



**POLICE**  
SCOTLAND

## Police Scotland

Annual Police Plan 2013/14

**POLICE**

# Our Purpose, Focus and Values

## Our Purpose

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

## Our Focus

Keeping People Safe

## Our Values

Integrity Fairness Respect

# Foreword

The Police and Fire Reform (Scotland) Act 2012 creates a single Police Service of Scotland bringing together expertise across the country to improve service delivery to individuals and local communities in Scotland. By combining resources and cutting duplication we will work more efficiently and collaboratively, with our communities and partner agencies, to provide a first class service to the people of Scotland.

We will work to improve on our performance and retain the 37 year low in crime whilst driving change to shape the new organisation. This will be done through maintaining local services and driving continuous improvement and sustainable development across the organisation.

We surveyed over 19,600 people across Scotland to ask about their perception of the biggest crime problems. The four main areas of concern they identified were - antisocial behaviour and alcohol related disorder; road safety; drug dealing and drugs misuse and violent crime. These are the same volume crime issues we have identified as happening across Scotland and this plan outlines our commitment to tackling these issues and improving service delivery to individuals and local communities.

Our policing priorities have not been set in isolation and are closely aligned to the strategic police priorities set by Scottish Government and the strategic objectives outlined by the Scottish Police Authority in their three year plan.

The priorities and objectives outlined in this plan address those very local and national concerns and help us in Keeping People Safe. Issues such as antisocial behaviour have a significant impact on local communities. More national concerns like terrorism or organised crime may not be as visible to communities, but protecting Scotland from these threats is vital.

This Annual Police Plan informs local police plans across Scotland, right down to multi member ward area, to ensure common goals help us in Keeping People Safe.

# Police Reform

As required by the Police and Fire Reform (Scotland) Act 2012, the Scottish Police Authority and the Chief Constable are responsible for driving continuous improvement and sustainable development.

The strategic aims of police reform are to:

- **Strengthen the connection between services and communities by creating a new formal agreement with each of the local authorities**
- **Create more equal access to specialist support**
- **Protect and improve local services within the available budget**

For the public this will mean:

- **Better targeted local policing**
- **Improved access to, and quality of, policing services across Scotland**
- **More sustainable service providing value for money**



# Police Scotland – Senior Leadership



Police Scotland is headed by Chief Constable Stephen House, QPM, and formally comes into existence on 1 April 2013.

There are four Deputy Chief Constables (DCCs) who each lead an important area of policing to ensure that the organisation provides the best possible service to communities to support Keeping People Safe.

DCC Neil Richardson is responsible for organisational support and works with the Scottish Police Authority in the creation of enhanced scrutiny measures and establishing new ways of working.

DCC Rose Fitzpatrick, QPM, leads on Local Policing across the 14 local divisions, driving accountability, consistency and partnership to deliver an effective, visible and accessible Police Service to all communities.

DCC Iain Livingstone heads up Specialist Crime and Operational Support, and ensures these provide equitable specialist police services across all of Scotland’s communities.

DCC Steve Allen’s role is to deliver a safe and secure Commonwealth Games and Ryder Cup in 2014.

There will be three directors - Allan Macleod, Finance and Resources; John Gillies, Human Resources and a Director of Communications, soon to be appointed.

# Purpose and Focus

**Our purpose:**

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

**Our Focus:**

Keeping People Safe

**Our Values:**

Integrity Fairness Respect

Fundamental to our objectives are the Strategic Police Priorities, set by the Scottish Government, and the strategic objectives outlined in the Scottish Police Authority Strategic Police Plan.

Our values apply to every person working on behalf of Police Scotland and will be the touchstones for everything we do in Keeping People Safe. Police Scotland is committed to policing in a way that upholds human rights.

The purpose of policing is derived from the policing principles in the Police and Fire Reform (Scotland) Act 2012.

We will work with others, where appropriate to be accessible and engaged with local communities. We will promote measures to prevent crime, disorder and harm to individuals and local communities.

Our priorities and objectives, set out in this plan, make a significant contribution towards the Scottish Government's National Outcomes and purpose of creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

All our work is underpinned by our commitment to equality and diversity, both in our dealings with the public we serve as well as our own staff.

We recognise that effective and fair policing is about reflecting the needs and expectations of individuals and local communities, as our formal public consultation emphasises. Survey results show that different communities have differing expectations and contrasting experiences of the service provided by the police. Our aim is to ensure that our service is fair and consistent to all, according to their needs, keeping those who are most vulnerable safe.

