

Justice Sub-Committee on Policing

Local Policing

Letter from Police Scotland to the Convener

Following the Justice Sub Committee on Policing evidence session on Local Policing on Thursday 20 March, I thought it would also be useful to provide supplementary information to the main points discussed. Included with this letter is a written submission which I hope will be helpful in further demonstrating Police Scotland's ongoing commitment to the effective and efficient delivery of Local Policing throughout our communities.

In relation to our new structures, I explained during the session that whilst we are now a national service, we are focussed on delivering that service locally, responsively and with a consistency of approach. Externally we are connecting more effectively with those in our communities, deploying more community officers, consulting with more people and working to deliver more positive outcomes through the 353 Multi Member Ward Plans. Our commitment to partnerships remains strong and thriving. Internally we have instituted a monthly meeting for our 14 Divisional Commanders to enable them to discuss expectations around the level of service required and to share and develop best practice across the country in keeping people safe, for example in embedding a culture of more equal access to specialist support services.

Local Policing has nearly 13,000 officers directly involved in their communities, supported by a further 4,250 regional and national resources and specialists. There are many examples of how this specialist support has been swift, has improved the level of response to those in our communities at their time of need and has ensured Local Policing delivery remains relatively unaffected during times of significant demand.

On 20th March I provided evidence as to how Local Policing has kept people safer as a result of implementation of a national police service. In the first year of Police Scotland there have been fewer victims of violent crime, fewer instances of disorder and antisocial behaviour, fewer seriously injured casualties on our roads and more people reported for possession of drugs.

In addition to providing effective Local Policing which keeps people safe we also closely monitor the public's perception of the local police service they receive. By continuing to survey over 1,200 people each month we can see that levels of confidence and satisfaction remain high, with people telling us that they are being treated fairly and with respect as we work to ensure that our communities are kept safe. We will continue to listen and respond to those we serve locally right across the country.

Please find attached a written submission setting out in more detail information on Local Policing. I should be happy to expand on any of the points made should you or the Sub-Committee find it helpful.

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Local Policing
18 April 2014

POLICE SCOTLAND

LOCAL POLICING AT THE HEART OF A NATIONAL SERVICE – KEEPING PEOPLE SAFE

Police Scotland was established on 1 April 2013 with the purpose of improving the safety and wellbeing of people, places and communities in Scotland. The focus of all Police Scotland activity is to keep people safe, operating in a manner that at all times demonstrates integrity, fairness and respect.

Police Scotland is national in name but local in nature, focusing on local delivery by being more connected to our communities, by being more accessible to those in need and by protecting and improving the services we provide.

The strategic purpose of police reform and the creation of Police Scotland is:

- to strengthen the connection between services and communities
- to create more equal access to specialist support
- to protect and improve local services within available budget

Strengthen the connection between services and communities

- Local Policing at the heart of Police Scotland
- More community officers engaging with local communities
- Extensive consultation on local policing priorities
- Creation of local policing and multi member ward plans
- More frequent local scrutiny
- Increase in localised engagement, including use of localised social media
- Commitment to building and sustaining effective partnerships

In addition to increased community officer presence and community engagement, the first Police Scotland Public Consultation Survey was completed in 2013 by 30,992 people and included 16 policing priorities which offered more options than most legacy forces had previously provided. This consultation has shown a great deal of consistency in what the public tell us is important to them: tackling violence and antisocial behaviour, addressing drug abuse and improving road safety. As a result of this extensive engagement 32 local policing plans were developed and 353 multi-member ward plans were compiled. Police Scotland welcomes the increased scrutiny and accountability which inevitably results from such comprehensive and widely stated commitments.

We recognise however that we cannot solve problems in our communities in isolation and we have strengthened and developed those partnership arrangements that were so important and valuable in the legacy forces and have developed new arrangements to build on previous partnership successes. Police Scotland now has 337 officers funded by partners, a tremendous commitment which allows us to work

together to provide a level of attention and support to particularly challenging or hard to reach communities which would not be achievable without this joint approach.

Over the course of the year our increased presence on social media has allowed for a much improved engagement with 492,173 followers over various platforms. Each of the 14 divisions has a local twitter account, and the public can also engage directly through social media with their Local Policing team.

In the first year, Police Scotland has built on the extremely strong foundation of community engagement that was laid by the legacy forces. We have consulted more widely, provided more detailed and focussed commitments to communities and become more open and transparent about how we are performing against these commitments. We will of course build on the lessons we learned in year one to become even more connected to our communities and responsive to their needs.

Create more equal access to specialist services

- Creation of a three tier operating model to meet demand where it its needed and keep Local Policing community officers within their communities
- Creation of regional and national units to support delivery of effective local policing

One of the biggest advantages of a single national service is to provide a level of access to specialist resources never before enjoyed on a nationwide basis. To ensure that officers are deployed appropriately to enhance Local Policing whilst offering sophisticated specialist service wherever and whenever it is required, resources are deployed over three tiers, providing a resilient structure of local, regional and national resources. From 1st April 2013 to 28 February 2014, 338049 support hours have been provided to support Local Policing.

The flexibility and interoperability of this three tier system allows for the swift identification and response to emerging and actual areas of risk and concern. For example, having identified a growing increase in housebreakings, Local Policing tasking and co-ordinating processes allowed for a swift collective response from Specialist Crime Division and Operational Support Division to support local officers. This initiative was called Operation RAC and this combined effort resulted in an overall 2.5% increase in detections for housebreaking.

