Annual Police Plan
Executive Summary

2016/17
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Our Purpose

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

Our Focus

Keeping People Safe

Our Values

Integrity, Fairness and Respect
As Chief Constable it gives me great pleasure to introduce Police Scotland’s Annual Police Plan for 2016 to 2017. Preparatory work for this Plan has been ongoing for several months and has been subject to wider consultation than anything that has gone before. I welcome this collaborative approach and Police Scotland will endeavour to listen ever more closely to our communities to continue to deliver an excellent policing service to the public.

The creation and embedding of the single police service over the last three years has been complex and challenging, but we are now setting very high standards in key areas of policing. For example, our approach to tackling domestic abuse and sexual crime is widely recognised as being innovative and successful in achieving its aims. We will work tirelessly to ensure perpetrators of such crimes are brought to justice and always retain a victim-centred and preventative approach.

The fight against organised crime and terrorism continues and we will not be complacent in our efforts to reduce harmful activities that undermine our way of life and generate risk to our communities.

Our Policing Priorities are set against a backdrop of a 40 year low in recorded crime in Scotland and pressure on public finances, which remains very high. Our priorities focus on reducing violence, disorder and antisocial behaviour; reducing deaths and injuries on the roads while reducing the opportunity for criminal use of the road; protecting those most at risk of harm in our communities; tackling the causes and effects of serious organised crime; and countering terrorism.

Our approach will be clearly based on prevention and collaboration to ensure the most efficient and effective service delivery. Our Local Policing Plans contain the detail of the issues which our communities are concerned about and want us to address and these are supported by the national priorities that we will deliver to keep our communities safe.

I am proud of the officers and staff of Police Scotland who work hard every day to serve the public and I pay tribute to the work they have done over recent years to maintain a strong operational response during a period of such significant change. I am looking forward to working with all staff and our partners over the coming years to keep all of Scotland’s communities as safe as possible.

Philip Gormley, QPM
Chief Constable
Scottish Police Authority Chair’s Commentary

Police Scotland enters its fourth year of operation with a new Chief Constable in post, with new legislative challenges ahead, and with new and evolving risks and threats to address.

Some of the challenges the police service faces are more familiar. There are financial challenges to deal with in terms of increased costs and required efficiencies. Public expectations around the quality of local police response remain understandably high, and some of our communities continue to be disproportionately impacted by crime. Policing continues to wrestle with the challenges of keeping people safe in a modern society that sees many living longer, but often more isolated and vulnerable, lives.

Alongside the challenges, there are also significant opportunities which allow us to look forward with some confidence. This Annual Plan for 2016-17 will be underpinned by the strong financial settlement that the SPA has received from the Scottish Government for the year ahead. The public continues to experience the effects of crime less, and fears it less. Some of the key benefits of moving to a single police service, like better access to specialist services like major investigation teams and air support, are already a reality.

This Plan is about addressing the here and now. It sets out what Police Scotland is seeking to do and how it seeks to do it. It has been informed by more engagement with partners and the public, together with the professional assessments of the police themselves.

The SPA will be tracking for the public how Police Scotland is progressing against the Plan. This also marks the beginning of developing a longer-term view on how policing will be sustained for the future, and also how we better assess its progress and success.

The SPA welcomes the commitment from the Chief Constable to establish clearer connections between the priorities set for policing at a strategic, national and local level. This approach will enable the SPA and the public to hold Police Scotland to account more effectively and benchmark Police Scotland’s performance against the best practice that exists across the UK.

The SPA acknowledges the emphasis again in this year’s plan on prevention, early intervention, tackling inequality, and on developing more effective collaboration with partners. Police Scotland’s success in delivering within partnerships and its success in collaborating with others will play a significant role in building and strengthening public confidence.

Central to the delivery of the Plan are the 23,000 officers and staff working to ensure Police Scotland continues to deliver a high standard of service to the public. We recognise our responsibilities as an employer and will work with the Chief Constable to strengthen engagement with an already committed workforce.

We look forward to working with Police Scotland in the coming year to ensure that we all continue to benefit from first-class policing which contributes to improved outcomes for communities across Scotland.

Andrew Flanagan
Chair, Scottish Police Authority
Introduction

This Annual Police Plan sets out the arrangements for the policing of Scotland for 2016/17. This Plan has been developed to deliver on our Purpose, whilst maintaining our Focus and ensuring we deliver our service in a manner consistent with our Values. It is founded on the shared vision held by Police Scotland and the Scottish Police Authority (SPA). It will be delivered in partnership to improve the safety and wellbeing of the people of Scotland.

