



**POLICE**  
**SCOTLAND**  
Keeping people safe  
**POILEAS ALBA**

# Annual Police Plan

## 2018-2019



# Contents

- Foreword ..... 5
- Our plan on a page ..... 6
- Strategic planning for policing ..... 9
- Policing 2026: Serving a Changing Scotland ..... 10
- Our Annual Plan ..... 12
- Violence, disorder and antisocial behaviour ..... 14
- Serious organised crime ..... 18
- Counter terrorism and domestic extremism ..... 22
- Protecting people at risk of harm ..... 26
- Road safety and road crime ..... 30
- Acquisitive crime ..... 32
- Supporting our priorities ..... 36
- Accountability ..... 45
- Engaging with us ..... 46
- Appendix A - Measuring our performance ..... 48



Iain Livingstone  
Interim Chief Constable

## Foreword

Scotland's communities are changing. The scale and shape of demand on policing in Scotland is also changing, with an increasing focus towards addressing vulnerability and harm. In order to adapt to this change and meet the challenge of rising demand, we must operate in a sustainable way by prioritising how we use our resources.

Our Annual Police Plan establishes our policing priorities for 2018/19 and sets out the approach we will take to work with the public, communities and partners to address them.

This plan aligns to the Scottish Government's priorities for policing and our long-term strategy, Policing 2026 - 'Serving a changing Scotland'. It sets out our plans to deliver a service that works at an international level to combat modern threats and risks; brings national consistency, coordination and specialist resources to address policing challenges; and most importantly, a service that puts local policing at its heart.

I am pleased that this plan has been subject to the most extensive public and partner engagement of any previous annual police plan. I am encouraged by the level and depth of engagement with partners and the public which we received. This showed strong levels of support for our approaches to addressing each policing priority area and we have used the feedback to develop our plan.

As we deliver this Annual Police Plan, we will maintain a clear focus on high quality operational policing, with a unified direction of travel to support and empower our workforce and develop our partnerships. It is vital that we look after our people as they deliver this plan, prioritising their wellbeing and ensuring that our values of fairness, integrity and respect are present as we work together to serve the public.

This Annual Police Plan is produced to ensure we continue to improve our service.



**Our focus**

**Our policing priorities**

**Supporting our priorities**

**Our performance**



**Our Purpose**

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

**Our Values**

Fairness | Integrity | Respect



# Strategic planning for policing

Our strategy ('[Policing 2026: Serving a Changing Scotland](#)'), developed in collaboration with the SPA, describes the challenges policing in Scotland faces and how we are changing to meet these.

The strategy sets out our vision for '**sustained excellence in service and protection**'. Therefore we must focus on delivering our core function - high quality operational policing - whilst implementing the change process.

To achieve this, Police Scotland has a 'strategic planning & performance framework' (figure 1) which provides strategic direction and describes the products that form our planning and performance approach. These include the following:

- National Outcomes and strategies
- Scottish Government's Strategic Police Priorities; localism, inclusion, prevention, response, collaborative working, accountability and adaptability
- SPA/Police Scotland: Policing 2026 Strategy
- Police Scotland: 3 Year Implementation Plan
- Annual Police Plan, Enabler Strategies, Corporate Support Services Plan, Departmental Business Plans and Local Policing Plans

These planning products are informed by the National Strategic Assessment and Strategic Forecast (Horizon Scanning) documents and underpinned by the Performance Framework, which will include a defined set of business benefits linked to the change portfolio.



Figure 1

# Policing 2026: Serving a Changing Scotland

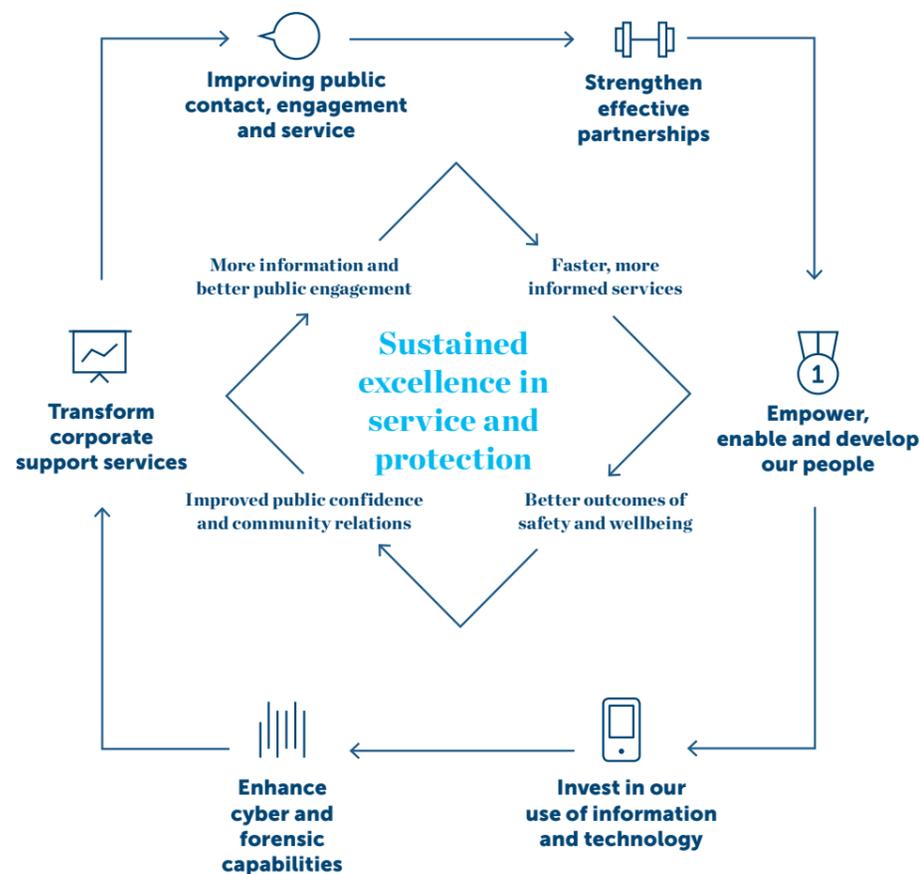
Our strategy established the following key areas of focus:

<b>Protection</b> Based on threat, risk and harm	<b>Prevention</b> Tackling crime, inequality and enduring problems facing communities	<b>Communities</b> Focus on localism, diversity and the virtual world	<b>Knowledge</b> Informing the development of better services	<b>Innovation</b> Dynamic, adaptable and sustainable
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It also set out strategic objectives that guide service improvement, ensure continued relevance to the public and communities, maintain public consent, enhance our legitimacy and deliver financial sustainability.

