



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



# Five Year Strategic Plan 2010-2015

## Annual Update for 2011-2012

SCDEA is maintained by the  
SCOTTISH  
POLICE  
SERVICES  
AUTHORITY

## *Welcome to the first annual update to the SCDEA Five Year Strategic Plan 2010-2015*

*The Agency continues to progress its  
long-term outcomes over the next  
4 years under the strands of*

**OUR SERVICE • OUR PEOPLE • OUR GOVERNANCE • OUR FUTURE**

*This annual update sets out our immediate  
priorities for the next 12 months  
under the strands of*

**DIVERT • DISRUPT • DETER • DETECT**

# Contents

Our Vision, Mission, Values and Strategic Priorities	1
Foreword	2
Our Priorities 2011/2012	3
DIVERT • Ensuring We Deliver 2011/2012	4
DISRUPT • Ensuring We Deliver 2011/2012	5
DETER • Ensuring We Deliver 2011/2012	6
DETECT • Ensuring We Deliver 2011/2012	7
Governance, Performance and Planning Calendar	8

# Our 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 – disrupting Serious Organised Crime

## Values

Trust, Commitment and Respect

## Strategic Priorities <sup>1</sup>

- 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 focused on those crime groups and individuals identified through Serious Organised Crime Group Mapping as causing the greatest threat, risk and harm to our communities; to disrupt the criminal activities of such groups and individuals through the enforcement of legislation, the confiscation of their profits and seizure of their assets
- To continue with the development of the Scottish Intelligence Coordination Unit to mainstream organised crime mapping; 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 partial relocation of SCDEA on time and budget

<sup>1</sup> As set by Scottish Ministers

# 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 am pleased to publish the first annual update to the Scottish Crime and Drug Enforcement Agency (SCDEA) Five Year Strategic Plan 2010-2015. The update identifies our immediate priorities for 2011/12 as we work to make life even more difficult for criminals involved in Serious Organised Crime (SOC).

We aim to build on the significant progress made over the last 12 months. We established the Scottish Intelligence Coordination Unit (SICU) to enhance our intelligence on SOC – and crucially to turn that knowledge into action. The unit is already bringing significant benefits and was recognised through an ‘Outstanding Contribution’ award at the 2010 Scottish Policing Awards. I am confident that the investment in the SICU will increasingly allow us to target the collective resources and expertise of Scottish law enforcement to disrupt the activities of those Serious Organised Crime Groups (SOCGs) that are causing the greatest threat, risk and harm to the communities of Scotland.

Our priorities for the next 12 months have rightly been shaped by the strategic outcomes identified within the Serious Organised Crime Taskforce national strategy – ‘Letting Our Communities Flourish’. I am confident that the action we will take next year under the DIVERT • DISRUPT • DETER and DETECT strands of the strategy will allow the Agency and our partners to use a mix of investigative, administrative and legislative developments to make Scotland a noticeably more hostile environment for SOCGs to operate within. That applies not only to those leading and directing these groups, but also to those who assist them under an increasingly thin veil of legitimacy.

The current climate of economic uncertainty and public sector budget reductions will clearly present many challenges for the SCDEA over the coming years. The Agency accepts that, like all other police bodies, we will have to deliver on our priorities with less money. However, we do not accept that this will automatically lead to a reduction in capability. Central to this is the need for the SCDEA to collaborate even more closely with our partners and wherever possible, to share strategies, knowledge and resources in a way that maximises the impact of all public monies. That is why our continued participation in the Sustainable Policing Project is crucial to ensure we inform the current debate on the future of policing in Scotland.

Our long-term strategic improvement actions under the strands of Our Service • Our People • Our Future and Our Governance will continue over the next year and these are already realising benefits in terms of improved effectiveness and efficiency. As an example, our commitment to improved work / life balance for our staff has resulted in periods of zero long-term absence and very low absence rates overall. We have also reduced the time our senior managers and staff spend on non-operational matters by 25%.

I am very proud of the collaborative working being developed with our partner agencies in the public, private and voluntary sectors. Strengthening those partnerships will remain key to delivering the priorities we have identified for the coming 12 months. I am confident that this update to our Five Year Strategic Plan directs SCDEA resources to the priority work which will be most effective in the continuing fight against serious organised crime and in support of the crucial partnership that underpins everything we do – that with the people of Scotland.

