

A meeting of the Local Police and Fire Scrutiny Committee will be held on Thursday 17 September 2020 at 3pm within the Municipal Buildings, Greenock.

This meeting is by remote online access only through the videoconferencing facilities which are available to Members and relevant Officers. The joining details will be sent to Members and Officers prior to the meeting.

In the event of connectivity issues, Members are asked to use the *join by phone* number in the WebEx invitation.

Please note this meeting will be recorded.

GERARD MALONE
Head of Legal and Property Services

BUSINESS

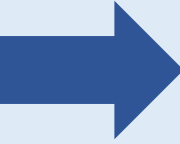
1.	Apologies, Substitutions and Declarations of Interest	Page
2.	Presentation – COVID Operational Response and Stop Search Proactivity Presentation by Police Scotland	
PERFORMANCE MANAGEMENT		
3.	Police Scotland Performance Report	P
4.	Scottish Fire & Rescue Service Performance Report	P
NEW BUSINESS		
5.	Local Police and Fire Scrutiny Committee Update Report (September 2020) Report by Corporate Director Education, Communities & Organisational Development	P
6.	Items for Noting (Local Police & Fire Scrutiny Committee) Report by Corporate Director Education, Communities & Organisational Development	P

Enquiries to – **Diane Sweeney** - Tel 01475 712147

Keeping People Safe in Inverclyde

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

Violence & Antisocial Behaviour



Group 1 crimes of violence have decreased by 28.3% to a total of 38. One fewer attempted murder, seven fewer serious assaults (n=23) and two fewer robberies (n=6) were recorded. The detection rate for serious assaults is 78.3% - down 1.7 percentage points on the previous year; while the robbery detection rate increased from 50% to 66.7%.

Decrease in recorded serious and minor violence.

Since April 2020, 339 crimes have been identified via police proactivity, an increase of 12.6% on the previous year. This includes weapons carrying and drug offences.

There have been 162 recorded common assaults, a decrease of 17.8% (35 fewer crimes) compared to the previous year. 51 (31%) of these crimes assaults targeted emergency workers. These crimes are most commonly perpetrated against police officers.

14 firearms crimes have been recorded – a decrease of 22.2% on the previous year. The current detection rate is 28.6%, up from 11.1% in the previous year. Half of these crimes involved motor vehicles being set alight, with dwelling house letterboxes also commonly being targeted. Meanwhile, reports of disorder increased by 75.8%, with many incidents relating to perceived or actual breaches of COVID-19 restrictions.

Acquisitive Crime



Shoplifting fell by 3.2% to a total of 121 crimes on the previous year – though remaining above the five year average. Housebreaking crimes (inc attempts) increased by 20% to a total of 48 crimes. 63% of HBs targeted dwelling houses.

Motor vehicle crime increased by 14.7% on the previous year to a total of 39 crimes, with the majority of crimes being thefts from insecure vehicles. The detection rate is 64.1%, considerably above the previous year's detection rate (29.4%).



No bogus crimes have been recorded in the reporting period in Inverclyde.

Inverclyde

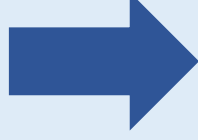
Local Policing Plan (2020 – 2023)

Reporting Period: 1 April 2020 to 30 June 2020

Public Protection

Reported sexual crimes decreased by 35% on the previous year, to a total of 26 crimes. This is also below the five year average (n=33.4 crimes). The detection rate for sexual crimes is 61.5%, up from 40% in the previous year.

Recorded rape and attempted rape fell from seven crimes in the previous year, to five in the current (-28.6%). The detection rate increased from 14.3% to 60%.



31% of sexual crimes recorded in the reporting period were against young people (aged under 16 years at the time of the offence).

31% of sexual crimes were non-recent, with many of these crimes relating to offences against young people. Approximately half of all sexual offences were cyber-enabled to some degree.



There were 16 missing person reports in Inverclyde, down from 41 in the previous year. A quarter of incidents involved a limited number of individuals who went missing on more than one occasion. Young people aged 10 to 19 continue to account for the highest proportion of missing people. The vast majority of missing people were traced in under 24 hours.

234 domestic abuse incidents have been recorded, down by 5.6% on the previous year. These incidents resulted in 119 domestic crimes and offences being recorded – 26.1% below the previous year's volume.

There were 13 complaints about police during the reporting period. This equates to 21.8 complaints per 10,000 police incidents.

Major Crime & Terrorism



Targeting serious organised crime (SOC) continues to be a priority for the division. The Division continues to manage three serious organised crime groups, one of which predominantly impacts on Inverclyde.

YTD 12 detections of drug supply, production and cultivation offences have been recorded, down from 22 in the previous year.

There have been 19 suspected drug related deaths (DRDs) in the reporting period (pending toxicology results). This compares to eight confirmed and two suspected DRDs in the same period last year. Drugs commonly suspected to be involved in deaths included Valium, cocaine and heroin.



49 crimes have been designated as 'cyber-crimes' via application of the relevant cyber-crime marker in Inverclyde, compared to 40 in the same period last year. Recent cyber-crimes include fraudulent online applications for universal credit using victims' details; phishing emails inducing complainers to make payments to fraudulent accounts; possession and distribution of indecent images of children; and indecent online communications with children.



Road Safety & Road Crime



No road fatalities have been recorded year-to-date, while the number of people seriously injured halved on the previous year (n=4). Slight injuries also fell considerably, with a total of three – 24 fewer than the previous year. None of the serious road injuries involved children.



Overall, offences relating to vehicles increased by 5.3% on the previous year, to a total of 256. This incorporated an increase in speeding offences, licence offences, and insurance offences. Meanwhile, drink and drug driving offences fell by 13.3% to a total of 13.

Not Part of the Job – August - Chief Constable Iain Livingstone QPM has outlined his commitment to reduce the impact of violence and improve the safety of officers and staff in a new pledge. The Chief has made it clear that violence against officers and staff is utterly unacceptable and should never be seen as simply part of the job. Lord Advocate James Wolfe QC and Cabinet Secretary for Justice Humza Yousaf have both supported the pledge, which also calls on the public and partners to support our policing effort. The Lord Advocate has made clear that offending against police officers will be prosecuted rigorously.

This message coincided with an incident whereby local officers were pelted by stones and assaulted by a group of youths in Port Glasgow. Of note, Inverclyde officers have recorded three incidents whereby Police officers were subjected to being coughed on or spat at by people claiming to have COVID. All were held in custody and later remanded.

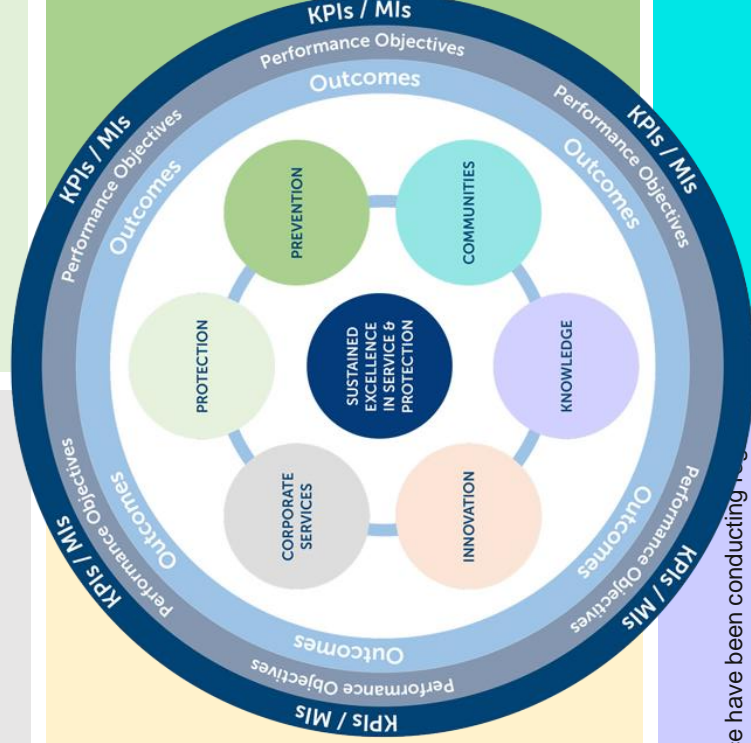
Virtual Courts – Due to impact of COVID-19 on the criminal justice system and to ensure critical business continued to operate safely, a newly devised virtual court process was implemented at a number of Police custody suites including Greenock. All of these suites have been fitted with video link capabilities so that individuals deemed at risk of COVID-19, who are due to appear in court, can do so virtually. In addition to this, Police Scotland have also been running a trial whereby all overnight custody cases, which would have previously been held at court the following day, have been held virtually whether COVID-19 or non-COVID-19.

This move will help limit prisoner movements and reduce potential exposure and infection risks to others. Moreover, it improves capacity within the court system which has been constrained due to the backlogs which have built up during the pandemic. It also supports the ongoing physical distancing restrictions within court buildings which are likely to remain for some time to come.

Licensing – COVID-19 – Since the easing of lockdown restrictions to licenced premises, Police have been conducting patrols to ensure both premises and patrons are acting responsibly and that all reasonable measures are being implemented to limit the spread of Coronavirus. Police Scotland have been taking a measured approach to the guidance by Engaging, Explaining, Encouraging and, as a last resort, Enforcement (if officers are faced with non-compliance). Officers in Inverclyde have conducted over 200 licence premises visits since restrictions were eased for beer gardens on 6th July 2020. The majority of premises visited were grateful for Police attendance and were aware of the restrictions imposed and complying as required.

Of note, the licence holder for the premises operating as Cheers Public House in Greenock continued to ignore the requests by Scottish Government and Police by remaining open on Saturday 21st March. As a result a number of widely publicised disorder incidents occurred. On Sunday 22nd March 2020, the Licence holder once again refused to close the premises and was subsequently served with an emergency closure order by Police Scotland.

