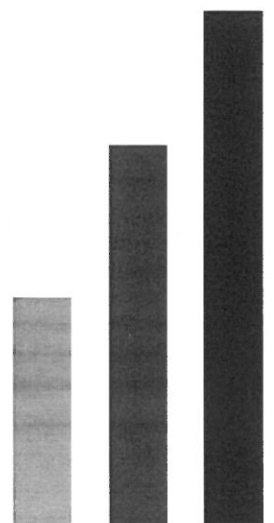


Agenda 2016

Local Police and Fire Scrutiny Sub-Committee

For meeting on:

18	February	2016
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A meeting of the Local Police and Fire Scrutiny Sub-Committee will be held on Thursday 18 February 2016 at 2.30pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal and Property Services

BUSINESS

1. Apologies, Substitutions and Declarations of Interest	Page
PERFORMANCE MANAGEMENT	
2. Police Scotland Performance Report	p
3. Scottish Fire and Rescue Performance Report	p
NEW BUSINESS	
4. Consultation on Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) Scrutiny Plan 2016-17 and the Review of Scottish Strategic Police Priorities Report by Head of Safer & Inclusive Communities	p
5. Draft Annual Police Plan 2016/17	p

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



**POLICE
SCOTLAND**
Keeping people safe

Inverclyde Council
Education and Communities Committee
Police and Fire Scrutiny Sub Committee
Inverclyde Local Policing Area
Performance Report 1st April 2015 – 31st December
2015

February 2016

Date of Meeting: 18th February 2016

Report by Chief Superintendent Jim Downie, Police Scotland, 'K' Div

SUBJECT: Police and Fire Reform: Local Scrutiny and Engagement
Inverclyde Local Policing Area
Performance Results 1st April 2015 – 31st December 2015

1. Background

The Police and Fire Reform (Scotland) Act 2012 sets out that the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland. It ensures an enhanced focus on local delivery of policing with a designated local commander for each local authority area accountable for local service provision. Each local commander is required to prepare a local policing plan that meets the needs of the local area and is approved by the local authority. In response to this the local authority has a statutory power to monitor the delivery of police services and to provide feedback to the local commander.

2. Inverclyde Local Police Plan

The Inverclyde Local Police Plan was published on 1st April 2014. This plan sets out the local policing priorities and objectives for Inverclyde for 2014 – 2017. It will be reviewed annually through ongoing consultation and is supported by 6 ward community policing plans.

3. Performance reporting to Inverclyde Council

The local commander is required to provide reports at an agreed timescale for scrutiny by elected members. Formal scrutiny of the Inverclyde Police Plan falls under the governance of the Inverclyde Police and Fire Scrutiny Sub Committee under the auspices of the Education and Communities Committee which meets a minimum of two times per year.

4. Recommendation

The following data is extracted from Police Scotland internal systems and is correct as of 2nd January 2016. The data is a year to date comparison with the previous year. It includes both recorded and detected crime data and covers all priority areas as set out in the local police plan. Members are asked to scrutinise policing performance for the period outlined and provide feedback where appropriate.

5. Analytical report – as before with context supplied in each box

6. Appendices –Recent local activity

**LOCAL AUTHORITY SCRUTINY BOARD – Inverclyde
February 2016**

**LOCAL AUTHORITY SCRUTINY BOARD - Inverclyde
December 2015**

Violence, Disorder & Antisocial Behaviour					
		Apr 2015 - Dec 2015	Apr 2014 - Dec 2014	Victims	% Change
1	Total No Group1: Crimes of Violence	129	89	40 more	44.9%
<p>Group 1 crime has increased from the same period as last year however the majority of offending occurred in the first half of the year and we are now noticing a downward trend. We implement a holistic response to these incidents covering a range of tactics to detect and deter further offences. An example of this during the reporting period relates to an attempted murder following which a series of interventions with colleagues in Housing, Social Work and Inverclyde Council Social Protection Team together with robust, intelligence led proactivity led to a number of further detected offences and child protection orders being implemented. Investigation and scrutiny of group 1 offences is carried out by CID officers.</p>					
2	Murder	3	2	1 more	50.0%
<p>There have been 3 murders during the reporting period. All are detected. The force Major Investigation Team carried out the investigations with local Community Impact Assessments (CIA) being implemented to assess any associated risk and to maximise public reassurance.</p>					
3	Attempted Murder	14	6	8 more	133.3%
<p>There have been 8 more victims of attempted murder than last year. As previously stated, we look at every opportunity to detect serious offences and deter further escalation by pro-actively patrolling and working with partner agencies to disrupt those involved. We have utilised the assistance of force assets such as our Flexi Team who give concentrated attention to problematic areas to actively pursue offenders whilst offering reassurance to the public.</p>					
4	Culpable Homicide (common law)	0	0	None	-
(Context)					
5	Culpable Homicide (other)	0	0	None	-
(Context)					
6	Serious Assault detection rate	75.3%	73.7%		1.6%
<p>The detection rate for serious assault is 75.3%. All serious assaults are subject to ongoing review by senior detective officers. Within Inverclyde a high number of victims of serious assault do not wish to engage with the police which makes the investigation and detection of the offence more challenging.</p>					
7	Serious Assault	77	57	20 more	35.1%
<p>The number of serious assaults committed has risen from the same period last year. The definition of serious assault has broadened resulting in crimes which may have been previously classified as common assaults, now being recorded as serious assaults. Investigation and scrutiny of serious assaults is carried out by CID officers. A number of these offences have been committed within private spaces making prevention and intervention difficult. We work closely with Inverclyde Council and housing providers to challenge anti-social behaviour within private premises through the use of anti-social behaviour legislation. We tackle public space violence by ensuring that officers are deployed in the right place at the right times in order to prevent crime where possible.</p>					
8	Robbery detection rate	72.7%	81.8%		-9.1%
<p>The detection rate for robbery is 72.7%. All undetected robberies are scrutinised and investigated by CID officers.</p>					