The creation of specialist units to tackle specific and emerging issues is another indication of our commitment to enhancing and ensuring the relevance of the service we provide. The creation of the Hostage Crisis Negotiation Unit Scotland has supported local communities across the length and breadth of Scotland by deploying to 351 calls of assistance to support and positively influence people in crisis. The establishment of this process has undoubtedly assisted in de-escalating critical incidents which could otherwise have resulted in harm or injury to people in our communities, for example all 164 suicide interventions reached a successful resolution where lives have been saved.

Protect and Improve local services within available budget

- Increased number of Local Policing community officers
- Consistency in front counter opening to increase officer time in communities

- Reshaping of Contact, Command and Control (C3) functionality and creation of single non-emergency number
- Roll out of national briefing and de-briefing model
- Creation of specific divisional units to tackle domestic abuse, rape and violence

The service we provide is designed and delivered with the sole purpose of keeping people safe and therefore the test of improvement, directly relates to whether people are safer since Police Scotland came into being. In that regard, when compared to the previous year and to the previous five year averages, since 1 April 2013 overall there have been significantly fewer victims of violent crime.

Development of a single non-emergency number has made it much simpler for the public to contact Police Scotland for non-emergency advice and assistance. Use of the 101 system now accounts for over 80% of all non-emergency calls to Police Scotland. More focussed opening of police front counters to meet demand has released 62 officers back into communities and our national roll out of a managed call appointment system ensures that members of the public can arrange to speak to police officers at a time and in places that are most convenient to them.

While keeping people safe is our purpose, our focus is on doing so in a manner which reflects our values of fairness, integrity and respect. By delivering what our communities need and want in such a manner we will continue to build trust and collectively contribute to a safer community. Listening and responding to feedback from those receiving our service is key to continued improvement. Our customer satisfaction surveys show that:

- 78.8% of service users have a high level of confidence in Police Scotland.
- 82.2% were satisfied overall with the service provided by Police Scotland.
- 90.8% felt they were treated fairly by Police Scotland.
- 93.9% felt they were treated with respect by Police Scotland

SUMMARY OF KEY ACHIEVEMENTS

The following provides information on the key achievements of Police Scotland, with Local Policing at its heart, since establishment on 1 April 2013.

More connected and accessible to our communities through local policing

- Implementation of national policing structure which included a three tier operating model and reduction in senior management from 30 to 11 senior officers
- Creation of 14 divisions to deliver policing locally
- Increase in number of community officers
- Creation of Divisional Rape and Domestic Abuse Investigation Units and Violence Reduction Units and Major Investigation Teams
- 30,992 people consulted on policing priorities for 2014/15
- Additional policing priority options (16) available to communities
- One national policing plan supported by 32 local policing plans and for the first time 353 multi member ward plans

- Creation of a single non-emergency number and managed call appointment system
- Increased use of social media

Improved service in keeping people safe

- Overall crime down by 0.8% = 1565 less incidents
- Violent crime down 10.6% = 737 fewer victims
- Attempted murders down 9% = 32 fewer victims
- Robberies down 18.3% = 303 fewer victims
- More violent crimes detected, up by 3.5% = 82.6%
- More domestic abuse crimes detected, up by 3.2% = 80.7%
- More victims of sexual crime having confidence to report and more proactive policing of internet based sexual crime. Overall sexual crime up by 13.1% = 911 more reports
- More sexual crimes detected, up by 7.7% = 76.1%
- More rapes detected, up by 10.2% = 72.4%
- Fewer people seriously injured in road traffic accidents down by 12.4% = 257 fewer casualties.
- More proceeds of crime confiscated up by 74.8% = £82,162,617 recovered
- Antisocial behaviour down 14.% = 50,226 fewer incidents
- Disorder down 16.4% = 59,945 fewer reports
- Positive stop searches increased by 5.7% = 30,039 searches

(The information provided above is Police Scotland management information and not official statistics, all dates shown are for period 1 April 2013 to 28 February 2014)

Our outward focus on keeping people safe has been achieved through our inward investment in staff. We have made no compulsory redundancies, have re-deployed staff into roles where we can continue to utilise their skills and knowledge, invested in our promotion process and sought to support staff in maintaining an effective work/life balance. Evidence of this includes:

- Increased officer proactivity with 1439 more crimes and detections emanating from officers own actions and observations
- 2277 flexible working arrangements in place for police officers and staff
- Receipt of almost 2000 applications for constable to sergeant and sergeant to inspector promotion processes
- No increase in overall sickness rates

There will continue to be significant change and challenges ahead but we have a strong foundation to build from in the future. Our transforming the service programme will help ensure that we deliver organisational change at a pace and in a manner that meets our responsibilities under the reform requirements but keeps us focused at all times on our purpose of keeping people safe.

The additional contents of this written submission seek to provide specific details about our key areas of work, providing clarity of purpose, evidence of progress and future opportunities.

BEST PRACTICE IN LOCAL POLICING
STOP AND SEARCH
DISCRETION
CONSULTATION and ENGAGEMENT
PREVENTION / PARTNERSHIPS
PERFORMANCE

BEST PRACTICE IN LOCAL POLICING

Local policing is at the heart of Police Scotland and the creation of a single policing service has allowed us to create a demand-led policing service that protects and enhances local policing for our communities. It also provides equal access to specialist resources, whether that is specialist police officers or equipment, no matter where or when the demand.

There has never been “one size fits all” approach adopted to the development of a single service and change has been progressed to bring the legacy force areas together without compromising the ability to meet the local needs of local communities; priorities which we identify through comprehensive local consultation.

