, dangerous and antisocial driving) as the second highest local priority.

www.scotland.police.uk/yourviewcounts

Impact

Serious collisions on our roads have a significant impact on Scotland's people and communities, both in terms of fatalities and personal injury, as well as the disruption caused by road closures. In addition, much criminal activity involves use of the road network and the illegal use of vehicles.

In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Modify driver behaviour and reduce injury on Scotland's roads through engagement and proportionate enforcement of legislation.	We remain committed to reducing road casualties in collaboration with our partners and meeting the Scottish Government's 2020 road casualty reduction targets. The mid-term review of the Scottish Government Road Safety Framework to 2020 identified the following priority areas for focused	During the coming year, we will develop and deliver on the Road Policing Divisional Tactical Plans . These are developed in conjunction with and approved by the Local Policing Commander in line with their locally identified priorities.	We have identified portfolio leads for all priority focus areas, leading to the development of new road safety schemes and sharing of good practice . We will continue to use the independently produced Road Safety Information Tracking Study on driver attitudes and behaviour

¹ Scottish Government (2017) 'Reported Road Casualties Scotland 2016'

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	activity up to 2020; speed, motorcyclists, pre-drivers, young and older drivers and cyclists and pedestrians.		to provide an independent measure of the impact of our delivery and inform ongoing activity. http://www.roadsafetyscotland.com/research/road-safety-information-tracking-study-rits/
Detect and deter all types of criminality on our roads through efficient use of intelligence and analytical products.	We will continue to detect and deter all types of criminality on our roads, working with partner agencies to remove drugs and counterfeit goods, together with the disruption of organised crime groups from the road network.	We understand that antisocial use of vehicles is a problem that impacts on community wellbeing. Where communities highlight concerns regarding driver behaviour such as speeding, careless driving and mobile phone misuse, we will take the appropriate action to tackle these problems.	We will implement new Automatic Number Plate Recognition (ANPR) technology to enhance our capabilities to tackle road crime and improve intelligence, analysis and detection.
Develop and deliver a national road safety and road crime calendar of activity , which will be aligned to 'priority focus areas', as identified during the mid-term review of the Scottish Government's Road Safety Framework to 2020.	We will lead the Multi-Agency Tactical Options Working Group, to oversee development of the national road safety and road crime calendar of activity. This provides intelligence-led direction in support of prevention-focused campaigns and initiatives .	In partnership, we will support road safety campaigns, engaging with and involving the public in raising awareness and providing road safety advice.	We will develop and deliver a communication toolkit to support engagement with the public and media. This will provide consistent road safety information including a 'frequently asked questions' section. In support of this we will maintain and revise key messaging, hosted on our website.

Acquisitive crime

Acquisitive crime is when the offender derives material gain from the crime, such as theft, fraud and robbery. It is a high volume crime group accounting for just under half of all recorded crimes in Scotland.

Your View Counts

Respondents to our public consultation survey identified theft of property and housebreaking among the top five local policing priorities.

www.scotland.police.uk/yourviewcounts

Impact

Instances of doorstep crime and fraud, particularly online fraud, are continuing to increase. These types of crimes can have a significant impact on victims, communities and the wider economy.

Tackling **acquisitive crime** is a national priority for Police Scotland and we will work with our partners to address the concerns of communities. In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
<p>Prevent acquisitive crime and reduce the harm it causes.</p>	<p>Through our national Acquisitive Crime Tactical Board, we will collate, develop and share intelligence across Police Scotland and with external partners. This will inform our response to local and national issues and ensure potential partners are identified and engaged in the delivery of advice and support.</p> <p>We will use specialist national resources to support local officers and communities to address local issues, such as tackling housebreaking. This combined approach has been successful across Scotland.</p>	<p>We will develop collaborative approaches with partners and communities, through our local policing divisions, to raise awareness and share intelligence / information relating to emerging acquisitive crime trends. We will also use this collaborative approach to deliver best practice and reduce harm.</p> <p>We will continue to raise public awareness through campaigns to prevent housebreaking.</p>	<p>We will deliver awareness packages to operational officers to aid in the identification of the key drivers of acquisitive crime.</p> <p>Within Police Scotland, we will continue to deliver workshops to provide staff with up to date information and share good practice within local divisions regarding housebreaking.</p>