**Gordon Meldrum QPM**  
Deputy Chief Constable  
Director General

# Our Priorities • 2011/2012

## 1. To deliver on our Strategic Priorities and meet our Targets whilst bringing about delivery of the 12% (£2.86m) budget cuts during 2011/12

### DIVERT

2. Educate primary school children on the harm caused by substance abuse
3. Educate secondary school children on the damage that cocaine production causes in Colombia and the social, economic and personal harm caused by the use of cocaine in Scotland
4. Provide teachers, parents and children between Primary 7 and secondary school Year 6 with an opportunity to offer their views, discuss and debate the impact that substance abuse and serious organised crime has on communities across the world
5. Publicise instances of SCDEA activity and successes, especially where serious organised criminals have their assets seized, are arrested and / or prosecuted
6. Educate our communities on the hidden costs of products supplied by serious organised crime

### DETER

12. Deter Scotland's serious organised criminals and their groups from gaining procurement contracts in the public sector through production and delivery of Public Authorities Procurement guidance
13. Deter Scotland's serious organised criminals and their groups from gaining procurement contracts in the public sector and obtaining licences in the regulated sectors, through the pilot of an information exchange project in partnership with local authorities and other law enforcement agencies
14. Work with academics to develop methods that will provide an assessment of the vulnerability of various business types to serious organised criminals and their groups
15. Develop innovative interventions to target-harden the top 10 business types favoured by SOCGs, thus reducing their opportunities to operate in these sectors
16. Deter Scotland's serious organised criminals and their groups from exploiting the public and private sectors by providing general advice, e-crime prevention information and raising awareness
17. Help provide a safe and secure digital environment for Scottish businesses and communities through the provision of specialist e-crime investigative and intelligence services to Scottish law enforcement

### DISRUPT

7. Disrupt the intent and capability of Scotland's serious organised criminals, their specialists and their groups
8. Provide specialist assistance to our law enforcement partners to assist them to disrupt Scotland's serious organised criminals, their specialists and their groups
9. Provide our law enforcement partners with practical advice and guidance that will assist them to disrupt Scotland's serious organised criminals, their specialists and their groups using tactics that are innovative, tested and robust
10. Lead work with our Scottish Crime Campus (SCC) law enforcement partners and others to effectively and efficiently share intelligence, knowledge and resources to maximise our collective disruption of Scotland's serious organised criminals, their specialists and their groups
11. In partnership with the Scottish Prison Service (SPS) and other agencies contribute to the effective lifetime management of members of Serious Organised Crime Groups (SOCGs)

### DETECT

18. On behalf of Scottish law enforcement, collect, analyse, coordinate and disseminate intelligence on Scotland's serious organised criminals, their specialists and their groups
19. Provide an intelligence coordination service to law enforcement and wider partners that supports the disruption of serious organised criminals, their specialists and their groups
20. On behalf of Scottish law enforcement develop and maintain multi-agency partnerships designed to enhance our capacity and capability to disrupt Scotland's serious organised criminals, their specialists and their groups
21. On behalf of Scottish law enforcement, protect witnesses where it is assessed that there is a real threat of intimidation and reprisals from serious organised criminals and their groups

## DIVERT • Ensuring We Deliver • 2011/2012

OUR ACTIVITIES	PERFORMANCE INDICATORS	OUR TARGETS
2. Educate primary school children on the harm caused by substance abuse	The number of primary school children living on the Scottish islands who attend the 'Choices for Life' programme during May 2011 with a subsequent qualitative assessment of its effectiveness	Attended by 1,500 Primary 6 / 7 school children
3. Educate secondary school children on the damage that cocaine production causes in Colombia and the social, economic and personal harm caused by the use of cocaine in Scotland	The number of local authority areas, schools and pupils building 'Shared Responsibility' into learning as part of the 'Curriculum for Excellence'	Participation in the initiative by at least one secondary school in every Scottish police force area
4. Provide teachers, parents and children between Primary 7 to secondary school Year 6 with an opportunity to offer their views, discuss and debate the impact that substance abuse and serious organised crime has on communities across the world	The number of children who participate in the online 'Choices for Life' conference by the end of December 2011 and a subsequent qualitative assessment of its effectiveness	Participation by a quarter of a million children, teachers and parents
5. Publicise instances of SCDEA activity and successes especially where serious organised criminals have their assets seized, are arrested and / or prosecuted	The number of media interviews and releases provided, the number of media articles that highlight SCDEA activity and successes and qualitative assessment of their effectiveness	To increase the number of media interviews, releases and such media articles by 10% and qualitative assessment
6. Educate our communities on the hidden costs of products supplied by serious organised crime	The number of awareness events carried out and the number of people provided with advice and awareness information	Reach 100,000 people by carrying out six events