Due to the above, a comprehensive premises review was submitted to Inverclyde Licensing Board for consideration. Due to the COVID-19 restrictions the Board agreed to hold the first ever virtual Licensing Board hearing which found the licensee to not be a fit and proper person to hold a premises licence and with immediate effect the licence for Cheers Public House was revoked.



9 Warrants 9 days – Police executed 9 warrants in 9 days in June in an effort to tackle drugs and serious crime. The co-ordinated string of raids were the result of information coming directly from members of the public. A combination of uniformed, covert and specially trained officers were utilised to target the properties. Specifically a number of addresses on Ann Street in Greenock were targeted due to on-going community concerns raised around drug dealing, anti-social behaviour and violence. Two persons were arrested and charged for drug dealing offences.

Safeguarding Young people – As we entered Phase 2 of Lockdown restrictions, Police responded to a significant increase in disorder and Anti-Social behaviour incidents at a number of locations throughout Inverclyde attributed to large gatherings of young people. It was understandable that young people were frustrated with lockdown, however the behaviour was unacceptable with COVID-19 still posing a risk to our community. As part of a co-ordinated approach a number of multi-agency action plans were conducted throughout Inverclyde to mitigate and prevent further instances. Both local and social media outlets were utilised to highlight the issues and help raise awareness to parents and guardians of the dangers posed to their young people, including the #DoYouKnow campaign on Twitter.

Police have seen a reduction in reports of ASB / Disorder associated with young people gathering over the past few weeks due to the pro-active approach taken.

Vehicle ASBO initiative – Acting on concerns raised by our communities, local Police and Road Policing Officers have been investigating a number of complaints regarding motorists who are using their vehicles in an Anti-social manner at various locations in Inverclyde. Some of the issues include excessive engine revving, speeding in a car parks and wheel spinning.

Police have been working with partners and the community to help gather as much evidence as possible to allow us to utilise Anti-social behaviour legislation to deal with offences attributed to these motorists.

To date, Police have issued 3 Anti-Social Behaviour warning notices against both the drivers and cars involved. Any repeat offence by either the driver or involving the same cars in 12 months gives Police power to impound the vehicle at the owner's expense.

Bogus Worker – On 1st August 2020, Police were contacted regarding a report of a bogus worker who had attended at a vulnerable elderly female's address on Sir Michael Street in Greenock. The suspect requested money to fix the door which had nothing wrong with it. The male was disturbed when a carer arrived and challenged him. The male made off however officers were given a good description and were able to make an arrest for this wicked and despicable incident. The suspect has been released pending trial.

INEQUALITIES

Empowered Residents

Nurtured (Children & Young People

ENVIRONMENT, CULTURE & HERITAGE

Independent (Older People)

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



**Inverclyde Performance Report
1st April 2020 - 30th June 2020**



**SCOTTISH
FIRE AND RESCUE SERVICE**
Working together for a safer Scotland

**Working together
for a safer Scotland**

Inverclyde Performance Report

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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	4	0	0	42	0	8
Inverclyde East	2	0	2	49	0	9
Inverclyde East Central	4	1	1	19	1	4
Inverclyde North	2	2	2	14	2	18
Inverclyde South	4	0	0	13	0	12
Inverclyde South West	4	0	0	29	1	4
Inverclyde West	3	0	3	18	0	4

Total Incidents	23	3	8	184	4	59
Year on Year Change	◆ 53%	● -57%	● -50%	● -30%	▲ 0%	● -39%
3 Year Average Change	◆ 11%	◆ 20%	● -17%	● -9%	● -48%	● -13%

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



222



46

special
services



191

false
alarms



459
total number of
incidents



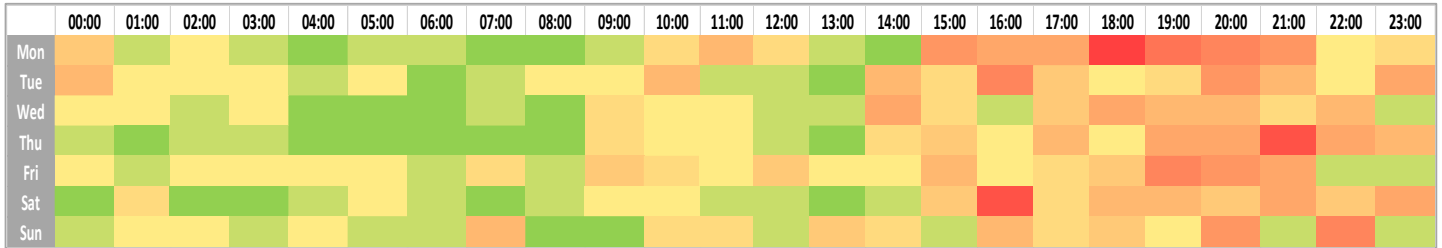
11
fire & non-fire
casualties



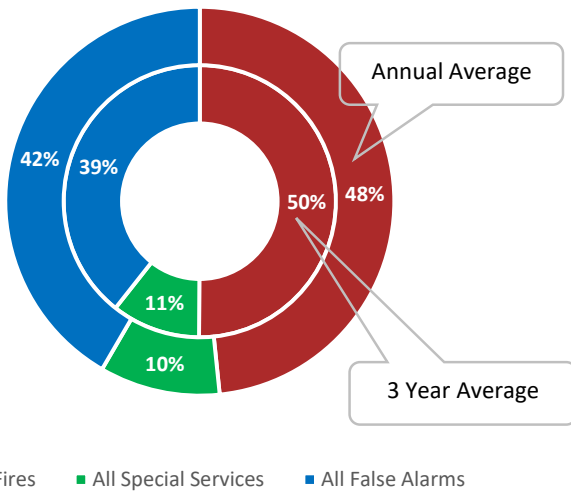
£116,230
economic cost of
ufas incidents

*data above is year on year change

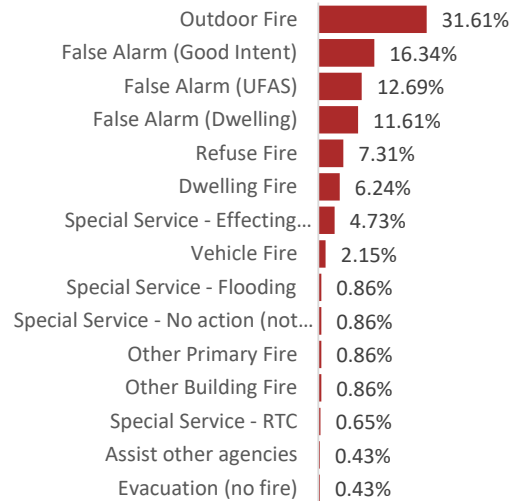
Activity by Time of Day



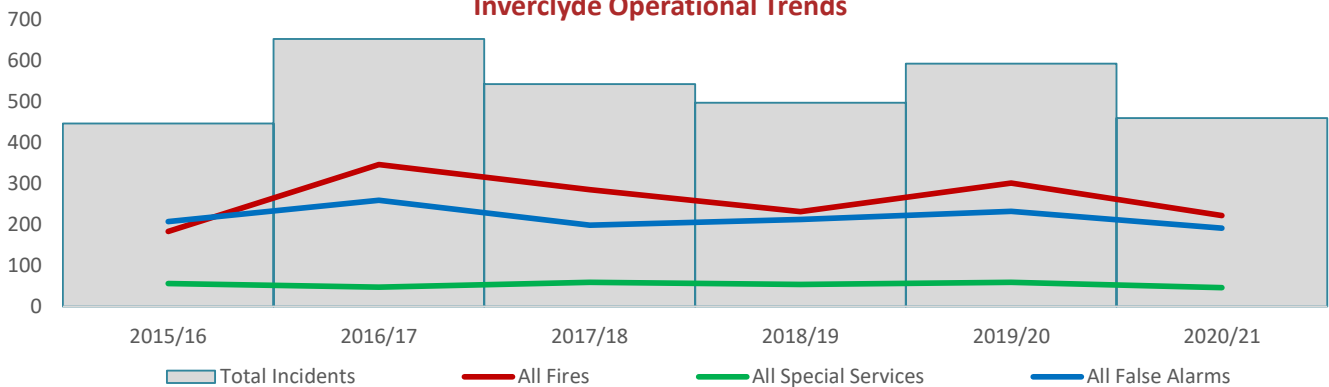
Incidents by Classification



Top 15 Incidents Types by %



Inverclyde Operational Trends



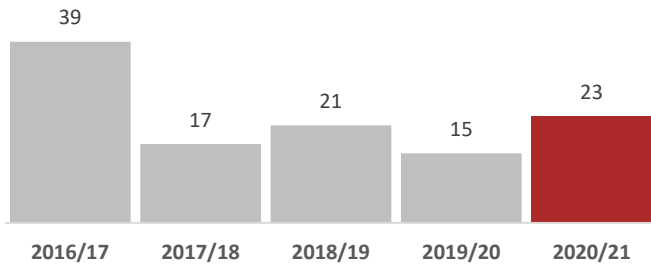
Domestic Safety - Accidental Dwelling Fires