To further this aim, and satisfy our statutory duties under The Equality Act 2010<sup>1</sup>, we have developed national equality and diversity outcomes to explicitly outline our commitment to meet the needs of members of the public and our staff who share relevant protected characteristics<sup>2</sup>. In our local policing plans we identify local priorities and objectives towards achieving these outcomes and we will report on progress in the Chief Constable's Annual Report in 2014.

Our equality and diversity outcomes are:

- **People better recognise hate crimes and incidents and feel confident in reporting them**
- **Individuals within protected groups feel safe and secure within their local community**
- **Victims of gender-based violence are confident that the police are responsive to their needs**
- **People from, and across, protected groups are meaningfully engaged with us and their views contribute to service improvements**
- **Everyone in Scotland is able to contact the police when they require our assistance and this experience is positive**
- **We have a workforce that is reflective of our communities to increase trust and confidence in the police**
- **We have a workforce where people feel valued and encouraged to maximise their potential to ensure the most efficient and effective service is delivered**

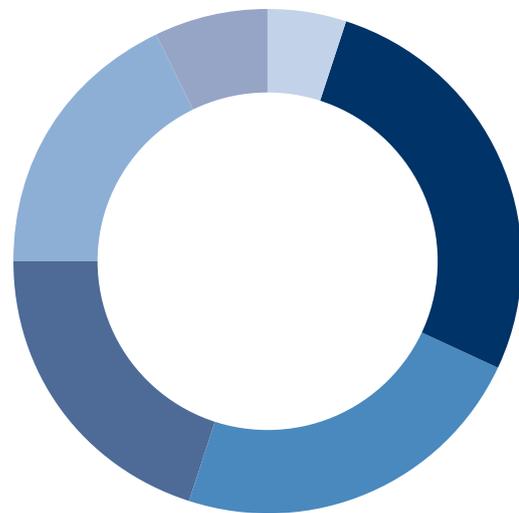
<sup>1</sup> The Equality Act 2010 sets out the public sector equality duty and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 outlines the specific duties designed to help a listed authority meet the general equality duty.

<sup>2</sup> The public sector equality duty covers the following protected characteristics: age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation (marriage and civil partnerships in relation to discrimination only).

# Priorities and Objectives

Keeping People Safe is at the heart of policing across Scotland and sits at the centre of our operational policing performance framework. We have identified our priorities through evidence-based analysis of crime and through consultation. Both have reflected local issues from the bottom up and national concerns from the top down.

Over 19,600 people were consulted across Scotland to help identify those issues causing the most concern to communities. Four key areas of concern came out of this process, namely - antisocial behaviour and alcohol related disorder; road safety; drug dealing and drugs misuse and violent crime. We used these consultation results, which mirror our findings from analysis of crime issues, to inform our operational policing priorities.



Antisocial Behaviour and Alcohol Related Disorder:	27%
Road Safety:	23%
Drug Dealing and Drugs Misuse:	20%
Violent Crime:	18%
Other:	7%
Housebreaking and Theft:	5%

Together with partners and communities we have drawn up a local policing plan for each of the 32 local authority areas and for every one of the 353 multi member ward areas. These will ensure that policing activity across Scotland is directed at local issues and that it reflects the needs of our diverse communities.

Running through diverse local concerns and viewpoints are "golden threads" affecting all communities. Our priority is to focus on these "golden threads" with the aim of Keeping People Safe.



## Performance Management

Police Scotland has developed an evidence-based performance management process to ensure we target the right people, in the right place, at the right time.

