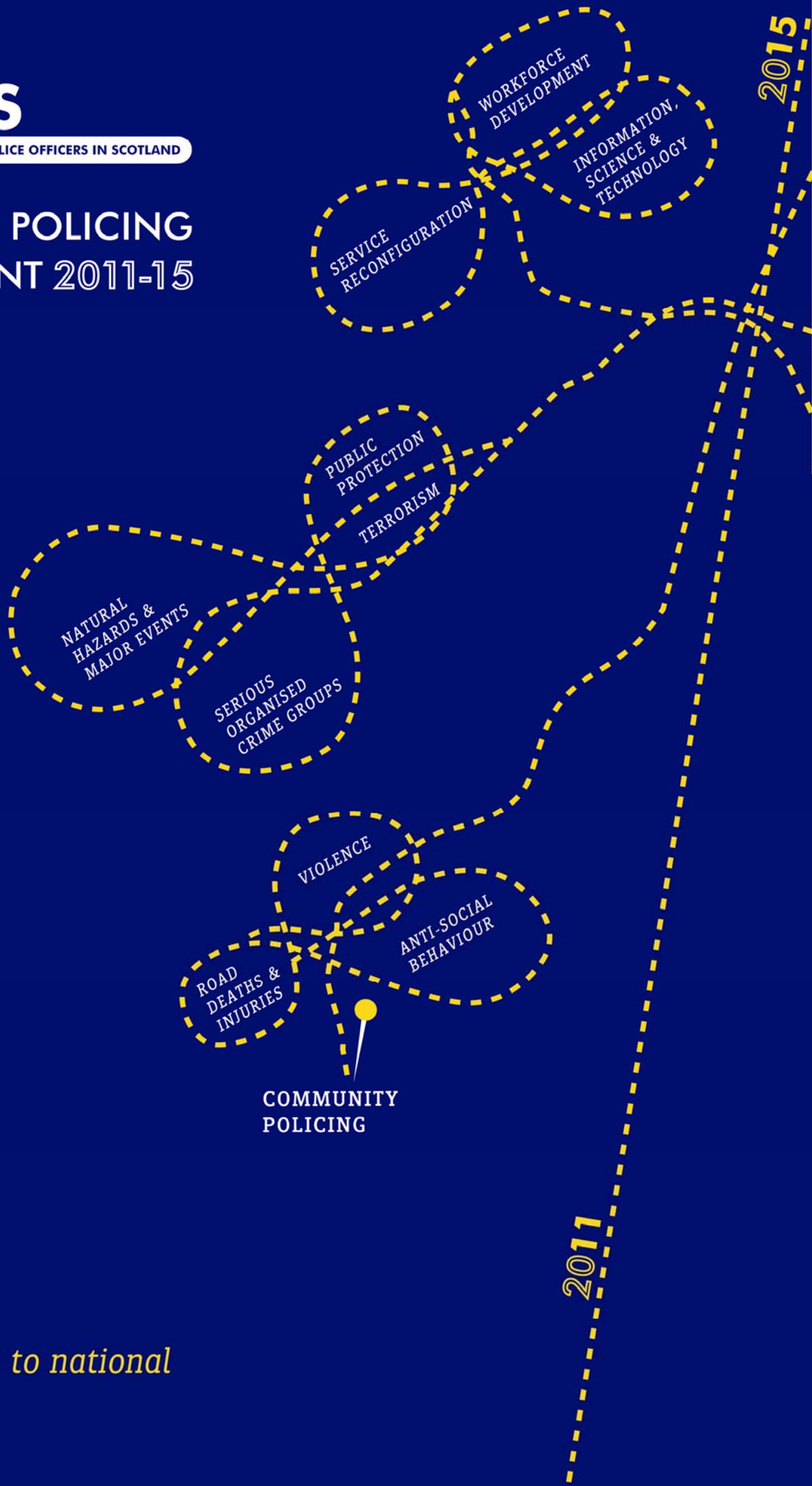