Communities are at the heart of our policing approach and we recognise that understanding their needs is essential. Whether it is attending incidents as they happen or dealing with priorities identified through Local Area Policing Plans and Local Policing Plans, this Plan supports the delivery of a service that is bespoke to local need and the demands of specific communities. This local delivery is supported by access to national units to ensure the most appropriate service possible.

This Plan is the last to be published before the Scottish Government’s review of Strategic Police Priorities and the SPA’s own review of the Strategic Police Plan. It will also be the last Annual Police Plan before the development of the new Police Scotland three year operating strategy.

The overall format is consistent with the 2015/16 publication; the intention being to provide a Plan that provides detailed context on what Police Scotland will be delivering during the year ahead, in a format that aligns to our Local Policing Plans and articulates our commitment to delivering better outcomes.
Our Priorities

National Policing Priorities for 2016/17

The diagram below shows how the Public Consultation Survey, Stakeholder Engagement, Local Area Plans/Multi Member Ward Plans, Local Police Plans, Single Outcome Agreements and Scottish Government Strategic Objectives and National Outcomes help set our priorities.

POLICING PRIORITIES 2016/17
Violence, Disorder and Antisocial Behaviour
Road Safety and Road Crime
Protecting People at Risk of Harm
Serious Organised Crime
Counter Terrorism

SPA Strategic Police Plan
Scottish Government Strategic Objectives & National Outcomes
Stakeholder Engagement
Strategic Assessment
Public Consultation Survey
Local Policing Plans
Local Area Policing Plans
Single Outcome Agreements
Policing Priorities and Commitments 2016/17

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

**Counter Terrorism**
- Protect communities by reducing and mitigating the risk and impact of terrorism to Scotland.
- Collaborate with our national and local partners in pursuit of those who are intent on committing acts of terrorism.
- Support vulnerable individuals who may be susceptible to radicalisation.
- Deliver a coordinated programme of protective security advice and support to key stakeholders, businesses and the public.
- Ensure that Police Scotland is fully prepared to mitigate the impact on our communities of any terrorist incident.

**Violence, Disorder and Antisocial Behaviour**
- Reduce public space violence, disorder and antisocial behaviour through effective deployment of our resources.
- Reduce the harm caused by private space violence, disorder and antisocial behaviour.
- Reduce the harm caused by domestic abuse.
- Collaborate with staff and partners to support the development of evidence based policing.
Serious Organised Crime

- Prevent harm caused by serious organised crime.
- Prevent harm caused by Serious Organised Crime Groups by disrupting the sale and supply of controlled drugs and New Psychoactive Substances (NPS).
- Prevent harm to our communities by targeting the criminal use of and distribution of firearms.
- Prevent harm by disrupting Serious Organised Crime Groups through the use of the Proceeds of Crime Act 2002 and other effective legislation.
- Enhance our understanding and response to cyber threats and internet enabled crime.

Protecting People at Risk of Harm

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

The Priorities and Objectives contained within the SPA’s Strategic Police Plan continue to be key drivers in shaping our priorities and plans.

This Plan, sets out in detail how Police Scotland identified National Policing Priorities through local and national engagement, consultation and analysis and thereafter articulates a number of commitments to deliver positive outcomes and strive to continuously improve on the service we deliver.

Prior to the identification of our Policing Priorities and Commitments, Police Scotland took cognisance of feedback from Her Majesty’s Inspectorate of Constabulary in Scotland (HMICS) and undertook a programme of local and national partner engagement activities. The results were used to inform the development of the 2016/17 Annual Police Plan.

In 2015, we reviewed the way in which we engage and consult with communities and partners across the country. Part of our change of approach includes the introduction of a year round digital public consultation survey from April 2016. Feedback will be key, and will be provided through a number of channels to provide reassurance around local policing activity and build public confidence.

The 2016/17 Policing Priorities were identified through a combination of analysis of threats and risk and the results of our public consultation validation exercise. The Priorities and Commitments reflect the local and national strategic threat assessments of crime and disorder impacting on communities across Scotland. The production of this Plan followed an extensive internal development process which commenced in June 2015 with the formation of a force wide Annual Police Plan Coordination Group.