The activities set out within this Annual Police Plan align to the key areas of focus and our strategic objectives.

## OUR STRATEGIC OBJECTIVES



## Our 3 year implementation plan

Our 3 year implementation plan outlines our change portfolio, defining specific programmes and projects that aim to realise significant benefits to policing in Scotland. The projects within the change portfolio that have a direct impact on operational policing, include:

- Local Approaches to Policing
- Custody and Criminal Justice
- Digitally Enabled Policing
- Cyber

## British Transport Police integration

The integration of the British Transport Police (BTP) into Police Scotland will be a significant undertaking.

We will establish a programme of work, in partnership with BTP, to plan this integration.

## Financial sustainability

Our agreed 2018/19 budget for policing in Scotland is aligned with the Policing 2026 strategy, with a focus on delivery of our priorities. In addition, there is a strong emphasis on effective use of capital and

reform funding, to support sustainability and future service delivery. This Annual Police Plan will be delivered within the agreed 18/19 allocated budgets.

# Our Annual Plan

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

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

opportunities to improve how we serve and protect the public and communities.

We will report quarterly to the SPA providing an overview of progress and examples of good practice as we undertake activities outlined within this plan to meet our policing priorities. Our developing performance framework sets out key performance indicators (KPIs) which will also be reported on to highlight our progress against outcomes. Our performance measures are outlined within Appendix A.

## How we establish our priorities for policing

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

Our operational priorities are shaped by listening to what the public and communities have to tell us, via our ['Your View Counts'](#) survey, as well as our own analysis of the risks and emerging threats

likely to impact on Scotland's communities. We develop local and national assessments which consider a range of sources to identify the areas we need to prioritise, ensuring a sound evidence base and a public voice within our priorities. This approach enables our policing teams across Scotland to deliver services designed to prevent crime and protect the most vulnerable members of our communities.



The analysis that has developed our national and local strategic assessment, including a strong focus on public feedback via our

['Your View Counts'](#) survey, has identified the following national priorities to serve and protect the public and communities:

Priorities for policing
Violence, disorder and antisocial behaviour
Serious organised crime
Counter terrorism and domestic extremism
Protecting people at risk of harm
Road safety and road crime
Acquisitive crime

## Delivering our priorities

Our plan sets out each of our priorities in turn. Each section aligns to our 2026 strategy by focusing on how we will prevent harm and protect people; involve communities; and improve our service through use of knowledge and innovation; so we can shape our planned operational activities for the next 12 months.

### Local and community policing

Scotland's population is growing and communities are continuing to evolve and diversify. Therefore we must adapt our service to recognise the needs of communities in rural, remote and urban areas. We will work with people to understand local needs and empower our local commanders to deliver a local policing response that addresses local priorities. Further information on local policing and local scrutiny is contained later in this plan.

### Consultation and engagement

In January and February 2018 we conducted a period of consultation with SPA and engagement with partners, stakeholders and the public inviting feedback on a draft version of this plan through a range of channels. We received strong levels of support for the approaches we proposed to

address each priority area. We gathered and analysed all of the feedback and have used this to develop this final version of the plan.

Our review of feedback received through that engagement highlighted a focus and interest across the following areas:

- **Local and community policing** - a desire to see more police in communities.
- **Partnerships** - police to continue to work closely with partners and share responsibility for improving outcomes for communities.
- **Resourcing** - concerns about resource levels and funding for police.
- **Training and development** - improve staff / officer training to better support communities.
- **Prevention and protection** - a need to focus on supporting vulnerable people.
- **Road safety** - a desire to improve driver behaviour.

Each of these areas have been taken into account in developing this final version of the plan and shared with key internal and external stakeholders as appropriate. A full Engagement Analysis Report has been published alongside this plan.

# Violence, disorder and antisocial behaviour

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



**Your View Counts**

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

[www.scotland.police.uk/yourviewcounts](http://www.scotland.police.uk/yourviewcounts)



**Impact**

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

## Violence, disorder and antisocial behaviour

In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
<p>Ensure our people have the knowledge and skills to enable them to target and <b>reduce violence, disorder and antisocial behaviour</b>.</p>	<p>We will work with partners to develop and deliver a collaborative approach to <b>preventing violence, disorder and antisocial behaviour</b>.</p> <p>To <b>reduce reoffending</b> we will develop the Positive Lifestyles approach, including post-prison support. This will build upon the success of the Teambuilding and Leadership course run at Polmont Young Offenders Institute and HMP Grampian. This will aim to remove barriers between police and young offenders, resulting in a reduction in the severity and frequency of reoffending.</p> <p>We will positively engage with young people by delivering bespoke diversionary products designed to build trust and provide support and skills to help individuals become confident, effective contributors, successful learners and responsible citizens.</p> <p>We will work in partnership to reduce and prevent harm from violence within private space and the link with alcohol use.</p>	<p>We will establish a short-life working group, involving key partners, to review the effectiveness of the <b>third party reporting</b> centre network (enabling people to report matters to the police indirectly via our partners) and identify improvement opportunities, including working towards implementing recommendations from the independent advisors group on hate crime, Prejudice and Community Cohesion.</p> <p>This will include working with partners to:</p> <ul style="list-style-type: none"> <li>raise awareness of third party reporting and highlight the various ways that people can report, including anonymously.</li> <li>continue to identify and tackle the causes of inequality and the drivers of violent crime.</li> <li>raise awareness of hate crime through joint activities and campaigns.</li> </ul>	<p>An <b>internal national review</b> of hate crime policy and procedures will seek to improve our recognition, recording and reporting of hate crimes.</p> <p>We will continue to work with Scottish Government to analyse hate crime data to improve our understanding of the causes and develop prevention opportunities.</p> <p>Increase opportunities to mutually share information with key partners to reduce the harm caused by private space violence, alcohol misuse and domestic abuse.</p> <p>We will deliver awareness training relating to hate crime to our people.</p> <p>Training for Hate Crime Tactical Advisors will also be developed for delivery to local policing divisions.</p>

