



**To: Safer and Stronger Renfrewshire Thematic Board**

**On: 3rd February 2015**

**Report by:**

Shona MacDougall, Director of Community Resources

**Draft Annual Police Plan 2016/17 - Consultation**

**1. Summary**

- 1.1 Police Scotland is reviewing their Annual Police Plan for 2016/17 and a draft plan is attached as Appendix 1 to this report. Police Scotland are seeking the views of key stakeholders on the proposed plan which has been developed with a focus on the themes of Localism; Prevention; Collaboration; Equality and Participation. Comments on the plan are being sought by 5 February 2016 and the aim is to develop and publish a final version of the plan by April 2016.
- 1.2 Proposals for 2016/17 are consistent with and develop the work set out in the current Police Plan and there are no obvious or significant gaps that should cause concern to Members of the Safer and Stronger Renfrewshire Thematic Board.
- 1.3 Section 3 of this report sets out a proposed response being submitted to the Housing and Community Safety Policy Board on 26th January 2016 for their approval.

**2. Recommendations**

- 2.1 It is recommended that the Board notes the attached Draft Annual Police Plan 2016/17 and draft response submitted for the approval of the Housing and Community Safety Policy Board on 26 January, 2016 as set out in Section 3 of this report.

### 3. **Background**

#### **Proposed Response on Draft Annual Police Plan 2016/17 Consultation**

- 3.1 Renfrewshire Council welcomes the opportunity to comment on the draft Annual Police Plan 2016/17. Local relationships with Police Scotland are good and the key thematic areas set out in the proposed plan reflect the key areas of concern that arise locally. There are very few gaps. It is noted that information is still to be received and included from the Criminal Justice Division and we would anticipate that this will include information that relates to the integration of community justice into community planning and the role that Police Scotland will play in supporting this transition. On this basis this response does not seek to cover all aspects of the work contained in the plan, but focuses on a number of key points that are particularly relevant to the work being undertaken in partnership with Police Scotland locally and it is hoped they will prove useful to you as you finalise the document.

#### **Priority - Violence, Disorder and Antisocial Behaviour**

- 3.2 Tackling Violence, Disorder and Antisocial Behaviour is a key focus within Renfrewshire's Community Safety Partnership and the Police currently play a full and active role in supporting daily tasking at a local level and in the development and support of diversionary activities including Street Stuff which has received positive feedback in a range of external assessments including the recent joint inspection of services for children and young people in Renfrewshire. Street Stuff, Community Safety Daily Tasking and evidence led proactive interventions have contributed to a 75% reduction in youth related antisocial behaviour in recent years in Renfrewshire.
- 3.3 Renfrewshire Council therefore welcomes the continued priority focus on violence, disorder and antisocial behaviour set out in this plan. In particular, the commitment to develop tools to identify emerging trends and to develop processes and structures that support local Commanders to appropriately deploy resources and to capture evidence of outcomes and improvements as set out on Page 25 of the plan is welcomed. The plan to enhance information sharing by working with partners on multi agency tasking and co-ordination (MATAC) is also welcomed, and fits well with work locally that is being led by Police Scotland to develop multi agency tasking to support the national Building Safer Communities agenda and will enhance the well established and effective MATAC arrangements that are already in place.
- 3.4 The continued focus on reducing the harm caused by domestic abuse also fits well with local aspirations and is a welcome focus that could help better understand cases where the victim could be considered an Adult at Risk of Harm as per the 2007 Adult Support and Protection Act. It would also hopefully bring some further

focus and awareness raising to situations involving disabled or older women, for example, or for very complex cases when women with mental health and co-morbidity issues run a series of multiple, compounding risks as well as being at risk of domestic abuse.

- 3.5 To support this overall area of work Renfrewshire Council would ask that consideration is given to an additional commitment on Page 26 - to “**provide access to profile information and trends held by Police Scotland to key partners and community safety partnerships**” This would allow partners to fully participate and deploy resources through early intervention, prevention, diversionary activities and community support that would assist in tackling violence, disorder and antisocial behaviour.

#### **Priority – Protecting People at Risk of Harm**

- 3.6 This is another area where partners are focusing considerable attention in Renfrewshire. It is very positive to see on page 31 plans that involve the development of Information Sharing Protocols with third sector partners and the creation of a national partners reference group as this would support efforts locally to ensure strong communication and co-operation between partners to keep people safe from harm. Likewise plans to develop a consistent approach to “wellbeing” concerns are also positive - particularly the effort to ensure that the right agencies are involved in terms of responses and assessments completed for people at risk of harm.
- 3.7 The approach to taking forward the National Missing Persons Strategy is also welcomed – particularly the focus on adults in care homes and people in the NHS, given the significance of dementia and mental health problems for many adults who go missing.

#### **Priority – Serious Organised Crime and Counter Terrorism**

- 3.8 Improving the resilience of organisations, local businesses, individuals and communities is critical – and requires a concerted and determined partnership approach. In these sections on pages 32 – 37 engagement with partners and the development of a multi agency approach is consistently referred to and this is welcomed. In particular, the extension of Emerging and Residual Threat Local Profiles to cover Serious and Organised Crime is an important step in developing effective partnership working across this area of activity.
- 3.9 Improving communication and developing effective working relationships between local areas and national centres of expertise within Police Scotland (for example the Preventing Violent Extremism Unit; The Prevent Delivery Unit and the Counter

Corruption Unit) is also a step that Renfrewshire Council would welcome as a focus within the next Police Annual plan.

### **Major Events and Resilience**

- 3.10 As the Council develops its events strategy in the lead up to its bid for City of Culture 2021 the issue of resilience is of increasing importance and the assistance of Police Scotland in resourcing and supporting the provision of events and the expertise that they bring locally in ensuring that they are as secure, resilient and safe as possible is welcomed.
- 3.11 Resilience in Renfrewshire goes well beyond events however – particularly with key sites such as Glasgow Airport and Braehead as crowded places operating within the area. The Council would welcome a commitment from Police Scotland in relation to this area of work, to **shared exercising, planning and preparation** wherever possible to enhance the capacity of key organisations to respond effectively and work well together when responding to major incidents.

**Author:** For more information about the report, please contact Oliver Reid, Head of Public Protection, Renfrewshire Council on 0141 618 7352, [oliver.reid@renfrewshire.gcsx.gov.uk](mailto:oliver.reid@renfrewshire.gcsx.gov.uk)



**POLICE**  
**SCOTLAND**

Keeping people safe

**Draft**

# Annual Police Plan 2016/17

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Foreword  
Chief Constable

NOTE: To be inserted prior to publication.

DRAFT

Scottish Police Authority  
Chairs Commentary (proposed)

NOTE: To be inserted prior to publication.

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## Identifying and Delivering Priorities

Understanding the needs and expectations of the people of Scotland has never been more critical. The first step to achieving this is to ensure that our engagement with the public and our partners is inclusive and acknowledges Scotland's diverse communities.

During 2015 Police Scotland undertook a review of the way in which we consult with communities, their representatives and our partners in the public, third and private sectors. This evaluation highlighted a series of improvements that could be made to the way we identify our policing priorities for the year ahead. Importantly, the review also emphasised a number of opportunities for development that will ensure communities have a greater say in the delivery of policing - both locally and nationally.

In July 2015 our Local Policing Commanders commenced **consultation with key local partners**, including scrutiny boards, local authorities and community groups on the development of our local and national policing plans. The consultation was delivered using five key themes: Localism, Prevention, Participation, Equality and Collaboration. These themes have also been **central to national level partner engagement**. The output from this local and national engagement has been fed back to partners for further comment, and has been shared with local teams across Police Scotland. Ultimately, it has been used to shape the 2016/17 national policing priorities and, consequently, the way in which we work in the future.

## Public Consultation Survey

Since the formation of Police Scotland our priority setting has been heavily influenced by the feedback from locally undertaken public consultation surveys. In 2014 this consultation attracted 43,119 responses and the results were consistent with the priorities identified by the public in 2013.

In 2015 our public consultation survey took the form of an exercise to validate the 2014 stated priorities. In September 2015 an additional 1,896 surveys were carried out across all 32 local authority areas. This exercise provided Police Scotland with a statistically relevant number of responses to validate the previous year's priorities and confirm that they remain fit for purpose for local and national police plans. The 2015 Public

Consultation Survey identified **Violent Crime, Drugs, Speeding Motorists, Disorder and Theft by Housebreaking** as their top priorities, affirming the 2014 survey results.

The most productive use of public feedback via the surveys is to ensure they influence local and national police plans and the delivery of relevant and appropriate services. All of the 2015 results will be used in the review and refresh of local plans down to ward level.

## The Future of the Public Consultation Survey

The validation exercise undertaken in 2015 was the first phase of a considerable change to the format of Police Scotland's consultation arrangements. In 2015 the service reviewed its methods of public consultation to achieve greater inclusion, equality of access and relevance in a way that would improve the legitimacy of priorities in local communities. Feedback from partners and stakeholders saw a new survey platform and question set (developed with cross-sector input) that it is anticipated will achieve these objectives.

As such, on 1<sup>st</sup> January 2016 Police Scotland (will commence/commenced) a continuum of engagement through the new online Public Consultation Survey (link) which will be available 365 days a year. The service recognises that public consultation is only as effective as the use of results, and responses will be collated and analysed every three months and provided to local policing teams and scrutiny boards to ensure the public's priorities are acted upon and any new or emergent trends identified. For the first time the surveys include a free-narrative section which allows people to express their thoughts beyond a 'tick-box' structure.

With the introduction of the online survey, Police Scotland has started a year-long marketing campaign to ensure consultation reaches as broad and diverse an audience as possible. Local officers and partners have chosen multiple groups, communities, events and key dates for the campaign to prioritise and link in with. The survey can now be accessed from schools, libraries and online portals and through partner web sites such as Scottish Fire and Rescue, NHS Scotland, Neighbourhood Watch and Education Scotland.

Each year, our local officers will also continue to undertake a number of face to face surveys, with the written version also being available on request and within our offices.

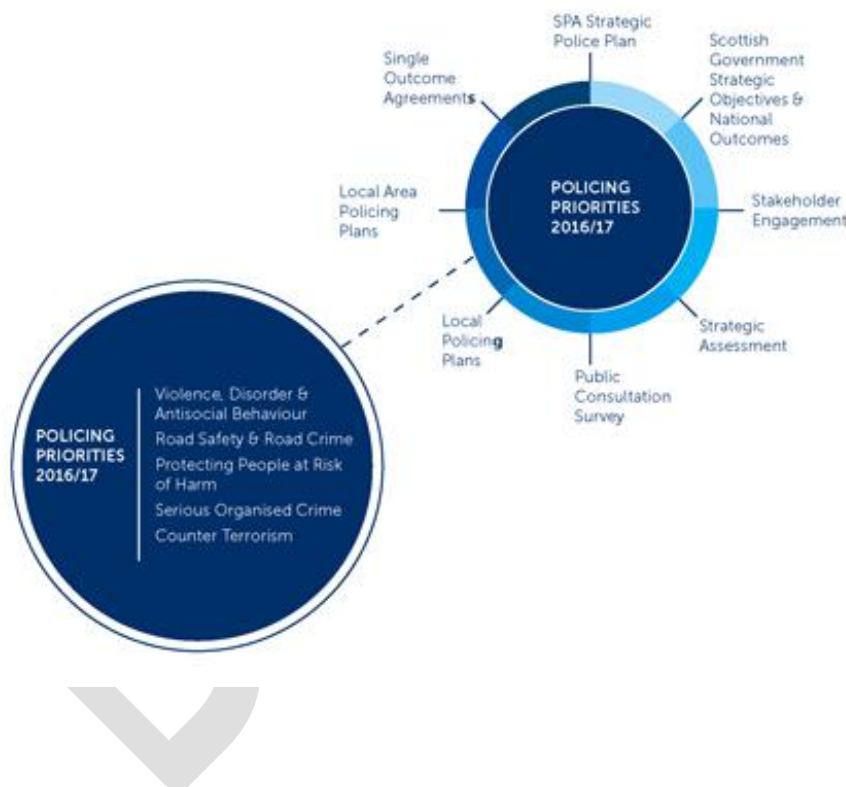
Our priorities and Policing Plans continue to be shaped by the objectives contained within **Scottish Government's Strategic Objectives and National Outcomes** and the **Strategic Police Plan** that are delivered locally through Single Outcome Agreements.

Consultation and engagement is combined with our own analysis of the issues likely to impact on the safety of the public to inform our **local and national Strategic Assessments** that identify our priorities and provide a firm evidence base for our

local policing teams across Scotland to deliver operational plans to prevent crime and disorder and **Keep People Safe**.

The following chart helps to illustrate how the Public Consultation Survey, Stakeholder Engagement, Local Area Policing Plans, Local Policing Plans, Strategic Assessment, SPA Strategic Police Plan, Single Outcome Agreements and Scottish Government Strategic Objectives and National Outcomes inform and assist in identifying our priorities.

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



## Delivering on Our Priorities – Local and National Accountability

Accountability through open and transparent scrutiny is key to ensuring that policing retains the trust and mandate of the people of Scotland.

The Chief Constable is accountable to the **Scottish Police Authority** for delivery of the commitments set out within this Annual Police Plan.

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

The Police Investigation and Review Commissioner 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.

At a local level, all Divisional Commanders report regularly through the **scrutiny arrangements** of Scotland's 32 local authorities and work closely with Community Planning Partnerships and other partners. This local scrutiny is the formal route for elected members to influence police services to maintain and develop the successful partnership work between councils and Police.

Crime and performance statistics are published by the SPA and the Scottish Government. For further information please see the link below.

