Purpose, Focus and Values

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

Our Focus
Keeping People Safe

Our Values
Integrity, Fairness and Respect
Foreword

I am pleased to present the second Annual Police Plan for Police Scotland. Our focus is on keeping people safe and this plan builds on the good progress we have made in our first year.

Violent crime continues to fall and increased public confidence means more victims of sexual assault are coming forward to report crime. Our proactive policing approach to tackling crime continues to deliver results, however we want to further build on our progress by listening to the views of local communities to ensure that our policing priorities are shaped by those we serve.

This year we carried out our Police Scotland public survey and spoke with around 31,000 people across the country to ask them what mattered most in the places where they live. They told us drug related crime, road safety, violence and antisocial behaviour are their areas of greatest concern.

This public feedback, along with our own in-depth analysis, has determined the priorities for Police Scotland in 2014/15 as being:

- Violence, Disorder & Antisocial Behaviour
- Road Safety & Road Crime
- Protecting Vulnerable People
- Serious & Organised Crime and Counter Terrorism

In addition, communities will also have concerns specific to their local areas and we want to address these to improve the quality of life for all of Scotland’s communities. By producing 353 local multi-member ward plans and policing plans for each of Scotland’s 32 local authority areas, we ensure that local policing remains at the heart of what we do. This is achieved by working together with communities, as well as a wide range of public and private sector partners and agencies.

Later this year, Scotland will host major international events including the Commonwealth Games and the Ryder Cup, where the eyes of the world will be on Scotland. Our role will be to work with communities and our partner agencies to ensure we keep people safe while they enjoy these significant sporting events.

Our Plan describes the contribution that Police Scotland will make over the next 12 months to the delivery of the strategic police priorities and objectives that are set out in the Scottish Police Authority’s Strategic Plan.

In our first year we have produced a corporate strategy which outlines the future direction for our service. It sets out our ambitions for four key areas: our people; our technology, our organisational support and our finances.

The creation of Police Scotland has been the biggest change to Scottish policing in more than a generation. In our second year, we will continue to maintain our focus on keeping people safe.
Police Scotland

Police Scotland works as a single service to keep people safe across the whole of Scotland. We are committed to working with our partners to tackle the priorities identified by the public and our professional analysis, and to keep local policing - supported by our specialist assets - at the heart of everything we do.
Police Scotland Divisions and Specialist Services

As a single policing service we now allocate our police officers and operational resources across three tiers - local, regional and national. Local Policing is at the heart of everything we do to keep people safe. Police Scotland has 14 policing divisions across the country each led by a divisional commander. Each divisional commander is responsible for the delivery of response and community policing and each division also has a divisional roads policing unit, a Domestic Abuse Investigation Unit and a rape investigation unit.

In addition, every commander has access to additional specialist resources at a regional and national level such as major investigation teams, serious and organised crime units, armed policing, dogs, air support and mountain rescue.
Our objectives include commitments to:

- Strengthening the connection among services and communities
- Creating more equal access to specialist support
- Protecting and improving local services within available budget
Building a Policing Service for the Future

When Police Scotland was created on April 1 last year, the journey of reform was just beginning. The business benefits identified as part of the National Police Reform Programme are clearly linked to the strategic aims of police and fire reform. They will enable us to go on keeping people safe.

Transforming the Service Programme
Our Transforming the Service programme of organisational change is designed to deliver these benefits and meet the strategic aims of Police Reform so instead of ending on April 1, the principles have been adapted and carried forward into the new service.

Consistency in Our Priorities
Public consultation has shown a great deal of consistency in what the public tell us is important to them. Our priorities in year two build on year one’s priorities.

2013/14 Achievements
Police Scotland has undergone substantial transformational change in our first year as a single policing service. Early benefits have included the introduction of nationally deployable specialist services. For example, all divisions are served by dedicated resources to deal with rape investigation, human trafficking, armed response, and divisional and trunk roads policing. These resources support national and local needs and priorities, providing an efficient and effective service to communities.

