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
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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
Our Priorities

Our priorities and policing plans continue to be defined by the objectives within Scottish Government’s Strategic Objectives and National Outcomes as well as the Strategic Police Plan governed by the Scottish Police Authority (SPA) and delivered at a local level through Single Outcome Agreements.

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

This analysis and engagement has identified Violence, Disorder & Antisocial Behaviour, Road Safety & Road Crime, Protecting People at Risk of Harm, Serious Organised Crime and Counter Terrorism as National 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.
Public Consultation

Since the formation of Police Scotland, our public consultation has been carried out by officers across the divisions. In 2014, 43,119 responses were collated, reinforcing the priorities identified in 2013.

To confirm the ongoing relevance of these priorities, a validation exercise was undertaken, with 1,896 surveys completed across the 32 local authority areas. This was a statistically relevant number of responses, which again confirmed the findings from 2014, identifying Violent Crime, Drugs, Speeding Motorists, Disorder and Theft by Housebreaking as the top priorities for our communities. This feedback has contributed not only to the preparation of this Plan, but will be used in the review and refresh of local planning down to Local Area Plan or Multi Member Ward Plan level for 2016/17.

We continued to build on our consultative approach in the compilation of this Plan. A national strategic partnership event took place involving our partners in the public, third and private sectors. This event, developed in consultation with the SPA and Scottish Government, focused on the key themes of Localism, Prevention, Participation, Equality and Collaboration. This was further supported locally by consultation through Divisional Commanders, with key local partners, including scrutiny boards, local authorities and community groups involved. This approach ensured the broadest ever reach for an Annual Police Plan in terms of consultation.

The Future of the Public Consultation Survey

April 2016 sees the launch of the new public consultation process, using a digital survey accessed from the Police Scotland website, supported by a national marketing campaign. The survey will be accessible all year round and will evidence seasonal trends and emerging priorities for communities throughout the year. This approach is also intended to ensure our consultation and engagement with the public and our partners is more inclusive to facilitate broader participation across our communities.

This digital survey will be developed through the forthcoming year, with versions to support those with sensory impairment and learning difficulties planned. For communities that may have difficulty accessing this digital format, our local officers will continue to undertake the traditional method of collection using written questionnaires where appropriate. The process will also be supported by Divisional Commanders whose teams have identified engagement events and key groups to link with, ensuring representative reach into our communities.

Developing this approach has involved the support of key external and internal stakeholders who have assisted not only in defining the question set, but also testing this approach in February and March 2016. This pilot provided assessment of:

- ease of use;
- participation levels; and
- refinement of reports back to communities.

The process is an evolving one which will be subject to evaluation. Future considerations include the potential for joint surveys with other partner agencies.
Delivering on Our Priorities – Local and National Accountability

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

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

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

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

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

At a local 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.

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 partnership 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 principals of policing by consent.

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

(1) http://www.spa.police.uk/assets/128635/294812/294817


(3) SPA Public Board Meetings http://www.spa.police.uk/meetings-events//board-meetings/
Local Policing

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

When and where we deploy our officers is determined on two levels. Deployment is reactive, in response to dynamic operational incidents. Below that, it is reflected by activity linked to priorities in Local Areas Plans, Multi Member Ward Plans and Local Policing Plans, combined with identified operational needs through day to day interaction with communities and their representatives. The experience and knowledge of our local officers is then drawn upon when responding to every incident where our services are required.

Every community has dedicated teams of local officers who are supported by our strategically placed Custody Centres and Contact Command and Control (C3) facilities, ensuring that every officer has access to the right service at the right time for the safety and security of both the officers and public. These facilities and services are pivotal to ensuring true equality of service is provided from initial contact through to incident/crime recording and investigation whether you are a victim, witness or subject of a complaint.

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

Following the consultation process, a decision was made to bring together Aberdeen and Aberdeenshire and Moray Local Policing Divisions, creating a single division that will facilitate more flexible deployment of officers and enhance our capability at an operational level. The existing divisional structure for Argyll and Bute, West Dunbartonshire and Renfrewshire and Inverclyde will remain unchanged meantime. We will continue to monitor our policing structures across the country to ensure the organisation is able to continue to deliver the best possible local policing service at all times.

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

Our local policing and national divisions (Criminal Justice, Custody and C3) deliver key local services to every community, details of which are included in the Appendix of this Plan.

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.

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.

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.
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.

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.
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.
Priority - Violence, Disorder and Antisocial Behaviour

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

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

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

Through Police Scotland’s Violence Prevention Strategy and supporting Reference Guide, we will provide staff with guidance on how to address violent crime and work with partners to support victims locally. This partnership approach will also identify effective solutions and direct resources to target violent offenders and locations, tackling crime as well as the causal factors involved such as alcohol and weapons.

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

Homicide has a devastating effect on communities and attracts a high level of media interest. In 2014/15, there were 59 homicide cases recorded in Scotland; this represents the lowest number since 1976. Police Scotland is committed to keeping people safe and maintaining public confidence, therefore, we will continue to improve our investigative procedures and techniques, providing a professional response to homicide and other major crime investigations and ensuring equity of access to specialist resources across Scotland.

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

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

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

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

Police Scotland is committed to providing a professional, consistent, victim-centred service to those affected by domestic abuse. We will continue our robust enforcement and strive to conclude enquiries and place perpetrators before the courts swiftly. We will also work with partners to ensure that victims are protected and receive the right support. A significant proportion of police time is spent responding to domestic incidents with almost 60,000 incidents recorded last year.

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

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

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

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

The database and research activity will enable officers to:

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

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

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

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

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

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

(1) Scottish Government Homicide in Scotland 2014-15
Violence, Disorder and Antisocial Behaviour
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.
**Priority – Road Safety and Road Crime**

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

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

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

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

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

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

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

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

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

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

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

Through the work of the Road Death Monitoring and Policy Groups we will continue to identify organisational learning and best practice, in addition to any emerging trends impacting on road safety.

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

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

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

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

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

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

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Road Safety and Road 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 - Protecting People at Risk of Harm

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

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

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

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

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

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

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

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

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

Our prevention strategies will focus on implementing MAPPA Extension legislation in respect of those who pose the greatest risk of harm to communities. Through the use of Environmental Risk Assessments, we will work with partners to assess risk when housing RSOs and Serious and Violent Offenders. We will provide all Offender Management officers with Risk Practice training and develop a toolkit and suite of guidance documents to ensure staff are skilled in assessing risk and managing offenders. Early intervention can be achieved as a result of prompt information sharing, effective assessment of risks/triggers, close monitoring to assess
Not Protectively Marked

behavioural change and appropriate interventions to manage/disrupt the activities of those posing the greatest risk. Therefore we will:

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

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

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

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

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

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

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

We will also ensure that prevention and investigation strategies utilise best practice when a child is reported missing to prevent the risk of Child Sexual Exploitation.
To ensure that our investigative response is consistent, of a high standard and victim-focused, we will:

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

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

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

Early intervention is key to Child and Adult Protection, therefore we will develop Information Sharing Protocols with third sector partners and create a national Partners Reference Group. This will strengthen existing information or reporting pathways such as the ‘Keeping Children Safe’ community disclosure scheme designed to empower parents/carers in protecting their children.

