



Scottish Police Federation

5 Woodside Place Glasgow G3 7QF

JCC Circular 9 of 2015

Ref: CS/DR/LS

12 February 2015

Dear Colleague

Police Scotland 2015/16 Annual Police Plan – Consultation

I refer to the above and attach herewith the relevant paperwork. Please submit any comments/observations to Lesley.stevenson@spf.org.uk by **Friday 20 February 2015**.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Calum Steele', written over a horizontal line.

Calum Steele
General Secretary

Police Scotland

Annual Policing Plan – 2015/16

DRAFT

VERSION 1.2

Purpose, Focus and Values

Our Purpose

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

Our Focus

Keeping People Safe

Our Values

Integrity, Fairness and Respect

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Foreword – Chief Constable

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

This Plan has been set against the backdrop of recorded crime in Scotland reaching a 40 year low, when the pressure on public finances remains high, and throughout a period of unprecedented transition for policing in Scotland.

Our activity remains focused on prevention through the policing service we provide to our local communities across the country. The priorities identified for our local policing teams are determined by direct feedback from local communities. Our public consultation survey increased by more than 25% from the previous year to 43,119 people and we are committed to continually improving on this. This feedback, along with the priorities set by the Scottish Police Authority's Strategic Police Plan, the Scottish Government's National Outcomes and extensive intelligence and analysis have resulted in a comprehensive list of identified national priorities, namely:

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

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

Although official figures indicate that crime across the country continues to decline, I believe more can be done to prevent further crime by listening to our communities; by building upon previous successes and by forging stronger links

with our partners to reduce crime and lessen the impact of crime on victims and their families. We will use all the tools and intelligence at our disposal to find more effective ways of preventing crime and detecting offenders.

With our focus on prevention, throughout the year we will continue our focus on tackling violent crime, domestic abuse and all forms of sexual crime. By focusing on the offender and working with our partners to ensure victims get the right support, we will target those who commit crime to protect people at risk of harm.

We will also be working hard to tackle serious organised crime, crime on our roads and manage the threat from terrorism. We will continue to target acquisitive crime and anti-social behaviour and drug crime will also remain at the forefront of our activities. By targeting offenders and working with our criminal justice partners we will ensure that the trend for the development of 'new psychoactive substances', so called 'legal highs', remains a priority.

Road safety remains a priority and is consistently raised as a concern by local communities across the country. While we are making good progress to meet the Scottish Government's 2020 targets for reducing casualties, this cannot be achieved without all partners and agencies working together to keep people safe on our roads.

Integrity, fairness and respect are the values that define Police Scotland and underpin all our actions and activity to keep people safe. I believe the successes realised during our first two years are due to the commitment of our officers and staff, underpinned by effective partnership working and most crucially the unwavering support from the communities we serve.

As Police Scotland matures as a service and we build a policing service for the future, our Corporate Strategy will continue to support operational policing. As society changes and the nature of crime changes, we will ensure we continue to provide a policing service that meets the needs of our communities now and in the future.

Comment – SPA

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Introduction

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

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

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

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

The Strategic Police Plan ([link to SPP](#)) outlines the strategic police priorities and objectives we must work towards to fulfil our purpose. These outcome focused objectives were developed in partnership with the SPA and summarise what we collectively need to achieve.

GRAPHIC – To be included

The following chart shows the links between the Public Consultation Survey, Very Local Plans, Local Policing Plans into the Annual Police Plan to identify our Police Priorities, and how these are informed by and inform the Strategic Assessment, Corporate Strategy Strategic Police Plan and the SG Priorities.

Police Scotland produces an annual Force assessment which provides an evidence base for our operational priorities. This assessment is an analysis of the threat from crime and intelligence to communities across Scotland, taking into consideration what is important to the public from the findings of our Public Consultation Survey. Other external factors are also considered, such as the economic environment and any planned legislative changes, to provide a comprehensive picture of the issues that may affect delivery of policing services.

The Force assessment is also underpinned by evidence from 14 Divisional assessments which consider the same issues at a local level, right down to each community.

This process identifies our key operational priorities, linked to the strategic police priorities, which we will deliver at a national level and locally with our Community Planning Partnerships through Single Outcome Agreements. ([link](#))

Our national priorities for 2015/16 are:

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

This Annual Police Plan sets out these priorities and key operational themes, under which sit a series of commitments and a description of how we intend to deliver these and report on our progress, both nationally and locally.

Local Policing

We know that our communities have their own local issues and policing requirements in a built up area will be different to those of rural areas.