Under a single policing service we now allocate and operate our police officer posts over three tiers, locally there are 13,086 officers supported by, 2917 regional officers and 1252 national officers. This ensures we have a core complement of officers who are always dedicated locally to community and response policing, and can then additionally draw on specialist expertise and resources wherever and whenever they are needed. It means we have the right people in the right place at the right time to keep people safe and meet the needs of our communities. Under legacy police force arrangements long-running investigations or major events may have depleted local policing resources, whereas local communities and local officers can now draw on specialist support from regional and national resource pools, ensuring local community policing is protected and enhanced.

WORK IN YEAR ONE

Best practice from all legacy forces has been identified and built into the “business as usual” processes of Local Policing, for example:

- The Vulnerable Persons Database which captures and uses information on victims of domestic abuse, vulnerable adults, children and young people and victims of hate crime has been developed from systems that were in place in legacy Grampian Police
- Screening hubs to assess and develop action plans around vulnerable individuals has been developed from a process that originated in legacy Central Scotland Police
- Innovative approaches to addressing public protection issues developed in line with the Getting it Right for Every Child (GIRFEC) principles followed a pathfinder programme in the legacy Northern Constabulary where the principles were adopted for children affected by domestic abuse.
- Legacy Pubwatch schemes in Dumfries and Galloway are now registered with the national web-based ‘Pubwatch Online’ and are self-financed. Closer links are being developed with Cumbria schemes to share information on persons

banned for disorder in member licensed premises and also travelling criminals to reduce violence and crime north and south of the border.

- The public consultation process in which the views 31,992 members of the public were used to identify local priorities was shaped by best practice identified in legacy Lothian and Borders Police.
- A victim orientated repeat caller process which originated in legacy Tayside Police, providing focus and assistance to those vulnerable members of the community who are most in need of a regular service from the police, is being rolled out across the country.
- Police Scotland's principle of enhancing community policing and increasing the number of officers deployed at multi-member ward level on foot and cycle patrols was developed from a policing model used throughout the legacy Strathclyde Police force area.
- Police Scotland's deployment model remains flexible to meet local needs. A variation of this deployment model, whereby response officers and community police officers are deployed separately and at separate locations, has been retained in Fife Division and has been enhanced through the increase of community officer establishment in that area.

The use of best practice in Local Policing is augmented and enhanced by new processes and structures, created using the opportunities presented by a single organisation, for example:

- The development of the single non-emergency 101 number has made it much simpler for the public to contact Police Scotland for non-emergency advice or assistance.
- The creation of Divisional Rape Investigation Units has provided a more consistent and focussed service to victims across the country, improving confidence in reporting.
- Regional Violence Reduction Units have been established to tackle specific areas and communities where violent crime levels are comparatively high.
- The new Scottish Crime Campus at Gartcosh was officially opened on 3 March 2014 and brings together key national organisations including the new Specialist Crime Division, Scottish Police Authority Forensic Services, National Crime Agency, HM Revenue and Customs and Crown Office and Procurators Fiscal Service, placing the country at the forefront of crime investigation and prosecution.
- The development of a new Domestic Abuse National Toolkit has enhanced and complimented practice already in place across the country resulting in an increased confidence in reporting and the mainstreaming of consistent investigation protocols.

OUTCOMES

Identifying and rolling out best practice and the establishment of new practices for Local Policing have provided significant benefits for the communities of Scotland as can be seen from some of the direct results achieved, including:

- The adoption of a focussed and robust approach to attending, investigating and recording instances of domestic abuse has resulted in an increase in detections from 77.5% to 80.7% and an increase of 36% in the number of offenders detected for bail related offences

- 737 fewer victims of violence and a 3.5% increase to detections, now at 82.6% overall.
- The development of 353 multi-member ward plans, reflecting the priorities identified in the public consultation process
- A huge increase in the use of the 101 non-emergency number. From 33% of all non-emergency calls in April 2013 to 87.5% in March 2014.

THE FUTURE

Identifying best practice for Local Policing is a key component in Police Scotland's commitment to developing the most effective tactics to tackle priorities in communities and to provide the most effective service to the public. Such is the importance of this that Police Scotland is looking to formalise the process for identifying and sharing best practice through the establishment of a "What Works" best practice database for Local Policing.

STOP AND SEARCH

Stop and search is a tactic used to keep people across Scotland safe, reducing violence by keeping weapons off the streets, tackling drugs and alcohol related disorder and targeting those engaged in acquisitive crime.

Through training, practical guidance and intelligence-led, task oriented briefing, officers understand the purpose of the stop and search tactic and utilise their statutory powers and discretion appropriately. This ensures that stop and search is employed at the right place and the right times with a focus on keeping people safe and in line with the force values of integrity, fairness and respect.

There are no targets for individual police officers in respect of stop and search, instead stop and search activity is a part of the non-adversarial routine police officer engagement with members of the public and in line with the principles of policing by consent. The toolkit for stop and search which is provided to all officers expresses clearly that they must explain to people the purposes behind the search and why they are taking that step. This positive engagement through a conversational approach seeks to ensure that people understand the officers' actions and their own individual rights in relation to being searched.

Officers are trained and experienced in being able to engage and communicate with individuals of all ages. Where young people are involved, officers understand the importance of using appropriate language and an approach commensurate with the age of the individual being searched in order to connect and communicate their message clearly. In all cases searches of young people will be in keeping with the stop and search principles of being intelligence-led, proportionate and conducted in line with the service core values.

WORK IN YEAR ONE

Stop and search practices have been standardised resulting in a more professional and consistent approach in the use of this tactic to tackle priorities.