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

- Introducing a nationally consistent approach to ‘wellbeing’ concerns and develop an auditable process to share concerns with relevant support services.

- Developing processes and delivering training to ensure Police Scotland complies with the requirements of the Children and Young People (Scotland) Act 2014.

- Ensuring Civil Protection Orders are progressed promptly when required.

- Maximising intelligence requirement awareness through our Child Protection Intelligence Strategy.

- Ensuring relevant staff are trained to identify and act upon emerging risks.

- Introducing a multi-disciplinary online child sexual abuse governance structure to ensure a coordinated risk based response.

- Reviewing our response to investigating child deaths and develop specialist training for relevant officers.

- Creating and implementing a Child and Adult Protection Organisational Learning and Development (OLD) process to identify good practice and improvement opportunities.

We will fully support the Scottish Government’s national strategy for missing persons. Our National Missing Person Unit (NMPU) will take ownership of the related police actions and coordinate with local policing divisions to ensure delivery by March 2017. The strategy will inform development of Police Scotland’s own Missing Person Strategy, which focuses on three key areas:

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

We will establish national and local partnership protocols to set out a framework for how each agency engages and responds. These protocols will be piloted in selected divisions during 2016 and the Police Scotland Missing Person Tactical Group will thereafter review the pilots and consider a national roll out.

Police Scotland inherited a complex IT landscape and significant progress has been made to streamline and standardise those elements that are currently effective. We will, in close cooperation with specialist colleagues, seek to develop and roll out national IT solutions for the management of missing person investigations and the administration of long term missing person investigations (including unidentified bodies), which will greatly increase our national and cross divisional interoperability and oversight.
Protecting People at Risk of Harm
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.
Priority - Serious Organised Crime

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

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

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

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

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

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

To ensure joint operational activity and enforcement work is prioritised, appropriate governance will be maintained through the Multi-Agency Collaborative Coordination Group (MACCG). The benefits will be realised through effective partnership working; drawing on the skills and expertise of a wide variety of organisations.

Two thirds of Serious Organised Crime Groups operating in Scotland are concerned in the sale and supply of controlled drugs. Communities across Scotland, through public consultation, have indicated that this is a major concern. Under governance of the National Drug Trend Monitoring Group (NDTMG), we will prevent harm caused by Serious Organised Crime Groups by disrupting the sale and supply of controlled drugs and New Psychoactive Substances (NPS).

As a service we will continue to collaborate with a range of partners to tackle the illegal activities associated with controlled drugs. Additionally, we will engage with partners to address the issues associated with NPS; specifically in relation to obtaining enforcement legislation through the New Psychoactive Substances Act 2016.

Under the auspices of Operation Redwall, an overarching initiative which encapsulates Police Scotland’s response to NPS, we will continue to highlight the dangers of NPS by focusing on two key groups; young people aged 11-18 years (including key influences such as parents and teachers) and young professionals aged 25-35 years.

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

Guidance has been published on the Police Scotland website advising how to keep safe and highlights the potential consequences of drug use and conviction, and NPS use. The guidance explains what NPS is and what the dangers are, in addition to signposting people to other websites for additional information.
While crimes involving firearms remain relatively rare in Scotland, and indeed the UK as a whole, we will prevent harm to our communities by targeting the criminal use of and distribution of firearms.

The majority of shooting incidents are generally committed by members of Serious Organised Crime Groups who are involved in many types of criminality including armed robberies, drug distribution and kidnap and extortion.

In general, the victims of firearms crime are other criminals (who are targeted in revenge, to enhance respect or to collect debts owed). While the rate of death and injury caused by firearms is very low in the UK (compared with other countries with a similar socio-economic standing), shooting incidents often generate widespread media attention that affects the public’s perceptions of crime. This is particularly true in cases where victims are innocent bystanders with no criminal connection.

Firearms are obtained in a number of ways both legally or illegally. Firearms, munitions or component parts can be purchased via the internet or through criminal networks, cultural connections and from criminal armourers who supply across groups. This market is supply driven, even when criminals may desire certain types of firearms, their choice is likely to be limited. Single firearms will be hidden or held by associates less likely to attract law enforcement attention.

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

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

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

We will prevent harm by disrupting Serious Organised Crime Groups through the use of the Proceeds of Crime Act 2002 (POCA) and other effective legislation. In doing so, we will heighten our focus on the number of Serious Organised Crime Groups subject to POCA action by Police Scotland.

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

The increasing use of technology by Serious Organised Crime Groups on a global scale is changing the dynamics of crime and poses significant challenges to law enforcement as we strive to prevent it and identify those responsible. There is clear evidence to indicate that Scottish communities and businesses are increasingly becoming victims of organised crime groups from the UK and overseas and the negative impact this has on individuals, businesses and our communities cannot be underestimated.

It is important that we develop our capacity and capability to respond to this growing threat in collaboration with our partners. It is vital that we develop a multi-agency approach to education and awareness in our communities with a clear focus on increasing our technical resilience to cyber attacks while raising individual awareness and understanding of how people can protect themselves. We will also continue to develop our capacity and capability to investigate cybercrimes committed by Serious Organised Crime Groups and identify those responsible. This capability cannot be developed in isolation and the strengthening of our partnerships with the UK and International Law Enforcement Community will be a priority.

We will continue our work in collaboration with the Scottish Government, Scottish Business Resilience Centre and wider law enforcement partners to deliver the activities detailed within the Police Scotland Cybercrime Strategy which will incorporate the aims and outcomes of both the Scottish Government Cyber Resilience Strategy and Scotland’s Serious Organised Crime Strategy to enhance our understanding and response to cyber threats and internet enabled crime.
Serious Organised Crime
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.
**Priority - Counter Terrorism**

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

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

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

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

**Emerging and Residual Threat Local Profiles**

Emerging and Residual Threat Local Profiles (ERTLPs) have been produced for the 32 local authority areas in Scotland to outline threats and vulnerabilities from violent extremism activity affording the opportunity for local partnerships to mitigate the threats and vulnerabilities.

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

**Thematic Review of CONTEST Delivery**

During 2015 a thematic review of the delivery of CONTEST within Police Scotland took place, of which engagement with partners was a critical component.

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

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

**Multi-Agency Strategic CONTEST Board**

Deputy Chief Constable (Crime and Operational Support) is the force lead for CONTEST, chairing the Multi-Agency Strategic CONTEST Board (MASCB) and representing Police Scotland at a number of UK counter terrorism forums. MASCB provides effective governance of CONTEST activity in Scotland with representation from the Force CONTEST Board and the multi-agency subgroups covering each of the ‘P’ strands of CONTEST, reporting directly to MASCB. Whilst chaired by the Police, it is not a Police group, with a number of key multi-agency partners holding membership.
PURSUE

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

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

In 2016/17, we will continue to collaborate with our national and local partners in pursuit of those who are intent on committing acts of terrorism.

PREVENT

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

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

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

In 2016/17 we will:

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

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

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

Partner and public awareness of the Run, Hide, Tell (Stay Safe) advice continues to be delivered to industry partners, retail groups, crowded and iconic sites. This advice is also available to the public via a four minute YouTube film. CTSAs maintain strong industry links at sites, assisting them in the management and maintenance of their own Protective Security Improvement Activity (PSIA) plan which enhances physical and personal security and awareness.

