Inverclyde council

Municipal Buildings, Greenock PA15 1LY

Ref: SL/AI

Date: 12 March 2020

A meeting of the Local Police and Fire Scrutiny Committee will be held on Thursday 26 March 2020 at 3pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal and Property Services

BUSINESS

		Page
1.	**Apologies, Substitutions and Declarations of Interest**	
PERFORMANCE MANAGEMENT		
2.	**Scottish Fire & Rescue Service Performance Report**	**p**
3.	**Police Scotland Performance Report**	**p**
NEW BUSINESS		
4.	**Local Police and Fire Scrutiny Committee Update Report (March 2020)** Report by Corporate Director Education, Communities & Organisational Development	**p**
5.	**Scottish Fire & Rescue Service, Inverclyde Local Fire and Rescue Plan: Consultation** Report by Corporate Director Education, Communities & Organisational Development	**p**
6.	**Joint Strategy for Policing (2020): Policing for a Safe, Protected and Resilient Scotland** Report by Corporate Director Education, Communities & Organisational Development	**p**

Enquiries to - **Sharon Lang** - Tel 01475 712112

**Inverclyde Performance Report
1st October 2019 - 31st December 2019**

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

**Working together
for a safer Scotland**

Inverclyde Performance Report

Table of Contents

Local Fire and Rescue Service Plan Priorities

The Local Fire and Rescue Service Plan has been developed to set out the priorities and objectives within Inverclyde and allows our local authority partners to scrutinise the performance outcomes of these priorities. We will continue to work closely with our partners in Inverclyde to ensure we are all **"Working Together for a Safer Scotland**" through targeting risks to our communities at a local level.

The plan has been developed to complement key partnership activity embedded across Inverclyde Community Plan and associated Delivery and Thematic plans. Through partnership working we will seek to deliver continuous improvement in our performance and effective service delivery in our area of operations.

The Local Fire and Rescue Plan for Inverclyde identified six areas for demand reduction and is subject to regular monitoring and reporting through the Police / Fire and Rescue Committee. A summary of the priorities and current activity is detailed below with further detail and analysis contained within this performance report.

	Accidental Dwelling Fires	Accidental Dwelling Fire Casualties	Unintentional Injury and Harm	Deliberate Fire Setting	Non-Domestic Fire Safety	Unwanted Fire Alarm Signals
Inverclyde Central	5	1	1	16	0	11
Inverclyde East	1	1	3	3	0	8
Inverclyde East Central	8	3	1	17	2	19
Inverclyde North	4	0	3	7	0	24
Inverclyde South	1	0	2	9	2	23
Inverclyde South West	0	0	3	3	0	6
Inverclyde West	3	0	0	9	1	2
Total Incidents	**22**	**5**	**13**	**64**	**5**	**93**
Year on Year Change	-8%	-17%	-24%	88%	-44%	-14%
3 Year Average Change	0%	0%	-16%	-23%	-14%	-1%

About the statistics within this report

The activity totals and other statistics quoted within this report are published in the interests of transparency and openness. They are provisional in nature and subject to change as a result of ongoing quality assurance and review. Because all statistics quoted are provisional there may be a difference in the period totals quoted in our reports after local publication which result from revisions or additions to the data in our systems. The Scottish Government publishes official statistics each year which allow for comparisons to be made over longer periods of time.

⬤ Activity levels have reduced by more than 5%

🔺 Activity levels have reduced by up to 5%

🔶 Activity levels have increased overall

Inverclyde Activity Summary

fires primary & secondary — **97** — ↑ 35%

special services — **67** — ↑ 22%

false alarms — **194** — ↓ -10%

358 total number of **incidents** — ↑ 4%

22 fire & non-fire **casualties** — ↓ -8%

£183,210 economic cost of **ufas incidents**

*data above is year on year change

Activity by Time of Day

	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
Mon																								
Tue																								
Wed																								
Thu																								
Fri																								
Sat																								
Sun																								
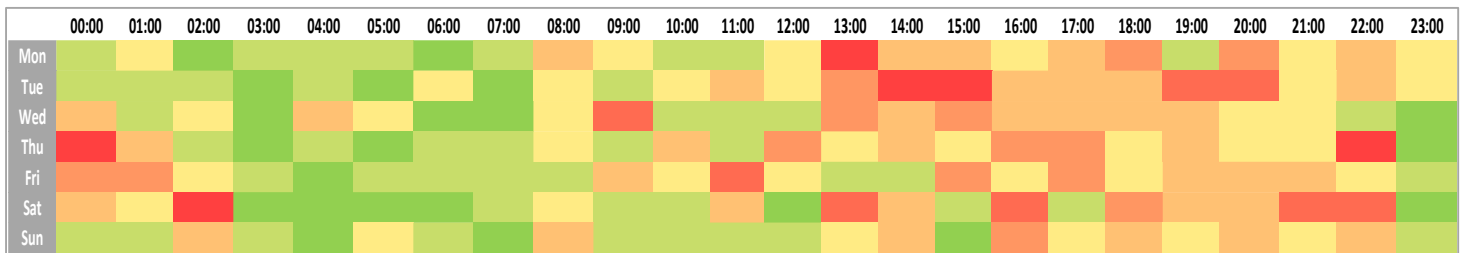
Incidents by Classification

Annual Average — 27%, 18%, 54%

3 Year Average — 26%, 19%, 56%

- All Fires
- All Special Services
- All False Alarms
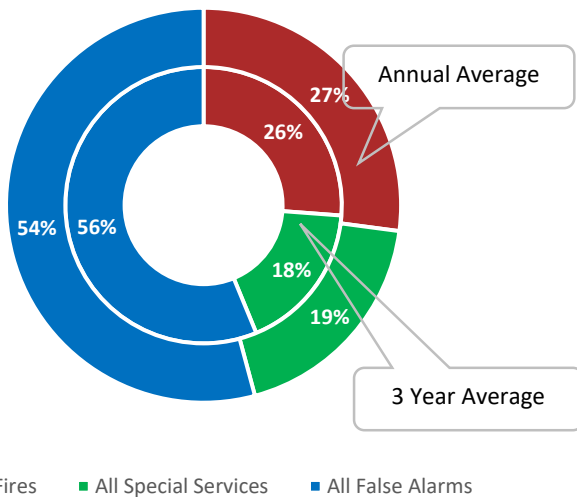
Top 15 Incidents Types by %

Incident Type	%
False Alarm (UFAS)	25.98%
False Alarm (Dwelling)	14.25%
False Alarm (Good Intent)	12.29%
Refuse Fire	9.22%
Dwelling Fire	6.98%
Effecting entry/exit	6.15%
Vehicle Fire	4.75%
Outdoor Fire	3.63%
RTC	3.35%
False Alarm (Malicious)	1.68%
Flooding	1.68%
Other Building Fire	1.40%
Assist other agencies	1.40%
No action (not false alarm)	1.40%
Medical Incident	0.84%
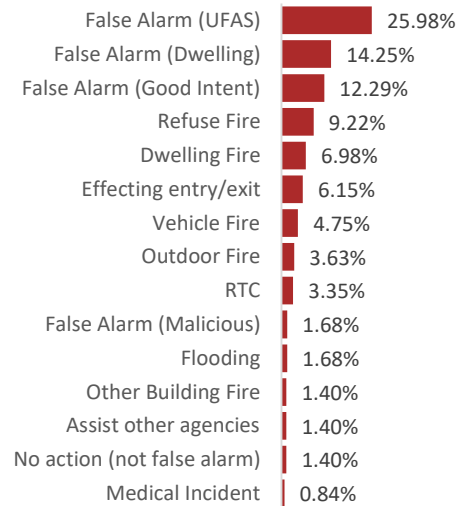
Inverclyde Operational Trends

Years: 2014/15, 2015/16, 2016/17, 2017/18, 2018/19, 2019/20

- Total Incidents
- All Fires
- All Special Services
- All False Alarms
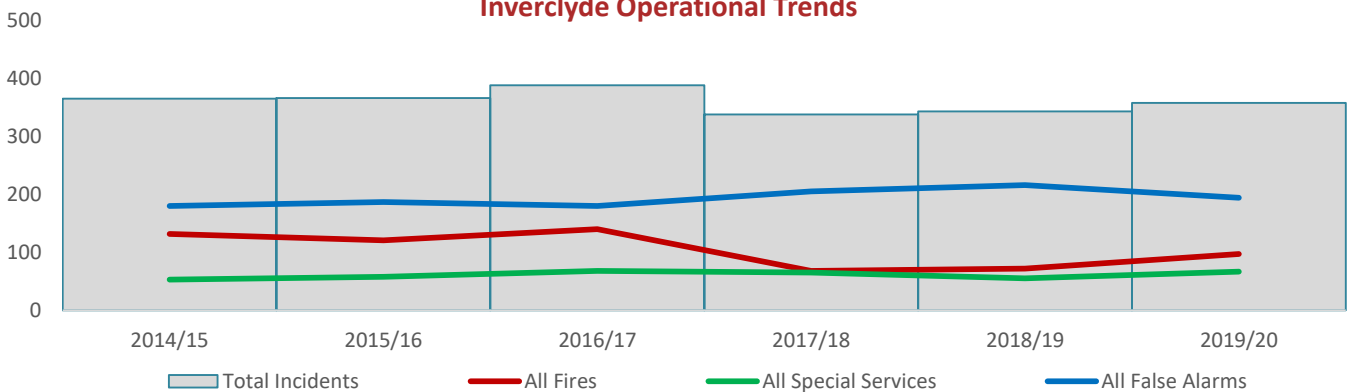
Domestic Safety - Accidental Dwelling Fires

Performance Summary

Year on Year	3 Year Average
🟢 -8%	🔺 0%

Main Source of Ignition

Cooking Appliance	Electricity supply	Other domestic style appliance	Smoking Related	Matches, candles, naked flame
9	4	4	2	2

Accidental Dwelling Fires

2015/16	2016/17	2017/18	2018/19	2019/20
27	22	18	24	22
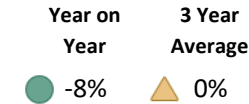
Accidental Dwelling Fires by Time of Day
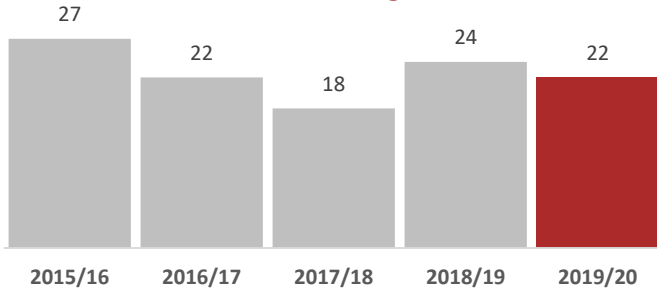
Accidental Dwelling Fires Activity by Ward (% share)

- Inverclyde Central **23%**
- Inverclyde East **5%**
- Inverclyde East Central **36%**
- Inverclyde **18%**
- Inverclyde South **5%**
- Inverclyde South West **0%**
- Inverclyde West **14%**
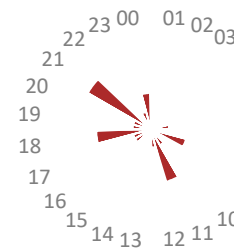
Severity of Accidental Dwelling Fires

- No Firefighting Action **55%**
- Direct Firefighting **36%**
- No Heat/Smoke Damage **50%**
- No Fire Damage **9%**

Human Factors

- Distraction **27%**
- Alcohol/Drug Impairment **27%**
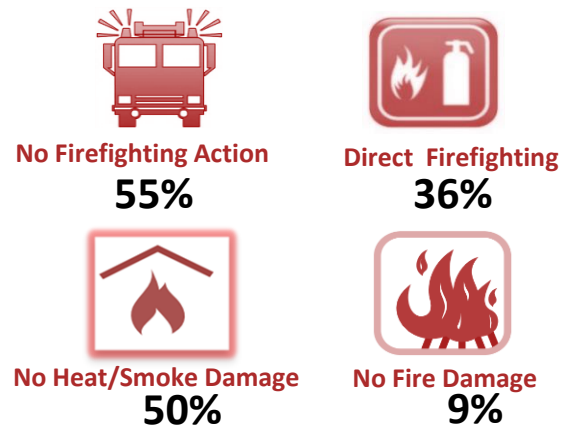
Automatic Detection & Actuation

- Detection Present **82%**
- Calls Made via Linked **82%**
- Detection Actuated **67%**

A reduction from the same reporting period last year.

No definitive pattern in terms of time of day across the reporting period, however, we do note that three out of the five main causes of ignition are human related.
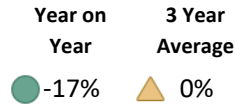
This, however, should also be read in context with the statistics that over half of these incidents had no direct firefighting involved.

We also note the high numbers of both detection and linked alarms involved within the reporting data demonstrating a positive picture that the right households are being identified and equipped.
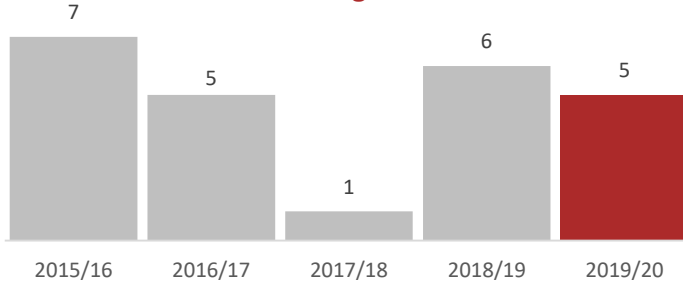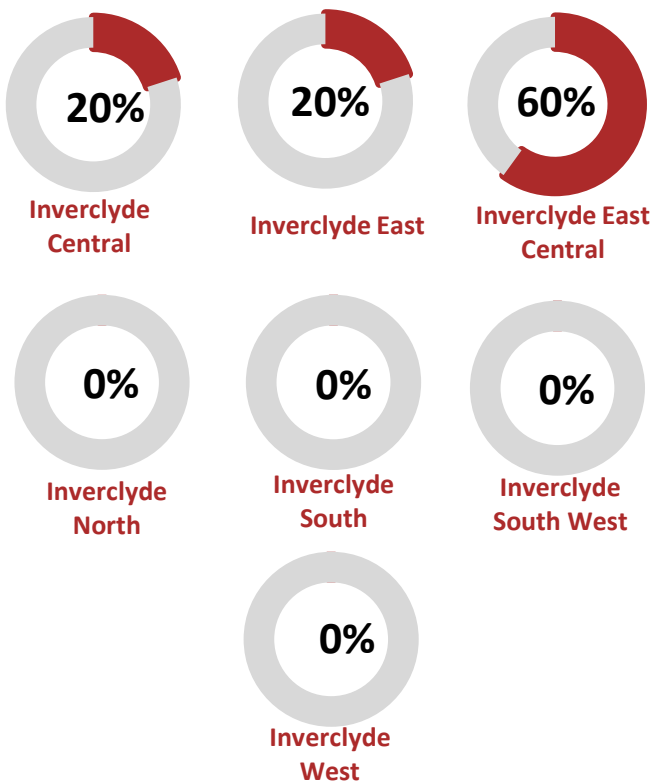
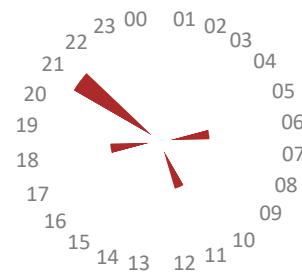# Domestic Safety - Accidental Dwelling Fire Casualties

Performance Summary

Year on Year	3 Year Average
● -17%	▲ 0%

Accidental Dwelling Fires Casualties

2015/16	2016/17	2017/18	2018/19	2019/20
7	5	1	6	5

Accidental Dwelling Fire Casualties by Ward (% share)

- **20%** Inverclyde Central
- **20%** Inverclyde East
- **60%** Inverclyde East Central
- **0%** Inverclyde North
- **0%** Inverclyde South
- **0%** Inverclyde South West
- **0%** Inverclyde West

Fire Casualties by Time of Day

Nature of Injury

- **Smoke inhalation**
- **Breathing difficulties**
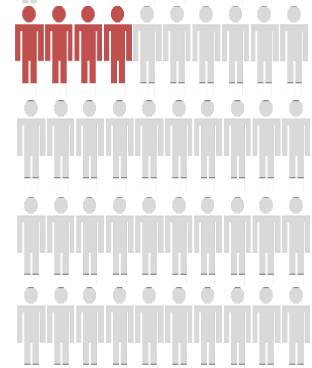
Extent of Harm

Fatality	Hospital - Serious Injuries
0%	0%

Hospital - Slight Injuries	First Aid at Scene
20%	80%

Age / Gender Profile

Male 40%   **Female 60%**

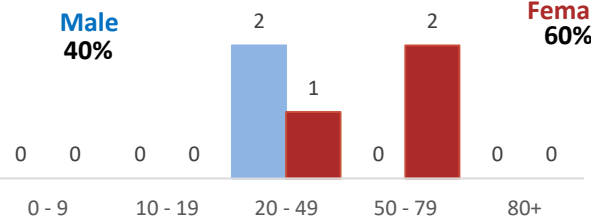|	0 - 9	10 - 19	20 - 49	50 - 79	80+
Male	0	0	2	0	0
Female	0	0	1	2	0

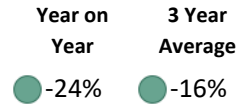A reduction from the same reporting period last year.

The figures in this report relating to high detection rates correlate to the statistics in this section in that only one casualty was taken to hospital with another four being treated on scene with first aid.

