



**POLICE**  
**SCOTLAND**  
Keeping people safe

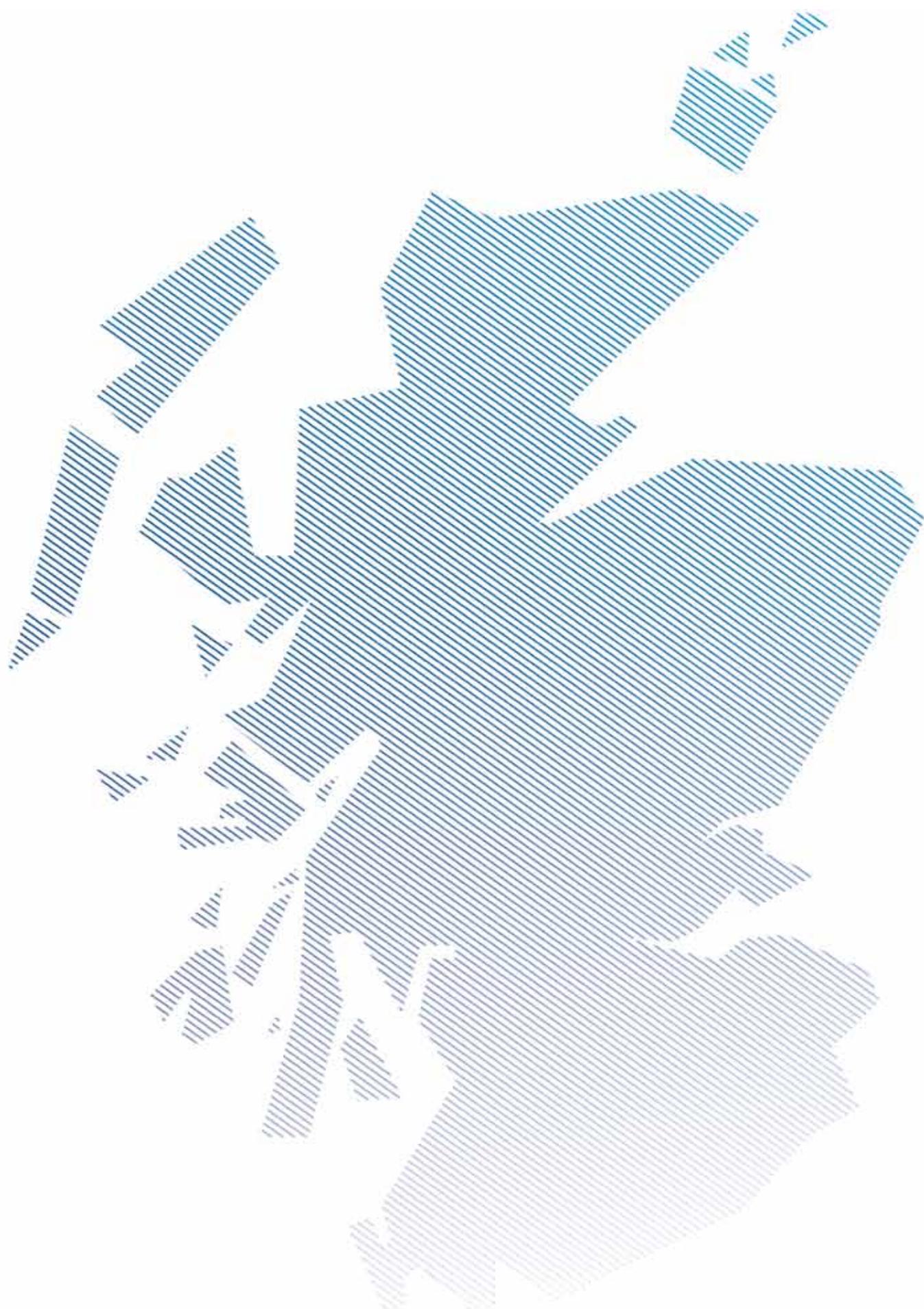
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Annual  
**Police Plan**

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**2017/18**

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# Contents

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• Our Vision, Values and Purpose.....	4
• Foreword.....	5
• 10 Year Strategy for Policing in Scotland.....	6
• Identifying Our Priorities.....	7
• Delivering Policing.....	8
• Our Operational Priorities.....	10
• Violence, Disorder and Antisocial Behaviour.....	12
• Serious Organised Crime.....	14
• Counter Terrorism and Domestic Extremism.....	16
• Protecting People at Risk of Harm.....	20
• Road Safety and Road Crime.....	24
• Acquisitive Crime.....	26
• Supporting Our Priorities.....	28
• Accountability.....	30
• Publication Information.....	31

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## Our Vision

Sustained  
**excellence** in  
service and  
protection

## Our Values



## Our Purpose

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

## Foreword



**A**s Chief Constable it gives me great pleasure to introduce Police Scotland's Annual Police Plan for 2017/18. This Plan gives me the opportunity to outline how our services will be delivered over the coming year and, importantly, how they will accord with the long-term strategic vision for policing in Scotland.

Having been in post for over a year, I continue to be extremely impressed by the quality of officers and staff and the huge energy they have for delivering a consistently high standard of service to our communities.

In the year ahead, Police Scotland will continue to face an increasing range of operational demands against the backdrop of a challenging financial environment. We will continue to work in partnership at local and national level as we seek to ensure that our communities are safe. This Plan describes how we will address our operational priorities and, at the same time, marks the start of a long-term journey of organisational transformation.