Violence, disorder and antisocial behaviour

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Utilise National Intelligence Model (NIM) methodology to monitor and address <b>emerging threats</b> .	Through use of <b>National Intelligence Model (NIM)</b> methodology, we will ensure that current and emerging threats are identified, understood and addressed.  We will continue to enhance the role of our National Safer Communities Task Force and Violence Reduction Unit to ensure <b>resources are deployed effectively and efficiently</b> across Scotland in a collaborative and planned manner.	Community policing and strong relationships with the communities we serve are key to preventing antisocial behaviour.  Police Scotland's Safer Communities will establish a 'community reassurance cell' in response to any significant events which impact on our communities. This will enable appropriate <b>engagement and reassurance</b> messages to be conveyed to key community contacts, groups and partners across Scotland to raise awareness of hate crime through various media channels.	We will develop an <b>evidence base</b> (including use of partners' data) to identify emerging threats and inform activities to prevent violent crime.  To deliver this we will work with universities to develop our analysis of 'big data', use of <b>academic research</b> through the Scottish Institute for Policing Research (SIPR) and use of the business intelligence toolkit.  We will enhance the knowledge and skills of our people and partners to prevent violence, disorder and antisocial behaviour.
Share information and develop <b>joint problem solving</b> initiatives with partners.	We will develop joint problem-solving initiatives to <b>prevent violent crime</b> , reduce the fear of crime and increase public confidence. One aspect will be working with registered social landlords to develop an operating model to reduce violence and antisocial behaviour within communities.	We will deliver national and local public <b>awareness raising campaigns</b> with partners in 2018/19 to improve understanding of the nature and extent of hate crime.	We will work with Scottish Government and other partners to update guidance available to licensing boards and will be actively involved in evaluation of <b>minimum unit pricing of alcohol</b> .  We will ensure our people are fully informed of licensing legislation and tactical range of options by updating and refreshing the 'alcohol toolkit.'



# Serious organised crime

This involves multiple people exerting control, planning and use of specialist resources to commit serious crime. Police Scotland will work in partnership to prevent harm caused to individuals, communities and businesses by **serious organised crime**.



**Your View Counts**

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

[www.scotland.police.uk/yourviewcounts](http://www.scotland.police.uk/yourviewcounts)



**Impact**

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

## Serious organised crime

In 2018/19 we will:

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

Serious organised crime

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

Serious organised crime

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

# Counter terrorism and domestic extremism

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



**Your View Counts**

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

[www.scotland.police.uk/yourviewcounts](http://www.scotland.police.uk/yourviewcounts)



**Impact**

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

## Counter terrorism and domestic extremism

We will make effective use of intelligence and analysis to better understand all forms of terrorism and domestic extremism that pose a threat to Scottish communities and support delivery of the four key strands of the [CONTEST strategy](#).

In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
<b>PURSUE</b> – to stop terrorist attacks	We are committed to pursuing and stopping those who aim to do our communities harm and we will work closely with a range of partners to deliver a <b>multi-agency approach</b> to tackling the threat from terrorism. This will include using a wider range of disruption and safeguarding tactics.	We will continue to <b>work with the community</b> to identify terrorist related activity and those who support it. We will maximise all opportunities to disrupt and detect these activities.	We will review our processes for capturing <b>intelligence</b> linked to potential terrorist activity with the aim of identifying best practice and adding value to the national and local response to terrorism.
<b>PREVENT</b> – to stop people becoming terrorists or supporting terrorism	We will use the PREVENT Case Management (PCM) and multi-agency PREVENT Professional Concerns (PPC) processes to safeguard and support those who have been identified as vulnerable to <b>radicalisation</b> . In partnership, we will tackle the influences of radicalisation and respond to the ideological challenge of terrorism.  We will participate in key <b>multi-agency meetings</b> , including the UK Regional PREVENT Coordinators meeting, local Multi-Agency Prevent Case Management meeting, and Scottish Government's Prevent Sub-Group.	We will continue to build upon existing local relationships to enhance the confidence and safety of communities.  We will support <b>national campaigns</b> to deliver 'safeguarding messaging' to communities via a range of channels.  Our team of ' <b>web constables</b> ' will also provide advice and information to our communities, including current and emerging threats, national sources of additional information and counter terrorism advice in relation to the use of social media.	Support to local policing colleagues will be channeled through the Divisional CONTEST Governance structure and the delivery of PREVENT strand <b>awareness training</b> .

## Counter terrorism and domestic extremism

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
<p><b>PROTECT</b> – to strengthen our protection against a terrorist attack</p>	<p>Counter Terrorism Security Advisors (CTSAs) will deliver a coordinated programme of <b>protective security advice</b> and support stakeholders, businesses, public and communities at key locations.</p> <p>We will continue targeted patrols to <b>protect key sites</b> (critical national infrastructure; crowded places; and hazardous sites and sectors).</p>	<p>Our CTSAs will deliver nationally recognised <b>security training</b>, such as Project Griffin and Project Argus, alongside hostile reconnaissance reporting procedures, suspicious packages and mail handling security protocols. Our <b>advice to businesses and communities</b> will enhance security provision within Scotland.</p>	<p>To counter the threat from cyber related terrorist activity, we will work with our partners to increase awareness around cyber security and resilience, including supporting Scottish Government work to improve the overall coherence of Scotland’s advice and support landscape in this area.</p> <p>We will also <b>upskill CTSAs</b> to deliver appropriate advice and training to communities and businesses on cyber related matters.</p>
<p><b>PREPARE</b> – to mitigate the impact of a terrorist attack</p>	<p>Develop, maintain and deploy specific capabilities to mitigate and respond to a terrorist attack.</p> <p>Review threat levels linked to <b>safety at public events</b> across Scotland and deliver the appropriate policing response.</p>	<p>We will work with partners and communities to plan, test and deliver <b>local, regional and national exercises</b> to ensure that Scotland is fully prepared to mitigate the impact from any terrorist incident.</p> <p>We will capture the lessons learned from exercises to improve future planning.</p>	<p>We will establish Police Scotland as a centre for <b>‘disruptive effects’ training</b>. Additional <b>training in relation to the CT menu of tactical options</b> will be delivered at all levels across the organisation.</p>



# Protecting people at risk of harm

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



**Your View Counts**

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

[www.scotland.police.uk/yourviewcounts](http://www.scotland.police.uk/yourviewcounts)