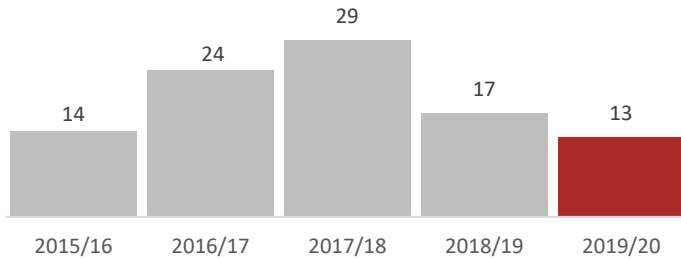This demonstrates that early detection has a positive impact on casualty condition.
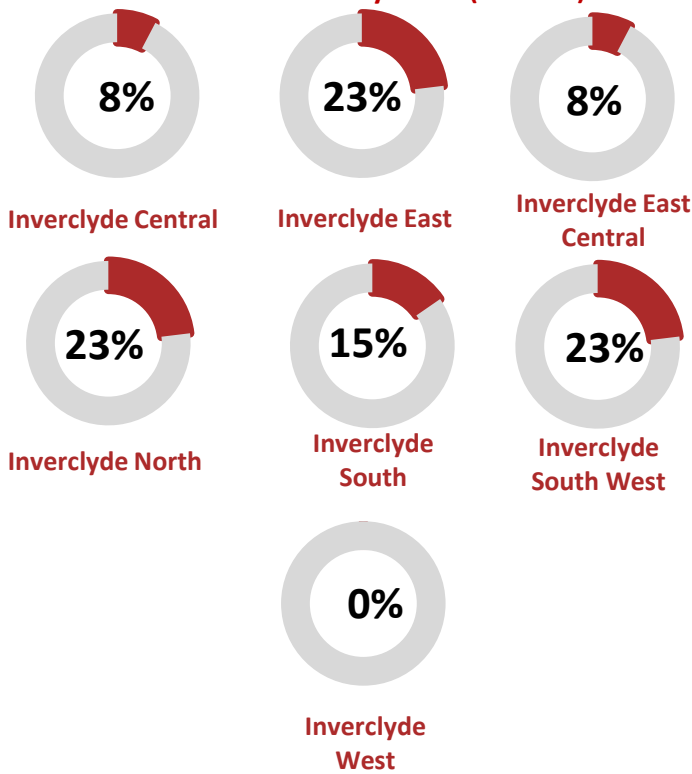
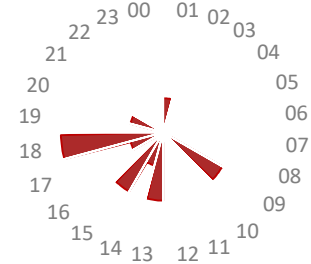# Unintentional Injury and Harm

Performance Summary

	Year on Year	3 Year Average
	-24%	-16%

Non-Fire Casualties

2015/16	2016/17	2017/18	2018/19	2019/20
14	24	29	17	13

Non-Fire Casualties by Ward (% share)

8% Inverclyde Central

23% Inverclyde East

8% Inverclyde East Central

23% Inverclyde North

15% Inverclyde South

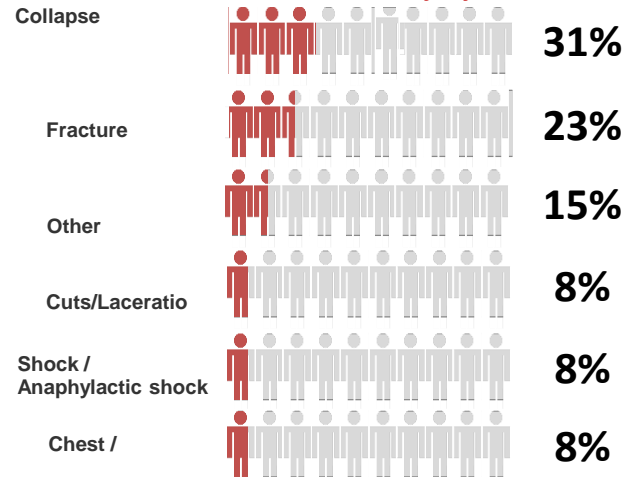**23%** Inverclyde South West

0% Inverclyde West

Lowest figures over this reporting period for the last 5 years. It should be noted that , although the reporting figures are low, we are still seeing a high percentage of incidents where SFRS are assisting other agencies.
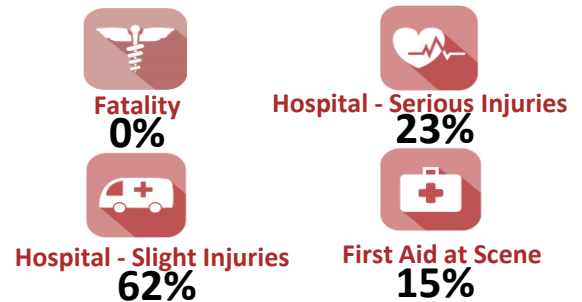
Non-Fire Casualties by Time of Day

00 01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 22 23

Nature of Injury

Collapse	31%
Fracture	23%
Other	15%
Cuts/Laceratio	8%
Shock / Anaphylactic shock	8%
Chest /	8%

Extent of Harm

Fatality	Hospital - Serious Injuries
0%	23%
Hospital - Slight Injuries	First Aid at Scene
62%	15%

Non-Fire Emergency Activity

Road Traffic Collision	Assisting Other Agencies	Water Rescue
31%	54%	0%

Age / Gender Profile

Male 54%   **Female 46%**

	0 - 9	10 - 19	20 - 49	50 - 79	80+
Male	0	0	3	2	2
Female	0	0	1	4	1

7
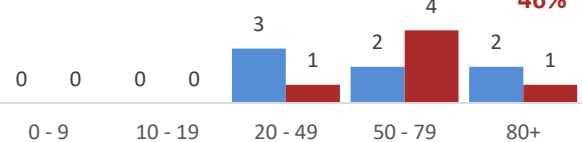
Deliberate Fire Setting

Performance Summary

	Year on Year	3 Year Average
◆	88%	● -23%

Deliberate Fires

- 2015/16: 80
- 2016/17: 105
- 2017/18: 39
- 2018/19: 34
- 2019/20: 64
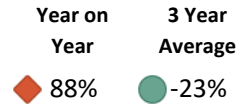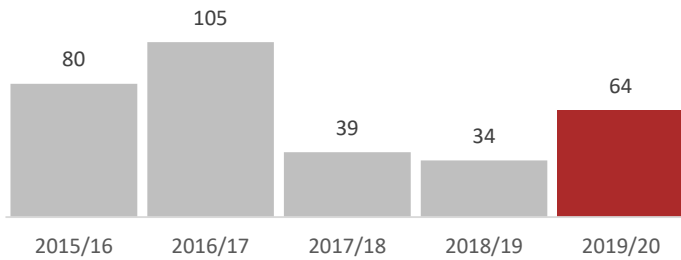
Deliberate Fires by Ward (% share)

- **25%** Inverclyde Central
- **5%** Inverclyde East
- **27%** Inverclyde East Central
- **11%** Inverclyde North
- **14%** Inverclyde South
- **5%** Inverclyde South West
- **14%** Inverclyde West

Deliberate Fires by Time of Day

Deliberate Fires by Classification

	Primary	Secondary
2019/20	30%	70%
2018/19	24%	76%
2017/18	38%	62%
2016/17	15%	85%
2015/16	15%	85%
2012/13	21%	79%

Primary Fire Ratio by Activity Type

- **Dwellings**: 16%
- **Other Buildings**: 16%
- **Vehicles**: 58%
- **Other Primary**: 11%

Secondary Fire Ratio by Activity Type

- **Refuse**: 71%
- **Other Secondary**: 29%

Deliberate Fires Compared to Operational Activity

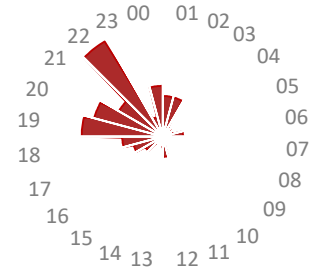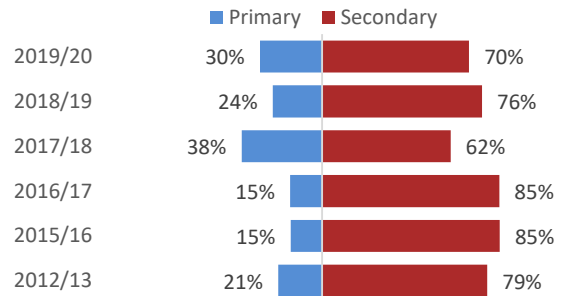| Year	All Incidents	Deliberate Secondary Fires
2014/15	365	79
2015/16	366	68
2016/17	388	89
2017/18	338	24
2018/19	343	26
2019/20	358	45

Definitions

Primary Fires - all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances

Secondary Fires – fire incidents that did not occur at a primary location, was not a chimney fire in an occupied building, did not involve casualties (otherwise categorised as a primary incident) and was attended by four or fewer appliances.
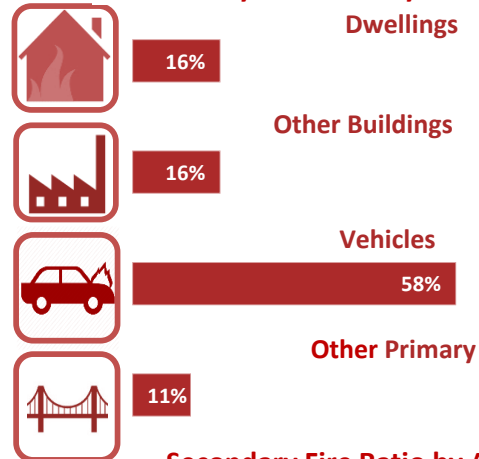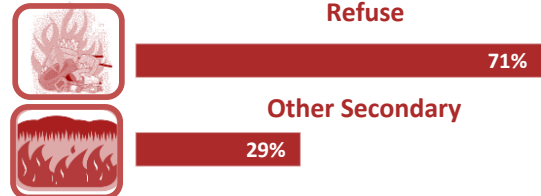
There has been an increase over this reporting period from last year and there has been a pattern of incident activity in the evening hours.
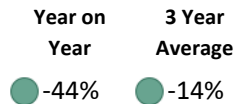The largest percentage of primary fires is noted as being vehicle fires over this period (11 Incidents)
The largest percentage of secondary fires is noted as being refuse fires over this period (32 Incidents)
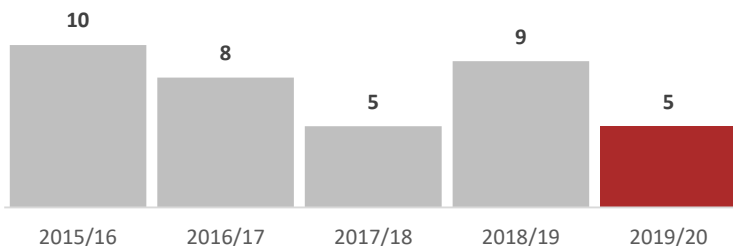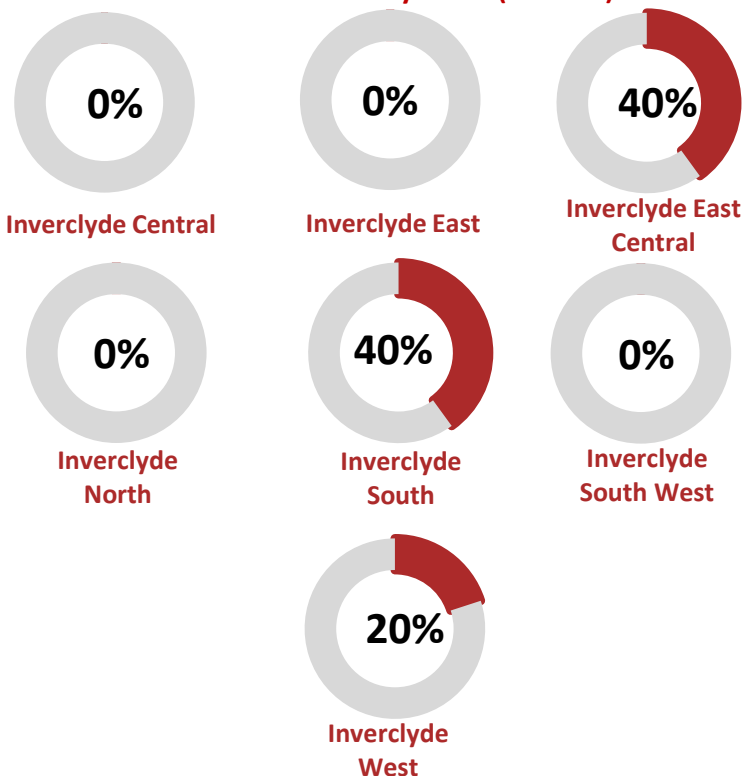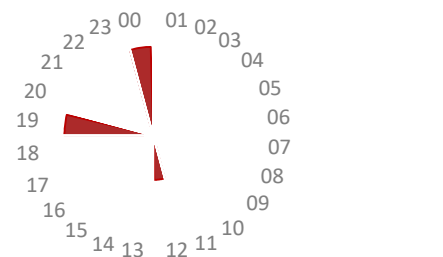
Non Domestic Fire Safety

Performance Summary

	Year on Year	3 Year Average
	-44%	-14%

Non Domestic Fires

2015/16	2016/17	2017/18	2018/19	2019/20
10	8	5	9	5

Non-Domestic Fires by Time of Day

(clock diagram showing hours 00–23)

Non-Domestic Fires by Ward (% share)

Inverclyde Central	Inverclyde East	Inverclyde East Central
0%	0%	40%

Inverclyde North	Inverclyde South	Inverclyde South West
0%	40%	0%

Inverclyde West
20%

Non-Domestic Fires by Nature of Origin

40%

60%

- Accidental
- Deliberate
- Not Known
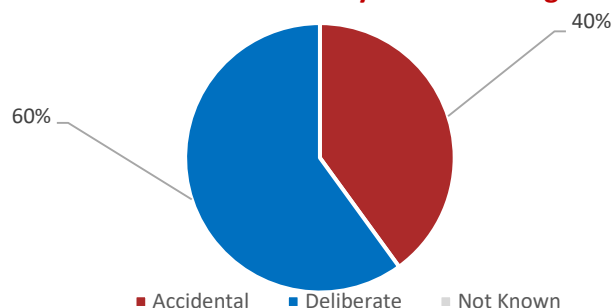
Severity of Non-Domestic Fires

No Firefighting Action	Direct Firefighting
40%	40%

Heat/Smoke Damage	No Fire Damage
60%	60%
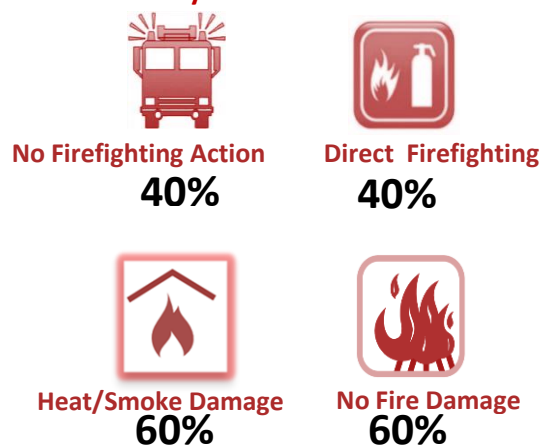
Non-Domestic Fires by Premises Type

Premises	Count
Purpose built office	1
Takeaway, fast food	1
Hospital	1
Private garage	1
Public toilets	1
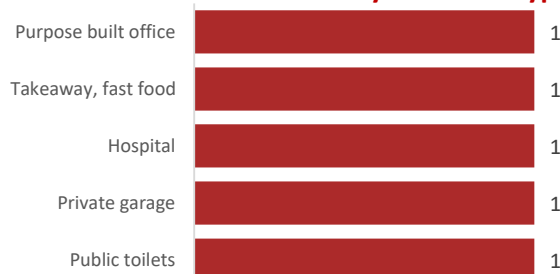
Incident activity equalling lowest figures for the last five years over this reporting period.
No pattern over building use or time of day.
All relevant premises involved have had a post fire audit undertaken by SFRS Enforcement Officers and any remedial action required noted and communicated to business dutyholders.

Unwanted Fire Alarm Signals

Performance Summary

	Year on Year	3 Year Average
	● -14%	△ -1%

Unwanted Fire Alarm Signals by Time of Day

Unwanted Fire Alarm Signals

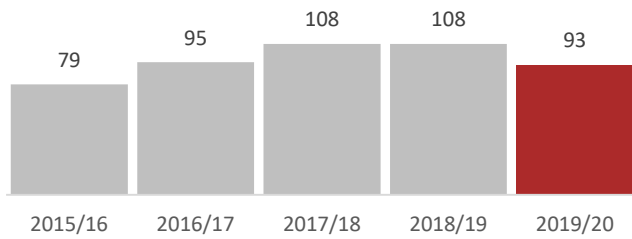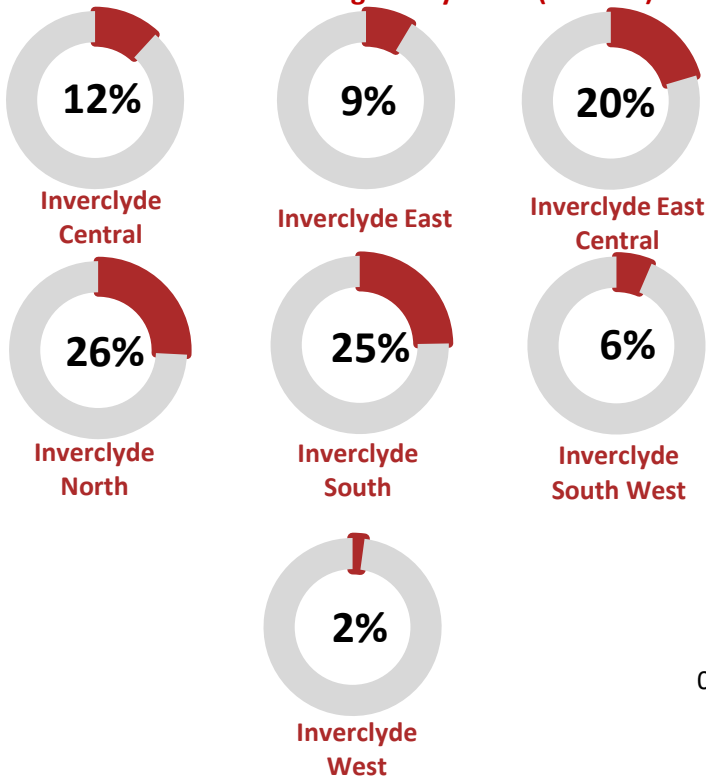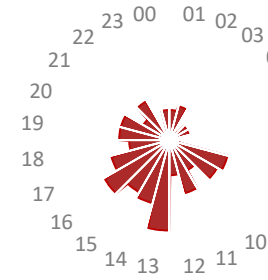| 2015/16	2016/17	2017/18	2018/19	2019/20
79	95	108	108	93

Unwanted Fire Alarm Signals - Top 5 Premises

- Education 31%
- Hospitals 19%
- Nursing/Care 11%
- Retail 10%
- Pubic Admin 9%

Unwanted Fire Alarm Signals by Ward (% share)

- Inverclyde Central — 12%
- Inverclyde East — 9%
- Inverclyde East Central — 20%
- Inverclyde North — 26%
- Inverclyde South — 25%
- Inverclyde South West — 6%
- Inverclyde West — 2%

0
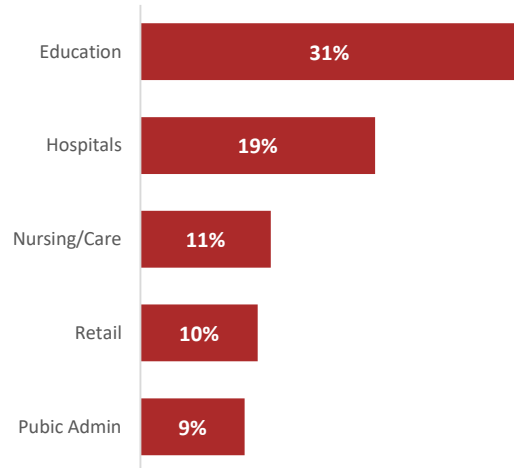
Unwanted Fire Alarm Signals Activity Ratios

UFAS Percentage Against all Incidents

26%

UFAS Percentage Against all False Alarms

48%

Human Influence and Alarm Activations

32%

Average Unwanted Fire Alarm Signals per Day

Mon	Tue	Wed	Thu	Fri	Sat	Sun
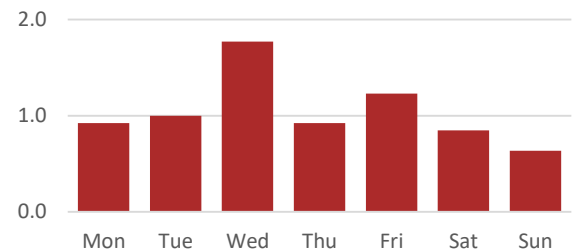
Lowest incident data over this period for the last four years.
A high percentage of the activity still remains within businesses over the course of ther normal hours of opening.
A number of initiatives are being undertaken within Inverclyde and SFRS will monitor the effectiveness of these in supporting business continuity and a reduction in demand on SFRS.