Our Corporate Strategy
Whilst significant progress has been made, there is more to be done. Continued monitoring of progress will mean resources can be focussed where they are most needed. In consultation with key partners, we have developed our Corporate Strategy for the next two years which outlines projects and activities contributing to the ongoing development of Police Scotland.

Best Practice and Continuous Improvement
We are committed to continuous improvement. Our ongoing engagement with communities and partners, including taking part in and responding to local scrutiny and engagement boards, contributes to our ability to develop and improve. The Scottish Police Authority has a statutory role in scrutinising our performance. Established under the Police and Fire Reform (Scotland) Act 2012, its main functions are to maintain the police service, promote the policing principles and continuous improvement in the policing of Scotland, and to hold the chief constable to account. Alongside external scrutiny, our internal performance management framework also helps us identify best practice and areas for improvement.

Our Partnerships and Planning
Police Scotland plays an important role in Community Planning Partnerships and contributes to Single Outcome Agreements alongside our local authority and other partners. We build this into our planning processes and reflect it in our Multi-Member Ward and Local Policing Plans.
Main areas of public concern are:

- Drugs
- Road Safety
- Violence and Antisocial Behaviour
Our Consultation and Engagement

Our policing focus is keeping people safe which is the golden thread running through everything we do. Our priorities are informed by the views and concerns of communities and are evidence based through our own detailed analysis. Our strong commitment to local policing remains at the heart of everything we do. This year we carried out the largest ever police service public survey which took the views of around 31,000 people across the country on what matters to people most in the places where they live.

Views were sought from people in each of Scotland’s 353 multi-member wards to help shape local and national policing priorities for the forthcoming year.

Public Priorities
Drug-related crime, road safety, violence and antisocial behaviour are the greatest concerns of the people we spoke to.

% of people who considered this to be a big or very big problem

![Pie chart showing public concerns]

Local Concerns
Residents in the north of the country are most concerned about road safety, while those in the east and west say drug-related crime is the primary concern. Violence and antisocial behaviour was voted the second or third area of greatest concern in 10 out of the 14 Police Scotland divisions.

Wildlife and environmental issues are of importance locally across Scotland as they can significantly impact on the wellbeing of an area. Wildlife crime liaison officers, with access to support from the National Wildlife Crime Unit, ensure a consistent approach to tackling wildlife and environmental crime.

Analysis, Intelligence and Public Feedback
Our priorities are informed by the priorities set by the Scottish Police Authority and those identified by local communities. We have carried out detailed analysis including risk and intelligence assessment which we have considered alongside what the public has told us. From this, we have identified the following priorities:

- Violence, Disorder & Antisocial Behaviour
- Road Safety & Road Crime
- Protecting Vulnerable People
- Serious & Organised Crime and Counter Terrorism

As well as these, there are additional policing priorities tailored to meet the needs of particular local communities such as tackling housebreaking or wildlife crime.

1 Respondents ranked problems within their neighbourhoods on a scale of 1-5, where they feel that 1 is not a problem and 5 is a very big problem.

2 ‘Other’ includes wildlife crime and housebreaking.
Our objectives include commitments to:

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

Although violent crime continues to fall across the country, Police Scotland remains committed to keeping people safe. From our recent public survey, we know that people expect police to prioritise activity towards reducing violence and antisocial behaviour at local levels to make a positive contribution to wellbeing and safety.

Alcohol-related Incidents
Alcohol is often a causal factor in violent crime and antisocial behaviour, whether indoors or in public spaces. To tackle this (since 1 April 2013) we have established a national approach to dealing with alcohol-related violence and disorder, including a specialist team working with the licensed trade to make premises and communities safer. We expect businesses to sell and supply alcohol in compliance within the law and we will continue to work with licensing boards and premises to ensure the responsible sale and supply of alcohol.