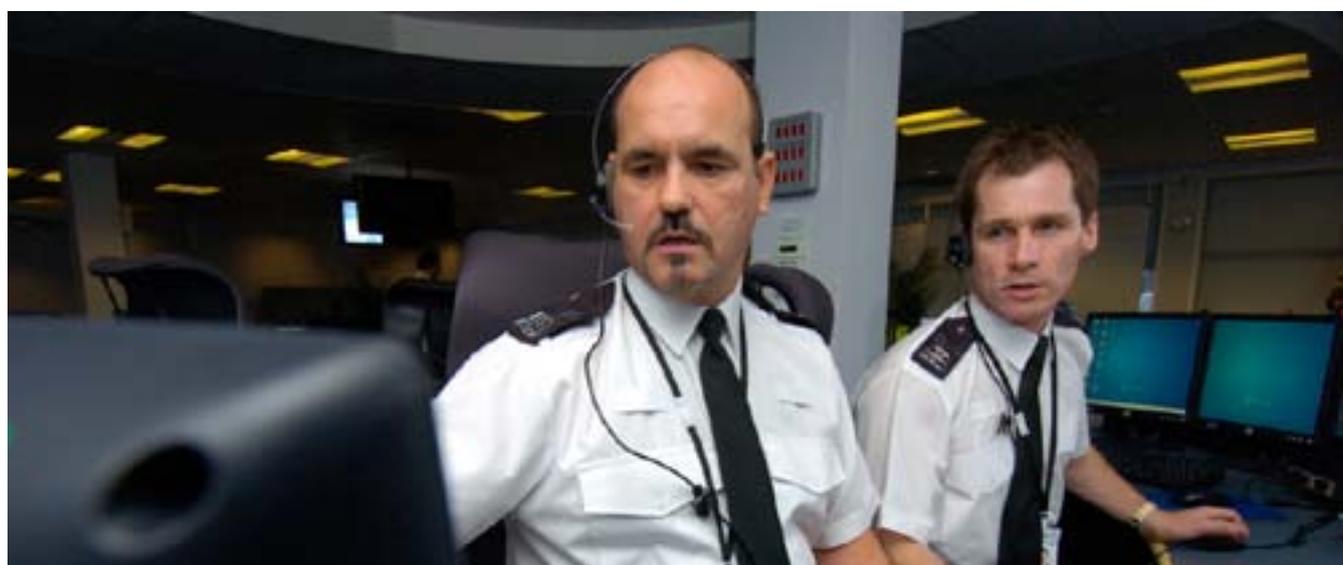
We will measure progress on our priorities through a robust, values driven, performance management process. Maintaining high levels of public confidence is of the utmost importance. We will measure progress in this area to ensure policing services delivered to local communities reflect their needs.

Our priorities support the Scottish Police Authority strategic priorities and objectives and contribute towards the National Outcomes. Her Majesty's Inspectorate of Constabulary Scotland (HMICS) has a vital role to play in overseeing police performance.

Police Scotland will provide quarterly updates and an annual report on its performance towards the main objectives. The Scottish Police Authority will hold the Chief Constable to account for delivering the policing priorities and objectives.

## Local Scrutiny and Engagement

The Police and Fire Reform (Scotland) Act 2012 includes a framework for local scrutiny and requires local authorities to have scrutiny arrangements for Police and Fire and Rescue in place by April 2013. These arrangements are in place across all 32 local authorities and are outlined in local police plans.



## Violence, Disorder and Antisocial Behaviour

Levels of violent crime and reported incidents of antisocial behaviour continue to decrease across Scotland. Our analysis tells us that the profile of violence is changing. Despite overall levels of violence decreasing, the proportion of violence, including domestic violence, in the home is increasing. Research points to a trend of greater alcohol consumption in the home as a driving force behind this development.

Violent crime has a negative impact on the health and well-being of victims and communities. Public concern regarding violent crime remains high with 93% of the people we asked across Scotland citing this as one of their top priorities.

Domestic abuse remains a significant problem across Scotland with an increasing number of incidents reported to the police compared to last year. As well as having a direct impact on the victim, domestic abuse also affects any children present or living in the household.

Approximately 35% of victims who had experienced domestic abuse in the last year had dependant children living with them at the time of the most recent incident. Of those with dependant children, 69% said the children were present when the abuse occurred.

We will implement a national campaign against violence to ensure a co-ordinated approach, working with our partner agencies, to tackling violence, including domestic abuse, across Scotland.

Alcohol is a significant factor in violent crime. Police Scotland will introduce a nationally co-ordinated approach to tackling violence and disorder with an emphasis on reducing alcohol related violence.

We will continue to identify vulnerable people and victims of violent crime, including domestic abuse, and work with our partner agencies to support them. In addition we will robustly target known violent offenders and problem locations. We will conduct intelligence led stop and search activity to prevent violent crime by removing weapons, drugs and alcohol from local community areas.