Delivery of the commitments contained within the Annual Police Plan is provided to the SPA via a quarterly report that contains both quantitative and qualitative evidence on identified activities laid out within a delivery roadmap. Whilst the quarterly report is primarily focused on providing direct evidence against the commitments contained in the Annual Police Plan, the report also contains a 'supporting activities' section that contains relevant updates on corporate indicators, benefits of police reform, topics submitted within previous performance reports and other matters of relevance from across Scotland's local policing divisions.

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

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

## Local Policing

Understanding and responding to the needs of our communities has always been and remains, the highest priority of Police Scotland. Our operational model ([Link 1](#)) shows that 75 percent of all of our police officers are directly aligned to our local policing divisions, but the reality is that every officer, Special Constable and staff member plays a vital role in the provision of a locally focused professional service to every locality and community across the country. Our commitment to the delivery of locally focused policing is stronger than ever and is at the forefront of every action taken or decision made.

When and where we deploy our officers is informed by the needs of the public expressed through our survey and reflected within **Local Area Policing Plans** and **Local Policing Plans**, combined with identified operational needs through day to day interaction with communities and their representatives. The experiences and knowledge of our local officers is then drawn upon when responding to every incident where our services are required.

With the move to a continuous **online Public Consultation Survey**, our ability to understand and respond to the public's priorities has been significantly enhanced. Results of our consultation are now reviewed and shared with local officers and local **Scrutiny Boards** every 3 months.

Every community has dedicated teams of local officers who are supported by our strategically placed Custody Centres and Contact Command and Control facilities, ensuring that every officer has access to the right service at the right time for the safety and security of both the officers and public. These facilities and services are pivotal to ensuring true equality of service is provided from initial contact through to incident or crime recording and investigation whether you are a victim, witness or subject of a complaint.

Police Scotland is committed to delivering the most effective and efficient policing service to the public. In 2015 we reviewed the structure of our local policing divisions. Following this review, our Local Policing Commanders in Aberdeen, Aberdeenshire and Moray, Argyll and Bute, West Dunbartonshire, Renfrewshire and Inverclyde undertook significant consultation and engagement which included; participation in public meetings, discussions with

community planning partners: focus groups and local elected representatives.

Following the consultation process, a decision was made to bring together Aberdeen and Aberdeenshire and Moray Local Policing Division, creating a single division that will facilitate more flexible deployment of officers and enhance our capability at an operational level. We will continue to monitor our policing structures across the country to ensure the organisation is able to continue to deliver the best local policing service possible at all times.

Local Policing is supported by a number of specialised functions. When a serious incident or crime occurs, every community officer has access to locally and regionally based specialist investigation teams and services who work together with community officers to investigate incidents and detect crime, allowing 'normal' service to be maintained during periods of increased demand in any community or locality. Our officers are further supported with 24/7 access to services such as Air Support; Public Order; Roads Policing; Armed Policing; Mounted Branch and Dog Branch, all of which work locally and flexibly providing every day policing responses wherever and whenever they are needed.

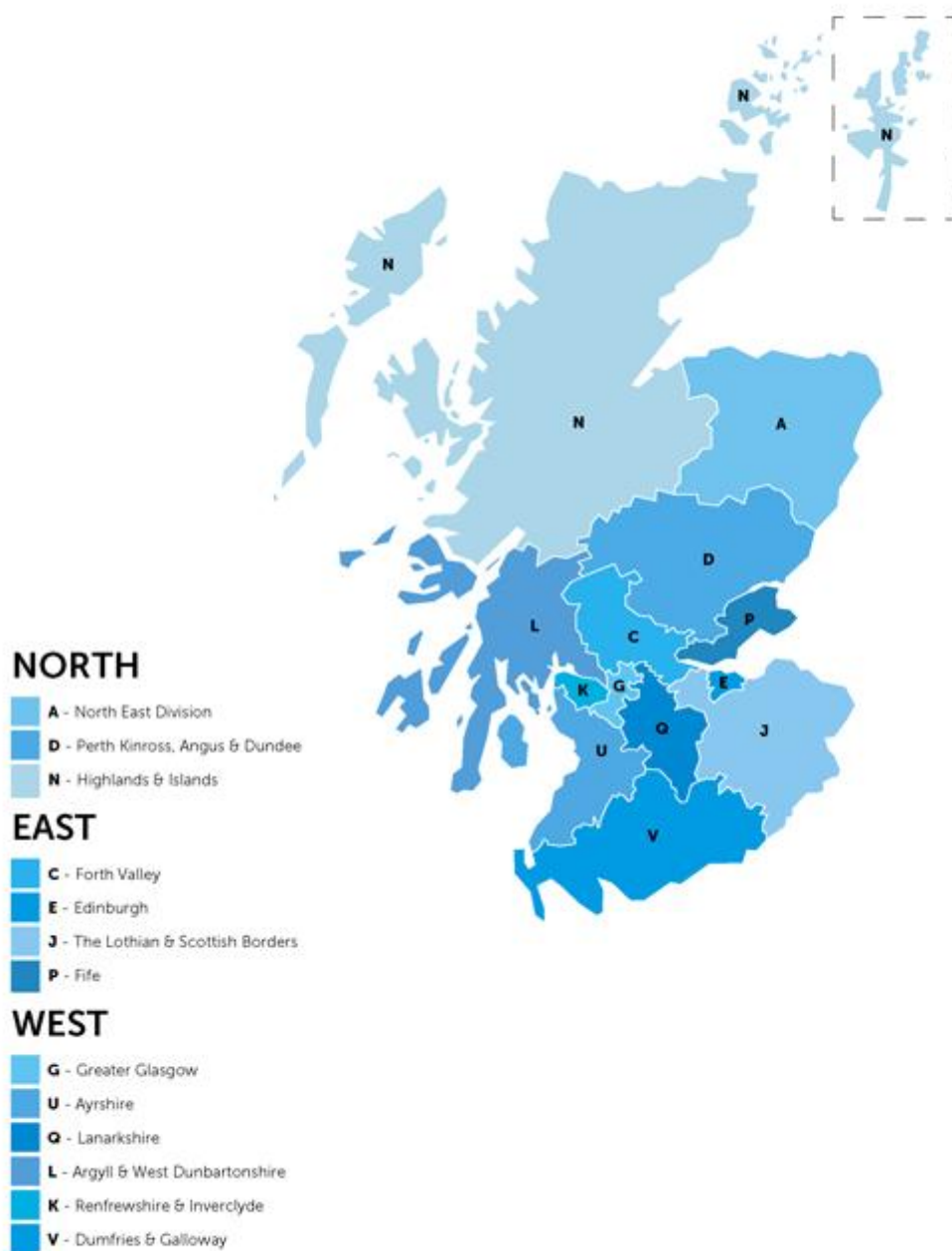
Our **Criminal Justice Division** plays a key role in the delivery of policing locally, working with partners across the Scottish criminal justice system to support and protect those who are victims and witnesses. ([Link 2](#)). Effective and efficient management of the criminal justice process helps us ensure that local officers are available within their communities and that victims and witnesses experience throughout the justice process is positive and consistent.

Further narrative will be provided in relation to the Police Scotland's Criminal Justice and Contact, Command and Control Divisions.

(1)<http://www.scotland.police.uk/assets/pdf/138327/150739/police-scotland-annual-police-plan-2015-16?view=Standard>

(2)<https://www.scotcourts.gov.uk/docs/default-source/aboutscs/reports-and-data/standards-of-service.pdf?sfvrsn=2>

The map below and following narrative illustrates the locations, individuality and diverse nature and of Scotland's 13 Local Policing Divisions.





## **A Division - North East**

North East Division (A Division) is responsible for policing Aberdeen City and the Aberdeenshire and Moray areas. Aberdeen is Scotland's third largest city and is home to around 228,990 people as well as thriving business and commercial sectors while around 333,040 people reside in the more rural areas of Aberdeenshire and Moray.

In October 2015, following a period of external and internal consultation, a decision was made to strengthen local policing in the North East by creating a single division from the existing Aberdeen City, Aberdeenshire and Moray Divisions. The new North East Division was implemented on 1st January 2016. The creation of a single division was to facilitate a more flexible approach to the deployment of officers which would further enhance operational capabilities, enabling us to strengthen the local policing we provide to the communities across the North East. XXXX was appointed Local Policing Commander of A Division, serving the communities across Aberdeen, Aberdeenshire and Moray.

North East Division has five territorial Area Commanders who focus on the effective delivery of local policing within their command area. Their responsibilities include; delivering the outcomes of the Local Policing Plans: community engagement; performance management and partnership working.

### **Reflection on the Past Year**

In the past year, A Division has come together to strengthen our commitment to the local communities we serve and we can look ahead with confidence by building upon the good work of the past. See examples below:

The development of the Moray Community Safety Hub over the last year has seen key staff from the Moray Council's Community Safety and Housing teams, Social Work Department, Youth Justice and Education, joining forces with Police Scotland, Scottish Fire and Rescue Services and NHS Grampian, in a bid to increase the prevention and early intervention of violence, anti-social behaviour and fire safety. This multi-agency approach has allowed services to target and allocate resources more effectively towards our shared goals and delivery of a more effective and sustainable solutions to enhance community safety in the Moray area.

An officer from the Road Policing Unit at Stonehaven was awarded the Scottish Government Braveheart award for risking his own safety for that of another who was in danger. He demonstrated high levels of commitment to keeping the community safe following a report of a man in the sea during a storm. The officer entered the water and in spite of the conditions managed to take hold of the man who, by this time was unconscious. He removed him from the water and thereafter assisted medical personnel. The officer was awarded the Scottish Government Braveheart award for risking his own safety for that of another who was in danger.

Over the last year we have been committed to keeping drivers safe on the roads through the annual Safe Drive Stay Alive Roadshows. Volunteers from Police Scotland, local councils, Scottish Fire and Rescue and Scottish Ambulance Service all came together to make a difference to the safety of young people on the roads.

In 2011, a 'Legal High' shop opened on George Street, Aberdeen near the City centre. The shop attracted a number complaints from residents and businesses due to the behaviour of customers attending the shop. Despite various forms of intervention from Police and key partners such as Aberdeen City Council and Trading Standards the issues persisted. In June 2015, Aberdeen City Division applied for and was successful in obtaining a close of premises notice under Section 27 of the Antisocial Behaviour (Scotland) Act 2004. This was the first such closure in Scotland and attracted significant positive comment from residents, businesses, Local Councillors, MSP's, Media, Drugs Action, NHS and Alcohol and Drug Partnership and brought real benefits to the quality of life for the community and businesses.

Aberdeen was chosen for the landmark Domestic Abuse Disclosure Scheme Pilot. The pilot disclosure parameters are determined by the 'Right to Ask' and 'The Power to Tell'. With the focus on keeping people safe, the pilot aimed to provide a way of sharing information about a partner's abusive past, with a potential victim. This gives people at risk of Domestic Abuse the information needed to make informed decisions on whether to continue their relationship. The scheme was deemed successful and was rolled out across Scotland.

### **Local Policing Plans and Priorities**

The focus over the coming year for the North East Division is to continue the good work of the former A and B Divisions. We will continue our commitment to work closely with our partners and the communities of Aberdeen, Aberdeenshire and Moray to ensure we understand and retain the focus on the locally identified priorities of: Violence Disorder and Anti-social Behaviour; Acquisitive Crime: National Security; Public Protection; Road Safety and Road Crime and Serious Organised Crime.

### **D Division - Tayside**

Tayside Division serves approximately 388,000 people over 2,896 square miles, covering the City of Dundee, Angus and Perth & Kinross council areas. D Division has three territorial command areas – one for each local authority area. Each area has a dedicated Area Commander who has the responsibility for all day-to-day policing functions in that area. Each area is served by a number of community policing teams. These teams are built around the needs of local people. They are responsible for responding to calls in the local area; as well as looking for long term solutions to key issues.

### **Reflection on the Past Year**

Over the last year we have been committed to keeping people safer in the community by working with partners during a number of operations. As such the divisional focus was based upon a co-ordinated response to violent crime and antisocial behaviour. Media played a crucial role with particular emphasis upon prevention and consequence.

Other good work was evidenced through a holistic approach to preventing and detecting crime in D Division. Housebreaking, road safety and detection of those involved in the supply and misuse of controlled drugs were all part of continued targeted approaches to making the communities safer. D Division Police Scotland Youth Volunteers recently received awards for their achievements, receiving recognition for forming new relationships with the community on behalf of Police Scotland through volunteering and fundraising.

With the full support of the Chief Constable and the Polish Consul General in Scotland, D Division led

an initiative which saw the launch in July 2015 of a corporate Facebook account in the Polish language. Supported by Corporate Communications, the delivery team within local policing now reach an international audience with significant interest from the Polish Government, media and the international Polish community itself.

### **Local Policing Plans and Priorities**

D Division local policing plans represent a critical part of the delivery to the local communities. It demonstrates our commitment to local policing within the national planning framework while enabling us to respond effectively to the concerns of local communities as well as meeting and tackling nationwide demands. It clearly identifies local policing priorities and objectives that are of key focus when working with our partners towards achieving safer and stronger communities that can be enjoyed by all. We will continue to listen to the community and work closely with our partners to find long term solutions to the issues raised.

### **N Division - Highlands and Islands**

Highland and Islands Division is the most northerly in the UK and covers a large geographical area. Its communities have a hospitable reputation and are unique in terms of culture and tradition. The division has six territorial command areas which each have their own dedicated Area Commander who is responsible for delivering local policing to the local communities. Within the Highland and Islands Division the community policing teams are designed to work with communities and partners to ensure that local needs and issues are addressed in order that real and meaningful outcomes are achieved.