- The stop and search toolkit has been made available to every officer in Police Scotland, detailing the extent and limitations of police powers to require a search and the practice for carrying out consensual searches including

guidance on when to consider a legislative search, i.e. not on a refusal to consensual search alone.

- The national roll out of a sophisticated briefing system has allowed for the consistent targeting and tasking of officers to problem areas ensuring that the use of stop and search is limited to those areas where the tactic can have the biggest impact and that those individuals who habitually commit crime are well aware that they are likely to be identified and subject of a search.
- Consistent messages have been circulated to remind officers that the use of stop and search must always be in line with the service core values. The extremely low numbers of complaints received in relation to the use of this tactic provides strong evidence that the tactic is used proportionately, legally and justifiably; further backed up by the strong positive community response to visible and effective police proactivity.
- Work continues with organisations such as Young Scot and Children in Scotland to ensure that information provided to young people is accurate and that young people are fully aware of their rights when dealing with the police.

OUTCOMES

Police Scotland is committed to ensuring that the stop and search tactic is used to best effect to keep people safe, in line with force values and as a result of a comprehensive intelligence process to target priority problem areas. Again, the information provided below is Police Scotland management information and not official statistics. The figures are for period 1st April 2013 to 28th February 2014.

- In 2013/14 640,699 searches were recorded, 42,000 less than in 2012/13. Of these 19.3% were positive in 2013/14 compared to 13.7% in 2012/13.
- The number of positive drugs searches has increased by 5.8%.
- The number of positive weapons searches has reduced by 5.4% which, when set in context against a 10.65% reduction in violent crime (737 fewer victims).
- Only 32 complaints were received in relation to stop and search, (1 for every 19,000 searches carried out) suggesting that the tactic is being employed appropriately and in line with the force values.

THE FUTURE

Work is ongoing to improve the information held in relation to stop and search to allow the force to improve even further the focus and processes with a view to increasing the positive rate as a means to keeping people safe. A dedicated system for stop and search recording will be developed as part of the i6 ICT rollout commencing in 2015. For 2014/15 the force has set a target of 20% positive searches for every area but there is no expectation that the overall number of stop searches should increase. Positive messages and information on rights and legislation will continue to be circulated to the public.

DISCRETION

Police Scotland's values of integrity, fairness, respect are embedded within our Code of Ethics and are anchored within our obligations under the Police Fire and Reform Act 2012. It has always been the case that discretion is fundamental to policing in Scotland and to keeping people safe. The public expects officers to act fairly and adopt a common sense approach to tackling issues and dealing with problems.

The use of discretion by officers is fully encouraged by Police Scotland and the service is confident that appropriate checks and balances exist to ensure that this important policing tool is not applied inappropriately or ignored when it should have been applied.

Since there are no targets for individual police officers, they have the discretion to deal with issues in the most appropriate way, commensurate with keeping people safe. For example an officer may justifiably decide to provide a motorist with safety advice if the motorist is observed driving without wearing a seat belt. As long as the officer is confident that this course of action will have the desired effect and impact on the individual's behaviour then the approach is entirely appropriate and defensible. Rigorous enforcement campaigns in areas where there is particular focus and demand for action may well result in officers taking robust action. For example dealing with incidents of domestic abuse it is difficult to envisage any situation where an officer would be able to justify inaction or anything less than a response completely in line with Police Scotland's robust enforcement policy and reflective of public expectation that our most vulnerable people should be kept safe.

WORK IN YEAR ONE

The principle of discretionary use of police powers has been stated explicitly since the inception of Police Scotland and police officers are fully aware of the expectations placed upon them in relation to the professional judgement that requires to be applied before exercising powers

- The Police Scotland Code of Ethics has established the principle of discretion and includes the statement that all officers should personally reflect upon: *"I understand I am personally responsible for my own actions and will exercise my discretion within the law."*
- The use of judgement is tested and examined in recruiting processes and the use of professional judgement is embedded within training and development programmes for officers in all locations and at all ranks as they progress through the organisation.
- An officer's use of discretion and ability to apply professional judgement in challenging situations is tested for every rank as part of the national police promotion process.

OUTCOMES

- Officers have stated publicly that the advent of Police Scotland has not impacted on their ability to employ professional judgement in appropriate circumstances.
- The maintenance of positive police and community relations, evidenced by positive responses and high levels of public satisfaction expressed during

consultations and surveys demonstrates the maintenance of the strong relationship between officers and communities.

THE FUTURE

Police Scotland will continue to emphasise the importance of adherence to the service values in every aspect of policing. Work is ongoing to further develop the processes around the application of the ethical principles to all areas of our business to the extent that it becomes apparent through every process, structure, instruction, policy and relationship that the values of integrity, fairness and respect are at the very foundation of every action taken by a police officer or member of staff in Police Scotland.

CONSULTATION AND ENGAGEMENT

Police Scotland is committed to ensuring that local communities can influence the setting of national and Local Policing priorities by highlighting the issues that they consider most problematic and in need of attention in their local area. While engagement comes in many forms, the most direct mechanism for individuals to contribute is through the annual Public Consultation Survey, which proactively seeks to identify and capture the views of communities.

Results from the survey, when considered alongside information gathered from other local engagement activity such as Community Council or Police and Community meetings, interaction through our wide social media presence or simply through day to day contact by local police officers and the residents of the communities they serve, provides the evidence base by which local priorities are identified.