In my first year, I instigated work to consider how policing needs to change to address future demand in an effective but sustainable way. In order to do this, the Policing 2026 Programme was initiated. This is a collaborative and strategic programme of work being driven by the Scottish Police Authority and Police Scotland that aims to transform the police service incrementally over the next 10 years.

The strategy, which is currently subject to a period of public consultation (February - May 2017), provides the opportunity to achieve long-term sustainability and our vision of 'sustained excellence in service and protection'. It will also clearly set out why we need to change, what we are trying to achieve and how we will do it.

It will ensure Police Scotland is sufficiently flexible to address new and changing demands to improve outcomes for people, communities and places. Ultimately, Policing 2026 will empower all of us to develop effective partnerships, innovate, solve problems and continue to protect the public from harm.

My sense is that communities throughout Scotland support policing and want us to succeed. I am very optimistic that the public will recognise what we are seeking to achieve and will contribute to shaping and delivering the strategy. Equally, this transformation needs the engagement of all staff to develop and deliver a Service capable of meeting the needs of Scotland, now and in the future. In the year ahead I will continue to encourage them to contribute, challenge and help me to shape policing in Scotland.

I am very much looking forward to delivering the priorities outlined in the Annual Police Plan 2017/18. With the continued hard work and dedication of all staff, Police Scotland will continue to deliver a service that our communities can be proud of.

### **Phil Gormley, QPM**

Chief Constable

**"Ultimately, Policing 2026 will empower all of us to develop effective partnerships, innovate, solve problems and continue to protect the public from harm."**



2026

SERVING A CHANGING SCOTLAND

# 10 Year Strategy for Policing in Scotland

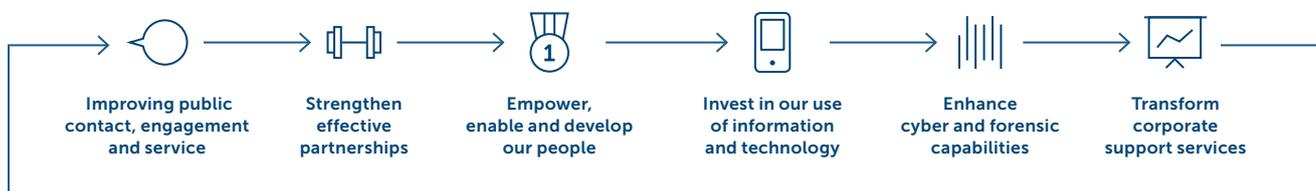
In February 2017, we published for consultation a 10 year strategy for policing ‘Serving a Changing Scotland’. The strategy, a collaboration between the Scottish Police Authority and Police Scotland, sets a clear direction for long-term operational and financial sustainability, towards achieving our vision of ‘sustained excellence in service and protection.’ It recognises that policing is a vital public service that plays a critical role in building the resilience and wellbeing of our communities. The public expect the police to keep them safe and often turn to the service in times of crisis and need. The strategy sets out how we will protect the most vulnerable and prioritise prevention, whilst continuing to improve our services.

This next phase of reform will require innovation at all levels throughout the service and a commitment to deliver service transformation over the next decade. A long-term strategic approach will ensure that Scottish policing is sustainable and fit for purpose, whilst playing its part in building a safer and stronger Scotland.

Our Strategy is based on **five key areas of focus:**

Protection	Prevention	Communities	Knowledge	Innovation
Based on threat, risk and harm	Tackling crime, inequality and enduring problems facing communities	Focus on localism, diversity and the virtual world	Informing the development of better services	Dynamic, adaptable and sustainable

By focusing action across **six Strategic Objectives**, we can best fulfil the Strategic Police Priorities and successfully transform Scottish policing services. These Strategic Objectives are:



Our draft Strategy is currently subject to a period of public consultation (February to May 2017), following which, a final version will be published. This will be supported by a 3 Year Plan that will describe how we will deliver the Strategic Objectives.

 <http://www.scotland.police.uk/about-us/policing-2026/>

## Identifying Our Priorities

Our priorities and policing plans continue to be defined by the Scottish Government’s National Outcomes, Strategic Police Priorities and the Strategic Police Plan governed by the Scottish Police Authority (SPA).

These represent Scotland’s high level ambitions for what it expects its police service to be. They are a central part of the policing mission. The current priorities are focused on seven themes: localism, inclusion, prevention, response, collaborative working, accountability and adaptability.

Further detail can be found via the following link:

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

Our priorities are further shaped by public consultation\*, as well as our own analysis of the risks and emerging threats likely to impact on Scotland’s communities, through local and national Strategic Assessments. This approach ensures both a sound evidence base and a public voice within our priorities. It allows our policing teams across Scotland to deliver relevant local services intended to not only prevent crime and disorder, but also to protect the most vulnerable members of our communities.

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



# Delivering Policing

All Local Policing and Specialist Divisions contribute to the delivery of our priorities. These include; Specialist Crime Division, Safer Communities, Contact, Command & Control Division, Criminal Justice Services Division and Operational Support (Road Policing, Specialist Services and Emergency, Event & Resilience Planning).

## LOCAL POLICING

Localism is one of the Scottish Government's refreshed Strategic Police Priorities, defined as 'Ensuring that the needs of local communities are understood and reflected in the planning and delivery of policing at a local and national level.'

In 2017/18, we will seek to respond to the additional demands and opportunities for the service through Community Empowerment legislation, in order to achieve shared outcomes for communities in collaboration with partners. Our understanding of, and response to, community needs remains the highest priority captured within refreshed local planning processes.

