
Report To:	Police and Fire Scrutiny Sub Committee	Date:	12 March 2013
Report By:	Corporate Director Education Communities & Organisational Development	Report No:	PF/1/13/JA
Contact Officer:	Chief Superintendant Alan Speirs	Contact No:	
Subject:	Interim Local Police Plan 2013/14		

1.0 PURPOSE

- 1.1 To invite the sub- committee to consider and approve the Interim Local Police Plan (Appendix 1).

2.0 SUMMARY

- 2.1 Members will be aware that the Police Service of Scotland will come into being on 1st April, 2012, replacing the existing Police Services throughout Scotland.
- 2.2 The Police and Fire Reform (Scotland) Act 2012 requires the Chief Constable of the Police Service of Scotland to prepare a draft local police plan and submit it to the Council for consideration, comment and approval (see appendix 2).
- 2.3 The local plan for 2013/14 is, of necessity, intended to be interim in nature and it will be developed, in consultation with the Council, over the coming year.
- 2.4 Guidance on the role of the sub-committee in relation to its powers of scrutiny is appended (appendix 2).

3.0 RECOMMENDATION

- 3.1 That the sub-committee approves the Local Police Plan for 2012/13.

**Inverclyde
Local Police Plan
2013-2014**

DRAFT

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Policing Plan for 2013-2014

1. Introduction

This plan sets out the local policing priorities and objectives for Inverclyde for 2013-2014 and is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012. It is produced as part of a planning process which takes account of the Scottish Governments overarching vision for public services, the Strategic Police Priorities set by Scottish Ministers, the Scottish Police Authorities Strategic Police Plan and the Chief Constable of Scotland's Annual Police Plan.

The local police plan for Inverclyde represents a critical part of the delivery process for the new service, demonstrating our commitment to local policing within the national planning framework and enabling us to respond effectively to the concerns of local communities as well as meet and tackle nationwide demands. This local authority plan will be supported by 6 community policing plans which respond directly to local needs and demands.

2. Foreword by:

Chief Constable Stephen House

This plan is the first under the new policing arrangements for Scotland. Local Policing will be the focus of the Police Service of Scotland and will deliver real improvements to the way services are delivered to local communities. Reform offers us the opportunity to improve accountability and increase scrutiny. This plan sets out our continuing commitment to 'Keeping People Safe'. It establishes the issues we believe are important to communities across Scotland. By delivering a local policing service that drives improvements against our priorities we can make a real difference in the quality of life for people in Scotland.

Vic Emery, Chair of the Scottish Police Authority

When it comes to local police services, one size doesn't fit all. Different communities across Scotland want access to the best expertise and services in policing - but they quite rightly expect police services to meet their area's needs and priorities. Your Local Policing Plan is a key part of making sure this happens, and keeping this local focus at the heart of community policing. These plans are linked to national priorities, but are based on local issues and what people say matters to them. They are also a very public commitment by Police Scotland on what it will deliver to make our communities safer. The Scottish Police Authority will be working with Police Scotland, partners and communities to ensure we all receive the best policing possible.

Councillor Stephen McCabe, Leader of Inverclyde Council

Inverclyde Council welcomes this new Local Police Plan for Inverclyde. The plan links with the Council's vision for 'Getting it Right for Every Child, Citizen and Community' set out in its Corporate Statement. The priorities in this plan will help to deliver the wellbeing outcomes adopted by the Council, where we want all our children, citizens and communities to be safe, healthy, achieving, nurtured, active, respected, responsible and included.

This Police plan will also directly contribute to the delivery of the place based outcomes set out in the Corporate Statement and Single Outcome Agreement for Inverclyde. In particular the plan will assist us as we work to ensure that:

Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.

This outcome focuses on both community capacity, engagement and involvement as well as community safety.

A reduction in crime will help to tackle depopulation, by showing that the area is safer, which may make people more likely to choose Inverclyde as a place to live.

The plan will help us address the culture of alcohol misuse and problematic drinking by having a focus on street drinking. By tackling domestic abuse, Police Scotland will help ensure that all our children and young people have the best start in life.

I am confident that the Inverclyde Local Police Plan 2013-14 fits well within the local priorities identified by the Council and the Inverclyde Alliance Community Planning Partnership and I look forward to working with Police Scotland to achieve these joint aims.