9	Robbery	22	11	11 more	100.0%
<p>There have been 11 more victims of robbery compared to last year however again, the majority of these were recorded in the first half of the year and we are now seeing a downward trend. We continue to work on preventing these crimes by carrying out interventions with known offenders, pro-active visits to vulnerable premises offering them safety/crime prevention advice and raising awareness through our neighbourhood teams to reassure and educate our residents.</p>					
10	Common assault detection rate	76.5%	77.7%		-1.2%
<p>The detection rate for common assault offences is 76.5%. Divisional officers are supported by our Alcohol and Violence Reduction Unit (AVRU) who assist with the investigation of these offences and pursue every opportunity to detect offenders.</p>					
11	Common assault	438	444	6 fewer	-1.4%
<p>There are 6 less common assaults than last year. We work with partners in a range of agencies to focus on areas of disorder and use a variety of interventions to reduce the likelihood of violence occurring.</p>					
12	Number of complaints regarding disorder	2,962	3,229	267 fewer	-8.3%
<p>There are 267 fewer incidents of disorder than the comparable period last year. The introduction of the neighbourhood policing team has helped consolidate partnership working with Inverclyde Council wardens, ASIST, housing agencies and licensed premises which ensures the correct people and places are targeted and all joint powers are utilised. We continue to have a monthly practitioner's meeting with housing and the social protection team to ensure information is shared effectively with joint visits regularly taking place to intervene at the earliest opportunity in a bid to prevent the escalation of problematic premises such as party houses.</p>					

**LOCAL AUTHORITY SCRUTINY BOARD - Inverclyde
December 2015**

Violence, Disorder & Antisocial Behaviour (continued)					
		Apr 2015 - Dec 2015	Apr 2014 - Dec 2014	Victims	% Change
13	Number of Domestic Abuse Incidents Reported to the Police	623	686		-9.2%
<p>The number of domestic abuse incident reported to the police has dropped compared with last year. All domestic incidents are investigated robustly ensuring the victim is supported and updated during the enquiry. We have a dedicated Domestic Abuse Unit who carrying out protracted and complex domestic enquiries. We work closely with other agencies such as ASIST to ensure victims are given appropriate and professional advice.</p>					
14	Total Crimes and offences in domestic abuse incidents	398	421		-5.5%
<p>The number of crimes committed within domestic abuse incidents has reduced by 5.5%. Domestic abuse has been a high priority for Police Scotland for a number of years and in Inverclyde we have conducted a number of high profile campaigns ensuring that victims know they have the full support of the police and have the confidence to report incidents early to</p>					

prevent escalation.					
15	Percentage of Domestic Incidents that result in a crime being recorded	48.8%	46.6%		2.2%
The percentage of domestic incidents that result in a crime being recorded has increased by 2.2%					
16	Total crimes and offences in domestic abuse incidents detection rate	82.2%	85.3%		-3.1%
The detection rate for domestic abuse cases remains high at 82.2%. Divisional officers who attend the scene of these incidents are supported by specialist departments who offer advice and support during the investigation. We work closely with other agencies to ensure all information which may assist in detecting these offences is shared.					
17	Total Detections for Domestic Bail Offences	27	31		-12.9%
Bail conditions are given out to domestic offenders by the court. We then ensure that these are being adhered to by carrying out offender warnings and intervention visits.					
18	Ensure 95% of domestic abuse initial bail checks are conducted within a prescribed timeframe (24hrs)	92.9%	-		-
92.9% of domestic abuse bail checks were carried out with 24 hours.					
19	Hate Crime and offences detection rate	86.3%	83.3%		3.0%
We have recorded fewer hate crimes than the equivalent period last year with a 3% higher detection rate. 3 offences were football related offences. In the last few months we have worked closely with Inverclyde Council and other partners to welcome refugee families from Afghanistan and Syria. Our neighbourhood teams are well known to the families and have assisted in supporting the children at school and the families in the community. We continue to offer third party reporting and hate crime inputs to staff in other agencies and to local residents to raise awareness and reassure the public.					
Violence, Disorder & Antisocial Behaviour - Stop and Searches					
		Jun 2015 - Nov 2015	Jun 2015 - Nov 2015 (Positive)	Victims	% Change
20	Number of stop and searches conducted (total)	987	250		
21	Number of statutory stop and searches conducted	838	245		
22	Number of consensual stop and searches conducted	149	5		
23	Number of consensual stop and searches refused	0	-		
24	Number of seizures made	220	-		
An enhanced version of the National Stop & Search Database commenced on 1 June 2015. The enhanced database brought significant changes in the process of data capture and the methodology for recording data items. No previous year to date figures are provided as it has been previously acknowledged this data is not 100% accurate, therefore comparisons will provide misleading results or invalid conclusions. Management Information and data in respect of stop and search can be found on the Police Scotland website via http://www.scotland.police.uk/about-us/police-scotland/stop-and-search-data-publication					

**LOCAL AUTHORITY SCRUTINY BOARD - Inverclyde
December 2015**

Additional Identified Local Priorities					
		Apr 2015 -	Apr 2014 - Dec	Victims	% Change

		Dec 2015	2014		
25	Number of detections for drugs supply, drugs productions, drugs cultivation	71	55		29.1%
<p>The regular attendance of the officers at Community Council meetings and other public events has contributed to a noticeable increase in information received from the public in relation to drugs in our communities. This in turn has assisted our Violence Reduction Unit in successfully obtaining and executing warrants and detecting drugs offences.</p> <p>Following successful convictions, we work with colleagues in housing and the Social Protection Team to disrupt drug dealers by examining opportunities around ASBO's and tenancies.</p>					
26	Theft by housebreaking (including attempts) detection rate	19.9%	12.2%		7.7%
<p>The detection rate for housebreaking (including attempts, garden sheds, garages) has increased by 7.7%. Our dedicated housebreaking team continue to examine every opportunity to investigate this crime type making use of scenes of crime, media and neighbourhood officers where appropriate.</p>					
27	Theft by housebreaking (including attempts)	262	286	24 fewer	-8.4%
<p>There have been 24 fewer victims of housebreaking. We use media and campaigns to raise awareness about protecting property and offer crime prevention advice where required. Pro-active patrols in key areas help deter offenders.</p>					
28	Theft by shoplifting detection rate	83.5%	83.0%		0.5%
<p>The neighbourhood teams continue to pro-actively patrols in our town centre areas and work alongside retail staff to identify offenders.</p>					
29	Theft by shoplifting	242	300	58 fewer	-19.3%
<p>There were 58 fewer offences of theft by shoplifting compared to last year. A number of known shoplifters are currently working with the Persistent Offenders Partnership (POP), a joint initiative with police and Inverclyde Council drugs and alcohol teams. The aim of the initiative is to reduce offending by tackling addiction.</p>					
30	Vandalism & Malicious Mischief detection rate	8.9%	13.5%		-4.6%
<p>We are working with schools to educate children about the effects of vandalism on the community. We use social and local media and carry out local enquiries at every opportunity in an effort to detect these offences.</p>					
31	Vandalism & Malicious Mischief	610	680	70 fewer	-10.3%
<p>There were 70 fewer victims of vandalism compared to last year. Education and positive engagement with our communities has helped reduce the occurrence of this offence type.</p>					
32	Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist)	273	728		-62.5%
<p>There are less people consuming alcohol in public places with a drop of 62.5% compared to last year. We continue to patrol in public places particularly in peak holiday and summer periods and work with our licenced traders to encourage responsible drinking and reduce anti-social behaviour associated with drinking in public.</p>					
Public Protection					
		Apr 2015 - Dec 2015	Apr 2014 - Dec 2014	Victims	% Change
33	Number of Sexual Crimes	80	56	24 more	42.9%
<p>The increase in sexual crimes reported can be attributed to an increase in public confidence with many of the offences reported to us being historical. In the majority of offences the perpetrator is known to the victim – the number of offences carried out by strangers is very low.</p> <p>Investigation of all sexual crimes are investigated with the same thoroughness regardless of when they</p>					

