



.....Working every day for the people of Scotland – dismantling Serious Organised Crime.....



Five Year Strategic Plan 2010-2015

SCDEA is maintained by the
SCOTTISH
POLICE
SERVICES
AUTHORITY

Welcome to the SCDEA Strategic Plan

This year heralds a new approach as this Plan not only describes how the Agency intends to progress its long-term outcomes over the next 5 years

OUR SERVICE • OUR PEOPLE • OUR GOVERNANCE • OUR FUTURE

but also sets out our immediate priorities for the next 12 months

DIVERT • DISRUPT • DETER • DETECT

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Vision, Mission, Values and Strategic Priorities

Vision

To protect Scotland's communities from Serious Organised Crime

Mission

Working every day for the people of Scotland – dismantling Serious Organised Crime

Values

Trust, Commitment and Respect

Strategic Priorities – as set by Scottish Ministers

- Work with the Serious Organised Crime Taskforce and others to effectively implement the Scottish Serious Organised Crime Strategy 'Letting our Communities Flourish'
- Work with ACPOS and other law enforcement agencies to ensure that tactical activity at local and national levels is focussed on those crime groups and individuals that cause the greatest threat, risk and harm to our communities and is designed to disrupt their criminal activities and to enforce legislation to confiscate their profits and seize their assets
- Complete work to increase staffing within SCDEA to boost analytical and specialist capability to mainstream organised crime mapping; to provide additional specialist staff; to support law enforcement to ensure the most effective and efficient use of covert and overt assets across Scottish policing; and to work with the Scottish Government to put in place arrangements for direct recruitment of police members
- Contribute to the successful delivery of the Scottish Crime Campus at Gartcosh, including helping to realise the full benefits of the project to boost Scotland's capacity to tackle serious organised crime and ensuring plans are in place to deliver the relocation of SCDEA on time and budget

Foreword



Gordon Meldrum QPM
Deputy Chief Constable
Director General

In accordance with the requirements of Section 14 of the Police, Public Order and Criminal Justice (Scotland) Act 2006, I have pleasure in submitting the Scottish Crime and Drug Enforcement Agency (SCDEA) Strategic Plan 2010/2015, with immediate priorities 2010/2011, to the Scottish Police Services Authority (SPSA) Board for approval.

Last year, I made reference to the global economic picture and the rapid changes which were unfolding around the world. Whilst legitimate businesses have struggled to cope with the 'credit crunch', we have seen no real evidence that the financial models used by Serious Organised Crime Groups (SOCGs) have been affected in the same way.

Closer to home, this has been an exciting year for the Agency and for all involved in countering the threat from SOCGs. On the 2 June 2009, the Cabinet Secretary for Justice launched 'Letting Our Communities Flourish'; the first ever strategy for tackling Serious Organised Crime in Scotland. You will see that the key objectives from that strategy, DIVERT • DISRUPT • DETER and DETECT play a prominent part in shaping the Agency's operational priorities in 2010/2011.

On the day the strategy was launched, I published the results of the SOCG Mapping Project. This ground breaking work, led by the Agency on behalf of the Association of Chief Police Officers in Scotland (ACPOS) and with the support of many other partners, identified 367 SOCGs in Scotland with over 4,000 members. Since this time the mapping work has continued, we have refined our knowledge and we are using this better understanding to target the collective resource of the Scottish Police Service and wider law enforcement colleagues against those SOCGs who pose the greatest threat, risk and harm to communities.

We have also benefitted from the investment of an additional £4m funding package from Scottish Government, which has enabled us to do two things. Firstly, we are in the process of boosting assets – more financial investigators, forensic accountants, analysts and technicians. In addition, we are developing the Scottish Intelligence Coordination Unit (SICU) which will have a focus on SOCG mapping, Human Trafficking and the coordination of intelligence on serious and complex fraud.

As I look forward, not only to 2011 but further to 2015, I see many challenges ahead for the SCDEA. The SOCGs we have identified are adept at forming, reforming and transforming their activities however we are more determined than ever to make life difficult for them. 'Letting Our Communities Flourish', the Serious Organised Crime Taskforce (SOCT) strategy, has brought a focus and with that focus an enthusiasm from partners across the public, private and voluntary sectors to work together to make Scotland a difficult and challenging environment for those involved in Serious Organised Crime. The men and women of the SCDEA look forward to playing their part.

Gordon Meldrum QPM
Deputy Chief Constable
Director General

About the SCDEA

Strategic Priorities – as set by Scottish Ministers

The Scottish Crime and Drug Enforcement Agency (SCDEA), was formally established in law on 1 April 2007, following enactment of the Police, Public Order and Criminal Justice (Scotland) Act 2006.

The SCDEA is maintained by the Scottish Police Services Authority (SPSA), a Non-Departmental Public Body (NDPB), which means that although SPSA and the SCDEA are accountable to the Scottish Parliament through Scottish Ministers, we are able to operate at arms length. In addition, Scottish Ministers have the mandate to set strategic priorities for the Agency against which performance is reported annually.