### **Reflection on the Past Year**

Over the last year the Highland and Islands Division have been working hard in communities to keep people safe, some examples of this are;

The **Inverness Response Team** is a multi-agency partnership launched in September 2014 to address antisocial behaviour issues. The partnership team share resources and provide a daily tactical response to incidents of antisocial behaviour. The core partners of Police Scotland, the Highland Council and Scottish Fire & Rescue Service participate in a daily meeting where issues are identified, actioned and reviewed. Other local agencies from the public, private and third sectors

are consulted on a case by case basis. The team has been successful in delivering an increased partnership focus on prevention and early intervention around antisocial behaviour and issues that impact on public safety. Due to the success of the collaborative working, this initiative is now being rolled out across the Highlands.

**Events** - Over the past year we have seen a large number of events within the Highland and Islands area from music Festivals such as Belladrum, Groove, Outsider; local traditional festivals and events such as Up Helly A and the Black Isle Show; local galas, football matches and Royal Visits. These events have been managed effectively by working together with key partner agencies, fulfilling our commitment to deliver effective policing leading to safe, secure and peaceful events.

**Operation Monarda** - This operation was developed to impact upon doorstep crime. The most recent operation ran between 28th September and 4th October 2015. During this time the division produced a film featuring an elderly householder that had successfully deterred possible Bogus Workmen. This film was used as a springboard for local media launch and experienced extensive coverage. The film is now on the Police Scotland website and can be viewed at the following link: <https://www.youtube.com/watch?v=doczPoJvtKE>. The most recent operation had the following results: 4000 leaflets issued and over 300 posters displayed; 49 offences detected; over 50 people given advice; over 170 vehicles stopped and checked; 6 Prevention presentations and 2 multi-agency 'Days of Action'.

### **Local Policing Plans and Priorities**

The local policing plan outlines our local priorities and takes into account the strategic policing assessment, national priorities and local crime analysis. Through consultation within the local community and our partner agencies, we can ensure that our priorities are focused appropriately to meet the needs of the community.

Highland and Islands Division is committed to providing the highest level of service within the community through local policing teams augmented with specialist support. When moving forward, this work, together with activity around crime prevention and effective partnership working, will increase our ability to deter and detect those who pose a risk to our communities and ensure that the Highland and

Islands area remains one of the safest places to live in the United Kingdom

### **C Division - Forth Valley**

Forth Valley Division serves around 294,430 people over an area of 984 square miles, stretching from the mountain tops of Loch Lomond to Blackness in the east. The division has three area commands aligned with the three local councils – Falkirk, Stirling and Clackmannanshire. Each has a dedicated Area Commander who has responsibility for all day-to-day policing in the area and each is served by a number of community policing teams.

### **Reflection on the Past Year**

Throughout the past year the police officers and staff of Forth Valley Division have continued to support local communities by addressing concerns raised by them. An example of some of the initiatives that have come from listening to their local community have been outlined below.

Operation Core was launched in September 2015 to address the local priorities of Drug Dealing, Road Safety and Violence throughout the Forth Valley area. Divisional officers, supported by specialist resources from elsewhere in Police Scotland and also by local partners, have been taking enforcement action against drug dealers within local communities as part of this policing campaign. This has, to date, led to \*\* drug search warrants being enforced at addresses across the division. This has resulted in \*\* people being arrested in connection with the production and/or supply of controlled drugs, \*\* charges relating to the supply of controlled drugs being reported to the Procurator Fiscal and £\*\*\*\*\* worth of drugs removed from the communities of Forth Valley.

The drugs recovered include \*\*\*. In terms of Road safety \*\* road checks were carried out, patrols were focussed on priority routes and \*\* fixed penalty offers were issued for speeding, dangerous driving and other road safety concerns. Violence was reduced by \*\* from the previous year (Note – Operation Core concludes on 18 December and a full report on statistics for the three local priorities will be available shortly after that date.)

Police in Forth Valley Division carried out a day of action to promote safety among students studying and living in the region. As part of the national Student Safety Campaign, 15 Specialist Crime Division officers from the National Safer



Communities unit supported local resources in visiting the Forth Valley College campuses in Falkirk, Stirling and Alloa. They engaged with students to offer a range of crime prevention advice and personal safety information. In addition, policing teams visited a number of letting agents throughout the division to advise staff and raise awareness of serious organised crime and the signs to look for in relation to human trafficking, cannabis cultivation and other suspicious activity.

### **Local Policing Plans and Priorities**

The Forth Valley Local Policing Plan 2014 – 2017 outlines the divisional priorities that reflect the wider policing priorities of reducing harm in communities, making them safer and reducing the fear of crime. They are the result of listening to the concerns of local communities identified through consultation and of analysing information about crimes and incidents which is held by the police and our partners. This lets us tackle the problems which trouble people in Forth Valley, and also the type of harmful behaviour or activities which the public may not be so aware of. Our locally identified Priorities are: Disrupting Organised Crime (Drug dealing); Speeding Motorists; Violent Crime; Antisocial Behaviour; Crimes of Dishonesty and Protecting People and Places.

We are committed to keeping people and communities safe. We will do so in places where they live, work and visit and will police in a way that means engaging with and working with the communities. This approach is in line with the fundamental policing principles detailed in the legislation that established Police Scotland. In line with this ethos, the division reviewed the way it deploys police officers and staff and consulted with elected members, Scrutiny Board Chairpersons and Community Councils to identify an operational deployment model that meets the expectation of our communities. This resulted in a new deployment model being introduced in November 2015 with the introduction of named Ward Officers, the creation of Community Alcohol and Violence Reduction Units and the extension of the School Based Officer scheme as well as other operational roles focussing on localism and addressing inequalities in Forth Valley.

### **E Division - Edinburgh**

Edinburgh is Scotland's capital city and was recently ranked as one of the top five safest cities in the UK. It regularly plays host to international sporting and cultural events and celebrations,

including the famous Edinburgh Fringe and International Military Tattoo.

The divisional headquarters is St. Leonard's Police Station in central Edinburgh where the Local Police Commander, four functional Superintendents and a Detective Superintendent are located. The station also houses the divisional custody centre. There are 14 other stations across the city (inclusive of the Police Information Centre) which makes it is one of the largest policing divisions in the UK.

The division covers a large geographic area from Leith in the North of the city to the Pentlands in the south, with a resident population of around 486,000 - swelling to almost three times that during the summer months. Each area is served by a number of community policing teams and these teams are built around the needs of local people. They are responsible for responding to calls as well as looking for long term solutions to key issues.

### **Reflection on the Past Year**

In the past year E Division have put together a number of campaigns to address their national and divisional priorities.

Tackling housebreaking and motor vehicle crime is the number one local priority in the city. Under the banner of 'Operation RAC' dedicated teams have been targeting known thieves for a number of months resulting in over four hundred arrests and a thousand charges combined since its launch. In addition to this enforcement activity there has been a huge amount of preventative advice offered including targeted seminars, social media updates, video messages and newspaper articles.

In late 2015, local officers launched 'Operation Greenland' which is aimed at reducing criminal behaviour over the festive period. There will be an increase of over 50% in officers deployed to the city centre, and right across the city staff will be out on the streets giving shoppers and revelers festive safety tips. This will include guidance on how to protect valuables when shopping, how to party safely, helpful tips on protecting yourself online and vital advice on safeguarding their homes and contents. A special social media advent calendar was also created and the public will be able to view a police safety message on both Facebook and Twitter every day from the 1st to the 25th December.

Perhaps the most significant activity over the past year has taken place in the north of the city under the banner 'Stronger North'. For many years the north of Edinburgh has been known as a challenging area to police with significant social issues that manifest in high levels of crime and antisocial behaviour. As well as policing challenges other partners struggle to manage the outputs from poor housing, poor educational attainment, high levels of poverty and inequality. Stronger North has become synonymous with increased community engagement, more co-ordinated local service delivery, greater community cohesion and better outcomes for the area.

The division embedded dedicated staff within local council teams to provide earlier intervention and better information sharing. Crucially the approach put local communities first and prioritised their concerns. This year key policing outcomes (compared to last year) include a reduction in overall reported crime of 18%; violent crime down by 24%; anti-social behaviour down by 10%; vandalism down by 9%; all car crime down by 33% and domestic break-ins down by 17%. Crimes of theft are cumulatively down by over 30% with 1300 fewer victims.

### **Local Policing Plan and Priorities**

The division sought to create an innovative Local Policing Plan and priorities for 2014 -2017 that combined a local Strategic Assessment with a widespread collaborative program of public consultation. It recognised the need to focus on prevention to drive better partnership, collaboration and local delivery. Feedback obtained through community engagement and ongoing analysis of emerging crime trends enabled the division to put in place relevant and credible local area priorities that focus on what matters to communities across the city. The plan will be refreshed regularly to ensure that the priorities accurately reflect the concerns of local communities into the future. Our locally identified Priorities are: Public Safety; Reducing Antisocial Behaviour; Serious Organised Crime and Acquisitive Crime.

Edinburgh Division is committed to targeting those who cause harm within our communities to support our overriding aim of "Keeping People Safe".

### **J Division - The Lothians and Scottish Borders**

The Lothians and Scottish Borders Division serves around 462,080 people over 2,393 square miles, stretching from Blackridge to Newcastleton. It covers East Lothian, West Lothian, Midlothian and the Scottish Borders council areas.

The Division has four territorial command areas aligned with their respective local councils. Each has a dedicated Area Commander who is responsible for all daily policing functions. Each area is also served by a number of community policing teams whose activities are built around the needs of the local community. They are responsible for responding to local calls and looking for long-term solutions to key issues.

### **Reflection on the Past Year**

The communities we serve have told us that housebreakings and acquisitive crimes are key concerns and in response we have been actively targeting those responsible for such crimes. Officers from the Lothian and Scottish Borders Division have been tackling acquisitive crime as a priority and have regularly worked alongside colleagues from neighbouring divisions to investigate housebreakings and thefts, to ensure offenders are brought to justice.

Recent operational activity resulted in three men being arrested and charged in connection with a series of housebreakings across East Lothian and Midlothian; this action was subsequently followed by the arrest of two men for a series of break-ins and thefts of high value motor vehicles in Midlothian.

Drugs are a blight on our communities and we will continue to work closely with our partners and the public to ensure those involved are swiftly brought to justice. Operation Hawksbill is one such measure that has been implemented to target drug dealers in Galashiels. In one day's activity alone, four men were arrested and charged with being involved in the supply of heroin and a further man and woman were charged with Diazepam supply.

This activity is reflected across the divisional area with one such example in East Lothian being when officers successfully recovered 2kg of cocaine with a potential street value of £80,000; a recovery that led to a man being arrested and charged for drugs

related offences. This activity, and others like it, was carried out as a result of vital intelligence from the public and demonstrates our readiness to act on information to tackle all forms of organised crime.

Throughout the past year we have worked closely with partners to address key areas such as tackling criminal use of our road networks, specifically related to metal theft and doorstep crime. One such operation recently run in West Lothian in partnership with British Transport Police, Driver and Vehicle Standards Agency and Department for Work and Pensions resulted in a number of vehicles being prohibited from being used on the roads. Two drivers were charged with having no licence to trade in scrap metal, and one was charged with having no waste carrier licence. Such crimes strike right at the heart of our communities and by denying criminals the use of our roads, we can keep our roads and our neighbourhoods safe.

### **Local Policing Plan and Priorities**

The Division has four separate Local Policing Plans (2014 - 2017), each of which are aligned to the four respective Local Authority areas. These plans are agreed in partnership and represent our commitment to the delivery of local policing, whilst also tackling national issues.

The priorities and objectives set out within these plans have been influenced by a number of factors. They have been developed following engagement with local communities as we recognise and understand the importance of our policing plans being informed and influenced by local people. Our priorities are also aligned to those of Police Scotland, which are established through the Scottish Policing Assessment. However, they are crucially aligned to the four Single Outcome Agreements that direct Community Planning across our respective Local Authority areas.

Our overall objective is to keep people safe. To achieve this we aim to deliver policing that is visible, accessible and responsive to the needs of the communities across the Lothians and Scottish Borders. The following are locally identified priorities are shared across the division: Protecting People; Violence, Disorder and Antisocial Behaviour; Substance Misuse; Road Safety; Serious Organised Crime; Housebreaking and Acquisitive Crime.

### **P Division - Fife**

Fife Division covers 823 square miles between the Firth of Forth and Firth of Tay estuaries. Fife has a single unitary authority that oversees Scotland's third largest Local Authority population. It has a resident population of 402,600, almost a third of whom live in the three principal towns of Dunfermline, Glenrothes and Kirkcaldy. The division has three territorial command areas, served by dedicated Community Ward Policing Teams and Community Policing Teams. These officers are responsible for responding to calls in the local area, as well as increasing our understanding of the communities we serve, through utilising effective community engagement practices.

### **Reflection on the Past Year**

During July 2015 Fife Division successfully delivered the 144th Open Golf Championship at St Andrews with the support of surrounding divisions and specialist departments. The Open attracted in excess of 200,000 spectators to the event complex, as well as a television broadcasting audience of 505 million households. Through positive engagement with spectators and event organisers alike, officers reaffirmed the professionalism and effectiveness of Police Scotland on a worldwide stage, whilst providing a reassuring presence during a period of heightened security risk.

Fife Division continued to disrupt Serious Organised Crime groups, to reduce their capability and capacity to harm. A principal member of an organised crime group was sentenced to four years imprisonment, having been found in possession of heroin with a street value of £46,000. This reinforced the division's commitment to disrupting and tackling those involved in Organised Crime and to reducing the impact they have on local communities through operational activity and other intervention opportunities.

### **Local Policing Plans and Priorities**

Improving the safety and wellbeing of people, places and communities within Fife is the cornerstone of local policing, with the ethos of keeping people safe firmly embedded at the heart of all police activity within P Division (Fife). The division will therefore seek to create safer communities through preventing crime, supporting victims and targeting offenders.