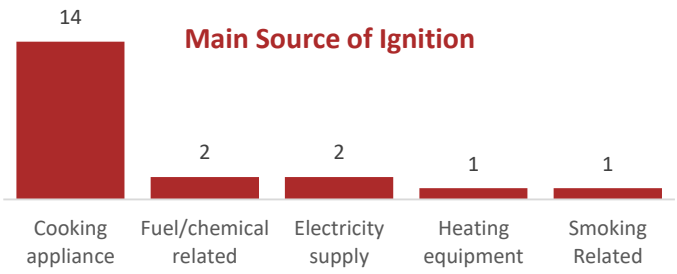
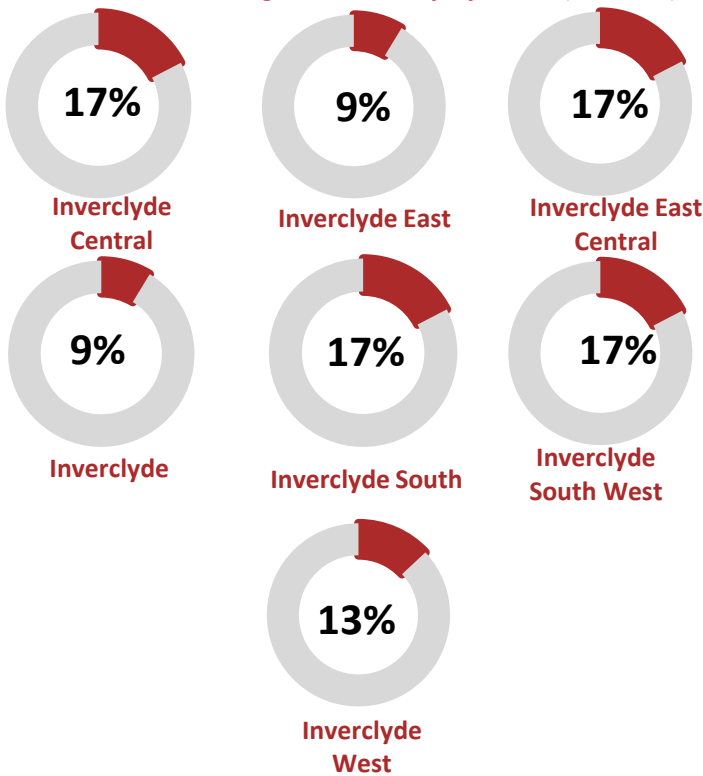
Performance Summary

Year on Year **53%** 3 Year Average **11%**

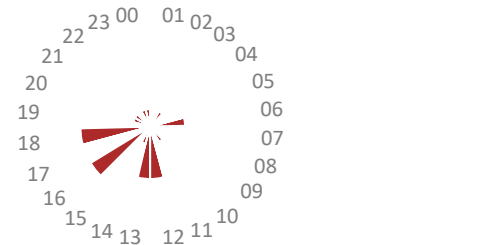
Accidental Dwelling Fires



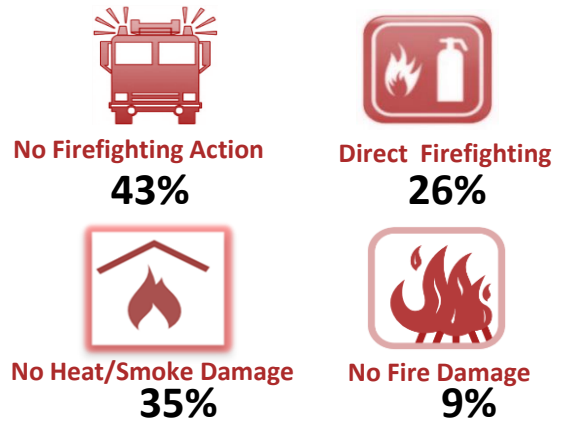
Accidental Dwelling Fires Activity by Ward (% share)



Accidental Dwelling Fires by Time of Day



Severity of Accidental Dwelling Fires



Human Factors



Automatic Detection & Actuation

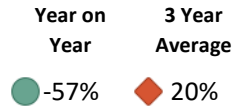


An increase in activity from the same period last year. Service statistics mirrored this increase as more citizens were at home. The main activity times were during daylight hours and pleasing to see a high level of smoke detection was present and actuated.

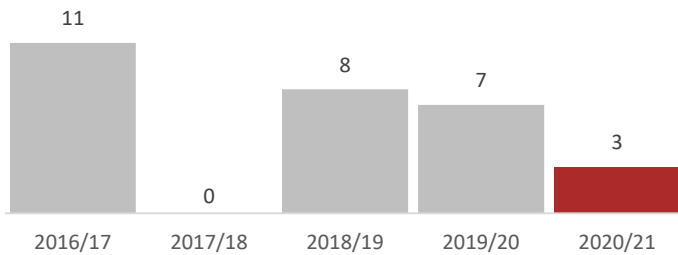
Domestic Safety - Accidental Dwelling Fire Casualties



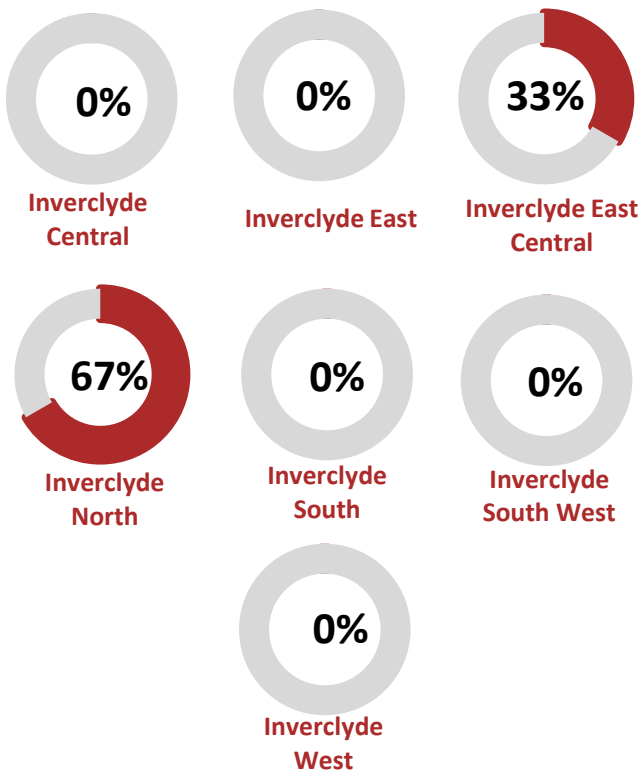
Performance Summary



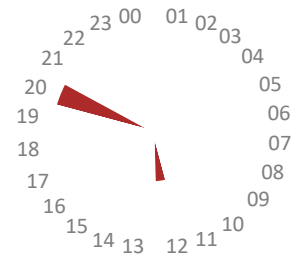
Accidental Dwelling Fires Casualties



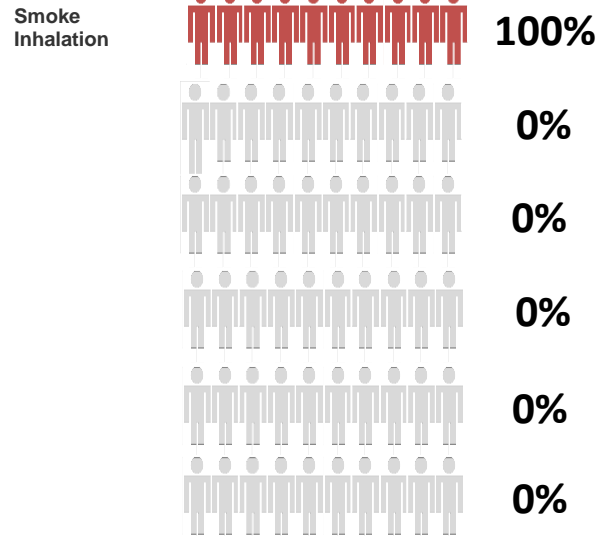
Accidental Dwelling Fire Casualties by Ward (% share)



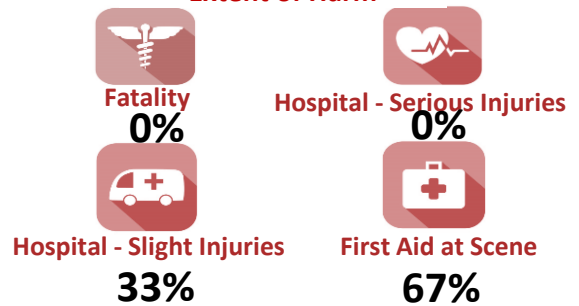
Fire Casualties by Time of Day



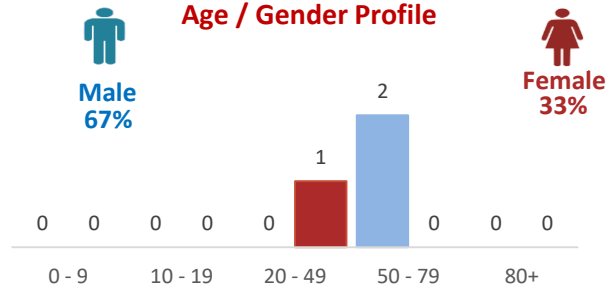
Nature of Injury



Extent of Harm



Age / Gender Profile

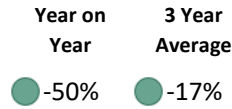


Lowest figures for the last 5 years. Whilst this is set against an increase in activity, it can be directly linked to the high level of detection present and actuating, allowing an early alarm to anyone present within the property.