Nationally recognised security training, such as Project Griffin and Project Argus, remains a key delivery product for CTSA’s, whilst hostile reconnaissance, reporting procedures, suspicious packages and mail handling security protocols are available to specific audiences as required.

The development of insider threat awareness training (Argus insider threat) now also covers Personal and Personnel security awareness, all contributing to enhanced protective security provisions within Scotland.

In 2016/17, our cadre of specialist staff will continue to deliver a coordinated programme of protective security advice and support to key stakeholders, businesses and the public.

PREPARE

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

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

Police Scotland has carried out more than 60 exercises with our key multi-agency partners over the last two years, aimed at testing the response of officers and others to a terrorist attack. This activity will continue to ensure our officers and partners are best equipped to mitigate and respond to the evolving threat.

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

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

The Counter Terrorism Organisational Learning and Development model (CT OLD) is a mechanism by which learning from CT operations, exercises, inspections and reviews are captured and coordinated, enabling a ‘corporate memory’ to be created. The CT OLD model evolved and matured during 2015 and, in line with this continued development, and in recognition of its value, the use of the CT OLD model will be expanded in 2016/17 as we look to strengthen our response across all strands of the CONTEST Strategy.

We will proactively enhance our ability to mitigate the threats posed by terrorism, and our ability to respond by developing operational, legislative and organisational learning, ensuring that our responses are effective, efficient and proportionate both in respect of operational deployments and training development. The development of CT OLD will also assist in ensuring that our policies and procedures remain fit for purpose and flexible enough to adapt to evolving threat profiles.
Working Together to Keep People Safe

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

In line with our **FOCUS** of “keeping people safe” we will ensure that through the implementation of our **Community Engagement Framework** we are able to identify the issues and concerns of people in our communities. We will actively engage and listen to all of our diverse communities and will work with those communities and our partners to deliver services which are tailored to address their needs and expectations. In doing this we will deliver a quality of service which demonstrates our core **VALUES** of integrity, fairness and respect and by responding to locally identified priorities we will strive to provide reassurance and build confidence in communities that the service we are able to provide will allow them to be, and to feel safe.

We will work with our communities and partners to embrace both the spirit and legislative principles of the **Community Empowerment (Scotland) Act 2015**. We recognise that the changes brought about by the Act in relation to Community Planning provide a real opportunity for communities to have greater participation in deciding how services will be delivered in their area and how they can be involved in this. Furthermore, with the introduction of the **Community Justice (Scotland) Bill** in 2016, we will work with other statutory Community Justice Partners towards reducing re-offending and securing better outcomes for communities.

Recognising that only through truly effective partnership working can we deliver on our Purpose, the following initiatives and workstreams are being undertaken in partnership across the country during 2016/17.

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

**Crimes of Dishonesty** remain a high volume category. Due to the adoption of specific and focused crime prevention measures, such crimes have been on an overall downward trend since 2010/11.

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

Police Scotland will continue to work closely with partners and the public to further prevent and reduce the impact of crimes of this nature on individuals, businesses and communities. Governance of acquisitive crime investigation is maintained through the Acquisitive Crime Board (ACB) with the strategic lead coming from Local Policing. The ACB provides strategic direction to support operational activity and it is our intention to invite partners onto the Board to further develop partnership solutions.
Housebreaking has been identified as being a priority in a number of communities across Scotland. In the year ahead, Police Scotland will direct significant local and national resources to tackle housebreaking and through the activity identified under the four strands of Divert, Disrupt, Deter and Detect we will engage with local communities and partners to maximise preventative activity.

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

In 2015, we worked with partners to develop and deliver a new Stop and Search Improvement Plan to ensure that the use of stop and search in Scotland is applied in a proportionate and accountable way to prevent and detect crime and keep people safe. Through the delivery of the Plan we aim to achieve greater transparency and community involvement in the use of stop and search powers and to support a more intelligence led approach, leading to improved outcomes proportionate to the threat, risk or harm from crime and disorder, and community wellbeing. We will continue to develop our procedures in preparation for the new Stop and Search Code of Practice being introduced in 2017.

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

We will respond effectively and proportionately to offending by Children and Young People and develop a preventative approach to antisocial behaviour, focusing on the needs of the child. We have seconded a Police Sergeant within the Community Safety Unit at HM Young Offenders Institution Polmont to build trust with the residents and educate them regarding the risks involved with Serious Organised Crime Groups and how to avoid any such involvement. We will endeavour to break down the barriers between police and young people by delivering inputs on domestic abuse, hate crime and counter terrorism and by leading team building exercises. We will support and empower them to prepare for release and equip them with the skills to become responsible citizens.

New Psychoactive Substances (NPS) and Controlled Drugs markets are continuing to evolve and are a continuing concern for our communities. We will deliver preventative messaging and education on NPS and drugs to school children, through the Choices for Life programme and the new ‘Choices for Life interactive resource’. We will maintain a collaborative approach by working with internal and external partners to identify emerging trends and problems and tackle the various issues associated with NPS and drugs to ensure Scotland’s communities are safer from, and better equipped to deal with, the negative impact that NPS and drugs have on them.
Hate Crime can threaten entire communities through harassment, name-calling, intimidation, bullying, vandalism or acts of violence. Prejudice against groups can lead to a range of consequences, including an enhanced fear of crime, an inability to participate in social activities, isolation and, in extreme cases, vigilantism. Offenders, whether purposefully or not, are sending a message to members of a given group that they are unwelcome and unsafe in a particular community, school, workplace, or other environment. We will work in partnership to raise awareness of the impact that Hate Crime has on victims and communities and proactively encourage the reporting of Hate Crime. We will ensure those responsible are brought to justice and improve the quality of and accessibility to our service across all communities, especially those who are hard to reach.

The use of the Internet by people of all ages within our communities and businesses is now becoming a way of life. This change in lifestyle provides criminals with a means to commit crime anywhere in the world. This includes the sexual exploitation of children, widespread economic crime, cyber-attacks on business and radicalisation of individuals by terrorist organisations. Policing faces significant challenges protecting our communities and businesses from this type of criminality and identifying the individuals and groups responsible. A significant amount of work has already been undertaken with partners to address this threat with the main focus being on vulnerable groups such as children, the elderly and small and medium business enterprises. We will incorporate the recommendations from the Scottish Government Cyber Resilience Strategy for Scotland into the first Police Scotland Cybercrime Strategy. Our strategy will inform the development of a wide range of activities and develop our ethos of Safer Virtual Communities throughout Scotland.

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

In 2016/17, the CCU will continue to work with public sector partners, who amongst others may include; Local Authorities, Scottish Fire and Rescue Service, HMRC, COPFS, Courts Service, Scottish Water and the Scottish Prison Service. Whilst embracing Scotland’s Serious Organised Crime Strategy (2015), the intention will be to work with internal and external partners; strengthening and improving safeguards against the threat posed by anyone intent on gaining illegal advantage by targeting organisations which are funded by public money.

Continued engagement with public sector partners will support cross-departmental integrity groups, which will assist in implementing measures to mitigate risk and formulate new processes to prevent crime taking a foothold within public sector organisations. The CCU will continue to host Public Sector Investigators Courses to provide staff from a range of bodies with an awareness of serious organised crime, suggest relevant prevention measures and offer guidance on where referrals should be made to Police Scotland.