Local Policing is fundamental for service delivery and effective problem solving at a local level. This is the best means for preventing crime and improving wellbeing tailored to local needs, recognising different and often individual community safety challenges that exist across Scotland. Local police officers based in these communities are best placed and skilled to both understand and respond to the challenges of places through effective engagement with residents and partners.

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

We are then able to provide excellent, visible, quality service to the wider community and better support to the most needy.

This ensures that local issues which do not make force priorities are addressed locally. These include emotive issues such as **Wildlife Crime** and **Acquisitive Crime**.

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

There are 17, 234 Officers¹ within Police Scotland, with 75 per cent attached to Local Policing. Seventeen per cent are Specialist Regional Officers based in the North, East and West and the remaining 8 per cent attached to National Units.

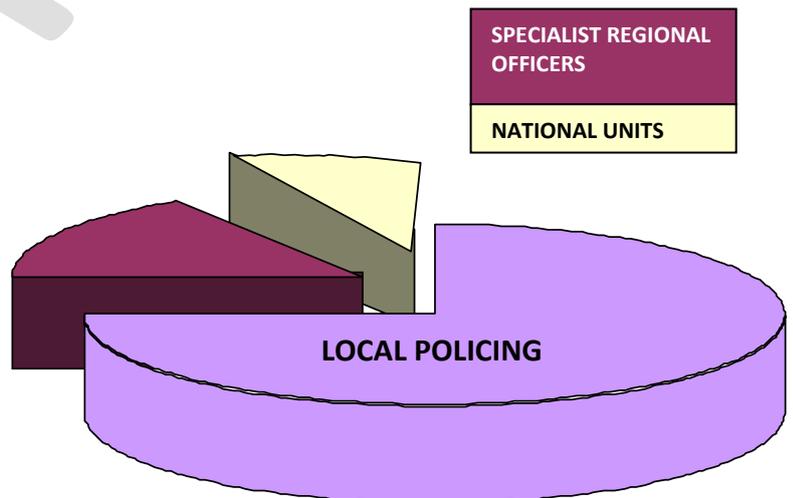
To be effective, our organisation is structured in this way, with each area having their own skills and expertise but none of which work in isolation (see page 31).

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

Managing our performance is key to ensuring that the tactics we employ are delivering the outcomes required to meet our priorities and objectives. All of our outcome focused actions are underpinned by a performance management framework to ensure that we focus policing activity in the right places at the right times. This evidence based knowledge is used to inform our Tasking and Performance processes.

Policing in Scotland is now subject to a greater level of scrutiny than ever before, (see page 32).

Police Scotland is also scrutinised locally by amongst others, Community Councils, Local Authorities, Local Licensing Boards, CPPs and Multi-Cultural and Faith Groups, all of which hold us to account in different ways for our actions.



¹ This is the minimum number of officers set by SG. At time of writing the actual number of officers was 17???.

Our Communities – Our Priority

Very Local Plans/ Local Community Plans

(previously Multi Member Ward Plans) are produced by Local Policing Inspectors to address community concerns specific to their local areas. These are compiled from feedback from the local community and statistical data. These plans are truly local and are unique for each local area.

These plans together with the **Local Policing Plans** for each of Scotland's 32 local authority areas, ensure that local policing remains at the heart of what we do.

This is achieved by working together with communities, as well as a wide range of public and private sector partners and agencies.

Public Confidence in policing in Scotland is high and the support and co-operation from our local communities across the country plays a vital role in our shared success in **Keeping People Safe**. The views and concerns of communities across Scotland are at the heart of our local operational policing priorities. Through our day to day engagement, and more formal public feedback, we can ensure the service we provide meets the needs of communities; and by working together, we can find local solutions that meet local needs.

Public views inform our policing plans and we are committed to continually increasing the number of participants who provide feedback.

In 2014 our **Public Consultation Survey** attracted 43,119 responses (an increase of 28.1 per cent on the previous year). The table below illustrates how the public, across Scotland, identified Violent Crime, Drugs, and Speeding Motorists as their top 3 priorities. In some of our communities, Anti-social Behaviour and Theft by Housebreaking were also ranked in the top 3.

Each Very Local Plan contains the priorities unique to that area. For example, the Very Local Plans for rural areas in the North of Scotland do not have Violent Crime as a priority as this is not a concern locally, however in the City areas this is the number one concern for our communities.