Keeping People Safe in Inverclyde

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

POLICE SCOTLAND
Keeping people safe

Violence & Antisocial Behaviour

Upward trend in serious and minor violence

YTD (April to January 2020) Group 1 Crimes of violence have increased by 24 crimes to a total of 137. The 5 year average for Group 1 crimes is 106.8. The detection rate for Group 1 crimes is 72.7%, compared to a Divisional position of 70.1%.

Since April 2019, 2,923 crimes have been identified via police proactivity, up 5.6% on the previous year. This includes weapons carrying and drug offences.
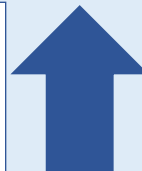
There have been 587 recorded common assaults, up 5.8% (32 crimes) on the previous year. The 5 year average for common assaults is 541.4. 18% of assaults targeted emergency workers. These crimes are most commonly perpetrated against police officers.

Fire raisings increased by 26 crimes on the previous year to 56. The detection rate is 25%. Vandalism and Malicious Mischief increased by 8 crimes to 523. Detections also increased to 22.4%, above the 5yr mean of 13%.

Acquisitive Crime

Shoplifting has increased 13.6% to a total of 410 crimes. This is 49 more crimes and 37% above the 5 yr mean.

Housebreaking crimes (inc attempts) - have decreased by 1.4% (2 fewer crimes). The majority of HBs targeted dwelling houses.

Motor vehicle crime increased by 23% on the previous year; heightened by increases in opening lockfast vehicles (+17 crimes) and theft from a motor vehicle (+23 crimes). Theft of a motor vehicle decreased by 19.3% in the reporting period.

There were seven bogus caller crimes in Inverclyde. Two crimes involved suspects pertaining to be from the Water Board to carry to steal from within. Business types used by bogus workmen include buldiers, roofers and gardeners. On several occassions work was paid for and not carried out. Bogus workmen are known to contact complainers through rated tradespeople websites.

Inverclyde

Local Policing Plan (2017 – 2020)

Reporting Period: 1st April to 31st January 2020

Public Protection

Reported sexual crimes have decreased by 9.6% on the previous year, to a total of 119 crimes. This is slightly above the 5 yr mean of 115.6.

The detection rate for sexual crimes is 45.5%, up 3% on the previous year.

Rape and attempted rape are also declining – down from 29 to 26 crimes (-10.3%)

The detection rate for rape has increased from 28.6% to 41.7%.

22% of the sexual crimes recorded in the reporting period were against young people under the age of 16 years at the time of the offence. This is a 12% decrease on the previous year.

52% of sexual crimes were non-recent. 18 of these non-recent crimes relate to ongoing investigations into institutional abuse which form part of a national enquiry.

Since 1st April 2019 to 31st January 2020 there have been 105 Missing Person reports in Inverclyde, of which just under 30% involved individuals residing within Young Persons Units within the area. The vast majority of missing person incidents involving children in care involved a limited number of repeat absconders. Young Person Units featured in the top five locations for persons to be reported missing from Inverclyde (Neil Street Childrens Centre and The View Childrens Carehome). Persons aged between 10-19 years were involved in nearly 63% of all missing person reports.

810 domestic abuse incidents have been recorded, up 15.7% on the previous year. Increasing conversion rates from domestic incidents to crimes continues with a rate of 45.8%.

There were 41 complaints about police during the reporting period. This is 22.5 complaints per 10,000 police incidents.

Major Crime & Terrorism

Targeting serious organised crime continues to be a priority for the division. Drug related criminailty is a significant driver for SOC. YTD there was an increase of 15.5% on drug related crimes. This includes an increase on proactive possession of drugs charges which have increased by 16.1% to 650 crimes.

There have been 53 drug supply charges raised YTD, one more than the previous year. Nine crimes were raised relating to production/manufacture of drugs, four more than the previous year.

YTD there have been 26 drug related deaths (awaiting toxicology results). Etizolam continues to feature in the majority of the confirmed drug deaths. All confirmed deaths involved polydrug use

128 crimes have been designated as 'cyber-crimes' via application of the relevant cyber-crime marker, in 2019/20. Reported offences included online credit and debit card fraud and menacing and offensive communication offences using various social media platforms such as Instagram and Facebook.

Road Safety & Road Crime

There has been one road fatality recorded in the period covered. This represents one more road death than the previous year. Meanwhile, serious road injuries have increased by seven to a total of 24, while slight injuries also increased – up to 73 (13 more than last year).

Overall, offences relating to vehicles are down on the previous year: Speeding (-28.8%), seat belt offences (-3.1%), dangerous driving (-40%), Insurance (-27.5%), driving licence offences (-25%) and use of mobile phones (-26.9%). Drink/drug driving offences were up by six crimes on the previous year.

POPULATION

ENVIRONMENT, CULTURE & HERITAGE

Nurtured (Children & Young People)

INEQUALITIES

Empowered Residents

Organisational Improvement – Basic Driving Assessment – In the past, new recruits would be required to wait a number of months before they could drive police vehicles. A change in policy means that those who now join Police Scotland, and hold a Category B Drivers Licence, will be given the opportunity to undergo a Basic Driving Assessment during their initial training at Tulliallan. The assessment is carried out by Police Driving Instructors, and providing the officer is deemed competent, they will be able to drive police vehicles from the day they are deployed operationally. Locally this will permit probationary officers to arrive in Inverclyde fully operational which enhances our capacity to deploy officers more widely.

Wellbeing Matters – Police Scotland is committed to encouraging officers and staff to be mindful and look after their own mental health and wellbeing. The Wellbeing program recognised the challenges faced by all staff on a daily basis and identified the need for quiet space away from the constant daily demands. A Wellbeing 'Quiet Room' within Greenock Police office was created to provide officers and staff to take time out and decompress after stressful or traumatic incidents or to simply unwind after a stressful day. The room can also be used for employees to fulfil physical, spiritual and religious needs. Located away from the busy operational areas of Greenock Police Office, the room has been modernised to contain relaxed lighting and comfortable seating so that officers and staff feel peaceful and comfortable. 'K' Division have 'Wellbeing Champions' across the Division have been able to provide officers and staff a point of contact and to assist in signposting them to appropriate services for Psychological, Physical, Financial and social support. As we move into 2020 the resource challenges will continue with Brexit and COP26 already anticipated.

Multi Agency Partnership Working - Police were contacted regarding an intoxicated male in Port Glasgow. A quick thinking Inverclyde Council CCTV operator identified the suspect who was seen in possession of two weapons and chasing another male before trying to hide within a vehicle. The CCTV operator was able to provide real time updates on the suspect's whereabouts and directed officers to his location and alerted them about the weapons. A Taser trained officer was deployed contained the suspect within his vehicle until he could be safely extracted and arrested. The suspect appeared at court the following day and was remanded in custody. This is another great example of Local authority CCTV operators being vigilant and alert to on-going incidents, directing officers to a violent offender, maximising safety to the public while minimising risk to officers and the public.

Notable Arrest – February 2020 – Officers on proactive patrols in Greenock Town centre observed two males, one of whom matched the description issued of a male involved in a violent robbery within a shop a few days previous. He was stopped and arrested on suspicion of Robbery. Due to the circumstances, the second male was searched under misuse of drugs legislation whereby he was found to be in possession of a knuckle duster fighting knife and also arrested. On reviewing the Robbery footage, officers were able to positively identify both males as being involved in the Robbery and were both charged and held in custody to appear at court whereby they were remanded pending trial.

Fearless Project – The prevalence of drugs and substance misuse within secondary schools has been highlighted locally and is supported by recent youth engagement survey conducted by CLD (Community Learning Development). To understand the scale of the issue, Police funded Fearless workshops have taken place across all secondary schools in Inverclyde. Fearless is an organisation which is web based, where anyone can access non-judgemental information and advice about crime and criminality. Fearless is predominately aimed at young people aged 11-16 years and offers the ability to pass information about crime, 100% anonymously. The success of this campaign will be managed by Fearless who will providing statistical analysis of increased intelligence within the community and education environment. This will help provide a clearer picture of drugs within the education environment and assist Police and partners to take appropriate measures to safeguard our young people.

Herbert Protocol – The Herbert Protocol is an information gathering tool to assist officers locating a vulnerable person (including individuals living with Dementia, Alzheimer's, learning difficulties or other cognitive disorders or illnesses) who has been reported missing, as quickly as possible. Where a vulnerable individual is identified, a form containing key personal information will be completed by a family member / friend / neighbour or carer, and a copy retained at the vulnerable persons address. This pre-populated data will expedite the collation of information and thereby allowing the investigation to commence at the earliest opportunity when a vulnerable person is reported missing. The Herbert Protocol goes live in Renfrewshire and Inverclyde on 11th March 2020. Locally, SPC Murdoch has been trained as a trainer for UNIPAR speed detection device and is currently delivering training to local officers to increase the number permitted to conduct road safety speed checks. This will have a positive impact in ensuring the roads in Inverclyde remain safe.
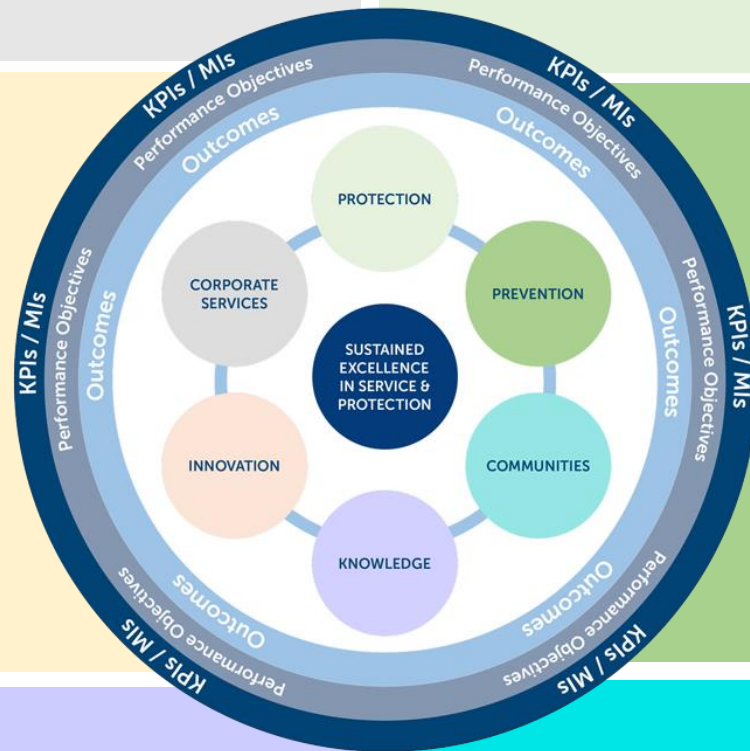
West Stewart Street – Anti-social Behavior – A multi-agency Action Plan has been devised to run until the end of March to tackle complaints of Anti-social behaviour and discourage groups from gathering at West Stewart and Kilblain Street, Greenock. It's recognised that many of the people involved are vulnerable and are alcohol and / or drug dependent which contributes to many of the issues being experienced. The Action Plan combines a mixture of high visibility and plain clothed policing patrols in conjunction with Community Wardens. Crimestoppers material will be distributed to increase awareness of reporting crime anonymously and to encourage the community to provide information. A number of local support agencies will be encouraged to attend the area to engage and offer support where suitable. Officers will take robust approach to criminality where appropriate but equally, will signpost individuals who may benefit from support.

Financial Harm awareness – During January 2020, our Preventions and Interventions officer conducted a financial harm / scam awareness session in Greenock Town centre. This was a multi-agency awareness session with Police, Trading standards, Victim support and an RBS preventions officer. The aim was to raise awareness and offer advice to prevent against becoming a victim of a scam. As a result of the campaign **489** vehicles were stopped across the K division and from that 5 persons in Inverclyde were charged with offences relating to being unfit to drive through impairment.

Counter Terrorism and Radicalisation training – In January & February 2020, our Divisional Counter Terrorism Liaison Officer and colleagues delivered a Counter Terrorism Awareness input to staff and students at the West College Scotland, Waterfront Campus in Greenock. The key messages focused on increased public vigilance and reporting mechanisms for any terrorism concerns, reminding members of the public to be alert to potential risks but not to be alarmed.

Warrants– Arresting people wanted on warrant form part of Policing core duties. There are different types of warrant e.g. apprehension, means enquiry (outstanding fines) and Extract conviction warrants (return to Prison). Warrants are routinely issued by courts and require close management and robust risk assessments to be conducted to ensure enquiries are being conducted and that individuals wanted for the most serious crimes are being arrested timeously. Since January 2020 Officers in Inverclyde have executed over 90 warrants and will continue to target those individuals who actively try to avoid the justice system.

Crimestoppers Initiative – Inverclyde currently has the highest drug misuse prevalence rate in Scotland for both young men and young women (15-24) which is significantly higher than that of other areas in Scotland. To address this issue, Inverclyde Police are working with Crimestoppers to deliver a high profile local campaign to encourage co-operation from our communities to speak up whilst providing assurances of anonymity. The campaign narrative explains that Crimestoppers is independent of the Police. It is anticipated that calls to Crimestoppers will increase the flow of intelligence, particularly around the sale and supply of illicit drugs within our communities and overcome the 'wall of silence' which exists in some areas where people may fear retribution should they report matters to the police. This will shape future enforcement tactics, provide a clearer picture of drugs within the community and assist Police in targeting the right people, in the right place at the right time.

Theft – February 2020 – Police responded to information from the public regarding males stealing from AMP building, Dubbs Road in Port Glasgow. Officers attended and observed two males fleeing from the property. After a short chase one of the suspects was apprehended and found in possession of various tools and gloves used to steal material from the building. After diligent enquiries officers traced and apprehended the 2nd male whereby both have been reported for the offence and currently pending trial.

Central diagram:
KPIs / MIs — Performance Objectives — Outcomes
PROTECTION
PREVENTION
CORPORATE SERVICES
SUSTAINED EXCELLENCE IN SERVICE & PROTECTION
COMMUNITIES
INNOVATION
KNOWLEDGE

Independent (Older People)

Have your say ! - Your View Counts - https....

Inverclyde council

Report To:	**Local Police and Fire Scrutiny Committee**	**Date:**	**26 March 2020**
Report By:	**Corporate Director Education, Communities & Organisational Development**	**Report No:**	**P&F/03/20/HS**
Contact Officer:	**Hugh Scott – Service Manager Community Learning Development, Community Safety & Resilience and Sport**	**Contact No:**	**01475 715459**
Subject:	**Local Police and Fire Scrutiny Committee Update Report (March 2020)**		

1.0 PURPOSE

1.1 The purpose of this report is to update the Local Police and Fire Scrutiny Committee on current and emerging issues relating to Police and Fire and Rescue Services.

2.0 SUMMARY

2.1 The report provides an opportunity for the Committee to be made aware of national initiatives, reviews and consultations and, where appropriate, to inform Members' consideration of future agenda items relating to Police and Fire and Rescue matters.

2.2 This report is intended to draw these elements together with a view to informing and shaping future meeting agendas as appropriate and raising awareness of emerging issues.

This report provides updates for the following:

- The Scottish Police Authority and Scottish Police Authority Board;
- Her Majesty's Inspectorate of Constabulary in Scotland;
- The Scottish Government; and
- Inverclyde Council Education and Communities Committee

3.0 RECOMMENDATIONS

3.1 That the Committee notes the current and emerging national issues relating to Police and Fire and Rescue matters.

Ruth Binks
Corporate Director
Education, Communities & Organisational Development

4.0   SCOTTISH POLICE AUTHORITY

4.1   **SPA Board Meeting:** The January meeting of the SPA Board was held on 17 January 2020 in Edinburgh. Agenda items included a presentation on the draft of the Strategic Police Plan 2020, Brexit Contingency Planning, a report on the Policing of the Conference of the Parties (COP26) and an update on Digital Triage Devices and lessons learned.

In respect of the Strategic Police Plan, this has been tabled as a separate agenda item for the Committee to consider a response to the accompanying engagement consultation.

Regarding the agenda item on [Update on Digital Triage Devices and Lessons Learned](#) this paper provided a status update in respect of the proposed roll-out for the deployment of Digital Triage Devices. A previous update in relation to this matter was discussed at a previous Local Police and Fire Scrutiny Committee.

The SPA also confirmed it is to establish a dedicated oversight group to work with Police Scotland and others on the policing of the 26th Conference of the Parties (COP26). This agreement was made at the Board meeting following the agenda item in respect of [Policing of the Conference of the Parties (COP26)](#).

The agenda and associated papers for this meeting can be viewed using the following link: [17 January 2020](#).

4.2   **SPA Board Meeting:** The February meeting of the SPA Board was held on 20 February 2020 in Stirling. Agenda items included updates in respect of [Policing Brexit Update and Implications](#) as well as [Policing of the 26th Conference of the Parties (COP26)](#).

The SPA also approved three key documents to provide strengthened corporate oversight of change, system-wide assurance activity and management of risk. The three papers can be viewed as follows; [SPA Oversight of Change in Policing](#), [SPA Excellence Framework](#) and [SPA Risk Framework](#).

The agenda and associated papers for this meeting can be viewed using the following link: [19 February 2020](#).

4.3   **SPA Corporate Plan 2020-23:** The SPA has published a draft copy of the Corporate Plan 2020-23. This plan sets out the role and responsibilities of the SPA as the governance body for policing in Scotland, the outcomes it seeks to achieve and the high level activities designed to achieve them. It aligns to the Strategic Police Priorities which were published by the Scottish Government in December 2019 and the Draft Strategic Police Plan which is also being considered by this Committee. The plan will be finalised at the Authority's Board meeting on 25 March.