The global demand for various metals continues to grow with a corresponding increase in Metal Theft across Scotland. British Transport Police (BTP) leads the challenge to tackle the theft of metal, working with key partners including Police Scotland, Scottish Government, local authorities, utility companies and scrap metal dealers. Police Scotland is represented on the Scottish Metal Theft Steering Group and will be working closely with partners to coordinate the implementation, engagement and enforcement of new Metal Theft legislation incorporated within the Air Weapon and Licensing (Scotland) Act 2015.
The **Air Weapon and Licensing (Scotland) Act 2015** introduces legislative changes in three parts. Part one creates a new licensing regime for Air Weapons, which recognises the need to protect and reassure the public in a manner that is both proportionate and practicable and ensure that only individuals and groups with a legitimate reason for possessing or using an air weapon will have access to them in the future. Parts two and three contain improvements to existing licensing legislation and regulatory processes surrounding alcohol, taxi and private hire and metal dealers. A new licensing regime for sexual and public entertainment venues is also contained within the Act. Police Scotland will have a significant role in supporting the successful introduction of these changes, not least in respect of air weapons, which in 2016 will involve a national air weapon surrender campaign to allow any individual or group not wishing to retain air weapons for certification the opportunity to surrender their weapons in a safe, secure and practicable manner.

Tackling **Wildlife Crime** is an integral part of both rural and urban community policing as those involved are frequently known to commit other forms of crime. Poaching can lead to firearms incidents whilst bird of prey persecution takes many forms including the use of illegally poisoned bait left in the open countryside, shooting or the use of illegally set traps. There are also concerted efforts by some businesses and organised crime groups who commit wildlife crime to exploit opportunities for financial gain. This could range from the trade in endangered species to unauthorised riverworks damaging colonies of the globally rare freshwater pearl mussel. Working in partnership with agencies such as the Home Office and the Science and Advice for Scottish Agriculture we will increase the number of officers with core skills for improved investigation of wildlife crime. We will encourage public participation in specific and general wildlife campaigns using media such as Crimestoppers Scotland and in light of its recent increased public profile, we will engage with those involved with mounted hunts.
Major Events and Resilience

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

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

Resilience is “the capacity of an individual, community or system to adapt in order to sustain an acceptable level of function, structure and identity”. We will continue to work with local and regional resilience partners to produce a coordinated response to emergency incidents, from identification of a risk to the completion of the recovery process, in line with the Scottish Government’s Preparing Scotland: Scottish Guidance on Resilience.

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

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

In line with the HM Government CONTEST strategy, and in particular the ‘Prepare’ strand, we will review existing Strategic Coordination Centre (SCC) plans to reflect national arrangements in response to a terrorist incident.

SCCs can be used in any type of Major Emergency / Incident in Scotland employing the GOLD (Strategic), SILVER, (Tactical), and BRONZE (Operational) principles to provide a strategic support for Incident and Site Commanders. The coordination of outside agencies and the emergency services at the GOLD (Strategic) level also takes place within the SCC allowing for the response and coordination of incidents such as:

- A Nuclear Emergency.
- A Civil Major Emergency.
- Any Incident or any largescale Police Operation.

We will carry out review and testing of SCC plans to fulfil the function of providing a robust structure from which strategic command can operate efficiently and effectively, and we will achieve this by identifying the most appropriate venues and sites, ensuring the provision of trained staff, updating of equipment and ensuring IT support services are sufficient and in place to enable a streamlined activation.

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

Continuing to learn from previous incidents ensures we, along with key partners, are able to maintain essential services and manage and mitigate problems resulting from disasters and catastrophes. We recognise the importance of consequence management and the necessity to regularly test and review specific site plans and maintain contact with key public, private and voluntary agencies, which are best suited to provide advice and assistance.
We will 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. Public safety is at the forefront of all event planning and is primarily the responsibility of event organisers, supported by their partner agencies. Police Scotland is responsible for maintaining public order at events, maximising safety and ensuring there is minimal disruption to the wider community.

Our Event Planning Professional Reference Group seeks to align event planning practices to business plan objectives, support the development of policies, procedures and processes and enhance lines of communication to share good practice and learning. The Group will also be the forum to drive forward a consistent and corporate approach in relation to the SPA’s charging policy, requiring Police Scotland to recover costs for events and other requested police services.

Our newly developed Police Scotland Operational Planners Course is designed to increase the knowledge and skills of planners, fully equip them to discharge the relevant policies and standard operating procedures, and effectively contribute to the delivery of safe events in Scotland. We are also developing a National Planning Toolkit to provide officers with considerations to be made in relation to the event/incident that they are involved in planning. The Toolkit will incorporate learning from the Glasgow 2014 Commonwealth Games, Ryder Cup 2014, and other major events, which identified the need for a consistency of approach to the planning of events, and builds on the progress made through the Music Festival Commanders Forum.

Key to successful developments in this area of event planning is ongoing dialogue and consultation with a wide range of event organisers and stakeholders, such as those represented by Event Scotland, as well as a commitment to engage fully in the Safety Advisory Group process and be actively involved in the staging of table-top exercises.

Improvements will be made to the Police Scotland Events Diary and National Events Reporting Tool which will enhance the capabilities of both, enabling officers and staff across Police Scotland to view all levels of planned events via the Force Intranet including the deployment of police resources and other relevant information.

Our ability to dynamically deploy specialist and conventional assets and resources around the country has evolved and a number of methods now exist by which local and national policing divisions can request support. We will ensure equitable access to resources across Scotland to assist event commanders and event planners with the policing of operationally challenging incidents and major events. We will develop a transparent and standardised resource requirement process which follows a nationally approved flowchart with defined roles and responsibilities to ensure that the movement of conventional and specialist assets enhances service delivery throughout the country.

We will explore the most cost-effective way of facilitating the appropriate resource and, where possible, will ensure cost savings through the use of on-duty personnel. Where the resources are crossing police areas then the opportunity exists to engage the services of the Scottish Police Information Coordination Centre (SPICC) who also facilitate and manage the movement of Police Scotland assets and resources outwith Scotland through liaison with the National Police Operations Coordination Centre (NPOCC).

In 2016, we will establish a national single source of specialism database that will allow us to effectively manage capability and capacity. The creation of single naming conventions on the System to Coordinate Personnel and Establishment (SCoPE) will provide a more efficient and streamlined process to identify specialist assets throughout Police Scotland and will also provide SPICC with enhanced interoperability with NPOCC when requesting or receiving mutual aid resources from elsewhere in the United Kingdom.

The database will provide the most accurate and up to date information relating to the geographical spread of specialist skills and will provide indications of trends in the retention of specialist skills which will shape future national training requirements and enhance our ability to maintain and develop specialist skills resilience to deliver an operational response.
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 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.