73% of our police officers are directly aligned to our 13 Local Policing Divisions, demonstrating our commitment to the delivery of community focused policing. Local delivery is strengthened by a number of specialist functions (described as follows).

## SPECIALIST CRIME DIVISION (SCD)

SCD is the dedicated command within Police Scotland which supports local policing and keeps people safe through the provision of access to national specialist investigative and intelligence functions. It is nationally coordinated and led but delivers locally in communities where threat and harm exists, ensuring equal access to specialist policing. The provision of a flexible and responsive policing service, on a local, national and international scale, builds public confidence, ensures high quality investigations into serious crime and contributes significantly to the priorities of Police Scotland.

## SCD FOCUSES ON SIX KEY AREAS:

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



## CONTACT, COMMAND AND CONTROL DIVISION (C3)

C3 is designed to provide frontline advice, support and assistance to Scotland's public and police alike. C3 is effectively split into two distinct work areas - Service Centres and Control Rooms, where highly skilled staff and officers provide 24-hour support to resolve enquiries, prioritise and task incidents and supply front line officers with operationally critical information.

The Division's Service Centres and Control Rooms are collectively responsible for managing over 3.4 million emergency and non-emergency calls per year, approximately 65% of which are resolved either at first contact or without the requirement for police attendance.

The C3 Integration and Re-modelling Project (C3IR) is currently ongoing and is designed to provide a better level of service to the public of Scotland. Delivery of the programme will provide the public with enhanced contact management including a reduction in the time to answer 999 and 101 calls, increased resilience across the country and improved risk assessment from equal access to national information systems. In delivering all of the above, C3 will be able to meet the operational needs of Police Scotland.

## CRIMINAL JUSTICE SERVICES DIVISION (CJSD)

CJSD aims to deliver modern and relevant services, supporting the prevention and detection of crime and maximising collaborative opportunities with partners, which are effective and efficient for all service users at the point of need, including:

- Custody Management
- Case & Records Management
- Procurator Fiscal Liaison

- Disclosure Administration
- Court Scheduling
- Production Management
- Administration of warrants, court orders, interdicts, fixed penalty tickets and direct measures

Custody staff are responsible for the care and welfare of people brought into the custody of Police Scotland. Custody centres are dispersed across all parts of the country to meet demand.

## OPERATIONAL SUPPORT DIVISION (OSD)

OSD is designed to support local policing and the specialist divisions through the provision of highly trained officers, equipment and advice. Its various business areas are distributed across the country and include the following distinct functions:

**Road Policing** - The key aims of Road Policing are to influence road user behaviour and reduce casualties to make Scotland's roads safer, tackle road crime and detect and deter all types of criminality on our roads.

**Specialist Services** - Our Specialist Services operate across the country, and provide the following; Air Support, Armed Policing, Dive & Marine, Dog Section, Hostage and Crisis Negotiation Coordination, Mountain Rescue, Mounted Section and Search/Public Order.

### Emergency, Event & Resilience Planning

- EERP operate across Scotland to ensure that our communities are well equipped and prepared to deal with all threats to public safety, including acts of terrorism, major events, natural disasters and extreme weather.

## Our Operational Priorities

Our National Strategic Assessment analyses threats, risks and emerging issues, examines past performance and builds upon the feedback from Scotland's communities via ongoing public consultation. This process identifies operational priorities for policing in Scotland.

**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**

The impact of Violence, Disorder and Antisocial Behaviour is considerable, both to Scotland's communities and the economy. Whilst Police Scotland's partnership approach to violence prevention has had a positive impact, preventing violence remains a key priority. We will strive to better understand the drivers of violent crime, domestic abuse, hate crime and antisocial behaviour and the emergence of related issues. We will work closely with partners to prevent these types of crimes.

The Serious Organised Crime Groups (SOCGs) investigated by Police Scotland are primarily involved in drugs, violence and money laundering. Strong links remain between SOCGs and the criminal use of firearms for the purposes of threats and intimidation. Cybercrime is a borderless crime, posing a significant threat to the economic and national security of Scotland. Police Scotland continues to assess the level and complexity of the threats that Cybercrime presents and recognises the challenging pace and scope of this issue.

The threat from terrorism is real and requires Scotland's communities to remain vigilant. The UK Government's Counter Terrorism Strategy (CONTEST) has four strands; PURSUE, PREVENT, PROTECT and PREPARE (4Ps). CONTEST aims to reduce the risk to the UK, and its interests overseas, from terrorism and addresses all forms of terrorism in the UK and beyond. Protecting communities by reducing and mitigating the risk and impact of terrorism remains a priority for Police Scotland.

Protecting People at risk of harm remains a key priority for Police Scotland. We will continue to work in partnership to increase awareness of all forms of abuse, exploitation and neglect with the focus being primary prevention and early intervention. We will continue to improve public confidence to further increase reporting and ensure access to support services at the point of need. We are committed to robustly managing those who pose the greatest risk of harm with the aim of reducing reoffending.

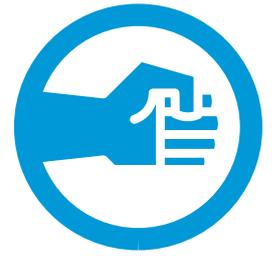
Police Scotland remains committed to reducing road casualties, in collaboration with our partners, to meet the Scottish Government's 2020 road casualty reduction targets. The Scottish Government's Road Safety Framework identified the following priority areas for focused activity up to 2020; speed, motorcyclists, pre-drivers, young & older drivers and cyclists & pedestrians. We will continue to work in partnership to influence driver and road user behaviour and detect and deter all types of criminality on our roads.