5.0   HER MAJESTY'S INSPECTORATE OF CONSTABULARY IN SCOTLAND (HMICS)

5.1   **Thematic Inspection of Hate Crime-Terms of Reference-** HMICS has committed to a statutory inspection of the policing response to Hate Crime as part of its Scrutiny Plan for 2019-20. The aim of this inspection will be to assess the effectiveness and efficiency of Police Scotland's response to Hate Crime. The inspection will examine in detail the accessibility and ease with which communities can record crime and incidents where hatred and intolerance features. HMICS will also review call handling procedures in place to identify and prioritise this form of crime.

The report to the paper can be used using the following link: [Thematic Inspection of Hate Crime - Terms of Reference](#).

5.2   **Strategic review of Police Scotland's response to online child sexual abuse-** HMICS published a [Strategic Review](#) in relation to Police Scotland's response to online child sexual abuse. The aim of the inspection was to provide a strategic overview of Police Scotland's response to online child sexual abuse, which will raise public awareness of the issues and

enhance the understanding of policy makers and practitioners.

HMICS assessed the response from a strategic, tactical and operations perspective, both locally and nationally. To gain an overview of local service delivery, HMICS looked at three territorial policing divisions: Edinburgh, Tayside and Renfrewshire and Inverclyde.

The final report made 10 recommendations which are contained within the Strategic Review.

6.0 SCOTTISH GOVERNMENT

6.1 An Official Statistics publication for Scotland Domestic abuse recorded by the Police in Scotland, 2018-19 was published on 25 February 2020. This publication presents statistics on domestic abuse, based on details of incidents and recorded crime supplied by Police Scotland in 2018-19. Incidents of domestic abuse recorded by the police do not reveal all incidents of domestic abuse in Scotland as not all incidents are reported to the police.

6.2 The publication indicates that across Scotland, levels of domestic abuse recorded by the police in Scotland have remained relatively stable since 2011-12, with around 58,000 to 61,000 incidents a year. The police recorded 60,641 incidents of domestic abuse in 2018-19, an increase of 2% compared to the previous year. At a local authority level, in Inverclyde there were 874 incidents of domestic abuse recorded by the Police in 2018-19 a slight reduction from 2017-18. Incidents of domestic abuse recorded by the police per 10,000 population, by local authority, 2018-19 shows that Inverclyde ranks the same as the Scottish average (112 incidents per 10,000).

7.0 INVERCLYDE COUNCIL EDUCATION AND COMMUNITIES COMMITTEE

7.1 There was submitted a report to the Inverclyde Council Education and Communities Committee by the Corporate Director for Education and Communities (10 March 2020) in respect of the Inverclyde Antisocial Behaviour Strategy 2020-25. The publication of this Strategy is a legal requirement of the Antisocial Behaviour etc. (Scotland) Act 2004 that Inverclyde Council and Police Scotland must jointly prepare an antisocial behaviour strategy for the authority area. The report to the Committee sought approval for the publication of the Strategy.

8.0 IMPLICATIONS

8.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

8.2 Legal

N/A.

8.3 **Human Resources**

N/A

8.4 **Equalities**

Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

8.5 **Repopulation**

This structure is intended to protect and assist the local communities.

9.0 CONSULTATIONS

9.1 N/A.

10.0 BACKGROUND PAPERS

10.1 Local Police and Fire Scrutiny Committee 18 April 2019.
Local Police and Fire Scrutiny Committee Update report (April 2019) (P&F/05/19/HS).

Report To:	**Local Police and Fire Scrutiny Committee**	**Date:**	**26 March 2020**
Report By:	**Corporate Director Education, Communities and Organisational Development**	**Report No:**	**P&F/05/20/HS**
Contact Officer:	**Hugh Scott, Service Manager Community Learning Development, Community Safety & Resilience and Sport**	**Contact No:**	**01475 715450**
Subject:	**Scottish Fire & Rescue Service, Inverclyde Local Fire and Rescue Plan: Consultation**		

1.0 PURPOSE

1.1 The purpose of this report is to present the consultation response in respect of the Scottish Fire & Rescue Service local fire and rescue plan consultation for the Inverclyde plan.

1.2 The report provides members with the legislative framework of the consultation, the approach by Inverclyde Council in respect of the consultation response and the final submission of the consultation.

2.0 SUMMARY

2.1 Following publication of the Scottish Fire & Rescue Service (SFRS) Strategic Plan 2019-22, SFRS is legally required under the Police and Fire Reform (Scotland) Act 2012 to prepare a local fire and rescue plan for each authority area.

2.2 The legislation also requires SFRS to consult on the local fire and rescue plan with such other persons as SFRS considers appropriate and subsequently an invitation was made to the Local Police and Fire Scrutiny Committee by the Local Senior Officer for East Renfrewshire, Renfrewshire and Inverclyde to respond to the consultation. The consultation invitation letter is appended for members' information (Appendix 1).

2.3 In advance of the consultation submission date to SFRS, elected members attended a briefing session on Wednesday 26 February 2020 to consider Inverclyde Council's response to the consultation. The consultation response from the Committee is included as Appendix 2.

3.0 RECOMMENDATIONS

3.1 That the Local Police and Fire Scrutiny Committee approves the consultation response to the Scottish Fire & Rescue Service Inverclyde Local Fire and Rescue Plan.

Ruth Binks
Corporate Director
Education, Communities & Organisational Development

4.0 BACKGROUND

4.1 In October 2019, SFRS published its Strategic Plan 2019-22. The plan sets out the Service's proposed direction over the three years, which includes a commitment to the delivery of a first class fire and rescue service for the people of Scotland, a sustainable service, enhancing partnership working and responding to emerging risks such as climate change.

4.2 The requirement for SFRS to publish a strategic plan is set out in Section 114 of the Police and Fire Reform (Scotland) Act 2012 (The Act). This section also requires the plan to set out:

- SFRS proposes to carry out its functions during the period of 3 years;
- The outcomes by reference to which the carrying out of its functions may be measured; and
- Such other material relating to its functions or to a period (other than the three year period) as SFRS sees fit.

4.3 The Act also requires SFRS to send a draft version of the plan to a number of bodies including each local authority inviting comments on the draft. A response to the draft was approved by the Committee at its meeting on 6 June 2019.

4.4 The Act also requires that 'as soon as is reasonably practicable after a strategic plan is approved…SFRS must prepare a local fire and rescue plan for each local authority area'. A local fire and rescue plan sets out:

- priorities and objectives for SFRS in connection with the carrying out in the local authority's area of SFRS's functions;
- the reasons for selecting each of those priorities and objectives;
- how SFRS proposes to deliver those priorities and objectives;
- in so far as is reasonably practicable, outcomes by reference to which delivery of those priorities and objectives can be measured;
- how those priorities and objectives are expected to contribute to the delivery of any other relevant local outcomes which are identified by community planning; and
- such other matters relating to the carrying out of SFRS's functions in the local authority's area as SFRS thinks fit.

The Local Senior Officer (LSO) for East Renfrewshire, Renfrewshire and Inverclyde wrote to the Convener of the Committee inviting a response from Inverclyde Council. A copy of this letter can be found at Appendix 1.

4.5 The current Inverclyde local Fire and Rescue Plan (2017-2020) was approved by the former Local Police and Fire Scrutiny-Sub Committee at its meeting on 22 February 2018.

5.0 CONSULTATION RESPONSE

5.1 In order to prepare a response to the consultation, the Leader of the Council approved an all members' briefing in order that Inverclyde Council could consider its response to the engagement.

5.2 The members' briefing took place on 26 February 2020 with elected members and Council officers in attendance. The consultation sought views on the performance of SFRS locally over the previous three years with opportunities to note any activity missing from the engagement and any suggested areas for improvement.

5.3 Following the event a draft response was provided to members for information ahead of its submission to SFRS on 18 March 2020. A copy of the consultation response is appended for members' information at Appendix 2. Members should note that the consultation was responded to prior to its 18 March closing date.

6.0 IMPLICATIONS

6.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

6.2 Legal

Section 114 of the Police and Fire Reform (Scotland) Act 2012, formerly Section 41 of the Fire (Scotland) Act 2005 requires that SFRS prepares a strategic plan.

Section 115 of the Police and Fire (Scotland) Act 2012, formerly Section 41C of the Fire (Scotland) Act 2005 requires that SFRS must prepare a local fire and rescue plan for each authority area.

6.3 Human Resources

N/A.

6.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.

| X | NO |

(c) <u>Data Protection</u>

Has a Data Protection Impact Assessment been carried out?

| | YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals. |
| X | NO |

6.5 **Repopulation**

This structure is intended to protect and assist the local communities.

7.0 CONSULTATIONS

7.1 The paper responds to a consultation request in respect of the Local Fire and Rescue Plan Review 2020.

8.0 BACKGROUND PAPERS

8.1 Inverclyde Local Police and Fire Scrutiny Sub-Committee 22 February 2018
Local Fire and Rescue Plan 2017-2020 (LPFS/01/18/MM)

8.2 Inverclyde Local Police and Fire Scrutiny Committee 06 June 2019
Scottish Fire and Rescue Service- Draft Strategic Plan 2019-22 (P&F/08/19/HS)

6th February 2020

SCOTTISH FIRE AND RESCUE SERVICE, INVERCLYDE LOCAL FIRE AND RESCUE PLAN: CONSULTATION

Dear Inverclyde Stakeholder,

Following publication of the Scottish Fire and Rescue Strategic Plan 2019-22 in October 2019, we will be reviewing and revising our Local Fire and Rescue Plans over the next few months. This is to ensure our local priorities align to our new strategic ambitions as well as remain relevant to local risk. As your Local Senior Officer, I will be leading this work in Inverclyde.

To support the review, my team and I will be assessing a range of statistics to determine if our activities are having the desired impact and to confirm future priority areas. Our primary focus will remain on the delivery of our core functions, but we will also consider how we may collaborate more to expand our reach and support a wider range of local needs.

Your views are an important part of this review, and I wish to invite you to participate in a short survey. The survey is available online on the https://firescotland.citizenspace.com/planning-and-performance/local-fire-and-rescue-plan-review-2020 and will be open until 18 March 2020. In due course, I will prepare a report on the outcome of the review. This will inform what revisions will be required in the Local Fire and Rescue Plan. If you wish to discuss this further or wish to discuss any other fire and rescue service matter, please do not hesitate to contact me.

Yours Sincerely
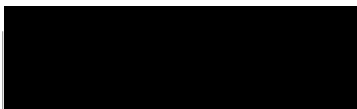
GRAEME BINNING
LOCAL SENIOR OFFICER
EAST RENFREWSHIRE, RENFREWSHIRE & INVERCLYDE

LOCAL FIRE AND RESCUE PLAN ENGAGEMENT

FEEDBACK RECORD

Local Authority Area:

Inverclyde

Name of organisation/representative:

Inverclyde Local Police & Fire Scrutiny Committee

1. How satisfied or dissatisfied are you in how the Scottish Fire and Rescue Service is performing in your area?

Very satisfied	Quite satisfied	Neither/ Nor	Quite dissatisfied	Very dissatisfied
	X			

2. How satisfied or dissatisfied are you at the way in which the SFRS understands and reflects local needs in their plans and activities?

Very satisfied	Quite satisfied	Neither/ Nor	Quite dissatisfied	Very dissatisfied
	X			

3. Has there been any change in the quality of services delivered by the Scottish Fire and Rescue Service over the last 3 years?

Much better	A little better	No change	A little worse	Much worse
	X			

4. In the past 3 years are you aware of any changes and innovations used to improve service provision and outcomes?

Much more	A little more	No change	A little less	Much less
	X			

5. How satisfied or dissatisfied are you with the level of information you received on local fire and rescue activity or developments?

Very satisfied	Quite Satisfied	Neither/ Nor	Quite dissatisfied	Very dissatisfied
	X			

6. How satisfied or dissatisfied are you with the level of information you receive on national fire and rescue service activity or developments?

Very satisfied	Quite Satisfied	Neither/ Nor	Quite dissatisfied	Very dissatisfied
		X		

7. Listed below are a number of core fire and rescue services, please rate these in terms of their importance to you:

	Very Important	Quite Important	Neither/ Nor	Not important
Being prepared for and responding to fires	X			
Promoting fire safety in the home	X			
Enforcing fire safety in non-domestic buildings		X		
Being prepared for and responding to road traffic collisions or serious transport incidents	X			
Being prepared for and responding to animal rescues			X	
Being prepared for and responding to flooding incidents		X		
Helping you be prepared for emergency situations		X		

8. Listed below are other services we would like to do more of, please rate these in terms of their importance to you:

	Very Important	Quite Important	Neither/ Nor	Not important
Being prepared for and responding to acts of terrorism	X			
Working with partners to identify and help people at risk of preventable accidents in their home	X			
Working with partners to reduce crime and improve safety		X		
Working with partners to support young people		X		

Working with partners to support older people		X		
Working with partners to improve the health and wellbeing of communities		X		
Working with partners to support the local economy and those in poverty			X	

9. Are there are any other fire and rescue activities which are important to you that are not listed?

Our interest (the Inverclyde Council Local Police & Fire Scrutiny Committee (the Committee) is rooted in our statutory role as a scrutiny partner. Having had the opportunity to consider this question the Committee would note the following:

The primacy of agencies in responses to water safety issues require to be clearer at both a strategic level and a public level particularly given Inverclyde's coastal and inland bodies of water.

10. Are there any areas that we need to improve on in your locality?

Whilst the committee are quite satisfied in respect of how SFRS is performing in Inverclyde the committee does note the following:

- The local plan must reflect identified local needs and should not be solely directed by national priorities;
- The categorisation of incidents and the subsequent responses based on those categorisations should be clear to members of the public;
- There should be a continued focus on harm reduction through the promotion of targeted preventative measures;
- Appropriate contingency planning should be in place to ensure sufficient local cover is maintained whilst responding to large scale or multiple incidents; and
- Specific local risks, which would require a specialist response, should be identified, planned for and appropriately resourced at a local level to minimise response delays e.g. incidents in tunnels, disused quarries and localised mine workings.

Specifically in respect of the role SFRS plays local in terms of both scrutiny and as a community planning partner:

- The Committee welcomed a recent input relating to Unwanted Fire Alarm Signals delivered by way of a thematic report;
- Thematic/Spotlight reports should be used to enhance reporting to scrutiny boards and provide additional context where numbers are low and statistical reporting does not provide a clear picture;

- Further opportunities for cross-agency working to continue to deliver harm reduction work and improve targeted preventative measured should be identified. As noted in our response to previous questions the Committee notes the ongoing work between SFRS and local agencies and is keen to ensure that this continues;
- Across Inverclyde there are a range of community groups in terms of geographical based and interested based, the Community would suggest that local fire stations should increase their engagement with community based representatives such as Community Councils and Tenants & Residents Groups; and
- Good relations should be maintained between regional and local fire officers and local authority staff.

During the delivery of the 2017-20 Inverclyde local fire and rescue plan, the Committee responded to the SFRS consultation "Your service Your voice" and had raised concern regarding the national footprint and its potential implications within Inverclyde. The Committee retains its original position that it would oppose any closures of the three existing community stations in Inverclyde or any reduction in resources in said stations, however is keen to ensure that the status of the local stations as community assets should be highlighted in the forthcoming plan.

In general the Committee acknowledges that SFRS are undergoing a transformation journey and welcomes the commitment from the Chief Officer and SFRS Board, in the Strategic Plan 2019-22, to continue such proactive engagement with stakeholders as the transformation journey progresses to meet ongoing public service challenges. The Committee does request that consideration is given, in the next local fire and rescue plan for Inverclyde, on the impact that this transformation journey may have on delivery locally.

MORE ABOUT YOU

We would like to ask a few more questions about you. Because we have a duty to meet the needs of people across our diverse communities, it would help us to know the range of people who gave us feedback.

We can also use monitoring to determine whether our services are accessible, whether our policies have a disproportionate, unfair or positive impact on particular groups and whether members of those groups are satisfied with the service they receive.

This section is **optional.** Any responses you do provide will be anonymised.

11 Your age:

Please select only one item

Under 16	
16-25	
26-40	
41-55	
56-70	
Over 70	
Prefer not to say	X

12 Your gender:

Please select only one item

Female	
Male	
Prefer not to say	X

13 Your gender identity:

Do you, or have you ever, identified as a transgender or trans person?

Please select only one item

Yes	
No	
Prefer not to say	X

14 Your ethnicity:

Please select only one item

White Scottish		Asian, Asian Scottish or Asian British: Pakistani		African: Other	
White Other British		Asian, Asian Scottish or Asian British: Indian		Caribbean, Caribbean Scottish or Caribbean British	
White Irish		Asian, Asian Scottish or Asian British: Bangladeshi		Black, Black Scottish or Black British	
White Gypsy Traveller		Asian, Asian Scottish or Asian British: Chinese		Arab, Arab Scottish or Arab British	
White Polish		African: African, African Scottish or African British		Other ethnic group	
Mixed or multiple ethnic group		African: Black, Black Scottish or Black British		Prefer not to say	X

If you chose an 'other' option please state your ethnicity here

15 Your sexual orientation:

Please select only one item

Heterosexual	
Gay/Lesbian	
Bisexual	
Prefer not to say	X

16 Your religion or belief:

Please select only one item

None		Muslim		Buddhist	
Church of Scotland		Sikh		Other religion	
Roman Catholic		Hindu		Prefer not to say	X
Other Christian		Jewish			

If you chose 'other' please state your religion or belief here

17 Do you have caring responsibilities?

Please select only one item

Yes, for children under 18	
Yes, I am a foster carer	
Yes, I provide kinship care	
Yes, elderly dependent	
Yes, person with a disability	
No	
Prefer not to say	X

18 Are you care experienced?

Care experienced means you are or were formally looked after by a local authority, in the family home (with support from social services or a social worker) or elsewhere, for example, in foster care, residential/secure care, or kinship care (with family friends or relatives).

Please select only one item

Yes	

No	
Prefer not to say	X

GIVE US YOUR VIEWS

Once you have completed this questionnaire, please email it to:

SFRS.StrategicPlanning@firescotland.gov.uk

Or by post to:

Louise Patrick
Scottish Fire and Rescue Service
West Service Delivery Headquarters
99 Bothwell Road
Hamilton
ML3 0EA

Inverclyde council

Report To:	**Local Police and Fire Scrutiny Committee**	**Date:**	**26 March 2020**
Report By:	**Corporate Director Education, Communities and Organisational Development**	**Report No:**	**P&F/04/20/HS**
Contact Officer:	**Hugh Scott, Service Manager Community Learning Development, Community Safety & Resilience and Sport**	**Contact No:**	**01475 715450**
Subject:	**Joint Strategy for Policing (2020) Policing for a safe, protected and resilient Scotland**		

1.0 PURPOSE

1.1 The purpose of this report is to present a consultation response in respect of the 'Joint Strategy for Policing (2020) Policing for a safe, protected and resilient Scotland'.