**Impact**

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

## Protecting people at risk of harm

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

In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Prevent and reduce the harm caused by the <b>abuse and neglect of children</b> .	<p>We will identify opportunities, with partners, for improvement when undertaking <b>risk assessments and investigations</b> into all forms of abuse, neglect and exploitation of children.</p> <p>We will work with partners to identify new ways to <b>prevent sexual crime involving children and young people</b> and support national strategies to prevent young people becoming victims of online abuse, mitigating the harm it causes.</p> <p>Working with Social Work Scotland, we will design <b>national standards</b> for quality assuring; supervising and appraising staff undertaking joint investigative interviews and improve national statutory guidance.</p>	<p>We will improve stakeholder and <b>public confidence to report all forms of abuse</b> whether physical, sexual and/or domestic, and explore opportunities to increase routes to receive feedback from victims, ensuring any learning is captured.</p> <p>This will include the development and delivery of an auditable online portal to receive '<b>Duty to Notify</b>' referrals from 'public bodies'.</p>	<p>We will continue to develop our <b>understanding of the scale and scope</b> of the abuse of adults and children, sexual crime, human trafficking and exploitation in Scotland.</p> <p>We will implement a <b>national process to record child inter-agency referral discussions</b> capturing decisions, risk factors and outcomes and work with partners to develop our understanding of threats.</p>
Prevent and reduce the harm caused by <b>sexual crime</b> .	<p>We will further improve our response to rape and sexual offences by working with partners who provide advocacy services and <b>support to victims</b>.</p> <p>New legislation and the use of preventative orders will inform our <b>prevention approach</b> to better understand the impact of interventions and shape future work, as outlined in the Equally Safe Action Plan. The next phase of our national '<b>We Can Stop it</b>' campaign will support a grass roots shift in attitudes towards rape and sexual crime.</p>	<p>We will also work with our partners to increase use of <b>self-referral services</b>, availability of multi-agency sexual assault centres and increase access to support services at the point of need.</p> <p>We will develop guidance to support partners in <b>protecting women and girls</b> from female genital mutilation (FGM) and enable them to respond appropriately when working with survivors.</p>	<p>We will explore opportunities to <b>capture feedback from victims</b> of sexual crime in order to improve our services, including the forensic service provision for victims.</p> <p>In collaboration with the Crown Office and Rape Crisis Scotland, we will <b>pilot the visual recording of victims'</b> initial statement in investigations.</p>
Prevent and reduce the harm caused by abuse of <b>adults at risk of harm</b> .	<p>We will <b>share relevant information</b> with partners to protect and support adults at risk and support local authorities in the increased use of protection measures such as banning orders.</p> <p>We will work with partners to support vulnerable adults through the effective delivery of Appropriate Adult services across Scotland.</p>	<p>We will seek to reduce the barriers to vulnerable people accessing appropriate support from police and partners.</p>	<p>In partnership with key stakeholders, specifically local authorities, we will develop a <b>national multi-agency framework</b> for adult protection Large Scale Inquiries (LSIs) establishing clear protocols for agency responsibilities.</p>

Protecting people at risk of harm

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Prevent and reduce the harm caused by <b>human trafficking and exploitation.</b>	<p>We will raise awareness of the signs of human trafficking to <b>identify victims and tackle offenders.</b></p> <p>We will utilise intelligence to <b>pursue the assets</b> of human traffickers through proceeds of crime powers.</p> <p>We will maximise the use of <b>trafficking prevention</b> and risk order legislation and develop an inter-agency referral discussion approach to reports of human trafficking.</p>	<p>We will improve stakeholder and <b>public confidence to report instances of human trafficking</b> and exploitation and explore opportunities to increase routes to receive feedback from victims, ensuring any learning is captured.</p>	<p>We will improve our <b>knowledge of threats</b> relating to human trafficking, introducing means to record risk factors to assist problem profiling and <b>predictive analysis.</b></p> <p>We will support <b>academic research</b> and other sources of evidence into human trafficking in Scotland to develop our evidence base for future activity.</p>
Prevent and reduce the harm caused by <b>domestic abuse.</b>	<p>We will continue to work with partners, through the <b>Multi-Agency Tasking and Coordination (MATAC)</b> and <b>Multi-Agency Risk Assessment Conference (MARAC)</b> processes, to target offenders and protect victims.</p> <p>We will ensure that our people are proficient in dealing with domestic abuse, including stalking incidents, and proportionately use the full complement of <b>new legislative powers</b> available to them.</p> <p>We will support rehabilitative and behaviour change programmes for offenders and develop risk assessment tools to <b>prevent reoffending.</b></p>	<p>We will <b>support victims</b> of domestic abuse by working with partners to identify and fill gaps in service provision, e.g. <b>expand the victim notification process</b> to include notification to victims when perpetrators are released from police custody.</p>	<p>We will <b>equip our people with the knowledge and skills</b> to effectively target those perpetrators who pose the greatest risk of harm, for example we will identify and implement suitable training prior to the introduction of the Domestic Abuse (Scotland) Act 2016. We will evaluate the impact of the Disclosure Scheme for Domestic Abuse Scotland (DSDAS) on the reduction / prevention of domestic abuse.</p>
<b>Manage offenders</b> who pose a risk of serious harm.	<p>Police Scotland is one of the authorities responsible for the management of registered sex offenders and those posing a risk of serious harm. We will work with relevant partners to <b>address future demand and progress joint-working</b> practices.</p> <p>Following a pilot and external evaluation, we will implement the <b>Police Risk Practice process</b> and share learning with partners.</p> <p>We will continue to undertake intrusive reviews and a rolling programme of divisional audits to ensure <b>best practice.</b></p>	<p>We will <b>work with Multi-Agency Public Protection Arrangements (MAPPA) partners</b> and Scottish Government to deliver consistent and efficient practices in relation to the assessment of housing and management of offenders.</p>	<p>Develop a framework for identifying and <b>sharing learning</b> both internally and with external partners.</p> <p>We will also work with <b>academic researchers</b> to develop a wide evidence base to inform prevention activities and reduce reoffending.</p>

Protecting people at risk of harm

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Focus on prevention and early intervention to improve the <b>safety and wellbeing</b> of individuals in public, private and virtual space.	<p>We will develop a coordinated approach to training officers, including training on <b>Data Protection Reform</b>, to improve the impact and consistency of our policing services.</p> <p>In support of the Scottish Government's <b>Mental Health and Suicide Prevention</b> strategies, we will work with partners to develop Distress Brief Intervention referrals to support individuals who present in distress or crisis.</p> <p>We will continue to support victims and protect them from further abuse, including use of protection orders.</p>	<p>We will work effectively with partners and the public to <b>tackle inequalities</b> and deliver better outcomes for individuals and communities.</p>	<p>We will provide our people with '<b>distress, mental health and vulnerability</b>' training to better equip them to respond and support individuals and communities.</p>
Protect <b>missing persons</b> from harm.	<p>Police Scotland conducts approximately 22,000 missing person investigations every year. Most missing persons are children and many others are vulnerable for a number of different reasons. While 89% will be found within 24 hours (and 98% within 2 weeks), missing persons present significant operational challenges to policing in Scotland in terms of demand and risk.</p> <p>We will deliver the objectives of the National Missing Person Framework for Scotland and in particular continue to work with partners to better protect missing persons by:</p> <ul style="list-style-type: none"> <li>• Improving shared prevention measures</li> <li>• Ensuring our own operational response is effective</li> <li>• Sharing relevant information to inform our partners and the public</li> </ul>		

# Road safety and road crime

Keeping people safe on our roads and tackling road crime is a national priority for Police Scotland and we are committed to promoting road safety, improving driver behaviour and enforcing road traffic legislation in support of the Scottish Government Road Safety Framework to 2020.