Role of the SCDEA

Under statute, the SCDEA has a primary role in preventing and detecting serious organised crime in Scotland. In fulfilling this role, the SCDEA gathers, stores and analyses information which drives intelligence-led enforcement activity and the use of innovative intervention tactics to reduce the threat, risk and harm posed to Scotland's communities from serious organised crime groups.

The SCDEA comprises both police officers who are seconded from Scottish police forces (although police officers can be seconded from any force in the UK) and members of police staff. Together they make up a professional, committed and highly specialist team, dedicated to protecting Scotland's communities from serious organised crime.

A number of specialist services are delivered by the SCDEA on behalf of the Police Service and Criminal Justice community in Scotland. These include the Scottish Witness Liaison Unit (SWLU), the Scottish Money Laundering Unit (SMLU), SCDEA e-Crime and our Technical Surveillance Group (TSG).

The Agency has offices to the West of Glasgow, West of Edinburgh and in the North East of Scotland. On the 2 June 2009, the Cabinet Secretary for Justice announced a £4m funding package to enable us to develop our covert policing capacity and capability and to establish the Scottish Intelligence Coordination Unit (SICU) for serious organised crime in Scotland. We have recently leased accommodation at the former Livingston Police Office and are in the process of recruiting staff for the SICU which will have a focus on the mapping of Serious Organised Crime Groups (SOCGs), Human Trafficking and Intelligence coordination on serious and complex fraud.

Who We Work With

Partnership working is the key to our success. On a local, national and international scale we work closely with all law enforcement agencies to build our knowledge of serious organised criminal activity which enables us to tackle, disrupt and dismantle not just those serious organised crime groups operating in Scotland, but also those who inflict misery on our communities from outwith our territorial boundaries. Equally, we are committed to continually building and enhancing our relationships with a wide variety of public and private sector bodies and the voluntary sector in order to ensure that we sustain a hostile environment against those involved in serious organised crime.

Through these close working partnerships and key relationships across the world, we make Scotland a hostile place for serious organised crime groups, ensuring our communities are Safer and Stronger.

Our Work in Context

Harm Caused

Serious Organised Crime causes significant harm to everyone in Scotland. The best assessment suggests that the social and economic costs are in between £2 to £4 billion each year. The 'business' of serious organised crime is increasingly global in nature yet no matter how transnational those involved become, the 'harm' caused is local and the effects are felt by people living in communities across the entire country. These harms range from the **574** drug related deaths in Scotland in 2008, to the **£330** per year cost of fraud to every man, woman and child in the country. Perhaps, though, the harm is most acutely felt by the **40,000 to 60,000** children growing up in a household in Scotland today and affected by parental drug/solvent abuse.

What is Serious Organised Crime?

The term 'serious organised crime' has many meanings so it is important to define it. For the purpose of this Plan, serious organised crime is used to mean crime which

- involves more than one person;
- is organised, meaning that it involves control, planning and the use of specialist resources;
- causes, or has the potential to cause significant harm; and
- involves benefit to the individuals concerned, particularly financial gain

What is the Scale of the Problem?

Since 2008, the SCDEA has led on a piece of partnership work involving the eight Scottish police forces, the Serious Organised Crime Agency (SOCA), UK Border Agency (UKBA), Her Majesty's Revenue and Customs (HMRC) and the Scottish Prison Service (SPS) to map the true nature and extent of the threat, risk and harm posed by serious organised crime groups to communities across Scotland. This work has identified a minimum of **360** SOCGs operating in Scotland and engaged in a wide range of criminal activities, including Drugs, Violence, Fraud, Money Laundering and Human Trafficking. We have identified over **4,000** named individuals involved in serious organised crime, with just under **300** of those providing specialist (ie legal, financial) services to the groups involved. Such criminals are generally motivated by two things, power and profit; power to influence, intimidate and corrupt and profit through wealth created from their criminality.

Supporting Scottish Government Strategic Objectives

The Scottish Government's overall purpose is to ensure that both Government and public service focus is **on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing economic growth**. The Government has identified five strategic objectives which support the purpose and reflect the kind of society in which the people of Scotland would wish to live, namely, **Wealthier and Fairer, Safer and Stronger, Smarter, Greener and Healthier**. Scottish Ministers, in setting strategic priorities for the SCDEA, enable us to demonstrate our commitment to making a positive and measurable contribution towards these overarching strategic objectives.

Our Work in Context

All of our work contributes to the **Safer and Stronger** strategic objective, with various aspects of what we do also contributing to a **Wealthier and Fairer, Smarter, Greener and Healthier** Scotland.