1.2 The report provides members with a background to the Joint Strategy for Policing outlining the five strategic outcomes in addition to the response provided by the Local Police and Fire Scrutiny Committee to Police Scotland.

2.0 SUMMARY

2.1 In December 2019, the Scottish Government updated its Strategic Police Priorities, prompting a refresh of the Scottish Police Authority's and Police Scotland's Strategic Police Plan and long term strategy for policing. Subsequently, Police Scotland has published the 'Joint Strategy for Policing (2020) Policing for a safe, protected and resilient Scotland.'

2.2 This Plan is framed around five strategic outcomes, which describe the positive impact Police Scotland are seeking for the people and communities of Scotland. The Plan aligns to the policing principles laid down in the Police and Fire Reform (Scotland) Act 2012. It describes the policing contribution to the National Performance Outcomes and Justice System Outcomes and it fully reflects the guidance set out in the Scottish Government's Strategic Police Priorities. The strategy is appended for information (Appendix 1).

2.3 As part of the development of the Strategic Police Plan, Police Scotland undertook a period of engagement between 20 January 2020 and 2 March 2020 to allow the public and partners to provide feedback regarding the strategic direction. This feedback will be captured and used to shape the final version of the Plan. The response to the engagement is appended for information (Appendix 2).

3.0 RECOMMENDATIONS

3.1 That the Local Police and Fire Scrutiny Committee approves the consultation response to the Police Scotland 'Joint Strategy for Policing'.

Ruth Binks
Corporate Director Education, Communities & Organisational Development

4.0 BACKGROUND

4.1 Police Scotland is required to publish an Annual Police Plan which sets out its operational priorities for the year ahead. In 2019, Police Scotland sought to enhance that by bringing together the work it does locally and nationally across all operational and support functions and with transformational activity, into one plan covering the next three years. At its meeting on 18 April 2019, the Local Police and Fire Scrutiny Committee considered a paper in respect of the Police Scotland consultation 'Shaping our Direction and Delivery 2019-2022.

4.2 In December 2019, the Scottish Government updated its Strategic Police Priorities (SPPs), prompting a refresh of the Scottish Police Authority's and Police Scotland's Strategic Police Plan and long term strategy for policing. Subsequently, Police Scotland has published the 'Joint Strategy for Policing (2020) Policing for a safe, protected and resilient Scotland.' (Appendix 1).

4.3 The SPPs set the high level strategic direction for the policing of Scotland and the carrying out of the Scottish Police Authority's functions. The SPPs are set by Scottish Ministers and the legal framework for their development was established in the Act at Section 33 of the Police and Fire Reform (Scotland) Act 2012 (The Act). In line with the operational independence of the police service, the SPPs do not direct day to day operations. However, both the Strategic and Annual Police Plans must have regard to the strategic police priorities, ensuring there is no inconsistency. A response to the consultation was approved by the Committee at its meeting on 19 September 2019.

4.4 Under the Act, the Authority is responsible for producing a Strategic Police Plan and, building on the approach adopted in the original long-term strategy for policing, Serving a Changing Scotland; this has been undertaken jointly with Police Scotland. The alignment of strategic direction, priorities for policing, planning and performance assessment is articulated in the Joint Strategy for Policing Plan.

4.5 Following the launch of the draft Plan a request was made to stakeholders, including Inverclyde Council in its capacity as a Scrutiny Body, to consider a consultation response. As this consultation response mirrors the consultation of the request by Police Scotland for the 'Shaping our Direction and Delivery 2019-2022' consultation, the responses provide a consistent view from Inverclyde Council. The response to this consultation is appended (appendix 2).

5.0 JOINT STRATEGY FOR POLICING (2020) POLICING FOR A SAFE, PROTECTED AND RESILIENT SCOTLAND – A SUMMARY

5.1 The following sections provide the Committee with a summary of the Strategic Plan.

5.2 The Plan is framed around five strategic outcomes, which describe the positive impact Police Scotland is seeking for the people and communities of Scotland. The Plan aligns to the policing principles laid down in the Act. It describes the policing contribution to the National Performance Outcomes and Justice System Outcomes and it fully reflects the guidance set out in the Scottish Government's Strategic Police Priorities. An outline of the five strategic outcomes, the challenges of each outcome, policing in the future regarding each outcome and how the outcome will be achieved by Police Scotland is considered through 5.3 to 5.7.

5.3 Outcome 1- Threats to public safety and wellbeing are resolved by a proactive and responsive police service.

Society is changing. We find ourselves moving at an ever-increasing pace from the physical to the digital world, a move that creates opportunities for new and complex crime types. This shift also affects traditional crime, much of which now has a digital element.

Today's challenges
- Crime increasingly features digital elements and the sophisticated cyber capability of criminals is beginning to outstrip capacity for Police Scotland to respond effectively.
- Picking up demand as a result of funding shortages elsewhere limits Police Scotland's ability to respond where policing can make the greatest impact.

- Vulnerability, mental ill-health and substance continue to impact on the wellbeing of individuals and communities.

Policing in future
- We prevent and respond to crime in both the physical and digital world, protecting people from harm.
- Innovative partnerships, our use of cutting edge expertise and technology mean we are at the forefront of the response to cybercrime.
- We reduce the likelihood of crime occurring by identifying at risk individuals and connecting them to the services they need.

To achieve this outcome, Police Scotland will:
- Keep people safe in the physical and digital world.
- Design services jointly to tackle complex public safety and wellbeing challenges.
- Support policing through proactive prevention.

5.4 Outcome 2- The needs of local communities are addressed through effective service delivery.

The role of policing is to keep people safe, wherever they live. Police Scotland must continue to be responsive to all forms of community. By doing so, services will continue to evolve and be designed to meet the needs of individuals and communities. Police Scotland will continue to provide traditional, visible and accessible policing to local communities, supplemented with new support services that adapt to societal shifts. The pace of technological change means that people increasingly feature or are active participants in a digital world. Policing will reflect this in how resources are allocated, ensuring the services provided are inclusive and proactive in meeting the needs of all communities.

Today's challenges
- Engagement and insight from the public are needed to improve how we make our service more inclusive and accessible.
- Our resourcing model needs to be reviewed to ensure that people with the right skills are allocated and deployed in the right areas.
- How people identify within communities and society continues to evolve and policing must adapt.

Policing in future
- We understand all our communities and shape our service design and delivery to match their varied needs.
- Our policing services continued to be delivered locally, drawing on the assistance of national assets are teams as required.
- We reflect and respond to the changing nature of communities, ensuring that our workforce and our services are inclusive and diverse.

To achieve this outcome, Police Scotland will:
- Understand our communities and deliver the right mix of services to meet their needs.
- Support our communities through a blend of local and national expertise.
- Support the changing nature of communities.

5.5 Outcome 3 - The public, communities and partners are engaged, involved and have confidence in policing.

The principle of policing by consent is fundamental to Scotland's social fabric. Advances in technology create opportunities for new methods of communication and response. Future developments in technology will require ongoing dialogue with the public about how to strike the right balance between privacy and protection. Police Scotland understands the diverse nature of the communities it serves. Policing must remain accessible in times of need, whilst working with partners to agree when Police Scotland is not the most appropriate organisation to respond.

- Societal changes and emerging technologies are testing the balance between privacy and protection.
- Services are not always accessible and are not fully integrated with partners. Digital developments provide both an opportunity and a risk to service provision.
- Communities are not always provided with the right support from the most appropriate agency.

Policing in future
- Public, partners and communities continue to have confidence and trust in the service that Police Scotland provides.
- Public safety and wellbeing are increased through delivering seamless, digitally enabled services.
- Working with others to support the communities we serve.

To achieve this outcome, Police Scotland will:
- Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service.
- Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective.
- Work with local groups and public, third and private sector organisations to support our communities.

5.6 Outcome 4 - Our people are supported through a positive working environment, enabling them to serve the public.

Officer and staff safety and wellbeing are at the heart of Police Scotland's commitments. Our people want to deliver sustained change for the better. To make that happen, the service must provide strong support to all to equip them with the skills, knowledge and technology required to police safely and effectively in a changing world.

Today's challenges
- Crime is evolving and scrutiny and pressure of policing are increasing. Assaults on officers have risen.
- We continue to change as a service and are working on ways to develop our people to realise their full potential.
- We have a developing organisational culture which reflects legacy force foundations and builds towards collective improvement.

Policing in future
- Wellbeing matters in an organisation where everyone is safe, well equipped and protected.
- Our people are confident leaders who feel trusted, supported and valued for their contribution.
- All our people identify with and demonstrate Police Scotland values and have a strong sense of belonging.

To achieve this outcome, Police Scotland will:
- Prioritise wellbeing and keep our people safe, well equipped and protected.
- Support our people to be confident leaders, innovative, active contributors and influencers.
- Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging.

5.7 Outcome 5 - Police Scotland is sustainable, adaptable and prepared for future challenges.

Policing must continue to evolve. Ongoing political, economic and societal changes require the police service to adapt and respond to future challenges and maximise the benefits of future opportunities. Police Scotland will embrace innovation, challenging ourselves and partners to

work collaboratively and sustainably. Transforming operational and support services will maximise the potential of all our assets and help deliver best value.

Today's challenges
- There are limited opportunities for staff to make recommendations for improvements. There is a lack of systems integration, resulting in inefficiency and duplication of effort.
- We are limited in our ability to operate sustainability. We maintain a large and ageing estate alongside the biggest blue light fleet in Scotland.
- Complex governance structures inhibit dynamic-decision making, effective responses and the delivery of improvements.

Policing in future
- We embrace new ideas, innovation, and technologies, learning from best practice.
- We consider environmental sustainability by default in all parts of our organisation.
- We will ensure that we have the right structure, governance and decision-making in place to deliver best value across the service.

To achieve this outcome, Police Scotland will:
- Use innovative approaches to accelerate our capacity and capability for effective service delivery.
- Commit to making a positive impact through outstanding environmental sustainability
- Support operational policing through the appropriate digital tools and delivery of best value.

5.8 As noted in 4.5, the proposed consultation response mirrors the submission made by the Committee in respect of the previous consultation 'Shaping our Direction and Delivery 2019-2022'.

6.0 IMPLICATIONS

6.1 **Finance**

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

6.2 **Legal**

The requirement to consult to the Scrutiny Committee is aligned to the policing principles laid down in the Police and Fire Reform (Scotland) Act 2012.

6.3 **Human Resources**

N/A

6.4 **Equalities**

Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

6.5 **Repopulation**

This structure is intended to protect and assist the local communities.

7.0 CONSULTATIONS

7.1 N/A.

8.0 BACKGROUND PAPERS

8.1 Local Police and Fire Scrutiny Committee 18 April 2019
Police Scotland- Shaping our Direction and Delivery 2019-22 (PF07/19/HS)

8.2 Local Police and Fire Scrutiny Committee 19 September 2019
Scottish Government Consultation- Strategic Police Priorities for Scotland (P&F/15/19/HS)

Joint Strategy for Policing (2020)

Policing for a safe, protected and resilient Scotland

For consultation

POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA
SEMPER VIGILO

SCOTTISH POLICE
AUTHORITY

The roles and responsibilities of Police Scotland and the Scottish Police Authority (the Authority) in relation to strategic planning are set out in the Police and Fire Reform (Scotland) Act 2012 at Sections 34 and 35.

Under the Act, the Authority is responsible for producing a Strategic Police Plan and, building on the approach adopted in the original long term strategy for policing, Serving a Changing Scotland, this has been undertaken jointly with Police Scotland.

The alignment of strategic direction, priorities for policing, planning and performance assessment is articulated in this Plan.

This jointly produced strategy for Scottish policing requires ministerial approval prior to publication and laying before Parliament.

Contents

Outcome 1 – Threats to public safety and wellbeing are resolved by a proactive and responsive police service

Outcome 2 – The needs of local communities are addressed through effective service delivery

Outcome 3 – The public, communities and partners are engaged, involved and have confidence in policing

Outcome 4 – Our people are supported through a positive working environment enabling them to serve the public

Outcome 5 – Police Scotland is sustainable, adaptable and prepared for future challenges

Foreword

David Crichton
Vice Chair,
Scottish Police Authority

Iain Livingstone QPM
Chief Constable,
Police Scotland

We are pleased to introduce our refreshed Strategic Police Plan to set the future direction for policing in Scotland. Significant progress has been made in the three years since our first long-term strategy was published and it is time to take stock and consider the challenges and opportunities that lie ahead in an ever-changing, uncertain and increasingly complex environment.

This Strategic Police Plan recognises the unique role of policing in the communities we serve. It reflects the need to refocus and redirect resources to ensure that officers and staff are fully supported as they respond with commitment and professionalism to the needs of communities.

In addition to tackling traditional and visible crime and criminality, we must find different ways to prevent, disrupt and respond to the ever more inventive and complex use of digital tools and new tactics, often originating from beyond our borders. Work is under way to develop a cyber strategy that will transform Police Scotland's capacity and capability to respond to these threats.

The impact of vulnerability, mental ill-health and substance misuse on both individuals and wider society, and the associated demands placed on policing in recent years continue to grow.

We cannot meet the needs of everyone on our own. We do not have the skills, expertise or resources to do so. What we can do is create innovative partnerships, listen and take on board the experience of our people and communities, and utilise our policing expertise to support positive outcomes. We can work in partnership to improve or develop services that meet the needs of individuals and communities, improving resilience and preventing crime and other harm.

Fundamental to our future approach will be the support we provide to our people. A career in policing is varied, challenging and rewarding. In recent years, the rise in attacks on police officers means that we need to support officers and staff more than ever. Their safety and wellbeing are paramount. We are committed to ensuring they receive the support and assistance they need.

Ensuring Police Scotland is a stable, environmentally and economically sustainable organisation will be a key focus as we work to provide an effective policing service for the communities of Scotland. We are progressing our innovative fleet strategy that will see us become the first emergency service in the United Kingdom to have an Ultra-Low Emission Vehicle (ULEV) fleet, a change that can remove 60% of our CO_2 emissions and a critical step in our journey to becoming a more sustainable organisation.

We will deliver best value in all that we do and provide a truly efficient service. Our evidence-based policing model will allow us to work smarter. By better understanding our performance and demand, we can place our officers and staff where they will have the greatest impact. Investments in data, digital, analysis and intelligence will be critical to our success as we navigate an increasingly complex policing landscape. We will continue to advocate for greater investment.

We are proud of the work Police Scotland does every hour of every day across the country. Through delivery of this Strategic Police Plan our approach to the issues we face will change, but our values of fairness, integrity, respect and human rights will remain the cornerstone of all that we do, based on our ethos of public service.

About us

17,234 officers, 5,768 staff - 1 officer for every 315 members of the population in Scotland

1.7m reported incidents (FY 18/19)

Second largest public sector estate in UK covering 32 local authority areas

66% of properties constructed more than 40 years ago, 33% before 1950

Largest blue light fleet in Scotland

Wider context

57% of adults say that the police are doing a good or excellent job in their local area[1]

87.5% of our revenue resources are allocated to officer and staff pay costs

POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

£195m recurring annual review savings achieved since formation of PS

Underlying operating deficit of £24.6m

Improvements under way

Innovative fleet and estates strategies are transforming our approach to environmental sustainability

10,000 officers provided with mobile devices and trained to use them

£870m in capital and reform investment is required over 10 years to deliver transformational projects

Our new approach to call handling recognises the needs of the caller and provides the right response

Additional aerial support helps find missing people in hard to reach remote areas of Scotland

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[1] Scottish Crime and Justice Survey 2017-2018

Introduction

Policing underpins the safety and resilience of the people of Scotland. Police reform to date has undoubtedly improved the service, but there is more we need to do to ensure Police Scotland is equipped and supported to carry out its responsibilities. Police Scotland benefits from having strong public support and confidence. This Strategic Police Plan seeks to build on that to drive further positive impacts for a safer Scotland.

Our Serving a Changing Scotland Strategy, published in 2017, outlined the importance of a police service able to adapt to change. The implementation plan for the first three years focused on how to create the capacity to improve. This helped us make progress; however, times have continued to change.

Police Scotland must be operationally effective to meet the significant demands on policing, which continue to grow and increase in complexity. Scotland covers a vast and varied landscape, from dense urban environments to remote rural, coastal and islands.

The world in which we live and work is constantly changing, however, the purpose of policing and the commitment to protecting people will always remain constant.

The shifting demographic of Scotland has a major influence on how public services must work together to protect the most vulnerable people in our communities. The nature of crime is changing, with traditional crimes increasingly involving a digital element. Policing is called upon to respond to a diverse range of threats at a time when violence against the emergency services is also rising.

Scotland's local communities of both geography and interest are becoming even more complex. Historically, communities were built on physical proximity, but this has been changing for some time. The continued evolution of digital technology and the advance of social media, coupled with people's need to connect and feel a sense of belonging, have opened up new communities based on identity and shared interests. We now have cross-cutting forms of connectedness, providing opportunities for people to find identity in the connections they make, both virtually and physically. Where these opportunities are weaker, there is an increased risk of criminal activity, as crime groups fill the void.

Scotland will host the United Nations Framework Convention on Climate Change 26th Conference of the Parties (COP26) in November 2020. COP26 will not only be the largest event ever held in Scotland, but also one of the largest policing events in UK history, with a large number of heads of state expected to attend.

The challenges associated with planning and policing this event are significant and will need to be undertaken alongside the daily policing in our communities. Despite the obvious challenges, Police Scotland is proud to police this event. The experience and expertise gained throughout the planning and delivery stages will undoubtedly stand the organisation in good stead for many years.

Financial pressures continue across the public sector, with relentless increases in demand. Police Scotland will continue its programme of transformation to ensure better efficiency and effectiveness within the financial allocation, whilst articulating clearly the level of resources required for current and future services.

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[1] Scottish Crime and Justice Survey 2017-2018

This Strategic Police Plan describes how the opportunities to address the challenges identified will be created. It drives Police Scotland's approach to all other strategies and implementation plans, ensuring a consistent cascade of purpose for all operational policing in Scotland.

The Scottish Police Authority and Police Scotland jointly agree the strategic direction and associated outcomes for policing and these are set out in this document.

This Plan is framed around five strategic outcomes, which describe the positive impact we are seeking for the people and communities of Scotland. The Plan aligns to the policing principles laid down in the Police and Fire Reform (Scotland) Act 2012. It describes the policing contribution to the National Performance Outcomes and Justice System Outcomes; and it fully reflects the guidance set out in the Scottish Government's Strategic Police Priorities.

Implementation is driven by a range of action plans covering local policing, national specialist services, workforce and financial plans, and others.