Whilst the volume of Acquisitive Crime continues to fall, it still accounts for one fifth of all crime in Scotland. Police Scotland continues to work closely with partners and the public to further prevent and reduce the impact of Acquisitive Crime on individuals, businesses and communities.

# Violence, Disorder and Antisocial Behaviour

Police Scotland will work in partnership to reduce harm caused by public & private space **Violence, Disorder & Antisocial Behaviour, Domestic Abuse and Hate Crime**. In 2017/18, we will:

- Through the National Violence Prevention Board, provide strategic governance, direction and oversight of local and national violence prevention activity.
- Collaborate with local and national partners in order to better share information and prevent **Violence, Disorder and Antisocial Behaviour** linked to domestic properties and other private spaces.
- Promote and evaluate the Disclosure Scheme for **Domestic Abuse** Scotland (DSDAS).
- Improve service provision for all victims of Domestic Abuse and identify a suitable national 'alarm' solution for vulnerable victims.
- Prepare for the introduction of legislation that will impact on the policing of Domestic Abuse - Criminal Justice (Scotland) Act 2016 and the Abusive Behaviour and Sexual Harm (Scotland) Act 2016.
- Use community engagement processes to identify barriers to **Hate Crime** reporting, support a preventative approach to reduce victimisation and develop an improvement plan to enhance service provision.
- Continue to devise and promote national campaigns to highlight the nature and extent of Hate Crime, encourage reporting and encourage public support to ensure such criminality is not tolerated.



**P**olice Scotland remains committed to reducing Violence, Disorder and Antisocial Behaviour and has developed a range of tools to identify emerging trends and the geographical areas where issues of this nature are most prevalent.

To strengthen our approach, the Licensing & Violence Reduction Division and the National Safer Communities Division have been brought together under 'Safer Communities' to enhance and drive prevention and intervention.

Safer Communities' operational resources have also been restructured to enhance support to Local Policing and specialist areas. This includes the Prevention Task Force.

We will continue to support the delivery of the Disclosure Scheme for Domestic Abuse Scotland (DSDAS) and work with partners to ensure victims and potential victims have access to appropriate information to allow early identification of risks and increase their safety. In 2017/18, we will:

- Equip officers and staff with the knowledge and skills to effectively target domestic perpetrators who pose the greatest risk of harm.
- Reduce barriers to reporting domestic abuse, including developing online reporting processes.
- Prevent domestic abuse and reoffending, by reviewing and developing risk assessment tools.
- Support victims of domestic abuse by working with partners to identify and fill gaps in service provision.

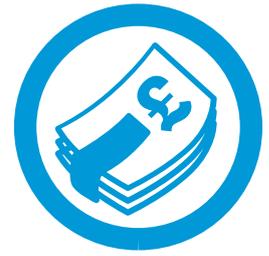
We remain committed to maintaining a prevention, partnership and intelligence-led approach to Serious Assault. We will deliver a multi-agency National Violence Prevention Conference to further inform the current picture, build the knowledge base and identify and share good practice.

Over the coming year, we will carry out a full review of our procedures to ensure there is a consistent, national approach to Hate Crime. It is widely recognised that under-reporting remains an issue, across all types of hate crime, especially in relation to disability hate crime/harassment. Much under-reporting relates to low level antisocial behaviour, verbal abuse and harassment, which are endemic in the lives of victims and often considered by them to be too frequent or trivial to report to criminal justice agencies. National and local awareness campaigns will target audiences who are most affected and promote key messages. We will work with all partners and continue to develop preventative approaches to reduce victimisation.

# Serious Organised Crime

Police Scotland will work in partnership to prevent harm caused to individuals, communities and businesses by **Serious Organised Crime (SOC)** and enhance our understanding and response to cyber threats and internet enabled crime. In 2017/18, we will:

- Develop the Positive Lifestyles Approach (Polmont Project) across the wider prison/young offender estate, to deter individuals from involvement in SOC.
- Develop SOC prevention messages and deliver them to Registered **Firearms** Dealers and Licence holders to increase their awareness and understanding of current and emerging threats.
- Revise **Serious Organised Crime Group Mapping** guidance and methodology.
- Develop the Scottish Prevention Hub for Emerging Risk Evaluation (SPHERE) concept.
- Devise and deliver a range of **Cybercrime** prevention messages and products for use across Scotland.
- Develop cyber-related information and intelligence sharing protocols with UK and international law enforcement agencies and the private sector.
- Continue our participation in the UK-wide strategic police firearms response to related SOC and Counter Terrorist threats.
- Improve the collation and analysis of data on the harm caused by **Drugs & New Psychoactive Substances (NPS)**.
- Support communities in reducing the harm caused by Drugs & NPS through positive interventions.
- Develop and deliver targeted prevention messages aimed at protecting those most at risk from **Money Laundering** and **Organised Fraud** threats.
- Expand and develop Project Jackal concepts to increase finance and business intelligence connected to SOC.



The threat from Serious Organised Crime (SOC) to Scotland's communities is evolving. In order to address this, the Scottish Government's SOC Taskforce published 'Scotland's Serious Organised Crime Strategy', which emphasises the need for all Scotland's communities, businesses and agencies to work together to tackle SOC.

We will work closely with our partners to prevent the harm caused by SOC. Our activities will be delivered in order to:

- **Divert** people from becoming involved in SOC and using its products.
- **Deter** Serious Organised Crime Groups (SOCGs) by supporting private, public and third sector organisations to protect themselves and others.
- **Detect**, identify and prosecute those involved in SOC.
- **Disrupt** SOCGs.