WORK IN YEAR ONE

30,992 people were surveyed in the first Police Scotland Public Consultation Survey in 2013 and the information below highlights how this contributed to the establishment of local priorities and plans:

- Responses came from a broad representation of the nation's communities:
 - 44.8% male. 50.4% female. 4.8% choose not to disclose.
 - Age profile examples: Under 16 - 3,241 (10.5%)
4 –55yrs - 7,081 (22.8%)
70+yrs - 3,226 (10.4%)
 - Ethnicity examples: Scottish: 21,995 (71%), Pakistani: 356 (1.1%) Polish: 259 (0.8%).
 - 2,928 (9.4%) considered themselves to have a disability.
 - Number of surveys undertaken was determined by the population of the particular division, for example 4,101 surveys were carried out in Glasgow Division whereas in Dumfries and Galloway Division 985 surveys were carried out.
 - Drug dealing and drug misuse, road safety and road crime and violence and antisocial behaviour were the public's top three policing priorities across the country as a whole.
 - Information posted through doors, local newspapers and social networking sites were the public's three most preferred options for receiving information and attention from Police Scotland.

- 16 different policing priorities were included in the 2013 survey for the public to choose from, considerably more than most legacy forces previously offered. The range of choices available was intended to reflect the different policing needs of communities across Scotland and provide the ability to set local priorities that were relevant to these communities.
- This structured consultation was enhanced by more informal local engagement by local officers and divisions and through social media, all focussed on gauging the real concerns and issues within communities and to substantiate the information provided in the survey.
- Our Consultation is intended not only to identify priorities but also to assess the opinion of communities on whether or not Police Scotland is delivering on the commitments made. In that respect monthly user satisfaction surveys commenced in September 2013, aiming to survey (via telephone) a minimum of 1,282 service users across Scotland per month. Stratified random sampling to local area command level is used to ensure a realistic and reliable picture is obtained of the quality of the police service across Scotland. Results, as shown below, show high levels of confidence and satisfaction in Police Scotland.

OUTCOMES

- In 2014 Police Scotland submitted policing plans for approval to each of the country's 32 local authorities. These plans are written to support Single Outcome Agreements and Police Scotland's Strategic Assessment and outline the local policing arrangements for the relevant local authority area over the next 3 years. Local policing plans have drawn heavily on the results of police led consultation and engagement.
- In addition, 353 multi-member ward plans have been created by the 14 Local Policing Divisions, detailing the priorities and policing focus for each and every community in Scotland. This is a degree of localism in policing more extensive than ever seen under legacy arrangements.
- Local policing teams will address these priorities in the year ahead and updates on progress toward multi-member ward priorities will be provided through consistent and regular local engagement activity and widespread communication through local press and social media.
- The increased presence on social media has provided further engagement opportunities with Police Scotland now having the following:
 - National Facebook account: 110,159 followers
 - National Twitter account: 40,023 followers
 - 7 divisional Facebook accounts: 155,109 followers
 - 14 divisional Twitter accounts: 103,012 followers
 - 72 local Twitter accounts: 83,540 followers
 - Blipfoto: 138 followers , 224,491 views of images
 - YouTube: 192 subscribers, 61,501 views of videos

- Additionally, there has been engagement through social media for many specific incidents, such as during the Mikaeel Kular search where divisional (Edinburgh) and Police Scotland Twitter and Facebook accounts were used to update the public. During the search for Mikaeel, Police Scotland national Twitter feed attracted 2,500 new followers, and our messages were retweeted 12,250 times.
- Results from the Police Scotland monthly user satisfaction surveys have proven extremely positive:
 - 82.2% stated they were satisfied overall with the service provided.
 - 78.8% stated they had high level of confidence in Police Scotland following their incident having been dealt with.
 - 90.8% stated they were treated fairly by Police Scotland when dealing with their incident.
 - 93.9% stated they were treated with respect by Police Scotland when dealing with their incident.

THE FUTURE

Police Scotland will continue to put Local Policing at the heart of the service it delivers and to build on the strong local connections already established with communities while developing new and more sophisticated means to identify priorities and measure success. It is evident from the Police Scotland public satisfaction surveys that the organisation has performed very well in the first year, the service is committed to ensuring that the principles driving community engagement are maintained and enhanced year on year.

PREVENTION/PARTNERSHIPS

Police Scotland is committed to keeping people safe through preventing crime and disorder. This requires that we have our officers with the right skills, in the right place at the right time to deter criminality and to take swift action against those who have offended and / or who present a risk to community safety.

Police Scotland has partnerships and engagement at the heart of how we operate. Our combined work is required to keep people safe through a collective response which seeks to support early intervention, through enforcement, education and the building of positive relationships which brings about a change in behaviour. The preventative work Police Scotland undertakes with partner agencies is widely complimented within these partnerships

Police Scotland works with partners from all sectors at a national and local level. Through this joined up approach we are confident that more than ever our officers are where they need to be, conducting duties which reflect and impact on our purpose and values, utilising their skills and knowledge in a more meaningful way.

In the same way that we must continually review our deployment practices to ensure that we are focusing on the priorities of the entire community, so likewise do our partners and this may mean in some instances that, following collective decisions

between partners, some initiatives are reduced or stopped and often are replaced with other new diversionary activities

WORK IN YEAR ONE

Police Scotland has in many cases enabled wider ranging partnerships and better funded national and local preventative strategies. Examples of these are included below:

Rape

National Rape Awareness Campaign supported by groups including Rape Crisis Scotland, ASSIST, Scottish Women's Aid and White Ribbon Scotland aimed at raising awareness of what rape is and educating young men, both heterosexual and homosexual into challenging their behaviours, represents a preventative technique. The National Rape Taskforce provides a better, more consistent response to victims of crime and a sharper more focused approach to targeting offenders for more effective enforcement.