Extensive engagement has identified the 2014 - 2017 priorities for Fife Division. During the lifetime of this plan, working in conjunction with the public and relevant partners, police in Fife will seek to address these priorities in a manner that reflects the needs of local communities. By doing so they will focus on issues that affect local people, namely: Reducing violent crime and antisocial behaviour; Reducing road casualties and fatalities; Protecting people at their most vulnerable, particularly victims of domestic abuse and crime; Targeting those who supply illicit drugs and Preventing and detecting crimes of dishonesty.

The Division will also deal professionally with major events and crimes occurring within Fife, whilst contributing to a resilient Fife.

### **G Division - Greater Glasgow**

Greater Glasgow Division provides policing services across 215 square miles and serves the communities of almost 770, 000 people who live within this area. It encompasses widely contrasting communities from densely populated areas such as Craigton, Drumchapel and Easterhouse to the semi-rural villages of Eaglesham and Twechar. This area is home to a number of football stadia, including the National Football Stadium at Hampden, Celtic Park, home of Celtic Football Club, Ibrox Park, home of Rangers Football Club, and Firhill, home of Partick Thistle Football Club.

Each area is served by a number of community policing teams. These teams are built around the needs of local people. They are responsible for responding to calls in the local area, as well as looking for long term solutions to key issues.

### **Reflection on the Past Year**

G Division is committed to delivering a service to the communities of Greater Glasgow which is aligned to the priorities within the Single Outcome Agreements.

The newly formed Licensing Support Team (LST) has been established to work alongside Community Policing Officers and Licensing Standards Officers (LSOs) from Glasgow City Council on the City Centre Policing Plan. This piece of work, although still in its infancy, has received very positive feedback from LSO's, the Community Policing Team and the Licensing trade itself, helping to

maintain and build confidence in our relationships with these vital partners. The Licensing Support Team is on hand to support the licensees at their busiest period over the weekends and to attend at serious incidents to give guidance to officers and staff, ensuring the trade are adhering to key licensing objectives.

### **Operation Island**

Continued partnership working identified sites guarded by a security company who have links to Organised Crime Groups. Police, Security Industry Authority (SIA) and HMRC visited sites and identified numerous issues relating to guards' working conditions and pay, which was well below the minimum wage.

A well-known construction company, who were tasked with building a new supermarket in Milngavie, had employed a security firm as their onsite security. A meeting with the Director of the construction company, police and the Security Industry Association (SIA) was held where issues with utilising this security firm were highlighted. The construction company were given advice regarding the SIA's approved contractor scheme and advised to check open source, which gives the criminal links to the company. It was explained there could be damage to the building company's reputation if they continued to use the security being provided.

As a result, they were struck off the list of contractors the construction company utilise and additional checks have been implemented when selecting security firms to ensure there are no links to organised crime. The company have stated they spent £650k last year on security.

The supermarket was also contacted by G Division Interventions team who made them aware of the aforementioned. As a result of this, the supermarket have now changed their contracts across the UK for all new builds and refurbishments to state that any on site security must be from the SIA approved contractor list.

### **Local Policing Plans and Priorities**

Local people are at the heart of everything we do and our plans are developed following consultation with the public and our other key partners. This sets out the policing priorities that they have identified as the issues that cause most concern to our communities, namely:- Violence, Disorder and

Antisocial Behaviour; Protecting People; Increasing Public Confidence and Local Engagement and Serious Crime and Responding to Major Events.

The plan also sets out what we are doing to tackle these issues and how we will continue to address them. Working with our partners and with the support of local communities the police officers and staff of Greater Glasgow Division will continue to work tirelessly to ensure Glasgow remains a safe place to work, live and visit.

## **U Division - Ayrshire**

Ayrshire Division serves around 368,290 people over 1,321 square miles, stretching from Skelmorlie in the North, Ballantrae in the South to the islands communities of Arran and Cumbrae. It is a popular summer destination for tourists, who are drawn to the golf courses such as Royal Troon and Old Prestwick; sites of historical interest such as Robert Burns Cottage in Alloway; Ayr and Dumfries House; Cumnock and Kelburn Castle in Largs. Prestwick International Airport also feeds the local tourism industry. The division covers the three local authority areas of North, East and South Ayrshire, with each having a dedicated Area Commander who has responsibility for day-to-day delivery of the local policing service in their area. Dedicated Community Policing Teams also operate in each area, working closely with partners to keep people safe and to tackle issues that are of concern to our communities.

## **Reflection on the Past Year**

Through our focus on **Prevention** and **Partnership** Ayrshire Division has worked hard in the past year, to tackle the priorities identified for us by local communities. Through greater emphasis on prevention and early intervention, via the highly successful partnership Prevention First initiative, we are achieving better outcomes for people and communities and continuing to reduce violent crime and anti-social behaviour across Ayrshire. We will continue to build on this approach in the year ahead.

For the second year in a row Ayrshire Division delivered its Safe Summer Campaign, designed to help keep people safe throughout the summer months, specifically focussed on the school holiday period. As part of this year's Campaign, a new

event was introduced. This partnership event, Safe-T in the Park, took place on Sunday 31<sup>st</sup> May 2015 at Eglinton Country Park, North Ayrshire. Police and partners provided a range of fun and interactive activities and opportunities for young people and families to help them stay safe online, at the coast, near railways, around building sites and on the roads. The event was attended by almost 4,000 people and was a great example of police, partner and community engagement.

Earlier in the year Ayrshire Division also opened its doors to let people get behind the scenes of one of our operational police stations, holding an Open Day at Kilmarnock Police Office. We were overwhelmed by the level of interest and positive engagement with our local communities created by the event, with over 3,500 people coming through our doors and hugely positive feedback on the day and later via social media. We will hold another similar event in the coming year.

## **Social Media**

Ayrshire Division recognises the value and requirement for good communication around our local policing activity. We continue to develop a strong and growing social media following with communities across Ayrshire and beyond, via our local social media channels. We use Facebook, Twitter, Instagram and Periscope proactively, to inform, engage and listen to our communities about what concerns them and to advise about policing activity, where they are, to address their concerns.

Over the past year our Facebook posts have reached an impressive 14,670,343 people, with over nine million twitter impressions from our local twitter accounts.

Our recently launched Divisional Instagram account allows us to engage more effectively with young people and our pioneering use of Periscope, a live streaming video app, has allowed us to broadcast live from a number of policing events, reaching and communicating with a wider audience.

## **Ayrshire Division Local Priorities**

Based on what local people and communities in Ayrshire have told us, the priorities within Ayrshire Division are: Drug Dealing and Drug Misuse; Road Safety; Violence and Antisocial Behaviour and Dishonesty.

We look forward to working hard to tackle these in the year ahead with our many local partners and with the help and support of our communities.

### **Q Division - Lanarkshire**

Lanarkshire Division serves around 634,500 people over 896 square miles. Our communities are mainly found in large post-industrial towns such as Motherwell, Hamilton and Coatbridge and the 'new' towns of East Kilbride and Cumbernauld. However, significant numbers of our residents live in rural settings such as the market town of Lanark, as well as villages and isolated farms and houses. The division has six territorial command areas with each having a dedicated Area Commander who has the responsibility for day-to-day policing functions in that area. A key feature of the Division is the long established strategic and local partnership working driven by the Community Planning Partnerships within North and South Lanarkshire Local Authority areas. The Area Commanders ensure that locality based policing is supported by and provides support to this partnership model.

Strathclyde Country Park hosts events such as concerts, firework displays and the Commonwealth Games. These involve crowds of up to 40,000 people which requires a considerable policing planning and commitment. We also have five professional football clubs within the division, ensuring a regular increase in the numbers of people from across the country visiting Lanarkshire. Ongoing redevelopment of the former steelworks site at Ravenscraig, Motherwell will see significant changes with the creation of the country's first new town in more than 50 years.

### **Reflection on the Past Year**

We have been working with both North and South Lanarkshire Community Planning Partnerships to improve outcomes for children and young people. We believe the wellbeing of children and young people to be a priority so that they can realise their potential and make a positive contribution to society. Q Division is part of the Improving Children's Services Group which identifies the shared local priorities to improve outcomes for children and young people living in Lanarkshire.

In this time of financial constraints, we have worked closely with the Local Authorities and partners to ensure efficient use and direction of resources. This includes improved integrated planning for major events such as parades and mutually accountable partnership groups that address problem solving in localities. Much of this work is monitored by the 'Scrutiny Boards' that oversee local policing. The Boards receive regular reports from the Local Commander who is routinely questioned about operational performance, community engagement and other police related matters.

During the past year a Lanarkshire Counter Terrorism and Organised Crime Group was established. Initially driven by Police Scotland this group now sits within the Partnership framework and is chaired by colleagues from other services on a rotational basis. It influences work done on the Contest Strategy and explores the partnership response to organised crime.

The introduction of the Lanarkshire Road Policing Governance Board has enabled a co-ordinated approach that is intended to impact on road safety, with a view to reducing fatalities and injury collisions. The priority is to keep people safe on the extensive and diverse road network within Lanarkshire by working with our partners and focus on casualty reduction and influencing road user behaviour.

### **Local Policing Plans and Priorities**

The Local Policing Plans for Lanarkshire Division sets out the strategic priorities and objectives for policing in Lanarkshire. Critically, the plan has been informed by community consultation and analysis to ensure that our priorities are locally focused. We will continually develop the quality of service we provide to maintain public confidence and trust in Police Scotland. Our efforts will be underpinned by strong partnership engagement with North and South Lanarkshire Councils, the Community Planning Partnerships and the communities that we serve.

Lanarkshire Division is committed to targeting those who cause the most harm within our communities, whilst protecting those most at risk and maximising opportunities for reducing crime and antisocial behaviour. Our locally identified

Priorities are: Violence, Disorder and Antisocial Behaviour; Road Safety and Road Crime; Protecting People at Risk of Harm; Serious and Organised Crime; Counter Terrorism; Public Confidence and Drug Supply and Manufacture.

### **L Division - Argyll and West Dunbartonshire**

Argyll and West Dunbartonshire Division serves around 182,000 people across an area of 2,950 square miles. The division comprises a real mixture of urban and rural communities which bring their own particular policing challenges.

The division has two sub-divisions co-terminus with Argyll & Bute and West Dunbartonshire Council areas. LA - sub division mirrors West Dunbartonshire and provides local policing services for Alexandria, Dumbarton, Clydebank, Old Kilpatrick, as well as the village of Gartocharn. Key locations include Loch Lomond and the Trossachs National Park, Vale of Leven Hospital, Golden Jubilee Hospital and Clyde Shopping Centre.

LB sub-division mirrors Argyll & Bute Local Authority and provides local policing services to the towns of Oban, Dunoon, Lochgilphead, Campbeltown and Helensburgh, and includes a range of small villages and 26 islands off the west coast of Scotland, including the Isle of Bute, Mull, Tiree and Islay. Key locations include Her Majesty's Naval Base (Clyde), Royal Naval Armament Department (RNAD) – Coulport, Campbeltown NATO Jetty and Dunstaffnage Marine Laboratory (Oban).

Our divisional approach to policing is based on localism where each area is served by local community policing teams. These teams address the needs and concerns of local people as identified through annual public consultation. The teams are responsible for responding to calls in the local area, as well as working with local agencies and communities to provide long-term solutions to local issues. In effect we strive to be a local service for the local community.

### **Reflection on the Past Year**

In the past year, L Division has shown commitment to working towards the priorities that influence the

policing activity in your area. We can look ahead with confidence and build upon the good work of the past. Over the last twelve months overall crime has continued to fall, and a particularly pleasing feature has been the continued significant reduction in reports of anti-social behaviour and disorder.

There have been a number of challenging operations and major investigations including the fatal air crash at Glen Kinglass, a mass demonstration at HMNB (Clyde) resulting in 38 arrests, as well as a significant recovery of drugs at Port Bannatyne, Isle of Bute with an estimated street value of £900,000. In October the Division conducted an intelligence led operation against organised crime groups which resulted in 26 persons being arrested for drug dealing and various related charges.

Through the summer months the Division policed a number of significant events such as the Tiree Music Festival and Cowal Games. The Division is very proud of its work with young people and whilst it continued to actively participate in experiential learning and educational events for young people throughout the year, staff were particularly pleased to establish the L Division cadre of Police Scotland Young Volunteers.

The division benefits from mature, strong and effective working relationships with its community planning partners and local voluntary organisations, and plays an enthusiastic and active role in delivering the Single Outcome Agreements in both Local Authority areas.

### **Local Policing Plans and Priorities**

We are aware of the different priorities which exist across our diverse communities and have ensured that the Local Policing Plans take into account the needs highlighted by the people of Argyll, Bute and West Dunbartonshire through our public consultation process.

The focus over the coming year is to continue to work in partnership to tackle the challenges we face ensuring that we address the key priorities of Antisocial Behaviour and Violence; Drug Dealing; Road Safety; Acquisitive Crime and Protect the most Vulnerable People in our communities.



## **K Division - Renfrewshire and Inverclyde**

Renfrewshire and Inverclyde Division serves around 264,500 people over 165 square miles. It includes the towns of Paisley, Renfrew, Greenock, Port Glasgow and Gourock. Within the Division lies one of Scotland's busiest airports, Braehead Shopping Centre, several large University and College Campuses and also two football stadiums, all of which present unique policing challenges. The Division has three territorial command areas aligned with the respective local councils, each having a dedicated Area Commander who has the responsibility for all day-to-day policing functions in that area.

Each area is served by a number of community policing teams. These teams are built around the needs of local people. They are responsible for responding to calls in the local area, as well as looking for long term solutions to key issues. The division works hard to collaborate with other organisations, works closely with local communities and partner agencies to enhance its service and help create a safer Renfrewshire and Inverclyde for all.