The Scottish Police Authority is required under the Police and Fire Reform (Scotland) Act 2012 to allocate financial resources within policing. The Authority is funded primarily by way of grant in aid allocation from the Scottish Government, which is then allocated to Police Scotland, Forensic Services and the Authority's corporate body. Further income can be raised by charging for services and attracting grants, as well as reinvesting the proceeds from selling assets (e.g. buildings and vehicles).

Police reform has allowed officer numbers across communities in Scotland to be maintained, while removing around £200m from the annual cost base. The creation of the single police service has generated savings that have significantly exceeded the target in the outline business case for police reform. Savings of £2.2bn are forecast to be achieved by 2026, compared with £1.1bn in the outline business case.

However, despite the achievement of these significant savings, policing faces a recurring budget shortfall. We will continue work to transform our services to reach a financially sustainable position to allow us to meet the ambitions set out in this plan.

Capital funding

The capital budget is used to invest in routine replacement of assets and in capital change projects. Capital funding includes Scottish Government capital grant and reform funding, and receipts from the sale of assets.

Financial planning

Developing sound plans to improve and change Scottish policing is critcial to the successful achievement of this strategy. These must be underpinned by robust decision making regarding finance and investment. Police Scotland will continue to build its capability in these areas to enable proper scrutiny and accountability by the Authority. A full and detailed revision of the medium- and long-term financial strategy will be undertaken in 2020, in the light of this strategic plan.

SCOTTISH POLICE AUTHORITY

POLICE SCOTLAND Keeping people safe **POILEAS ALBA**

Joint Strategy for Policing

Our Vision	I	Policing for a safe, protected and resilient Scotland
Our Purpose	I	The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland
Our Values	I	Fairness I Integrity I Respect I Human Rights

Strategic Police Priorities

| Crime and Security | Confidence | Sustainability | Partnerships | People | Evidence |

Priorities for Policing

| Protecting Vulnerable People | Tackling Crime in the Digital Age | Working with Communities | Support for Operational policing |

Outcomes	Objectives
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	• Keep people safe in the physical and digital world • Design services jointly to tackle complex public safety and wellbeing challenges • Support policing through proactive prevention
The needs of local communities are addressed through effective service delivery	• Understand our communities and deliver the right mix of services to meet their needs • Support our communities through a blend of local and national expertise • Support the changing nature of communities
The public, communities and partners are engaged, involved and have confidence in policing	• Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service • Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective • Work with local groups and public, third and private sector organisations to support our communities
Our people are supported through a positive working environment, enabling them to serve the public	• Prioritise wellbeing and keep our people safe, well equipped and protected • Support our people to be confident leaders, innovative, active contributors and influencers • Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging
Police Scotland is sustainable, adaptable and prepared for future challenges	• Use innovative approaches to accelerate our capacity and capability for effective service delivery • Commit to making a positive impact through outstanding environmental sustainability • Support operational policing through the appropriate digital tools and delivery of best value

Performance and Implementation

Evidence based policing

Values, purpose and vision

Police Scotland's vision reflects our purpose and core values.

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

Our Values:
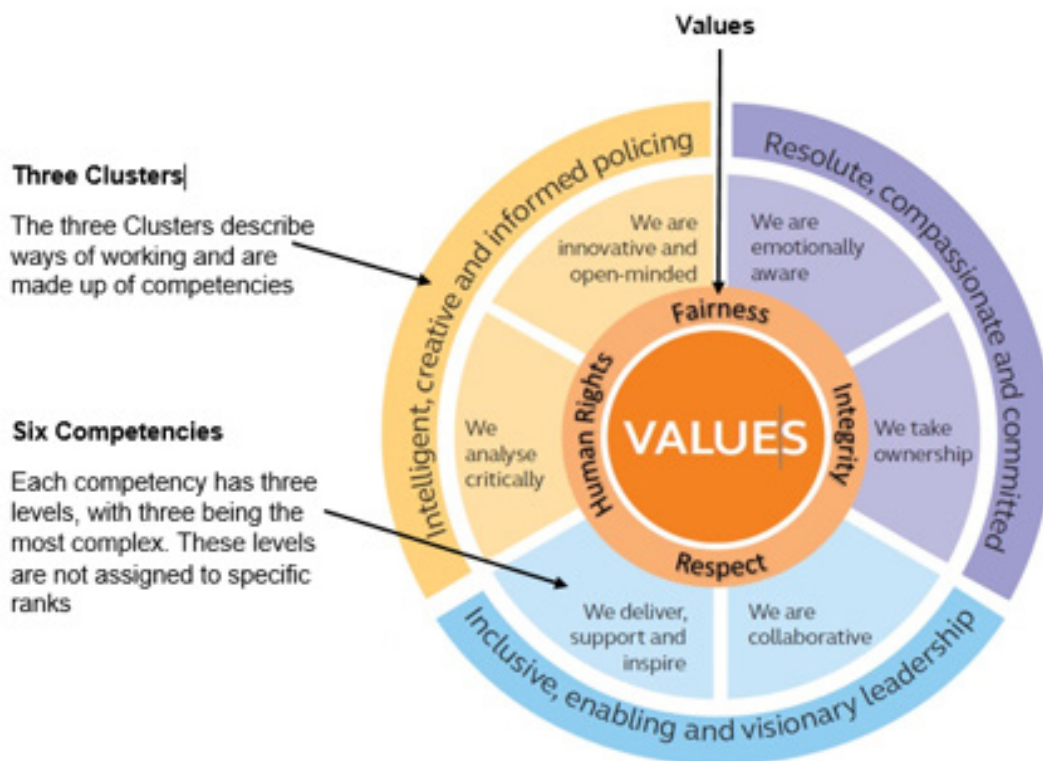Fairness, Integrity, Respect and Human Rights

Our Vision:
Policing for a safe protected and resilient Scotland

Embedding values

More than 23,000 police officers and staff work in Police Scotland and the Scottish Police Authority (as of 2018/19). It is through their professionalism, personal commitment and shared endeavours that we will implement the Strategic Police Plan successfully.

The Authority and Police Scotland have developed a Competency and Values framework (see diagram below), which is informed by the Code of Ethics for Policing in Scotland and aligned with the College of Policing's articulation of best practice.

The framework sets out the values to which all officers and staff must adhere in the exercise of their duties. It informs a range of activity at an organisational level, including performance appraisal, recruitment and selection processes, and promotion.

Values

Three Clusters

The three Clusters describe ways of working and are made up of competencies

Six Competencies

Each competency has three levels, with three being the most complex. These levels are not assigned to specific ranks

Intelligent, creative and informed policing

Resolute, compassionate and committed

Inclusive, enabling and visionary leadership

We are innovative and open-minded

We are emotionally aware

We analyse critically

We take ownership

We deliver, support and inspire

We are collaborative

Fairness

Integrity

Respect

Human Rights

VALUES

The Scottish Government's Strategic Police Priorities

Under the Police and Fire Reform (Scotland) Act 2012, the Scottish Government determines Strategic Police Priorities for the Scottish Police Authority. These priorities set the high-level strategic direction for both Police Scotland and Authority activity.

The Scottish Government introduced new priorities in December 2019. This Strategic Police Plan reflects these priorities, which are set out below.

Crime and Security - prioritises prevention, investigation, equality and human rights to support positive criminal justice outcomes, respond to current and emerging threats and maintain public order.

Sustainability – adapts to present and plans for future social and economic circumstances, considering the environmental impact of policing and its operations.

Confidence – continues to inspire public trust by being ethical, open and transparent, evidencing performance against outcomes, and building on a positive reputation at a local, national and international level.

People – values, supports, engages and empowers a diverse workforce to lead and deliver high quality services.

Partnerships – works proactively with partners to maintain safe communities and support improved outcomes for individuals, increasing resilience and addressing vulnerability.

Evidence – uses evidence to develop services and addresses current and emerging demands, ensuring that the right capacity and skills are in place to deliver high performing and innovative services.

National strategic assessment

In assessing the strategic environment in which policing is delivered now and in the future, a wide range of external drivers have been taken into consideration. These include demographic projections for the changing shape and therefore needs of the communities we serve and the growing prevalence of mental health issues and cases of vulnerable individuals. Through our local authority scrutiny arrangements and local networks, we hear and reflect on the views of the diverse range of both urban, rural and remote communities across Scotland. This helps us to understand the changing demands on our services and where they must join with those provided by partner agencies.

In order to design the best possible services, this Plan is informed by the findings of Police Scotland's National Strategic Assessment and the knowledge and experience of police leaders across the service.

The Strategic Assessment is a comprehensive, risk-based assessment of operational policing issues, combined with an organisational assessment of the approach, capability and capacity to support the delivery of policing services. The Assessment includes consideration of the full range of government policy and strategy as they relate to policing, for example, Scottish Government National Outcomes and the UK Defence Strategy.

The Assessment provides an analysis of crime and incident data, intelligence, horizon-scanning and emerging threats, with links to the wider picture across the UK. The building of the National Strategic Assessment includes feedback from the public, partners, colleagues and stakeholders.

The Assessment underpins this Strategic Police Plan, creating a compelling case for change.

Case for change

Increasing demand

- Assaults on officers hit a 5 year high at 1,649 (2018)
- More than 80% of the calls we receive do not result in a crime being recorded (2018)
- 1,187 drug related deaths were recorded in 2018; the highest ever number in Scotland
- Scotland is increasingly hosting major events: Solheim Cup, COP 26
- 169% increase in Public Order deployments (2019)
- Ongoing increase in recorded fraud. 18.6% annual increase, 33% higher than 5 year average
- Ten fold increase in online child abuse referrals

Changing nature of crime and society

- The number of people aged 75 and over is set to increase by 27% over the next 10 years, and increase by 79% over the next 29 years
- Threat of cyber crime continues to grow and evolve with the rise of internet connected devices and technology
- 51% of adults are worried about their bank / card details being used to obtain money, goods, services
- 67% of stalking / harassment crimes now relate to text or online
- Scotland's demographics are changing (such as our population ageing at a faster rate than other UK countries)

Sustainability

Financial

- 87% of £1.1 billion revenue budget is spent on pay costs.
- 2019/20 operating deficit of £24.6 million. Current funding model is unsustainable
- 5th lowest capital spend per employee of 43 UK Forces (2018)

Environmental

- Scottish Government Net Zero target 2045 – current emissions are 51,000 tonnes of CO_2.
- Largest blue light fleet in Scotland
- 30% of the estate is in "poor" condition. 66% is over 40 years old

Workforce

- Lack of cyber skills and capability throughout the organisation to meet future demand
- Diversifying workforce demographics – five generational groups with different workplace expectations

Outcome 1
Threats to public safety and wellbeing are resolved by a proactive and responsive police service

Challenges and opportunities

Society is changing. We find ourselves moving at an ever-increasing pace from the physical to the digital world; a move that creates opportunities for new and complex crime types. This shift also affects traditional crime, much of which now has a digital element.

To protect people effectively, Police Scotland will evolve, sharpening its focus on keeping people safe from harm, whilst embracing innovative technologies and partnerships.

Police Scotland, however, cannot achieve its aims in isolation. We must work with partners, including through community planning partnerships which bring together local public services to work effectively to maximise the impact of limited resources. Police Scotland will continue to be a key contributor to local joint planning and delivery, as well as to national cross-sectoral partnerships, helping drive a shift to prevention and early intervention across services. An improved balance of responsibilities across public services will allow Police Scotland to maintain a focus on its core responsibilities.

Today's challenges	Policing in future
Crime increasingly features digital elements and the sophisticated cyber capability of criminals is beginning to outstrip our capacity to respond effectively	We prevent and respond to crime in both the physical and digital world, protecting people from harm
Picking up demand as a result of funding shortages elsewhere limits our ability to respond where policing can make the greatest impact	Innovative partnerships, our use of cutting edge expertise and technology mean we are at the forefront of the response to cybercrime
Vulnerability, mental ill-health and substance misuse issues continue to impact on the wellbeing of individuals and communities	We reduce the likelihood of crime occurring by identifying at risk individuals and connecting them to the services they need

To achieve this outcome, Police Scotland will:

1. Keep people safe in the physical and digital world
2. Design services jointly to tackle complex public safety and wellbeing challenges
3. Support policing through proactive prevention

1. We will keep people safe in the physical and digital world

As we adapt to meet the challenges of a changing world, we must focus on the remit of policing as set out in the legislation, which is:

- Responding to and preventing crime
- Protecting vulnerable people from those who wish to harm them

By renewing our focus we have an opportunity to:

- Reshape our organisation to meet the challenges we face in both the physical and digital world
- Redefine the relationships we have with our partners to better support vulnerable people and the victims of crime
- Address acute and atypical threats

Developments in technology are creating both challenges and opportunities for policing. Criminals are exploiting new technologies at an ever-increasing pace, and a growing number of traditional crimes now feature a digital element. The volume and importance of data are also increasing – as are the opportunities and risks associated with its use.

Work is under way to develop a pioneering cyber strategy for Police Scotland. The strategy aims to transform internal cyber capability and response, whilst enabling the delivery of proactive support to individuals, communities and partners that embeds resilience and aligns to our wider preventative model.

Police Scotland will keep people safe in the digital age by developing partnerships with online providers, industry experts, academia and other policing and criminal justice partners, including the Crown Office and Procurator Fiscal Service. We will work with others to develop and incorporate the technology and data we need to prevent and disrupt online criminality in all its forms; keeping pace with the digital threat and increasing our presence in the virtual world.

As we continue to develop our digital fluency, we will embed cyber skills and resilience in the organisation. This will provide our people with industry-leading training to equip them to investigate online crime in all its forms, whilst complementing their existing skillset. To ensure we have the right people in the right place, we will create flexible pathways into the organisation to attract, recruit and retain the cutting edge expertise we need.

Continuing political uncertainty and polarisation across the globe (and within the United Kingdom) create challenges for policing in Scotland. We will continue to respond to major events proportionately; policing safely as we take a key role in delivering high profile events such as the Conference of the Parties 26 in November 2020.

As communities change we will adapt how we are visible in and accessible to them, operating across both physical and virtual environments, increasingly extending our presence into the digital world. Throughout, we will work with communities to ensure that people understand and are involved in any changes, wherever possible.

2. We will design services jointly to tackle complex public safety and wellbeing challenges

Keeping people safe will always remain the key focus for Police Scotland. However, we must acknowledge that we are not always the right service to provide people with the help they need. We have often absorbed the impact of wider public sector financial challenges and are taking responsibility in situations where we are not the most appropriate service to respond. This position is unsustainable in the long term and detracts from our ability to intervene effectively at the critical end of risk and harm.

Public services in Scotland have a collective responsibility to improve the well-being of the communities they serve. We must work together to address the growing and increasingly complex demand on services. Police Scotland is committed to working with other organisations and the public to ensure we provide support and services that meet people's needs. The most effective way to achieve positive outcomes for people is by engaging with them to understand their experiences, ensuring they have a meaningful say in the decisions that affect them and the services we design.

We will continue to develop our understanding of the issues that impact negatively on the safety and wellbeing of the communities we serve and increase the likelihood of people coming into contact with the police. By remaining vigilant to the triggers that lead people towards criminality and other forms of harm, we will identify 'at risk' individuals and work with our partners to ensure there are clear pathways to appropriate support.

We will work constructively with partners across the public, private and third sectors to support Scotland's emerging public health approach. We will develop our understanding of our respective roles and responsibilities, and how these fit together, to provide people with the support they need. We will share information and insights, in an appropriate and ethical manner, whilst coordinating our resources to target the persistent issues that impact on wellbeing and resilience; reducing demand and financial pressures across the system.

3.   Support policing through proactive prevention

We will maintain a key role in supporting vulnerable people and communities in Scotland. By working with partners, we will develop preventative approaches that focus on early intervention, early resolution and diversion to address the enduring problems we encounter. By doing so, we will help build resilience within some of the most vulnerable communities in Scotland; improving outcomes and reducing cost across the wider public service.

Greater investment here will allow us to focus our resources on partnership, prevention and early intervention, enabling us to find effective solutions together. We will utilise our unique policing insights to demonstrate a clear case for change, building a solid evidence base for targeted investment in preventative measures to address vulnerability, mental ill-health and substance misuse.

As we continue to make better use of data to inform improvements in policing, we will extend this approach to our work with partners. Realising the benefits of shared data and analysis, in line with our data protection obligations, will inform our collaborative approach and ensure we optimise our impact.

By influencing here we will be able to increase the scale of successful projects and target support towards the most vulnerable people and communities.

Preventative work will be a key feature in our approach to online criminality. We will continue to raise awareness of the digital threat amongst us, in order to develop resilience, reduce vulnerability and the likelihood of repeat victimisation. We will work with organisations in both the public, third and private sectors to develop their understanding and response. Working collaboratively, we will ensure that products and services are secure by design, reducing opportunities for criminals to exploit vulnerabilities.

Outcome 2

The needs of local communities are addressed through effective service delivery

Challenges and opportunities

The role of policing is to keep people safe, wherever they live. Police Scotland must continue to be responsive to all forms of community. By doing so services will continue to evolve and be designed to meet the needs of individuals and communities.

Police Scotland will continue to provide traditional, visible and accessible policing to local communities, supplemented with new support services that adapt to societal shifts. The pace of technological change means that people increasingly feature or are active participants in a digital world. Policing will reflect this in how resources are allocated, ensuring the services provided are inclusive and proactive in meeting the needs of all communities.

Today's Challenges	Policing in Future
Engagement and insight from the public are needed to improve how we make our service more inclusive and accessible	We understand all our communities and shape our service design and delivery to match their varied needs
Our resourcing model needs to be reviewed to ensure that people with the right skills are allocated and deployed in the right places	Our policing services continue to be delivered locally, drawing on the assistance of national assets and teams as required
How people identify within communities and society continues to evolve and policing must adapt	We reflect and respond to the changing nature of communities, ensuring that our workforce and our services are inclusive and diverse

To achieve this outcome, Police Scotland will:

1. **Understand our communities and deliver the right mix of services to meet their needs**

2. **Support our communities through a blend of local and national expertise**

3. **Support the changing nature of communities**

1. We will understand our communities and deliver the right mix of services to meet their needs

For policing to meet the needs of our local communities we must work closely with individuals, their representatives and other service providers to ensure we have a shared understanding of the environment and the role of policing within it.

Our local commanders, their officers and staff play a key role in bringing a policing perspective to community planning and local service delivery.

Local divisions are empowered to develop, test and deliver innovative and collaborative changes to suit local needs. Proactive sharing of learning and best practice across policing and with partners will allow us to adapt and evolve.

Local engagement is critical. To do this meaningfully and effectively requires genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape services and influence decisions. It should be action and outcome focused. Police Scotland has developed an engagement framework to reflect these principles.

Built around inclusion and accessibility, our engagement standards and principles will be embedded across Police Scotland. We will broaden our local and national engagement, and use this insight, together with operational and national data, to fully understand the context of people's experience, public perception and demand.