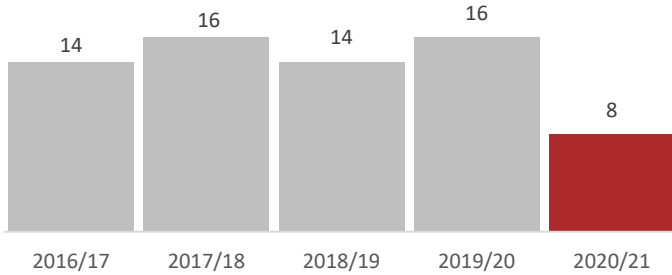
Unintentional Injury and Harm



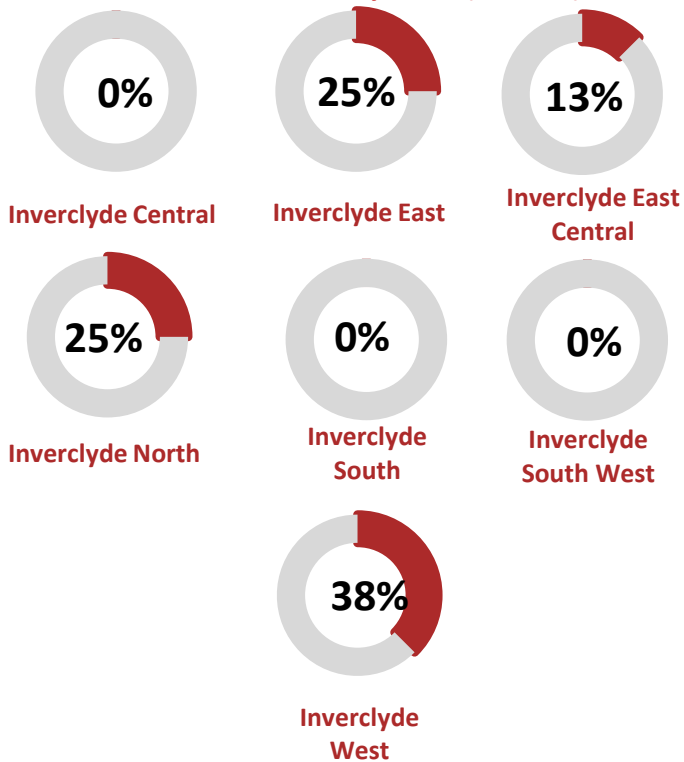
Performance Summary



Non-Fire Casualties

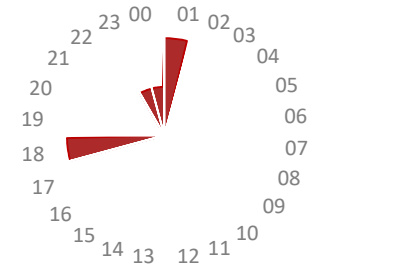


Non-Fire Casualties by Ward (% share)

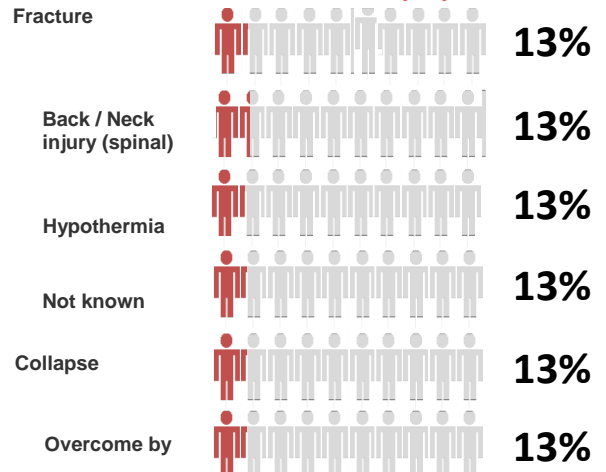


Figures in this category also the lowest for 5 years. A large number of these incidents were assisting other agencies.

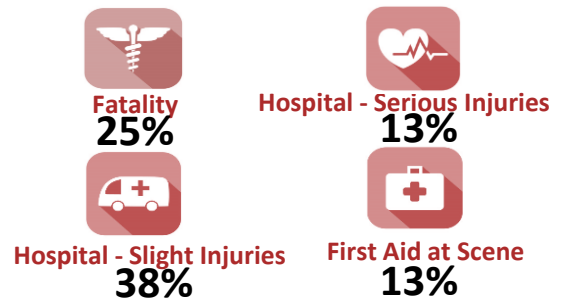
Non-Fire Casualties by Time of Day



Nature of Injury



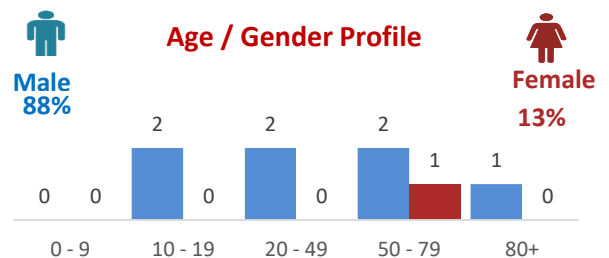
Extent of Harm



Non-Fire Emergency Activity



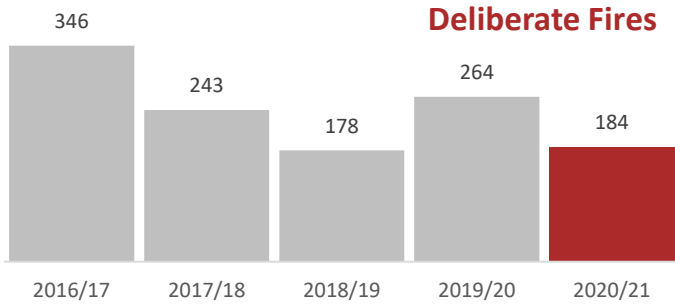
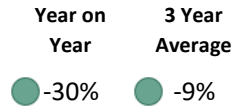
Age / Gender Profile



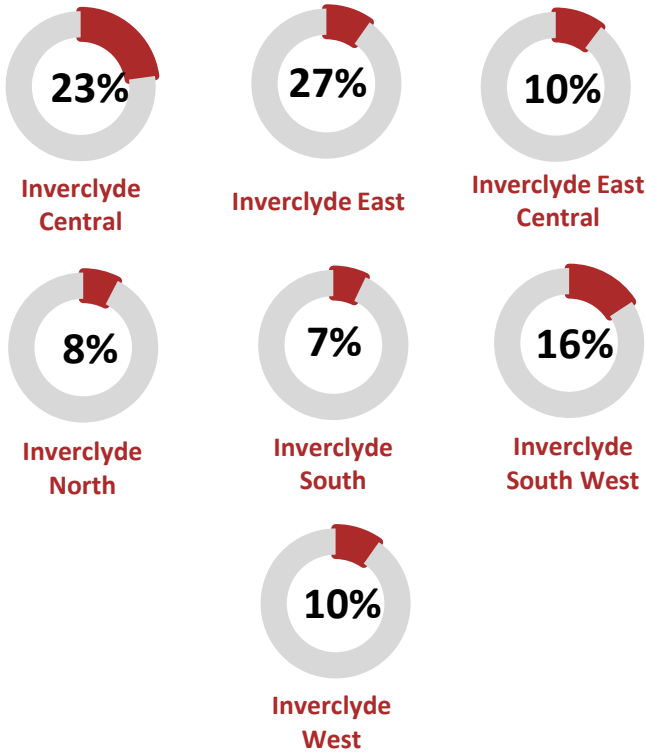
Deliberate Fire Setting



Performance Summary



Deliberate Fires by Ward (% share)

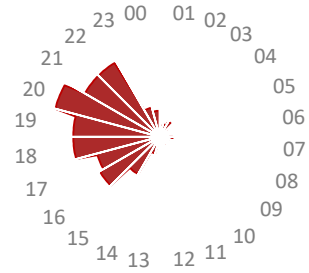


Definitions

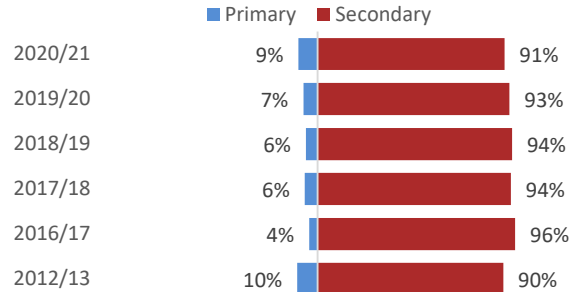
Primary Fires - all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances

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.

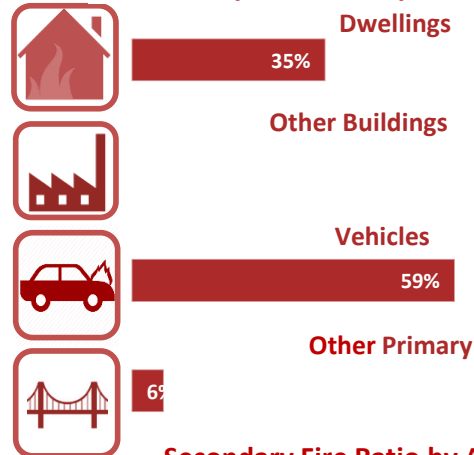
Deliberate Fires by Time of Day



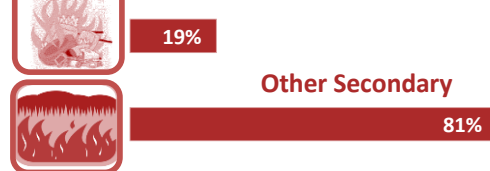
Deliberate Fires by Classification



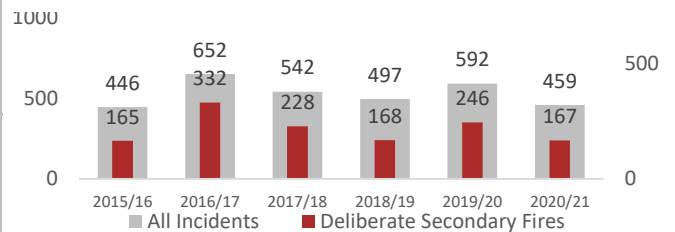
Primary Fire Ratio by Activity Type



Secondary Fire Ratio by Activity Type



Deliberate Fires Compared to Operational Activity



A 30% reduction on figures from the same period last year. A slight increase in the percentage of primary fires which was outlined on page 5 of this report.