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).
Acknowledgements

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

Age UK
Assist Social Capital
Audit Scotland
Association of Scottish Police Superintendents
British Association for Shooting and Conservation
British Transport Police
Capability Scotland
Care Inspectorate
Central & Eastern Europe Police Association
Children in Scotland
Christian Police Association
Childrens Commissioner
Clackmannanshire Council
Crown Office and Procurator Fiscal Service
Convention of Scottish Local Authorities
Crimestoppers
Dumfries and Galloway Council
Dundee City Council
East Ayrshire Council
East Lothian Council
East Lothian Partnership
Education Scotland
Engender
Equality & Human Rights Commission
Event Scotland
Gay Police Association Scotland
Glasgow University School of Social and Political Sciences
GMB Union
Gypsy Roma Travellers Police Association
Hawick Community Council
HM Inspectorate of Constabulary in Scotland
HM Revenue and Customs
Home Office
Includem
Mental Welfare Commission
Moorfoot Community Council
National Crime Agency
National Independent Strategic Advisory Group
National Police Transgender Network
Neighbourhood Watch Scotland
National Farmers Union
NHS Ayrshire & Arran
NHS Greater Glasgow
NHS Tayside
NHS National Services Scotland
North Ayrshire Council
Orkney Island Council
Rape Crisis Scotland
Renfrewshire Council
SafeLives
Scottish Ambulance Service
Scottish Borders Council
Scottish Children’s Reporter
Scottish Community Safety Network
Scottish Courts and Tribunals Service
Scottish Directors of Public Health
Scottish Fire and Rescue Service
Scottish Government
Scottish Institute for Policing Research
Scottish Legal Aid Board
Scottish Police Federation
Scottish Prison Service
Scottish Police Authority
Scottish Women’s Convention
Stonewall Scotland
Transport Scotland
Unison
Victim Support
Visit Scotland
Voluntary Action Fund
West Lothian Council
Young Scot
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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Other languages, braille, large print, sign-language, audio or CD

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

Equality Impact Assessment

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

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

Environmental Assessment (Scotland) Act 2005.

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

Legislative Requirement

Police Scotland’s Annual Police Plan 2016/17 was laid before the Scottish Parliament on 22nd March 2016, in pursuance of Section 35(4)b of the Police and Fire Reform (Scotland) Act 2012. PSOS/2016/01.

Local Policing Plans

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

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

Potential impacts resulting from proposed strategies outlined in this Plan, or other issues for different protected communities will be identified during development and review of the relevant operating procedures/guidance, leading to appropriate mitigating actions where required. Differences in divisional geography, demographics, and known issues will be key considerations for Divisional Commanders during localised delivery of our priorities and may require further assessment to identify any impact specific to their areas.
Scotland’s 13 Local Policing Divisions.
A Division - North East

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

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

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

Reflection on the past year

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

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

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

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

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

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

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

Reflection on the past year

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

Tayside Division serves approximately 388,000 people over 2,896 square miles, covering the City of Dundee, Angus and Perth & Kinross council areas. Tayside Division has three territorial command areas – one for each local authority. Each has a dedicated Area Commander who has the responsibility for all day-to-day policing functions in their area. Each is served by a number of community policing teams. These teams are built around the needs of local people and are responsible for responding to calls in the local area, as well as looking for long term solutions to key issues.
Other good work was evidenced through a holistic approach to preventing and detecting crime in Tayside Division. Housebreaking, road safety and detection of those involved in the supply and misuse of controlled drugs, were all part of continued targeted approaches to making the communities safer. Tayside Division’s Police Scotland Youth Volunteers recently received awards for their achievements, receiving recognition for forming new relationships with the community on behalf of Police Scotland through volunteering and fundraising.

With the full support of the Chief Constable and the Polish Consulate General in Scotland, Tayside Division led an initiative which saw the launch in July 2015 of a corporate Facebook account in the Polish language. Supported by Corporate Communications, the delivery team within local policing now reaches an international audience with significant interest from the Polish Government, media and the international Polish community itself.

Local Policing Plans and Priorities

Tayside Division’s local policing plans represent a critical part of delivery to the local communities. They demonstrate our commitment to local policing within the National Planning Framework while enabling us to respond effectively to the concerns of local communities as well as meeting and tackling nationwide demands. The clearly identified local policing priorities and objectives are of key focus when working with our partners towards achieving safer and stronger communities that can be enjoyed by all. We will continue to listen to the community and work closely with our partners to find long term solutions to the issues raised.

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

Reflection on the past year

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

The Inverness Response Team is a multi-agency partnership launched in September 2014 to address antisocial behaviour issues. The partnership team share resources and provide a daily tactical response to incidents of antisocial behaviour. The core partners of Police Scotland, the Highland Council and the Scottish Fire and Rescue Service participate...
in a daily meeting where issues are identified, actioned and reviewed. Other local agencies from the public, private and third sectors are consulted on a case by case basis. The team has been successful in delivering an increased partnership focus on prevention and early intervention around antisocial behaviour and issues that impact on public safety. Due to the success of the collaborative working, this initiative is now being rolled out across the Highlands.

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

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

**Local Policing Plans and Priorities**

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

Highland and Islands Division is committed to providing the highest level of service within the community through local policing teams augmented with specialist support. Moving forward, this work, together with activity around crime prevention and effective partnership working, will increase our ability to deter and detect those who pose a risk to our communities; and ensure that the Highland and Islands area remains one of the safest places to live in the United Kingdom.

**C Division - Forth Valley**

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

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

Operation Core was launched in September 2015 to address the local priorities of Drug Dealing, Road Safety and Violence throughout the Forth Valley area. Divisional officers, supported by specialist resources from elsewhere in Police Scotland and also by local partners, have been taking enforcement action against drug dealers within local communities as part of this policing campaign. To date, this has led to 81 drug search warrants being enforced at addresses across the division, resulting in 55 people being arrested in connection with the production and/or supply of controlled drugs, 171 charges relating to the supply of controlled drugs being reported to the Procurator Fiscal and £187,000 worth of drugs removed from the communities of Forth Valley.

£11,000 was recovered under the Proceeds of Crime Act 2002 and drugs recovered included Heroin, Cocaine, Ecstasy, Cannabis Resin and a number of Cannabis Cultivations. In terms of Road Safety, 1,068 road checks were carried out, patrols were focussed on priority routes, and 825 fixed penalty offers were issued for speeding, dangerous driving and other road safety concerns. Violence was reduced by 9.22% from the previous year.

Police in Forth Valley Division carried out a day of action to promote safety among students studying and living in the region. As part of the national Student Safety Campaign, 15 Specialist Crime Division officers from the National Safer Communities Unit supported local resources in visiting the Forth Valley College campuses in Falkirk, Stirling and Alloa. They engaged with students to offer a range of crime prevention advice and personal safety information. In addition, policing teams visited a number of letting agents throughout the division to advise staff and raise awareness of serious organised crime and the signs to look for in relation to human trafficking, cannabis cultivation and other suspicious activity.

Local Policing Plans and Priorities

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

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

Edinburgh is Scotland’s capital city and was recently ranked as one of the top five safest cities in the UK. It regularly plays host to international sporting and cultural events and celebrations, including the famous Edinburgh Fringe and International Military Tattoo. The divisional headquarters is St. Leonard’s Police Station in central Edinburgh where the Local Police Commander, four functional Superintendents and a Detective Superintendent are located. The station also houses the Divisional Custody Centre. There are 14 other stations across the city (inclusive of the Police Information Centre) which makes it one of the largest policing divisions in the UK.

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

Reflection on the past year

In the past year Edinburgh Division has put together a number of campaigns to address national and divisional priorities.