### **Reflection on the Past Year**

Partnership working is vital to delivering tangible outcomes and we will continue to strengthen our relationships with all agencies, community representatives and local residents to ensure our services are co-ordinated, effective and efficient, addressing the needs of our communities.

In last year's Plan we reported on the establishment of our Concern Management Hub within Public Protection. Throughout the past year the Hub has continued to develop, providing best practice as we strive to support and protect our most vulnerable. We recently opened our bespoke Community Safety Hub where all services are co-located to daily tackle priority issues including all forms of antisocial behaviour.

### **Local Policing Plans and Priorities**

The Local Policing Plans for Renfrewshire and Inverclyde represent a critical part of the delivery process, demonstrating our commitment to local policing within the national planning framework and enabling us to respond effectively to the concerns of the local communities as well as meet and tackle demands.

Alcohol fuelled violence, much of which occurs within the home environment, remains of utmost concern for Renfrewshire and Inverclyde. Our priorities take cognisance of this and will continue to support visible and preventative policing, focusing on reassurance through intervention and tackling re-offending in order to address this difficult societal issue. Local people have highlighted their concerns around the Sale and Supply of Drugs; Assault and Violent Crime, and Housebreaking and other Theft and those concerns are reflected in our priorities.

## **V Division - Dumfries and Galloway**

Dumfries and Galloway covers some 2,649 square miles in the south-west of Scotland, an area of outstanding natural beauty in a mainly rural environment. The division has two territorial command areas each having a dedicated Area Commander who has the responsibility for all day-to-day policing functions in that area.

Each area is served by a number of community policing teams. These teams are built around the needs of local people. They are responsible for responding to calls in the local area, as well as looking for long term solutions to key issues.

### **Reflection over the Past Year**

In Dumfries and Galloway we pride ourselves on having a strong connection with our local communities. This is largely as a result of the ongoing conversation which takes place between police and the community, allowing us to understand their issues and concerns and respond effectively to address them.

The A74 (M) Glasgow to Carlisle road runs through the division and is recognised as a principal route for criminals to transport controlled drugs, stolen property, counterfeit goods and cash north and south of the border. A dedicated Crime and Drugs Car (CADC) was tasked to patrol the Dumfries and Galloway section of the A74 (M) with the specific remit to detect and disrupt criminal activity by stopping and searching vehicles; investigating all aspects of road crime and consider seizing cash thought to be the proceeds of crime. The result of this policing activity has been that 215 people have been detained or arrested; over £600,000 of illicit drugs seized; over £240,000 worth of stolen and counterfeit goods seized and 389 road traffic



offences detected. The CADC has removed large quantities of drugs and other illicit goods from circulation which is of clear benefit to communities locally and around the country in combating crime and contributing to harm reduction.

On the lead up to Bonfire night, preparations took place across the division in order to remind people to stay safe. Strong working relationships with other emergency services and partners ensured delivery of the same key safety messages. Officers engaged with and visited retailers reminding them of the law and their responsibilities in the sale and storage of fireworks. Local officers attended schools and spoke with children to highlight the dangers of misusing fireworks and lighting bonfires. This engagement played a vital role in keeping people safe in the community.

### **Local Policing Plans and Priorities**

The Local Policing Plan provides a clear focus and identified priorities for the officers and staff of Police Scotland in Dumfries and Galloway, and is further enhanced by thirteen community policing plans for each of the local Council ward areas. These plans have been developed to reflect the individual needs and demands in each area.

We recognise that close working relationships with our communities and our partners across Dumfries and Galloway are crucial to our continued success. We are committed to sustaining and improving our performance around the issues which are of concern to our communities in our efforts to keep people safe from harm. Our locally identified Priorities are: Road Safety; Antisocial Behaviour including Alcohol Related Violence; Substance Misuse; Crime and Public Protection.

## Working Together to Keep People Safe

Our **PURPOSE** is to improve the safety and wellbeing of people, places and communities in Scotland. We fully support the Scottish Government's **Building Safer Communities Programme** seeking a 'flourishing, optimistic Scotland in which resilient individuals, families and communities live safe from crime, disorder and harm' and are committed to working with our Community Planning partners to achieve 'A Safer and Stronger Scotland' which aims to reduce the number of victims of crime by 250,000 by 2017/18.

Our **FOCUS** is 'keeping people safe' and to achieve this we will deliver community focussed policing that provides sustainable solutions in response to local priorities, providing reassurance and increasing confidence in our service to ensure that our communities feel safe. We will implement our **Community Engagement Framework** nationally by actively engaging, in partnership where appropriate, with members of our diverse communities, including minority ethnic groups, to deliver a quality service that demonstrates our core **VALUES** of integrity, fairness and respect.

Focussing on prevention activity, we will develop a **National Prevention Strategy** and associated prevention products to support our communities, create hostile environments for criminals, reduce vulnerability, positively influence social attitudes and prevent crime. Action plans will be developed to deliver the strategy, maximising the use of legislative powers, partnership working and information sharing. We will raise awareness of prevention methods and employ intervention tactics, learning from evaluations from other countries that have demonstrated successful approaches to preventing crime. We will build on our own existing good practice and develop and share proven policing tactics, to problem solve and address a range of local policing issues.

In 2015 we worked with partners to develop and deliver a new **Stop and Search Improvement Plan** to ensure that the use of stop and search in Scotland is applied in a proportionate and accountable way to prevent and detect crime and keep people safe. Through the delivery of the Plan we aim to achieve greater transparency and community involvement in the use of stop and search powers and to support a more intelligence led approach, leading to improved outcomes proportionate to the threat, risk or harm from crime and disorder, and community wellbeing. We will

continue to develop our procedures in preparation for the new Stop and Search Code of Practice being introduced in 2017.

We will work with partners, local and national, to fulfil our duties under the Children and Young People (Scotland) Act 2014, including; Rights of Children, Children's Services Planning, Named Persons, Child's Plan, Wellbeing and Corporate Parenting. Action Plans associated with our **Children and Young People Strategy** will be delivered locally with key themes including Safety and Protection, Engagement, Prevention, Victims and Witnesses and Offending.

We will protect and support children and young people by sharing information with partner agencies and providing more local and national information about our work and how to stay safe, utilising methods that children and young people use to communicate, including social media. We will continue to support local community activities and interventions such as the **Police Scotland Youth Volunteers Programme**, designed to inspire young people to participate positively in their communities and 'Choices for Life', a diversionary and educational initiative to inform young people about the risk, harm and impact associated with tobacco, alcohol, new psychoactive substances and controlled drugs.

**New Psychoactive Substances (NPS) and Controlled Drugs** markets are continuing to evolve and are a significant threat to our communities. We will deliver preventative messaging and education on NPS and drugs to school children, through the Choices for Life programme and the new 'Choices interactive resource'. We will maintain a collaborative approach by working with internal and external partners to identify emerging trends and problems and tackle the various issues associated with NPS and drugs to ensure Scotland's communities are safer from, and better equipped to deal with, the negative impact that NPS and drugs have on them.

We will respond effectively and proportionately to offending by **Children and Young People** and develop a preventative approach to antisocial behaviour, focussing on the needs of the child. We have seconded a Police Sergeant within the community safety team at HM Young Offenders Institution Polmont to build trust with the residents and educate them regarding the risks involved with Serious Organised Crime Groups and how to avoid any such involvement. We will endeavour to break

down the barriers between police and young people by delivering inputs on domestic abuse, hate crime and counter terrorism and by leading team building exercises. We will support and empower them to prepare for release and equip them with the skills to become responsible citizens.

**Hate Crime** can threaten entire communities through harassment, name-calling, intimidation, bullying, vandalism or acts of violence. Prejudice against groups can lead to a range of consequences, including an enhanced fear of crime, an inability to participate in social activities, isolation and, in extreme cases, vigilantism. Offenders, whether purposefully or not, are sending a message to members of a given group that they are unwelcome and unsafe in a particular community, school, workplace, or other environment. We will work in partnership to raise awareness of the impact that Hate Crime has on victims and communities and proactively encourage the reporting of Hate Crime. We will ensure those responsible are brought to justice and improve the quality of and accessibility to our service across all communities, especially those who are hard to reach.

**Cyber Crime** is an ever developing area of international threat and risk to our communities and businesses. Cyber prevention is essential as online matters impact on everything we do, be it work, socialising or contact with family and friends. We will engage with our communities and identify and support the vulnerable, in particular young and older people. We will co-ordinate the delivery of Police Scotland's Online Prevention Strategy and supporting activities, including the continuation of **Cyber Keep Safe** events. We will ensure a collaborative approach to tackling the various areas of online threat that range from child protection to fraud and will work with partners to deliver the **Scottish Government Cyber Resilience Strategy for Scotland**.

**Doorstep Crime** can be both organised and opportunistic, often targeting elderly and vulnerable groups and is a priority for a number of partner agencies across Scotland. We will continue to maintain and develop existing and new multi-agency relationships across public, private and voluntary sectors to drive forward, influence and support partners to target perpetrators of doorstep crime. Through consultation we will further develop Operation Monarda, Police Scotland's National Doorstep Crime initiative, to improve outcomes for communities, especially those at risk of becoming,

or otherwise directly impacted upon, by this and other types of fraudulent schemes.

We will maximise opportunities to create an environment designed to prevent and reduce the threat of **Acquisitive Crime** including robbery, cash and valuables in transit (CViT), ATMs, vehicle crime, retail crime and housebreaking. We will support and develop current and new relationships with key partners that focus on prevention activities, including proactive support around the design, co-ordination and delivery of acquisitive crime prevention messages and campaigns across Scotland. This focus will allow us to impact on volume crime, protect the most vulnerable within Scotland's communities and build public confidence.

The global demand for various metals continues to grow with a corresponding increase in **Metal Theft** across Scotland. British Transport Police (BTP) leads the challenge to tackle the theft of metal, working with key partners including Police Scotland, Scottish Government, local authorities, utility companies and scrap metal dealers. Police Scotland is represented on the Scottish Metal Theft Steering Group and will be working closely with partners to co-ordinate the implementation, engagement and enforcement of new Metal Theft legislation incorporated within the Air Weapon and Licensing (Scotland) Act 2015.

The Air Weapon and Licensing (Scotland) Act 2015 introduces legislative changes in three parts, Part one creates a new licensing regime for **Air Weapons**, which recognises the need to protect and reassure the public in a manner that is both proportionate and practicable and ensure that only individuals and groups with a legitimate reason for possessing or using an air weapon will have access to them in the future. Parts two and three contain improvements to existing licensing legislation and regulatory processes surrounding alcohol, taxi and private hire and metal dealers. A new licensing regime for sexual and public entertainment venues is also contained within the Act. Police Scotland will have a significant role in supporting the successful introduction of these changes, not least in respect of air weapons, which in 2016 will involve a national air weapon surrender campaign to allow any individual or group not wishing to retain air weapons for certification the opportunity to surrender their weapons in a safe, secure and practicable manner.

Tackling **Wildlife Crime** is an integral part of rural community policing but is also relevant to urban areas as those involved are frequently known to commit other forms of crime. Poaching can lead to firearms incidents, birds of prey persecution can lead to poison being left in the countryside, whilst there are concerted efforts by businesses and organised crime groups to exploit opportunities for financial gain through trade in endangered species or the operation of game shooting estates. Working in partnership with agencies such as the UK Border Force and the Scottish Agricultural Science Agency we will increase the number of officers with core skills for improved investigation of wildlife crime. We will encourage public participation in specific wildlife and general campaigns using media such as Crimestoppers Scotland and in light of its recent increased public profile, we will engage with those involved with fox control.



## Priority - Violence, Disorder and Antisocial Behaviour

Violence, disorder and antisocial behaviour (ASB) have a substantial economic and social cost to Scotland's communities and the public have told us that these issues cause them the most concern. Therefore Police Scotland remains committed to **reducing public space violence disorder and antisocial behaviour through effective deployment of our resources.**

It is essential that local Commanders fully understand the current profile of violence, disorder and ASB within their communities. Therefore we will improve local Commanders ability to promptly identify emerging trends and access national resources to address priority violence, disorder and ASB issues that may cause harm within the community.

Police Scotland has developed a range of tools to identify emerging trends and the geographical areas where issues are most prevalent. We will develop the processes and governance structures to support local Commanders use of these tools to inform the most appropriate deployment of resources. Specifically, our Business Intelligence Toolkit is able to capture evidence of outcomes and improvements arising from the targeted use of resources.

Through the Violence Prevention Action Plan, we will work with partners to support victims locally. This partnership approach will also identify effective solutions and direct resources to target violent offenders and locations, tackling crime as well as the causal factors involved such as alcohol and weapons.

Licensing and Violence Reduction Division (LVRD) will deliver a co-ordinated deployment model in conjunction with Operational Support Division and Local Policing Divisions. LVRD will support local areas with advice and/or additional resources as appropriate. This includes national assets such as the Force Flexible Policing Unit, Violence Reduction Task Force and Campaign Against Violence officers. This targeted but flexible approach to deal with new and emerging issues within local communities will allow us to develop tactics that are appropriate to the issues causing the greatest risk of harm.

Homicide has a devastating effect on communities and attracts a high level of media interest. In 2014/15 there were 59 homicide cases recorded in Scotland; this represents the lowest number since 1976<sup>1</sup>. Police Scotland is committed to keeping

people safe and maintaining public confidence, therefore we will continue to improve our investigative procedures and techniques, providing a professional response to homicide and other major crime investigations and ensuring equity of access to specialist resources across Scotland.

Homicide Governance and Review will continue to fully debrief detected murders and other significant deaths identifying best practice and reviewing internal process. We will share this organisational learning both internally and with our external partners to ensure continual improvement in practices in all investigative areas.