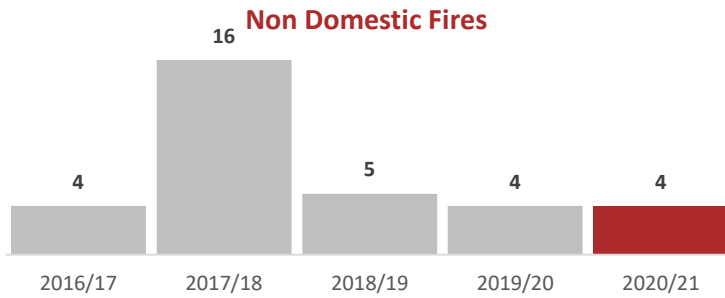
Non Domestic Fire Safety



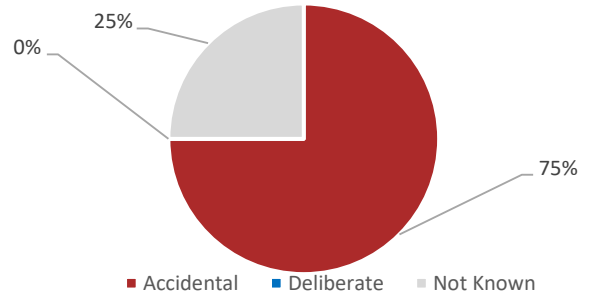
Performance Summary

Year on Year ▲ 0% 3 Year Average ● -48%

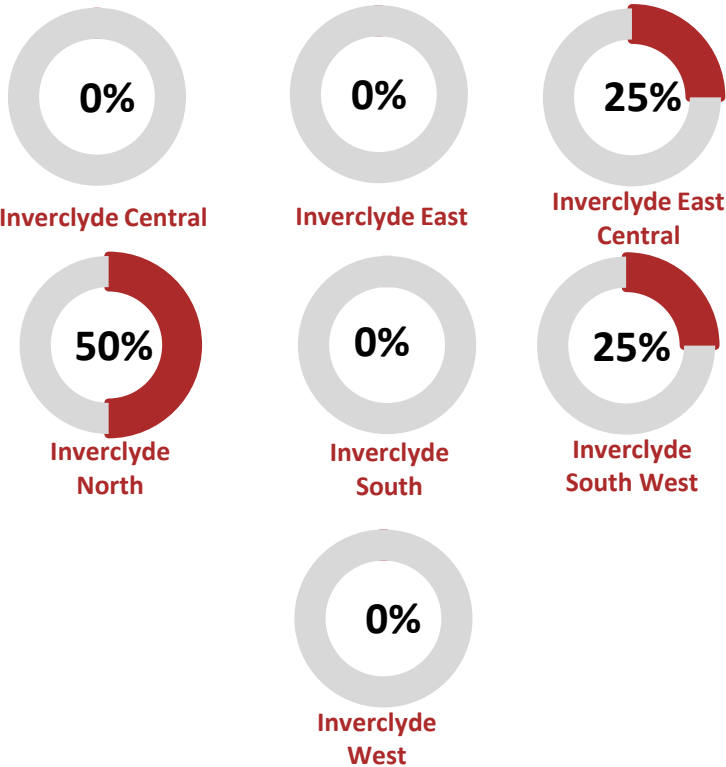
Non-Domestic Fires by Time of Day



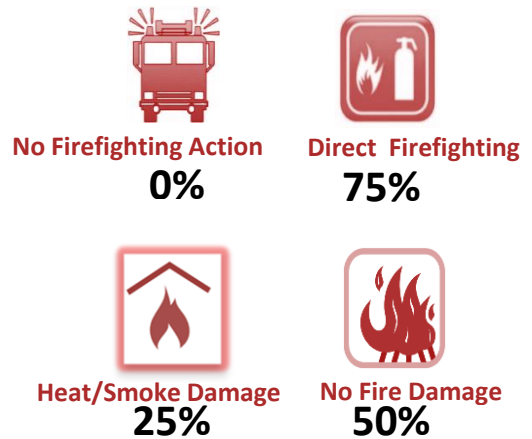
Non-Domestic Fires by Nature of Origin



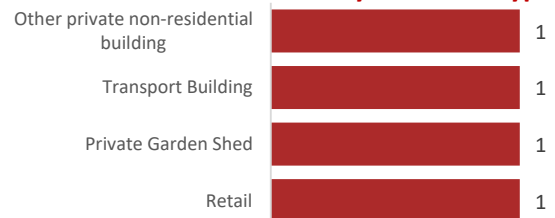
Non-Domestic Fires by Ward (% share)



Severity of Non-Domestic Fires



Non-Domestic Fires by Premises Type



A consistent figure from the same period last year. Enforcement officers have been in contact with dutyholders where appropriate and have given advice over the phone during this period.

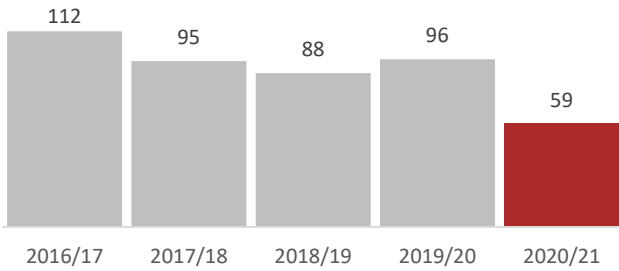
Unwanted Fire Alarm Signals



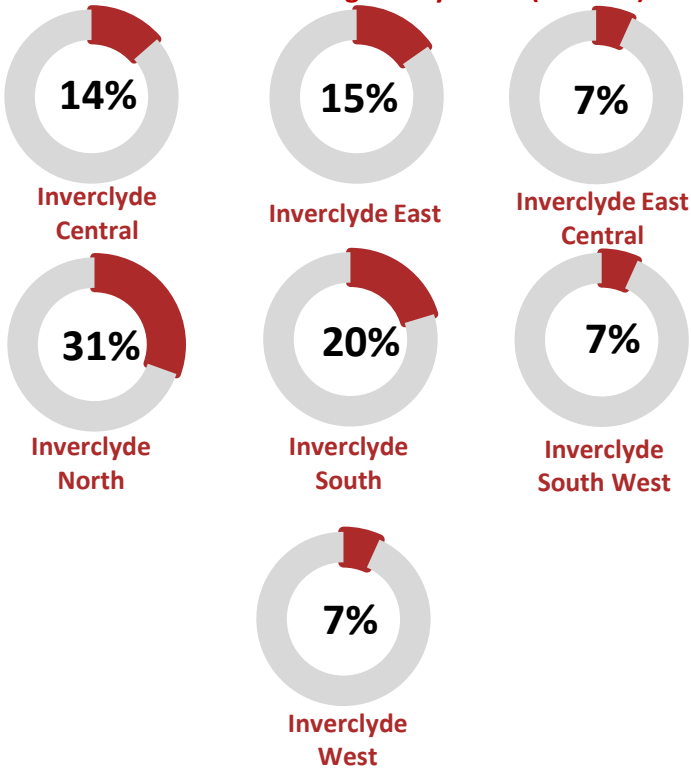
Performance Summary

Year on Year: -39%
3 Year Average: -13%

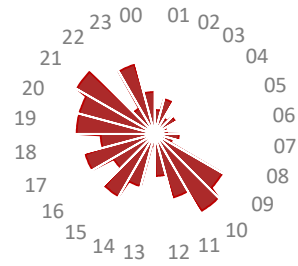
Unwanted Fire Alarm Signals



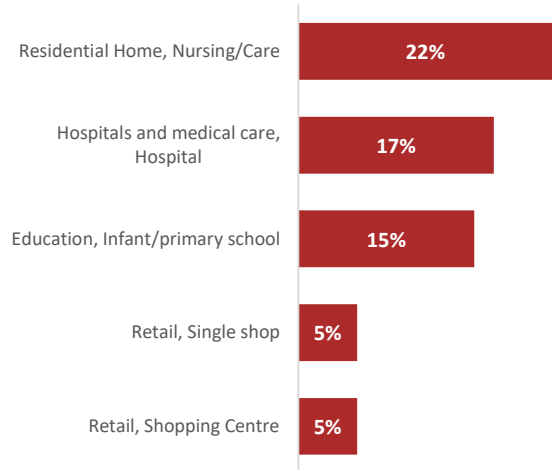
Unwanted Fire Alarm Signals by Ward (% share)



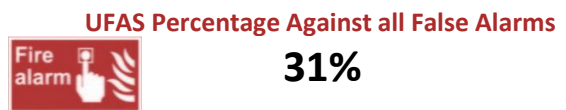
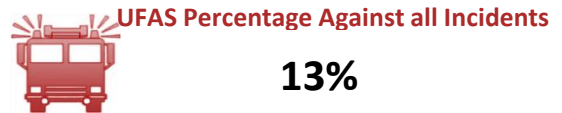
Unwanted Fire Alarm Signals by Time of Day



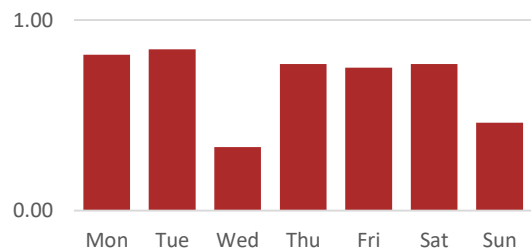
Unwanted Fire Alarm Signals - Top 5 Premises



Unwanted Fire Alarm Signals Activity Ratios



Average Unwanted Fire Alarm Signals per Day



A reduction of 39% from the same period last year. This figure will clearly have been impacted by COVID-19 as a number of premises will have been closed for a period of time during the reporting period.

Report To:	Local Police and Fire Scrutiny Committee	Date:	17 September 2020
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	P&F/06/20/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 (September 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.
- 1.2 The report also outlines reports submitted to the Inverclyde Council Education and Communities Committee, a response to a consultation response to the Independent Policing and a consultation request pertaining to Police use of Temporary Powers relating to the Coronavirus crisis.