were committed. The Public Protection Unit are dedicated to these investigations and all sexual crimes are scrutinised daily to ensure investigations are progressed.					
34	Sexual Crimes detection rate	70.0%	73.2%		-3.2%
The detection rate for sexual crime is 70%. Enquiries into sexual crimes can often be protracted and complex, with detections often relying on forensic results.					
35	Rape detection rate	63.2%	83.3%		-20.1%
The detection rate for rape is 63.2%. We have a dedicated divisional rape investigation unit to ensure all lines of enquiry are thoroughly investigated and the victim is supported throughout.					

**LOCAL AUTHORITY SCRUTINY BOARD - Inverclyde
December 2015**

Road Traffic Casualty Statistics				
	Apr 2015 - Dec 2015	Apr 2014 - Dec 2014	Victims	% Change
People Killed	2	1	1 more	100.0%
People Seriously injured	13	11	2 more	18.2%
People Slightly Injured	89	130	41 fewer	-31.5%
Children (aged<16) Killed	1	0	1 more	-
Children (aged<16) Seriously Injured	2	1	1 more	100.0%
<p>There have been 3 people killed and 15 people seriously injured on Inverclyde roads since April 2015. The number of people slightly injured has reduced by 31.5%</p> <p>We use analytical data to highlight roads which may present a risk and then produce a plan to prevent this risk. We work with colleagues in Inverclyde Council Roads Department and TRANSERV. Plans may include high visibility patrols, static speeding checks or media publication to enhance driver behaviour. Our Divisional Roads Policing Department has hosted a number of events in Inverclyde this year offering safety advice and checks on vehicles which have been well attended by the public and our schools liaison officer and neighbourhood teams have incorporated road safety into their inputs to schools children.</p>				

Road Safety & Road Crime					
	Apr 2015 - Dec 2015	Apr 2014 - Dec 2014	Victims	% Change	
36	Dangerous driving	20	15		33.3%
37	Speeding	395	661		-40.2%
38	Disqualified driving	5	2		150.0%
39	Driving Licence	75	91		-17.6%
40	Insurance	150	163		-8.0%
41	Seat Belts	42	135		-68.9%
42	Mobile Phone	40	166		-75.9%
With the exception of dangerous and disqualified driving we have seen a reduction in all of the road					

traffic offences above. Routine patrols by Road Policing Officers and Divisional Officers ensures that offences are dealt with appropriately, resulting in enforcement and/or education.

APPENDIX 1

We strongly support other agencies in educating and diverting young people away from engaging in risky behaviours and offering reassurance to the wider community. Some of the activities we have been involved with over the last few months include:

- FAST (Save the children project – Families and Schools Together). Our neighbourhood officers in ward 4 are engaging in an 8 week project with families at Lady Alice PS to promote wellbeing and help children reach their potential.
- Jump2it – a basketball initiative run by Glasgow Rocks, professional basketball team to encourage healthy lives, tackle knife crime and help children grow in confidence.
- HIDDEN – an urban arts project run by the Beacon Centre for 12 -26 year olds. In addition to workshops and bespoke projects, a learning pack for young people called 'One Stupid Mistake' has been created and will be rolled out in the coming months.
- SHELTERED HOMES – our roads policing and neighbourhood teams are currently visiting the local sheltered housing complexes to offer a range of road and personal safety advice and offer reassurance to residents and staff.
- FOOTBALL COACHING – neighbourhood officers were asked to assist with coaching one of the primary school teams. They often do this in their own time.

Report to:	Inverclyde Council, Local Police and Fire Scrutiny Sub-Committee
Date of Report:	15 January 2016
Report by:	Martin Gordon, Local Senior Officer (LSO) Scottish Fire and Rescue Service

Subject:	Scottish Fire and Rescue Service (SFRS) Report
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PURPOSE OF THIS REPORT

1. The purpose of this report is to inform the Scrutiny Sub-Committee members of Fire and Rescue performance and related activities during Quarter 2 of the 2015/16 reporting period.

PERFORMANCE

2. An SFRS performance report is attached as an Appendix to provide Elected Members with a Ward analysis performance report which relates to a range of Fire & Rescue operational activities within Inverclyde from 1 July 2015 to 30 September 2015.

The information provided in this report and Appendix continues to show reductions across a range of fire related performance indicators; however it also identifies those areas where further interventions are required in order to tackle those areas where operational demand is highest.

A summary of the report is detailed below:

- a. There were no fire fatalities within Inverclyde during the reporting period.
- b. There were 5 Non-fatal fire casualties (including precautionary check-up) within the reporting period which is a reduction from 8 in the previous reporting period.
- c. Deliberate fire raising has reduced significantly from 154 to 95 incidents. This is mainly due to a decrease in deliberate secondary fires from 129 incidents in the previous period to 80 in the current reporting period.
- d. There was an increase in the number of all accidental fires attended, from 33 in the previous reporting period to 39 incidents during the current reporting period.
- e. Special service activity levels rose from 42 to 47 in this reporting period however the number of flooding incidents have reduced from 10 last year to 4 in the reporting period.
- f. The total number of false alarm incidents has decreased (206 to 173 incidents) from the previous reporting period and this includes reductions in malicious calls and also incidents caused by fire alarm equipment failure.