Our objectives include a commitment to:

- **Reduce violent crime, including alcohol related violence**
- **Reduce incidents of disorder**
- **Increase detection of violent crime offenders, including those who commit domestic abuse and hate crime**
- **Reduce antisocial behaviour**
- **Establish a nationally co-ordinated approach to tackling violence**
- **Work with partner agencies to support victims of domestic abuse**
- **Conduct robust inspections of problem licensed premises**

## Protecting the Public

Protecting the most vulnerable in our communities is a priority for Police Scotland. Domestic abuse, sexual violence, child abuse and neglect have a significant impact on the lives of individuals and families. Police Scotland will focus on preventing these crimes, supporting victims, and targeting offenders who pose the most risk of harm.

It is recognised that sexual crime is under-reported for a variety of complex reasons and work continues to encourage people to come forward. The introduction of the National Rape Taskforce and local Rape Investigation Teams across the country underlines the importance placed by Police Scotland on responding to the crime of rape. The introduction of a new national review process for rape investigations demonstrates our commitment to continuous improvement in the quality of investigations and of service to victims.

Child sexual exploitation presents a significant challenge as it is a largely hidden form of child abuse. Police Scotland will work with partners to ensure there is an appropriate and effective response and that the most vulnerable in our communities are protected.

Scotland is a destination, transit and source country for human trafficking. A new National Human Trafficking Unit will work with partners to provide a co-ordinated approach to raising awareness with staff; improve information sharing and enhance victim support.

Our objectives include a commitment to:

- **Establish the National Rape Taskforce**
- **Establish Rape Investigation Teams in every local division**
- **Deploy a trained Sexual Offences Liaison Officer in every case of rape**
- **Review investigations of all undetected rapes**
- **Develop a rape prevention strategy**
- **Work with partners and media to encourage people to report sexual crime**
- **Ensure risk management plans are in place for high risk offenders**
- **Proactive policing of the internet in relation to online child sexual exploitation**
- **Establish the National Human Trafficking Unit**

## Road Safety and Road Crime

Reported road casualty numbers for the last available year (2011) were at their lowest level since 1948, but Transport Scotland, Police Scotland, and other partner agencies need to ensure that the number of road deaths and injuries continues to fall if national road safety targets 2011-2020 are to be met.

Despite reductions in road deaths more people die on the roads of our country than are victims of homicide.

The Police Scotland national Trunk Roads Patrol Unit will provide high profile traffic enforcement on major national routes including motorways. It will be responsible for influencing driver behaviour; making Scotland's roads safer; reducing casualties; reducing road crime and tackling criminals who use the national roads network.

This national unit will work alongside local Divisional Roads Policing Units under the command of Local Divisional Commanders. They will work to meet casualty reduction targets, targeting criminals using the roads and other local policing priorities.

Our objectives include a commitment to:

- **Continue to work with our partner agencies to reduce road casualties and fatalities**
- **Improve road user behaviour through robust enforcement of legislation**
- **Increase seizures of vehicles in line with legislation**

## Serious Organised Crime

Keeping People Safe by reducing the threat organised crime groups pose to our communities is a priority for Police Scotland. Although often not visible, serious organised crime is a multi-billion pound enterprise with significant social and economic costs. It takes between £2 billion and £4 billion out of the Scottish economy annually which could be invested in schools, hospitals and care of the elderly.

The vast majority of Scotland's organised crime groups are involved in the supply of controlled drugs. Communities in Scotland are concerned about the supply of controlled drugs. Over 90% of the people we asked across Scotland cited this as one of their top priorities.

Police Scotland will maximise opportunities for confiscation of assets from organised crime groups under the Proceeds of Crime Act 2002 and reinvest these back into communities through the CashBack Government Scheme.

There is organised crime involvement in a variety of legitimate business sectors, such as security industry and taxi firms. This leads to the distortion of markets and deprives lawful companies of business. Organised crime groups will actively seek out individuals with specialist skills or expertise (such as lawyers and accountants) to help them in their criminal and business enterprises.

We will continue to work with partners to detect offenders, divert people away from organised crime, disrupt the activities of organised crime groups and deter them from operating in Scotland.

## Terrorism

The overall threat to the UK from international terrorism is currently graded as SUBSTANTIAL (an attack is a strong possibility). Police Scotland will work with partner agencies in preparation for large scale events and the execution of CONTEST, the UK Government's Strategy for countering terrorism.

Police Scotland, in collaboration with security agencies, is responsible for making our ports and airports more secure and working with communities to raise awareness of terrorism and related issues to make Scotland a safer place.