**Your View Counts**

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

[www.scotland.police.uk/yourviewcounts](http://www.scotland.police.uk/yourviewcounts)



**Impact**

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

## Road safety and road crime

A reduction in road casualties and accidents is set against a rise in vehicle numbers and levels of traffic.<sup>1</sup> This increasing volume of road and transport network users, particularly identified high risk groups, presents a variety of possible challenges for policing and road / transport safety.

In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Modify driver behaviour and <b>reduce injury</b> on Scotland's roads through engagement and proportionate enforcement of legislation.	We remain committed to <b>reducing road casualties</b> in collaboration with our partners. Collaborative working is key to meeting the Scottish Government's 2020 road casualty reduction targets.  The mid-term review of the Scottish Government Road Safety Framework to 2020 identified the following priority areas for focused activity up to 2020; speed, motorcyclists, pre-drivers, young and older drivers and cyclists and pedestrians.  We will support criminal justice colleagues and partners to scope the viability of speed awareness courses in Scotland, as an alternative to prosecution.	During the coming year, we will develop and deliver on the <b>Road Policing Divisional Tactical Plans</b> . These are developed in conjunction with, and approved by, the Local Policing Commander in line with their locally identified priorities.  In order to better protect cyclists, we will continue to work in partnership to deliver prevention-focused campaigns such as Operation Close Pass, to educate drivers and reduce the risk of injury to all.	We will prioritise injury reduction around the identified priority focus areas, using intelligence and road casualty data to positively influence road user behaviour. We have identified portfolio leads for each priority focus areas, leading to the development of <b>new road safety schemes and sharing of good practice</b> .  We will continue to use the independently produced Road Safety Information Tracking Study on driver attitudes and behaviour to provide an independent measure of the impact of our delivery and inform ongoing activity. <a href="#">Road safety-information-tracking-study</a>
Detect and deter all types of <b>criminality on our roads</b> through efficient use of intelligence and analytical products.	We will continue to <b>detect and deter</b> all types of criminality on our roads. We will work with partners to disrupt organised crime and remove drugs and counterfeit goods from the road network.	We understand that <b>antisocial use of vehicles</b> is a problem that impacts on community wellbeing. Where communities highlight concerns regarding driver behaviour such as speeding, careless driving and mobile phone misuse, we will take the appropriate action to tackle these problems.	We will implement <b>new Automatic Number Plate Recognition (ANPR)</b> technology to enhance our capabilities to tackle road crime and improve intelligence, analysis and detection.
Develop and deliver a national road safety and road crime <b>calendar of activity</b> , which will be aligned to 'priority focus areas', as identified during the mid-term review of the Scottish Government's Road Safety Framework to 2020.	We will lead the Multi-Agency Tactical Options Working Group, to oversee development of the national road safety and road crime calendar of activity. This provides intelligence-led direction in support of <b>prevention focused campaigns and initiatives</b> .	We will support road safety campaigns, <b>engaging with and involving the public</b> in raising awareness and providing road safety advice.	We will develop and deliver a <b>communication toolkit</b> to support engagement with the public and media. This will provide consistent road safety information including a 'frequently asked questions' section. In support of this we will maintain and revise key messaging hosted on our website.

<sup>1</sup> Scottish Government (2017) 'Reported Road Casualties Scotland 2016'

# Acquisitive crime

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



**Your View Counts**

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

[www.scotland.police.uk/yourviewcounts](http://www.scotland.police.uk/yourviewcounts)



**Impact**

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

## Acquisitive crime

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

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
<p><b>Prevent acquisitive crime</b> and reduce the harm it causes.</p>	<p>Through our national Acquisitive Crime Tactical Board, we will collate, develop and <b>share intelligence</b> and good practice across Police Scotland and with external partners, including local authorities and Trading Standards. This will inform our response to local and national issues and ensure potential partners are identified and engaged in the delivery of advice and support.</p> <p>We will use specialist national resources to support local officers and communities to address local issues, such as <b>tackling housebreaking</b>. This combined approach has been successful across Scotland.</p>	<p>We will develop <b>collaborative approaches</b> with partners and communities, through our local policing divisions, to raise awareness and share intelligence / information relating to emerging acquisitive crime trends. We will also use this collaborative approach to deliver best practice and reduce harm.</p> <p>Crimes such as housebreaking have a significant negative impact on victims and the wider community.</p> <p>We will continue to raise public awareness through <b>campaigns to prevent housebreaking</b>.</p>	<p>We will deliver <b>awareness packages</b> to operational officers to aid in the identification of the key drivers of acquisitive crime.</p> <p>Within Police Scotland, we will continue to deliver workshops to provide staff with up to date information and share good practice within local divisions regarding <b>housebreaking</b>.</p>
<p>Develop our nationwide approach to reduce <b>doorstep crime</b> and the harm it causes.</p>	<p>There are two main types of doorstep crime; 'bogus callers' who exploit vulnerable people within their own homes to steal cash/valuables or carry out fraudulent schemes; and 'rogue traders' who cold call at homes and overcharge for unnecessary work, damage property deliberately and use intimidating behaviour to extort money. Perpetrators are often travelling criminals or members of SOCGs. Victims are often reluctant to report crimes, either through embarrassment, or fear of losing their independence and in some cases are unaware they are a victim.</p> <p>Prevention is key to reducing the impact of doorstep crime. We will work with a wide range of partners to identify best practice and also deliver a <b>national multi-agency initiative</b> to tackle the crime ('Operation Monarda').</p>	<p>We will work with communities to <b>raise awareness</b> of doorstep crime, and its impact, by developing a communication plan, using both traditional approaches and modern communication methods.</p> <p>This will incorporate prevention messages, practical advice and support targeted at those most vulnerable and also those who can intervene to protect potential victims.</p>	<p>We will capture and progress our use of <b>intelligence</b> relating to doorstep crime in order to inform prevention and enforcement activities.</p>

## Acquisitive crime

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
<p>Work with partners to tackle <b>online fraud</b> and protect individuals and businesses from this threat.</p>	<p>The complexity of cyber enabled fraud poses a significant challenge and we will work in partnership to effectively tackle it. In particular we will work with the Scottish Business Resilience Centre to target online fraud and <b>protect individuals and businesses.</b></p>	<p>We will work together, across a variety of internal functions and disciplines, to <b>raise awareness</b> of the problem of fraud. Through our collective expertise, we will encourage potential victims to take simple steps to secure themselves online.</p>	<p>We will equip officers with the necessary <b>skills</b> to recognise the drivers of economic crime and submit <b>intelligence</b> accordingly. This will enable us to collaborate with the private sector and <b>academia</b> to develop our understanding of emerging threats from fraud and theft. We will work with partners to develop effective methods to communicate those risks, share good practice and protect our communities.</p>



# Supporting our priorities

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

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

## Local Policing

Police Scotland's thirteen Local Policing Divisions are committed to keeping the communities of Scotland safe through a progressive, resilient and locally focused service. Policing delivery is focused on the national priorities described in this plan and local priorities, as outlined in Local Policing Plans. The Scottish Government's Strategic Police Priorities<sup>2</sup> were refreshed in 2016 after a period of consultation and are at the very heart of local service delivery and inform planning at local community level.