Chief Superintendent Alan Speirs, Local Police Commander

Policing Renfrewshire and Inverclyde represents a very unique challenge in providing a tailored but effective policing service. My Police Division is coterminous with both local authorities of Renfrewshire and Inverclyde. Altogether this has a population of over 250,000 people and covers an area of approximately 421 square kilometres. Renfrewshire and Inverclyde is bordered on its north edge by the Firth of Clyde and stretches South where it meets North Ayrshire. It spans from Glasgow City to the East and the Firth of Clyde to the West.

In Inverclyde the main towns of Greenock and Port Glasgow are surrounded by smaller local communities such as Wemyss Bay, Gourock and Kilmacolm

but to mention a few and policing delivery is tailored to meet the needs of those communities.

Inverclyde has a rich and renowned history in shipbuilding and the 'deep water docking' within the Clyde still offers berth to visiting cruise ships. Much investment has centred on education within Inverclyde and James Watt College is home to over 7000 students.

There are however a number of challenges to be faced in Inverclyde. The area has a 4.5% share of the 15% most deprived data zones across Scotland with 44 of the 110 data zones being regarded as the most deprived in Scotland.

Community Health profiles for Inverclyde reveal that life expectancy is lower than that in the whole of Scotland. Inverclyde communities are served by the Inverclyde Royal Hospital and admissions for alcohol and drug related matters are significantly higher than the national average with drug related admissions being more than double that average.

Partnership working in Inverclyde is well established and it is my intention to build on those partnerships to deliver a highly effective police service which will have a very positive impact on local communities. It is my priority to ensure that our communities of Inverclyde are safe from harm and people are not disadvantaged by where they live. My plan is ambitious, however, through effective partnerships I will strive to achieve the many outcomes which have been identified for Inverclyde, outcomes which will make Inverclyde a safe place to live, work and frequent. I will work with partners and communities to 'Keep People Safe' throughout Inverclyde.

This plan sets out the key strategic priorities for the policing of Inverclyde. These have been set by taking account of a range of information sources and reflect nationally set priorities and crime analysis, but more critically by consulting with our local communities of Inverclyde and partner agencies to ensure that these priorities are focused on policing local communities across Inverclyde. It is of note that our public consultation revealed that drunk and disorderly behaviour followed by violence and drug dealing were of greatest concern to local people, this plan will endeavour to address those concerns.

3. Priorities and Objectives:

Priority 1 - Violence, Disorder and Antisocial Behaviour

Our officers are dedicated to keeping people safe and tackling crimes of violence, disorder and antisocial behaviour across Inverclyde. Local consultation tells us it is a concern to all the local communities.

We are committed to reducing the number of people affected by violence, disorder and antisocial behaviour and we will continue to work with partner agencies to exploit all opportunities to prevent such crimes and offences occurring.

Violence, disorder and antisocial behaviour encompasses a wide range of different types of offending behaviour which has an adverse affect on the quality of life for communities and individuals. It can cause a disproportionate fear of crime and we will continue to support victims through joint working arrangements.

Our priority is to prevent such crimes occurring in our communities. We want Inverclyde to be a safe place for all. We cannot achieve this in isolation and we will continue to work with our partners to develop long term strategies to improve the wellbeing of our communities.

We have successfully reduced violence, disorder and antisocial behaviour across Inverclyde in recent years by addressing alcohol fuelled disorder and street drinking offences, targeting hotspot locations and through intelligence led action plans. We will continue to work closely with the Licensing Committee and licensed trade to ensure our licensed premises are well managed and safe.

A key aspect of our success in reducing violence, disorder and antisocial behaviour has been our robust approach to the management of known violent individuals. This has reduced the levels of re-offending which means fewer victims of crime in Inverclyde and better outcomes for those offenders and their families.

We acknowledge that our approach must reflect public concerns and we will continue to use innovative tactics to improve the effectiveness of policing violence, disorder and antisocial behaviour across Inverclyde.

Our objectives are to:

- Reduce the number of victims of violent crime
- Decrease the number of serious assaults by x%
- Maximise the detection of those persons responsible for violent crime
- Maintain the reduction in the reports of antisocial behaviour
- Decrease the number of complaints regarding of street drinking by x%
- Decrease the number of complaints regarding youth disorder by x%

Priority 2 - Protecting People

Our priority is to keep people safe and we will continue to focus on a victim centred approach to public protection with the aim of preventing crime through early and effective intervention. We will share relevant information with partnership agencies to protect the most vulnerable in our communities and enhance public safety for all.