Tackling housebreaking and motor vehicle crime is the number one local priority in the city. Under the banner of ‘Operation RAC,’ dedicated teams have been targeting known thieves for a number of months resulting in over 400 arrests and 1,000 charges combined since its launch. In addition to this enforcement activity there has been a huge amount of preventative advice offered including targeted seminars, social media updates, video messages and newspaper articles.

Over the past year, the use of NPS within the city of Edinburgh presented a significant danger to public health and wellbeing and community safety. As part of Police Scotland’s thematic campaign to address the issue (Operation Redwall), Edinburgh Division worked in partnership with the City of Edinburgh Council, the Edinburgh Alcohol and Drugs Partnership, and NHS Lothian to stem the sale of NPS in the city. This coordinated approach resulted in all 12 known retailers of NPS in Edinburgh confirming that they would cease trade in NPS and over £50,000 of stock was voluntarily forfeited for destruction. Along with our partners, Edinburgh Division will continue to offer education, support and treatment for users of NPS, to ensure that a sustainable long-term reduction in NPS use is achieved.

Perhaps the most significant activity over the past year has taken place in the north of the city under the banner ‘Stronger North’. Within the north of Edinburgh there are challenging areas for police and partners, with significant social issues that manifest in higher levels of crime and antisocial behaviour. Stronger North has become synonymous with increased community engagement, more coordinated local service delivery, greater community cohesion and better outcomes for the area.

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

In late 2015, local officers launched ‘Operation Greenland’ which was aimed at reducing criminal behaviour over the festive period and involved working with Young Scot and YouthLink Scotland. There was an increase of over 50% in officers deployed to the city centre, and right across the city officers were out on the streets giving shoppers and revellers festive safety tips. This included guidance on how to protect valuables when shopping, how to party safely, helpful tips on protecting themselves online and vital advice on safeguarding their homes and contents. A special social media advent calendar was also created where the public were able to view a police safety message on both Facebook and Twitter every day from the 1st to the 25th December.

Local Policing Plan and Priorities

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

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

The Lothians and Scottish Borders Division serves around 462,080 people over 2,393 square miles, stretching from Blackridge to Newcastleton. It covers East Lothian, West Lothian, Midlothian and the Scottish Borders council areas. The division has four territorial command areas aligned with their respective local councils. Each has a dedicated Area Commander who is responsible for all daily policing functions. Each area is also served by a number of community policing teams whose activities are built around the needs of the local community. They are responsible for responding to local calls and looking for long-term solutions to key issues.

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

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

Drugs are a blight on our communities and we will continue to work closely with our partners and the public to ensure those involved are swiftly brought to justice. Operation Hawksbill is one such measure that has been implemented to target drug dealers in Galashiels. In one day’s activity alone, four persons were arrested and charged with being involved in the supply of heroin and a further two individuals were charged with the supply of Diazepam. This activity was reflected across the divisional area with one such example in East Lothian being the successful recovery of 2kg of cocaine with a potential street value of £80,000; a recovery that led to a person being arrested and charged for drugs related offences. This activity, and others like it, was carried out as a result of vital intelligence from the public and demonstrates our readiness to act on information to tackle all forms of organised crime.

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

Local Policing Plan and Priorities

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

The priorities and objectives set out within these plans have been developed following engagement with local communities as we recognise and understand the importance of our policing plans being informed and influenced by local people. Our priorities are also aligned to the National Policing Priorities and crucially to the four Single Outcome Agreements that direct Community Planning across our respective local authority areas.

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

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

Fife Division has a history of close partnership working. Strong links have been developed over time, particularly through legacy community engagement models, with the Police providing significant resilience to many community initiatives including night time football, basketball and ‘blue light’ discos.

Fife’s Divisional Alcohol and Violence Reduction Unit is uniquely embedded within the Community Safety Partnership working closely with local Housing, Drug and Alcohol Partnership, Community Wardens, Social Work and Local Authority Analysts as well as a number of other partner agencies. This provides a quick multi agency response to local issues and promotes sharing of skills, information and resources.

The recent festive Safe Zones operated within Fife in an effort to reduce the impact on both the Police and the NHS from alcohol-related incidents. The multi agency team comprising of Fife Alcohol Support Service, Ambulance Service, British Red Cross, Neighbourhood Watch Scotland, Street Pastors, Fife Community Safety Partnership, Furniture Plus, Dunfermline Delivers and Dunfermline Advice Hub all worked together to provide a safe and early treatment area for those requiring minor medical attention due to alcohol.

Partnership links have been further strengthened in recent times by Fife Division providing support and expertise to Trading Standards partners to aid with doorstep crime. Both agencies have embraced joint working and developed expertise through the cross-pollination of skills.

Fife continues to develop these partnerships and is motivated to enhance relationships with partners across many business areas.

Reflection on the past year

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

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

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

Extensive engagement has identified the 2014-2017 priorities for Fife Division. During the lifetime of this plan, working in conjunction with the public and relevant partners, police in Fife will seek to address these priorities in a manner that reflects the needs of local communities. By doing so they will focus on issues that affect local people, namely: Reducing Violent Crime and Antisocial Behaviour; Reducing Road Casualties and Fatalities; Protecting People at their Most Vulnerable, particularly victims of domestic abuse and crime; Targeting those who Supply Illicit Drugs; and Preventing and Detecting Crimes of Dishonesty.

G Division - Greater Glasgow

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

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

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

Reflection on the past year

The newly formed Licensing Support Team (LST) has been established to work alongside Community Policing Officers and Licensing Standards Officers (LSOs) from Glasgow City Council on the City Centre Policing Plan. This piece of work, although still in its infancy, has received very positive feedback from LSO’s, the Community Policing Team and the licensing trade itself, helping to maintain and build confidence in our relationships with these vital partners. The Licensing Support Team is on hand to support the licensees at their busiest period over the weekends and to attend at serious incidents to give guidance to officers and staff, ensuring the trade is adhering to key licensing objectives.

Operation Island - Continued partnership working identified sites guarded by a security company who have links to Organised Crime Groups. Police, Security Industry Authority (SIA) and HMRC visited sites and identified numerous issues relating to guards’ working conditions and pay, which was well below the minimum wage. A well known construction company, tasked with building a new supermarket in Milngavie, had employed a security firm as its onsite security. A meeting with the director of the construction company, police and the SIA was held, where issues with utilising this security firm were highlighted. The construction company was given advice regarding the SIA’s approved contractor scheme and advised to check...
open source, which gives the criminal links to the company. It was explained there could be damage to the building company’s reputation if it continued to use the security being provided.

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

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

Local Policing Plans and Priorities
Local people are at the heart of everything we do and our plans are developed following consultation with the public and our other key partners. These Plans set out the policing priorities that they have identified as the issues that cause most concern to our communities, namely Violence, Disorder and Antisocial Behaviour; Protecting People; Increasing Public Confidence and Local Engagement; Serious Crime; and Responding to Major Events. The plan also sets out what we are doing to tackle these issues and how we will continue to address them. Working with our partners and with the support of local communities the police officers and staff of Greater Glasgow Division will continue to work tirelessly to ensure Glasgow remains a safe place to work, live and visit.