### Planning and Partnerships

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

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

More information can be found at the following link: <http://www.scotland.police.uk/about-us/community-empowerment-act/community-participation-requests/>

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

### Improve public contact, engagement and service

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

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

## Specialist Crime Division (SCD)

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

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

### Enhance cyber capabilities

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

1. **Digital knowledge and skills:** Our investigative capability will be enhanced by upskilling our workforce to ensure that we are appropriately equipped to tackle any crime with a digital, technological or cyber facet
2. **Digital investigative, intelligence and analytical capacity and capability:** We will enhance our intelligence and analytical capability and realise opportunities to exploit the criminal digital footprint

3. **Digital safety, prevention and resilience:** We will proactively communicate key cyber resilience messages from the Scottish Government, the National Cyber Security Centre (NCSC) and other key partners to improve cyber safety, prevention and resilience; and support victims of cybercrime
4. **Digital Forensic Services:** We will invest to improve the quality of digital forensic services

We will deliver the following related commitments:

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

### Brexit

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

## Contact, Command and Control Division (C3)

### Improve public contact, engagement and service

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

C3 continues to focus on delivering a high quality service and improving efficiency through the C3 Integration and Remodelling programme (C3IR). As part of our drive for continuous improvement, C3 will deliver the following activities.

### Developing our people

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

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

### Integrated communications

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

### Police Scotland Service Centre

Following delivery of the ICCS, we will seek to procure and implement a replacement single, national ICT service centre solution. Work will continue to develop a public engagement and access strategy as part of the Policing 2026 change portfolio. This will ensure we drive forward improvements in the service which C3 delivers at first point of contact, resolving enquiries in the most appropriate manner.

### Contact Assessment Model

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

### National Database Enquiry Unit

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



## Criminal Justice Services Division (CJSD)

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

CJSD includes the delivery of:

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

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

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

These include:

### Custody remodelling

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

### Productions remodeling

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

### Direct measures

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

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

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

## Operational Support

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

### Specialist Services

Our specialist services function includes:

- Air support
- Armed policing
- Dive and marine unit
- Dog unit
- Hostage and crisis negotiation coordination
- Mountain rescue
- Mounted section
- Search/public order
- Football coordination unit

Specialist services will continue to:

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

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

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

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

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

### Emergency, Events and Resilience Planning (EERP)

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

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

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

## Corporate Support Services

Our corporate support services consists of a broad range of functions that are necessary to support operational policing. Our people work to ensure our operational officers and staff have the right resources, tools, information and support to deliver the best service for Scotland's communities. In the context of the Policing 2026 strategy, our corporate support also has a critical role in enabling change and improvement across the service. The approach described in this plan highlights our drive to work better together for the benefit of policing.

Our long-term strategy has highlighted the opportunities and benefits of investing in the transformation of our corporate services, in order to further strengthen and improve service delivery. Our intention is to develop a single, collaborative approach to the delivery of high quality services across our corporate functions.

Our people within Corporate Support Services deliver the following functions:

- People and development
- Finance
- Change and project management
- Commercial services (fleet, procurement and estates)
- ICT
- Analytics, performance and insights
- Partnership and collaboration
- Strategy and innovation
- Professionalism and assurance
- Business support for operational policing

# Accountability

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

## Scottish Police Authority

Police Scotland will present quarterly progress updates to the SPA, providing evidence relating to the delivery of the commitments within this plan. These updates will be presented at full board meetings of the SPA and available online. Please visit this site for further details: <http://www.spa.police.uk/meetings-events/board-meetings/>

Crime and performance statistics are published by the SPA. Please visit this site for further details: <http://www.spa.police.uk/performancepages/spaperformanceframework/>

## Justice Sub-Committee on Policing

The Scottish Parliament has a duty to review policing, via the Justice Sub-Committee on Policing, where key issues of interest are discussed. Please visit this site for further details: <http://www.parliament.scot/parliamentarybusiness/CurrentCommittees/policing-sub-committee.aspx>

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

## Local scrutiny

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

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

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

## Police Investigation and Review Commissioner (PIRC)

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



# Engaging with us

## Contact us

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

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

## Engagement

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

Please see our Engagement Analysis Report via <https://consult.scotland.police.uk/>

## Your View Counts

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

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

This Annual Police Plan is available in various alternative formats. If you would like to find out how to access an alternative version, please contact us via: [www.scotland.police.uk/contact-us](http://www.scotland.police.uk/contact-us)

## Equality and Human Rights Impact Assessment (EqHRIA)

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

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

Twitter: [@policescotland](https://twitter.com/policescotland)

Facebook: [www.facebook.com/policescotland](https://www.facebook.com/policescotland)