We will record all information gained through investigation and debrief on the Scottish Homicide Database, which will futureproof unresolved cases. This database will be used to provide management information and allow for academic partners to examine the statistical information to inform prevention opportunities.

Failure to intervene to **reduce the harm caused by private space violence, disorder and ASB**, can cause issues to escalate. Conversely, tackling this behaviour will have a positive impact on communities and reduce the demand on police and partners. Therefore we will develop our relationships with local and national partners in order to better share information and collaborate to prevent violence, disorder and antisocial behaviour linked to domestic properties and other private spaces.

We will enhance information sharing by working with partners throughout Scotland to develop a Multi Agency Tasking and Co-ordination (MATAC) approach to prevent Violence Disorder and ASB through joint proactive methods of early intervention, enforcement of legislation and make appropriate partner referrals. This will reduce the number of repeat calls, repeat victimisation and repeat offending. By focusing on crimes that have a disproportionate impact on victims, communities and social/economic cost, we will make Scotland a safer place to live, work and visit and also have a positive impact in reducing the fear of crime.

Police Scotland is committed to providing a professional, consistent, victim-centred service to those affected by domestic abuse. We will continue our robust enforcement and strive to conclude enquiries and place perpetrators before the courts swiftly. We will also work with partners to ensure that victims are protected and receive the right

support. A significant proportion of police time is spent responding to domestic incidents with almost 60,000 incidents recorded last year.

We will **reduce the harm caused by domestic abuse** by supporting victims through targeting perpetrators, working with partners to better share information and implementing best practice. To do this we will:

- Use best practice to inform a guidance framework for staff, to ensure a consistent national approach.
- Improve the standard of domestic abuse prosecution reports sent to the Crown Office and Procurator Fiscal Service.
- Engage with local stakeholders to proactively tackle domestic abuse perpetrators.
- Develop a robust process to enable third sector organisations to securely share intelligence on domestic perpetrators.

We will work with partners to ensure victims, or potential victims, have access to appropriate information to allow early identification of risk and increase safety. The Disclosure Scheme for Domestic Abuse Scotland (DSDAS) has been launched across Scotland and enables relevant information to be shared with certain people to enable those who may be at risk of domestic abuse to make an informed decision about whether or not to remain in a relationship. We will develop a database to support delivery of DSDAS.

We will **collaborate with staff and partners to support the development of an evidence based policing** database to share best practice, build our knowledge bank of current research and assess 'what works' in preventing violence.

The database and research activity will enable officers to:

- Address local crime issues;
- Develop new and innovative ways to prevent violence, disorder and ASB;
- Evaluate activity and identify opportunities for improvements utilising best practice;
- Review recent research findings relating to the underlying causes of violence and victimisation.

We will also conduct research to inform and develop an evidence-based approach to the proactive policing of individuals subject to domestic bail conditions.

Misuse of alcohol has a significant impact on the demands placed upon police and partners and also a substantial social and economic cost to the communities of Scotland. Effective liquor licensing is a key component in preventing violence, disorder and ASB. We will continue to work closely with statutory partners and will introduce a National Licensing Trade Forum to prevent and reduce associated crimes. This will enable key partners to meet regularly to discuss emerging local issues/concerns, share best practice, make recommendations and allocate actions as appropriate.

This collaborative, problem-solving approach will ensure that police, licence holders and licenced premises staff have a better understanding of their responsibilities to strengthen locally-led alcohol and civic licensing in order to preserve order and promote safety and public health.

We will implement a National ICT Licensing System to increase the efficiency and effectiveness of liquor and civic licensing administration and management. 'Inn Keeper' is an application that supports police licensing functions by combining the administrative needs of liquor licensing with an intelligence capability that delivers information on alcohol-related crime and disorder.

Implementing this system nationally will provide a corporate and consistent approach to all aspects of licensing across all Local Policing Divisions and significantly improve the management of liquor and civic licensing records, documentation and information. It will also provide police officers and staff with improved information and guidance on specific or wide ranging licensing matters.

## COMMITMENTS

We will:

- 1. Reduce public space violence disorder and antisocial behaviour through effective deployment of our resources.**
- 2. Reduce the harm caused by private space violence, disorder and ASB.**
- 3. Reduce the harm caused by domestic abuse.**
- 4. Collaborate with staff and partners to support the development of evidence based policing.**

<sup>1</sup>Scottish Government Homicide in Scotland 2014-15

## Priority – Road Safety and Road Crime

Death and injury on our roads has a devastating impact on victims, their families, communities and the wider economy. Police Scotland remains committed to **reducing road casualties in collaboration with our partners** and meeting the Scottish Government's 2020 road casualty reduction targets.

In 2014 there were 11,240 casualties on Scotland's roads, including 200 fatalities. This represents a reduction in the overall number of casualties (2%), including both serious (1%) and slight (3%) casualties, compared to 2013 but highlights an increase (16%) in the number of fatalities. [\(link\)](#)

In 2015 we published our Road Safety and Road Crime Strategy 2015-18 [\(link\)](#) outlining our strategic priorities, objectives and delivery approach. The commitments and activities set out in this Plan are aligned to our three year Strategy and are designed to increase effectiveness and build on our progress.

Our daily activity will be delivered at a local level, in collaboration with our partners, and we will deliver a calendar of road safety campaigns and initiatives which focus on priority road safety issues including drink and drug driving, speeding, motorcyclists and other vulnerable road users.

Enforcement remains our primary role and its purpose is to **influence driver and road user behaviour** and reduce road casualties through vehicle stops, engagement with drivers and road users and the detection of those offences that contribute to injury collisions including; careless and dangerous driving, drink and drug driving, speeding, using a mobile phone and, with a view to reducing the extent of injuries, failing to wear a seatbelt. Speeding is a consistent concern for our local communities and our efforts will be supported by the effective deployment of Safety Camera Programme assets and consultation with roads authorities on the introduction of appropriate speed reduction measures.

Behavioural research is an important aspect of our approach to influencing driver and road user behaviour and we will work with academic partners to apply appropriate research in our efforts to prevent and modify illegal behaviours.

Our Force Road Safety Governance Board provides strategic direction and oversight and is supported by Area and Divisional structures. This governance structure is now embedded across the Force and as it continues to mature will ensure we maintain and enhance links with partners at both local and national level. Collaborative working is essential to maintaining momentum towards the casualty reduction targets and we will continue to work closely with our partners including Local Authorities, Transport Scotland and Scottish Government, to ensure a coordinated approach to road safety issues.

As a key member of the Scottish Government's Strategic Road Safety Partnership Board we will continue to influence road safety policy at local and national level and consult on the introduction of new and innovative measures to keep people safe on our roads.

The Tactical Options Working Group is our national road safety partnership forum and will work to identify the most effective road safety measures and deliver our national campaigns and initiatives. In collaboration with our partners, we will enhance the tactical options available to us, support the development and delivery of educational and engineering solutions and make effective use of diversionary measures including the Driver Improvement Scheme.

Divisional Road Policing Units and the Trunk Road Patrol Group provide specialist support to Local Policing Commanders and work with Local Authorities, Community and Road Safety Partnerships to support the delivery of road safety activities.

Road Policing Division is responsible for investigating road deaths and we work with the Scottish Fatalities Investigation Unit at Crown Office to ensure a consistent national approach. We will continue to provide a professional approach to all road death incidents and investigations by ensuring equal access to specialist resources and the ongoing improvement of investigative practice and procedure.

In 2014/15 we attended and investigated 175 road death incidents on Scotland's roads and through the work of the Road Death Monitoring and Policy Groups we will continue to identify organisational

learning and best practice, in addition to any emerging trends impacting on road safety.

The Road Safety and Road Crime Strategy provides an outline of how our specialist resources will be tasked and deployed across the country.

We will **detect and deter all types of criminality on our roads**, including antisocial driving behaviour which can blight our local communities. Intelligence-led policing of the strategic road network, such as the M74 cross-border corridor, has led to the successful seizure of large quantities of cash, illicit drugs and other illegal goods and we will continue to disrupt serious organised crime groups by denying them use of the roads through proactive patrolling.

We will undertake operational initiatives and make best use of Automatic Number Plate Recognition technology to detect road crime, arrest offenders and remove illegal vehicles and drivers from our roads. To do this we will work in partnership with the National Police Chief's Council and other enforcement agencies and partners to deliver activity at local, national and UK level.

Our activities will include high profile road check operations, in collaboration with partners including the Driver & Vehicle Standards Agency and Her Majesty's Revenue & Customs, for the enforcement of specialist commercial vehicle legislation, such as the carriage of dangerous goods, and to enhance the security of the strategic road network.

We will ensure our resources are deployed on an intelligence-led basis and target our efforts on those priority routes that have been identified through analysis of appropriate intelligence and data.

Road Safety and Road Crime are priorities for Police Scotland and these commitments complement our strategic intention *"to influence road user behaviour and make Scotland's roads safer"*.

## COMMITMENTS

**We will:**

- 1. Reduce road casualties in collaboration with our partners.**
- 2. Influence driver and road user behaviour.**
- 3. Detect and deter all types of criminality on our roads.**



**Priority - Protecting People at Risk of Harm**

Sexual crime can have lasting, harmful effects on victims, their families, friends, and communities, therefore primary prevention is as critical and necessary as strategies aimed at preventing re-victimisation or re-offending.

We will engage with partners, locally and nationally, **to ensure best practice is used to prevent and investigate sexual crime and target those who pose the greatest risk of harm.**

Prevention strategies will address each of the levels that influence sexual violence (individual, relationship, community and society). This will include the use of victim risk reduction techniques and bystander prevention strategies to empower individuals to intervene to prevent a sexual assault from occurring.

We will use community information and exploit intelligence opportunities to identify, target and disrupt those who pose a risk of harm and also proactively identify potential victims of sexual crime (whilst taking care that all intelligence-led proactive contact is sensitively managed).

To ensure the investigation of sexual crime is of a consistently high standard, efficient, co-ordinated and victim-focused, we will develop our local policing rape investigation inspection process and implement a Sexual Crime Organisational Learning and Development process to identify good practice and monitor improvement.

We will prevent re-victimisation and recidivism by managing individuals through Multi Agency Public Protection Arrangements (MAPPA). This will include developing our prevention strategies to continue to effectively and efficiently manage Registered Sex Offenders (RSOs) and Serious & Violent Offenders using consistent practices, enhancing partnership working opportunities and exploiting intelligence and technology to mitigate risks.

Our prevention strategies will focus on implementing MAPPA Extension legislation in respect of those who pose the greatest risk of harm to communities. Through use of Environmental Risk Assessments, we will work with partners to assess risk when housing RSOs and Serious and Violent Offenders. We will provide all Offender

Management officers with Risk Practice training and develop a toolkit and suite of guidance documents to ensure staff are skilled in assessing risk and managing offenders.

Early intervention can be achieved as a result of prompt information sharing, effective assessment of risks/triggers, close monitoring to assess behavioural change and appropriate interventions to manage/disrupt the activities of those posing the greatest risk. Therefore we will:

- Maximise the use of Civil Prevention Orders.
- Enhance our bail management regime within all local policing divisions, building on good practice elsewhere and providing additional reassurance to victims and communities.
- Develop the Police Risk Practice Model, in partnership with the Risk Management Authority, to provide a consistent framework for risk assessment, formulation and planning.
- Introduce Information Sharing Protocols with the Scottish Courts & Tribunal Service, Faith Groups and Garda Siochana.
- Ensure all Offender Management officers are trained to undertake on-site examinations of offenders' internet enabled devices.
- Explore the use of remote monitoring software to assist in the management of those assessed as posing the greatest risk of harm.

We are committed to enforcing the Sex Offender Notification Requirements and proactively targeting individuals who are subject of Civil Prevention Orders. Therefore we will:

- Ensure all RSOs and those on civil preventative orders are consistently and accurately recorded on CHS/PNC providing all staff with access to this information to enable the fast detection of offences.
- In partnership with the Home Office, introduce processes whereby foreign nationals with sexual convictions are promptly identified, served with Notification Orders, managed under the Sex Offender Notification requirements or considered for deportation.
- Establish a nationally accessible platform for sharing good practice and learning from internal or external case reviews and thematic audits.

We will **continue to work with partners to provide support to victims and build confidence to report sexual crimes.**

Through working with local and national partners, we will ensure victims are fully supported. To do this we will:

- Review national training to ensure responses to reports of sexual crime are victim-focused.
- Monitor compliance of the Victim Strategy.
- Work in partnership with Rape Crisis Scotland to introduce the 'Support to Report' advocacy service across Scotland.
- Increase third party reporting mechanisms across Scotland.
- Challenge negative attitudes to sexual crime through joint partner campaigns and encourage confidence to report.

Human Trafficking (HT) is a grave violation of human rights and dignity. By its clandestine nature, it is often hidden from view; however it is one of the world's most profitable criminal activities and is taking place in Scotland. Therefore we will **prevent harm by supporting victims of Human Trafficking and target those who abuse, exploit and coerce victims into trafficking.**

The impact of exploitation on individuals is considerable, including those involved in prostitution, forced labour, forced marriage, etc. Intimidation, especially when trafficked, can be a significant inhibitor for victims seeking help to exit their situation or provide evidence against those responsible.

We will monitor compliance of our Victim Strategy and improve early identification and support of victims by continuing to establish information sharing protocols and develop training to partners. We will also use local 'HT Champions' to deliver awareness training within Local Policing Divisions and specialist departments.

We will work in partnership to develop and implement intervention strategies to ensure that all reports of HT are appropriately and promptly assessed. This will identify those at risk of harm and enable disruption of those involved in HT exploitation, including our use of Proceeds of Crime legislation powers.