Scottish Strategy for Tackling Serious Organised Crime

On the 2 June 2009, the SOCT, chaired by the Cabinet Secretary for Justice and including members from the Scottish Government, ACPOS, the Crown Office and Procurator Fiscal Service (COPFS), SCDEA, SOCA, SPS and HMRC published 'Letting Our Communities Flourish' which is the first ever strategy for tackling serious organised crime in Scotland.

This strategy is important for several reasons; on publication, it appeared to be the first document of its kind in Europe; it sets the strategic direction for each of the organisations directly involved in the fight against serious organised crime; critically, it involves partners from across the public, private and voluntary sectors and it sends a clear and strong message to those involved in serious organised crime that we intend to make Scotland a difficult and challenging operating environment.

The strategy has four main objectives, to

- **DIVERT** individuals (particularly young people) from engaging or using the products of serious organised crime;
- **DISRUPT** the activities of serious organised crime groups;
- **DETER** through measures to protect communities, businesses and the public sector from serious organised crime; and
- **DETECT** by boosting capacity and improving coordination to give serious organised criminals no place to hide.

Our priorities, indeed everything we do in 2010/2011 will be focused on these objectives and we describe this activity in greater detail in the section titled '**The Next 12 Months**'.

Introduction to the Next 12 Months and the Next 5 Years

Section 14 of the Police, Public Order and Criminal Justice (Scotland) Act 2006 provides that the Director General of the SCDEA must submit an 'Annual Plan' to the SPSA Board for approval.

The Annual Plan is important in that it sets out our operational priorities for **The Next 12 Months**. This year, we have chosen to develop those priorities around the 4 key objectives of 'Letting Our Communities Flourish', namely

- **DIVERT**
- **DISRUPT**
- **DETER**
- **DETECT**

This makes sense and provides a natural fit for the everyday activity of the Agency, with Scotland's strategy, to counter serious organised crime. This also helps our people understand the exact role they play in target-hardening the country against the threat from SOCGs.

But we recognise that in these challenging times, we need to do more and it is for this reason that we have developed a number of longer term outcomes which we intend to progress over **The Next 5 Years**. These outcomes can best be described as additional work we require to complete to strengthen the core of the Agency and build a solid foundation for the future. The outcomes have been clustered into 4 main themes, namely

- **OUR SERVICE**
- **OUR PEOPLE**
- **OUR GOVERNANCE**
- **OUR FUTURE**

and they have developed following extensive consultation inside the SCDEA and with a number of external partners. What follows in the next two sections is a series of outcomes and key priorities initially focusing on **The Next 5 Years** and then followed by our priorities during **The Next 12 Months**.

The Next 5 Years

The public sector in Scotland will face significant challenges over the next three to five years and in all likelihood well beyond. We have taken time to map out what we believe are the key priorities and outcomes in four main areas **OUR SERVICE • OUR PEOPLE • OUR GOVERNANCE** and **OUR FUTURE**.

OUR SERVICE - will focus on developing new and innovative ways of working to make life difficult for SOCGs. We will also extend our partnership reach by actively sourcing a wider range of partners with an ability to counter the threat posed by organised criminal activity. Importantly, we will seek to reassure the public and provide increased confidence in law enforcement's ability to dismantle SOCGs.

LEAD • DETECTIVE CHIEF SUPERINTENDENT (HEAD OF INTELLIGENCE GROUP)

OUR PEOPLE - will focus on the skills, expertise and professional development of our staff. We will empower our workforce through appropriate continuous professional development, as well as consider innovative ways to benefit from increased diversity. We will seek to encourage all staff to improve their own skills and enhance the overall 'talent' set within the Agency. Critically, we will look for new ways to reduce our vulnerability from the risks associated with police officer turnover.

LEAD • HUMAN RESOURCE BUSINESS PARTNER

OUR GOVERNANCE - will focus on improving our already extensive levels of internal and external accountability, whilst also maintaining our impetus to drive efficiency in all aspects of our business. We will improve our business through focused consultation, both internally and externally to establish best practice and we will deliver best value through effective and efficient use of our resources. Importantly, we will ask the SPSA Board to review the governance and accountability arrangements for the SCDEA.

LEAD • DEPUTY DIRECTOR GENERAL

OUR FUTURE - will focus on those future developments for the Agency as an organisation. We will consider our future requirements in relation to capability and capacity to deliver our core functions. We will continue to discuss with our relevant stakeholders the future role and function of the Agency in the wider policing context. We will continue to explore new avenues of collaboration and influence to enable a robust response to the threat, risk and harm from serious organised crime and other 'national' threats.