PRIORITIES & INTERVENTIONS

3. SFRS is committed to working in partnership with Community Planning partners in the public, private, and voluntary sectors in order to work together for a safer Scotland. Strengthening our relationship with and working in partnership to add value to our communities is critical to the success of our work.

The following activities are illustrative of SFRS activities in terms of educational activities and interventions:

- a. SFRS continues to work in partnership with Community Planning partners in order to further reduce the number of fire and other emergency incidents attended in Inverclyde. Our participation at the multi-agency tasking and coordinating (MATAC) meetings is one of the key ways in which we work with partners including Police and Community Safety Services to tackle fire related ASB issues including deliberate fire raising and malicious calls. The SFRS LALO position is now fully established with the officer attending weekly Community Safety Partnership meetings at West Stewart Street in a multi-agency approach with Police, Community Wardens and Housing colleagues to deal with ASB and operational matters within Inverclyde.
- b. Fire & Rescue officers participate and contribute at SOA thematic and other Multi-agency committees including the Alcohol & Drugs partnership (ADP), Adult Protection Committee (APC) and the Safer & Stronger theme- Successful Communities Partnership (SOA2)
- c. Home Fire Safety Visits (HFSV) are seen as a key way of preventing accidental house fires and reducing fire related injuries by fitting smoke alarms and providing fire safety advice to occupants. A total of 415 HFSV were delivered in Inverclyde by Fire crews in the reporting period
- d. Schools education – dedicated fire safety staff provide a range of educational visits and talks within educational establishments in order to promote fire safety to young people. The aim is to promote safety and change the culture which may lead to fewer deaths and injuries from fire and road traffic collisions in future generations.
- e. The Greenock Fire Museum and Heritage centre within the Old Fire Station which is part of Inverclyde Councils Municipal buildings continues to promote the history of the fire service and fire safety within Inverclyde to residents and visitors

LSO SCRUTINY EVENT

4. An LSO engagement event was held at Greenock Fire Station on 20 November 2015. The event was arranged as an informative event for Elected members and a variety of Fire & Rescue resources were available to view on the day. A similar event will be organised in the future within Inverclyde.

LOCAL RESOURCES UPDATE

5. On Monday 21st December 2015 crewing levels on all Aerial Rescue Pumps (ARP's) were reduced from 6 personnel to 5 throughout the legacy Strathclyde area.

From that date ARP's will be mobilised to incidents either as a Rescue Pump or as an Aerial Appliance but not as both.

Johnstone Operations Control (OC) has taken cognisance of the fact that crewing levels have been reduced and have altered the Pre-Determined Attendance (PDA's) accordingly.

This change affects Greenock Fire Station only within Inverclyde and will not compromise in any way the current level of fire service response to incidents in terms of 'weight of response' to operational incidents, with the same number of fire appliances being available to respond within the Inverclyde area. The only change will be to the crewing model.

RECOMMENDATIONS

6. Sub-Committee members are asked to note the contents of this report and appendix.

Appendix – SFRS Performance Report for Inverclyde Q2 of 2015/16.



SCOTTISH
FIRE AND RESCUE SERVICE
 Working together for a safer Scotland

Inverclyde

W6 - Renfrewshire / & East / Inverclyde

Wards	6
Population*	80,680
Dwellings*	39,590
Hectares	17,356

* Source: GROS - General Register Office for Scotland
 (Mid yr est 2012)

Ward performance report

Report Period
Quarter
Q2
"
Report Type
Incidents/Casualties

DISCLAIMER

The figures included in this report are provisional and subject to change as a result of quality assurance and review. The statistics quoted are internal management information published in the interests of transparency and openness.

The Scottish government publishes Official Statistics each year which allow for comparisons to be made over longer periods of time.

Please ensure any external partners in receipt of these reports are aware of this.

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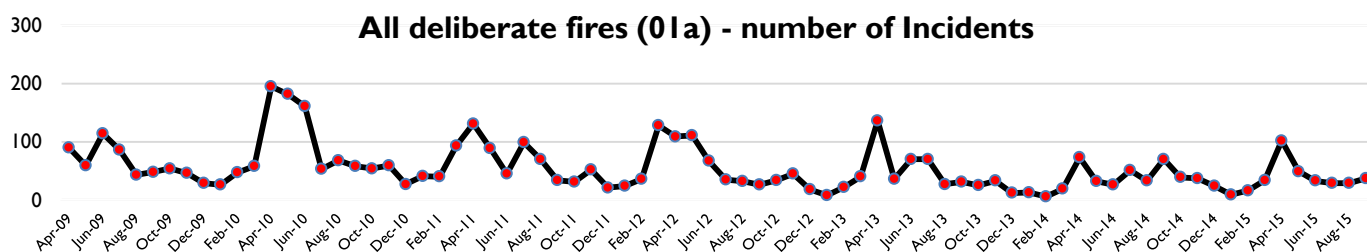
Current month vs target* OR previous 3 yr rolling ave** (for period)