Reflection on the past year
Through our focus on Prevention and Partnership, Ayrshire Division has worked hard in the past year to tackle the priorities identified for us by local communities. Through greater emphasis on prevention and early intervention, via the highly successful partnership Prevention First

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

For the second year in a row Ayrshire Division delivered its Safe Summer Campaign, designed to help keep people safe throughout the summer months, specifically focused on the school holiday period. As part of this year’s campaign, a new event was introduced. This partnership event, Safe-T in the Park, took place on Sunday 31st May 2015 at Eglinton Country Park, North Ayrshire. Police and partners provided a range of fun and interactive activities and opportunities for young people and families to help them stay safe online, at the coast, near railways, around building sites and on the roads. The event was attended by almost 4,000 people and was a great example of police, partner and community engagement.

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

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

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

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

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

We look forward to working hard to tackle these in the year ahead with our many local partners and with the help and support of our communities.
Lanarkshire Division serves around 634,500 people over 896 square miles. Our communities are mainly found in large post-industrial towns such as Motherwell, Hamilton and Coatbridge and the ‘new’ towns of East Kilbride and Cumbernauld.

However, significant numbers of our residents live in rural settings such as the market town of Lanark, as well as villages and isolated farms and houses. The division has six territorial command areas with each having a dedicated Area Commander who has the responsibility for day-to-day policing functions in that area. A key feature of the division is the long established strategic and local partnership work driven by the Community Planning Partnerships within North and South Lanarkshire Local Authority areas. The Area Commanders ensure that locality based policing is supported by, and provides support to, this partnership model.

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

**Reflection on the past year**

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

In this time of financial constraints, we have worked closely with the local authorities and partners to ensure efficient use and direction of resources. This includes improved integrated planning for major events such as parades and mutually accountable partnership groups that address problem solving in localities. Much of this work is monitored by the ‘Scrutiny Boards’ that oversee local policing.

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

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

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

Lanarkshire Division is committed to targeting those who cause the most harm within our communities, whilst protecting those most at risk and maximising opportunities for reducing crime and antisocial behaviour. Our locally identified priorities are: Violence, Disorder and Antisocial Behaviour; Road Safety and Road Crime; Protecting People at Risk of Harm; Serious and Organised Crime; Counter Terrorism; Public Confidence and Drug Supply and Manufacture.

L Division - Argyll and West Dunbartonshire

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

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

‘LB” sub division mirrors Argyll & Bute Local Authority and provides local policing services to the towns of Oban, Dunoon, Lochgilphead, Campbeltown and Helensburgh, and includes a range of small villages and 26 islands off the west coast of Scotland, including the Isle of Bute, Mull, Tiree and Islay. Key locations include Her Majesty’s Naval Base (Clyde), Royal Naval Armament Department (RNAD) - Coulport, Campbeltown NATO Jetty and Dunstaffnage Marine Laboratory (Oban).
Our divisional approach to policing is based on localism where each area is served by local community policing teams. These teams address the needs and concerns of local people as identified through annual public consultation. The teams are responsible for responding to calls in the local area, as well as working with local agencies and communities to provide long-term solutions to local issues. In effect we strive to be a local service for the local community.

**Reflection on the past year**

In the past year, Argyll and West Dunbartonshire Division has shown commitment to working towards the priorities that influence the policing activity in local areas. Over the last year overall crime has continued to fall, and a particularly pleasing feature has been the continued significant reduction in reports of antisocial behaviour and disorder. There have been a number of challenging operations and major investigations including the fatal air crash at Glen Kinglass, a mass demonstration at HMNB (Clyde) resulting in 38 arrests, as well as a significant recovery of drugs at Port Bannatyne, Isle of Bute with an estimated street value of £900,000. In October 2015 the division conducted an intelligence led operation against organised crime groups which resulted in 26 persons being arrested for drug dealing and various related charges.

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

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

**Local Policing Plans and Priorities**

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

The focus over the coming year is to continue to work in partnership to tackle the challenges we face, ensuring that we address the key priorities of: Antisocial Behaviour and Violence; Drug Dealing; Road Safety; Acquisitive Crime; and Protecting the Most Vulnerable People in our Communities.
K Division - Renfrewshire and Inverclyde

Renfrewshire and Inverclyde Division serves around 264,500 people over 165 square miles. It includes the towns of Paisley, Renfrew, Greenock, Port Glasgow and Gourock. Within the division lies one of Scotland’s busiest airports, Braehead Shopping Centre, several large university and college campuses and also two football stadia, all of which present unique policing challenges. The division has two local authorities within the three territorial command areas, each having a dedicated Area Commander who has the responsibility for all policing functions in that area.

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

Local Policing Plans and Priorities

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

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

Reflection on the past year

Partnership working is vital to delivering tangible outcomes and we continued to strengthen our relationships with all agencies, community representatives and local residents to ensure our services are coordinated, effective and efficient and address the needs of our communities.

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

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

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

Reflection on the past year

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

The A74 (M) runs through the division and is recognised as a principal route for criminals to transport controlled drugs, stolen property, and counterfeit goods and cash north and south of the border. In 2015, a dedicated Crime and Drugs Car (CADC) was tasked to patrol the Dumfries and Galloway section of the A74 (M) with the specific remit to detect and disrupt criminal activity by stopping and searching vehicles, investigating all aspects of road crime and seizing cash thought to be the proceeds of crime. The outcome of this policing activity resulted in the detention or arrest of 215 people; over £600,000 of illicit drugs seized; over £240,000 worth of stolen and counterfeit goods seized; and 389 road traffic offences detected. The CADC has removed large quantities of drugs and other illicit goods from circulation, which is of clear benefit to communities locally and around the country in combating crime and contributing to harm reduction.

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

Local Policing Plans and Priorities

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

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

The criminal justice system in Scotland consists of an intricate set of processes involving many different bodies and individuals within and outwith Police Scotland. Our Criminal Justice Division works across Scotland with internal and external partners to build strong partnerships that deliver effective and efficient justice. The division has three geographical command areas covering the North, East and West and a coordination unit, based at Stirling, managing all policy and governance matters.

Criminal Justice Division staff work closely with partners including; local Criminal Justice Boards, Crown Office and Procurators Fiscal Service (COPFS) and the Scottish Courts and Tribunals Service to develop processes and provide specialist criminal justice support and guidance in the following areas:

- Case Management;
- Procurator Fiscal (PF) liaison;
- Disclosure administration;
- Court scheduling;
- Production management;
- Administration of warrants, court orders and interdicts, fixed penalty tickets, direct measures; and
- Records management.

Reflection on the past year

In the past year we have undertaken a number of activities intended to improve justice outcomes and processes for victims and witnesses. Changes have included the highlighting in Police Reports of Vulnerable Witnesses, so that they can be better managed in the court process, and the publication of a joint statement from COPFS and Police Scotland regarding the prompt return of victims’ property seized during an investigation.

We have created a new legal documents database to assist us in managing witness citations and documents to be served on offenders to ensure they are served on time and cases at court can proceed unhindered. This is also helping us to understand the changing demand for police officers at court as the number of more complex cases increases, particularly sexual and domestic offences.