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 Fire and Rescue Service Board
 - Her Majesty's Fire Service Inspectorate in Scotland
 - Scottish Government
 - Inverclyde Council Education and Communities Committee
- 2.3 The Policy and Resources Committee at its meeting on 24 March 2020 authorised the suspension of all meetings of the Council, its Committees and Sub-Committees and the delegation of full powers in the Covid-19 emergency to the Council's existing Policy & Resources Executive Sub-Committee. This report therefore considers updates from the organisations set out at 2.2 from 25 March 2020.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the current and emerging national issues relating to Police and Fire and Rescue matters.
- 3.2 That the Committee considers submitting a response to the Independent Advisory Group on Police use of Temporary Powers relating to the Coronavirus Crisis outlined in Section 4.5.
- 3.3 That the Committee approves the response to the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing outlined at Section 6.

Ruth Binks

Corporate Director Education, Communities & Organisational Development

4.0 SCOTTISH POLICE AUTHORITY (SPA)

- 4.1 **SPA Board Meeting:** The August meeting of the SPA was held by video conference on [19 August 2020](#), business items included 'Workforce Diversity, Inclusion and Equality in Policing, Police Scotland Transformational Change and Public Confidence in Policing'. The agenda and associated papers for this meeting can be viewed using the above link.

The SPA also held board meetings on [20 May 2020](#) and [30 April 2020](#) with the associated papers accessed via the highlighted links.

- 4.2 **Strategic Police Plan:** The Police and Fire Reform (Scotland) Act 2012 requires the SPA to develop a Strategic Police Plan. The plan is required to be reviewed when the Scottish Government's Strategic Police Priorities have been significantly revised. The Scottish Government published a revised set of Strategic Police Priorities in December 2019 with six priorities identified which are reflected in a revised Strategic Police Plan which the SPA jointly developed with Police Scotland.

Following a public consultation process, held between 20 January and 2 March, a Strategic Police Plan was approved by the SPA Board in March 2020 and subsequently approved by Scottish Ministers and laid in the Scottish Parliament on 9 April 2020. The document [Joint Strategy for Policing 2020](#) has now been published.

Members will note there was submitted a report 'Joint Strategy for Policing (2020): Policing for a Safe, Protected and Resilient Scotland' seeking approval of the consultation response on behalf of the Inverclyde Local Police and Fire Scrutiny Committee at the Committee meeting on 25 March 2020.

- 4.3 **Oversight of policing COVID-19:** As the statutory governance body for policing in Scotland, the SPA has set out its strategic approach to the oversight for policing COVID-19 in Scotland. The SPA's strategic outcomes for the Authority's oversight are to:

- maintain and support the police service and its workforce to respond effectively to these unprecedented circumstances, utilising its statutory responsibilities, networks and advocacy with Government and other partners to ensure that the service now and in the future is well-placed to address both immediate challenges and future recovery, and;
- ensure that proportionate and visible scrutiny of policing and forensic services takes place so that key issues of public interest are raised and addressed, while reflecting and balancing oversight requirements with the demands on operational leadership and service response.

A [briefing document](#), [timeline of planned governance](#) and information section relating to this work can be found via <https://www.spa.police.uk/strategy-performance/oversight-of-policing-covid-19/>

- 4.4 **Independent Advisory Group: Coronavirus powers:** On 9 April 2020, it was announced that an Independent Advisor Group (IAG) would be set up to review Police Scotland's use of new temporary police powers to tackle coronavirus.

The Group is Chaired by John Scott QC and will report directly to the Scottish Police Authority, as the governance and oversight body for Police Scotland. Urgent actions identified as part of the Group's considerations will be discharged as necessary.

Further information regarding the IAG can be accessed via the dedicated page on the [SPA Website](#) although members are directed to the documents [Introduction to the work of the group](#) and [Terms of Reference for the IAG](#) for more relevant information.

- 4.5 **Calls for Evidence: COVID-19 Police powers review:** The SPA have contacted the Council in its capacity as a scrutiny body to consider a response to a consultation in respect of the COVID-19 Police powers.

Although the consultation is open for all to reply the SPA are especially keen to hear how people's experience of the police may have been shaped by their protected characteristics under the Equality Act 2010 (which covers: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and by any underlying vulnerability, disadvantage or hidden disability that may have made people more susceptible to police contact.

Whilst the consultation is aimed at individual members of the public, members of the committee may wish to consider an appropriate response on behalf of the Local Police & Fire Scrutiny Committee. The submission date is Wednesday 30 September 2020 and a final submission for approval will be submitted at the following Committee meeting.

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

- 5.1 **HMICS Scrutiny Plan 2020-21-** Due to the ongoing pandemic HMICS have produced a revised [Annual Scrutiny Plan 2020-21](#). The Scrutiny Plan for 2020-21 sets out how HMICS will meet its statutory obligation to inquire into the state, efficiency and effectiveness of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority (SPA). It is published in terms of Section 75 of the Police and Fire Reform (Scotland) Act 2012 and sets out our inspection priorities for the period April 2020 to March 2021.

Members should note in the document there is a planned review of the Contact Assessment Model (CAM). The plan notes; In 2019 Police Scotland implemented its CAM, a new means of managing requests for police assistance made by the public and other agencies. In October 2019 HMICS undertook a focused inspection to assess the early impact of CAM across pilot areas. As part of the response to COVID-19, Police Scotland accelerated the national roll out of CAM in order to manage its deployment of resources. This review will focus on the working practices that have been introduced during this time, and include an assessment.

6.0 INDEPENDENT REVIEW OF COMPLAINTS HANDLING, INVESTIGATIONS AND MISCONDUCT ISSUES IN RELATION TO POLICING

- 6.1 Councillor McVey, in his capacity as Convenor of the Local Police and Fire Scrutiny Committee was contacted by the secretariat to the Independent Policing Review inviting the Council to submit views and evidence on the police complaints handling system in Scotland. Dame Elish Angiolini's Independent Review of Complaints Handling, Investigations and Misconduct Issues in relation to Policing is scheduled to publish its final report in autumn 2020. The letter is appended for members information (Appendix 1).

The [preliminary report](#) was published on 21 June 2019 and in addition to making 30 recommendations the preliminary report also invited further views on her recommendations, on options for change and on a number of specific issues including: the role of local scrutiny committees in relation to police complaints; the role of independent custody visiting in relation to police complaints; strengthening learning culture across organisations dealing with complaints; and the case for structural change across the system.

A response to the consultation was submitted on behalf of the Committee (Appendix 2) to the Independent Policing Review in advance of the deadline of 10 July 2020.

7.0 SCOTTISH GOVERNMENT

- 7.1 A publication [Role of the Scottish Police Authority, the Chair and members: independent review](#) was published by the Scottish Government on 7 August 2020 on behalf of the Cabinet Secretary for Justice to provide, provide light-touch external advice on the SPA chair and member time commitment. The aim was to address a recommendation in the

HMICS Thematic Inspection of the Scottish Police Authority (SPA) which was published in September 2019. The HMICS report said "The Scottish Government and the Scottish Police Authority should undertake an immediate review of the roles of the Chair and Board members in executive work, in line with the principles of good governance empowering the Scottish Police Authority Executive team to assume operational management of the organisation."

The publication considers the oversight and governance system of policing in Scotland, the role of the Accountable Officer, support for the Board of the SPA, co-operation and joint planning between the SPA and HMICS, greater clarity in strategic reports and annual reports, accountability to elected representatives and the governance arrangements for the SPA Board.

8.0 SCOTTISH FIRE & RESCUE SERVICE BOARD

8.1 The SFRS Board have met on three occasions since March 2020 with papers available for the meetings on [26 March 2020](#), [30 April 2020](#) and [25 June 2020](#).

9.0 HER MAJESTY'S FIRE SERVICE INSPECTORATE IN SCOTLAND (HMFSI)

9.1 HMFSI have reviewed the 2020/21 programme of Thematic Inspections and Local Areas Inspections of the SFRS to reflect the ongoing pandemic. A [Coronavirus \(COVID-19\): Revised Forward Inspection Programme 2020 to 2021](#) has been published. Members should note a planned Thematic Inspection of firefighting in high rise buildings to be published during 2021-22.

10.0 INVERCLYDE COUNCIL EDUCATION AND COMMUNITIES COMMITTEE

10.1 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.

10.2 There was submitted a report to the Inverclyde Council Education and Communities Committee by the Corporate Director for Education and Communities (10 March 2020) regarding an update on the work of the Inverclyde Community Safety Partnership. The report outlines the intention of the Community Safety Partnership to present a Strategic Assessment for endorsement to the Inverclyde Alliance Board at its meeting on Monday 5 October 2020. An update will be provided to the following Local Police and Fire Scrutiny Committee.

11.0 IMPLICATIONS

11.1 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					

11.2 **Legal**

N/A

11.3 **Human Resources**

N/A

11.4 **Equalities**

Equalities

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

<input type="checkbox"/>	YES
<input checked="" type="checkbox"/>	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:-

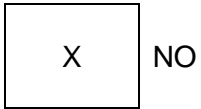
Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

<input type="checkbox"/>	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
<input checked="" type="checkbox"/>	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

<input type="checkbox"/>	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
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11.5 **Repopulation**

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

12.0 **CONSULTATIONS**

12.1 N/A

13.0 **BACKGROUND PAPERS**

13.1 Joint Strategy for Policing (2020) Policing for a safe, protected and resilient Scotland
Local Police and Fire Scrutiny Committee 26 March 2020 (P&F/04/20/HS)

13.2 Inverclyde Antisocial Behaviour Strategy 2020-2025
Inverclyde Council Education and Communities Committee 10 March 2020
(EDUCOM/21/20/HS)

The Rt Hon Dame Elish Angiolini DBE QC

T: 0131 244 7055

E: secretariat@independentpolicingreview.scot

Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing

To Police Conveners

27 May 2020

Dear Convener

INDEPENDENT REVIEW OF COMPLAINTS HANDLING, INVESTIGATIONS AND MISCONDUCT ISSUES IN RELATION TO POLICING

EVIDENCE ON POLICE COMPLAINTS

The purpose of this letter is to seek your views and invite evidence on the police complaints handling system as it operates in Scotland.