Dedicated Domestic Abuse Investigation Unit
Reported domestic abuse crimes increased over the last year. This can, in part, be explained by changes to recording processes and increased public confidence in reporting. It is recognised that domestic abuse impacts significantly on victims and families and we are clear that more needs to be done. Police Scotland continues to be perpetrator-focused and has established a dedicated Domestic Abuse Investigation Unit in each of the 14 divisions. We have also created a new National Domestic Abuse Task Force, with specially trained officers to deal with perpetrators who pose the greatest risk of harm to victims. Each division now holds a multi-agency tasking and co-ordinating (MATAC) meeting which identifies high tariff perpetrators and targets their criminal behaviours, ensuring a range of agencies work effectively together to protect victims and prevent further abuse.

Specialist Investigative Support
While we are committed to keeping people safe and preventing crime, if serious crime does occur then Police Scotland provides the highest level of specialist support to our communities through the deployment of specialist resources from the major investigation Teams (MITs) which form part of the Specialist Crime Division (SCD).

The main function of the MITs is to investigate all incidents of homicide in Scotland, ensuring equity and quality of service is delivered to all communities.

In addition to homicide investigation, the MITs provide specialist investigative capability for incidents of serious crime in support of local investigators. This enhances support to local teams, allowing them to continue their daily tasks and investigations, keeping their communities safe.

Additional Policing Resource
As part of our continuing commitment to tackling violence, disorder and antisocial behaviour, a Police Scotland national Campaign Against Violence (CAV) has been implemented across the country. This makes the best possible use of all our resources by putting experienced officers who usually carry out duties in essential support roles, out in our communities at peak times to support local policing officers. These deployments are based on sound analytical evidence to make sure that they are in the right place at the right time to prevent crime and provide reassurance to the public. In real terms, this means there are more than 1,200 officers providing additional policing and support to our communities each month.
Our objectives include commitments to:

- Effectively patrol the roads
- Improve road user behaviour
- Detect and deter road crime
- Tackle antisocial use of roads
Priority: Road Safety and Road Crime

As a single policing service, we are now responsible for policing the whole of Scotland, with its diverse geography and rural and urban communities. This includes the lifeline rural roads network that connects communities to work, education and leisure opportunities, or the built-up estates where children play, or the national motorway and trunk roads network that connects our cities.

Improving Road Safety
Keeping people safe on our roads is a key priority for Police Scotland. In 2012, 174 people died on Scotland’s roads – more than three times the number of homicide victims.

Reducing Fatalities and Casualties
Road policing is based on the principles of tackling casualty reduction, in line with the Scottish Government’s Road Safety Framework for 2020. This sets a target of 40% reduction in fatalities and 55% reduction in serious injuries. We are making good progress against these targets and by continuing to work closely with partners, there is more we can achieve.

Local and Special Resources
Local policing commanders are responsible for reducing casualties in each of the 14 divisions and have dedicated specialist support in the form of Divisional Road Policing Units and road policing officers located in each of the divisions. We have also created a national Trunk Roads Patrol Group with bases at strategic locations around the country. Specialist motorcycle capability and other support functions are also provided nationally.

Deterring Offenders
We will continue to target and deter offenders and detect all types of criminality on our roads. We will continue to provide high visibility policing on our roads network by tackling criminals and addressing behaviour that affects the safety and wellbeing of all road users.

Partnership
We will continue to work in partnership at all levels in support of road safety initiatives. At the strategic level we will be represented at the road safety strategic partnership board and will work with other stakeholders to influence policy at the highest level.

National co-ordinated activity will be progressed through the national campaigns working group which we will continue to lead, and at an operational level we will continue our close liaison with agencies such as Driver and Vehicle Standards Agency (DVSA), the Drivers and Vehicles Licensing Agency (DVLA), HMRC and the Traffic Commissioner.