PUBLIC CONSULTATION (TOP 3 PRIORITIES)	%
Violent Crime	45.2
Drug dealing / drug misuse	36.7
Speeding motorists	29.2
Youths causing annoyance	28.2
Homes being broken into	25.4
Rowdy drunken behaviour in public places	23.2
Dangerous and/or anti-social driving	18.2
Vandalism/graffiti	18.2
Theft of personal property e.g. Bicycles, tools etc	16.0
Littering/fly tipping	14.8
Bogus workers/callers	13.2
Cars being stolen or broken into	11.4
Wildlife crime	3.6
Other – based on free text option inc. dog fouling/parking	4.5

Strategic Assessment

The Strategic Assessment takes into account the Very Local Plans, Local Policing Plans, Public Consultation and Environmental Scanning to identify the greatest areas of risk to Police Scotland. It also takes into account the Scottish Government Priorities, National Outcomes and the Strategic Police Plan.

Taking into account risk, threat and harm to our communities, the Strategic Assessment provides an overview of crime and disorder issues and identifies emerging issues.

The 'very high' risk areas become our priorities. Issues identified locally or through consultation that are not 'very high' risk are contained within Very Local Plans and delivered at a local level.

The views and concerns of communities across Scotland are at the heart of our local operational policing priorities.

Every hour of every day our 12,000 locally based officers spend time within communities in Scotland, patrolling communities, preventing and recording crime, attending homes, schools, hospitals and businesses providing, advice and assistance whenever and wherever people require. Whether responding to emergencies, facilitating events or providing support to people in need, our role has always been to listen to the needs of the people of Scotland and provide the right service in the right place at the right time.

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

This approach is carried out at a local level **in our Local Policing Plans (1)**, to ensure we can find local solutions that meet local needs. whereby the results feed up to provide the national policing priorities, outlined within this Plan.

Delivering on our Priorities – Local and National

At the beginning of each year a set of **Key Performance Indicators (KPI)** are identified.

KPIs evaluate our success and are set to assist in achieving our priorities. They are an indicator, over the course of the year, as to whether we are on track to deliver the outcomes we promised in our Annual Police Plan.

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

In some divisions this meeting feeds into the **Community Safety Hub Meeting**. This meeting is a multi-agency meeting with representatives from the various LA departments, Scottish Fire and Rescue and Police Scotland, who similarly meet to discuss how to tackle local neighbourhood problems together.

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

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

The Local Policing Assistant Chief Constables, North, East and West hold a monthly **Divisional**

Commanders Meeting. They examine delivery of our priorities across the geographical area.

The **Force Tasking and Performance Board** is held monthly and chaired by the Local Policing Deputy Chief Constable. They are attended by all Divisional Commanders and Commanders of non geographical divisions (e.g. Custody), as well as the 4 Local Policing Assistant Chief Constables. The previous month's performance across the country is examined as well as our performance for the year to date.

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

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

The Chief Constable also holds **Senior Management Team meetings** twice a week where all incidents of note are discussed and resources deployed if required.

The Future

Our journey of major, fast-paced change has been challenging and much has been achieved. Despite this our service to communities has not faltered and customer satisfaction remains high. This transition has already delivered extensive benefits, however an important transformational journey remains ahead as we continue to realise the benefits of reform and shape our organisation for the future to ensure it continues to meet the needs of our communities.

The Scottish Government Justice Strategy sets out the vision and outcomes for justice in Scotland and states that, "We must continually look for ways to do things better and more cost-effectively, informed by the evidence of what works."

We continue to ensure that Police Scotland is a modern, forward-looking organisation that uses resources efficiently, particularly in line with the

challenging financial environment within which we exist.

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

A review of the relevancy of the **Multi-Member Ward Plans (now Very Local Plans)** has recently commenced. When introduced these plans were aligned to the existing political boundaries and were considered a positive and appropriate response to local needs. They were supported by local consultation.

The initial review findings suggest there is mixed opinion as to the benefit of such narrow plans. The 32 SOA were reviewed and contained identified local priorities. It is also felt that there is no need to necessarily align the Very Local Plans to the local authority wards.

The challenge for Police Scotland is to have a flexible, truly local planning process which reflects the needs of communities. Engagement with COSLA, Local Authorities and Local Policing Commanders will commence shortly and be completed in Q1 2015/16.

To enhance this approach, it is proposed that local geographical structures linked to CPPs or Local Authority area forums will become the focus of future service planning for Local Commanders to enable more collaborative working to meet the needs of communities. Further consultation on this proposal will take place with local authorities in the coming months before any changes are implemented.