The number of people who are victims of physical, sexual or emotional abuse and neglect on a daily basis is a major concern. Domestic abuse in particular blights the lives of individuals as well as their families. We will tackle domestic abuse in all forms. We will proactively manage the risk of harm posed by dangerous offenders while protecting and supporting victims.

The dedicated and highly skilled team of officers in our rape and sexual offences unit will work in partnership with a range of specialists to ensure a consistency of approach to these often complex and historical enquiries. We will support victims of rape, sensitively investigate such crimes, relentlessly pursue those responsible and bring them to justice.

We recognise that the internet and social media provide opportunities for the exploitation of the individual; this particularly includes the young and vulnerable across Inverclyde. We will continue to proactively target those offenders' who use the internet to befriend and exploit young people and vulnerable adults.

We will ensure that all reasonable measures are taken to mitigate the risks presented to public safety by all offenders, managed under the auspices of the Multi Agency Public Protection Arrangements (MAPPA).

The abhorrence of hate crime blights our communities. We are committed to the investigation and detection of all crimes driven by prejudice, such as race, religion, sexual orientation, transgender and disability. We aim to encourage the victims of hate crime to report such crimes and will seek to develop an effective third party reporting network locally.

Our objectives are to:

- Identify the range of responses required to deal with the complexities of Rape investigation
- Increase the detection rate for Rape to xx%
- Prioritise the investigation of all domestic abuse crimes and offences and increase the detection rate by x%
- Rigorously ensure all persons released on domestic bail adhere to the special conditions imposed by the court
- Protect and support the victims of domestic abuse and sexual offences to ensure their safety and well being

Priority 3 - Serious and Organised Crime

Our priority is to keep people safe by reducing the risk of harm posed by serious organised criminals. We will continue to target them and our approach will be in line with the Scottish Government Strategy for tackling Serious Organised Crime, "Letting Our Communities Flourish".

Our commitment is to dismantle organised crime groups through focused intelligence gathering and continued collaborative working with communities, public and private sector bodies and key partner agencies. We will pursue their criminal enterprises, disrupt their activities, such as drug supply and minimise opportunities for money laundering through the auspices of seemingly 'legitimate' enterprises. We will use the Proceeds of Crime legislation to seize money obtained by illegal activities.

We aim to divert offenders and those whom are vulnerable to criminal gangs, deter illegal activities, disrupt the networks associated with serious and organised crime groups and detect offenders. We will do this with the continued support of partner agencies, working together, developing innovative tactics and interventions to reduce the harm and impact of such groups across Inverclyde.

Local consultation confirms the sale and supply of drugs is a priority for Inverclyde communities. Our focus on Serious and Organised Crime Groups will ensure those individuals and networks involved in the sale and supply of drugs are targeted robustly to reduce the availability and harm of illegal drugs in Inverclyde.

Inverclyde has a number of key strategic locations that requires us to develop an appropriate Counter Terrorist response. Criminal association with terrorist groups based in Northern Ireland remains and we will continue to monitor and intervene to prevent those associations from developing into a threat to our local communities here or elsewhere.

Our objectives are to:

- Tackle the threat posed from Serious and Organised Crime Groups on local communities by seizing a minimum of £ xxxx criminal assets
- Maximise intervention tactics to deprive Serious and Organised Crime Groups of the opportunities to access legitimate enterprises
- Tackle the supply and misuse of drugs by preventative and enforcement tactics

Priority 4 - Acquisitive and Road Crime

Acquisitive crimes include those where property is stolen or there is an attempt to steal, including theft, theft from motor vehicles, housebreaking and fraud. Reducing this type of crime continues to be a priority for policing in Inverclyde. Any theft of property has a personal impact which is both financial and emotional.

The prevalence of bogus workers in our area is a matter of utmost concern. We will work closely with our partner agencies to share information about these crimes and to gather information, intelligence and evidence to target and arrest the perpetrators of this abhorrent crime.

Bogus workers use the road network to further their criminal activities. We aim to disrupt all criminals using the road network. Through intelligence led tactics we will relentlessly pursue those individuals who prey on the elderly and vulnerable in our communities.