Locally, we will play an active role on all road safety partnerships to ensure local concerns are addressed and local initiatives implemented to promote road safety and keep people safe in our communities.
Our objectives include commitments to:

- Establishing a national Child Abuse Investigation Unit
- Developing a national strategy to tackle child sexual exploitation
- Developing a national evaluation and review process for interviewing child victims
- Conducting robust rape investigations while maintaining victim focus
- Reinforcing the strategy to prevent rape
- Increasing activity against those involved in human trafficking
- Introducing a national audit team to ensure corporate and effective delivery of offender management practices
- Further developing the intrusive review regime
Priority: Protecting Vulnerable People

The creation of Police Scotland has enabled the development and delivery of a nationally co-ordinated and consistent policing response delivered locally to protect the most vulnerable people in our communities.

National Strategy
Since April 2013, national strategies have been established to address each area of public protection. This allows each of the 14 divisional public protection units to work consistently with our local communities and partners to keep people safe.

Protecting Children Online
Police Scotland recognises that it must respond to advances in technology when tackling child abuse. Plans are underway to create a national Child Abuse Investigation Unit. This will target internet offending and address key threats like sexual exploitation and protracted child abuse investigations.

Creation of Vulnerable Persons Database
The introduction of a single police service has allowed a corporate response to be developed for adult support and protection. Over the past year, a national IT solution has been implemented to create a vulnerable persons database and standardise and improve our responses to vulnerable people across the country.

Protecting People from Rape and Sexual Crime
We want to encourage more victims of sexual crime to come forward. By ensuring a consistent policing response, we want to further build on public confidence and, by working with partners, ensure that every victim gets the right support.

Focus on Education
Over the past year, Police Scotland has worked closely with partners to develop a rape prevention strategy. Key work includes education aimed at reducing vulnerability, targeting perpetrators and a rape prevention campaign.

Identifying Best Practice in Tackling Rape
The National Rape Review Unit has been created to re-examine unsolved rapes. This reinforces our commitment to tackle these crimes effectively and continuously improve our investigatory tactics and options.

National Human Trafficking Unit
The establishment of the National Human Trafficking Unit has enhanced our response to tackling human trafficking throughout Scotland. This is achieved by effective awareness raising, intelligence gathering and victim care while providing divisions with advice and specialist knowledge.

Preventing Re-offending
Police Scotland continues to work closely with key partners through Multi Agency Public Protection Arrangements (MAPPA). This joint working protects the communities we serve to prevent registered sex offenders from re-offending by developing effective risk management plans across all agencies.
Our objectives include commitments to:

• Enhance, with our partners, our tactics to disrupt organised crime groups through proceeds of crime legislation and to deprive them of access to legitimate enterprises

• Continue to build a true picture of organised crime groups, members and activities and to use operational activity to reduce their capability to cause harm

• Disrupt the supply of drugs and new psychoactive substances
Keeping people safe by reducing the threat organised crime groups pose to our communities is a priority for Police Scotland because serious organised crime is a multi-billion pound enterprise with significant social and economic costs. It takes £2-4billion out of the Scottish economy annually and has a negative impact on local communities.

**Scottish Crime Campus**
This year the Scottish Crime Campus at Gartcosh opened. This is a shared facility with partners including the Crown Office and Procurator Fiscal Service, the National Crime Agency and Her Majesty’s Revenue and Customs (HMRC). It provides opportunities for enhanced sharing of intelligence and inter-operability and supports the Scottish Government’s multi-agency strategy to tackle serious and organised crime.

**Legitimate Business Sectors**
There is organised crime involvement in a variety of legitimate business sectors, such as the security industry and taxis. Criminals use businesses to front their illegal activities and to launder money. This leads to the distortion of markets and deprives lawful companies of business.

**Serious Organised Crime Taskforce**
Police Scotland will continue to play a key role on the Serious Organised Crime Taskforce, which involves a range of partners working together at a strategic level to ensure Scotland can respond robustly to the threat serious organised crime poses to communities. These include British Transport Police, HMRC and the UK Border Agency.