## Appendix A - Measuring our performance

Our policing priorities	Our commitments	Measuring delivery	Performance framework
<b>Violence, disorder and antisocial behaviour</b>	Ensure our people have the knowledge and skills to enable them to target and reduce violence, disorder and antisocial behaviour.	<ul style="list-style-type: none"> <li>Monitored violence, disorder and antisocial behaviour.</li> <li>Developed 'Positive Lifestyles' approach to reduce re-offending.</li> <li>Reviewed effectiveness of third party reporting process to reduce barriers.</li> <li>Delivered hate crime awareness training.</li> <li>Reviewed national hate crime policy.</li> </ul>	<p>KPI 3 - effectively tackle violent crime</p> <p>KPI 6 - effectively tackle hate crime</p> <p>KPI 7 - prevent crime and reduce victimisation</p> <p>KPI 12 - strengthen partnership working</p>
	Utilise National Intelligence Model (NIM) methodology to monitor and address emerging threats.	<ul style="list-style-type: none"> <li>Use of NIM to identify emerging issues.</li> <li>Enhanced the role of National Safer Communities Task Force.</li> <li>Established 'community reassurance cell' when required.</li> <li>Delivered appropriate engagement and reassurance messages to communities regarding hate crime.</li> <li>Developed evidence base to support prevention of violent crime.</li> </ul>	<p>KPI 13 – deliver a policing service which meets community needs</p> <p>KPI 14 – increase community engagement</p> <p>KPI 15 – continue to build public confidence</p> <p>KPI 16 – deliver improved services using evidence based methods</p>
	Share information and develop joint problem solving initiatives with partners.	<ul style="list-style-type: none"> <li>Developed joint problem solving initiatives to reduce violent crime.</li> <li>Delivered local and national awareness raising campaigns in relation to hate crime.</li> <li>Updated guidance regarding legislative changes to minimum unit pricing of alcohol.</li> </ul>	<p>KPI 17 – create a diverse, skilled and empowered workforce</p> <p>KPI 18 – improve public contact and engagement</p> <p>KPI 19 – adapt to key shifts in public behaviour</p>

Our policing priorities	Our commitments	Measuring delivery	Performance framework
<b>Serious organised crime</b>	Work in partnership to prevent and disrupt those involved in cyber enabled and cyber dependent criminality.	<ul style="list-style-type: none"> <li>Implemented Scotland's Cyber Resilience Strategy.</li> <li>Improved understanding of cyber threats.</li> <li>Established 'cybercrime safety, prevention and resilience unit'.</li> <li>Equipped our people with knowledge and skills to provide current cybercrime prevention advice to communities.</li> <li>Our people trained to respond to cyber threats and up to date on emerging cyber issues.</li> <li>Cyber kiosks rolled out and development of cyber hubs.</li> </ul>	<p>KPI 2 - disrupt serious organised crime</p> <p>KPI 7 - prevent crime and reduce victimisation</p> <p>KPI 10 – enhance our understanding and capability in response to cybercrime</p>
	Disrupt and prevent SOCG activity.	<ul style="list-style-type: none"> <li>Monitored serious organised crime.</li> <li>Continued to support the lawful firearms network to prevent SOCG access to firearms.</li> <li>Used prevention orders and POCA) powers to disrupt SOCG activity.</li> <li>Delivered preventative advice to communities regarding SOCG activity.</li> <li>Supported UK-wide firearms surrender campaign.</li> <li>Gathered and shared intelligence to disrupt and prevent SOCG activity.</li> </ul>	<p>KPI 12 - strengthen partnership working</p> <p>KPI 13 – deliver a policing service which meets community needs</p> <p>KPI 14 – increase community engagement</p> <p>KPI 15 – continue to build public confidence</p>
	Develop an overarching Police Scotland Drug and NPS Prevention approach.	<ul style="list-style-type: none"> <li>Supported delivery of the 'Road to Recovery' strategy.</li> <li>Disrupted SOCG activity in relation to drug and NPS supply.</li> <li>Identified emerging drug trends to reduce harm to communities.</li> <li>Gathered and analysed intelligence to reduce the harm caused by drug misuse.</li> </ul>	<p>KPI 16 – deliver improved services using evidence based methods</p> <p>KPI 17 – create a diverse, skilled and empowered workforce</p>
	Prevent fraud and protect those most at risk from current and emerging organised fraud threats.	<ul style="list-style-type: none"> <li>Implemented national 'banking protocol'.</li> <li>Delivered targeted prevention messaging to raise awareness of emerging threats.</li> <li>Expanded our gathering and use of financial intelligence to target fraudulent activity.</li> </ul>	<p>KPI 18 – improve public contact and engagement</p> <p>KPI 19 – adapt to key shifts in public behaviour</p>

Appendix A - Measuring our performance

Our policing priorities	Our commitments	Measuring delivery	Performance framework
<b>Counter terrorism and domestic extremism</b>	PURSUE – to stop terrorist attacks	<ul style="list-style-type: none"> <li>Delivered multi-agency approach to addressing the threat of terrorism.</li> <li>Worked with communities to detect and deter terrorist activity.</li> <li>Reviewed intelligence capture process to deliver best practice.</li> </ul>	<p>KPI 9 - reduce the risk and impact of terrorism</p> <p>KPI 12 - strengthen partnership working</p>
	PREVENT – to stop people becoming terrorists or supporting terrorism	<ul style="list-style-type: none"> <li>Used PCM and PPC processes to prevent radicalisation.</li> <li>Delivered 'safeguarding messaging' to communities.</li> <li>Used 'web constables' to provide advice and information to communities.</li> <li>Delivered 'PREVENT' awareness training.</li> </ul>	<p>KPI 13 - deliver a policing service which meets community needs</p> <p>KPI 14 - increase community engagement</p>
	PROTECT – to strengthen our protection against a terrorist attack	<ul style="list-style-type: none"> <li>Responded effectively to instances of terrorist related activity.</li> <li>CTSAs delivered protective security advice to stakeholders and communities.</li> <li>Delivered targeted patrols of key sites.</li> <li>Delivered security training to businesses and communities.</li> <li>Raised awareness around cyber security to reduce the threat from cyber related terrorism.</li> </ul>	<p>KPI 15 - continue to build public confidence</p> <p>KPI 16 - deliver improved services using evidence based methods</p> <p>KPI 17 - create a diverse, skilled and empowered workforce</p>
	PREPARE – to mitigate the impact of a terrorist attack	<ul style="list-style-type: none"> <li>Prepared to deliver a multi-agency response in event of a terrorist attack.</li> <li>Reviewed threat levels, specifically linked to public events.</li> <li>Delivered local and national exercises to improve preparedness.</li> <li>Delivered 'disruptive effects' and 'counter terrorism menu of tactical options' training.</li> </ul>	<p>KPI 18 - improve public contact and engagement</p> <p>KPI 19 - adapt to key shifts in public behaviour</p>