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<p>Develop our nationwide approach to prevent doorstep crime and the harm it causes.</p>	<p>There are two main types of doorstep crime; 'bogus callers' who exploit vulnerable people within their own homes to steal cash/valuables or carry out fraudulent schemes; and 'rogue traders' who cold call at homes and over charge for unnecessary work, damage property deliberately and use intimidating behaviour to extort money. Perpetrators are often travelling criminals or members of SOCGs. Victims are often reluctant to report crimes, either through embarrassment, or fear of losing their independence and in some cases are unaware they are a victim.</p> <p>Prevention is key to reducing the impact of doorstep crime. We will work with a wide range of partners to identify best practice and also deliver a national multi-agency initiative to tackle the crime ('Operation Monarda').</p>	<p>We will work with communities to raise awareness of doorstep crime, and its impact, by developing a communication plan, using both traditional approaches and modern communication methods.</p> <p>This will incorporate prevention messages, practical advice and support targeted at those most vulnerable and also those who can intervene to protect potential victims.</p>	<p>We will capture and progress our use of intelligence relating to doorstep crime in order to inform prevention and enforcement activities.</p>
<p>Work with partners to tackle online fraud and protect individuals and businesses from this threat.</p>	<p>The complexity of cyber enabled fraud poses a significant challenge and we will work in partnership to effectively tackle it. In particular we will work with the Scottish Business Resilience Centre to target online fraud and protect individuals and businesses.</p>	<p>We will work together, across a variety of internal functions and disciplines, to raise awareness of the problem of fraud. Through our collective expertise, we will encourage potential victims to take simple steps to secure themselves online.</p>	<p>We will equip officers with the necessary skills to recognise the drivers of economic crime and submit intelligence accordingly. This will enable us to collaborate with private sector and academia to develop our understanding of</p>

			<p>emerging threats from fraud and theft. We will work with partners to develop effective methods to communicate those risks, share good practice and protect our communities.</p>
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Supporting our priorities

All local policing and specialist divisions within Police Scotland contribute to the delivery of operational priorities outlined above. These local and specialist officers and staff provide vital support that cuts across all our priority areas and they are vital to the service we provide as we protect the public and communities. The next section of this plan will highlight the contribution of the following:

- Local Policing Divisions
- Specialist Crime Division
- Contact, Command and Control Division
- Criminal Justice Services Division
- Operational Support
- Corporate Support Services

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Local Policing

Police Scotland's thirteen Local Policing Divisions are committed to helping keep the communities of Scotland safe through a progressive, resilient and locally focused service. Policing delivery is focused on the national priorities described in this plan and local priorities, as outlined in Local Policing Plans. The Scottish Government's Strategic Police Priorities² were refreshed in 2016 after a period of consultation and are at the very heart of local service delivery and inform planning at local community level.

Planning and Partnerships

The introduction of Local Outcome Improvement Plans (LOIPs), derived under the Community Empowerment (Scotland) Act 2015, provided an opportunity for Local Policing Divisions to plan more cohesively with partners, focusing on improving local outcomes for the public and communities. This approach allows flexibility in the implementation of local plans to achieve improved outcomes and service delivery.

Local Policing Divisions will continue their commitment to strengthen existing relationships and develop new partnerships. Community participation legislation provides a valuable opportunity to strengthen partnership networks, engage seldom heard voices within communities and pay recognition to organisations who provide continued and invaluable support to Police Scotland.

More information can be found at the following link:

<http://www.scotland.police.uk/about-us/community-empowerment-act/community-participation-requests/>

Change

Local policing in Scotland is on a journey of change, aligned to the long-term vision of our strategy. The 'Local Approaches to Policing' programme, includes a commitment to develop evidence-based local policing models that reflect the demands for service and take into account the differing needs of rural, remote and urban communities. Our dedicated teams will work with policing practitioners and key stakeholders to build an evidence base that supports effective and sustainable change. The phased rollout of mobile devices for front-line officers will increase their visibility and capacity to address our priorities and the issues our communities face.