**Drugs**
Most of Scotland’s organised crime groups are involved in the supply of controlled drugs. Communities in Scotland are concerned: more than 28% of the people we asked cited this as one of their top priorities. We know that groups are adapting and moving into the so-called ‘legal highs’ market, profiting from the misconception that taking new psychoactive substances might be safe. These are potentially lethal and we are working with the Scottish Government and partners to tackle this problem.

**CashBack for Communities Scheme**
Police Scotland and partners will maximise opportunities to confiscate assets from organised crime groups under Proceeds of Crime Act 2002. These will be reinvested into communities via the Scottish Government CashBack for Communities Scheme.

**Exploitation of Vulnerable People**
We work hard to educate communities on the harms serious organised crime can cause and how seemingly victimless crime (such as counterfeiting) funds the exploitation of vulnerable people and violence.
Our objectives include commitments to:

- Reduce and mitigate the risk of terrorism to Scotland
- Ensure that Police Scotland is adequately prepared to respond to any terrorist attack
Priority: Counter Terrorism

While acts of terrorism are rare, the overall threat to the UK from international terrorism is currently graded SUBSTANTIAL (an attack is a strong possibility). Scotland is not immune and that is why we work with partner agencies so that people can go about their business safely, freely and confidently. Recent operational activity on Northern Ireland-related terrorism and the arrest of unaffiliated republican terrorists demonstrated the impact and implications for communities in Scotland.

Prevention and Intelligence
As we have seen in successful counter terrorism operations, effective preventative and intelligence work will remain the most valuable tool in reducing and mitigating terrorist threat. There is no room for complacency - and staying ahead of the developing threat will not be easy. Countering potential threat is a key policing priority.

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

PURSUE: to pursue terrorists and those who sponsor them
PREVENT: to stop people becoming terrorists or supporting terrorism
PREPARE: to mitigate or lessen the impact of a terrorist attack
PROTECT: to protect the UK by strengthening our defences against terrorism

Streamlined Governance
The creation of Police Scotland not only streamlined counter terrorism governance, but improved connectivity with partners across the country. In addition, the establishment of a combined Organised Crime and Counter Terrorism Unit has greatly enhanced our capability to respond to any emerging terrorist threat.

Strong Foundations
In late 2013, Her Majesty’s Inspectorate of Constabulary (Scotland) (HMICS) carried out an independent thematic inspection on our preparedness to respond to and recover from a terrorist incident. HMICS reported considerable progress since the creation of Police Scotland. It highlighted how the counter terrorism policing landscape is now more consistent, compared to previous structures, and there are strong foundations to develop CONTEST further.

Working Across Agencies
A cornerstone in our counter terrorism work is the development of a multi-agency Counter Terrorism Implementation Plan for Scotland. This ensures police and partners outline key strategic and operational activity. It gives a platform to deliver the CONTEST strategy and introduces accountability, ownership of tasks and the identification of key activities to mitigate risks.

Strengthening Protection and Plans
Considerable work is ongoing among Police Scotland, resilience planners, business and government to strengthen our protection at key sites and locations. Opportunities for organisational learning and development are explored at every opportunity.

We are committed to testing and exercising our counter terrorism response plans particularly in preparations for major events, such as the Commonwealth Games and Ryder Cup, to ensure that we not only keep people safe from terrorism here in Scotland, but meet our global responsibility to reduce and mitigate the terrorist threat worldwide.
Our objectives include commitments to:

- Ensuring a high state of preparedness for unforeseen and planned major events
- Delivering a safe and secure Commonwealth Games
- Delivering a safe and secure Ryder Cup
Major Events and Resilience

During its first year, Police Scotland responded to a number of major incidents and supported many pre-planned events. These included sporting events, public demonstrations and protests, music festivals and large scale festive events. From the music festival Rockness in the Highlands to Edinburgh’s festive Hogmanay, to football matches and festivals across the country, Police Scotland provides a range of specialist policing services as required. Keeping people safe while they enjoy these events is our priority.