In 2017/18, we will develop intelligence in relation to Drugs & NPS and Firearms to inform targeted tasking against these SOC threats. We will also target those who profit most from the illegal supply of Drugs & NPS.

We will increase capacity and resilience to address SOC threats through the development of the Disruption Assessment Model and delivery of prevention products.

Our capacity and capability to tackle Cybercrime will be enhanced by the development of a long-term training plan to upskill staff in the Cybercrime Unit and the provision of guidance to operational officers and staff.

Working with national and international partners, we will develop incident management and response plans to tackle the involvement of SOCGs in illicit trade.

We will monitor the development of UK legislation pertaining to SOC, such as the Policing and Crime Bill. This also includes provision for new offences relating to the conversion of imitation firearms.

Money Laundering and Organised Fraud are threats to Scotland's communities. Project Jackal is Police Scotland's national campaign to tackle SOCGs operating in Scotland. It captures intelligence about illicit financial and business operations and uses this to dismantle and disrupt such structures and activity.

In the coming year, we will continue to support the Scottish Business Resilience Centre and create a standardised national process to assist vulnerable people targeted by fraudsters. Furthermore, we will develop the use of social media to publicise warnings of emerging trends/scams relating to Organised Fraud and develop an online training package for officers relating to economic crime and financial investigations.

# Counter Terrorism and Domestic Extremism

Police Scotland will work in partnership to protect our communities by reducing and mitigating the risk and impact of **Terrorism** and **Domestic Extremism**. In 2017/18, we will:

## PURSUE

- Collaborate with our partners internationally, nationally and locally to pursue those intent on the commission, preparation or instigation of acts of terrorism.

## PREVENT

- Safeguard and support those most at risk of radicalisation.
- Work in partnership to tackle the influences of radicalisation and respond to the ideological challenge of terrorism by delivering the PREVENT Strategy.

## PROTECT

- Deliver protective security advice to enhance the protection of Scotland's Critical National Infrastructure (CNI), Crowded Places (CP) and Hazardous Sites and Sectors (HSS).
- Work with our partners to educate, enhance and increase awareness around cyber security and resilience, to counter the threat from cyber terrorism.

## PREPARE

- Police Scotland is committed to ensuring that we are fully prepared to mitigate the impact on our communities of any terrorist incident.
- Work with partner agencies to ensure robust and well tested procedures and practices are embedded into daily business processes.



## Terrorism

The threat from terrorism continues to evolve, ranging from International Related Terrorism, with the emergence of the so-called Islamic State of Iraq and Syria (ISIS), the continued support for Northern Ireland Related Terrorism (NIRT), to the radicalisation of individuals embracing extreme religious or political views who may aspire to commit acts of terrorism.

Scotland is not immune from such acts and Police Scotland must be ready to counter terrorism in all its forms. Our objectives support the four key elements of the UK's Counter Terrorism Strategy (CONTEST):

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



**PURSUE**

Police Scotland is committed to detecting and stopping those who aim to do our communities harm.

In 2017/18, we will continue to pursue terrorists and those who sponsor them and explore all opportunities to disrupt and detect such activities.

**PREVENT**

The PREVENT strand of the CONTEST Strategy is designed to stop individuals before they become radicalised to the point of becoming terrorists or supporting terrorism.

In 2017/18, we will continue to work with our partners on a daily basis to challenge, expose and isolate dangerous ideologies that promote hate or encourage violence. We will also seek to identify people who are vulnerable to radicalisation. We will engage with them and provide a credible message from respected community leaders to challenge the often twisted ideology they have been exposed to.

We can only identify such people if we are close to the communities we serve and support them in challenging extremist activity and influences.

**PROTECT**

Counter Terrorism Security Advisors (CTSAs) provide protective security and target hardening advice to staff at key locations and premises, in line with the CONTEST Strategy.

Nationally recognised security training, such as Project Griffin and Project Argus, remain key delivery products for CTSAs, whilst hostile reconnaissance reporting procedures, suspicious packages and mail handling security protocols are made available to specific audiences as required. The development of insider threat training (Project Argus) provides security awareness to businesses and individuals, contributing to enhanced protective security provision within Scotland.

In 2017/18, our cadre of specialist staff will continue to deliver a coordinated programme of protective security advice and support to key stakeholders, businesses and the public.

**PREPARE**

Police Scotland is committed to ensuring that we are fully prepared to mitigate the impact of any terrorist incident on our communities. We will continue to work with partner agencies to ensure robust and well tested procedures and practices are embedded into daily business processes.

In 2017/18, as part of our Emergency, Event and Resilience Planning Strategy, we will continue to take an active role in local, regional and national exercises.

This will complement the ongoing work, both at a national and local level, with key stakeholders to develop associated Multi-Agency Threat and Risk Assessments (MATRAs). In addition, we will support a number of security groups and the valuable work they undertake to enhance security across a number of key areas, including Maritime and Aviation.

**Domestic Extremism (DE)**

The DE threat within the UK remains dominated by Extreme Right Wing (XRW) activity and the impact on public order. This has the potential to increase significantly based upon the emotiveness of current affairs, particularly in relation to anti-Muslim sentiment amongst XRW individuals as a result of recent terrorist events and the large number of migrants displaced from Syria, North Africa and the Middle East regions as a result of ongoing conflicts.

Extreme Left Wing activity in Scotland has been observed over animal rights, particularly in relation to hunt saboteurs.

There continue to be protests around shale oil and gas extraction and unconventional oil and gas extraction, both commonly referred to as 'fracking'.