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

- Making best use of our people;
- Reducing inefficiency in our processes;
- Innovative use of technology;

- Modernising our physical assets;
- Increased partnership and collaborative working (identifying smarter ways to deliver public services).

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

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

Engagement with Communities

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

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

Our Strategy incorporates both intelligence driven and problem solving policing responses, aimed at providing sustainable solutions to

reduce the need for police to continually revisit crime problems.

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

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

We are developing a **Community Engagement Strategy** that builds upon examples of good practice identified throughout Scotland to establish a framework by which Police Scotland will support effective community engagement and provide a structure to inform policing and partnership priorities. The central aspect of our Strategy will be to further empower Divisional Commanders to decide how local resources will be deployed to achieve the outcomes our communities tell us are important to them.

The link between what are national priorities and delivery of policing at the local level is an issue which Police Scotland has been developing since our formation. The following are examples of locally and nationally developed policies and initiatives that will be delivered locally and contribute to both local and national priorities within communities during 2015/16.

Keeping People Safe can only be achieved by working together with our partners and with the communities we serve. We recognise the need to actively engage with the diverse range of

communities which we serve and our **Equality and Diversity Outcomes** will ensure a consistent approach and a high quality of service, delivered in conjunction with our partners where appropriate, which is responsive to local needs and demonstrates our core values of integrity, fairness and respect.

Our **Youth Engagement Strategy** is currently being developed in consultation with the Police Scotland Youth Advisory Panel which is made up of children and young people aged between 12 and 25 years from various backgrounds and areas throughout Scotland. This Strategy will support the broad spectrum of police interaction with children and young people and includes children as witnesses and victims, child safety and protection, offending, crime prevention and engagement.

Community Lay Advisors were recruited to deal with a variety of diversity issues. To support this process and allow for scrutiny and counsel to be provided at a strategic level, a **National Independent Strategic Advisory Group (NISAG)** has been developed. The group members are formed from a range of different protected characteristics². It offers both Police Scotland and the SPA a forum in which to engage, and provides a wide range of perceptions which help to guard against disadvantaging any section of our community, and indeed any section of the workforce, through lack of understanding, ignorance or mistaken belief.

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

In partnership with other agencies, Police Scotland has created the 'Nominated Neighbour Scheme' which is a prevention tool aimed at protecting vulnerable home owners and residents from **Doorstep Crime**. The scheme provides cold callers with contact details to speak with a nominated neighbour.

² as defined by the Equality Act 2010

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

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

Our **Safer Virtual Communities** initiatives include the implementation of a Cybercrime Strategy and associated operational practice. Online personal safety advice and practical crime prevention measures can be found on the Police Scotland "Keep Safe" website. ²

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

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

The community triage pilot with Local Policing and Greater Glasgow and Clyde Health board was approved and implemented on 5 January

2015. Lothian Health Board will shortly run this pilot in Edinburgh City.

A mental health micro site on the Police Scotland intranet is now live, providing our staff with useful guidance and information on services available at both national and divisional levels

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

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

In August 2014, section 8 of the Act was introduced allowing victims of certain crimes to specify the gender of their interviewing officer with further sections to be implemented from January 2015, establishing reportable standards of service for victims and witnesses; allowing victims and witnesses to formally request certain information from us; and establishing categories of vulnerable witnesses who will be entitled to special measures at court.

A review of all relevant Police Scotland procedures and associated toolkits has been undertaken with advice and guidance provided to officers and staff. We have also developed new

recording and reporting procedures to ensure compliance with the required standards of service.

¹ Where to find local plans etc

² Link to “Keep Safe” website

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Priority – Violence, Disorder and Anti-Social Behaviour

We will:

- Establish a nationally co-ordinated approach to tackling violence
- Reduce violent crime, including alcohol-related violence
- Reduce incidents of anti-social behaviour and disorder
- Increase detection of violent crime, domestic abuse & hate crime offenders
- Work with partner agencies to support victims of domestic abuse

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Violence, Disorder and Anti-Social Behaviour

Violent crime reduced by 10% between 2013 and 2014 whilst overall detection rates continued to increase. Police Scotland remains committed to continuing this trend by maintaining our prevention, partnership and intelligence led investigative approach to keep people safe. Our recent survey shows Scotland's communities expect us to prioritise reducing violent crime and anti-social behaviour, making a positive contribution to their wellbeing and safety.

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

Having seen a further 4% reduction in disorder and anti-social behaviour during 2013 and 2014, we are rolling out nationally a series of business intelligence tools which will improve our local policing operations, ensuring we are better equipped with the best analytical evidence to understand where and when our officers should be deployed. This will allow us to better identify offending patterns and hotspots, ensuring we **reduce incidents of anti-social behaviour and disorder**.