ID	Key Performance Indicators	Page	Target	Perf.%(+/-)	% Targets
01a	All deliberate fires	3	AVE.	-24%	
01b	All deliberate primary fires	4	AVE.	-10%	
01bi	All deliberate dwelling fires	5	AVE.	-12%	
01bii	All deliberate other building fires	6	AVE.	50%	
01biii	All deliberate vehicle fires	7	AVE.	-25%	
01biv	All deliberate 'other' primary fires	8	AVE.	-31%	
01c	All deliberate secondary fires	9	AVE.	-26%	
01ci	All deliberate secondary refuse fires	10	AVE.	-11%	
01cii	All deliberate secondary 'other' fires	11	AVE.	-38%	
02a	All accidental fires	12	AVE.	3%	
02b	All accidental primary fires	13	AVE.	24%	
02bi	All accidental dwelling fires	14	DWELLING	29%	-10%
02bii	All accidental other building fires	15	AVE.	11%	
02biii	All accidental vehicle fires	16	AVE.	-25%	
02biv	All accidental 'other' primary fires	17	AVE.	200%	
02c	All accidental secondary fires	18	AVE.	-54%	
02ci	All accidental secondary refuse fires	19	AVE.	0%	
02cii	All accidental secondary 'other' fires	20	AVE.	-82%	
03a	All fire casualties (fatal & non-fatal (incl. p/c's))	21	AVE.	-44%	
03ai	All fatal fire casualties	22	CASUALTY		-5%
03aii	Non-fatal fire casualties (excl. p/c's)	23	CASUALTY	-21%	-5%
03aiii	Non-fatal fire casualties (incl. p/c's)	24	AVE.	-44%	
03bi	All fatal accidental dwell. fire casualties	25	CASUALTY		-5%
03bii	Non-fatal accidental dwell. fire casualties (excl. p/c's)	26	CASUALTY	-8%	-5%
03biii	Non-fatal accidental dwell. fire casualties (incl. p/c's)	27	AVE.	-29%	
04a	Non domestic fires	28	NON DOM	-8%	prev yr
5	Special Service - All	29	AVE.	-7%	
05a	Special Service - RTCs	30	AVE.	7%	
05b	Special Service - Flooding	31	AVE.	-70%	
05c	Special Service - Extrication	32	AVE.	9%	
05d	Special Service - Others	33	AVE.	21%	
06a	Non-fatal casualties - RTCs	34	AVE.	50%	
06b	Fatal casualties - RTCs	35	AVE.		
10a	False Alarms - All	36	AVE.	-13%	
10b	False Alarm - Good Intent	37	AVE.	-22%	
10c	False Alarm - Malicious	38	AVE.	-11%	
10d	False Alarm - Equipment failure	39	AVE.	-10%	

All deliberate fires (01a) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	54	25	30	39	12	
Inverclyde East Central	50	32	30	39	22	
Inverclyde North	49	12	18	39	25	
Inverclyde South	25	6	18	11	17	
Inverclyde West	7	4	10	8	1	
Inverclyde South West	18	14	22	18	18	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	203	93	128	154	95	
East Renfrewshire	60	49	51	45	46	
Renfrewshire	205	160	153	187	125	
<i>Inverclyde % of LSO Total</i>	43.4%	30.8%	38.6%	39.9%	35.7%	

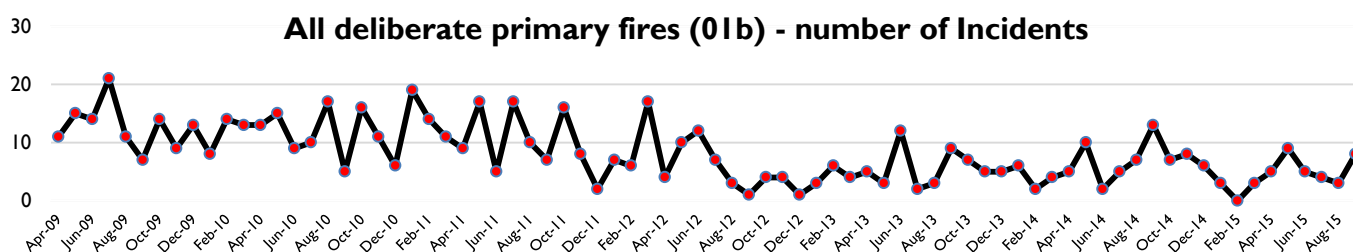


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	207	187	205	222	132	
W2 - Glasgow City	935	646	937	1027	698	
W3 - South Lanarkshire	364	233	340	300	267	
W4 - North Lanarkshire	422	317	479	480	320	
W5 - Ayrshire East / North / South	464	334	365	360	368	
W6 - Renfrewshire / & East / Inverclyde	468	302	332	386	266	
W7 - Dumfries & Galloway	36	20	40	19	36	
<i>W6 % of SDA Total</i>	16%	15%	12%	14%	13%	
Scotland	4663	3240	4531	4269	3653	

All deliberate primary fires (01b) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	10	4	7	5	2	
Inverclyde East Central	8	0	1	7	2	
Inverclyde North	9	3	2	10	6	
Inverclyde South	4	1	1	3	2	
Inverclyde West	0	2	3	0	0	
Inverclyde South West	3	1	0	0	3	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	34	11	14	25	15	
East Renfrewshire	12	12	10	5	7	
Renfrewshire	41	33	33	37	28	
<i>Inverclyde % of LSO Total</i>	<i>39.1%</i>	<i>19.6%</i>	<i>24.6%</i>	<i>37.3%</i>	<i>30.0%</i>	

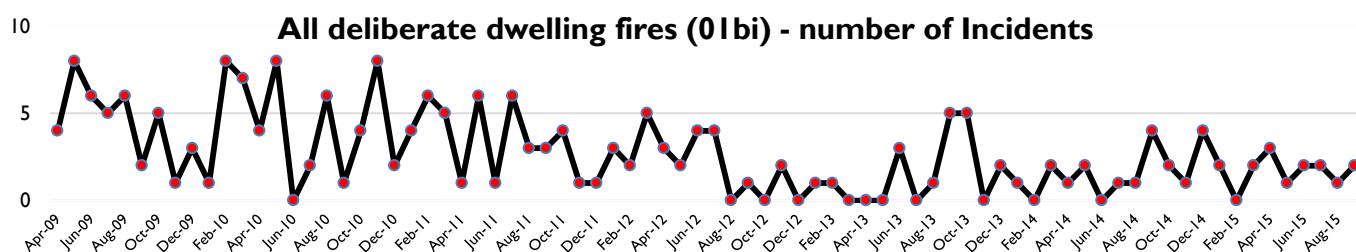


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	52	54	43	34	20	
W2 - Glasgow City	187	163	140	130	99	
W3 - South Lanarkshire	79	42	40	28	38	
W4 - North Lanarkshire	70	68	78	66	54	
W5 - Ayrshire East / North / South	76	35	48	34	38	
W6 - Renfrewshire / & East / Inverclyde	87	56	57	67	50	
W7 - Dumfries & Galloway	13	12	7	6	7	
<i>W6 % of SDA Total</i>	<i>15%</i>	<i>13%</i>	<i>14%</i>	<i>18%</i>	<i>16%</i>	
Scotland	988	752	784	724	700	