Local consultation confirms housebreaking is a concern to residents. It can have a disproportionate impact on the fear of crime and we acknowledge that this is an extremely personal crime, where householders can have feelings of violation and intrusion.

We have successfully engaged with licensed second hand dealers, metal dealers and street traders in order to limit opportunities for the reset and the sale of stolen property. We will make it much harder to dispose of stolen goods in Inverclyde.

To keep people safe on the roads we will continue to focus on casualty reduction and target areas including drink/drug driving, speeding, uninsured and disqualified drivers, those not wearing a seatbelt and the use of mobile phones while driving.

Our objectives are to:

- Prioritise the investigation of all bogus crime and crimes of housebreaking
- Effectively police the road network to improve driving standards
- Target uninsured drivers by increasing detections by x%
- Target dangerous driving by increasing detections by x%

Priority 5 - Public Confidence and Local Engagement

The new service recognises that it has to deliver a high quality service in a form that is cost effective and efficient while maintaining the consent and involvement of local communities. In order to do so we recognise the need to establish views, expectations and concerns about how we police and we will build trust by listening and responding.

Public confidence is key to reducing the fear of crime and we will continue to develop our approach to community engagement to ensure our Community Policing teams and their leaders are visible and accessible to elected members, partners and the public in Inverclyde.

Public safety is a critical issue at national and local level and the responsibility for this agenda cannot rest with a single agency. Working alongside public, private and voluntary sectors, as well as local communities, we will develop strategies and actions that provide effective local outcomes and keep people safe.

Through regular and structured engagement with all our communities and their representatives we will understand the community issues of most concern, deliver practical solutions and promote police and partner service delivery that keeps people safe.

Our objectives are to:

- Ensure there is an appropriate response to all emergency and priority calls within the nationally agreed timescales
- Providing feedback to all victims on the progress and outcome of their enquiry
- Maximise the visibility of all our officers in the communities of Inverclyde
- Work with partners to support and contribute to community planning outcomes focused on prevention and the well being of our communities
- Refine our community engagement structure and processes to ensure we are connected to local communities and their specific needs
- Increase the use of social and local media to engage and feedback to communities

4. How we identified our Priorities and Objectives

The Scottish Policing Assessment sets out the priorities for the Police Service of Scotland to the year 2015. It is a key document for the police in the continuous process of meeting future policing challenges and ensuring that the service the police provide to the communities of Scotland is of a high standard.

The Assessment draws on information and intelligence provided by all Scottish forces and law enforcement agencies as well as information from key partner agencies including the Scottish Government, Local Authorities and the public. It is through this assessment that risk in relation to crime and disorder is prioritised.

Across Inverclyde, the priorities in this police plan have been identified through analysis of crime trends, intelligence and local information. Appendix A summarises the key trends in Inverclyde over the past 5 years.

During August 2012, we consulted with 483 Inverclyde residents to establish the issues that were their greatest concern. These results made a critical contribution to identifying the key policing priorities for Inverclyde. Appendix B shows the results of our consultation.

The top four policing priorities for Inverclyde are:

- Drunk or Disorderly Behaviour
- Assault / Violent Crime
- Drug Dealing / Use
- Housebreaking and Other Theft

There are community policing teams for each of the 6 multi-member council wards across Inverclyde. Information regarding who is on your team and how to contact them can be found at: www.scotland.police.uk

Our officers are there to listen to you and respond to your concerns. They will work with all partner agencies in your community to find long-term solutions to local problems.

All of our work is underpinned by our commitment to equality and diversity, in our dealings with the public we serve as well as our own staff.

We recognise that effective and fair policing is about reflecting the needs and expectations of individuals and local communities. Survey results show that different communities have differing expectations and contrasting experiences of the service provided by the police. Our aim is to ensure that our service to all is fair and consistent, keeping those who are most vulnerable safe and enhancing their quality of life.

To further this aim, and satisfy our statutory duties under The Equality Act 2010, we are developing national equality and diversity outcomes for 30 April

2013. We will, in our 2014 three-year plan, identify local priorities and objectives aligned to them.

5. Local Policing Arrangements

Our mission is to keep people safe. We aim to deliver policing that is visible accessible and responsive to the needs of the communities across Inverclyde.