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

The force has established a National Stop Search Unit to provide scrutiny and governance around the use of this policing tactic. Further, the learning gained from the stop search pilot in Fife Division and engagement with partner agencies will assist in the provision of best practice for the

year ahead. A **national violence and disorder prevention strategy** will be developed to ensure a consistent approach to tackling those issues causing the greatest threat, risk and harm to our local communities.

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

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

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

Reported domestic abuse incidents dropped over 2013/14; however Police Scotland continues to actively targeting perpetrators while keeping victims and their families safe. Our divisional Domestic Abuse Investigation Units will continue to support local officers in communities, with our National Domestic Abuse Task Force targeting

perpetrators who pose the greatest risk of harm. We will continue to work proactively with a range of partners via regular Multi-Agency Tasking and Co-ordinating meetings ensuring we work effectively together to protect victims and prevent further abuse.

We will continue our efforts to eradicate the blight of **hate crime** from Scotland. Through the continued use and expansion of over 300 third party reporting centres, we will attempt to break down the barriers that inhibit victims from reporting hate crime to us. Perpetrators will be dealt with robustly and working effectively with partner agencies, appropriate support will be provided to victims. This work underpins our commitment to **increase detection of violent crime, domestic abuse & hate crime offenders**.

Domestic Abuse Recorded by the Police in Scotland, 2012-13 – Scottish Government (need to get 2014 figures)

Priority – Road Safety and Road Crime

We will:

- Reduce Road Casualties
- Reduce Road Crime and Positively impact on the use of Roads by Criminals

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Road Safety and Road Crime

Road safety remains a consistent priority for communities across Scotland. Scotland's roads network is diverse and provides lifeline links to our rural communities. It is estimated that road users travelled more than 40,000 million kilometres on the roads network in **2013**, either in built up estates, on national motorways or rural roads either for work or leisure.

In **2013** there were **172** fatalities and **1,672** serious injuries¹ on Scotland's roads, representing a **41%** and **35%** reduction respectively against 2004/08 baseline average. We have made good progress but there is still much to be done to achieve our aim of **Reducing Road Casualties** and meeting the Scottish Government's 2020 casualty reduction targets.

The cost of death and injury on our roads is significant, not only from the impact to victims and their families but to communities and the wider economy. The creation of Police Scotland has allowed us to ensure that Road Policing is a priority for every officer.

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

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

Our aims are:

- to positively influence behaviour that keeps people safe on our roads

- to deter offenders
- to detect criminality on the roads network and positively impact on the use of roads by criminals and their networks

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

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

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

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

Detecting and deterring road crime and anti-social use of vehicles remain key commitments for Police Scotland. We will use Automatic Number Plate Recognition technology, working with partner agencies, to assist us to detect criminals on our roads, arresting offenders and seizing vehicles where appropriate. Furthermore,

with targeted patrolling and vehicle stops we will detect and seize contraband under the Proceeds of Crime Act and the Misuse of Drugs Act. We will continue to target and deter offenders and detect all types of criminality on our roads. We will consult on engineering solutions (such as traffic calming) and will effectively coordinate and deploy the use of Safety Camera Programme assets.

Road Safety and Road Crime are priorities for Police Scotland; put simply, we commit 'to influence road user behaviour and make Scotland's roads safer'.

1 - Key Reported Road Casualties Scotland 2013 -
Transport Scotland 2014

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Priority – Protecting People at Risk of Harm

We will:

- Implement a prevention strategy in respect of abuse of children and adults at risk of harm, ensuring that all staff are equipped to respond appropriately to such incidents
- Develop an intrusive review regime of child protection
- Implement a national child abuse database
- Utilise new technology and techniques to improve investigation of cyber based child abuse
- Reinforce the prevention strategy to tackle rape and serious sexual crime whilst maintaining a victim focus
- Prevent, deter and detect those involved in human trafficking
- Establish a national strategy in respect of prostitution
- Implement a national inspection model for sex offender management procedures within local divisions and establish a national strategy for the management of certain serious and violent offenders

Protecting People at Risk of Harm

Tackling sexual crime and the exploitation of children and people at risk of harm remains a priority for Police Scotland as well as the communities we serve. Significant media attention has recently centred on prominent individuals and gangs suspected of abuse. These events have galvanised public concerns and placed the protection of those at risk of harm in the spotlight both locally and nationally.