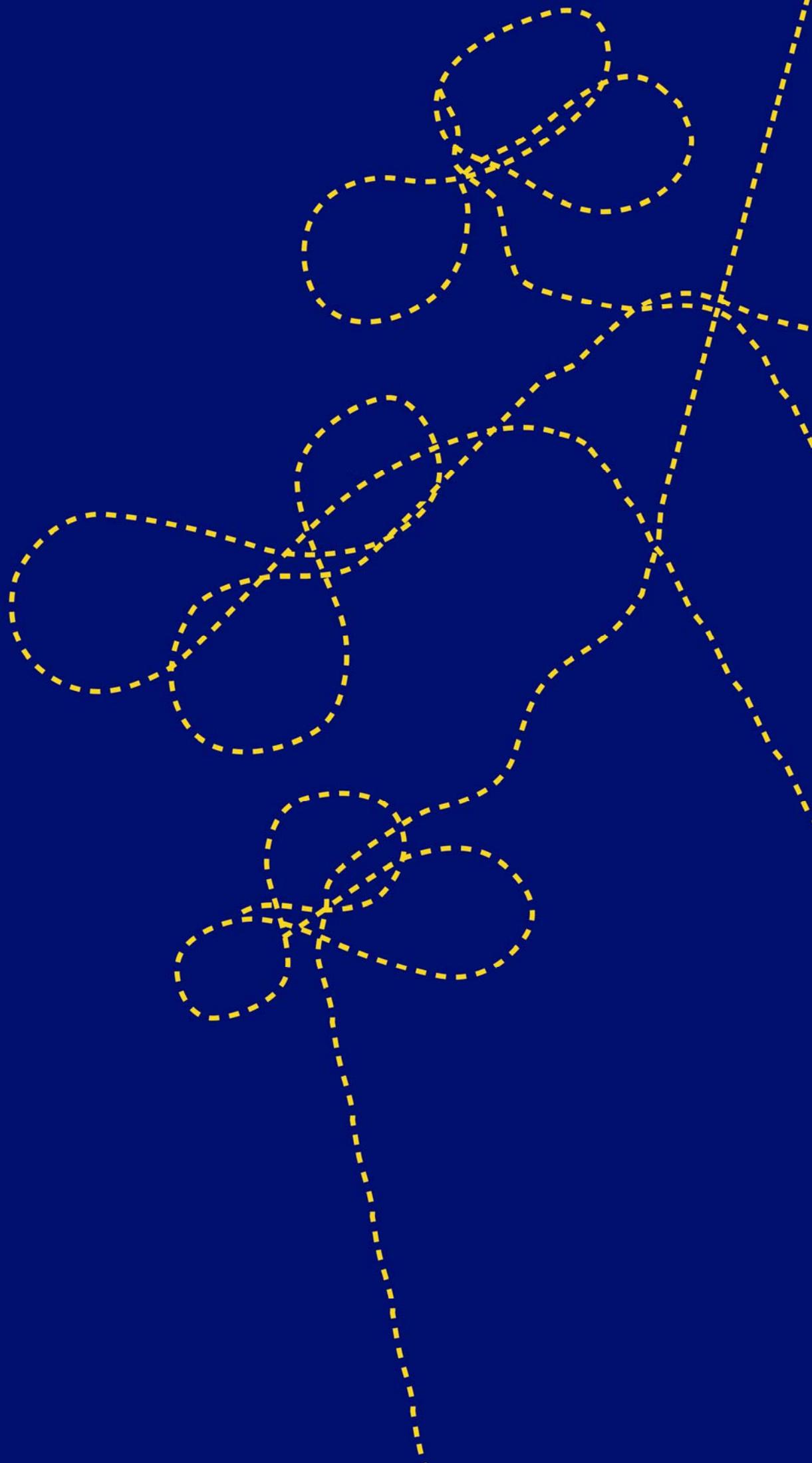