LEAD • DIRECTOR GENERAL

The Next 5 Years

<p style="text-align: center;">OUR SERVICE</p> <p>Outcomes</p> <ul style="list-style-type: none"> • Increased confidence in the Agency • Improved Agency capability • New and innovative ways of working that will increase the risks to Serious Organised Crime Groups <p>Key Priorities</p> <ul style="list-style-type: none"> • Develop public 'Agency Awareness' through an appropriate communication strategy • Publicise our performance results to tell the full story of our impact to a wider audience • Develop a centralised multi-agency Intelligence function within SCDEA pre-Gartcosh • Exploit new approaches to intelligence and information-sharing • Develop strategic intelligence partnerships to enhance operational delivery 	<p style="text-align: center;">OUR PEOPLE</p> <p>Outcomes</p> <ul style="list-style-type: none"> • Reduced vulnerability from turnover of police officers • A recognised employer of choice, reflective of Scotland's diverse communities • A provider of covert expertise through skilled staff and police officers • A 'match-fit' skills base to effectively tackle serious organised criminality • A sustained culture of dignity and respect • Sustained commitment to healthy working lives <p>Key Priorities</p> <ul style="list-style-type: none"> • Develop mechanisms to harness the opportunity of recruiting police officers direct to the SCDEA • Develop a secondment programme of skilled police officers that is supported by Chief Constables in Scotland • Implement our Diversity Action Plan • Harmonise terms and conditions for support staff • Deliver a training plan to secure expert skills and knowledge • Scope and introduce appropriate staff consultation body • Sustain a programme to support healthy working lives
<p style="text-align: center;">OUR FUTURE</p> <p>Outcomes</p> <ul style="list-style-type: none"> • Agency assets are used in the best way to protect the 5.1m people of Scotland • Public confidence that Scotland is at least as safe as the rest of the UK from relevant national threats <p>Key Priorities</p> <ul style="list-style-type: none"> • Support Scottish Government to deliver Gartcosh • Define the Agency role in ACPOS Counter Terrorism interoperability • Develop the interface between ACPOS / ACPO Serious Organised Crime Group workstreams • Deliver our capability to meet emerging threats • Scope the impact of new national fraud reporting on SCDEA / Scottish Policing 	<p style="text-align: center;">OUR GOVERNANCE</p> <p>Outcomes</p> <ul style="list-style-type: none"> • Appropriate governance and accountability for the SCDEA • Reduced Agency vulnerability to compromise from Serious Organised Crime • Integrated strategic and financial planning in a diminishing fiscal environment • Support to Scottish Government's commitment to a greener Scotland <p>Key Priorities</p> <ul style="list-style-type: none"> • Review the suitability of current governance arrangements • Enhance existing Agency operational security and integrity • Conduct a structured programme of Best Value Reviews • Explore further investment / income generation options • Create and deliver a suitable 'green' action plan

The Next 12 Months • 2010/2011

Over the next twelve months our priorities will focus on our role in delivering the aims of *'Letting Our Communities Flourish: A Strategy for Tackling Serious Organised Crime in Scotland'*. Our work in implementing the SOC led Strategy will be underpinned by its four key objectives of tackling serious organised crime in Scotland, namely, **DIVERT** • **DISRUPT** • **DETER** and **DETECT**. In conjunction with the Scottish Police forces, law enforcement agencies and our partners in the public, private and voluntary sectors, we will concentrate our work on a number of key priorities aimed at delivering identified outcomes in support of the four key strategy objectives.

DIVERT - we will intensify our activities to educate young people on the real facts about drugs and their misuse. Central to this work will be the continued success of the 'Choices for Life' education programme from which key messages on making safe choices will be developed for communication to a wider range of young people. We will seek to challenge unhealthy role models and, through targeted awareness raising campaigns, seek to reduce the demand for the products of serious organised crime.

LEAD • DETECTIVE SUPERINTENDENT (INVESTIGATION SERVICES)

DISRUPT - our focus will be on targeting our resources to effectively disrupt those serious organised crime groups who inflict the most harm on our communities. Our operational activities will continue to focus on arresting significant criminals; the seizure of illicit drugs and other illegal commodities; the identification of criminal assets for restraint under the Proceeds of Crime Act (2002); and making it more difficult for serious organised crime groups to obtain the services of 'specialists' – lawyers and accountants – to protect and launder their illegal gains.

LEAD • DETECTIVE SUPERINTENDENT (INVESTIGATIONS)

DETER - we will progress the steps towards the establishment of a new service for local authorities, health boards and other public sector agencies to ensure they have sufficient information to enable appropriate decisions to be made when spending significant amounts of public money on contracts. In conjunction with partners in the business sector, we will continually explore opportunities to assist legitimate businesses to protect themselves from serious organised crime.

LEAD • DETECTIVE SUPERINTENDENT (INTELLIGENCE)

DETECT - we will build and enhance our capacity and capability to respond to emerging threats from serious organised crime, such as the increasing use, by organised criminals, of sophisticated technology and techniques for acquiring, laundering and transporting criminal assets and cash. Central to this work will be the mainstreaming of serious organised crime group mapping into our daily business and the continuing development of our new central intelligence hub – the Scottish Intelligence Coordination Unit.