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

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

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

Communities and individuals most at risk will be supported through multi-agency action to reduce risk and prevent abuse from occurring.

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

Of all the people at risk of harm, children are particularly vulnerable and our communities demand that all partner agencies work strenuously to protect children from harm. In this regard, we will **develop an intrusive review regime in respect of child protection** through the evolution of the National Child Abuse Investigation Unit. This will provide a dedicated, specialist investigative resource directly to divisions to support complex and high level child protection investigations.

We will also **implement a national child abuse database** to improve investigations and contribute to the overall assessment of child abuse in Scotland, including non-recent abuse and those investigations where people in the public eye are suspected of abuse. We will consider best practice and use specialist skills to ensure we respond consistently and robustly when such crimes are reported.

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

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

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

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

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

Human trafficking is present and growing in Scotland. As we continue to understand the complexities of this emerging issue, we will **prevent, deter and detect those involved in human trafficking**. This will be done by developing an investigative strategy focused on early victim identification and effective use of intelligence, ensuring that victims' needs are met and investigations are of a consistently high standard. We will maximise existing crime strategies and share information between partners to prevent and target those involved in human trafficking.

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

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

Our National Offender Management Unit will also work with partners to implement new legislation to protect communities and prevent further crimes of violence by **establishing a national strategy for the management of certain serious and violent offenders**.

Priority – Serious Organised Crime

We will:

- 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
- Disrupt Organised Crime Groups through the use of Proceeds of Crime Act legislation
- Increase our targeting of the illegal use of legitimate business sectors
- Disrupt the supply of drugs and new psychoactive substances

Serious Organised Crime

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

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

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

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

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

As a service we accept that to truly impact on Serious Organised Crime we cannot work in isolation. This approach led to the establishment of the Scottish Crime Campus, bringing together partners from the Crown Office and Procurator Fiscal Service, the National Crime Agency and HMRC. The Crime Campus provides enhanced opportunities to conduct joint operations against Serious Organised Crime Groups. Along with our

partners we will **disrupt Organised Crime Groups through the Proceeds of Crime Act legislation** and deprive them of access to legitimate enterprises. We will maximise sharing of intelligence and improve inter-operability through the use of the Strategic Multi-Agency Response Team ethos to tackle serious and organised crime. This will generate a focused, joined up disruption strategy targeting licensed businesses linked to Organised Crime.

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

We will continue to play a key role on the Serious Organised Crime Taskforce, which involves a range of strategic partners including the British Transport Police and the Border Force.

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

The majority of Scotland's Organised Crime Groups are involved in the supply of controlled drugs. Communities in Scotland have indicated this is a concern; more than 36% of the people we asked cited this as one of their top priorities and subsequently **we will disrupt the supply of drugs and new psychoactive substances** by utilising all of our intelligence products to assist to proactively target those involved.

New Psychoactive Substances (commonly known as legal highs) are becoming more popular and Organised Crime Groups are exploiting the potentially lethal misconception that they are safe. The National Drugs Profiling Group has brought together experts from the fields of Policing, Community Safety, Medicine, Science and Government Policy to develop a

comprehensive understanding of the harm that new psychoactive substances can have on Scotland's communities.

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

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

Footnote to report on Cost of Organised crime report.

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Priority – Counter Terrorism

We will:

- Reduce and mitigate the risk of terrorism to Scotland
- Ensure that Police Scotland is adequately prepared to respond to any terrorist attack
- Expand use of the Counter-Terrorism Organisational Learning and Development model

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Counter Terrorism

Terrorism has the potential to significantly impact upon communities and businesses within Scotland. The threat level to the UK from international terrorism has been upgraded to SEVERE at the time of publication (meaning an attack is highly likely). We will work relentlessly with our partner agencies to ensure that the people of Scotland can go about their business safely, freely and with confidence.

Current conflicts across the globe, such as that in Syria and Iraq, will have long term implications for Counter Terrorism both in Scotland and the rest of the UK. Effective preventative and intelligence work will remain our most valuable tool to **reduce and mitigate the risk of terrorism to Scotland**. Staying ahead of the developing threat will remain challenging but achievable through the implementation of coordinated national and international cooperation.

Our objectives support the four key elements of the UK's counter terrorism strategy (CONTEST):

PURSUE: to pursue terrorists and those who sponsor them, such as through the use of Automated Number Plate Recognition technology by Roads Policing Units in order to detect and deter terrorist activity and create an environment within which it is difficult for terrorists to work.