Our objectives include a commitment to:

- **Reduce the capability of organised crime groups to cause harm to communities**
- **Disrupt the supply of drugs into communities**
- **Target organised crime groups through proceeds of crime legislation and deprive them of access to legitimate enterprises**
- **Reduce and mitigate the risk of all strands of terrorism**
- **Ensure that Police Scotland is adequately prepared to respond to any terrorist threat**

## Major Events and Resilience

It is vital that Scotland continues to enhance its reputation as a successful and safe country by demonstrating excellence in effective planning for national events and responding to national crises such as extreme weather conditions.

Glasgow is hosting the 2014 Commonwealth Games and Police Scotland are the lead planners for the security operation for this event. This will be a multi agency operation and will build on the expertise that Police Scotland and partners have developed in the planning and delivery of major events.

A planning team has been established and the planning for this event is well underway. The team is working closely with the Organising Committee, Glasgow City Council, the Scottish Government and other key partners to ensure a safe, secure and peaceful Games.

The Ryder Cup will attract 45,000 spectators daily and will showcase Scotland's ability to stage one of the biggest sporting events in the world to the highest standard in a secure and safe manner.

Three new Strategic Co-ordinating Groups (SCG) Resilience Partnerships will mirror newly defined north, east and west command areas. This change will present opportunities for Police Scotland to work effectively with key responder organisations, whilst maintaining and improving existing localised delivery.

Our objectives include a commitment to:

- **Ensure a high state of preparedness for unforeseen and planned major events**
- **Deliver a safe and secure Commonwealth Games**
- **Deliver a safe and secure Ryder Cup event**

## Public Confidence

Police Scotland operates on the principle of policing by consent.

While public confidence in the police is high, it is essential that we continue to strengthen connections with the communities we serve and further improve public confidence and trust.

We will provide a greater consistency of service across Scotland's communities and communities of interest with an enhanced ability to deliver local policing priorities. We will continue to ask the public about their perception of crime and for feedback on the service we provide.

Our values will sit at the heart of consistent service delivery and decision making.

We will continue to prioritise investment in the training and development of our workforce. This will include the development of leaders at all levels. They are key to a cohesive and positive organisational culture, focussed on keeping the people of Scotland safe.

Our objectives include a commitment to:

- **Maintain high levels of public confidence in policing**
- **Continued engagement with local communities and communities of interest**
- **Respond promptly to incidents**
- **Maintain high standards of professional conduct**

Contact Us:

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

 [www.twitter.com/policescotland](https://www.twitter.com/policescotland)