Local Policing Divisions will take a considered approach to change through quality improvement processes. The scope of this work is extensive and will contribute to improving the lives of the most vulnerable members of our communities.

² <http://www.gov.scot/Topics/Justice/policies/police-fire-rescue/police-scotland/StrategicPolicePriorities>

Specialist Crime Division (SCD)

SCD supports local policing and keeps people safe through the provision of access to national specialist investigative and intelligence functions. SCD's main areas of focus are:

- Major Crime (including all homicide investigations)
- Public Protection
- Local Crime
- Organised Crime and Counter Terrorism
- Intelligence Support
- Safer Communities

Cyber

In addition to the commitments described under each of our policing priorities, and as part of the policing 2026 strategy, a programme of work to review and develop our cybercrime capability has commenced. This aims to ensure that our future infrastructure will enable us to deliver an excellent service to all of Scotland's communities, irrespective of the ever-increasing advances in the digital, technological and cyber arenas. Four key themes will form the foundation for how the programme will develop;

1. **Digital knowledge and skills:** Our investigative capability will be enhanced by upskilling our workforce to ensure that we are appropriately equipped to tackle any crime with a digital, technological or cyber facet
2. **Digital investigative, intelligence and analytical capacity and capability:** We will enhance our intelligence and analytical capability and realise opportunities to exploit the criminal digital footprint
3. **Digital safety, prevention and resilience:** We will proactively communicate the Scottish Government's cyber resilience message to improve cyber safety, prevention and resilience; and support victims of cybercrime
4. **Digital Forensic Services:** We will invest to improve the quality of digital forensic services

We will deliver the following related commitments:

- Formulate a Cybercrime Threat Assessment
- Establish a Cybercrime Safety, Prevention and Resilience Unit
- Enhance our cyber incident reporting mechanisms
- Establish a Police Scotland Cyber Resilience Board

Brexit

The UK leaving the European Union will have a significant impact on Police Scotland, our partners and the communities we serve. SCD has formed a dedicated team to explore the impact of Brexit on policing in Scotland. We will work closely with partners in government and policing across the UK and Europe to identify and mitigate against any negative impact.

Contact, Command and Control Division (C3)

C3 provides frontline advice, support and assistance to Scotland's public and police alike. It is divided into two distinct work areas: service centres handling all 101/999 calls and control rooms - our highly skilled staff and officers provide 24-hour support to resolve enquiries, prioritise and task incidents and supply frontline officers with operationally critical information.

C3 continues to focus on delivering a high quality service and improving efficiency through the C3 Integration and Remodelling programme. As part of our drive for continuous improvement, C3 will deliver the following activities.

Developing our people

The delivery of high quality induction and initial training of new recruits remains key to the success of the Division. This is supported by a focus on the continuous professional development of our people to ensure a culture of ongoing learning and continuous improvement. We will focus on delivering essential, effective and relevant training for our staff.

Our learning culture is further underpinned by our 'notable incident' process - a mechanism by which C3 staff highlight incidents that are identified as learning opportunities. We will continue to build on this to drive further improvements.

Integrated communications

Procurement of a single, national Integrated Communications Control System (ICCS) will progress to prepare Police Scotland for the introduction of the new Emergency Services Mobile Communications system that will replace our current radio communication system 'Airwave'. This new more efficient system will improve police communication technology and deliver efficiencies.

Police Scotland Service Centre

In addition to the ICCS, we will seek to procure a replacement single, national ICT service centre solution. Procurement and implementation of this platform will follow just behind the ICCS. Work will continue to develop a public engagement and access strategy as part of the 2026 change portfolio. This will ensure we drive forward improvements in the service which C3 delivers at first point of contact, resolving enquiries in the most appropriate manner.