SCOTTISH POLICING ASSESSMENT 2011-15



Linking local to national



FOREWORD

It is my pleasure to present the Scottish Policing Assessment 2011-15, which outlines the crime and disorder issues and the challenges faced by the Scottish Police Service and the communities of Scotland over the next four years. Drawing on a wide range of information from Police and law enforcement agencies, local government partners and feedback from the public, the assessment outlines the strategies adopted in tackling these issues.

With crime in Scotland at its lowest level in over 30 years, and public confidence in the police continuing to improve, we are committed to keeping people and communities safe by tackling crime and the fear that it creates. Effective consultation with the public ensures that we understand what concerns people and that is reflected in the priorities within the Scottish Policing Assessment, including Anti-Social Behaviour (ASB), violence and road deaths and injuries. This is what local community based policing is all about.

Our vision is to deliver the very best service to our public, through a thorough evaluation of all aspects of our business, so this year, for the first time, the Scottish Policing Assessment encompasses both operational and business priorities. At a time of significant financial challenge, this will help us to make the best use of our resources.

As we embark on this four year plan, we are in the midst of a debate on the future structure of policing in Scotland. Whatever the outcome of that debate, the Scottish Policing Assessment, will remain relevant, dealing as it does with real operational policing issues that need to be tackled, whatever our structure. Throughout any restructuring, quality service delivery to the communities of Scotland will always be at the forefront of our business.

Kevin Smith, QPM

Chief Constable

ACPOS President



INTRODUCTION

Economic shifts since 2008 mean that the public sector faces an extended period of financial constraint. This presents a number of challenges for the Scottish Police Service, particularly as the police enter this period of austerity at a time when both service delivery records and public expectation are high. Crime levels in Scotland are at their lowest in over 30 years, detection rates are at their highest and there has been an increase in positive public perception of crime rates with 71% of adults perceiving that crime rates in their local area have either stayed the same or reduced.¹ Managing the reform journey to deliver the required efficiencies without compromising achievements in these areas is at the heart of the police strategy.

While there are significant challenges ahead for the police service, there are also a number of opportunities to further improve core operational processes, empower individuals to transform delivery and achieve more effective and sustainable policing for the future.

The Scottish Police Service is committed to ensuring effective service response to the communities of Scotland through;

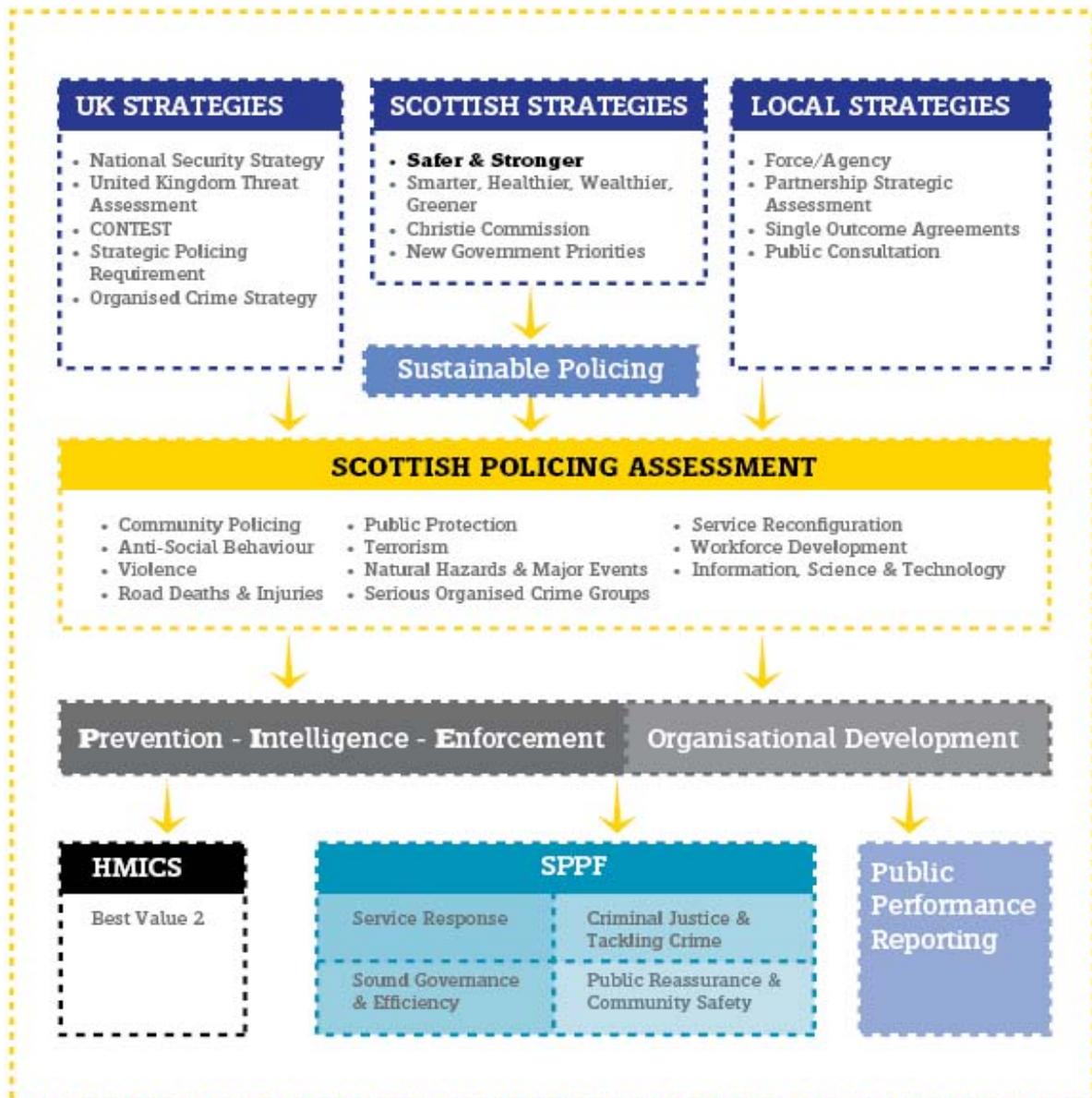
- Policing with communities to deliver public reassurance and community safety by effectively tackling with partners those visible policing issues such as ASB, violence and road safety which impact most on public concerns in communities.
- Policing communities from criminals and terrorists intent on causing harm through a joined up approach to tackling this criminality across Scotland by using early and effective intervention strategies and appropriate criminal justice solutions.
- Delivering efficiencies required to balance the public purse in line with the principles of sound governance and efficiency and doing so in such a way as to ensure sustainability of service to the public, remain an employer of choice and ensure that the service is fit for purpose for current and future challenges.