Dame Elish Angiolini's Independent Review of Complaints Handling, Investigations and Misconduct Issues in relation to Policing is scheduled to publish its final report in autumn 2020. The Review's Terms of Reference from the Cabinet Secretary for Justice and the Lord Advocate are annexed to this letter.

Dame Elish's preliminary report, which was published on 21 June 2019, can be found here: <https://www.gov.scot/publications/preliminary-report-independent-review-complaints-handling-investigations-misconduct-issues-relation-policing/>

In addition to making some 30 recommendations, the preliminary report also invited further views on her recommendations, on options for change and on a number of specific issues including: the role of local scrutiny committees in relation to police complaints; the role of independent custody visiting in relation to police complaints; strengthening learning culture across organisations dealing with complaints; and the case for structural change across the system.

As you know, Section 45 of the Police and Fire Reform (Scotland) Act 2012 requires local police commanders to provide the local authority with "statistical information on complaints made about the Police Service in, or the policing of, its area".

Dame Elish would welcome any views and evidence that your Committee may wish to provide on:

- how the local scrutiny committee operates in your local authority;
- the quality of the statistical information provided to members by the local divisional commander;
- the effectiveness of the arrangements in place for scrutinising Police Scotland's complaint handling, identifying trends and responding to local issues; and
- any changes and improvements that could be made.

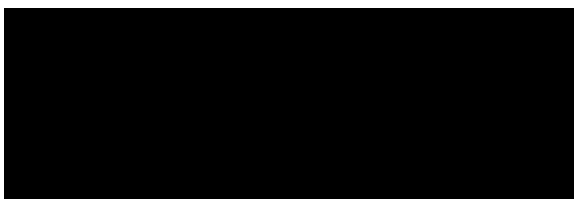
If you wish to submit any evidence on these matters, or any other relevant matter, please respond to this letter, by Friday 10 July 2020 if possible, by e-mail to secretariat@independentpolicingreview.scot You may wish to send a copy of your reply to COSLA.

You can also respond by post to the address below, but the current constraints on social interaction and travel mean that an e-mailed response is our preferred option.

Secretary to the Independent Policing Review
Room 1W.01
St. Andrew's House
Regent Road
EDINBURGH
EH1 3DG

If you or your supporting officers have any queries about this letter, please feel free to call me on 0131 244 1839 or 07825 011509.

Yours sincerely



IAN D KERNOHAN
Review Secretary

REVIEW OF COMPLAINTS HANDLING, INVESTIGATIONS AND MISCONDUCT ISSUES IN RELATION TO POLICING

Terms of Reference

The purpose of the Review is to:

- consider the current law and practice in relation to complaints handling, investigations and misconduct issues, as set out in relevant primary and secondary legislation;
- assess and report on the effectiveness of the current law and practice; and
- make recommendations to the Cabinet Secretary for Justice and the Lord Advocate for improvements to ensure the system is fair, transparent, accountable and proportionate, in order to strengthen public confidence in policing in Scotland.

Whilst the Review will encompass the investigation of criminal allegations against the police, it will not address the separate role of the Lord Advocate in investigating criminal complaints against the police or the role of HMICS in scrutinising the state, effectiveness and efficiency of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority (SPA). The consideration of specific complaints and investigations will not form part of the review beyond informing an overall assessment of the efficacy of current systems and processes.

The Review will consist of two phases:

- The **first phase** will include a consideration of current procedures and guidance to identify areas for immediate improvement;
- The **second phase** will include a wider assessment of the frameworks and practice in relation to complaints handling, investigations and misconduct issues, covering the Police Investigations and Review Commissioner, the SPA and Police Scotland. Recommendations in the final report should take into account human rights considerations, as well as seeking to identify longer-term improvements.

Councillor Tommy McVey
Ward 7 – Inverclyde South
Municipal Buildings
Greenock
PA15 1LX

Mr Ian D Kernohan
Secretary to the Independent Policing Review

Direct Line: 01475 712917
Email: tommy.mcvey@inverclyde.gov.uk
Our Ref: TMC/
Your Ref:
Date 8 July 2020

Dear Ian

INDEPENDENT REVIEW OF COMPLAINTS HANDLING, INVESTIGATIONS AND MISCONDUCT ISSUES IN RELATION TO POLICING

I refer to your letter dated 27th May 2020 regarding the above and have provided responses to your questions below on behalf of the Inverclyde Council Local Police & Fire Scrutiny Committee.

How the local scrutiny committee operates in your local authority.

Within Inverclyde, scrutiny arrangements for police and fire and rescue functions are delivered under the Local Policy and Fire Scrutiny Committee. At the meeting of the Inverclyde Council on the 7 June 2018 the Council were asked to approve changes to the Standing Orders and Scheme of Administration including changes to Local Police and Fire Scrutiny Committee. With respect to policing, broadly, the following powers are delegated to the Committee:

- To consider and recommend improvements in local policing;
- To recommend priorities and objectives for the policing of the local area;
- To agree the local policing plan;
- To scrutinise and review the outcomes, priorities and objectives set out in the local policing plan;
- To provide comments in relation to consultation on Police services and policing matters;
- To consider Council reports on matters which affect local Police.

The quality of the statistical information provided to members by the local divisional commander.

In general members of the Committee are satisfied in respect of the statistical information provided by the local divisional commander. At all committee meetings there is the opportunity to discuss the presented statistics and any particular trends with the local divisional and area commanders. Where additional information has been requested this has been provided either at the meeting, directly to the elected member following the meeting or at a subsequent meeting. In addition to this Police Scotland have presented spotlight reports to Committee on two occasions given greater insight into a particular issue relevant for Inverclyde where elected members have raised concerns. An example of this was a spotlight report on violence in Inverclyde presented to committee in April 2019 ([Police Scotland- Spotlight on Violence in Inverclyde \(2018-19\)](#)).

[Cont'd]

The presentation of the statistical information outlines the key theme (i.e. Violence and Antisocial Behaviour) and quantitative information such as the number of recorded crimes, its level within the reporting period, its level within the 5 year average, its rate per head of the population and the detection rate of the recorded crime. The presentation also includes relevant information to that theme and any other relevant information in regards to policing in Inverclyde.

Where there has been an issue out with the direct control of the local divisional commander, i.e. roads policing, the implementation of the Contact Assessment Model (CAM) relevant officers have been invited to attend a local scrutiny meeting in order that members better understand the situation and any concerns raised by the committee can be done so at an appropriate level.

The effectiveness of the arrangements in place for scrutinising Police Scotland's complaint handling, identifying trends and responding to local issues.

The presentation of the statistical information outlines the key theme (i.e. Violence and Antisocial Behaviour) and quantitative information such as the number of recorded crimes, its level within the reporting period, its level within the 5 year average, its rate per head of the population and the detection rate of the recorded crime. The presentation also includes relevant information to that theme and any other relevant information in regards to policing in Inverclyde.

Where there has been an issue out with the direct control of the local divisional commander, i.e. roads policing, the implementation of the Contact Assessment Model (CAM) relevant officers have been invited to attend a local scrutiny meeting in order that members better understand the situation and any concerns raised by the committee can be done so at an appropriate level.

In regards to responding to local issues, the Committee are satisfied that the relationship with Police Scotland as a community planning and community safety partner is such that locally Police Scotland does respond to local needs. The Committee has however noted in a response to Her Majesty's Inspectorate for Constabulary in Scotland regarding scrutiny arrangements for the period 2020/21 that there is concern when an issue contained within the local Police plan is delivered by a national department and the role that local scrutiny committees can play in respect of this.

In respect of the arrangements in place for scrutinising Police Scotland's complaint handling it is important to consider the way in which statistical information has been presented to the Inverclyde Local Police & Fire Scrutiny Committee (and the predecessor Local Police and Fire Scrutiny Sub-Committee). From inception as a Committee until its meeting on 7 June 2018, Police Scotland presented a report to "inform Inverclyde Council Police and Fire Scrutiny Sub Committee of Police Scotland's performance and activities during the reporting period...". This report set out a broad range of statistical and performance information relating to the relevant reporting period, which included a section on public confidence which was related to complaints received about the Police and total allegations recorded. ([Police Scotland Performance Report A](#)).

From September 2018 until the meeting of the Committee on February 6 2020 the report provided by Police Scotland changed in its entirety with a move to an infographic style report and the section on police complaints was not always included although we do note that the report submission by Police Scotland in February 2020 and subsequent report on March 25 2020 did include a broad range of statistical information including the complaints received about the Police (as per its layout prior to September 2018).

It should be noted however that both the Divisional Commander (Chief Supt. Alan Murray) and Local Area Commander (Chief Inspector Debbie Reilly) have always been happy to discuss any complaints with members collectively and individually which is welcomed.

[Cont'd]

Any changes and improvements that could be made.

Particularly in relation to Section 45(5) of the Police and Fire Reform (Scotland) Act 2012 regarding statistical information on policing of the area, it is apparent that how this is presented to local scrutiny panels could change either at a Divisional basis or at a local authority areas basis. It is therefore difficult to determine what changes or improvement could be made when essentially there could be 13 styles of report presented across the 32 local authorities. This extends to how Police Scotland would report statistical information on complaints made about the Police Service to its local scrutiny boards.

It could therefore be proposed that utilising the COSLA Police Scrutiny Convenors Forum to consider good or best practice would be a welcome start to determine how information is presented to local scrutiny committees and if there is a national requirement for change.