Domestic abuse

Police Scotland is committed to the prosecution of perpetrators of domestic abuse, and the newly created Domestic Abuse Task Force is targeting current and historical offending. The convictions of domestic violence perpetrators for historical offending are preventing the offenders from abusing current partners and preventing such offending in the future.

- Preventative work across Police Scotland has been enhanced by the introduction of MARAC (Multi-Agency Risk Assessment Conferences) allowing victims to be offered support from numerous partner agencies, allowing for assistance with re-housing, personal attack alarms and other techniques aimed at reducing reoccurrences of domestic abuse.
- The MATAAC (Multi-Agency Tasking & Co-ordination) meetings identify high tariff perpetrators of domestic abuse and share information for intelligence development or enforcement. A nationwide consistent approach leads to the best possible techniques being utilised for the prevention and enforcement of domestic abuse.

Road policing

Police Scotland is committed to reducing the number of casualties on Scotland's roads achieved through strategies which focus on both enforcement and prevention tactics and which make the most of constructive and mutually beneficial partnership arrangements:

- Police Scotland and partner agencies such as Camera Safety Partnership and VOSA, regularly combine their efforts in joint initiatives to target offenders and provide safety information.
- A far greater emphasis is placed on preventing casualties, by targeting the most vulnerable road users through the use of road safety officers and police training such as Bike Safe.
- Collaborative working with local authorities and organisations has resulted in initiatives such as the school presentation Safe Drive/Stay Alive. Further examples include Scottish Borders Council offering young drivers an Institute of Advanced Motorists Skills for Life training course.

Counter Terrorism

Police Scotland continues to build upon and enhance the existing well established Prevent partnerships to achieve meaningful operational outcomes. The Scottish Preventing Violent Extremism Unit (SPVEU) continues to work in partnership with the Police Service of Scotland and a wide variety of key bodies such as local authorities, the National Health Service, Scottish Prison Service and further/higher educational establishments to support the delivery of Prevent in keeping all communities safe from the threats we face.

Scottish Business Resilience Centre (SBRC)

Police Scotland is a partner in the SBRC, which is a unique organisation comprising contributions and secondments from Police Scotland, Scottish Government, Scottish Fire and Rescue Service, major banks, industries, investors and private membership. It is a hub of innovation and business improvement in support of partners and the business community. The SBRC objective is creating a Secure Scotland for Business to flourish by advising on cyber security, premises and employee safety

Other Crime

- Tactics such as stop and search are used by officers to prevent offending.
- In collaboration with partner agencies crime prevention advice is provided, including the promotion of security marking, post-coding and Smart Water.
- Internet safety campaigns, doorstep crime prevention and enforcement campaigns and student safety schemes are supported by Police Scotland.
- Engagement with a Police Scotland young people reference group will assist with the development of key messages around a number of areas including stop and search, drugs, weapon carrying and illicit goods.

Police Scotland has worked alongside charities including Poppy Scotland, Armed Services Advice Project and Citizens Advice Direct to develop a national referral service for former and serving military personnel displaying wellbeing concerns.

Victim Support is the lead voluntary organisation in Scotland helping people affected by crime. "Victim Support Scotland has a long established and highly valued working relationship with the police service in Scotland both nationally and locally." (Victim Support Scotland 9 Jan 2014). Both organisations recognise the importance of maintaining this relationship to ensure the interests, rights and needs of victims and witnesses are represented and a consistent Scotland wide approach is firmly integrated.

Working with partners, Police Scotland has been involved in development of a national suicide prevention strategy. This strategy seeks to guide and support the delivery of effective, efficient and sustainable approaches to dealing with "people in distress" who impact heavily on critical services including police, custody, accident and emergency and mental health hospitals. These approaches including developing effective partnerships at local levels with consistent approaches and the development of new services including safe zones, community triage and improved access to places of safety.

Police Scotland is also committed to building strong and supportive relationships with young people in our communities. We continue to support local diversionary and community activities with our partners to ensure that our young people can enjoy the best aspects of their communities in safe and trouble free environments. Additionally, we have 120 youths across the country taking part in the Police Scotland Youth Volunteer Programme supported by 40 adult volunteers, the aim being to connect and involve our young people in shaping future policing priorities. These are just a small sample of the many partnerships in which Police Scotland is engaged.

OUTCOMES

Positive results from our partnership and preventative work have already been identified including:

- The number of domestic abuse incidents detected is up by 3.2% to 80.7%.
- There is increased reporting of rape and sexual offences resulting in a substantial increase in the number of detections.
- The number of people killed or seriously injured on our roads has fallen and, through working in partnership with other agencies, detections for dangerous driving, driving under the influence of drink or drugs, driving licence offences, seat belt offences and mobile phone offences, have all significantly increased. Additionally, the number vehicles seized through identification of motoring related offences or safety concerns has increased by almost 10%.
- Since launching in 2014 there have already been 14 referrals of serving or veteran military personnel to support charities due to concerns about their wellbeing.
- A review of Police Scotland partnership working reported in August 2013. The review confirmed that Police Scotland is actively engaged in partnerships throughout the country. Good practice that could be shared was identified including multi-agency public protection hubs and tasking groups and practise to identify and address the issue of repeat callers.

FUTURE

The political, economic and social environment in Scotland is in a period of great transition which is causing public and private agencies to look closely at how they deliver service and address demand in their areas of business. Police Scotland recognises this as an opportunity to identify shared goals in reducing the demands placed on the police and other public services through working together to build lasting preventative measures to protect people from harm, divert them from criminal activity and maintain public safety.