Contact Assessment Model

Implementation of a new Contact Assessment Model (CAM) in C3 will enable us to recognise and respond appropriately to the needs of individuals and communities. It will inform the appropriate deployment of response officers based on assessment of risk and vulnerability – working with partners to provide the appropriate response based on need and provide an improved service and contact experience.

National Database Enquiry Unit

As part of the C3IR programme, we will begin the phased implementation of the National Database Enquiry Unit (NDEU). Based across Glasgow and Inverness, the NDEU will deliver database checks to support frontline officers on a 24/7 basis.

Criminal Justice Services Division (CJSD)

CJSD is a national division with staff located across Scotland delivering modern criminal justice services. It supports the prevention and detection of crime and maximises collaborative opportunities with partners that are effective and efficient for all service users at the point of need.

CJSD includes the delivery of:

- Custody services
- Case and records management
- Crown Office and Procurator Fiscal (COPFS) liaison
- Disclosure administration
- Productions and lost and found property management
- Administration of warrants, court orders, interdicts, fixed penalty tickets and direct measures

CJSD is at the forefront of change and continues to review practices and processes to deliver improvements. For example, the implementation of the Criminal Justice (Scotland) Act 2016 in early 2018 represented the most significant change to criminal procedure in Scotland for a generation. We will continue to monitor the impact of the Act on our procedures and processes and make the necessary adjustments where appropriate.

In addition, we will continue to progress an ambitious programme of projects to drive improvement, as part of our 2026 change portfolio. These include:

Custody remodelling

The remodeling of custody services is part of our change portfolio and we will deliver improvements across the custody estate to support local policing delivery, including the design of a new custody model, aligned to our national estate strategy.

Productions remodeling

We will improve our production management processes and ensure consistency across Scotland. We will develop a productions model that is fit for purpose and will compliment service improvements within the wider criminal justice community.

Alternative approaches to prosecution

We will scope the viability of speed awareness courses in Scotland, as an alternative to prosecution. It is intended to help drivers understand the consequences of speeding, with the aim of modifying driver behaviour and preventing reoffending.

In addition to key projects described above, we will continue to work with partners to:

- Develop an ICT solution for police witness scheduling to reduce the time police officers spend at court so that they can spend more time in communities
- Support the reforms to Sheriff and Jury Court procedure in the Criminal Justice (Scotland) Act 2016, including earlier and closer contact with witnesses
- Deliver a high standard of healthcare to those in police custody; and review our case processing procedures and improve use of direct measures

Operational Support

Operational Support is a national division designed to support local policing divisions through the provision of highly trained officers, equipment and advice. Operational Support officers are based across Scotland within the following distinct functions: Road Policing (see 'Road Safety and Road Crime' section above), Specialist Services and Emergency, Events & Resilience Planning.

Specialist Services

Our specialist services function includes:

- air support
- armed policing
- dive & marine unit
- dog unit
- hostage & crisis negotiation coordination
- mountain rescue
- mounted section
- search/public order
- football coordination unit

Specialist services will continue to:

- Provide specialist resources to meet communities needs and protect them from risk and harm
- Fully exploit specialist search capability across all areas
- Support communities to prevent public disorder, promote public safety, maintain order and, where incidents occur, a swift return to normality

Specialist services will continue to deploy an array of specialist resources across the country, providing a high profile policing presence in response to operational demand and the associated threat, risk and harm posed to communities. This will include delivering specialist training to ensure we have the capabilities to respond to issues such as terrorism or spontaneous major incidents.

As part of our change portfolio, we will continue the rollout Taser equipment to provide additional protection to officers and communities, following appropriate engagement. We will also provide additional support to operational policing through the deployment of unmanned aerial vehicle technology.

We will continue to provide highly visible patrols with our specially trained and equipped armed officers to provide public reassurance and mitigate the threat of terrorism.

We will continue to support local policing with the safe delivery of football policing operations and to tackle criminality associated with football, including hate crime, disorder and violence.