Appendix A - Measuring our performance

Our policing priorities	Our commitments	Measuring delivery	Performance framework
<b>Protecting people at risk of harm</b>	Prevent and reduce the harm caused by the abuse and neglect of children.	<ul style="list-style-type: none"> <li>Responded effectively to instances of abuse, neglect and exploitation.</li> <li>Improved confidence of victims to report all forms of abuse, neglect and exploitation.</li> <li>Created an online portal for 'duty to notify' referrals.</li> <li>Expanded the use of self-referral services.</li> <li>Developed guidance to protect women and girls from the threat of FGM.</li> <li>Identified new ways to prevent abuse and neglect of children, including online abuse.</li> <li>Designed national standards for joint investigative interviews.</li> <li>Implemented national process to record child IRDs.</li> </ul>	<p>KPI 1 – protect people considered vulnerable</p> <p>KPI 4 - effectively tackle sexual offending</p> <p>KPI 5 - effectively tackle domestic abuse</p>
	Prevent and reduce the harm caused by sexual crime.	<ul style="list-style-type: none"> <li>Improved support to victims.</li> <li>Improved forensic service provision for victims.</li> <li>Piloted visual recording of victims' initial statement.</li> <li>Used legislative powers and prevention orders to protect those at risk of harm.</li> <li>Delivered 'we can stop it' campaign.</li> </ul>	<p>KPI 7 - prevent crime and reduce victimisation</p> <p>KPI 12 - strengthen partnership working</p>
	Prevent and reduce the harm caused by abuse of adults at risk of harm.	<ul style="list-style-type: none"> <li>Improved protection and support through sharing information with partners.</li> <li>Utilised banning orders to protect those at risk of harm.</li> <li>Developed a national multi-agency framework for Large Scale Inquiries.</li> </ul>	<p>KPI 13 - deliver a policing service which meets community needs</p>
	Prevent and reduce the harm caused by human trafficking and exploitation.	<ul style="list-style-type: none"> <li>Raised awareness of the signs related to human trafficking.</li> <li>Reduced barriers to reporting human trafficking.</li> <li>Used powers to seize assets of human traffickers.</li> <li>Developed an IRD approach to addressing reports of human trafficking.</li> <li>Improved use of research and problem profiles to identifying and recording risk factors.</li> </ul>	<p>KPI 14 - increase community engagement</p>
	Prevent and reduce the harm caused by domestic abuse.	<ul style="list-style-type: none"> <li>Our people are proficient at dealing with instances of domestic abuse.</li> <li>Equipped our people with the training to effectively target perpetrators.</li> <li>Supported rehabilitation and behaviour change programmes to reduce re-offending.</li> <li>Improved support to victims, including expansion of the victim notification process.</li> <li>Evaluated Disclosure Scheme for Domestic Abuse Scotland to improve protection.</li> </ul>	<p>KPI 15 - continue to build public confidence</p> <p>KPI 16 - deliver improved services using evidence based methods</p>
	Manage offenders who pose a risk of serious harm.	<ul style="list-style-type: none"> <li>Developed joint working practices to manage demand.</li> <li>Delivered multi-agency agreed practices relating to housing of offenders.</li> <li>Developed a framework for sharing learning with partners.</li> <li>Developed and maintained an evidence base to inform prevention activities.</li> </ul>	<p>KPI 17 - create a diverse, skilled and empowered workforce</p>
	Focus on prevention and early intervention to improve the safety and wellbeing of individuals in public, private and virtual space.	<ul style="list-style-type: none"> <li>Worked with partners to address inequalities and improve wellbeing.</li> <li>Developed a coordinated approach to training.</li> <li>Developed 'Destress Brief Intervention' referrals.</li> <li>Delivered 'distress, mental health and vulnerability' training to our people.</li> </ul>	<p>KPI 18 - improve public contact and engagement</p>
	Protect missing persons from harm.	<ul style="list-style-type: none"> <li>Delivered objectives within National Missing Person Framework.</li> </ul>	<p>KPI 19 - adapt to key shifts in public behaviour</p>

Appendix A - Measuring our performance

Our policing priorities	Our commitments	Measuring delivery	Performance framework
Road safety and road crime	Modify driver behaviour and reduce injury on Scotland's roads through engagement and proportionate enforcement of legislation.	<ul style="list-style-type: none"> <li>Monitored injury on Scotland's roads.</li> <li>Focused activities to address the priority areas identified within the mid-term review of Road Safety Framework to 2020.</li> <li>Delivered Road Policing Divisional Tactical Plans.</li> <li>Developed road safety schemes to share good practice.</li> </ul>	KPI 11 - make our roads safer KPI 12 - strengthen partnership working KPI 13 - deliver a policing service which meets community needs
	Detect and deter all types of criminality on our roads through efficient use of intelligence and analytical products.	<ul style="list-style-type: none"> <li>Monitored criminality and antisocial driving on our roads.</li> <li>Disrupted SOCG activity, including seizures of drugs and counterfeit goods from the road network.</li> <li>Implemented new Automatic Number Plate Recognition (ANPR) technology.</li> </ul>	KPI 14 - increase community engagement KPI 15 - continue to build public confidence KPI 16 - deliver improved services using evidence based methods
	Develop and deliver a national road safety and road crime calendar of activity, which will be aligned to 'priority focus areas', as identified during the mid-term review of the Scottish Government's Road Safety Framework to 2020.	<ul style="list-style-type: none"> <li>Delivered road safety and road crime calendar of activity.</li> <li>Raised awareness of road safety issues and provided appropriate advice.</li> <li>Developed communications toolkit.</li> </ul>	KPI 17 - create a diverse, skilled and empowered workforce KPI 18 - improve public contact and engagement KPI 19 - adapt to key shifts in public behaviour

Appendix A - Measuring our performance

Our policing priorities	Our commitments	Measuring delivery	Performance framework
Acquisitive crime	Prevent acquisitive crime and reduce the harm it causes.	<ul style="list-style-type: none"> <li>Monitored acquisitive crime.</li> <li>Shared intelligence and good practice.</li> <li>Utilised national resources to support local divisions to tackle local issues.</li> <li>Raised awareness of emerging issues.</li> <li>Supported campaigns to reduce housebreaking.</li> </ul>	KPI 7 - prevent crime and reduce victimisation KPI 8 - effectively tackle acquisitive crime KPI 12 - strengthen partnership working
	Develop our nationwide approach to reduce doorstep crime and the harm it causes.	<ul style="list-style-type: none"> <li>Delivered a national campaign to tackle doorstep crime.</li> <li>Raised awareness of emerging threats and provided relevant prevention advice.</li> <li>Captured intelligence to inform prevention and enforcement activities.</li> </ul>	KPI 13 - deliver a policing service which meets community needs KPI 14 - increase community engagement KPI 15 - continue to build public confidence
	Work with partners to tackle online fraud and protect individuals and businesses from this threat.	<ul style="list-style-type: none"> <li>Individuals and businesses are better protected from the threat of online fraud.</li> <li>Raised awareness of emerging threats and provided relevant prevention advice.</li> <li>Our people are equipped to tackle online fraud effectively.</li> </ul>	KPI 16 - deliver improved services using evidence based methods KPI 17 - create a diverse, skilled and empowered workforce KPI 18 - improve public contact and engagement KPI 19 - adapt to key shifts in public behaviour



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