In 2017/18, we will continue to closely monitor individuals and groups that are involved/suspected to be involved in the DE arena and explore all opportunities to disrupt and detect their activities.

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# Protecting People at Risk of Harm

Police Scotland will work in partnership to protect those at risk of harm and reduce the impact of all forms of neglect, abuse and sexual crime. In 2017/18, we will:

- Improve the methods for capturing intelligence relating to **Child Sexual Abuse** offenders.
- Further develop our understanding of, and response to, online Child Sexual Abuse.
- Ensure Police Scotland's readiness and compliance for implementation of the Children and Young People (Scotland) Act 2014.
- Develop and launch Phase III of Police Scotland's national 'We Can Stop It' campaign to support a grass roots shift in attitudes to **Rape and Other Sexual Crime**.
- Continue to review and develop the **Management of Registered Sex Offenders** and those **offenders posing a Risk of Serious Harm**.
- Continue to review and develop our support to victims.
- Improve the forensic service provision towards victims of Rape and Other Sexual Crime.
- Expand engagement with key partners who work with perpetrators of Rape and Other Sexual Crime in order to improve prevention and intervention opportunities.
- Introduce a nationally consistent Initial and Significant Case Review procedure for **Adult Protection**.
- Support Local Authorities in the increased use of Civil Banning Orders in Adult Protection cases.
- Increase the ability to identify potential victims of **Human Trafficking** and traffickers at point of entry into Scotland.
- Increase national and international intelligence provision around Human Trafficking.
- Seek to identify foreign national offenders and ensure immigration procedures and status are reviewed.
- Continue to develop and roll out (as appropriate) the National **Missing Persons** Partnership Protocols.



**P**olice Scotland has a nationally coordinated and consistent policing response, delivered locally, to protect those most at risk of harm in our communities.

Working with partners, we will encourage victims to come forward, ensure they get the right support and strengthen public confidence.

We will continue to work closely with key partners, through Multi-Agency Public Protection Arrangements (MAPPA), developing effective risk management plans to protect communities from re-offending by Registered Sex Offenders.

Keeping children safe is a high priority for Police Scotland. We have set out a commitment to children and young people in 'Children and Young People - Our Approach 2016/20', which has clear objectives with a focus on engagement with young people; prevention from harm through initiatives including Choices for Life and working with schools; and developing outcomes based solutions, including developing our Police Scotland Youth Volunteers programme. We remain committed to all Child Protection issues focusing activity to prevent Child Sexual Abuse, Child Sexual Exploitation and increasingly, online offending.

The 'Children & Young People - Our Approach 2016/20' document can be viewed via:

 <http://www.scotland.police.uk/assets/pdf/138327/365208/children-young-people-our-approach?view=Standard>

Child Protection is a complex area of policing, requiring a sensitive and dedicated approach. In 2017/18, we will:

- Develop and implement a national method to record Inter-Agency Referral Discussion (IRD) outcomes, child protection concerns and risk factors.
- Advance the now developed Child Sexual Exploitation Toolkit.
- Develop a national IRD standard.
- Improve the quality of Joint Investigative Interviews and the consistency of related decision making.
- Facilitate improved communication for children who are unable or reluctant to engage directly with officers.

It is acknowledged that Rape and Other Sexual Crime enquiries can be complex and challenging to investigate. Victims must have the confidence that their report will be dealt with professionally. We are fully committed to supporting victims and in 2017/18, we will:

- Promote new legislation and the use of preventative orders.
- Undertake a review of divisional rape investigation and governance processes and identify learning opportunities.
- Explore opportunities to improve victim feedback.
- Introduce a national process for referrals to the Sexual Crime Governance Board.
- Promote the use of Advocacy workers.

Across Scotland there are adults who, for a variety of reasons, including; age, illness, injury, learning disability or mental health, may be at risk of abuse, exploitation or neglect due to the actions, or lack of action of another person. We are committed to working in partnership with other agencies and sharing relevant information to protect and support adults at risk. In 2017/18, we will:

- Undertake structured debriefs / reviews of significant Adult Protection investigations and all large-scale inquiries to extract learning and encourage openness.
- Develop training and a toolkit / investigator guide to enhance the early identification of wellbeing concerns.
- Improve the development of the Appropriate Adult Scheme and introduction of wider intermediaries in Scotland.

Human Trafficking is about the illegal trade of human beings for exploitation. It can take many forms and cover a wide variety of activities. Obtaining an accurate Scottish picture is problematic due to under-reporting and it is primarily a hidden crime. Many victims will not disclose, or may not even know, they are victims. In 2017/18, we will:

- Strengthen guidance in relation to defining and recording trafficking offences.
- Develop a nationally consistent process to collect data and intelligence from partner agencies and third sector services.
- Develop an ICT solution that will provide a portal to receive 'Duty to Notify' alerts and record risk factors.

Police Scotland is one of the responsible authorities in MAPPA and in partnership has responsibility for the Management of Registered Sex Offenders and those offenders posing a Risk of Serious Harm. In 2017/18, we will:

- Deliver accredited Risk Practice training across Offender Management Units.
- Evaluate remote monitoring software for the management of offenders.
- Establish means of accurately predicting future demand.
- Undertake Divisional audits and intrusive reviews.
- Continue to promote the use of the ViSOR intelligence database to effectively manage sexual and violent offenders.

Within Scotland, people go missing for a variety of reasons, including; mental health issues, daily life pressures and crime victimisation. Police Scotland is the primary agency for investigating Missing Persons, a large proportion of whom are children and young people who are accommodated in Local Authority Care. In 2017/18, we will:

- Develop improved safeguards to prevent children going missing from care and, where they do, ensure robust reporting procedures are in place.
- Support the Missing People charity in the development of their services in Scotland.