Emergency, Events and Resilience Planning (EERP)

EERP ensure that our communities are well equipped and prepared to deal with all threats to public safety, including terrorism, major incidents and events, natural disaster and extreme weather. EERP will continue to:

- Ensure a high state of preparedness to mitigate and respond to major incidents or terrorism and maintain service delivery;
- Review notified public events and work closely with partners to ensure public safety at all such events; and
- Maintain and improve our business continuity plans, ensuring a high level of preparedness to respond to disruptions and maintain service delivery to the public and communities.

EERP will lead a programme of training, testing and exercising of plans to mitigate the impact of any terrorist incident, including lessons learned from recent events and the raising of the national threat level to critical. Preparedness for major incidents will be ensured through training and exercising, alongside partners, of the newly developed major incident plan.

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Corporate Support Services

The purpose of our Corporate Support Services is to enable and support the delivery of operational policing to meet the challenges outlined in our Policing 2026 strategy.

The officers and staff within Corporate Support Services deliver the following functions:

- People and development
- Finance
- Strategy and governance
- Change and project management
- Commercial services (fleet, procurement and estates)
- ICT
- Business support for operational policing

Corporate Support Services are undergoing a period of change, aligned to our strategy, and we will coordinate delivery of our 3 year implementation plan as part of the journey to transform our organisation. In 2018/19, both our staff and communities will see the early benefits of our change programme. For further information please visit:

<http://www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-3-year-programme-2017-2020?view=Standard>

Accountability

Effective scrutiny and oversight are key elements to ensure that policing retains the trust and confidence of the communities of Scotland. The governance structures outlined below, are designed to ensure that Police Scotland provides a service that is relevant, legitimate and consistent with the principle of 'policing by consent'.

Scottish Police Authority

Police Scotland presents quarterly performance reports to the SPA, providing evidence relating to the delivery of this plan. These quarterly performance reports are presented at SPA full board meetings. These reports and meetings can be viewed online. Please visit this site for further details: <http://www.spa.police.uk/meetings-events/board-meetings/>

Crime and performance statistics are published by the SPA. Please visit this site for further details:

<http://www.spa.police.uk/performancepages/spaperformanceframework/>

Justice Sub-Committee on Policing

The Scottish Parliament has a duty to review policing, via the Justice Sub-Committee on Policing, where key issues of interest are discussed. Please visit this site for further details:

<http://www.parliament.scot/parliamentarybusiness/CurrentCommittees/policing-sub-committee.aspx>

Crime and Justice Statistics are published by Scottish Government. Please visit this site for further details: <http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice>

Local scrutiny

Each of Scotland's local authorities also has scrutiny arrangements in place to allow them to influence policing at a local level. This successful partnership between local authorities and local Police Scotland divisions is evident in close working relationship within Community Planning Partnerships and other local planning arrangements.

Her Majesty's Inspectorate of Constabulary in Scotland (HMICS)

HMICS provides independent scrutiny of both Police Scotland and the SPA to deliver services that are high quality, continually improving, effective and responsive to local needs.

Police Investigation and Review Commissioner (PIRC)

The PIRC undertakes independent investigations into the most serious incidents involving the police and provides independent scrutiny of the way police bodies operating in Scotland respond to complaints from the public.

Engaging with us

Contact us

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about this plan or our service, please contact us at: www.scotland.police.uk/contact-us

Engagement

A draft of this plan was shared online in early 2018 to allow the public and our partners to provide feedback to us. This feedback was captured and used to shape the final version of this document.

Your View Counts

Our public consultation is for you to tell us what you think is important to you and your community. We value your opinion and are keen for you to take part in the survey by visiting:

<http://www.scotland.police.uk/about-us/decision-making/public-consultation/local-policing-consultation>

This Annual Police Plan is available in various alternative formats. If you would like to find out how to access a Gaelic or BSL version, please contact us via:

www.scotland.police.uk/contact-us

Minicom Service - deaf, deafened, hard of hearing or speech impaired people can call us on 1 800 1101

Equality and Human Rights Impact Assessment (EqHRIA)

This plan was subject to an EqHRIA. In compliance with the Scottish Public Sector Equality Duty, a summary of EqHRIA results has been published alongside this document on our website:

<http://www.scotland.police.uk/about-us/police-scotland/strategic-planning/>

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