Delivering Safe and Successful Events
A single policing service has provided equal access to a range of specialist support services such as the Air Support Unit and the Mounted Unit and specialist policing expertise wherever the demand. It has also enabled the development and delivery of a single major incident plan for Police Scotland, with specialist training for event commanders and emergency procedure advisors to enhance our capacity and capability across the country.

Local Resilience and Partnerships
Police Scotland has contributed significantly along with local and national partners to the Scottish Government-led project to create three regional and 13 local resilience partnerships. Previous relationships have been maintained and built upon ensuring ongoing effectiveness in preparing for and responding to emergencies. These new arrangements have been tested on several occasions during live emergencies, as well as exercise scenarios, and have operated effectively.

Improving Our Preparedness
Police Scotland will continue to build on excellent existing relationships with other blue-light responders. The Scottish Multi Agency Resilience Training and Exercise Unit (SMARTEU) will be established to co-ordinate this work. This will minimise duplication of effort and maximise learning opportunities to ensure we continue to learn from best practice.

Commonwealth Games 2014 and Ryder Cup
The year ahead will see Scotland on the world stage playing host to a number of significant events such as the Commonwealth Games and the Ryder Cup. The Scottish Government is committed to the delivery of a safe, secure and peaceful Games. Ministers have delegated responsibility to the chief constable for the delivery of the safety and security programme. The chief constable reports progress directly to the Strategic Group, chaired by Scottish Government.

Work is progressing well and Police Scotland will continue to work closely with Glasgow 2014, Glasgow City Council, Scottish Government and a range of partners to ensure the delivery of a safe and secure Games.
Our objectives include commitments to:

- Our People
- Our Technology
- Our Organisational Support
- Our Finances

Business Benefits of Reform:

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

Everyone in Police Scotland has a responsibility to support the delivery of operational policing across the country, with the ultimate aim of improving the safety and wellbeing of people, places and communities in Scotland.

Developing our Organisation
As a newly formed organisation, we recognise the need to outline our long-term direction clearly to our people, who are pivotal in shaping Police Scotland for the future. Our Corporate Strategy outlines our ambition and is a roadmap for how we will develop our organisation and continue our focus on keeping people safe.

Enabling Effective Delivery
Recognising the challenging financial climate alongside the opportunity that becoming a single organisation affords, our Corporate Strategy articulates how we will support the effective delivery of operational policing, while transforming policing in Scotland.

We have focussed our Corporate Strategy around the following five key principles, with the specifics of what we will be doing captured in four enabling plans:

- Our people will be motivated, flexible, feel empowered and valued
- Our services will be delivered with a focus on quality, consistency and accessibility
- Our engagement with our people, partners and stakeholders will be proactive in manner, and include the use of modern communication channels
- Our assets will be managed in a way that will improve access to them, as well as improving their efficiency and sustainability
- Our approach to governance will be modern, streamlined and proportionate

Aligning with our Plans
The Corporate Strategy will be delivered through strategic delivery plans underpinned by our culture, as illustrated in the diagram below. This in turn will support the delivery of the Police Scotland Annual Police Plan, Local Policing Plans and Multi-Member Ward plans. Together these plans are aligned to achieving the objectives in the Scottish Police Authority Strategic Police Plan and ultimately the Scottish Government’s National Outcomes and the Justice Strategy.
Our priorities align through:

- Scottish Government National Outcomes
- Scottish Police Authority Strategic Police Plan
- Police Scotland Annual Police Plan, Local Authority Plans and Multi Member Ward Plans
- Police Scotland priorities
- Police Scotland Corporate Strategy
Aligning our Priorities

The diagram below shows the alignment of Police Scotland priorities and Scottish Police Authority Strategic Police Plan. These are also aligned to the Scottish Government policing priorities and national outcomes 5, 7, 8, 9, 11, 13 and 16.