LEAD • DETECTIVE SUPERINTENDENT (SICU)

The Next 12 Months • 2010/2011



DIVERT

Outcomes

- Young people better informed about drugs
- Increased public awareness of serious organised criminals being apprehended, punished and having their criminal assets seized
- Consumers better informed about the ethics of buying illicit drugs or counterfeit goods

Key Priorities

- We will work in collaboration with our education partners to inform our young people about the dangers of drugs and other commodities sold through organised criminals
- We will act to publicise successful seizures, confiscation of criminal profits and prosecutions
- We will target specific groups of consumers to raise awareness aimed at reducing the demand for products of serious organised crime

DISRUPT

Outcomes

- Effective and co-ordinated enforcement activity across Scottish policing that results in increased seizures and confiscation of profits gained from criminal activity
- 'Specialists' – lawyers and accountants – are less willing and able to provide advice and assistance to serious organised crime groups thereby reducing their access to these vital areas of business expertise to support their criminal activity

Key Priorities

- We will work with law enforcement partners to maximise the disruption we can cause amongst the most serious organised crime groups
- We will monitor and quantify the level of disruption achieved by our major investigation teams and specialist units
- We will focus our efforts to maximise the value of net criminal assets which we identify for restraint through criminal proceedings
- We will work with partners to develop a 'lifetime management of offenders' regime

DETECT

Outcomes

- Improved coordination and analysis of information and intelligence that will boost SCDEA capacity and drive action against serious organised crime groups
- An enhanced picture of the activities of serious organised crime groups to effectively prioritise and target enforcement activities

Key Priorities

- We will enhance our capacity and capability, in particular in relation to intelligence gathering, forensic accounting, e-Crime and technical support
- We will continue to develop our new central intelligence coordination hub – Scottish Intelligence Coordination Unit
- We will integrate serious organised crime mapping into our mainstream business to ensure effective use of analysis and intelligence

DETER

Outcomes

- Raised awareness of the impact of serious organised crime in the public sector
- Businesses and local authorities less vulnerable to serious organised criminal activity and in doing so making Scotland a more hostile place for serious organised crime groups to operate
- Enhanced intelligence on serious organised crime group activity

Key Priorities

- We will work towards introducing intelligence-sharing arrangements with public sector agencies to determine the suitability of potential contractors
- We will help business and local authorities protect themselves from becoming victims of serious organised crime through more collaboration and information-sharing
- We will work towards developing a body of evidence on the threats posed by serious organised crime groups in Scotland through enhanced research and collaboration with academics and the business community



Measuring Our Success over the Next 12 Months

Strategic Priorities – as set by Scottish Ministers – Our Key Performance Indicators for 2010 / 2011 – Providing Evidence of Quality Achievements

	ACTIVITIES	TARGETS
D I V E R T	<ul style="list-style-type: none"> • CHOICES FOR LIFE – The ‘Choices for Life™’ event programme continues to develop links to both primary and secondary school pupils in line with the Curriculum for Excellence by developing and stimulating pilot projects diverting children from the harm caused by Serious Organised Crime (SOC). • SCOTTISH CRIMESTOPPERS – Working with Scottish Crimestoppers and law enforcement agencies, we will deliver a series of national campaigns to engage Scotland’s communities and tackle Serious Organised Crime. 	<ul style="list-style-type: none"> • Delivery of the ‘Choices for Life™’ event programme to Scottish primary schoolchildren by 30 September 2010 (on time / within budget) • To deliver four joint SCDEA and Scottish Crimestoppers campaigns against activity connected to SOC by 31 March 2011
	ACTIVITIES	TARGETS
D I S R U P T	<ul style="list-style-type: none"> • COLLABORATIVE WORKING – Number, Time And Type of SCDEA Assistance to Forces within agreed delivery dates – This indicator will include measurement of assistance provided by all Intelligence and Investigation units, the Scottish Intelligence Coordination Unit (SICU), e-crime, Interventions, Technical Support and Witness Protection. This indicator will also assess and evidence the number of requests that relate to the SOCG target list produced from SOCG Mapping. • INTELLIGENCE SOCG FOCUS – The <i>SCDEA Intelligence Group</i> will, in partnership, aim to DISRUPT the capability and harm caused by the most serious organised crime groups through the provision of improved intelligence coverage, intelligence quality and coordination. • INVESTIGATIONS SOCG FOCUS – Using those intelligence products, <i>SCDEA Investigations Group</i> will aim to DISRUPT the capability and harm caused by the most serious organised crime groups identified through SOCG Mapping by enforcement, interventions and a ‘tiered response’. 	<ul style="list-style-type: none"> • This output will establish a ‘baseline’ for benchmarking against future performance data and will include both qualitative and quantitative recording • To disrupt the capability and reduce the harm caused by at least 30 of Scotland’s most serious organised criminals and their groups by 31 March 2011 • To disrupt the capability and reduce the harm caused by at least 30 of Scotland’s most serious organised criminals and their groups by 31 March 2011