In January 2016, we introduced a new Recorded Police Warnings (RPW) scheme as an alternative to reporting low level offending. The scheme provides quick and proportionate outcomes and complements the discretion a police officer already has to administer on-the-spot verbal warnings. The demands placed on prosecutors and courts are subsequently reduced, allowing them to focus on bringing more serious offenders to justice. For matters that do require reporting offenders to the PF, we have introduced a series of abbreviated reports, providing a more efficient way for police officers to complete their reports.

Our ‘Deep Clean’ team has disposed of over one million productions that are no longer required as evidence in criminal investigations. Disposals included drugs, weapons and clothing held in our production stores nationwide. During this process suitable productions were recycled in partnership with Zero Waste Scotland to carefully selected community projects; for example, high intensity lighting, seized from cannabis cultivations, being passed to school science labs. The next stage will be to introduce more efficient and effective processes to manage items seized as evidence.

Criminal Justice Plans and Priorities

In the forthcoming year we will be working to restructure how we deliver our criminal justice functions. Our aim is to provide more efficient, cost effective and accountable criminal justice services ensuring we have the resilience to meet both the requirements of the criminal justice system and local policing priorities. We plan to continue to reduce demand on staff and officer time, and that of the PF and the courts while still addressing crimes in a proportionate manner. This will include the extension of the RPW scheme, reducing police witnesses at court and increasing those reports that can be abbreviated for efficient submission to COPFS. Benefits will include an increase in the time officers will be able to spend policing the communities they serve.

We will work closely with internal and external partners to ensure integration of new legislation, including the Criminal Justice (Scotland) Bill and the Victims and Witnesses (Scotland) Act 2014. We will continue to ensure that all relevant information and best evidence is reported in line with national guidelines, providing consistency of criminal justice procedures.
Custody Division

Custody Division is responsible for the care and welfare of every person brought into the custody of Police Scotland. There are 42 primary custody centres across three geographical command areas in the North, East and West, each with its own Custody Area Commander. Our divisional coordination unit is based in Glasgow with additional specialist units distributed across the country, focusing on areas such as healthcare provision and management of the custody estate. We also provide support for major events, ensuring suitable custody provision is available and appropriately staffed.

Our dedicated custody staff are trained to manage the risks associated with the welfare of persons in custody, provide legislative guidance and make all decisions regarding custody status, informed by Lord Advocate’s guidelines and standard operating procedures.

Reflection on the past year

During the past year we have been responsible for over 170,000 people in our care. By working with local and national partners we have reviewed our current care and welfare framework, ensuring implementation of best practice in key areas including safety and policy making.

In 2015 we introduced a scrutiny and continuous improvement unit to coordinate audit and inspection work across custodial functions. This led to more effective service provision, ensuring the safety of those in our care and compliance with force policy, changes in legislation and external scrutiny recommendations. The unit is overseen by the divisional senior management team and audit results are used to populate our continuous improvement plan.

Custody Plans and Priorities

Focusing on service delivery we will carry out a workforce remodelling programme, aligned to our budgetary requirements, ensuring our staff have relevant and current skill sets and profile. We will provide an appropriate range of victim centred services and ensure that our accommodation is accessible, safe and secure with appropriate healthcare and forensic facilities and services. This will involve national benchmarking and a review of our current policies, including those relating to cell occupancy and profiles, prisoner risk assessments in line with the Scottish Government’s Suicide Prevention Strategy, and the use of life saving equipment.

We will review our custodial systems and procedures to increase effectiveness and realise efficiency gains. We will ensure that all relevant information and best evidence is gathered consistently, preserved, analysed and exchanged in line with national guidelines and in collaboration with partners. We will research and identify opportunities to provide support, referral options and diversion schemes that can assist in the reduction of re-offending directly linked to alcohol dependency, drug dependency and mental health issues.

By acting with fairness, integrity and respect at all times when dealing with people in our care, our stakeholders and our partners, we will continue to provide a quality service that meets our equality and diversity responsibilities.

Impact of the Criminal Justice (Scotland) Bill

The Criminal Justice (Scotland) Bill represents the most significant change to criminal procedure in Scotland in a generation. Custody Division has a statutory responsibility for the delivery of key safeguards to protect prisoners’ rights, ensuring that the deprivation of their liberty is fully justified and continued for no longer than absolutely necessary, taking due cognisance of our primary responsibility to keep people safe in our communities. We will ensure a seamless transition to the new legislative landscape and deliver full compliance with the Criminal Justice (Scotland) Bill by:

- Improving our estate infrastructure to facilitate solicitor consultation and prisoner visits;
- Providing comprehensive staff awareness training in the legislative changes, particularly for custody supervisors;
- Adjusting existing custodial protocols and supervisory processes; and
- Upgrading IT systems to support the provisions of the Bill.

Criminal Justice Services Division

In 2016/17, we will commence development of an integrated Criminal Justice Services Division which aims to deliver modern and relevant criminal justice services that are effective and efficient for all service users, maximise collaborative opportunities with partners and support the prevention and detection of crime.
C3 Division – Contact, Command and Control

Contact, Command and Control (C3) Division operates a number of Service Centres and Area Control Rooms across Scotland. The division is frequently the first point of contact when members of the public seek police assistance – it receives over 500,000 emergency (999) calls and 3.2 million non-emergency (101) calls each year. C3 also performs a key role in managing operational resources to ensure that the right resource is deployed to the right place at the right time.

C3 Division is undergoing a significant programme of modernisation, moving from legacy arrangements towards a national model.

Reflection on the past year

In addition to this programme of change, C3 Division has faced several challenges that placed demands on processes and staff resilience. Over and above the ‘business as usual’ demands, including managing critical incidents, the division faced the additional challenges that accompany spontaneous and planned events. For example, planned events included ‘T in the Park’, The Open Golf Championship and Hogmanay, whilst spontaneous events included the closure of the Forth Road Bridge and the effects on national infrastructure caused by severe weather.

The division remained committed to meeting these demands and providing a valuable service to the diverse range of communities across Scotland; ensuring that each response was tailored to local needs.

C3 Priorities

C3 Division’s priority is to provide an effective and consistent service to the public at that key first point of contact. This means promptly assessing the threat, risk and vulnerability of the caller and ensuring that the response is appropriately prioritised and tailored to meet the caller’s needs.

In November 2015, HMICS published its independent assurance review into police call handling. The report provided a number of positive assurances around the state, effectiveness and efficiency of C3 Division and also provided positive comment on the efforts of C3 staff. The report made 30 recommendations relating to three areas of Police Scotland business:

- The programme of change within C3 Division;
- ‘Business as usual’ within C3 Division; and
- Wider Police Scotland functions.

Police Scotland is committed to listening to, and learning from, the review and over the forthcoming year C3 Division will give prominence to implementing each recommendation in full. This will deliver (with associated assurance and governance) a programme of change and improvement activity. This will be managed through the ‘Shaping our Future’ programme, which has been established to articulate the vision for C3 and drive developments forward. The programme comprises four key themes: People, Process, Learning and ICT.

Communication and engagement are vital during a period of change and ‘Shaping our Future’ is key to involving our staff in the improvement process. The programme will set out the principles of how we will communicate internally across the Division and Force, and externally with our partners and the public.

Governance

The development of the programme will be monitored internally via the ‘Shaping our Future’ Board, chaired by the C3 Divisional Commander and progress on delivering the HMICS recommendations will be reported to the SPA Audit & Risk Committee.