We will also ensure that prevention and investigation strategies utilise best practice when a child is reported missing to prevent the risk of Child Sexual Exploitation.

To ensure that our investigative response is consistent, of a high standard and victim-focused, we will:

- Develop measures to raise awareness and prevent labour exploitation within 'at risk' industries.
- Collaborate with European counterparts through Joint Investigation Teams.
- Ensure all National Recording Mechanism referrals result in a police Crime Report and associated investigation being raised.
- Implement a HT and Exploitation Organisational Learning and Development process to identify good practice and improvement opportunities.
- Continue to develop sexual exploitation investigation guidance.
- Monitor 'off-street' prostitution activity and undertake local risk assessments focusing on threats and risks and proportionately prioritise enforcement activity.
- Engage with community representatives to create problem solving opportunities, while avoiding 'displacement only' options.
- Work with local and national statutory and non-governmental organisations to improve the safety and wellbeing of individuals and enable easier access to available support, including exit services.
- Endeavour to build trust and confidence by improving relationships with victims by encouraging the reporting of criminality directly to Police Scotland or via third party reporting mechanisms.

The abuse and neglect of children and adults at risk of harm has devastating, often lifelong, consequences for victims, their families and communities. Therefore we will **continue to work collaboratively with partners to effectively prevent and investigate the abuse or neglect of children and adults at most risk of harm.**

We will work in partnership to prevent contact and online abuse by employing victim risk reduction techniques and targeting potential perpetrators. We will empower individuals to intervene to prevent abuse and neglect through bystander prevention strategies.

## NOT PROTECTIVELY MARKED

Early intervention is key to Child and Adult Protection, therefore we will develop Information Sharing Protocols with third sector partners and create a national Partners Reference Group.

We will develop and embed consistent processes and specialist staff skill sets across Scotland to identify early onset and escalation of wellbeing concerns and adherence to established Child and Adult Protection processes. Furthermore, this will ensure that all concerns raised are assessed appropriately and where wellbeing concerns are identified, relevant information is shared to secure the necessary additional support from universal services to encourage better outcomes.

We will consistently deliver victim-focused, high standard investigations by:

- Introducing a nationally consistent approach to 'wellbeing' concerns and develop an auditable process to share concerns with relevant support services.
- Developing processes and delivering training to ensure Police Scotland complies with the requirements of the Children and Young People (Scotland) Act 2014.
- Ensuring Civil Protection Orders are progressed promptly when required.
- Maximising intelligence requirement awareness through our Child Protection Intelligence Strategy.
- Ensuring relevant staff are trained to identify and act upon emerging risks.
- Introducing a multi-disciplinary online child sexual abuse governance structure to ensure a co-ordinated risk-based response.
- Reviewing our response to investigating child deaths and develop specialist training for relevant officers.
- Creating and implementing a Child and Adult Protection Organisational Learning and Development (OLD) process to identify good practice and improvement opportunities.

We will fully **support the Scottish Government's national strategy for missing persons**. Our National Missing Person Unit (NMPU) will take ownership of the related police actions and co-ordinate with Local Policing Divisions to ensure delivery by March 2017. The Strategy will inform development of Police Scotland's own Missing Person Strategy, which focuses on three key areas:

- Looked after children.
- Adults in care homes.
- Patients in NHS care.

We will establish National Partnership Protocols to set out a framework for how each agency engages and responds. These protocols will be piloted in selected divisions during 2016 and the Missing Person National Partnership Protocols Project Board will thereafter review the pilots and consider national roll-out.

Although missing person reports have been standardised across Police Scotland, due to developing ICT structures, reports raised in one part of Scotland are not readily accessible in others. Therefore we will introduce a national missing person report and support local officers when using the new reporting procedure. We will also develop a National Long-term Missing Person Database. Both the database and the national missing person report are scheduled for completion by March 2017.

## COMMITMENTS

**We will:**

- 1. Ensure best practice is used to prevent and investigate sexual crime and target those who pose the greatest risk of harm.**
- 2. Continue to work with partners to provide support to victims and build their confidence to report sexual crimes.**
- 3. Prevent harm by supporting victims of Human Trafficking and target those who abuse, exploit and coerce victims into trafficking.**
- 4. Continue to work collaboratively with partners to effectively prevent and investigate the abuse or neglect of children and adults at most risk of harm.**
- 5. Support the Scottish Government's national strategy for missing persons.**

## NOT PROTECTIVELY MARKED

## Priority - Serious Organised Crime

Serious Organised Crime affects every community in Scotland and Police Scotland is committed to preventing the threat posed to our communities by Serious Organised Crime Groups.

Scotland's **Serious Organised Crime Strategy** was refreshed in 2015. We will **prevent the harm caused by serious organised crime** by focusing on four objectives:

- **DIVERT** - Divert people from becoming involved in serious organised crime and using its products.
- **DETER** - Deter serious organised crime Groups by supporting private, public and third sector organisations to protect themselves and each other.
- **DETECT** - Identify, detect and prosecute those involved in serious organised crime
- **DISRUPT** – Disrupt serious organised crime groups.

Police Scotland is committed to delivering against this national strategy by working closely with communities. There is also significant emphasis within the strategy on enhancing the multi-agency approach to tackling serious organised crime and utilising all available powers and expertise.

In 2015, Police Scotland and our partners (local authorities, regulators, third sector organisations and wider law enforcement agencies) compiled a Multi-Agency Strategic Threat Assessment which articulated the key and emerging threats posed from serious organised crime to Scottish communities.

Taking this forward into 2016/17, as well as detecting serious organised crime, we will continue to take preventative measures by cutting off the markets for serious organised crime products such as drugs and counterfeit goods; working with schools, prisons, communities and third sector organisations on diversionary activities and preventing recruitment to serious organised crime groups.

To ensure joint operational activity and enforcement work is prioritised, appropriate governance will be maintained through the Multi-Agency Collaborative Coordination Group (MACCG). The benefits will be realised through

effective partnership working; drawing on the skills and expertise of a wide variety of organisations.

66% of Serious Organised Crime Groups operating in Scotland are concerned in the sale and supply of controlled drugs. Communities across Scotland, through public consultation, have indicated that this is a major concern. Under governance of the National Drug Profiling Group (NDPG), we will **prevent harm caused by Serious Organised Crime Groups by disrupting the sale and supply of controlled drugs and new psychoactive substances (NPS).**

As a service we will continue to collaborate with a range of partners to tackle the illegal activities associated with controlled drugs. Additionally, we will engage with partners to address the issues associated with NPS; specifically in relation to obtaining enforcement legislation through the New Psychoactive Substances Bill 2015.

Under the auspices of Operation Redwall, an overarching initiative which encapsulates Police Scotland's response to NPS, we will continue to highlight the dangers of NPS by focusing on two key groups; young people aged 11-18 years (including key influences such as parents and teachers), and young professionals aged 25-35 years. Our advice remains constant – **Don't take NPS.**

Serious Organised Crime Divisional Governance Groups will ensure that in the coming year, local community officers continue to visit schools, youth groups and community events to help raise awareness and educate young people on the dangers of NPS.

Guidance has been published on the Police Scotland website advising how to keep safe and highlights the potential consequences of drug use and conviction, and NPS use. The guidance explains what NPS is and what the dangers are, in addition to signposting people to other websites for additional information.

Police Scotland's Counter Corruption Unit (CCU) was established in April 2013 and in addition to carrying out internal investigations (into allegations of corruption and wrong-doing and those who externally look to corrupt our staff and officers), its remit was extended to include public sector corruption.



In 2016/17, the CCU will continue to work with public sector partners, who amongst others may include; the 32 local authorities, Scottish Fire and Rescue Service, HMRC, Crown Office and Procurator Fiscals Service, Courts Service, Scottish Water and the Scottish Prison Service. Whilst embracing Scotland's Serious Organised Crime Strategy (2015), the intention is to work with internal and external partners to strengthen and improve safeguards against the threat posed by anyone intent on gaining illegal advantage by targeting organisations which are funded by public money.

Continued engagement with public sector partners will support cross-departmental integrity groups, which will assist in implementing measures to mitigate risk and formulate new processes to prevent crime taking a foothold within public sector organisations.

Going forward, the CCU will continue to host Public Sector Investigators Courses to provide staff from a range of bodies with an awareness of Serious Organised Crime, suggest relevant prevention measures and offer guidance on where referrals should be made to Police Scotland.

While crimes involving firearms remain relatively rare in Scotland, and indeed the UK as a whole, we will **prevent harm to our communities by targeting the criminal use of and distribution of firearms.**

The majority of shooting incidents are generally committed by members of organised crime groups who are involved in many types of criminality including armed robberies, drug distribution, and kidnap and extortion.

In general, the victims of firearms crime are other criminals (who are targeted in revenge, to enhance respect or to collect debts owed). While the rate of death and injury caused by firearms is very low in the UK compared with other countries with a similar socio-economic standing, shooting incidents often generate widespread media attention that affects the public's perceptions of crime. This is particularly true in cases where victims are innocent bystanders with no criminal connection. Firearms are obtained in a number of ways both legally or illegally. Firearms, munitions or component parts can be purchased via the internet or through criminal networks, cultural connections and from criminal armourers who supply across groups. This market is supply driven: even when

criminals may desire certain types of firearms, their choice is likely to be limited. Single firearms will be hidden or held by associates less likely to attract law enforcement attention.

In 2016/17, we will investigate and disrupt those involved in the illegal acquisition and subsequent use of firearms. In doing so, we will continue to actively engage with the National Ballistic Intelligence Service (NABIS), which assists UK law enforcement agencies with gathering information and intelligence in respect of the criminal use, recovery and theft/loss of firearms, ballistic material and electric conductive devices.

Related reports will assist our senior management team in developing tactics and strategy around the criminal use of firearms.

The National Forensic Gateway (NFG) will, in conjunction with the SPA and COPFS, continue to play a vital role in ensuring the appropriate provision of forensic services, not only in relation to firearms, but also in the fields of drugs, biology, chemistry, DNA, fingerprints, documents & handwriting and toxicology. The NFG manages demand to ensure that responses match local and national priorities through effective prioritisation.

We will **prevent harm by disrupting Serious Organised Crime Groups through the use of the Proceeds of Crime Act and other effective legislation.** In doing so, we will heighten our focus on the number of serious organised crime groups subject to POCA action by Police Scotland.

In addition, under the auspices of Project Jackal, we will maximise and continue to develop the principles of acquiring quality financial intelligence about Serious Organised Crime Groups' financial and business operations and use this to disrupt and dismantle their structures and activity. We will continue to measure the value of assets reported for restraint and the value of cash seizures using POCA legislation.

By contributing to a multi-agency approach, we will **enhance our understanding and response to cyber threats and internet enabled crime.** We will work closely with communities, business and the public sector to raise awareness and understanding of cyber threats and how best individuals and organisations can protect themselves and reduce vulnerabilities.

We will also work closely with law enforcement agencies and other partners including the education sector to enhance our investigative capability.

Our own Cybercrime Strategy will support the aims and outcomes of both the Scottish Government Cyber Resilience Strategy and Scotland's Serious Organised Crime Strategy.

## **COMMITMENTS**

### **We will:**

- 1. Prevent the harm caused by serious organised crime.**
- 2. Prevent harm caused by Serious Organised Crime Groups by disrupting the sale and supply of controlled drugs and new psychoactive substances (NPS).**
- 3. Prevent harm to our communities by targeting the criminal use of and distribution of firearms.**
- 4. Prevent harm by disrupting Serious Organised Crime Groups through the use of the Proceeds of Crime Act and other effective legislation.**
- 5. Enhance our understanding and response to cyber threats and internet enabled crime**

## Counter Terrorism

Protecting communities by **reducing and mitigating the risk and impact of terrorism** remains a priority for Police Scotland. Staying ahead of the continually evolving threat remains challenging, however, through effective engagement with communities and local, national and international partners, we will continue to proactively mitigate the threats posed and ensure that Police Scotland can continue to keep people safe.

The threat level to the UK from international terrorism remains at SEVERE (meaning an attack is highly likely). We will work tirelessly with our partner agencies to ensure that the people of Scotland can go about their business safely, freely and with confidence.

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

- **PURSUE** – To stop terrorist attacks.
- **PREVENT** – To stop people becoming terrorists or supporting terrorism.
- **PROTECT** – to strengthen our protection against a terrorist attack.
- **PREPARE** – to mitigate the impact of a terrorist attack.

Police Scotland chairs the **Multi Agency Strategic CONTEST Board** (MASCBC) and has representation on a number of other UK Counter Terrorism Forums. The MASCBC provides effective governance of CONTEST activity in Scotland.

Whilst chaired by the Police, it is not a Police group, there being a number of key multi agency partners holding membership.

Emerging and Residual Threat Local Profiles (ERTLPs) have been produced for the thirty two local authority areas in Scotland to outline threats and vulnerabilities from violent extremism activity affording the opportunity for local partnerships to mitigate the threats and vulnerabilities.

Local Authority feedback in respect of the ERTLPs was favourable and will enhance future iterations in the coming year including the expansion of the ERTLP process to include the development of Serious and Organised Crime ERTLPs.

During 2015 a thematic review of the delivery of CONTEST within Police Scotland took place of

which engagement with partners was a critical component.

In 2016/17, the recommendations from this review will be taken forward and will enhance the effective development, delivery and implementation of CONTEST to better ensure the safety of Scotland.

We will also continue to forge close links with academia to allow us to proactively mitigate the continually evolving threat we face.

## PURSUE

The terrorist threat we face is ever evolving and Police Scotland is committed to detecting and stopping those who aim to do our communities harm.