The strong partnerships which were founded by legacy forces have been maintained, built upon and, in some cases, enhanced through new partnership arrangements since Police Scotland was established and there are formal mechanisms in place to ensure that these positive relationships, and the focus they have on keeping people safe through preventing crime and harm, are maintained.

PERFORMANCE

In the annual Police Plan 2013/14 Police Scotland identified five “golden threads” to deliver the aim of keeping people safe. We measure performance by identifying

priorities through consultation with the public and partners and developing key performance indicators to identify success or failure to demonstrate how effectively the priorities are being addressed. We have targets designed to assist in meeting key performance indicators, however no individual officer targets are set. Officers retain their discretion to deal with matters as appropriate to the overall aim of keeping people safe.

There are no Police Scotland league tables comparing various divisions with each other nor are there league tables for individual officers. Performance in keeping people safe is managed through routine supervision and line management, providing support when necessary.

Internal reporting and scrutiny arrangements allow for identification and sharing of best practice and deployment of additional and specialist resources, if appropriate. Internal performance management is based on extensive public consultation on Police Scotland priorities and our progression on delivering against them.

WORK IN YEAR ONE

Work in year one centred around the establishment of the five golden threads to keep people safe and embedding these in our everyday processes and practices:

1. Reducing violent crime and antisocial behaviour
2. Reducing road casualties and fatalities
3. Protecting people at their most vulnerable (particularly victims of domestic abuse and children)
4. Dealing professionally with major events and crimes
5. Contributing to a resilient Scotland

In addition, we have engaged in extensive public consultation to ascertain satisfaction levels, surveying a minimum of 1,282 service users across the country every month.

OUTCOMES

The information below is Police Scotland management information and not official statistics. The following provides a breakdown of performance against the five golden threads from 1 April 2013 to 28 February 2014:

1. Reducing violent crime and antisocial behaviour

Overall crime is down 0.8% which equates to 1,565 fewer incidents when compared to 2012/2013.

- Crimes of violence are down by 10.6% which equates to 737 fewer victims. The detection rate for such crimes is up 3.5% to 82.6%, there have been fewer serious assaults with 370 less victims, 303 less robberies and 32 less attempted murders, from 334 to 302 with 96% detected.
- Sexual crime has increased by 13.1% which equates to 911 more victims having the confidence to report such personally intrusive crime to Police Scotland. In particular there have been 353 more rapes reported this year. The focus on corporate and thorough investigations across the country has seen a rise in the detection rate for sexual crime which is up 7.7% to

76.1% and in particular rape detection rate is up 10.2% to 72.4%. This increased confidence is borne out in the significant number of historical sexual crimes reported this year with 34% of all recorded sexual crimes being committed prior to 1 April 2013.

- Crimes of dishonesty have increased by 2.5% which equates to 3,053 more crimes. The flexibility of our policing model enabled focussed activity later in the year into crimes of dishonesty following the rise in this area of criminality. Following the introduction and roll out of Operation RAC in December 2013, specifically designed to target this area of need, the detection rate for housebreakings improved by 2.5%.
- Fire-raising, malicious mischief, vandalism and other crime is down 8.8% which equates to 4,806 fewer crimes. Specifically vandalism is down 8.3% which is 4,111 fewer crimes.
- Proactive policing activity is up 2.5% with 1,439 more crimes and the detection rate up 0.4% to 98.5%. The main increase in this area of proactivity is due to the increase in possession of drugs cases which is up 5.8%, which equates to 1,529 more people being reported for this crime, which was a priority identified in local policing and multi member ward plans.
- Offences relating to road safety are up 13.4%, which equates to 32,141 more offences, showing again our commitment to keeping people safe on our roads. The focus of such activity is to target dangerous driver behaviour which presents risks to public safety. Speeding detections are up 27%; seatbelt detections are up 19.6%; mobile phone detections are up 16.9%; dangerous driving detections up 15.1%, drink/drug driving offences down 4.5%. All this activity contributes to keeping people throughout Scotland safe on our roads.

2. Reducing road casualties and fatalities

Number of people killed or seriously injured is down 14.7% which equates to 289 fewer casualties, although the number of people killed is up 14.1% with 22 more fatalities from 155 last year to 177 this year. Good progress continues to be made towards Scottish Road Safety Target 2015 and 2020 milestones. Police Scotland continues to support enforcement through partnership working and education.

3. Protecting people at their most vulnerable (particularly victims of domestic abuse and children)

Police Scotland has introduced the Domestic Abuse Task Force, National Rape Task Force, National Human Trafficking Unit and protocols to identify members of the Military whose wellbeing gives concern. The use of the new Vulnerable Person Database (VPD) allows more efficient recording and support for vulnerable persons supported by swift and appropriate intervention assessment within our screening hubs now rolled out across the country. These resources would not have been available without the inception of Police Scotland.

4. Dealing professionally with major events and crimes

Police Scotland has been able to call on local, regional and national resources to respond professionally to serious incidents, such as the tragic death of Mikael Kular and the tragic helicopter crash into the Clutha Vaults

5. Contributing to a resilient Scotland

Police Scotland is the lead planner of the security operation for both the 2014 Commonwealth Games and the Ryder Cup in addition to planning and maintaining preparedness for unforeseen crises.

In addition to the actual performance figures above, the Monthly User Satisfaction Surveys, detailed previously have also provided positive results, showing that 78.8% of the public are confident and 82.2% of the public are satisfied with the service provided by Police Scotland. In addition, during their engagement with Police Scotland 90.8% of the public stated they were treated fairly and 93.9% felt they were treated with respect.