# Road Safety and Road Crime

Police Scotland will work in partnership to influence driver and road user behaviour, reduce road casualties and detect and deter all types of criminality on our roads. In 2017/18, we will:

- 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.
- Improve driver behaviour and **reduce injury on Scotland's roads**, through engagement and proportionate enforcement of legislation.
- **Detect and deter all types of criminality on our roads** through efficient use of intelligence and analytical products.





**P**olice Scotland remains committed to reducing road casualties in collaboration with our partners and meeting the Scottish Government's 2020 road casualty reduction targets.

The mid-term review of the Framework to 2020 identified the following priority areas for focused activity up to 2020; speed, motorcyclists, pre-drivers, young & older drivers and cyclists & pedestrians.

Our 'Road Safety and Road Crime Strategy 2015-18' has recently been revised. A number of common factors will be evident in our approach towards achievement of the identified objectives, including; effective partnership working, the efficient use of intelligence and analytical products, robust enforcement of legislation and targeting of repeat offenders.

We will also support initiatives to educate road users and enhance road safety through road and vehicle engineering. Furthermore, we will revise and deliver a communication strategy for engagement with the public and media to promote our activity and support our key messages.

The Police Scotland led, Multi-Agency Tactical Options Working Group, which oversees development of the national Road Safety and Road Crime calendar of activity, has realigned its approach and portfolios to mirror the areas of focus outlined above.

We will continue to use the 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.

 <http://www.roadsafetyscotland.com/research/road-safety-information-tracking-study-rits/>

Intelligence-led policing of the strategic road network will be maintained to deny criminals use of the roads. We will also support national and local initiatives aimed at increasing prevention, intelligence and enforcement activities. We will continue to detect and deter all types of criminality on our roads, including antisocial driving behaviour, which can blight our communities.

The revised 'Road Safety and Road Crime Strategy 2015-18' can be viewed via:

 <http://www.scotland.police.uk/assets/pdf/151934/367748/road-safety-and-road-crime-Strategy-2015-2018?view=Standard>

# Acquisitive Crime

Police Scotland will work in partnership to create an environment designed to prevent and reduce the threat of **Acquisitive Crime**. In 2017/18, we will:

- Support and develop current and new relationships that focus on prevention, intelligence, enforcement and reassurance activities.
- Work to further prevent and reduce the impact of crimes of this nature on individuals, businesses and communities.
- Develop and deliver inputs for businesses to raise awareness of acquisitive crimes, cyber issues, insider threats and fraud.





**P**olice Scotland is committed to tackling all forms of Acquisitive Crime and we will continue to utilise all resources at our disposal to protect the public and bring offenders to justice.

Our Strategic Assessments have indicated that instances of **Doorstep Crime** and **Fraud** are continuing to increase and, therefore, in the coming year we will direct significant local and national resources to specifically address these crime types.

Doorstep Crime is the name given to crimes carried out by those who call uninvited at people's homes under the guise of legitimate business or trade. The phrase 'doorstep crime' includes distraction theft/bogus callers and rogue traders.

- **Bogus Callers** who seek to exploit vulnerable people within their own homes with the intention of stealing cash or valuables or carrying out fraudulent schemes.
- **Rogue Traders** who usually cold call at homes and overcharge for unnecessary work, damage property deliberately and use intimidating behaviour to extort money.

Victims are often reluctant to report this type of crime, either through embarrassment, or fear of losing their independence, and in some cases are unaware they are a victim.

Intelligence from other UK forces has shown that perpetrators move around the UK. It is also evident, through successful detections, that Serious Organised Crime Groups (SOCGs) perpetrate Doorstep Crime throughout Scotland.

Operation Monarda is Police Scotland's national campaign to prevent Doorstep Crime. This involves officers throughout the country actively engaging with partners, to raise awareness and develop methods to keep vulnerable and elderly people safe. In the coming year, under the auspices of Operation Monarda, we will improve outcomes for communities, especially those at risk of being affected by this and other types of fraudulent scheme and raise awareness of Doorstep Crime through a national media campaign.

Recorded crimes of Fraud are increasing. Fraud encompasses a wide range of criminal activities, from opportunistic taxi fare evasion through to complex and organised financial crime, often perpetrated online. As such, perpetrators may be individuals or SOCGs.

In 2017/18, we will target online Fraud and protect individuals and businesses from becoming victims. We will also raise awareness of this issue and provide safety advice. Collaboration with the private sector and academia will also serve to enhance our knowledge and understanding of this crime type.

Where **Housebreaking** is identified as a local issue, specialist national resources are available to support officers and communities in tackling the problem.

This combined approach has been successful across Scotland. We also regularly raise public awareness through campaigns to prevent Housebreaking, as well as operations to target offenders.

Within Police Scotland, we will continue to deliver workshops to provide staff with up to date information and share good practice within local divisions.