	ACTIVITIES	TARGETS
D I S R U P T	<ul style="list-style-type: none"> • DISRUPTION PANEL – <i>The SCDEA Disruption Panel model</i> will measure the impact of intelligence, enforcement, interventions and a ‘tiered response’ against the most serious SOCGs. This measurement will include number of level 3 arrests; seizures of drugs & other criminal commodities; net value of assets reported for restraint; measurement, categorisation & assessment of disruption achieved; and an analysis of the capability and harm of SOCG. • CRIMINAL JUSTICE – An alignment of Investigative and Prosecution Strategies to ensure that our activities result in the most appropriate Criminal Justice outcomes. We recognise the authority of the Lord Advocate as the sole and independent public prosecutor in Scotland and this indicator demonstrates our commitment to partnership working as well as our determination to make Scotland a hostile environment for individuals involved in SOCG. Our aim is to achieve a minimum of 90% of cases reported to COPFS are accepted and progressed through criminal prosecution, civil recovery and/or tax recovery. 	<ul style="list-style-type: none"> • SCDEA Disruption Panel model to be delivered and implemented by 30 September 2010 • To work with COPFS to deliver the process of integrated Investigative and Prosecution Strategies for all investigation by 31 December 2010
	ACTIVITIES	TARGETS
D E T E R	<ul style="list-style-type: none"> • PROCUREMENT – Working with local authorities and other public sector partners to strengthen national and local procurement processes to protect and minimise the threat, risk and harm from SOCGs. • PUBLIC AUTHORITIES TOOLKIT – Produce a ‘tool kit’ which will offer advice and guidance to public sector organisations, enabling them to protect themselves at all levels from the threat, risk and harm from SOCGs. • BUSINESS ENGAGEMENT – The development and delivery of interventions events designed to offer advice and guidance to the business community in Scotland, enabling them to protect themselves at all levels from the threat, risk and harm from SOCGs. • KNOWLEDGE MANAGEMENT STRATEGY – To develop and introduce a system which will improve our knowledge around Serious Organised Crime in partnership with the Scottish Government and academia. • GROWTH – To progress additional staff recruitment as outlined in the SCDEA Strategic Review, demonstrating the ongoing development of our capacity & capability in relation to intelligence-gathering, forensic accounting, e-Crime and technical support. 	<ul style="list-style-type: none"> • To deliver three Intervention Events focusing on procurement to local authorities / public sector organisations by 31 March 2011 • Deliver a Tactical Toolkit of Interventions options for use by public authorities to minimise the threat from Serious Organised Crime by 31 March 2011 • Delivery of four Interventions Events to support legitimate business against Serious Organised Crime by 31 March 2011 • To deliver SCDEA Knowledge Management Strategy by 30 September 2010 • To recruit 81 additional specialist roles by 31 March 2011

D E T E R	ACTIVITIES	TARGETS
D E T E C T	<p data-bbox="804 411 943 443">ACTIVITIES</p> <ul style="list-style-type: none"> <li data-bbox="331 499 1417 611">• e-CRIME REVIEW – To undertake a review of the Scottish Capability and Capacity of e-crime leading to the production of a new Strategy for the Investigation of e-crime in Scotland. This indicator will provide evidence and direction for the best use of existing, new and developing e-crime resources, tactics and techniques to support investigation services across Scotland. <li data-bbox="331 651 1417 730">• SICU IMPLEMENTATION – This demonstrates our activities in the development of the SICU to deliver an integrated approach to the Coordination of intelligence on Serious Organised Crime through its people, processes, systems and structure. <li data-bbox="331 770 1417 826">• HUMAN TRAFFICKING ASSESSMENT – To provide a strategic picture of the nature and extent of human trafficking in Scotland. <li data-bbox="331 866 1417 922">• HUMAN TRAFFICKING AWARENESS – To raise awareness across the Scottish Police Service of the issues surrounding the trafficking of human beings. <li data-bbox="331 962 1417 1042">• SCDEA STRATEGIC ASSESSMENT – This activity supports the requirement for robust analysis to support all SCDEA activity. The timeline will ensure the content can inform SCDEA annual planning as well as Scottish Government thinking on future SCDEA strategic priorities. <li data-bbox="331 1082 1417 1137">• SOCG MAPPING – In partnership, the SICU (SOCGM team) will continue to develop our approach to the mapping of Serious Organised Crime. <li data-bbox="331 1185 1417 1273">• SOCG MAPPING – To integrate SOCG Mapping into mainstream business through the establishment of a ‘Senior Users Group’ to drive forward the development of Intelligence Sharing Protocols, Partnership agreements, ‘tiered response’ and interface with the Organised Crime Partnership Board. <li data-bbox="331 1313 1417 1369">• SERIOUS AND COMPLEX FRAUD – Working with the Scottish Police Service and the National Fraud Intelligence Bureau, we will develop a picture of the scale and threat from serious and complex fraud. 	<p data-bbox="1704 411 1825 443">TARGETS</p> <ul style="list-style-type: none"> <li data-bbox="1444 244 2085 300">• To put in place arrangements for direct recruitment of police officers by 31 March 2011 <li data-bbox="1444 499 2085 555">• Delivery of review of Strategy for the Investigation of e-crime in Scotland by 30 September 2010 <li data-bbox="1444 651 1928 707">• Delivery of the SICU Implementation Plan by 31 December 2010 <li data-bbox="1444 770 1995 802">• To produce an analytical product by 31 March 2011 <li data-bbox="1444 866 2085 922">• To deliver a training product to the Scottish Police Service by 31 December 2010 <li data-bbox="1444 962 1951 1018">• To produce the SCDEA Strategic Assessment by 31 March 2011 <li data-bbox="1444 1082 2074 1169">• Delivery of two Strategic Reports on the scale and extent of the threat and harm posed by Serious Organised Crime to Scotland by 31 March 2011 <li data-bbox="1444 1185 1984 1249">• To establish a ‘Senior Users Group’ for Scotland by 31 December 2010 <li data-bbox="1444 1313 2074 1369">• To produce a Serious and Complex Fraud Needs Assessment by 31 December 2010