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



## NORTH Command

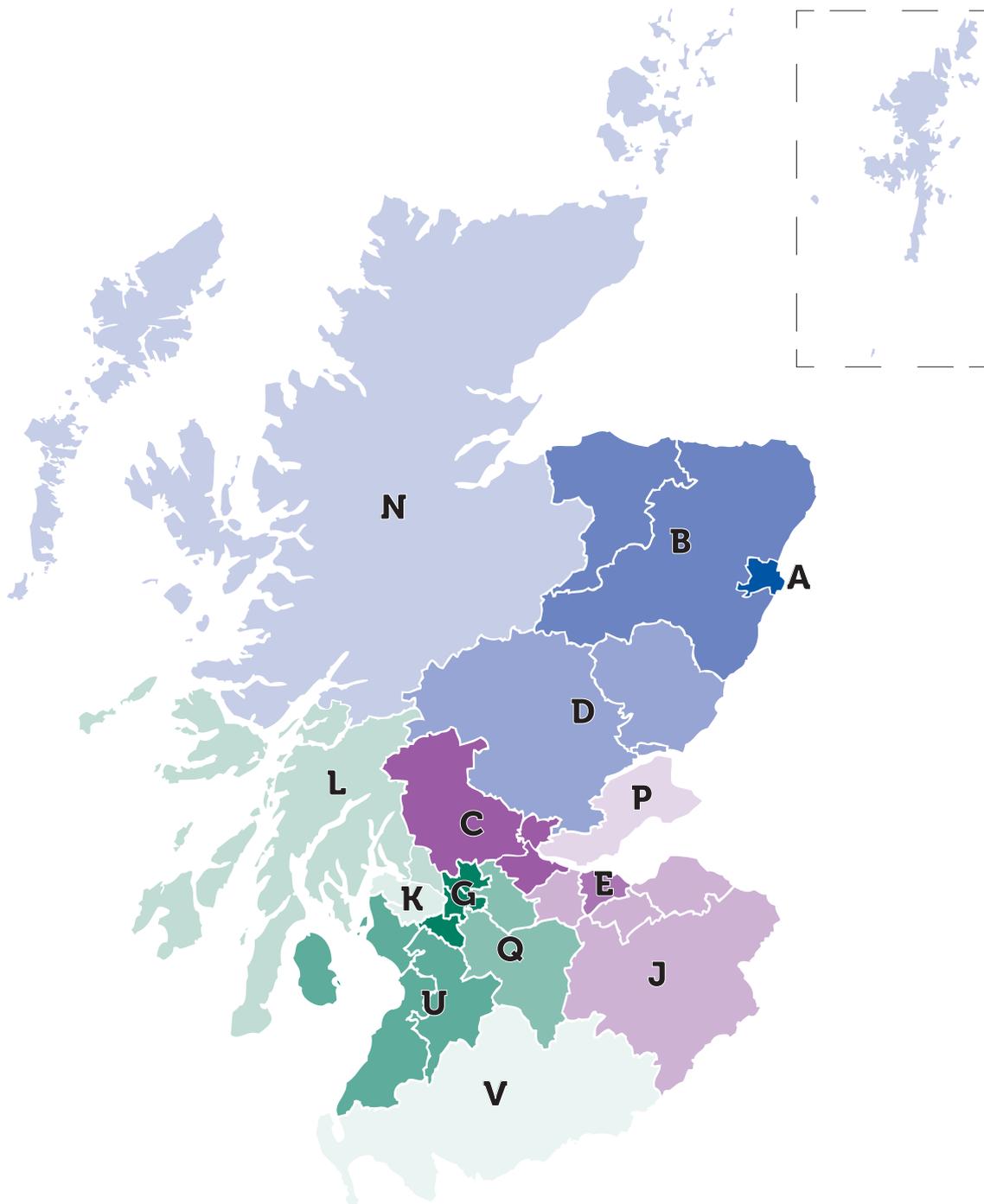
- A** - Aberdeen City
- B** - Aberdeenshire and Moray
- D** - Perth and Kinross, Angus and Dundee
- N** - Highland and Islands

## EAST Command

- C** - Forth Valley
- E** - Edinburgh
- J** - The Lothians and Scottish Borders
- P** - Fife

## WEST Command

- G** - Greater Glasgow
- U** - Ayrshire
- Q** - Lanarkshire
- L** - Argyll and West Dunbartonshire
- K** - Renfrewshire and Inverclyde
- V** - Dumfries and Galloway



# Priority Alignment

Police Scotland's priorities are aligned from strategic level to operational delivery and underpinned by a single set of measures housed within our performance management system (ScOMIS).

Our priorities align to the Strategic Policing Priorities and the Government's National Outcomes.

National Outcome 5: Our children have the best start in life and are ready to succeed.

National Outcome 7: We have tackled the significant inequalities in Scottish society.