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

PROTECT: to protect the UK by strengthening our defences against terrorism through the continued work of Border Command and our partners in the UK Border Force, HMRC and the Maritime and Coastguard Agency.

PREPARE: to mitigate or lessen the impact of a terrorist attack, most often through regular training of key responding assets, such as Uniformed Patrol, Firearms and Chemical, Biological, Radiological and Nuclear trained response officers, in partnership with other emergency services and government departments.

We will review the impact of the UK Counter Terrorism and Security Bill 2014-15 on operational strategy as it comes into law to further mitigate the risk of terrorism to Scotland's communities.

Police Scotland successfully and safely delivered a number of major events last year, including the Commonwealth Games and Ryder Cup, both global events. As part of this process, we undertook a number of live action exercises to test Counter Terrorism response plans, identifying enduring lessons to take forward into future event planning. We will continue to **ensure that Police Scotland is adequately prepared to respond to any terrorist attack** by taking an active role in national and local exercises and working with multiple partner agencies to ensure robust and well tested procedures and practices are in place.

We are working with resilience planners, businesses and government to **expand use of the Counter Terrorism Organisational Learning and Development model** and strengthen our protection against attack at key sites and locations.

Our national Organised Crime and Counter Terrorism Unit is now fully operational and greatly enhances our connections to partner agencies assisting our capability to respond to any emerging terrorist threat.

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

Major Events and Resilience

We will:

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

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Major Events and Resilience

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

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

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

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

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

The Scottish Referendum on Independence took place in September with Police Scotland playing a key role to ensure proceedings were conducted in a fair and inclusive manner and in accordance with the law. We produced detailed plans for the Referendum, which enabled every polling place in

Scotland to benefit from a permanent police presence, or regular visits from officers on patrol, to provide support to polling staff and the general public. Later the same month the Ryder Cup landed on Scottish soil at Gleneagles for the third largest televised sporting event in the world, and all eyes were once again on Scotland. Our policing of the tournament received widespread recognition from both sides of the Atlantic, reinforcing Police Scotland's global reputation for professionalism and effectiveness.

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

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

In the year ahead Police Scotland will ensure we are **prepared for unforeseen and planned major events**, responding alongside partners when these incidents occur to keep people safe.

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

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

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

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

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

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Our Operating Model

Local policing is at the heart of Police Scotland and its operating model ensures there is a strong focus upon it. Our 17,267 police officers are split over three tiers:

13,013 Local officers, supported by:

- 2,905 Regional and;
- 1,349 National officers.

Supporting our officers are our police staff who fill hundreds of vital roles in the Service, from solicitors or custody officers to licensing assistants, analyst programmers or human resources managers.

In addition we have 1,177 Special Constables who undertake operational duty as an integral part of local policing. Our Special Constables are citizens who volunteer to undergo police training and have the same legal powers as their regular counterparts. They are an important element of day to day policing, carrying out thousands of hours of patrol each year and providing a direct link with the communities we serve.

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

The model is demand-led, informed by evidence and intelligence, which enables us to ensure we have the right people in the right place at the right time to keep people safe and meet the needs of our communities.

On a quarterly basis we publish a full list of police officer numbers and their distribution across the local, regional and national tiers, including a breakdown for each divisional area. These figures can be accessed at

<http://www.scotland.police.uk/about-us/police-scotland/212598>

National and Regional Resources

Specialist Crime Division – our dedicated command within Police Scotland which focuses on keeping people safe through work in seven key areas: Major Crime, Public Protection, Divisional Crime, Organised Crime, Counter Terrorism, Intelligence, Safer Communities.

Operational Support Division – is designed to support Local Policing and the Specialist Crime Division through the provision of specialist trained officers, equipment and advice, as required. This includes various business units such as: Force Planning, Armed Policing, Specialist Operations, Dogs, Mounted Branch, Mountain Rescue, Air Support, Marine Unit, Road Policing.

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

Contact, Command and Control Division - is designed to provide frontline advice, support and assistance to the public and police alike. Split into two distinct work areas - Service Centres and Control Rooms, providing 24 hour support to resolve enquiries, prioritise and task incidents and supply our front line officers with operationally critical information.

Criminal Justice Division – manages our part of an intricate set of processes involving many different bodies and individuals within and outwith Police Scotland, which commence at the initial crime, offence or information recording process stage through to the disposal of reports and cases.

Licensing and Violence Reduction Division - brings together a wealth of experience and knowledge of reducing violence, disorder and anti-social behaviour using tools and tactics that are effective at targeting criminals and reducing crime.