In July 2015, following a protracted investigation into a number of individuals based in the west of Scotland holding sympathies towards unaffiliated Dissident Republicanism, who were involved in weapons procurement for terrorist purposes. Convictions were secured on charges including, terrorism act offences, conspiracy to murder, directing and being involved in serious and organised crime and proceeds of crime offences against five males, resulting in sentences totalling 59 Years imprisonment.

We will **continue to collaborate with our national and local partners in pursuit of those who are intent on committing acts of terrorism including spreading messages of hatred and inspiring extremism.**

## PREVENT

Police Scotland is committed to **supporting vulnerable individuals who may be susceptible to radicalisation**. We will do this by working in partnership with communities and statutory organisations, ensuring early identification of such vulnerabilities and delivering the UK Government Prevent Strategy.

In Scotland, Prevent is delivered by the National Safer Communities' Prevent Delivery Unit (PDU), which works to safeguard communities by challenging all forms of extremism and providing specialist support to local divisions, partners and communities.

The Counter Terrorism & Security Act 2015 places duties on specified authorities such as Local Authorities, the NHS, Further and Higher Education, Scottish Prison Service and Independent Schools, which the PDU support in complying with the duties alongside the Scottish Preventing Violent Extremism Unit (SPVEU) based within the Scottish Government.

With our partners Police Scotland will support delivery of these duties by:

- Promoting and supporting the delivery of Prevent across Police Scotland and key Prevent partners.
- Identifying all appropriate engagement opportunities and work in partnership to raise awareness of the safeguarding focus of Prevent and early identification of risk.
- Working in partnership with communities to develop Prevent related products and projects.
- Promoting the use of existing safeguarding processes, in order to embed Prevent objectives into daily business.
- Understanding the make-up of local communities across the country, acknowledging local needs, values and beliefs and responding in a sensitive manner.
- Supporting communities in challenging extremist activity and influences.

## PROTECT

Counter Terrorism Security Advisors provide protective security and target hardening advice to locations and premises, in line with the CONTEST strategy.

Following the tragic events in Tunisia and Paris, there was a significant Police Scotland response in support of the Metropolitan Police-led operations. This included the deployment of officers from our Border Policing Command and other specialist resources to support people returning to Scotland and also in support of the wider UK policing network.

Our cadre of specialist staff will **continue to deliver a coordinated programme of protective security advice and support to key stakeholders, businesses and the public.**

## PREPARE

Police Scotland is committed to ensuring that we are fully prepared to mitigate the impact on our communities of any terrorist incident.

In 2015, in conjunction with multi agency partners, we undertook a number of live exercises to test and develop Counter Terrorism contingency and response plans, identifying key learning to better inform future planning.

Furthermore, training courses have been held across the necessary disciplines to reinforce and enhance the skill sets of the police officers required to respond to a terrorist incident.

In 2016/17, as part of our Emergency, Events and Resilience Planning Strategy we will continue to **ensure that Police Scotland is prepared to respond to any terrorist attack** by taking an active role in local, regional and national exercises, working with partner agencies to ensure robust and well tested procedures and practices are embedded into daily business processes.

The Counter Terrorism Organisational Learning and Development model is a mechanism by which learning from CT operations, exercises, inspections and reviews are captured and coordinated, enabling a 'corporate memory' to be created. The model has continued to evolve and mature during 2015.

In line with this continued development, and in recognition of its value, the use of the model will be expanded in 2016/17 as we look to strengthen our response across all strands of the CONTEST Strategy.

We will proactively enhance our ability to mitigate the threats posed by terrorism, and our ability to respond by developing operational, legislative and organisational learning, ensuring that our responses are effective, efficient and proportionate both in respect of operational deployments and training development. The development of Counter Terrorism Organisational Learning and Development model will also assist in ensuring that our policies and procedures remain fit for purpose and flexible enough to adapt to evolving threat profiles.



## COMMITMENTS

### We will:

1. Reduce and mitigate the risk and impact of terrorism to Scotland.
2. Continue to collaborate with our national and local partners in pursuit of those who are intent on committing acts of terrorism including spreading messages of hatred and inspiring extremism.
3. Support vulnerable individuals who may be susceptible to radicalisation.
4. Continue to deliver a coordinated programme of protective security advice and support to key stakeholders, businesses and the public.
5. Ensure that Police Scotland is prepared to respond to any terrorist attack.

## Major Events and Resilience

Police Scotland has established and well-practised emergency response procedures in relation to major incidents, emergencies, and operationally challenging incidents.

The Civil Contingencies Act 2004 defines an 'emergency' as an event or situation that threatens serious damage to human welfare, the environment or the security of the UK in such a way so as to require a 'major incident' response from one or more Category 1 responders, namely: police, ambulance, fire and rescue services, local authorities, NHS Health Boards, the Scottish Environment Protection Agency and the Maritime and Coastguard Agency. We will **ensure a high state of preparedness to respond to major incidents** by ensuring our multi-agency response plans are fit for purpose and subject to continuous cyclical review and thorough testing and exercising, where appropriate.

Resilience is "the capacity of an individual, community or system to adapt in order to sustain an acceptable level of function, structure and identity". We will continue to work with local and regional resilience partners to produce a co-ordinated response to emergency incidents, from identification of a risk to the completion of the recovery process, following guidelines and definitions contained within the Scottish Government's **Preparing Scotland: Scottish Guidance on Resilience** document.

We will continue to deliver Police Incident Officer, Emergency Procedure Advisor and Air Accident and Incident Advisor training to police staff, newly promoted supervisors and to all operational (Silver) commanders from the Scottish Fire and Rescue Service and the Scottish Ambulance Service.

In May 2016 Police Scotland will lead a multi-agency cross border military aircraft exercise providing an opportunity for Category 1 and Category 2 responders; including utility, transport and communications providers, to test operational procedures and investigative techniques and explore cross border legislation at the site of a military aircraft incident.

In line with the HM Government CONTEST strategy, and in particular the 'Prepare' strand, Emergency, Events and resilience planning will work closely with internal Police Scotland departments to ensure a coordinated and consistent approach particularly around high risk issues such as Terrorism. We will review existing Strategic Coordination Centre (SCC) plans to reflect national arrangements in response to a terrorist incident.

Strategic Coordination Centres (SCC) can be used in **any type** of Major Emergency / Incident in Scotland employing the GOLD (Strategic), SILVER, (Tactical), and BRONZE (Operational) principles to provide a strategic support for Incident and Site Commanders.

The co-ordination of outside Agencies and the emergency services at the Gold (Strategic) level will take place within the SCC allowing for the response and co-ordination of incidents such as:

- A Nuclear Emergency;
- A Civil Major Emergency;
- Any Incident or any large scale Police Operation.

We will carry out review and testing of SCC plans to fulfil the function of providing a robust structure from which strategic command can operate efficiently and effectively.

We will achieve this by identifying the most appropriate venues and sites, ensuring the provision of trained staff, updating equipment and ensuring IT support services are sufficient and in place to enable a streamlined activation.

To assist with staff training and role facilitation, Task cards will be produced for individual responsibilities from administrative tasks and logistics to the more strategic functions. By providing these Task cards Police Scotland and partners will be able to respond and manage critical incidents and events more efficiently, ensuring declared strategy is implemented effectively.

Continuing to learn from previous incidents ensures we, along with key partners, are able to maintain essential services and manage and mitigate problems resulting from disasters and catastrophes. We recognise the importance of consequence management and the necessity to

regularly test and review specific site plans. We will continue this by maintaining contact with key agencies, public, private and voluntary, which are best suited to provide advice and assistance, and set up links with appropriate single points of contact.

Through the implementation of clearly defined roles and responsibilities, Police Scotland and our multi-agency partners will continually strive to improve our preparedness, resilience and response to incidents.

We will **ensure that policing of events and incidents is planned to a national corporate standard**. Public safety is at the forefront of all events planning and is primarily the responsibility of event organisers, supported by their partner agencies. Police Scotland is responsible for maintaining public order at events, maximising safety and ensuring there is minimal disruption to the wider community. Policing plans are produced for each event and legislative requirements and relevant guidance; including equality, human rights and health and safety, are considered throughout the planning process.

We will **ensure equitable access to resources** through the Scottish Police Information Coordination Centre to assist event commanders and events planning units across the country. Where possible, we will ensure cost savings through the use of on-duty personnel in accordance with resource requirement policies and standard operating procedures.

In 2016 we will **establish a national single source of specialism data base that will allow us to effectively manage and assess cost recovery** for the policing of events in a fair and transparent way, consistent with the Scottish Police Authority Event Charging Policy.

## COMMITMENTS

### We will:

1. Ensure a high state of preparedness to respond to major incidents.
2. Ensure that policing of events and incidents is planned to a national corporate standard.
3. Ensure equitable access to resources.
4. Establish a national single source of specialism data base that will allow us to effectively manage and assess cost recovery.

## Building a Police Service for the Future

The Annual Police Plan, 32 Local Police Plans and supporting Local Area Policing Plans set out our operational objectives and priorities. In support of these operational plans, we have, during 2015, concluded a Corporate Strategy which incorporated a 3 year programme of organisational change to consolidate and transform the 10 legacy forces/agencies into one national police service.

The Corporate Strategy was built on 5 key principles:

- Our people will be motivated, flexible, feel empowered and valued;
- Our services will be delivered with a focus on quality, consistency and accessibility;
- Our engagement with our people, partners and stakeholders will be proactive in manner and include the use of modern communication channels;
- Our assets will be managed in a way that will improve access to them, as well as improving efficiency and sustainability;
- Our approach to governance will be modern, streamlined and appropriate.

These principles remain valid and continue to underpin our organisational approach.

In delivering the Corporate Strategy, key commitments were clearly outlined in support of these principles through 4 strategic delivery plans of Our People, Our Technology, Our Organisational Support and Our Finance. Delivery against the Corporate Strategy was managed through our Transforming the Service portfolio with the achievement of commitments ensuring that we use our resources smarter and more efficiently and has provided a strong base on which to build Police Scotland further as a modern and effective service that is responsive to the needs of communities.

During 2016/17, we will build on these established foundations and ensure a focus on continuous improvement activities, being more engaged and working closely with staff, partners, stakeholders and the public in doing so. Through this engagement, we will work over the next year to develop a new 3 Year Strategy (2017/18 to 2020/21), which will set a clear vision of the operational and supporting corporate objectives for the future.

In moving towards this longer term strategy, corporate activity during 2016/17 will be centred around 3 core corporate themes of; **Efficiency and Use of Our Resources; Staff Engagement and Wellbeing; Investment and Best Value.**

## COMMITMENTS

**We will:**

- 1. Use the resources we have efficiently and seek to continuously improve.**
- 2. Enhance staff engagement and wellbeing.**
- 3. Appropriately invest in transforming the service to deliver Best Value.**

### Efficiency & Use of Our Resources

With increasing demands being placed on services amidst continued fiscal pressures, it is essential that we **use the resources we have efficiently and seek to continuously improve.**

### Staff Engagement & Wellbeing

The success of Scottish policing is built on the professionalism and dedication of our people who, during what has been a challenging and significant period of change, have continued to deliver first class services for communities. During the next year **we will enhance staff engagement and wellbeing**, with this being a core corporate focus.

### Best Value & Investment

To further improve the service we provide to communities whilst meeting the challenge of balancing a reduced budget **we will appropriately invest in transforming the service to deliver Best Value.** This will include the identification and adoption of good practice both internally and externally and in consideration of how we can share services with partners, where it will improve the effectiveness of service delivery for all parties.

**The narrative surrounding the delivery of the above commitments will remain under development until early 2016.**

## Acknowledgements

We would like to thank everyone who participated in our consultation and engagement programme, particularly those individuals from our local communities who took the time to complete our Public Consultation Survey, our Community Planning partners and the following organisations for their contribution to the development of the Plan:

Age UK  
Assist Social Capital  
Audit Scotland  
Association of Scottish Police Superintendents  
British Transport Police  
Border & Immigration Agency  
Capability Scotland  
Care Inspectorate  
Central & Eastern Europe Police Association  
Children in Scotland  
Christian Police Association  
Children's Commissioner  
Crown Office and Procurator Fiscal Service  
Convention of Scottish Local Authorities  
Crimestoppers  
Education Scotland  
Engender  
Equality & Human Rights Commission  
Event Scotland  
Gay Police Association Scotland  
GMB Union  
Gypsy Roma Travellers Police Association.  
Her Majesty's Inspectorate of Constabulary in Scotland  
Her Majesty's Revenue and Customs  
Includem  
Mental Welfare Commission  
National Crime Agency  
National Independent Strategic Advisory Group  
National Police Transgender Network  
Neighbourhood Watch  
National Farmers Union  
NHS National Services Scotland



## 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 contact us.

### Contact Details

Police Scotland Headquarters  
PO Box 21184  
Alloa  
FK10 9DE

Telephone: 101

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

### Minicom Service

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

### Other languages, braille, large print, sign-language, audio or CD

Please contact us if you would like to receive a copy of this document in any of the above formats.

### Equality Impact Assessment

This Plan was subject to an Equality Impact Assessment (EIA). In compliance with the Scottish Public Sector Equality Duty, a summary of EIA results has been published alongside this Plan on the Police Scotland website  
<http://www.scotland.police.uk/about-us/police-scotland/strategic-planning/>

### Environmental Assessment (Scotland) Act 2005.

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

### Legislative Requirement

Police Scotland's Annual Police Plan 2016/17 was laid before the Scottish Parliament on XX March 2016, in pursuance of Section 35(4)b of the Police and Fire Reform Scotland Act 2012.  
PSOS/2016/XX.

### Local Policing Plans

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

Police Scotland is committed to the advancement of equality by ensuring that our core values of **Integrity, Fairness and Respect** are integrated into all aspects of our business and inform all of our policies.

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