Our **DIVERT** activities are focused towards the following outcomes of the Serious Organised Crime Taskforce national strategy – 'Letting Our Communities Flourish':

**Young people better informed about drugs; reduced demand for the products sold by organised criminals; young people diverted away from crime;; young people participate in positive alternatives to drug taking; more public awareness of serious organised criminals being caught, punished and having their assets seized; consumers better informed about the ethics of buying drugs or counterfeit goods; and awareness raised among target groups; and flourishing communities and sustainable economic growth**

## DISRUPT • Ensuring We Deliver • 2011/2012

OUR ACTIVITIES	PERFORMANCE INDICATORS	OUR TARGETS
7. Disrupt the intent and capability of Scotland's serious organised criminals, their specialists and their groups	The number of disruptions of such criminals, their groups and their professional specialists, achieved through intelligence and investigative activity	To disrupt the intent and capability of Scotland's serious organised criminals, their specialists and their groups on at least 40 occasions
8. Provide specialist assistance to our law enforcement partners to assist them to disrupt Scotland's serious organised criminals, their specialists and their groups	The number of hours of assistance provided to our partners	To provide at least 30,000 hours of such assistance
9. Provide our law enforcement partners with practical advice and guidance that will assist them to disrupt Scotland's serious organised criminals, their specialists and their groups using tactics that are innovative, tested and robust	Production and delivery of a 'Disruption Manual' to our law enforcement partners	To be provided to our partners by 30 September 2011
10. Lead work with our Scottish Crime Campus (SCC) law enforcement partners and others to effectively and efficiently share intelligence, knowledge and resources to maximise our collective disruption of Scotland's serious organised criminals, their specialists and their groups	Assessment of legal, procedural and practical progress as reported to the Scottish Government SCC Programme Board	In conjunction with the overall project, plan to be on track at 31 March 2012 for delivery by 31 March 2013
11. In partnership with the Scottish Prison Service (SPS) and other agencies contribute to the effective lifetime management of members of Serious Organised Crime Groups (SOCGs)	The number of joint agency products delivered to Scottish police forces, the SPS and partner agencies	To deliver 52 such products by 31 March 2012

Our **DISRUPT** activities are focused towards the following outcomes of the Serious Organised Crime Taskforce national strategy – 'Letting Our Communities Flourish':

**Police forces and agencies working on collectively agreed enforcement activity; more partners involved in enforcement operations; increased seizures and confiscation of profits; convictions secured; legal loopholes closed; access to finances for serious organised criminals disrupted; reduced willingness among professionals to assist criminals; reduced access to specialist advice for serious organised crime groups; reduce the risk of harm caused by serious organised crime through targeted interventions; risks prioritised and managed, creating a more difficult environment for criminals to operate in; improved information sharing to support the investigation, prevention and detection of crime; and flourishing communities and sustainable economic growth**

## DETER • Ensuring We Deliver • 2011/2012

OUR ACTIVITIES	PERFORMANCE INDICATORS	OUR TARGETS
12. Deter Scotland's serious organised criminals and their groups from gaining procurement contracts in the public sector through production and delivery of Public Authorities Procurement guidance	Production and delivery of the guidance	Delivered by 31 March 2012
13. Deter Scotland's serious organised criminals and their groups from gaining procurement contracts in the public sector and obtaining licences in the regulated sectors through the pilot of an information exchange project in partnership with local authorities and other law enforcement agencies	Initiate, complete and assess pilot	Delivered by 31 March 2012
14. Work with academics to develop methods that will provide an assessment of the vulnerability of various business types to serious organised criminals and their groups	Commission and collaborate to develop such methods	Delivered by 31 March 2012
15. Develop innovative interventions to target-harden the top 10 business types favoured by SOCGs, thus reducing their opportunities to operate in these sectors	Prepare an assessment with innovative recommendations	Delivered by 31 March 2012
16. Deter Scotland's serious organised criminals and their groups from exploiting the public and private sectors by providing general advice, e-crime prevention information and raising awareness	The number of persons present at trade, business and organisational events attended and the number of times online e-crime prevention advice is accessed	To record the number of persons reached at such events and the number of times e-crime advice is accessed
17. Help provide a safe and secure digital environment for Scottish businesses and communities through the provision of specialist e-crime investigative and intelligence services to Scottish law enforcement	The number and types of assistance provided	Maintain the current level of specialist e-crime service provision