We have nominated a Police Commander for Inverclyde who will direct the Local Area Commander based at Greenock Police office, in order to provide an effective policing service that delivers against all our key priorities.

We will continue to respond quickly and effectively to public demand by answering all calls and operational requests made of us.

In addition to this plan for Inverclyde, each community ward will have an individual Community Policing Plan tailored to the specific needs and priorities of that area. These local plans will be delivered by community policing teams who will engage with our communities to adopt a shared partnership problem-solving approach to dealing with community priorities.

Individual ward community policing plans are available at: www.scotland.police.uk

6. Local Contribution to National Outcomes and National Policing Priorities

The Scottish Government has 16 National Outcomes which demonstrate a commitment to creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. Policing in Inverclyde can make a significant contribution to improving these outcomes for this area by contributing to the Community Planning arrangements across the Local Authority area.

The priorities in this plan will be reflected in the Single Agreement for Inverclyde which will also include a range of indicators and targets focused on delivering improved services.

Scottish Ministers have also established Strategic Policing Priorities and these reflect the contribution that policing can make to achieve the National Outcomes.

Our local priorities align to the Strategic Policing Priorities and the Governments National Outcomes and are as follows:

Priority	Strategic Policing Priorities	National Outcomes	Local SOA Outcomes
Violence, Disorder and Antisocial Behaviour	Priority 1, 2, 4	Outcomes 5, 7, 8 ,9,11	SOA 1, 2, 5
Protecting People	Priority 1, 2, 3, 4	Outcomes 5, 7, 8, 9, 11, 13,16	SOA 2, 6
Serious and Organised Crime	Priority 1, 2, 4	Outcomes 9, 11, 13	SOA 2
Acquisitive and Road Crime	Priority 1, 2, 4	Outcomes 9, 11	SOA 2

Further information on National Outcomes and Strategic Policing Priorities can be accessed at <http://www.scotland.gov.uk>

7. Performance and Accountability

Police Scotland will develop a national performance framework which will support this plan. It will allow the service to measure progress, monitor activity, identify key areas where resources need to be focused and demonstrate how successful we are in meeting out key priorities and objectives as set out in this plan.

We are committed to publishing our performance information and will use this as the foundation for reporting to Inverclyde Council and our local communities. This information is available upon request or at: www.scotland.police.uk

We aim to provide a high standard of service and build public confidence through continuous improvement of policing services in Inverclyde.

8. Local Scrutiny and Engagement

The Police and Fire Reform (Scotland) Act 2012 includes a framework for new local scrutiny and engagement arrangements involving local authorities and the new national police and fire services.

Formal scrutiny of the Inverclyde Police Plan falls under the governance of the Inverclyde Education and Communities Committee.

The key principles of “Best Value” (as contained within the local Government in Scotland Act 2003) remain fundamental to local governance arrangements with respect to scrutiny of police performance.

Performance results are published in accordance with Section 13 of the Local Government (Scotland) Act 2003 which outlines the duty of a local authority to make appropriate arrangements for the reporting to the public of the outcome of the performance of its functions.

9. Local Contact Details:

Greenock Police
160 Rue End Street
GREENOCK
PA15 1HX

For more detailed information about your local Community Policing Team and other services that Police Scotland provides, please refer to the Force website at: www.scotland.police.uk

Dial 999 for an emergency that requires urgent police attention.

For non-emergency contact, call 101, the single non-emergency number.

If you have information about crime in your area and wish to provide it anonymously, call CRIMESTOPPERS on 0800 555 111.

Service users who are deaf or have a hearing impairment can contact Police Scotland via TextRelay in an emergency on 18000 or non-emergency on 18001 101.

We respect your right to confidentiality and will not visit you without checking first.

POLICE AND FIRE REFORM

A Collaborative Statement of Good Scrutiny & Engagement

SUMMARY VERSION 1.0 – 6 February 2013



INTRODUCTION

This is a summary of the [full Collaborative Statement](#) published on 17 January as part of the Safer Communities Programme. It is non-statutory guidance for those involved in implementing the [Police & Fire Reform \(Scotland\) Act 2012](#). It aims to complement separate guidance on [Single Outcome Agreements](#) and [Best Value](#).