Regarding paragraph 347 of Dame Elish's preliminary report, there should be consideration on what is expected of the role of local scrutiny committees in respect of complaints handling, investigations and misconduct issues in relation to policing. Similar to our response to HMICS (as noted above) it would be helpful to the Committee to understand both the expectation and role of local scrutiny committees. It is therefore noted again that the COSLA Police Scrutiny Convenors Forum appears to be an appropriate body to progress with this issue. Ultimately any changes or improvements should be flexible that meets the needs of local scrutiny arrangements and responds to the legislative requirements of the Police & Fire Reform (Scotland) Act 2012.

We note recommendation 11 in respect of body-worn video technology. The Inverclyde Council Education and Communities Committee at its meeting in March 2018 agreed to the replacement of the public space CCTV system with a system run on the 4G network and hosted in the cloud. The system has been based in Greenock Police office for a number of years and benefits Inverclyde Council, Police Scotland and wider community planning partners. The capital costs of the replacement system was just over £200K which was entirely borne by Inverclyde Council. Historically Strathclyde Police followed by Police Scotland contributed £30K per annum although this was not guaranteed on a long term basis and reduced to £29,500 for 2018-19. As stated above this is based upon a per capita grant irrespective of the nature and extent of the public space CCTV system operated. It should also be recognised however that the CCTV monitoring suite is based in the Greenock police office which is an obvious in-kind contribution. It would therefore have to be considered if body-worn video technology was rolled out across Police Scotland if there would be a potential funding consequence to Inverclyde Council (and indeed all Scottish Local Authorities) from Police Scotland. Inverclyde Council would therefore welcome discussions with the relevant bodies should this recommendation be considered in the final report.

On behalf of the Committee I hope that the foregoing clarifies our position and we look forward to a final report in order that Inverclyde Council can consider its implications in the role of local scrutiny.

Yours sincerely

Councillor Tommy McVey
Inverclyde Police & Fire Scrutiny Committee Convenor

Report To:	Local Police & Fire Scrutiny Committee	Date:	17 September 2020
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	P&F/07/20/HS
Contact Officer:	Hugh Scott	Contact No:	01475 715459
Subject:	Items for Noting (Local Police & Fire Scrutiny Committee)		

1.0 PURPOSE

1.1 The purpose of this report is to present items for noting only and the following reports are submitted for the Committee's information:

- Scottish Fire & Rescue Service, Inverclyde Local Fire & Rescue Plan: Consultation
- Joint Strategy for Policing (2020): Policing for a Safe, Protected and Resilient Scotland

1.2 The Policy & Resources Committee at its meeting on 24 March 2020 authorised the suspension of all meetings of the Council, its Committees and Sub-Committees are for the duration of COVID-19 (Coronavirus) emergency, and the delegation of full powers in the emergency to the Council's existing Policy & Resources Executive Sub-Committee. The papers as noted in 1.1 were originally prepared for the meeting of the Local Police & Fire Scrutiny Committee on 26 March 2020.

2.0 SUMMARY

2.1 The paper 'Scottish Fire & Rescue Service, Inverclyde Local Fire & Rescue Plan: Consultation' outlines the position of Inverclyde Council in respect of a request from the Local Senior Officer for East Renfrewshire, Renfrewshire and Inverclyde to respond to a consultation regarding the local fire and rescue plan.

2.2 The paper 'Joint Strategy for Policing (2020): Policing for a Safe, Protected and Resilient Scotland' outlines the position of the Local Police & Fire Scrutiny Committee in respect of a request from the Scottish Police Authority and Police Scotland to respond to a consultation regarding the joint strategy for policing in Scotland.

3.0 RECOMMENDATIONS

3.1 That the above reports be noted.

Ruth Binks
Corporate Director- Education, Communities & Organisational Development

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.

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) 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 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)



Scottish Fire and Rescue Service
East Renfrewshire, Renfrewshire and Inverclyde
5 Thornhill, Johnstone
PA5 8JH
firescotland.gov.uk

6th February 2020

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

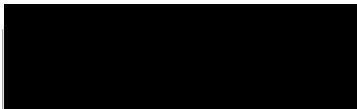
Dear Inverclyde Stakeholder,

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 X	Neither/ Nor	Quite dissatisfied	Very dissatisfied
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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 X	Quite dissatisfied	Very dissatisfied
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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 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 measures 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

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'.

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.

Today's challenges

- 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 sustainably. 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

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.

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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 CO2 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 area¹



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

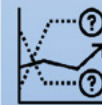
Improvements under way



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

¹Scottish 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.

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 critical 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.



Joint Strategy for Policing

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

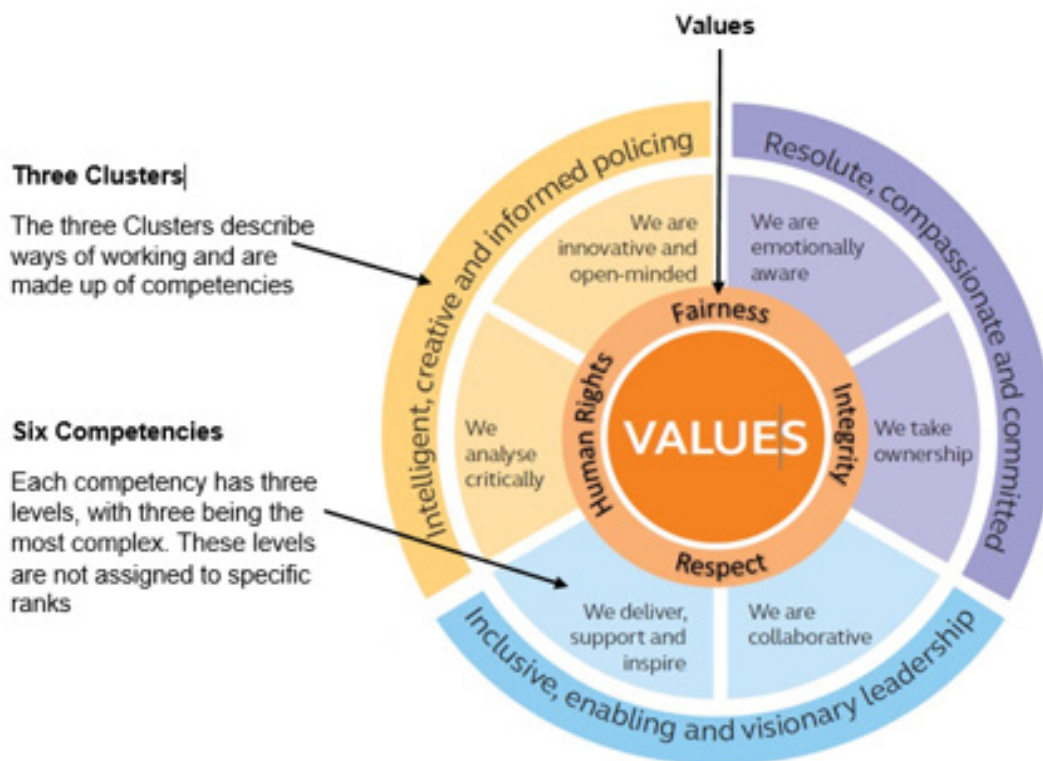
Policing for a safe protected and resilient Scotland

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.



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	Changing nature of crime and society	
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	Environmental	Workforce
<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Scottish Government Net Zero target 2045 – current emissions are 51,000 tonnes of CO2. Largest blue light fleet in Scotland 30% of the estate is in "poor" condition. 66% is over 40 years old 	<ul style="list-style-type: none"> 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 geography. 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



Limited opportunities for staff to make recommendations for improvements. Lack of systems integration, resulting in inefficiency and duplication of effort



We are limited in our ability to operate sustainably. 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:

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.



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







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
 <p>The Scottish Government Riaghaltas na h-Alba</p>	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • 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
 <p>The Scottish Parliament Pàrlamaid na h-Alba</p>	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • 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
<p>Local Authorities</p>	<ul style="list-style-type: none"> • 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](https://twitter.com/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

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 <input type="checkbox"/>	Agree <input checked="" type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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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 <input checked="" type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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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 <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input checked="" type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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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 <input type="checkbox"/>	Agree <input checked="" type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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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 <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input checked="" type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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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	<input type="checkbox"/>	16-19	<input type="checkbox"/>	19-29	<input type="checkbox"/>
30-39	<input type="checkbox"/>	40-49	<input type="checkbox"/>	50-59	<input type="checkbox"/>
60-69	<input type="checkbox"/>	70+	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/> x

Q. Do you consider yourself to have a disability?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/> x
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Q. Which of the following best describes you?

Female	<input type="checkbox"/>	Male	<input type="checkbox"/>	Transgender	<input type="checkbox"/>	Non-binary (gender neutral)	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/> x
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Q. Which of the following options best describes how you think of yourself?

Heterosexual	<input type="checkbox"/>	Gay	<input type="checkbox"/>	Lesbian	<input type="checkbox"/>
Bisexual	<input type="checkbox"/>	Other	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/> x

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

(Please add 'X' next to your selection)

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

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 <input type="checkbox"/>	Church of Scotland <input type="checkbox"/>
Roman Catholic <input type="checkbox"/>	Other Christian <input type="checkbox"/>
Buddhist <input type="checkbox"/>	Hindu <input type="checkbox"/>
Jewish <input type="checkbox"/>	Muslim <input type="checkbox"/>
Sikh <input type="checkbox"/>	Other - please state below <input type="checkbox"/>
Prefer not to say <input checked="" type="checkbox"/>	

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

I am answering as an individual <input type="checkbox"/>	I am answering on behalf of an organisation <input checked="" type="checkbox"/>
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Organisation name

Inverclyde Council Local Police and Fire Scrutiny Committee.
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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 <input checked="" type="checkbox"/>	By phone <input type="checkbox"/>	Other method provided above <input type="checkbox"/>
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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.