All deliberate dwelling fires (01bi) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	4	4	4	1	0	
Inverclyde East Central	2	0	1	1	1	
Inverclyde North	5	0	0	4	2	
Inverclyde South	1	1	0	0	1	
Inverclyde West	0	0	1	0	0	
Inverclyde South West	0	0	0	0	1	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	12	5	6	6	5	
East Renfrewshire	1	3	1	1	3	
Renfrewshire	6	9	15	9	6	
<i>Inverclyde % of LSO Total</i>	63.2%	29.4%	27.3%	37.5%	35.7%	

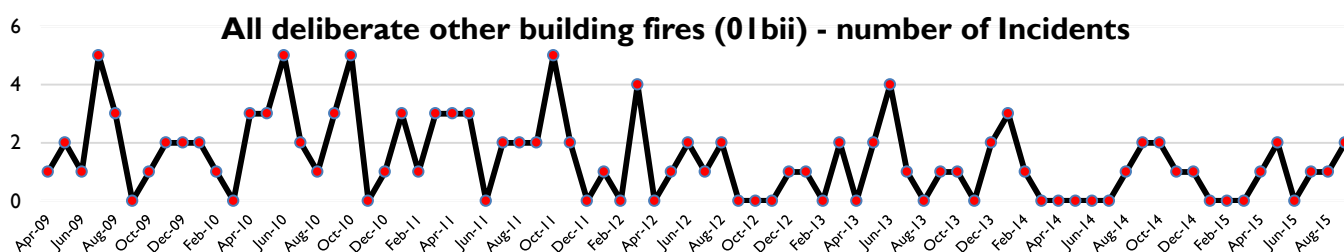


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	12	20	11	6	2	
W2 - Glasgow City	77	53	45	27	26	
W3 - South Lanarkshire	16	9	10	4	13	
W4 - North Lanarkshire	11	18	20	14	7	
W5 - Ayrshire East / North / South	14	8	11	6	9	
W6 - Renfrewshire / & East / Inverclyde	19	17	22	16	14	
W7 - Dumfries & Galloway	2	2	0	1	1	
<i>W6 % of SDA Total</i>	13%	13%	18%	22%	19%	
Scotland	258	212	180	143	130	

All deliberate other building fires (01bii) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	2	0	1	0	0	
Inverclyde East Central	2	0	0	1	0	
Inverclyde North	1	1	0	2	2	
Inverclyde South	1	0	0	0	1	
Inverclyde West	0	1	1	0	0	
Inverclyde South West	0	1	0	0	1	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	6	3	2	3	4	
East Renfrewshire	4	4	5	3	2	
Renfrewshire	13	6	6	12	8	
<i>Inverclyde % of LSO Total</i>	<i>26.1%</i>	<i>23.1%</i>	<i>15.4%</i>	<i>16.7%</i>	<i>28.6%</i>	

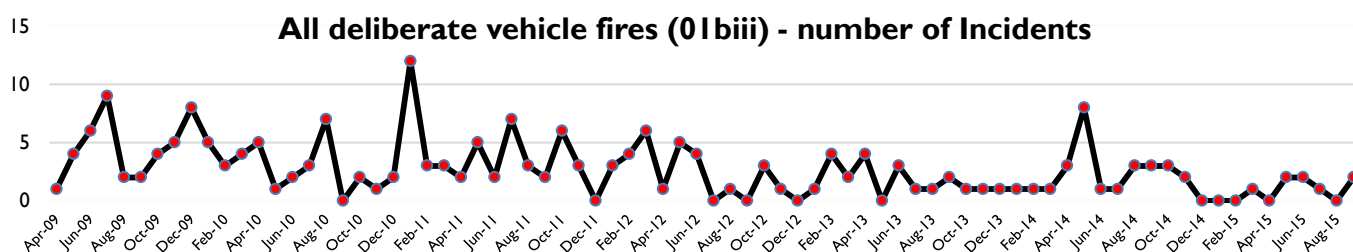


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	11	11	9	9	6	
W2 - Glasgow City	35	33	28	37	27	
W3 - South Lanarkshire	21	12	11	5	7	
W4 - North Lanarkshire	24	23	13	13	15	
W5 - Ayrshire East / North / South	27	9	14	18	9	
W6 - Renfrewshire / & East / Inverclyde	23	13	13	18	14	
W7 - Dumfries & Galloway	1	5	3	4	0	
<i>W6 % of SDA Total</i>	<i>16%</i>	<i>12%</i>	<i>14%</i>	<i>17%</i>	<i>18%</i>	
Scotland	242	189	171	178	176	

All deliberate vehicle fires (01biii) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	3	0	2	0	2	
Inverclyde East Central	4	0	0	3	0	
Inverclyde North	2	0	0	2	0	
Inverclyde South	0	0	1	2	0	
Inverclyde West	0	1	1	0	0	
Inverclyde South West	3	0	0	0	1	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	12	1	4	7	3	
East Renfrewshire	4	5	2	1	0	
Renfrewshire	15	14	9	9	9	
<i>Inverclyde % of LSO Total</i>	<i>38.7%</i>	<i>5.0%</i>	<i>26.7%</i>	<i>41.2%</i>	<i>25.0%</i>	

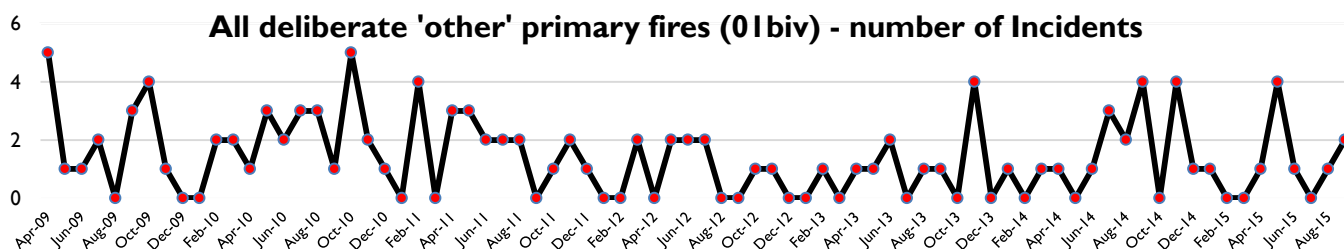


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	19	16	17	13	6	
W2 - Glasgow City	55	62	45	51	30	
W3 - South Lanarkshire	29	16	9	12	11	
W4 - North Lanarkshire	21	16	28	25	26	
W5 - Ayrshire East / North / South	14	11	15	3	9	
W6 - Renfrewshire / & East / Inverclyde	31	20	15	17	12	
W7 - Dumfries & Galloway	8	5	2	1	3	
<i>W6 % of SDA Total</i>	<i>18%</i>	<i>14%</i>	<i>11%</i>	<i>14%</i>	<i>12%</i>	
Scotland	272	224	235	198	203	