We will actively seek to include people with disabilities, people who need additional support and people from across society who may not traditionally engage with the police.

2. We will support our communities through a blend of local and national expertise

The benefit of being a national service is that all areas can now call upon additional operational support and specialist services to assist with incidents and investigations, large planned and unplanned events, and other situations where these resources are needed.

For example, our Major Investigation Teams have provided specialist national and international experience to deal with serious crimes, including homicides, people trafficking and serious organised crime groups.

Over the first seven years, our model of local policing, drawing on supplementary expertise and operational support, has worked well. As we continue to create capacity through transformation, we must review and adapt to ensure that officers and staff are deployed in the right places to provide the highest quality service to all.

Community policing and the relationships we have with the public are fundamental to how Police Scotland operates. The expertise of our local commanders determines the balance of provision that suits the needs of their area, whether urban, rural or remote.

Technology is changing rapidly. We will offer greater choice and convenience for people wanting to contact us, with expanded digital options and improved accessibility.

We have introduced a new approach to call handling in our Contact, Command and Control Division to improve the way we respond to the public. This is now being rolled out across the country. Recognising that our responses need to be tailored to the individuality of each caller, we allow our skilled staff to assess the threat and risk of harm of every call and decide the most appropriate response. The new model will increase our ability to dispatch police officers to urgent incidents, which means we can get to the people who need us most, when they need us most. In other cases, the most appropriate response may be provided by a partner agency whose staff have the appropriate skills to better support the caller's needs.

Our frontline officers are being equipped with mobile devices, making them more autonomous and allowing them to spend more time in communities. We will continue to identify and improve functionality so that our people can be effective where they are needed most. As we change our fleet, our vehicles will become mobile working environments. As new technologies for policing become available, we will consider how they will support our frontline delivery for the public.

3. We will support the changing nature of communities

Our understanding of the term 'community' has evolved over time and is no longer limited to communities of georgraphy. People also identify as part of communities formed through other shared characteristics, beliefs and experiences. This includes online connections, with people feeling part of multiple community groups.

We will continue to improve the services we provide as society evolves. We will work collaboratively with the communities we serve, drawing on expertise and experience to inform our work.

We will embed accessibility and inclusivity into our service design. Accessibility standards will be applied across our technology, processes and systems, both internally and externally.

Our workforce must be representative of all our communities. Following recruitment drives for under-represented groups, our workforce is increasingly diverse. We must, however, do more to attract the brightest and best candidates to policing as a positive and inclusive employer.

Outcome 3

The public, communities and partners are engaged, involved and have confidence in policing

Challenges and opportunities

The principle of policing by consent is fundamental to Scotland's social fabric. Advances in technology create opportunities for new methods of communication and response. Future developments in technology will require ongoing dialogue with the public about how to strike the right balance between privacy and protection.

Police Scotland understands the diverse nature of the communities it serves. Policing must remain accessible in times of need, whilst working with partners to agree when Police Scotland is not the most appropriate organisation to respond.

Today's challenges	Policing in future
Societal changes and emerging technologies are testing the balance between privacy and protection	Public, partners and communities continue to have confidence and trust in the service that Police Scotland provides
Services are not always accessible and are not fully integrated with partners. Digital developments provide both an opportunity and a risk to service provision	Public safety and wellbeing are increased through delivering seamless, digitally enabled services
Communities are not always provided with the right support from the most appropriate agency	Working with others to support the communities we serve

To achieve this outcome, Police Scotland will:

1. Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service

2. Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective

3. Work with local groups and public, third and private sector organisations to support our communities

1. We will embed ethical and privacy considerations that are integral to policing and protection into every aspect of the service

Policing in Scotland has a long and proud history, based on the fundamental principle that we police by consent of the people. Legitimacy and credibility are key to the effectiveness of policing. Our values are at the heart of everything we do, with ethical and privacy considerations of the utmost importance to the service we provide.

We must police effectively in order to protect the most vulnerable members of our society. This requires a balance between having the right tools to do the job and ensuring that our use of technology is ethical and proportionate. As we embrace new technologies to keep people safe in a digital world, we will continually review this balance.

New technologies and the opportunities they provide to enhance the effectiveness of policing will be implemented in consultation with our people and the public. We will ensure a strong and consistent ethical oversight that is open to scrutiny and maintains public trust.

Public confidence in policing impacts how safe individuals feel. It is also a key indicator of Police Scotland's overall performance. The communities we serve should feel confident that we will always police in a way that is fully underpinned by our values of fairness, integrity, respect and human rights.

2. We will protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective

The safety and wellbeing of the people we serve are enhanced by providing services that work efficiently. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions. Our standards and engagement principles will help us embed quality and consistency in our services, ensuring we manage and meet public expectations.

The implementation of the Contact Assessment Model has improved the way we triage and respond to contact from the public. This model uses enhanced assessment and decision-making based on threat, risk and harm. We will continue to improve the experience and outcomes for the public, whilst empowering and enabling our workforce to make the right decisions and to provide the most appropriate and proportionate policing response.

We will support operational policing with connectivity of our ICT, data and communications, access to knowledge and dissemination of good practice. We will improve how we manage public contact and the end-to-end user experience. This will create an accessible and seamless public experience with inclusive services. It will expand our digital and online options significantly. Our aim is to get it right first time, giving the public a better service and operating more efficiently as a modern police service.

3. We will work with local groups and public, third and private sector organisations to support the communities we serve

Engaging with people strengthens relevance, responsiveness and accountability and builds trust. It helps us learn about people and create services that meet their needs. We will improve and refocus our engagement activities where these are not reaching diverse communities and are not representative of the society we serve.

The type of demand that operational officers face day-to-day has shifted. Our changing demand profile has seen a 24% rise in 'concern for person' calls over the past two years, with a significant number of calls relating to supporting those in crisis due to vulnerability or mental ill-health. We will work with partners to make sure that people receive the right response, at the right time, from the most appropriate service. To do this effectively, we must work with our communities to determine where and how their needs are best met, and how our service can adapt.

Officers and staff will always respond to people in crisis, however, Police Scotland will support other public services and work to establish a greater shared understanding of respective roles and boundaries. We will shift to a model that has clear parameters and effective handover between partners. Police Scotland's aim is for people to receive the right response to meet their needs from the most appropriate agency.

Outcome 4

Our people are supported through a positive working environment, enabling them to serve the public

Challenges and opportunities

Officer and staff safety and wellbeing are at the heart of Police Scotland's commitments. Our people want to deliver sustained change for the better. To make that happen, the service must provide strong support to all to equip them with the skills, knowledge and technology required to police safely and effectively in a changing world.

Today's challenges	Policing in future
Crime is evolving and scrutiny and pressure on policing are increasing. Assaults on officers have risen	Wellbeing matters in an organisation where everyone is safe, well equipped and protected
We continue to change as a service and are working on ways to develop our people to realise their full potential	Our people are confident leaders who feel trusted, supported and valued for their contribution
We have a developing organisational culture which reflects legacy force foundations and builds towards collective improvement	All our people identify with and demonstrate Police Scotland values and have a strong sense of belonging

To achieve this outcome, Police Scotland will:

1. Prioritise wellbeing and keep our people safe, well equipped and protected

2. Support our people to be confident leaders, innovative, active contributors and influencers

3. Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

1. We will prioritise wellbeing and keep our people safe, well equipped and protected

The challenges for policing have never been greater. Although much of crime is evolving in line with wider societal change, other aspects remain the same, but with increased scrutiny and pressure.

Our people have been subjected to a recent rise in violent assaults whilst performing their duties. We will learn from each of these instances and ensure staff have the right training and equipment to deal safely with all incidents they attend.

Being assaulted or abused is not an expected part of working for the police and will not be tolerated on any level. We will continue to expect assurances from the Criminal Justice system that assaults on officers and staff will be dealt with robustly.

We will create the environment for our staff to be able to work effectively. This includes all staff having ready access to good quality, visible, local leadership, management support and a wide range of services to assist them, from individual mental health awareness through to personal finances. We will provide comprehensive training, vehicles, technology, support and equipment in order for all our staff to perform their roles safely and effectively.

2. We will support our people to be confident leaders, innovative, active contributors and influencers

Our people work in high pressure, dynamic environments where they are required to demonstrate leadership. We must equip them to make decisions, ensuring they are trusted and empowered to do so.

We will expand on our training provision to equip our people with the knowledge and skills to deliver effective policing in a changing world.

To develop flexibility, meet evolving demands and build internal resilience, we will provide our people with opportunities to gain new skills, re-train and diversify throughout their career with Police Scotland. We will provide them with opportunities to develop in their current role or to seek further development towards new roles or promotion.

Our people should be confident they have the backing of the organisation in discharging their duties when they act in good faith to do the right thing, often in very challenging circumstances.

A traditional command structure will remain a requirement of an effective police service. However, as we adapt to a changing world, we will also embed a positive culture that supports innovation and provides opportunities for all our people to contribute. We will promote a culture of inclusivity, where diversity of background and perspective is valued.

3. Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

We will continue to build on the many successes achieved since the creation of Police Scotland in 2013, particularly in relation to embedding our values of fairness, integrity, respect and human rights in everything we do.

The current staff mix in Police Scotland reflects a combination of invaluable long-term experience under legacy arrangements and more recent single service experience.

To develop a strong culture we must combine heritage, experience and fresh thinking, taking the best ideas from across the country and beyond and applying these throughout the service.

To support the evolution of a strong positive organisational culture, Police Scotland will implement our Competency and Values Framework. This will allow us to teach, observe and measure our behaviours and credibility, and provide insights for continuous improvement.

Our People Strategy and Leadership Framework set out the skills and knowledge required to perform effectively throughout the organisation. We will support our staff to develop these competencies through a combination of experience and training, in line with our commitment to provide wider career development opportunities.

Outcome 5

Police Scotland is sustainable, adaptable and prepared for future challenges

Challenges and opportunities

Policing must continue to evolve. Ongoing political, economic and societal changes require the police service to adapt and respond to future challenges and maximise the benefits of future opportunities. Police Scotland will embrace innovation, challenging ourselves and partners to work collaboratively and sustainably. Transforming operational and support services will maximise the potential of all our assets and help deliver best value.

Today's challenges	Policing in future
Limited opportunities for staff to make recommendations for improvements. Lack of systems integration, resulting in inefficiency and duplication of effort	We embrace new ideas, innovation, and technologies, learning from best practice
We are limited in our ability to operate sustainably. We maintain a large and ageing estate alongside the biggest blue light fleet in Scotland.	We consider environmental sustainability by default in all parts of our organisation
Complex governance structures inhibit dynamic decision making, effective responses and the delivery of improvements	We will ensure that we have the right structure, governance and decision making in place to deliver best value across the service

To achieve this outcome, Police Scotland will:

1. Use innovative approaches to accelerate our capacity and capability for effective service delivery

2. Commit to making a positive impact through outstanding environmental sustainability

3. Support operational policing through the appropriate digital tools and delivery of best value

1. We will use innovative approaches to accelerate our capacity and capability for effective service delivery

The current social, political and economic climate means that we must adapt our services to continue to keep all communities in Scotland safe.

We will continue to encourage our people to challenge the status quo, recognising when they suggest better, more efficient ways of doing things. We will encourage proactivity and problem-solving.

We will work in partnership with other public, third and private sector organisations to identify opportunities and threats, collectively seeking innovative solutions. This will require a collaborative approach and one which ensures data and information are shared within the boundaries of the legislation and accepted privacy and ethical standards.

We will continue to drive and support improvement throughout Police Scotland. This will include deploying technology in the right places to change how things are done, enabling better solutions for the future. Our people will be flexible and agile, with the capacity, skills and tools required to support innovation.

2. We will commit to making a positive impact through outstanding environmental sustainability

We must work to reduce the impact of our activity, estates and fleet on the environment. Police Scotland will make a significant contribution to the Scottish Government's 2040 carbon neutral target and 2045 zero greenhouse gas emissions target. We will encourage our partners and mandate our suppliers to do likewise.

Our approaches to fleet and estates are a positive step towards achieving environmental sustainability. Our ambition is to have the first and largest public sector fleet in the UK to operate fully with ultra-low emissions vehicles.

By decarbonising our fleet, we show our commitment to reducing our carbon footprint whilst ensuring that we have safe, modern and fit for purpose vehicles. We will ensure that environmental sustainability is built into the design of our new buildings and will invest in our current estate to make Police Scotland a modern and efficient place for our people to work. We will co-locate with public service partners in shared facilities wherever the opportunity arises, in order to promote partnership working and reduce our overall physical and carbon footprints. We will continue to drive our energy efficiency programme and encourage and support our people to work in a way that embeds environmental sustainability.

3. We will support operational policing through the appropriate digital tools and delivery of best value

Supporting this Strategic Police Plan we have a number of aligned strategies and plans that detail how we will change key areas such as ICT, estates and fleet. It is vital that we consider and plan for how these will be delivered together.

To deliver operational policing successfully, we must ensure that our support services are organised to be as effective, efficient and flexible as possible. Support services must be enabled with the appropriate technology and access to data and digital solutions in order to perform efficiently. We will therefore invest in the correct infrastructure in this area.

We will use management information on performance and demand, together with expertise and predictive analytics to make the best strategic and tactical decisions. We will keep our operating model under review, and adapt accordingly when we identify new or alternative approaches. We will invest in our use of data, digital, analysis and intelligence.

Police Scotland is fully committed to demonstrate best value. However, our financial position, both capital and revenue, is under pressure. Any decisions regarding investment or efficiency will be made prudently, without compromising on operational delivery requirements.

Everyone has a role to play in improving financial sustainability, making efficient use of resources and eliminating waste to deliver best value. Procurement of and demand for goods and services will remain under scrutiny, ensuring resources are used in the most efficient way possible to meet the greatest need.

Delivering Change

This Strategic Police Plan sets the direction and scope for policing in Scotland. It will guide how resources are allocated to meet the requirements of the public and communities for safety and protection.

Police Scotland's strategic planning and performance framework ensures that the Strategic Police Plan is supported by enabling sub-strategies and action plans, including a three-year delivery plan and aligned Annual Police Plan. Police Scotland has developed a Target Operating Model, which sets out the organisational development required to enable effective delivery of the Strategic Police Plan.

Police Scotland has an established Change Function responsible for managing the delivery of transformative programmes and projects. This includes programme and project management, controlling interdependencies and risks, monitoring benefits realisation, and working with colleagues across the service to manage the impact of change.

Delivery of the 2017 strategy, Serving a Changing Scotland, is reviewed regularly. The demonstration of progress and impact is embedded in both financial and productivity reporting, as well as the overall performance framework, which is reported to the Scottish Police Authority and the Chief Constable as part of the formal reporting cycle.

The impact on our people and services of transformation is monitored by Police Scotland through progress reporting and review at Change Board and Senior Leadership Board meetings. Scrutiny, oversight, challenge and support are provided by the Scottish Police Authority through the governance structure at both Board and Committee meetings and by a range of other mechanisms, such as dedicated oversight and working groups involving Board members and supporting staff.

In addition to formal processes, a culture of change is promoted across Police Scotland and the Scottish Police Authority. We want to see a drive for continuous improvement at the heart of every operational team and business area, empowering all officers and staff to be innovative and improvement-focused in their day-to-day practice.

Scottish Government
National Outcomes / Strategic Priorities

POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

SPA/Police Scotland
Strategic Outcomes

Long Term Policing Strategy
'A Safe, protected and resilient Scotland'

Enabler Strategies

People | Fleet | Estates | Contact | Transforming Corporate Support Services | Digital, Data and ICT | Cyber

Implementation Plans including: Strategic Workforce Plan, Annual Police Plan, Local Policing Plans, Local Outcome Improvement Plans, Financial Plans

Implementation

An infrastructure of plans supports the delivery of our strategic outcomes:

- A 3-year Scotland-wide Implementation Plan, setting out the activities and actions to achieve the strategic outcomes and meet the key areas identified in the Strategic Assessment.

- An outcome-based Annual Police Plan, setting out activity for the year related to the strategic outcomes.

- Local Police Plans, setting out local objectives to support the strategic outcomes, which take account of local circumstances and community planning arrangements.

- Detailed sector specific plans, setting out the activities required to achieve the strategic outcomes.

3 Year Implementation Plan

Police Scotland is developing a 3 year plan to achieve the outcomes set out in this Strategic Police Plan. Successful delivery will depend on appropriate funding levels.

The Annual Police Plan

Police Scotland's Annual Police Plan is required by statute. It is laid before parliament in March of each year.

The Annual Police Plan is aligned with the Strategic Police Plan. It sets out the detail of how Police Scotland will operate and contribute to the outcomes described in the Strategic Police Plan.

Underpinning the Annual Police Plan is a range of enabling strategies at business area level.

Delivery of the Annual Police Plan and corresponding activity is overseen by Police Scotland's Senior Leadership Team. Performance is reported publicly to the Scottish Police Authority on a quarterly basis, structured around the 5 outcomes set out in this Strategic Police Plan.

Local Police Plans

In addition to the Annual Police Plan, Police Scotland produces Local Police Plans, aligned to the Strategic Police Plan. The content and character of Local Police Plans are determined by Local Area and Divisional Commanders in negotiation with local authorities, who are each responsible for approving their respective Local Police Plan. These plans reference locally distinct priorities, objectives, outcomes and performance measures. They link to wider community planning arrangements, with Local Outcome Improvement Plans taken into account in the development process.

These local scrutiny arrangements both strengthen and complement the national oversight of Police Scotland by the Scottish Police Authority.

Measuring progress and assessing performance

Police Scotland provides quarterly performance reports to enable review and oversight by the Scottish Police Authority. An annual performance report measuring progress against agreed outcomes is provided to the Chief Constable and to the Scottish Police Authority.

The five strategic outcomes provide a clear message to the public and stakeholders on how policing in Scotland is expected to improve as a consequence of implementing this Strategic Police Plan.

The outcomes are the basis on which progress will be measured as part of the policing performance framework.

Performance assessment constitutes a critical component of the Scottish Police Authority's statutory functions, including keeping policing in Scotland under review, promoting and supporting continuous improvement and holding the Chief Constable to account.

Quarterly Performance Reporting to Scottish Police Authority

The policing performance framework consists of a set of measures agreed between the Authority and Police Scotland, and an accompanying public reporting regime. For each of the agreed measures, a baseline position is established at the outset, and the direction of travel is agreed.

Progress against each of the framework's measures is reported by Police Scotland to the Authority's Policing Performance Committee for initial consideration, and to the Authority's Board meeting for full review on a quarterly basis.

Scottish Police Authority's Annual Review of Policing

The Authority is required to assess Police Scotland's performance (and its own) on an annual basis, and to publish a report. Each financial year, the Authority produces an Annual Review of Policing, which is laid before Parliament together with its Annual Report and Accounts. The development of the Annual Review of Policing is overseen by the Authority's Policing Performance Committee.