¹ Scottish Government (2010) Scottish Crime and Justice Survey 2009/2010: Main Findings

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The Scottish Policing Assessment sets out the priorities for the police service in Scotland for the next four years. It is a key document for the police in the continuous process of meeting future policing challenges and ensuring the service which the police provide to communities of Scotland remains of the highest quality.

This police strategy must reflect the context in which the police service operates and this involves taking cognisance of the plans, strategies and activities of the Scottish Government and partner agencies, and the positive contributions that they make in improving the quality of life across the communities of Scotland. The police and partner agencies will need to work together in local areas and across the wider public, private and voluntary sectors to understand societal issues and understand the role of the police in policing with and protecting communities.



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COMMUNITY POLICING



The range and volume of issues tackled by the Scottish Police Service has expanded considerably over the years, however at the core of the service remains the need to deliver effective and visible policing with Scotland's communities.

We understand that despite significant societal changes, the need remains for a locally accessible and accountable police service with a thorough understanding of the issues of the community.

For the police, effective community engagement ensures that officers understand those issues that matter most to communities. It has been shown that public services which involve their users in designing services are also likely to be of a higher quality and more relevant to the communities they serve.² Good community engagement therefore provides the opportunity for people to shape the place in which they live to create better and more sustainable communities.³

- Community Policing Models fully embedded to enhance the police service understanding of community issues and to tackle those which most detrimentally impact upon communities and increase the fear of crime.
- Local policing delivery and what it means in our communities. Local policing is often perceived to be wider than just police officers, with the public viewing roles such as Noise Nuisance Officers, Community Wardens and Environmental Wardens as being part of the bigger picture of local policing.
- Partnership working and the role of the police service in both Community Safety and Community Planning Partnerships.
- For the police service effective community engagement ensures that officers and staff understand those issues that are of greatest concern to the communities of Scotland and that they are empowered to address them.

² Scottish Community Development Centre (2011) What is Community Engagement? accessed via www.scdc.org.uk/what/national-standards/what-is-community-engagement on 21/02/2011

³ Planning Advisory Service (2011) Community Engagement accessed via www.pas.gov.uk/pas/core/page.do?pageld=111633 on 24/02/2011

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- Community empowerment offers the opportunity for the public to take a more active role in deciding on the most effective and efficient deployment of public sector resources in addressing the concerns of the community.
- Public satisfaction and confidence in the police are vital determinants in monitoring the impact that changes to the police service may have in influencing the public perception of the police or of the standard of service experienced in their area.