# Supporting Our Priorities

The following business areas support the delivery of our priorities. In 2017/18, they will carry out a range of activities as outlined below:

<b>Contact, Command and Control Division</b>	<ul style="list-style-type: none"> <li>• Develop innovative ways to deliver joint services to meet demand and improve efficiency and service delivery.</li> <li>• Develop innovative ways to manage demand through efficient use of resources.</li> <li>• Transform our contact and resolution model to improve risk and vulnerability assessments and reduce demand.</li> <li>• Review our Customer Contact Strategy to expand contact methods and support organisational priorities.</li> </ul>
<b>Criminal Justice Services Division</b>	<ul style="list-style-type: none"> <li>• Create a sustainable operating model by continually reviewing our approach to service delivery to identify where efficiencies can be made.</li> <li>• Deliver demand reduction efficiencies which impact positively on frontline policing.</li> <li>• Fully integrate Continuous Improvement to drive organisational delivery and change and constantly seek new ways to deliver better services in support of vulnerable people and frontline policing.</li> <li>• Prepare for the introduction of the new Criminal Justice (Scotland) Act 2016.</li> <li>• Influence development of regional healthcare models in the north and west and support the national rollout of NHS Aداstra (patient management system).</li> <li>• Develop enhanced Custody Decision Making processes based on presumption of liberation and sufficiency of evidence protocols.</li> <li>• Progress delivery of the Productions Remodelling Project.</li> </ul>
<b>Emergency, Event &amp; Resilience Planning</b>	<ul style="list-style-type: none"> <li>• Develop and pilot new training opportunities and, with partners, undertake a programme of testing and exercising of emergency plans and processes to ensure full preparedness for critical incidents.</li> <li>• Support the safe delivery of major public events.</li> <li>• Establish a planning team to deliver a safe and secure Glasgow 2018 European Championships.</li> </ul>
<b>Specialist Services</b>	<ul style="list-style-type: none"> <li>• Continue work to increase the national capacity and capability of Armed Policing and improve cross border interoperability.</li> <li>• Contribute to identifying solutions to online offensive behaviour related to football.</li> <li>• Work with partners to improve processes associated with the provision and management of Football Banning Orders.</li> </ul>

In 2017/18, we will ensure that **Contact, Command and Control Division (C3)** continues to focus on service efficiency and delivery under the auspices of the C3 Integration and Remodelling Project (C3IR). Increasing avenues for staff feedback will deliver continuous improvement and organisational learning. This approach will allow C3 to empower its staff in terms of dealing with the public at first point of contact; making the most of opportunities for early resolution to benefit the public, staff and the wider organisation.

In 2017/18, we will ensure that **Criminal Justice Services Division (CJSD)** constantly seeks new ways to deliver enhanced services. In addition to supporting frontline policing, CJSD will seek to strengthen relationships with vulnerable persons and help to deliver appropriate victim support. By continually reviewing its approach to service delivery, CJSD will identify where efficiencies can be made, whilst maintaining the highest standards for the public and staff alike.

**Emergency, Event & Resilience Planning** will, in partnership, ensure we are fully prepared for critical incidents, whatever their nature. In 2017/18 we will:

- Continue to develop the skills and knowledge of Event Commanders and planners.
- Upgrade our Strategic Coordination Centres to improve functionality and resilience.

We recognise the invaluable contribution our **Specialist Services** provide in supporting local policing across the country. In 2017/18, we will continue to ensure equitable access to services such as; Air Support, Armed Policing, Dive & Marine, Dog Section, Hostage and Crisis Negotiation Coordination, Mountain Rescue, Mounted Section and Search/Public Order. To make best use of these valuable resources we will:

- Undertake a coordinated programme of continuous professional development training for Search Advisors and team leaders.
- Expand provision by increasing the capacity of our Dog Section.
- Ensure equitable access to the Mounted Section across Scotland (in particular the North Command area).
- Deliver a Mountain Rescue Missing Person Search Advisor Course to all areas of Scotland.

## Accountability

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

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

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

Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) provides independent scrutiny of both Police Scotland and the SPA. This ensures that services that are high quality, continually improving, effective and responsive to local needs.

The Police Investigations and Review Commissioner (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.

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

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

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

Scottish Government Crime and Justice Statistics

 <http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice>

### Reporting on the Annual Police Plan

Police Scotland presents quarterly performance reports to the SPA providing evidence relating to delivery of this Plan. Additionally, the Scottish Parliament has a duty to review policing and that is discharged by the Justice Sub Committee on Policing. Each of Scotland's local authorities has scrutiny arrangements in place allowing them to influence policing at a local level. This successful collaboration between local authorities and local Police Scotland Divisions is evident in close working with Community Planning Partnerships and other local partnerships. These structures ensure that the service provided is relevant, legitimate and consistent with the principles of policing by consent.

These quarterly performance reports to the SPA are presented by the Chief Constable at full board meetings and are available online.

SPA Public Board Meetings

 <http://www.spa.police.uk/meetings-events/board-meetings/>

## Publication Information

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about this Plan or our service, please do not hesitate to contact us.

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

### Your View Counts

Your view counts and is valued – this is the message behind Police Scotland’s online public survey which helps shape policing priorities throughout the country.

The survey allows communities to tell the police what’s important to them – and to do so at a time which is convenient to anyone taking part as it is open all year round.

To take part in the survey please visit:

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

### Minicom Service

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

Available in other languages including; Gaelic, Braille, Sign-language; or in large print or audio versions. Please contact us if you would like to receive a copy of this document in any of the above formats.

### Equality and Human Rights Impact Assessment

The Plan was subject to an Equality and Human Rights Impact Assessment (EqHRIA). In compliance with the Scottish Public Sector Equality Duty, a summary of EqHRIA results has been published alongside this Plan on the Police Scotland website:

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

### Environmental Assessment (Scotland) Act 2005

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

### Legislative Requirement

Police Scotland’s Annual Police Plan 2017/18 was laid before the Scottish Parliament on 31 March 2017, in pursuance of Section 35(4)b of the Police and Fire Reform (Scotland) Act 2012. PSOS/2017/01.