Strengthening Our Corporate Framework

Our Mission is 'working every day for the people of Scotland – dismantling serious organised crime'. The SCDEA, working with partners, delivers on this mission in a number of different ways. The paragraphs that follow describe the corporate framework we have developed to identify the priorities, task action, monitor compliance and ultimately track performance against the mission.

The **National Intelligence Model (NIM)** is a business process which enables the SCDEA to focus its operational policing efforts on specific issues which prevent the greatest threat to Scotland's communities. At the 'all of Scotland' level and through the analysis of information and intelligence, the **Scottish Strategic Assessment (SSA)** identifies the current very high risk crime and disorder issues facing the country. SOCGs feature as a 'very high risk' in 2009/2010. The **SSA** is also used to inform and develop the **SCDEA Strategic Assessment**.

The outcomes from the SCDEA Strategic Assessment are considered by the **SCDEA Strategic Tasking and Coordinating Group (ST&CG)** which convenes every six months. This group agrees and ratifies both the Control Strategy and Intelligence Requirement for the coming year. The **Control Strategy** forms the basis of our strategic priorities in relation to prevention, intelligence and enforcement activities. Our current Control Strategy identifies three priority areas for the SCDEA, namely, **Criminal Groups**, **Criminal Assets** and **Criminal Commodities**. Having identified the priorities, the response to the Control Strategy is the responsibility of the **SCDEA Tactical Tasking and Co-ordinating Group (TT&CG)**. This meeting is held every six weeks and assesses progress in response to the Control Strategy. It is supported by the recently introduced **Investigations Development Group (IDG)** where Senior Investigating Officers (SIOs) update on the progress of individual operations and are subjected to challenge and peer review.

The Police, Public Order and Criminal Justice (Scotland) Act 2006, created, from 1 April 2007, the Scottish Police Services Authority (SPSA) on whom there is a duty to provide and maintain the SCDEA. The SPSA is overseen by the **SPSA Board** which comprises locally elected councillors, lay members and two chief constables from the Scottish Police Service. The Director General of the SCDEA reports monthly to the Board on a variety of operational and non-operational matters impacting on the SCDEA. The Board have responsibility for exercising governance over those matters that are outwith the operational remit of the Director General.

On the 22 October 2007, the **Scottish Government's Serious Organised Crime Taskforce (SOCT)** met for the first time; chaired by the Cabinet Secretary for Justice and with representatives from UK law enforcement agencies, Scottish police forces, COPFS, SOCA and a variety of other key stakeholders, the SOCT works together to tackle Serious Organised Crime.

One of the areas of remit of the **SOCT** is to '....make recommendations to Scottish Ministers on setting strategic priorities on serious organised crime for the **Scottish Crime and Drug Enforcement Agency....**'

On 2 June 2009, the **SOCT** launched the first Scottish Serious Organised Crime Strategy, '**Letting Our Communities Flourish**' within which the strands of **DIVERT**, **DISRUPT**, **DETER** and **DETECT** (referred to earlier) have been identified as key strategies. The Director General, as champion for two of the strands, namely **DIVERT** and **DETER**, reports to each quarterly meeting of the **SOCT**.

Strengthening Our Corporate Framework

We have looked critically at our own ability to capture and report on the performance of the SCDEA. As a consequence of some very significant internal changes, we have now introduced revised procedures to capture our success and overall performance.

Our **Governance Board** provides strategic oversight of the work of the various departments. Chaired by the Director General, this meeting is convened quarterly and attended by all senior managers within the SCDEA, who report on performance and matters of strategic concern within their own areas of responsibility and on a thematic basis. This meeting also critically assesses **the risks** faced by the organisation in meeting its own objectives and those set by Scottish Ministers.