Our **DETER** activities are focused towards the following outcomes of the Serious Organised Crime Taskforce national strategy – 'Letting Our Communities Flourish':

**Raising awareness of the impact of Serious Organised Crime (SOC) in the public sector; more reporting of serious organised criminal activity; highly visible local enforcement against serious organised crime groups; businesses and local authorities less vulnerable to serious organised criminal activity; reduced loss of revenue as a result of serious organised crime; enhanced intelligence on serious organised crime group activity; making Scotland a hostile place for serious organised crime to operate; and flourishing communities and sustainable economic growth.**

## DETECT • Ensuring We Deliver • 2011/2012

OUR ACTIVITIES	PERFORMANCE INDICATORS	OUR TARGETS
18. On behalf of Scottish law enforcement, collect, analyse, coordinate and disseminate intelligence on Scotland's serious organised criminals, their specialists and their groups	Deliver Serious Organised Crime Group Mapping (SOCGM) datasweep products to forces, agencies and the Scottish Organised Crime and Drugs Tactical Tasking and Coordination Group	To deliver 3 Strategic products by 31 March 2012
19. Provide an intelligence coordination service to law enforcement and wider partners that supports the disruption of serious organised criminals, their specialists and their groups	Deliver tactical intelligence products to forces, agencies and the Scottish Organised Crime and Drugs Tactical Tasking and Coordination Group	To deliver 12 tactical products by 31 March 2012
20. On behalf of Scottish law enforcement, develop and maintain multi-agency partnerships designed to enhance our capacity and capability to disrupt Scotland's serious organised criminals, their specialists and their groups	The number of Information Sharing Products including Information Sharing Protocols (ISPs) with partner agencies who are part of, or share SOCGM data and associated intelligence, through the Scottish Intelligence Coordination Unit (SICU)	To increase the family of partners who share SOCGM information from 8 to 12
21. On behalf of Scottish law enforcement, protect witnesses where it is assessed that there is a real threat of intimidation and reprisals from serious organised criminals and their groups	Assessments of SCDEA professionalism and levels of satisfaction from protected persons	Protected persons and our partners to assess that we provide a professional protective service

Our **DETECT** activities are focused towards the following outcomes of the Serious Organised Crime Taskforce national strategy – 'Letting Our Communities Flourish':

**Better intelligence to drive action; a greater and more valuable intelligence picture about the activities of serious organised crime groups; law enforcement agencies with Scottish, UK and international remits coordinating enforcement activities; richer picture of emerging threats; no place to hide for those involved in serious organised crime; and flourishing communities and sustainable economic growth.**

### January

SPSA Board  
 SCDEA Performance Management Group  
 SCDEA Governance Board  
 SCDEA Finance Group  
 SCDEA Tactical T&CG

### February

SPSA Board - Approval of Annual Update to Plan  
 SCDEA Finance Group  
 SCDEA Tactical T&G  
 Preparation for Annual Report begins

### March

SPSA Board  
 Serious Organised Crime Taskforce  
 SCDEA Finance Group  
 SCDEA Tactical T&CG

### April

SPSA Board  
 SCDEA Performance Management Group  
 SCDEA Governance Board  
 SCDEA Finance Group  
 SCDEA Tactical T&CG  
 SCDEA Annual Update to Plan published

### May

SPSA Board  
 SCDEA Finance Group  
 SCDEA Tactical T&CG

### June

SPSA Board  
 Serious Organised Crime Taskforce  
 SCDEA Finance Group  
 SCDEA Tactical T&CG  
 Annual Report published

### July

SCDEA Performance Management Group  
 SCDEA Governance Board  
 SCDEA Finance Group  
 SCDEA Tactical T&CG

### August

SPSA Board  
 Serious Organised Crime Taskforce  
 SCDEA Finance Group  
 SCDEA Tactical T&CG

### September

SPSA Board  
 SCDEA Finance Group  
 SCDEA Tactical T&CG  
 Consultation begins for SCDEA Annual Update to Plan

### October

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

### November

SPSA Board  
 Serious Organised Crime Taskforce  
 SCDEA Finance Group  
 SCDEA Tactical T&CG  
 Draft SCDEA Strategic Priorities for next year provided by Scottish Government  
 Strategic T&CG and Strategic Assessment Annual Review

### December

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

### External Governance and Independent Inspections

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

# SCDEA Governance and Planning Calendar



**CONTACT THE SCOTTISH CRIME AND DRUG ENFORCEMENT AGENCY AT**  
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