ANTI-SOCIAL BEHAVIOUR



Anti-Social Behaviour (ASB) remains a key priority for policing in Scotland as it impacts widely across all communities. The Scottish Police service understands that persistent and high levels of ASB can reduce the attractiveness of an area as a place to live and work, and raise the fear of crime. It can also be a precursor to more serious and violent offences.⁴

The Scottish Police Service also recognises that ASB stems from a wide-range of societal issues, often deeply embedded within communities and requiring long-term solutions and actions from not only the police, but the wider public sector.

- Understanding the scale and nature of ASB across Scotland is essential in delivering an effective response to this issue. Under-reporting of ASB incidents, combined with variations in definition and understanding as to what does and does not constitute ASB provide challenges in this respect.
- Tackling ASB in communities takes many forms with strategies aimed at tackling root causes being key to reducing ASB over the longer term. There is also recognition of the need to demonstrate swift and visible justice for ASB offences, with ASB featuring highly within Single Outcome Agreements across the country and heavily influencing the fear of crime in communities.

⁴ Community Safety Info (2011) accessed via www.community-safety.info/21.html on 26/05/2011

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- While not all ASB is committed by young people, there are a number of youth strategies which will be fundamental in engaging and working with those young people whose behaviour disrupts our communities.
- Partnership approaches to tackling ASB should be given greater visibility in the public as many victims of ASB are unaware of the other agencies which could assist them within their communities.
- Prevalence of ASB in communities can have a major impact on public confidence in the police to the injury of our reputation.

VIOLENCE



The Scottish Police Service understands that violence does not only affect those who are victims of crime; it can have a huge impact on wider community confidence and safety.⁵

Alcohol remains a key contributor to much of the violence which occurs in communities and local police responses remain crucial in addressing current levels of alcohol related crime and disorder. Knife crime, gang activity and assaults linked to the night-time economy are areas of concern for the

police.

A partnership approach is central to tackling the root causes of crime and disorder in communities, and provides the most effective basis for long term success.

- Alcohol and violence are undeniably linked, with alcohol related crime costing the Scottish economy over £700 million each year.
- The existence of youth gangs is also a contributory factor in levels of violent crime in some areas of Scotland. While this issue is particularly associated with the West of Scotland, gang activity, in one form or another, is prevalent in bigger towns and cities across the country.

⁵ Scottish Government (2010) accessed via <http://www.scotland.gov.uk/Topics/Justice/public-safety/17141/violence/knifecrime/> on 26/05/2011

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- Improving our understanding of violence and its influencing factors enables the police service to formulate a more effective programme of interventions. Appreciating the changing profile of violence also ensures that responses are continually evolving and that the police service is driving down the number of violent incidents.

ROAD DEATHS AND INJURIES



Considerable progress has been achieved in recent years in reducing the number of individuals killed or injured on Scotland's roads, however the threat to life and the risk of serious injury remains significant. The highest proportion of road deaths continue to take place on country roads, with almost three times as many people killed on these roads compared to roads in more built up areas.

For the police, road deaths and injuries continue to represent the most significant risk to life to communities across Scotland with the main contributory factors continuing to be drink-driving, speeding, use of mobile phone, failure to wear a seatbelt and driver error.

- Addressing underlying causes will result in improved driver behaviour and less deaths and injuries on the roads.
- Single Outcome Agreements regularly cite road safety issues in their top five community concerns, with obvious variances in the particulars across the country. Appreciating the different and sometimes unique nature of contributory factors will facilitate a more tailored response and ultimately reduce the number of people killed or seriously injured on the roads of Scotland.
- Road policing structures, as with the rest of the police service, will need to be reviewed to determine the most effective and efficient way of meeting the demands of improving safety of the road network.

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PUBLIC PROTECTION



The Scottish Police Service remains committed to protecting the most vulnerable members of society who are often victims of domestic abuse, child abuse and neglect, sexual exploitation, online grooming and rape and sexual assault.

Many of these crimes can be hidden from the view of the wider community and the true extent of them can be difficult to assess due to the under-reporting of incidents and crimes. Specially trained public protection officers who are skilled in dealing with the sensitive nature of these types of crime are critical to ensuring the protection of vulnerable individuals in Scottish communities.

The key role of the police in tackling these crimes is driven by a partnership approach through which agencies share information and protect victims and vulnerable persons who may be at risk of harm.