The Annual Review of Policing is made up of two core elements:

(1) the Authority's assessment of Police Scotland's performance in implementing the arrangements set out in the Annual Police Plan; and

(2) the Authority's assessment of both Police Scotland's performance, and its own, in achieving the objectives in the Strategic Police Plan.

The Scottish Police Authority draws on a range of publicly available information and data to produce its Annual Review of Policing, including material contained in the quarterly performance reports provided by Police Scotland during the reporting year. In compiling this comprehensive view of Policing Performance, the Authority also reaches out to each Scottish local authority, Her Majesty's Inspectorate of Constabulary in Scotland and other partner organisations for their views on the impact of policing, in order to reflect a wide range of data and opinion sources.

Reporting cycle

Strategic Outcomes

- Threats to public safety and wellbeing are resolved by a proactive and responsive police service
- The needs of local communities are addressed through effective service delivery
- The public, communities and partners are engaged, involved and have confidence in policing
- Our people are supported through a positive working environment, enabling them to serve the public
- Police Scotland is sustainable, adaptable and prepared for future challenges

Annual

performance report to measure progress against strategic outcomes to Chief Constable and SPA.

Annual review of Policing summarising progress and future challenges, produced by the SPA.

Quarterly

performance report measures progress against strategic outcomes and activity in the 3 Year Strategic Implementation Plan and Annual Police Plan 2020/21, produced by Police Scotland and reports to the Chief Constable and the SPA.

Oversight and scrutiny of policing in Scotland are the responsibility of a range of agencies with varying roles. The primary bodies with a summary of their key responsibilities are set out here. This list is not exhaustive; Police Scotland operates in a complex landscape of scrutiny and accountability to provide the confidence essential to effective policing.

Organisation	Responsibility
The Scottish Government Riaghaltas na h-Alba	• Appoints members of the Scottish Police Authority • Approves the appointment of the Chief Constable • Sets national budgets and strategic priorities • Has power of direction over the Authority
SCOTTISH POLICE AUTHORITY	• Maintains the Police Service • Promotes the policing principles • Promotes and supports continuous improvement in the policing of Scotland • Holds the Chief Constable to account for the policing of Scotland • Provides Scottish Ministers with information relating to the Authority or the Police Service • Produces the Strategic Police Plan
The Scottish Parliament Pàrlamaid na h-Alba	• Justice Committee considers and reports on matters falling within the responsibility of the Cabinet Secretary for Justice • Justice Sub-Committee on policing considers and reports on the operation of the Police and Fire Reform (Scotland) Act 2012 as it relates to policing
HMICS	• Assesses the state, effectiveness and efficiency of Police Scotland and the Scottish Police Authority • Can be directed by Scottish Ministers • Provides professional advice and guidance on policing
Local Authorities	• Are consulted by the Scottish Police Authority on the Strategic Police Plan • Views taken into account by divisional commanders developing local police plans • Elected members scrutinise how Police Scotland delivers the agreed priorities set out in their local police plan

Engaging with us

We want to hear from you

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape our services and influence decisions made. Insight from effective engagement helps identify practical solutions and determine changes required to meet the needs of the communities we serve.

The Scottish Police Authority and Police Scotland are committed to continuous improvement in all that we do. If you have something to tell us about the Strategic Police Plan or our service, please contact us at: https://www.scotland.police.uk/contact-us

Public engagement and insight

As part of the development of the Strategic Police Plan we are undertaking a period of engagement in early 2020 to allow the public and our partners to provide feedback regarding our strategic direction. This feedback will be captured and used to shape the final version of this Plan.

Further information about this and our wider engagement can be found in our consultation and engagement hub at https://consult.scotland.police.uk/

Social media

Police Scotland has a number of active social media channels that provide a range of information and insight into policing, both nationally and in your local area. A full list of our social media accounts can be found on our website. Our main national channels can be found at:

Twitter: @policescotland
Facebook: https://www.facebook.com/PoliceScotland/

Please note that our social media channels are not monitored 24/7 and should not be used for reporting crime. Please dial 999 in an emergency.

Inclusive and accessible engagement

We aim to embed accessibility and inclusivity into our services to make them work for everyone.

This Strategic Police Plan was subject to an Equality and Human Rights Impact Assessment (EqHRIA). A summary of the EqHRIA has been published alongside this document on the Scottish Police Authority website: http://www.spa.police.uk/
and the Police Scotland website: http://www.scotland.police.uk/about-us/police-scotland/strategic-planning/

This Strategic Police Plan can be made available in various alternative formats. Please contact us via our online form https://www.scotland.police.uk/contact-us

Deaf, deafened, hard of hearing or speech-impaired callers can contact us via TextRelay on 1 800 1 101.

Joint Strategy for Policing (2020) Policing for a safe, protected and resilient Scotland

Overview

In December 2019 the Scottish Government updated its Strategic Police Priorities, prompting a refresh of the Scottish Police Authority's and Police Scotland's strategic police plan and long term strategy for policing.

We are pleased to introduce our refreshed Joint Strategy for Policing, Policing for a safe, protected and resilient Scotland, to set the future direction for policing in Scotland.

Significant progress has been made in the three years since our first long-term strategy was published and it is time to take stock and consider the challenges and opportunities that lie ahead in an ever-changing, uncertain and increasingly complex environment.

This Joint Strategy for Policing describes our strategic outcomes and objectives. It recognises the unique role of policing in the communities we serve. The Strategy reflects the need to refocus and redirect resources to ensure that officers and staff are fully supported as they respond with commitment and professionalism to the needs of communities.

Fundamental to our future approach will be the support we provide to our people. Their safety and wellbeing are paramount and we are committed to ensuring they receive the support and assistance they need.

Through our ongoing conversations with the public, partners and our people, we have taken account of feedback provided so far, shaping the design and delivery of policing now and in the future, and considering the opportunities and challenges ahead.

Through this consultation we want to hear from you about what you think about the future vision we have developed and described in this Strategy.

At the bottom of this page you can download and read the full draft document.

How we will use your personal information

All personal information will be anonymised and you won't be identified through the information you provide. At the end of the survey, we ask for personal details, such as age and gender, to ensure we receive a comprehensive range of viewpoints.

By completing this survey, you agree to Police Scotland using your anonymised data for analysis and reporting.

How to respond

There are five sections we would like you to consider which are headed:
- Keeping people safe
- Communities are at the heart of policing
- How we involve you
- Supporting our people
- Sustainable policing for the future

Our survey can be completed online at:
https://consult.scotland.police.uk/consultation/policingforscotland

You can also complete this form electronically and email it to:
StrategicPlanningDevelopment@scotland.pnn.police.uk

You can also print this document if you prefer. You can scan and send it back to the email address above. To submit a hard copy by post, please send it to:

Scottish Police Authority and Police Scotland
c/o Strategy and Planning Team
Room 808 Culzean Building
Scottish Police College
Kincardine
Fife
FK10 4BE

You can also hand it in at the front counter of a police station.

The survey may take between 10 and 20 minutes to complete depending on how much input or comments you have.

The consultation closes on Monday 2 March 2020.

If you have questions

Should you have any questions, please get in touch.

Telephone: 01786 893 060

Email: StrategicPlanningDevelopment@scotland.pnn.police.uk

Keeping people safe

Threats to public safety and wellbeing are resolved by a proactive and responsive police service

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Society is changing. We find ourselves moving at an ever-increasing pace from the physical to the digital world; a move that creates opportunities for new and complex crime types. This shift also affects traditional crime, much of which now has a digital element.

To protect people effectively, Police Scotland will evolve, sharpening its focus on keeping people safe from harm, whilst embracing innovative technologies and partnerships.

Police Scotland, however, cannot achieve its aims in isolation. We must work with partners, including through community planning partnerships which bring together local public services to work effectively to maximise the impact of limited resources. Police Scotland will continue to be a key contributor to local joint planning and delivery, as well as to national cross-sectoral partnerships, helping drive a shift to prevention and early intervention across services. An improved balance of responsibilities across public services will allow Police Scotland to maintain a focus on its core responsibilities.

We will:
- Keep people safe in the physical and digital world

- Design services jointly to tackle complex public safety and wellbeing challenges

- Support policing through proactive prevention

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree		Agree	X	Neither agree nor disagree		Disagree		Strongly disagree	

Please provide further comments in the box below.

Our interest (the Inverclyde Council Local Police & Fire Scrutiny Committee (the Committee) is rooted in our statutory role as a scrutiny partner. In a response to the Police Scotland 'Shaping our Direction and Delivery 2019-22 the committee noted the following:

The Committee are aware of numerous examples of partnership working across Inverclyde and acknowledge that partnerships can only function effectively when partners collaborate. We welcome the continued partnership working with Police Scotland both as a scrutiny partner and community planning partner in Inverclyde.

In addition to this the committee also noted-

In February (2019) Inverclyde hosted the Scottish Police Authority Board Meeting. This was an opportunity for SPA Board Members, Elected Members and the Corporate Management Team of Inverclyde Council and Police Scotland to discuss issues across the area. One of the successful partnerships highlighted was work of a local Police Officer with Education Establishments across the authority her engagement with Looked After and Accommodated Children. This is seen as a good way of targeting a resource to prevent harm to a particular community. This is very much a partnership working approach which shows the value of multiagency working on specific topics to prevent harm.

The position of Inverclyde Council remains as it did in the previous engagement.

Cybercrime is when technology is used as a tool to commit a crime or is the object of the crime itself. In addition to tackling traditional and visible crime and criminality, we must find different ways to prevent, disrupt and respond to the ever more inventive and complex use of digital tools and new tactics.

Work is under way that will transform Police Scotland's capacity and capability to respond to these digital and cyber threats.

Please provide further comments in the box below.

As noted in the response to the engagement 'Police Scotland- Shaping our Direction and Delivery 2019-22':

The Local Police & Fire Scrutiny Committee has commented at a number of meetings that the threat of cybercrime is an emerging issue within our communities with examples around cybercrime and sex crimes; the Committee agree with the statement of 'improving our understanding of, and response to, the threat of cybercrime.

In addition to this the Committee would welcome an update at a future meeting in regards to the work that is under way that will transform Police Scotland's capacity and capability to respond to these digital and cyber threats.

The position of Inverclyde Council remains as it did in the previous engagement.

Please note that if you wish to report an experience of cybercrime you should do so using our standard contact options.

Please follow this link and select 'report cybercrime' for further information: https://www.scotland.police.uk/contact-us/

In non-emergencies please dial 101 and in emergencies always call 999.

Communities are at the heart of policing

The needs of local communities are addressed through effective service delivery

The role of policing is to keep people safe, wherever they live. Police Scotland must continue to be responsive to all forms of community. By doing so services will continue to evolve and be designed to meet the needs of individuals and communities.

Police Scotland will continue to provide traditional, visible and accessible policing to local communities, supplemented with new support services that adapt to societal shifts. The pace of technological change means that people increasingly feature or are active participants in a digital world. Policing will reflect this in how resources are allocated, ensuring the services provided are inclusive and proactive in meeting the needs of all communities.

We will:

- Understand our communities and deliver the right mix of services to meet their needs

- Support our communities through a blend of local and national expertise

- Support the changing nature of communities

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree	X	Agree		Neither agree nor disagree		Disagree		Strongly disagree	

As noted in the response to the engagement 'Police Scotland- Shaping our Direction and Delivery 2019-22':

Inverclyde Council's Police & Fire Scrutiny Committee has regularly commented on the positive impact the local Community Policing Teams have on communities across Inverclyde. Examples provided include regular attendance at community meetings across the authority such as Community Councils and Tenants and Residents Associations. The committee is also of the belief that it is helpful to know who the Community Police Officers are. There is a sense that the local Community Policing Teams know their areas and the people they work with.

The position of Inverclyde Council remains as it did in the previous engagement.

How we involve you

The public, communities and partners are engaged, involved and have confidence in policing

The principle of policing by consent is fundamental to Scotland's social fabric. Advances in technology create opportunities for new methods of communication and response. Future developments in technology will require ongoing dialogue with the public about how to strike the right balance between privacy and protection.

Police Scotland understands the diverse nature of the communities it serves. Policing must remain accessible in times of need, whilst working with partners to agree when Police Scotland is not the most appropriate organisation to respond..

We will:

- Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service

- Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective

- Work with local groups and public, third and private sector organisations to support our communities

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree		Agree		Neither agree nor disagree	x	Disagree		Strongly disagree	

Please provide further comments in the box below.

As noted in the response to the engagement 'Police Scotland- Shaping our Direction and Delivery 2019-22':

As Inverclyde now has only one Police Station there is a need for a wide range of opportunities for members of the public to engage with Police Scotland. We would ask Police Scotland to work to ensure that the public are aware of the various methods there are to contact them. We recognise that as a key community planning partner Police Scotland are involved in a number of partnership forums that aim to engage with local communities and would wish to highlight the need for ongoing Police Scotland involvement in these.

The position of Inverclyde Council remains as it did in the previous engagement.

Supporting our people

Our people are supported through a positive working environment, enabling them to serve the public

Officer and staff safety and wellbeing are at the heart of Police Scotland's commitments. Our people want to deliver sustained change for the better. To make that happen, the service must provide strong support to all to equip them with the skills, knowledge and technology required to police safely and effectively in a changing world.

We will:

- Prioritise wellbeing and keep our people safe, well equipped and protected

- Support our people to be confident leaders, innovative, active contributors and influencers

- Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree		Agree	X	Neither agree nor disagree		Disagree		Strongly disagree	

Please provide further comments in the box below.

As noted in the response to the engagement 'Police Scotland- Shaping our Direction and Delivery 2019-22':

At the Inverclyde Police & Fire Scrutiny Committee on 29 November 2018 there was a committee paper on a report from Her Majesty's Inspectorate of Constabulary in Scotland on 'HMICS Inspection of Custody Centres across Scotland'. One of the inspection visits took place in the Greenock Custody Centre and Elected Members did express concern about those situations when the Custody Centre could not open due to prisoner illness and general issues around the layout of the Custody Centre especially the impact that it could have on local police delivery especially if resources are redeployed to other areas with Prisoners. The Committee acknowledge that improvement works are underway.

At a recent meeting with representatives of the Scottish Police Authority Board both Elected Members and Inverclyde Council Senior Management Team discussed the nature of policing numbers across Inverclyde; those Elected Members present acknowledge that work is being carried out a national level around policing numbers and would welcome additional policing numbers in Inverclyde if identified.

The position of Inverclyde Council remains as it did in the previous engagement.

Sustainable policing for the future

Police Scotland is sustainable, adaptable and prepared for future challenges.

Policing must continue to evolve. Ongoing political, economic and societal changes require the police service to adapt and respond to future challenges and maximise the benefits of future opportunities. Police Scotland will embrace innovation, challenging ourselves and partners to work collaboratively and sustainably. Transforming operational and support services will maximise the potential of all our assets and help deliver best value.

We will:

- Use innovative approaches to accelerate our capacity and capability for effective service delivery

- Commit to making a positive impact through outstanding environmental sustainability

- Support operational policing through the appropriate digital tools and delivery of best value

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree		Agree		Neither agree nor disagree	x	Disagree		Strongly disagree	

Please provide further comments in the box below.

As noted in the response to the engagement 'Police Scotland- Shaping our Direction and Delivery 2019-22':

Representatives from Police Scotland have reported to the local Police and Fire Scrutiny Committee that a number of calls to Police Scotland (either 101 or 999) do not result in a crime being recorded. The Committee acknowledges that Partnership working is a key driver in supporting vulnerable people in our communities.

In addition to this a response to the Scottish Government engagement (October 2019) in respect of the Strategic Police Priorities for Scotland also commented:

Within a wider local authority context, the Committee acknowledges the need to adapt to present and plan for future circumstances. It would be beneficial if sustainability is considered within a wider community planning context as outcomes for local communities can be improved through partnership working rather than as standalone agencies.

Generally the Committee supports any work that would have a positive impact on policing in Inverclyde. The Committee appreciated opportunities to hear from Police Scotland in regards to the introduction of the Digitally Enhanced Policing Programme and Contact Assessment Model in 2019 and would welcome further updates in regards to its implementation and impact on policing in Inverclyde.

About you

We ask these questions so that we can understand how representative the respondents are of the general population.

Q. What age are you?

10-15	☐	16-19	☐	19-29	☐
30-39	☐	40-49	☐	50-59	☐
60-69	☐	70+	☐	Prefer not to say	X

Q. Do you consider yourself to have a disability?

Yes	☐	No	☐	Prefer not to say	X

Q. Which of the following best describes you?

Female	☐	Male	☐	Transgender	☐	Non-binary (gender neutral)	☐	Prefer not to say	X

Q. Which of the following options best describes how you think of yourself?

Heterosexual	☐	Gay	☐	Lesbian	☐
Bisexual	☐	Other	☐	Prefer not to say	X

Q. Please choose one option that best describes your ethnic group and background.

(Please add 'X' next to your selection)

White British		Indian, Indian Scottish, Indian British	
White English		Mixed or Multiple Ethnic Group - please state below	
White Gypsy/Traveller		Pakistani, Pakistani Scottish, Pakistani British	
White Irish		Other Asian group - please state below	
White Northern Irish		African, African Scottish, African British	
White Polish		Black, Black Scottish, Black British	
White Scottish		Caribbean, Caribbean Scottish, Caribbean British	
White Welsh		Other African group - please state below	
Other White British - please state below		Other Black group - please state below	
Other white ethnic group - please state below		Other Caribbean group - please state below	
Bangladeshi, Bangladeshi Scottish, Bangladeshi British		Arab, Arab Scottish, Arab British	
Chinese, Chinese Scottish, Chinese British		Other - please state below	
Prefer not to say	X		

Q. What is your postcode?

Please enter the first part of your postcode below.

PA15

Q. What religion, religious denomination or body do you belong to?
(Please add 'X' next to your selection)

No religion		Church of Scotland	
Roman Catholic		Other Christian	
Buddhist		Hindu	
Jewish		Muslim	
Sikh		Other - please state below	
Prefer not to say	X		

Q. Are you responding as an individual or an organisation?

I am answering as an individual		I am answering on behalf of an organisation	X

Organisation name

Inverclyde Council Local Police and Fire Scrutiny Committee.

Q. Would you like to be contacted by Police Scotland in the future about opportunities to participate in developing our approaches to policing? If so, we will keep your details for this purpose only so that you can be updated on future strategies and engagement.

If so, please choose your preferred methods below.

(Please note this is only to let us know that you might be interested and you are not committing to taking part.)

By email	x	By phone		Other method provided above	

Thank you very much for taking part. Details of how to submit your response can be found on page 2.

Q. (Optional) Please provide your contact details below.

Your name

Your telephone number

Your email address

community.safety@inverclyde.gov.uk

If you would prefer to be contacted in another way, please tell us below.

This survey closes at 23:59 on Monday 2 March 2020.