THE FUTURE

Police Scotland will continue to identify its priorities through consultation and engagement with the public and partners and will continue to make progress in addressing them. We are committed to ensuring that our performance reflects accurately the priorities the public wish us to focus on and we will continue to ask the public for their views after contact on the service they have received from Police Scotland.

CHANGE

Making savings presents opportunities to establish new enhanced ways of delivering Local Policing in a way that continues to keep people safe. Police Scotland has seized upon this opportunity and has placed Local Policing at its heart.

The first year of Police Scotland has seen some significant change as we moved from eight forces to one national service. Throughout the transition our focus has been to ensure that our structures, processes and staff support and enhance our ability to keep people safe. The need for reform presented an opportunity to review policing across Scotland and to bring together and adopt nationally the most effective and efficient practice and use of resources, whilst enhancing Local Policing delivery.

As with any change our activity met and continues to meet challenge but it is reassuring to be scrutinised and held accountable as this causes us to continually review our decisions and actions and to ensure that we communicate clearly our rationale to all affected. Some of the most topical areas of change since Police Scotland's inception are detailed below along with information to provide clarity on why improvements have been necessary.

POLICE STATIONS, CONTACT, COMMAND and CONTROL, FRONT COUNTER SERVICE PROVISION and TRAFFIC WARDENS

The police estate is inextricably linked to ensuring the delivery of a visible, accessible and responsive service to communities. Police Scotland wants to remain a tangible solid presence in our communities through Local Policing.

Having an efficient and effective Contact, Command and Control function is critical to the delivery of Policing in Scotland. Over the years the number of people calling into police stations to seek assistance has continued to reduce given the expansion of mobile technology.

Efficiently using our resources requires that we have the right people at the right place at the right time and therefore a review of our estate, contact, command and control, front counter service provision and traffic wardens was carried out to ensure that we are providing a service, where it is needed, when it is needed, by the most appropriate resource to provide that service and in a manner that is in keeping with communities' needs.

WORK IN YEAR ONE

Since 1 April 2013 a number of police buildings have been identified as not providing sufficient added value to local policing delivery, these have included 20 buildings previously identified by legacy forces as being surplus to their requirements to deliver an effective local policing service, 24 police boxes and a number of police houses no longer required due to changes in our local operational policing model.

It is vital therefore that Police Scotland responds to the change in demand and has the flexibility to keep people safe appropriately in a modern world.

In relation to police estate, the Police Authority approved the Property Asset Management Plan for Police Scotland on 2 October 2013. The plan has six strategic principles which are to:

- provide a modern, flexible and adaptable estate which can respond to change and dynamic nature of policing;
- maximise assets by making best use of financial resources;
- integrate and rationalise existing property wherever possible;
- promotion of opportunities to work collaboratively with public sector partners;
- provision of sustainable buildings which drive efficiencies;
- endeavour to locate the police estate in places which generate employment.

Divisional Commanders, as Police Scotland's local representatives, are continuing to review and evaluate local police property to ensure that we are maximising the use and productivity of our estate in keeping people safe.

Prior to Police Scotland the delivery of a public counter service across Scotland was often being maintained through the use of police officers to provide front counter services in a number of police stations over extended opening hours. This has since been addressed with changed opening hours, allowing these officers to return to operational duties within their communities.

Our review of contact, command and control provision focussed on eight design objectives which were identified to maximise business benefits and deliver on Police Scotland's purpose of keeping people safe, these objectives being:

- Maximise operational effectiveness
- Improve service delivery to the public
- Enhance operational resilience

- Significantly reduce operating costs
- Minimise impact on our people
- Implement a single national operating model
- Minimise the cost of change
- Consider partnership opportunities

Police Scotland will continue to deliver on the review objectives. This will include reducing from 11 contact, command and control centres to 3 thus reducing barriers to communication, providing a more consistent standard of response to demand across the country and facilitating access to wider background information to better tailor our response.

These objectives remain our focus as we move into year two and continue with the implementation phase of our contact, command and control improvements.

Decriminalised parking enforcement has been available to local authorities since 1997. However from 2012 / 13 figures, the cost to policing for traffic warden provision that year was £2.42 million. During that same year, 29,000 tickets were issued by police and traffic wardens which equates to only 2.5 tickets per day per local authority. Parking enforcement can be more effectively reshaped into Local Policing and partnership arrangements, by community police officers meeting local needs.

OUTCOME

No operational police office has been disposed of since 1 April 2013 without there being a replacement facility.

To improve Police Scotland's visibility in communities we have increased the number of marked police vehicles operating within our communities from 60% of our total fleet to 90% with over 300 previously unmarked vehicles now bearing the Police Scotland livery.

Operating police front counters at times when needed most has released 62 officers back into their communities and our national roll out of a managed call appointment system ensures that members of our community can receive our services at a time that is convenient to them.

The development of the 101 single non-emergency number has made it much simpler for the public to contact Police Scotland for non-emergency advice and assistance and use of this number now accounts for over 80% of all non-emergency calls to Police Scotland.

By 3 February 2014, the implementation date, Police Scotland had reduced the number of traffic wardens from 84 to 10.5, 49 of whom accepted Voluntary Redundancy or Early Retirement (VR/ER) with the others being re-deployed into other needed posts within the organisation. Parking enforcement by local police officers continues to support local needs.

THE FUTURE

Police Scotland will continue to modernise our service provision to improve performance and support Local Policing in all areas of the country and ensure our staff are equipped to deliver the best service in keeping people safe.