To enhance our ability to report on our performance and to complement the work of the Governance Board, the **SCDEA Performance Management Group** was created in 2008. Chaired by the Director General, it enables regular review of the performance of the organisation against our strategic objectives, statutory functions and any additional objectives which have been agreed internally.

The Director General, as a member of the **ACPOS Council**, provides regular updates on the operational activities of the SCDEA to the chief constables of the eight police forces of Scotland. This meeting also agrees national policy in regard to the delivery of policing in Scotland, policy which is an integral part of the way in which the SCDEA conducts its business.

Due to the very nature of the work undertaken by the SCDEA, it is right and proper that the manner in which we undertake our work is subjected to external scrutiny and assessment. The **Office of Surveillance Commissioners (OSC)** conducts an annual inspection of our process and procedures for the application, authorisation, renewal and cancellation of surveillance activity undertaken in pursuit of operational requirements. Each inspection is undertaken by a Commissioner, appointed by the Prime Minister, each of whom have held or do hold a senior judicial position.

Our practices and procedures have been the subject of very favourable comments from the Commissioners however we remain vigilant to ensure that the very high standards that have been recognised are maintained.

In a similar vein the **Interception of Communications Commissioners Office (IOCCO)** also conduct regular inspection of our process and procedure to ensure that we remain compliant with legislation. Again, despite favourable comments regarding our existing practices, we remain conscious of the need to ensure that the standards are maintained at all times.

Our **Vision, Mission, Values** are known by all members of staff. Through our **Performance Management Group**, we have begun to embed a performance culture throughout the organisation, where the benefits of being able to demonstrate how we perform is visible to our staff as well as our stakeholders. This visibility becomes personal to each member of staff as they recognise their contribution to the success of the SCDEA. This will be further enhanced during the coming year with the introduction of a revised Personal Development Review (PDR) system, which will bring a focus to each member of staff, as their objectives and goals are directly aligned to the Agency objectives and strategic priorities.

We have come a long way in the past two years and have strengthened the corporate framework considerably. This gives the organisation a confidence that no matter the scale of the future challenges we face, we can competently demonstrate tangible 'GRIP' on the day-to-day activity and performance of the Agency.

January

SPSA Board
 Strategic Away Day
 SCDEA Governance Board
 Strategic Assessment Document Shared Internally
 Annual Report planning starts
 SCDEA Finance Group
 SCDEA Strategic T&CG
 SCDEA Tactical T&CG

February

SPSA Board
 Launch of Scottish Strategic Assessment
 SCDEA Finance Group
 SCDEA Tactical T&CG

March

SPSA Board – Approval of Annual Plan
 Serious Organised Crime Taskforce
 SCDEA Performance Management Group
 SCDEA Finance Group
 SCDEA Tactical T&CG

April

SPSA Board
 SCDEA Governance Board
 SCDEA Strategic Assessment officially launched
 SCDEA Annual Plan launched
 SCDEA Annual Conference
 SCDEA Finance Group
 SCDEA Tactical T&CG

May

SPSA Board
 SCDEA Finance Group
 SCDEA Tactical T&CG

June

SPSA Board
 Serious Organised Crime Taskforce
 Strategic Away Day
 SCDEA Performance Management Group
 SCDEA Finance Group
 SCDEA Tactical T&CG
 Annual Report Issued

July

SCDEA Governance Board
 SCDEA Strategic T&CG
 SCDEA Finance Group
 SCDEA Tactical T&CG

August

SPSA Board
 Serious Organised Crime Taskforce
 Annual Report Issued
 Annual Plan consultation begins
 SCDEA Finance Group
 SCDEA Tactical T&CG

September

SPSA Board
 SCDEA Performance Management Group
 SCDEA Finance Group
 Strategic Away Day
 Draft Strategic Assessment produced for Critical Review Team
 Begin internal planning priorities consultation for the next year
 SCDEA Tactical T&CG

October

SPSA Board
 SCDEA Governance Board
 SCDEA Finance Group
 SCDEA Tactical T&CG
 SCDEA Half Yearly Leaders' Conference

November

SPSA Board
 Serious Organised Crime Taskforce
 Submit draft SCDEA Priorities to Scottish Government
 Strategic T&CG Strategic Assessment content approved
 SCDEA Finance Group
 SCDEA Tactical T&CG

December

SPSA Board
 Strategic Priorities agreed with Scottish Government
 SCDEA Performance Management Group
 SCDEA Finance Group
 SCDEA Tactical T&CG

External Governance

Audit Scotland
 Office of Surveillance Commissioners (OSC)
 Her Majesty's Inspector of Constabulary (HMICS)
 Interception of Communications Commissioner's Office (IOCCO)

SCDEA Governance Planning Calendar



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*.....Working every day for the
people of Scotland –
dismantling Serious Organised
Crime.....*



SCDEA is maintained by the
SCOTTISH
POLICE
SERVICES
AUTHORITY