- Child protection issues continue to be of great concern to the police service in Scotland as it unfortunately remains the case for many children in Scotland that they are witness to incidents of domestic abuse within the family, or experience neglect or abuse by those whom they rely on to look after them. Many children also live with the daily problems associated with substance misuse of a parent or carer.
- Children who run away from home often end up with nowhere to go, making them more susceptible to those that would exploit them for sexual purposes with research highlighting that as many as 1 in 6 young runaways are physically and/or sexually assaulted once they have run away.⁶
- The extent of grooming and trafficking of children in Scotland remains unclear, with some additional research required to clarify the prevalence of the issue.
- Adults across Scotland who are affected by disability, mental disorder, illness or physical or mental infirmity and who cannot safeguard themselves,

⁶ Barnados Scotland (2009) Whose Child Now?

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are also more vulnerable to being harmed physically, sexually, psychologically, financially or by self harm.

- Despite significant work to raise the profile of domestic abuse across Scotland, under-reporting still remains an issue.
- While professional investigation and successful prosecution are vital aspects for addressing sexual offences in Scotland, there is growing recognition of the need to challenge perpetrator attitudes and behaviours to prevent and reduce offending.
- The extent of prostitution is difficult to assess, given the changing nature of this issue. However, while figures are readily available for on-street prostitution, the hidden nature of off-street prostitution has led to difficulty in quantifying the extent of the problem across Scotland.
- Raising awareness of what is termed Honour Based Violence (HBV), including forced marriages is a key issue for the police in Scotland. As the demographic in Scotland continues to expand, there is a potential that the issue of forced marriages and HBV may become more prevalent in future years.
- Management of Registered Sex Offenders will always be a priority for the police.

SERIOUS ORGANISED CRIME GROUPS



The volume, scale and nature of criminality perpetrated by Serious Organised Crime Groups (SOCG) impact both directly and indirectly across all communities of Scotland.

These groups are actively involved in a range of criminality which has a widespread impact across all aspects of society as demonstrated in the following diagram.

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The police continue to disrupt the activities of these individuals as part of the Scottish Government Serious Organised Crime (SOC) strategy;

- Divert individuals (particularly young people), from engaging in or using the products of SOCG.
- Disrupt the activities of SOCG by arresting and dismantling the groups.
- Deter SOC by implementing measures to protect communities, businesses and the public sector.
- Detect to give SOCG no place to hide by boosting capacity and improving coordination pro-actively targeting SOCG causing the most harm to the communities of Scotland.

TERRORISM



Tackling the threat which international and domestic terrorism poses to the communities of Scotland remains a key priority for the Scottish Police Service.

Ensuring that this complex and rapidly evolving issue is effectively tackled presents a number of challenges for the Scottish Police Service.

There is an obvious need for a continual cycle of review and development in relation to counter terrorism and security powers to ensure that legislative powers are necessary, effective, proportionate and concurrent with Human Rights Legislation.

The Scottish Police Service continues to tackle terrorism by;

- Pursuing those individuals who would commit terrorist atrocities
- Developing and delivering counter terrorism advice to Scotland's business communities and key partners
- Preventing terrorist attacks through engagement with key stakeholders
- Identify those most at risk from radicalisation

NATURAL HAZARDS AND MAJOR EVENTS



Despite the plethora of crime and disorder risks which the police work pro-actively to tackle, some risks which threaten communities arise irrespective of malicious intent. Natural hazards and major events can cause significant disruption to communities and lead to negative consequences, to which the police are required to respond.

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- Understanding the risks is an essential part of planning the operational policing response to natural events, major accidents and malicious attacks. This work, by its very nature, has to be dealt with at all levels – namely local, Scotland and UK.
- The role of the police in responding to and managing the outcomes of any natural hazards and in planning for and policing all major events is outlined in various legislation and guidance including the Police (Scotland) Act 1967, the Civil contingencies Act 2004, the Contingency Planning (Scotland) Regulations 2005 and the Preparing Scotland Guidelines.

SERVICE RECONFIGURATION



As is the case in the whole of the public sector, the police service in Scotland will need to drive maximum productivity from existing resources during a time of economic restraints. To achieve this, the police will need to work with partners and communities to develop innovative approaches to service delivery and demand management in order to deliver long-term and meaningful solutions to issues which impact most on the communities of Scotland.