Each of our priorities are underpinned by objectives outlined in this plan and are also supported by our performance framework.

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<tr>
<th>Scottish Government Priorities</th>
<th>Scottish Police Authority Strategic Police Plan</th>
<th>Police Scotland Annual Plan</th>
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<tr>
<td></td>
<td>Violence, Disorder &amp; Antisocial Behaviour</td>
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<td>Corporate Strategy</td>
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<td>1. Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration nationally and locally.</td>
<td>1.1 1.2</td>
<td>✓ ✓ ✓ ✓ ✓ ✓ ✓</td>
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<tr>
<td>2. Strengthen Scotland’s reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats.</td>
<td>2.1 2.2</td>
<td>✓ ✓ ✓ ✓ ✓ ✓ ✓</td>
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<td>3. Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform and promoting continuous improvement.</td>
<td>3.1</td>
<td>✓ ✓ ✓ ✓ ✓</td>
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<td>4. Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.</td>
<td>4.1 4.2</td>
<td>✓ ✓ ✓ ✓ ✓ ✓ ✓</td>
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For full details please refer to the Scottish Police Authority Strategic Police Plan http://www.spa.police.uk/assets/128635/strategic-police-plan-web
Our priorities are evidence-based, right down to Multi Member Ward level:

- Force Strategic Assessment
- 14 Divisional Strategic Assessments
- Public Consultation Survey
- Force Analysis and Priorities
- Performance Framework
- 32 Local Policing Plans
- 353 Multi Member Ward Plans
Measuring our Performance

Police Scotland has developed an evidence-based performance management framework to ensure we are tackling the issues people tell us are important to them locally - and using our resources effectively to keep people safe. It links to the Scottish Police Authority Strategic Police Plan as set by the Scottish Government. It contributes to delivering the national outcomes and the Scottish Government’s purpose of creating a more successful country, with opportunities for all of Scotland to flourish through increasing sustainable economic growth.

Public Confidence
Public confidence in Police Scotland remains high and is monitored on a monthly basis through our User Satisfaction Survey. The results from this are very positive with public confidence continuing to increase over time.

Priorities are Evidence-Based
Local policing is at the heart of our service and we have surveyed around 31,000 people across Scotland to ensure that we know what is important to them. Police Scotland has published local policing plans for all 32 local authorities and 353 Multi Member Ward Plans. These priorities are based on our extensive consultation, local analysis, public and partner feedback and through 14 Divisional Strategic Assessments, which are closely linked to the Force Strategic Assessment.

Performance Framework
Our policing priorities are underpinned by a performance management framework to ensure we focus policing in the right places at the right times, to prevent and detect crime.

Police Scotland holds regular performance and tasking meetings at local, regional and national levels. These share best practice and expertise to ensure we deliver the best possible service to all communities across Scotland, providing specialist support to local policing wherever and whenever it is needed. Measuring our performance informs our policing tactics and helps us target our officers and resources in the right place at the right time.

Scrutiny and Accountability
Chief Constable of Police Scotland Sir Stephen House QPM is responsible for policing throughout the country. He is held directly accountable by the Scottish Police Authority and also gives evidence to the committees of the Scottish Parliament, including the Justice Committee and Justice Sub Committee on Policing.

All 14 local policing divisions report regularly through the local scrutiny arrangements of Scotland’s 32 local authorities and work closely with local community planning partnerships and other local partners.

We provide regular reports to support local scrutiny arrangements and management information updates to the Scottish Police Authority which are discussed at the full public board meetings.

Official statistics are produced by the Scottish Government.