FIVE PRINCIPLES FOR GOOD SCRUTINY AND ENGAGEMENT

These principles are based on good practice and promote the 'four pillars' of public service reform¹. Following them will promote the broader conditions in which scrutiny and engagement can flourish and help deliver a key aim of reform – to strengthen the connection between the services and the communities they serve.

Principle 1 Focus on outcomes	Principle 2 Understand local conditions and reflect the community voice	Principle 3 Promote joint working to secure better outcomes and Best Value	Principle 4 Provide strategic leadership in order to influence service delivery	Principle 5 Support continuous improvement by providing constructive challenge
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There is a natural, circular flow through the principles and community engagement provides the golden thread connecting them all.

GOOD SCRUTINY AND ENGAGEMENT PRACTICE

Principle 1 <ul style="list-style-type: none">◆ Joint priority setting◆ Focus on early intervention and prevention◆ Local plans part of holistic community safety approach◆ Local plans linked to SOA	Principle 2 <ul style="list-style-type: none">◆ Focus on people and place◆ Evidence drawn from range of sources◆ Impact of engagement measured & reported on	Principle 3 <ul style="list-style-type: none">◆ Streamlined CPP landscape◆ Joint tasking & problem solving◆ Local service integration◆ Peer learning◆ Shared use of total resources◆ Joint working on prevention	Principle 4 Scrutineers: <ul style="list-style-type: none">◆ have impartial support/advice◆ do proactive reviews◆ promote prevention◆ promote Best Value◆ encourage collaboration	Principle 5 Scrutineers: <ul style="list-style-type: none">◆ look for innovative ways to scrutinise◆ use data to drive progress◆ are aware of performance in other areas◆ have training to fulfil their role
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¹ In response to the Christie Commission's recommendations, the Government's public service reform agenda will be built on four pillars: (i) a decisive shift towards prevention; (ii) a greater focus on 'place' to drive better partnership, collaboration and local delivery; (iii) investing in people who deliver services through enhanced workforce development and effective leadership; and (iv) a more transparent public service culture which improves standards of performance.

CHECKLIST QUESTIONS FOR SCRUTINEERS

These checklist questions are designed to help scrutineers in their scrutiny role.

Principle 1: Focus on outcomes		
Questions for scrutineers	Yes/No	Actions/Notes
Are the services focused on short, medium and long term outcomes for diverse communities?		
Do the services use robust evidence to drive local priority setting?		
Do local plans prioritise early intervention and prevention?		
Do you and the services have a clear vision of what legacy you want to leave in your area?		
Principle 2: Understand local conditions and reflect the community voice		
Questions for scrutineers	Yes/No	Actions/Notes
Do the services use an evidence-based approach, underpinned by disaggregated data, to drive improvement in meeting the differing needs of local populations?		
Do the priorities, outcomes and commitments in local plans reflect partners' shared understanding of the needs of the people and places I represent?		
Is it clear how the local plan has been influenced by multimember ward-level community engagement?		
Do the services build the capacity of communities to deliver for themselves in a coordinated fashion?		
Principle 3: Promote joint working to secure better outcomes and best value		
Questions for scrutineers	Yes/No	Actions/Notes
Do partners involved in delivering local plans focus on 'place' as a way of driving better partnership?		
Do I encourage partnership working to generate added value from collective skills, knowledge and resources?		
Is the use of joint tasking and problem solving routine in my area?		
Are opportunities to integrate services at a local level exploited where this supports the delivery of better outcomes and best value?		
Am I building effective relationships and networks with the services and other stakeholders, locally and nationally, to promote peer learning and collaboration?		
Principle 4: Provide strategic leadership in order to influence service delivery		
Questions for scrutineers	Yes/No	Actions/Notes
Am I able to access independent expert support and advice to help me fulfil my scrutiny role?		
Am I involved in establishing what communities need, allowing me to establish priorities?		
Do I regularly make recommendations for service delivery improvements when scrutinising the delivery of local plans?		
Have the service delivery changes I have influenced led to improved outcomes for the people I represent?		
Principle 5: Support continuous improvement by providing constructive challenge		
Questions for scrutineers	Yes/No	Actions/Notes
Do the services report on performance in a way that is clear, concise, balanced and presented in a way that allows me to judge how well they are doing?		
Do I interrogate performance reports and ensure that they highlight areas for development (as well as successes)?		
Do I make recommendations for how to improve performance locally, building on good practice from across Scotland?		