Alignment to the Strategic Police Priorities and Objectives and full details on how each commitment will be delivered and measured will continue to be articulated within the Annual Plan Delivery Roadmap.

Following identification, each priority and proposed commitment was assessed by senior management for relevancy, appropriateness, deliverability and measurability. The commitments identified for Major Events and Resilience and Building a Police Service for the Future were also subject to this review process. The results of this process are included within this Plan.
Strategic Priority Alignment

**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.

**Police Scotland Priority**
- Violence, Disorder & Antisocial Behaviour
- Road Safety and Road Crime
- Protecting People at Risk of Harm
- Serious Organised Crime

**PRIORITY 2**
Strengthen Scotland’s reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding major events and threats.

**Police Scotland Priority**
- Counter Terrorism
- Major Events and Resilience

**PRIORITY 3**
Provide an efficient, effective service, focused on protecting frontline services, delivering the benefits of police reform and promoting continuous improvement.

**Police Scotland Priority**
Building a Police Service for the Future

**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.

**Police Scotland Priority**
Working Together to Keep People Safe

Local and National Accountability – How we build Trust and Confidence

The SPA will hold Police Scotland to account on its delivery of this plan at a national level. 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 partnership between councils 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.
We recognise that only through truly effective partnership working can we deliver on our Purpose. The Plan details a number of initiatives and workstreams being undertaken in partnership across the country during 2016/17. This work supports our commitments and underpins our wider preventative approach. Development of the initiatives detailed within the Plan will make a key contribution to the achievement of our commitments. We intend them to have a profound impact; whether through contribution to wellbeing, improved engagement with communities or reduction of harm. Our Plan includes further information on:

- Community Engagement Framework
- Offending by Children and Young People
- National Prevention Strategy
- New Psychoactive Substances and Controlled Drugs
- Acquisitive Crime
- Hate Crime
- Housebreaking
- Police Scotland Cybercrime Strategy
- Doorstep Crime
- Counter Corruption
- Stop and Search Improvement Plan
- Metal Theft
- Children and Young People Strategy
- Air Weapon and Licensing (Scotland) Act 2015
- Police Scotland Youth Volunteers Programme
- Wildlife Crime
Major Events and Resilience

Police Scotland has established and well-practised emergency response procedures in relation to major incidents, emergencies, and operationally challenging incidents. Through our legislative responsibilities under the Civil Contingencies Act 2004 and the implementation of clearly defined roles and responsibilities, Police Scotland and our multi-agency partners will continually strive to improve our preparedness, resilience and response to Major Incidents, Emergencies, and planned events. The importance of our planned activity in 2016/17 is reflected in the additional commitments below, which complement those under our Priorities.

Commitments

- Ensure a high state of preparedness to respond to major incidents.
- Ensure that policing of events and incidents is planned to a national corporate standard that will allow us to effectively manage and assess cost recovery.
- Ensure equitable access to resources.
- Establish a national single source of specialism database that will allow us to effectively manage capability and capacity.

Building a Police Service for the Future

While our Corporate Strategy concluded in March 2016, many pieces of work extend beyond that timescale. This year will see a full assessment of that Corporate Strategy and close working with the SPA to develop a new three year operating strategy, commencing in April 2017. This will allow for alignment to the SPA’s new Strategic Police Plan and the Scottish Government’s revised Strategic Policing Priorities. Developing this organisation-wide approach will assist us in delivering our operational priorities within a sustainable organisational model.

The Scottish Government budget allocation for 2016/17 has protected the Resource Budget Allocation in real terms for the forthcoming financial year; over the lifetime of the Parliament this will represent an increase of over £100m. This is a welcome announcement and allows us to maintain our approach to keeping communities safe and for the planning of a sustainable policing model over the next five years. Linked to this we will work closely with the SPA to implement their Long Term Financial Strategy in order to meet our policing commitments and our strategies relating to Workforce, Estates, Procurement, Fleet, and Information and Communications Technology (ICT).

The Scottish Government has also announced the continuation of Funding to Support Change for 2016/17 and we will utilise the available funding to instigate further transformation aimed at increasing efficiencies and achieving savings. This will be necessary in the face of a reducing Capital Budget Allocation. There does, however, remain a significant financial challenge as we move into 2016/17 and long-term sustainability remains at the forefront of our corporate objectives.