1 SPA Strategic Police Plan http://www.scotland.police.uk/about-us/police-scotland/strategic-planning/
2 Scottish Government Strategic Police Priorities http://www.scotland.gov.uk/Topics/Justice/public-safety/Policing/StrategicPolicePriorities
3 SPA Public Board Meetings http://www.spa.police.uk/meetings-events/
4 Scottish Government Recorded Crime in Scotland 2012-13 http://www.scotland.gov.uk/Publications/2013/06/9697
Our objectives include commitments to:

- Ensuring people better recognise hate crimes and incidents - and feel confident reporting them
- Ensuring individuals within protected groups feel safe and secure within their local communities
- Ensuring victims of gender-based violence are confident that police are responsive to their needs
- People from protected groups being meaningfully engaged with us - and their views contributing to service improvements
- Everyone in Scotland being able to contact the police when they need assistance - and this experience being positive
Serving all our Communities

Working with all our communities helps us achieve our focus of keeping people safe. Police Scotland is committed to doing this by listening and responding to community concerns, by reassuring the public and increasing confidence in our service. We recognise the need to actively engage with all our communities to give high quality service. By working with our partners we can ensure our service is responsive to local needs and demonstrates our core values of integrity, fairness and respect.

Confidence to Report Hate Crime
Our equality and diversity outcomes continue to be at the heart of all we deliver. Hate crime is a high priority and we have developed consistent procedures for dealing with it, ensuring an equitable service to all victims and witnesses. We want to build on high levels of public confidence and encourage more people to report these crimes, so we have a national third party reporting scheme to encourage this. People can report hate crime through a variety of organisations or at any police office. Hate crime can also be reported online.

Delivering a Consistent Response
Gender-based violence can exist in all communities and requires extreme sensitivity. A strategic honour based violence (HBV) working group has been introduced to ensure that every case of HBV, forced marriage (FM) and female genital mutilation (FGM) will receive a consistent response and be investigated thoroughly. Every victim will receive protection and safety advice and be offered referral to the relevant support service. A standard national procedure across Scotland ensures that police officers deliver a consistent response to all cases of HBV, FM and FGM in an effort to increase public confidence and encourage reporting within all our communities.

Engagement
Police Scotland is committed to engaging with all communities in order to tailor our service delivery to meet their needs and expectations. Police Scotland recognises that to reach communities such as lesbian, gay, bisexual and transgender (LGBT), disabled, race, religion and belief communities, it is important that we use a variety of engagement methods to ensure our service can be accessed fairly and in a way that best suits everyone’s needs.

Equality and Diversity
Our equality and diversity outcomes demonstrate our commitment to engage effectively so that we can understand our evolving communities and ensure we provide equity of service. All staff receive equality and diversity training and we have standard operating procedures for dealing with issues that may harm minority communities, including hate crime. To assist minority communities to report hate crime and incidents, Police Scotland works in partnership with nearly 300 agencies and organisations across the country, offering an alternative place to report hate crime where they perhaps feel more comfortable or know staff there. We are also working with minority communities to develop policies that will ensure we are more inclusive, including the recent development of a national LGBT reference group and a multi-agency disability project, examining access issues across the entire criminal justice system.

Police Scotland recognises that Scotland is a multicultural country made up of many communities that all contribute to making Scotland a place we can enjoy living, working or visiting. We engage every day with all communities and acknowledge the need to continue to do this to make our service as accessible as possible.
Publication of our Annual Police Plan

A full Gaelic version of this plan will be published by 30 June 2014 in line with Scottish Government guidance. Translation into other languages is available on request.

Laid before the Scottish Parliament by Police Scotland in pursuance of Section 35(4)b of the Police and Fire Reform Scotland Act 2013.

27 March 2014

PSoS/2014/01

Equality Impact Assessment

Police Scotland regularly undertakes an equality impact assessment (EQIA) to ensure our objectives contribute positively to a more equal society, with equality and good relations at the forefront of the service we provide.
Police Scotland
Keeping People Safe
2014/15