All deliberate 'other' primary fires (01 biv) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	1	0	0	4	0	
Inverclyde East Central	0	0	0	2	1	
Inverclyde North	1	2	2	2	2	
Inverclyde South	2	0	0	1	0	
Inverclyde West	0	0	0	0	0	
Inverclyde South West	0	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	4	2	2	9	3	
East Renfrewshire	3	0	2	0	2	
Renfrewshire	7	4	3	7	5	
<i>Inverclyde % of LSO Total</i>	28.6%	33.3%	28.6%	56.3%	30.0%	

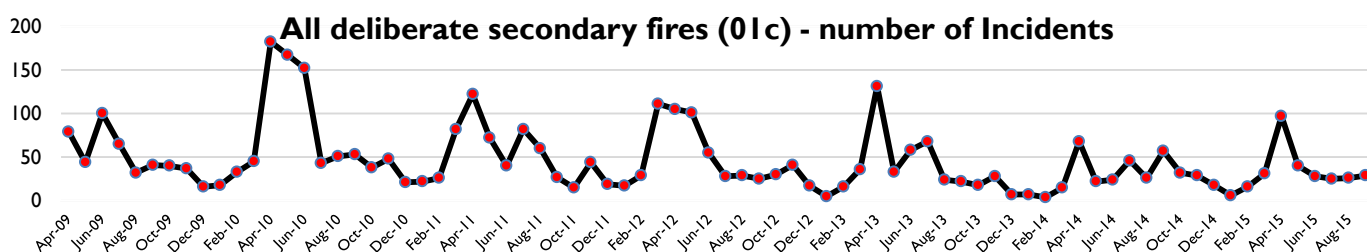


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	10	7	6	6	6	
W2 - Glasgow City	20	15	22	15	16	
W3 - South Lanarkshire	13	5	10	7	7	
W4 - North Lanarkshire	14	11	17	14	6	
W5 - Ayrshire East / North / South	21	7	8	7	11	
W6 - Renfrewshire / & East / Inverclyde	14	6	7	16	10	
W7 - Dumfries & Galloway	2	0	2	0	3	
<i>W6 % of SDA Total</i>	15%	12%	10%	25%	17%	
Scotland	216	127	198	205	191	

All deliberate secondary fires (01c) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	44	21	23	34	10	
Inverclyde East Central	42	32	29	32	20	
Inverclyde North	40	9	16	29	19	
Inverclyde South	21	5	17	8	15	
Inverclyde West	7	2	7	8	1	
Inverclyde South West	15	13	22	18	15	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	169	82	114	129	80	
East Renfrewshire	48	37	41	40	39	
Renfrewshire	164	127	120	150	97	
<i>Inverclyde % of LSO Total</i>	<i>44.4%</i>	<i>33.3%</i>	<i>41.5%</i>	<i>40.4%</i>	<i>37.0%</i>	

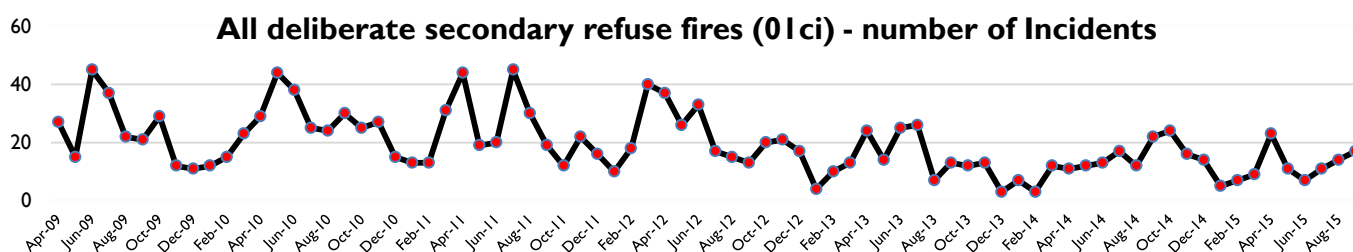


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	155	133	162	188	112	
W2 - Glasgow City	748	483	797	897	599	
W3 - South Lanarkshire	285	191	300	272	229	
W4 - North Lanarkshire	352	249	401	414	266	
W5 - Ayrshire East / North / South	388	299	317	326	330	
W6 - Renfrewshire / & East / Inverclyde	381	246	275	319	216	
W7 - Dumfries & Galloway	23	8	33	13	29	
<i>W6 % of SDA Total</i>	<i>16%</i>	<i>15%</i>	<i>12%</i>	<i>13%</i>	<i>12%</i>	
Scotland	3675	2488	3747	3545	2953	

All deliberate secondary refuse fires (01ci) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	17	10	6	11	4	
Inverclyde East Central	22	16	15	12	11	
Inverclyde North	33	7	10	15	10	
Inverclyde South	10	2	9	1	7	
Inverclyde West	5	1	0	3	1	
Inverclyde South West	7	9	6	9	9	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	94	45	46	51	42	
East Renfrewshire	24	23	18	22	16	
Renfrewshire	83	88	67	78	66	
<i>Inverclyde % of LSO Total</i>	46.8%	28.8%	35.1%	33.8%	33.9%	