Officer numbers correct as at date..

Managing our Performance

Managing our performance is key to ensuring that the tactics we employ are delivering the outcomes required to meet our priorities and objectives. All of our outcome focused actions are underpinned by a performance management framework to ensure that we focus policing activity in the right places at the right times. This evidence based knowledge is used to inform our local, regional and national tasking and co-ordinating processes.

Our performance management framework links to the Strategic Police Plan and contributes to delivering the national outcomes and the Scottish Government's purpose of creating a more successful country, with opportunities for all of Scotland to flourish through increasing sustainable economic growth¹.

Managing our performance informs our policing tactics and helps us target our officers and resources in the right place at the right time.

We hold regular performance and tasking meetings at local, regional and national levels. These share best practice and expertise to ensure we deliver the best possible service to all communities across Scotland, providing specialist support to local policing wherever and whenever it is needed.

Scrutiny and Accountability

As a public servant whose purpose is set in legislation, the Chief Constable is responsible for policing throughout the country. The SPA holds the Chief Constable to account for delivery of the objectives set out within this Annual Police Plan whilst carrying out an assessment of performance. Management information updates are provided to the Scottish Police Authority which are discussed at the full public board meetings. (link) This information is used to inform decision making around the deployment of resources in support of our vision of keeping people safe whilst enhancing the safety and wellbeing of communities across Scotland.

The Chief Constable also provides evidence to Scottish Parliament committees, including the

Justice committees on a regular basis. At a local level, all local policing divisions report regularly through the local scrutiny arrangements of Scotland's 32 local authorities and work closely with local community planning partnerships and other local partners. These include: Community Councils; local Licensing Boards; Community Planning Partnerships; and multi-cultural and faith groups, all of which hold us to account in different ways for our actions.

Official statistics are produced by the Scottish Government ^{3,4}.

1 Scottish Government Strategic Police Priorities <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/StrategicPolicePriorities>

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

3 Scottish Government Recorded Crime in Scotland 2012-13 <http://www.scotland.gov.uk/Publications/2013/06/9697>

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

Building a Police Service for the Future

Our journey of major, fast-paced change has been challenging and much has been achieved. Despite this our service to communities has not faltered and customer satisfaction remains high. This transition has already delivered extensive benefits, however an important transformational journey remains ahead as we continue to realise the benefits of reform and shape our organisation for the future to ensure it continues to meet the needs of our communities.

The Justice Strategy states that, “We must continually look for ways to do things better and more cost-effectively, informed by the evidence of what works.”

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

In planning for the future, we will shape and equip the organisation to continue keeping people safe and to meet the needs of local communities in the years ahead. We will seek to identify our future demands and challenges and find opportunities to improve our service and deliver efficiencies.

We will continue working with partners, including the Scottish Police Authority, to establish our strategy for the future of policing in Scotland. This will involve five key areas:

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

We will develop ways to better share good practice across the organisation in order to learn

from local experiences and commit to continuous improvement.

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

Continuous Improvement

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

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

Our Corporate Strategy

Police Scotland’s Corporate Strategy sets out our strategic direction and how we will develop the functions that support operational policing. The

current three year Corporate Strategy is building strong foundations enabling us to be prepared for the longer-term future. We will continue to monitor our progress towards achieving the commitments for Our People, Our Technology, Our Organisational Support and Our Finance. The associated projects and activities will continue to develop Police Scotland.

Innovative Projects

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

The i6 Programme

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

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

National Intelligence System

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

Contact, Command & Control

Police Scotland will continue to rationalise our contact, command and control structure in order to improve our response to 999 and 101 calls, introducing systems to better assess vulnerability at first contact and fully integrate the command and control of officers nationally. The changes

will ensure that the nearest, most suitable resources respond to incidents and will increase our capability to meet the demands of responding to critical and major incidents, irrespective of their location.

Criminal Justice

We will continue to work with our partners to deliver a redesigned Criminal Justice System, making it more efficient whilst protecting the principal of 'fairness'.

Custody

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

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

Estates

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

[Footnote to Corporate Strategy](#)

Publication

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

Address: Police Scotland Headquarters
PO Box 21184
Alloa
FK10 9DE

Telephone: 101

Web: www.scotland.police.uk/contact-us

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

This Annual Police Plan 2015/16 was laid before the Scottish Parliament by Police Scotland in pursuance of Section 35(4)b of the Police and Fire Reform Scotland Act 2013

Equality Impact Assessment

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

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

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

Join in on the conversation with us on the following:



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