WORKFORCE DEVELOPMENT



An organisation's workforce remains the foundation of its success. This is particularly true for the police service which is a people focused and people driven organisation. Moving forward the Scottish Police Service will need to balance the potential requirement to streamline numbers with ensuring that the workforce of the future has the capability and capacity to keep pace with policing demand.

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Training will have a key role in assisting the service to meet these demands by ensuring that staff have the appropriate skills for the role in order to deliver the best quality of service to the public.

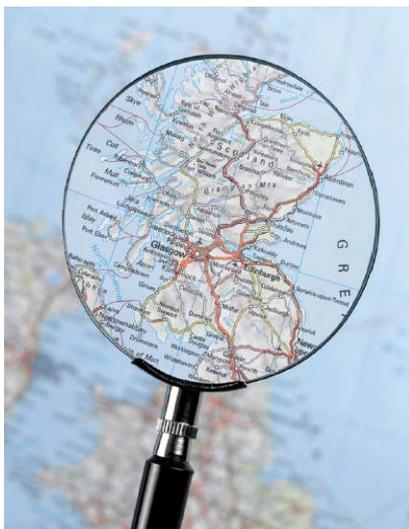
INFORMATION, SCIENCE AND TECHNOLOGY



Science and technology has progressed considerably in recent years. New technologies and scientific developments have helped to improve forensic capabilities, while Information Communication Technology (ICT) improvements mean that the police now have better and faster access to a whole range of new information.

Policing priorities including terrorism, SOCG, public protection, ASB, violence and road deaths and injuries all rely on access to, and effective use of, information to minimise threat and risk to the public and to Scottish law enforcement through information sharing across forces and partner agencies.

FUTURE LANDSCAPE



Policing today is very different from that of a generation ago. Technological advancements, changes in workforce demographics and greater focus on partnership working have all reshaped the police service in the last 30 years.

These changes have ensured that the police service continues to deliver the most effective service to the communities of Scotland in a changing world, in which the threats from crime and disorder continue to adapt and evolve.

The Scottish Police Service remains committed to tackling the following challenges;

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- **Community Policing:** Delivering services locally to address those issues which have the most detrimental impact on our communities.
- **Anti-Social Behaviour:** Tackling ASB and underlying causal factors to prevent escalation to more serious offending.
- **Violence:** Effective policing of the night-time economy, tackling knife crime and gang membership as well as underlying causal factors.
- **Road Deaths and Injuries:** Reducing the number of people killed or seriously injured on our roads and promoting more responsible road usage.
- **Public Protection:** Protecting children and vulnerable adults from abuse and exploitation.
- **Serious Organised Crime Groups:** Reducing the impact and harm felt across the communities of Scotland as a result of the activities of SOCG.
- **Terrorism:** Protecting communities from domestic and international terrorism.
- **Natural Hazards and Major Events:** Ensuring we have the capability and capacity to plan for major events and respond to unexpected natural crises, major accidents and malicious attacks.
- **Service Reconfiguration:** Maintaining quality in the level of service delivery through more collaborative and efficient working practices.
- **Workforce Development:** Providing our workforce with the appropriate skills to respond to organisational and environmental change.
- **Information, Science and Technology:** Harnessing new technologies and scientific developments for the improvement of processes and service delivery.

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EXECUTIVE
SUMMARY

Science and innovation will continue to provide key opportunities for the police

The physical and psychological damage on victims is significant and can last for generations

Alcohol, deprivation and drugs are key underlying causes of much ASB and violence

People are concerned with visible drug and alcohol misuse in communities

97% of people exposed to ASB media coverage identified the issue as 'quite' or a 'very big' problem for Scotland

ASB is linked to underage drinking

35,735 children referred to the Children's Reporter on care and protection grounds in Scotland last year

216 people killed and 2,296 people seriously injured on Scotland's roads last year

Financial resources are anticipated to decrease yet demands and expectations of the police continue to rise

Scotland has the highest murder rate in the UK and one of the highest in Europe

Alcohol featured in 62% of violent crimes across Scotland in 2009

International Terrorism and Northern Irish Related Terrorism are assessed as main threats to Scotland

Policing natural hazards and major events in conjunction with crime and disorder will stretch resources of the service

Harmful impact of SOCG is felt across Scotland's society, economy and environment

89% of people want a community police officer

Leaders will need to navigate high levels of uncertainty and anxiety of staff