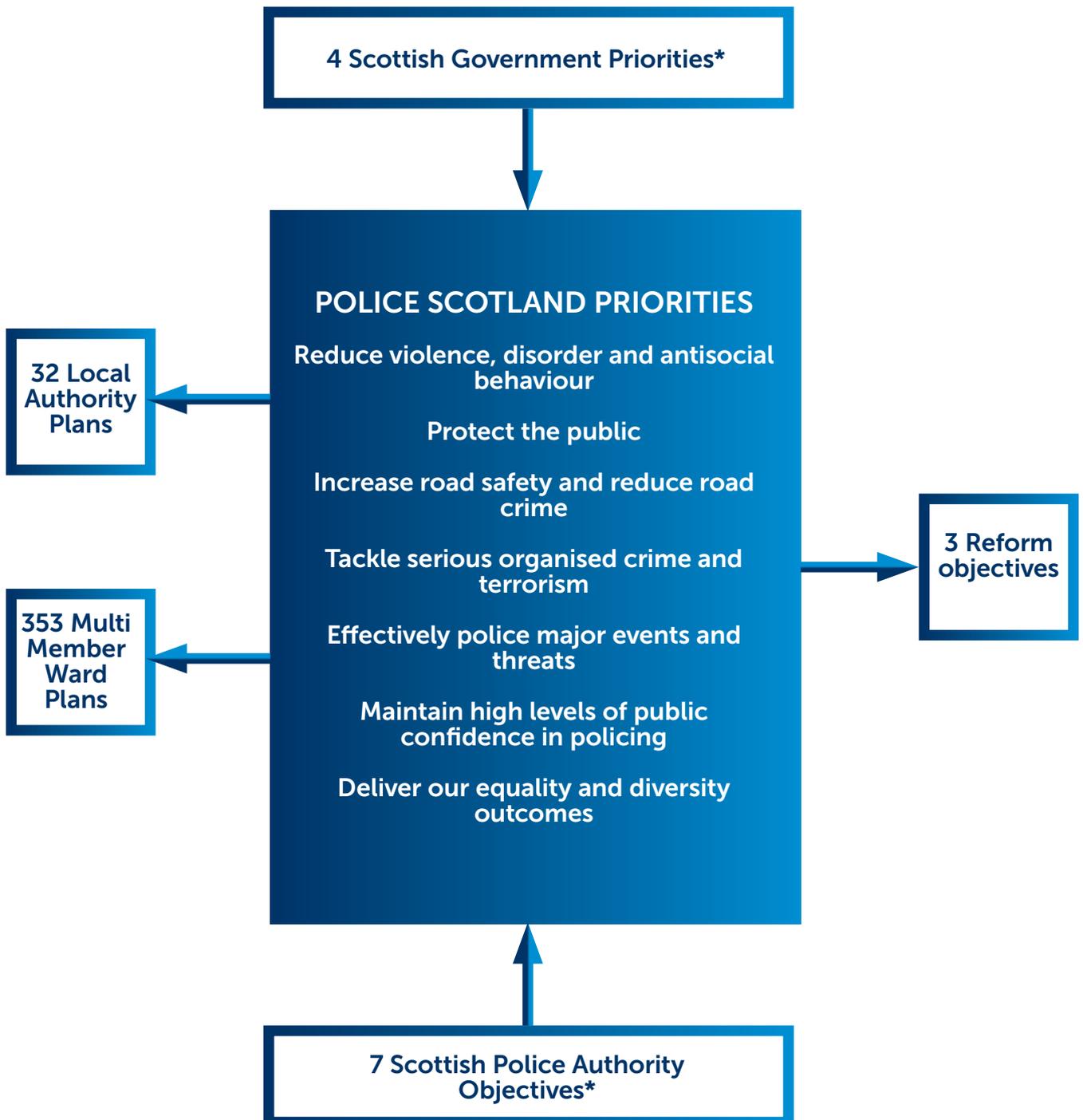
National Outcome 8: We have improved the life chances for children, young people and families.

National Outcome 9: We live our lives safe from crime, disorder and danger.

National Outcome 11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

National Outcome 13: We take pride in a strong, fair and inclusive national identity.

National Outcome 16: Our public services are high quality, continually improving, efficient and responsive to local people's needs.



\* For full details please see appendix 1

## Publication of the Annual Police Plan

Police Scotland is committed to publishing a full Gaelic version of the plan by the end of June 2013. In accordance with Scottish Government guidance we will also offer translation of the plan into other languages.

Laid before the Scottish Parliament by Police Scotland in pursuance of Section 34(7)b of the Police and Fire Reform (Scotland) Act 2012 (28th March 2013).

PSoS/2013/01

## Equality Impact Assessment

Police Scotland will undertake an Equality Impact Assessment (EQIA) to ensure that our objectives contribute positively to a more equal society, with equality and good relations at the forefront of the service we provide.





# Appendix 1 - Strategic Police Priorities & Strategic Objectives

## Scottish Government Strategic Priority 1

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

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

### Scottish Police Authority Strategic Objective 1.1

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

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

### Scottish Police Authority Strategic Objective 1.2

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

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

## Scottish Government Strategic Priority 2

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

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

### Scottish Police Authority Strategic Objective 2.1

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

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

### Scottish Police Authority Strategic Objective 2.2

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

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

### Scottish Government Strategic Priority 3

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

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

### Scottish Police Authority Strategic Objective 3.1

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

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

### Scottish Government Strategic Priority 4

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

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

### Scottish Police Authority Strategic Objective 4.1

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

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

### Scottish Police Authority Strategic Objective 4.2

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

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

# Police Scotland

Annual Police Plan 2013/14

**POLICE**  
SCOTLAND