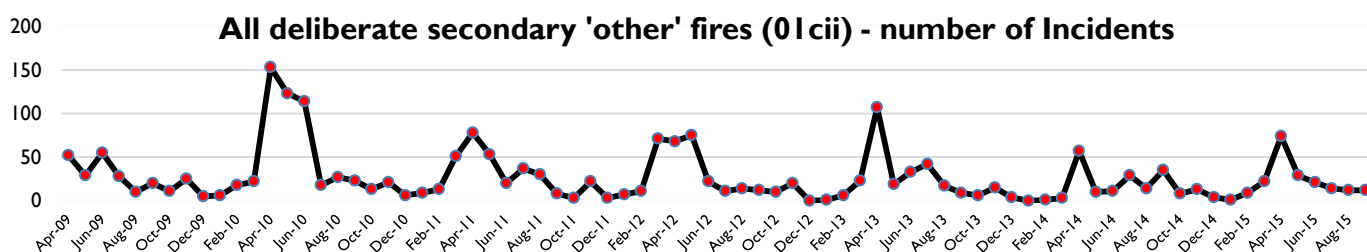


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	92	70	78	86	63	
W2 - Glasgow City	512	352	504	516	408	
W3 - South Lanarkshire	186	136	187	160	149	
W4 - North Lanarkshire	224	183	239	229	168	
W5 - Ayrshire East / North / South	225	204	186	160	171	
W6 - Renfrewshire / & East / Inverclyde	201	156	131	151	124	
W7 - Dumfries & Galloway	17	7	23	5	10	
<i>W6 % of SDA Total</i>	14%	14%	10%	12%	11%	
Scotland	2252	1649	1924	1788	1698	

All deliberate secondary 'other' fires (01cii) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	27	11	17	23	6	
Inverclyde East Central	20	16	14	20	9	
Inverclyde North	7	2	6	14	9	
Inverclyde South	11	3	8	7	8	
Inverclyde West	2	1	7	5	0	
Inverclyde South West	8	4	16	9	6	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	75	37	68	78	38	
East Renfrewshire	24	14	23	18	23	
Renfrewshire	81	39	53	72	31	
<i>Inverclyde % of LSO Total</i>	<i>41.7%</i>	<i>41.1%</i>	<i>47.2%</i>	<i>46.4%</i>	<i>41.3%</i>	

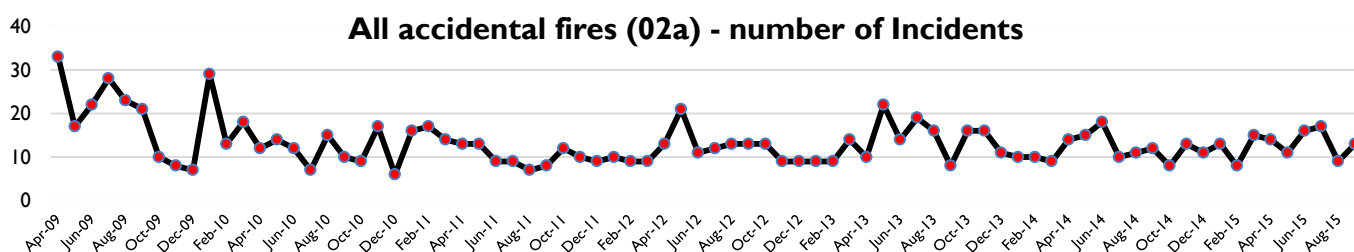


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	63	63	84	102	49	
W2 - Glasgow City	236	131	293	381	191	
W3 - South Lanarkshire	99	55	113	112	80	
W4 - North Lanarkshire	128	66	162	185	98	
W5 - Ayrshire East / North / South	163	95	131	166	159	
W6 - Renfrewshire / & East / Inverclyde	180	90	144	168	92	
W7 - Dumfries & Galloway	6	1	10	8	19	
<i>W6 % of SDA Total</i>	<i>21%</i>	<i>18%</i>	<i>15%</i>	<i>15%</i>	<i>13%</i>	
Scotland	1423	839	1823	1757	1255	

All accidental fires (02a) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	4	4	7	2	3	
Inverclyde East Central	5	9	10	6	10	
Inverclyde North	7	14	13	12	14	
Inverclyde South	3	3	4	4	5	
Inverclyde West	2	6	2	7	2	
Inverclyde South West	3	2	7	2	5	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	24	38	43	33	39	
East Renfrewshire	25	26	32	19	23	
Renfrewshire	83	73	95	92	77	
<i>Inverclyde % of LSO Total</i>	<i>18.2%</i>	<i>27.7%</i>	<i>25.3%</i>	<i>22.9%</i>	<i>28.1%</i>	

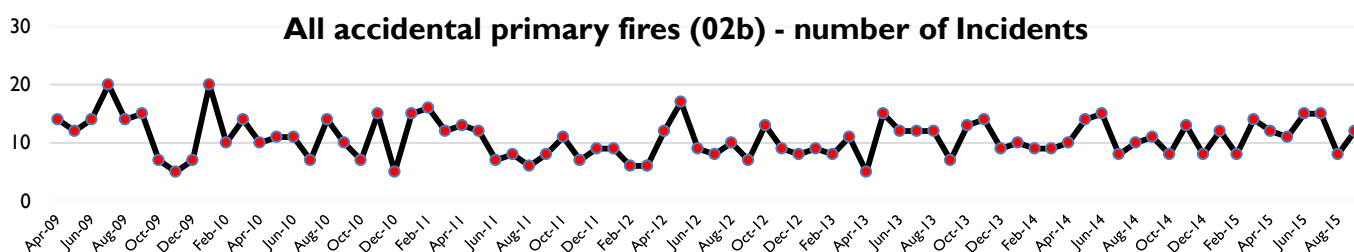


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	139	92	138	129	110	
W2 - Glasgow City	412	367	339	385	343	
W3 - South Lanarkshire	127	114	125	131	96	
W4 - North Lanarkshire	109	117	133	106	125	
W5 - Ayrshire East / North / South	161	159	166	162	129	
W6 - Renfrewshire / & East / Inverclyde	132	137	170	144	139	
W7 - Dumfries & Galloway	89	62	92	76	54	
<i>W6 % of SDA Total</i>	<i>11%</i>	<i>13%</i>	<i>15%</i>	<i>13%</i>	<i>14%</i>	
Scotland	2775	2517	3114	2859	2764	

All accidental primary fires (02b) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	4	2	4	2	3	
Inverclyde East Central	5	7	8	5	9	
Inverclyde North	6	9	13	12	13	
Inverclyde South	2	2	4	3	4	
Inverclyde West	2	5	1	7	2	
Inverclyde South West	3	0	1	0	4	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	22	25	31	29	35	
East Renfrewshire	24	24	29	16	18	
Renfrewshire	71	63	85	73	67	
<i>Inverclyde % of LSO Total</i>	<i>18.8%</i>	<i>22.3%</i>	<i>21.4%</i>	<i>24.6%</i>	<i>29.2%</i>	

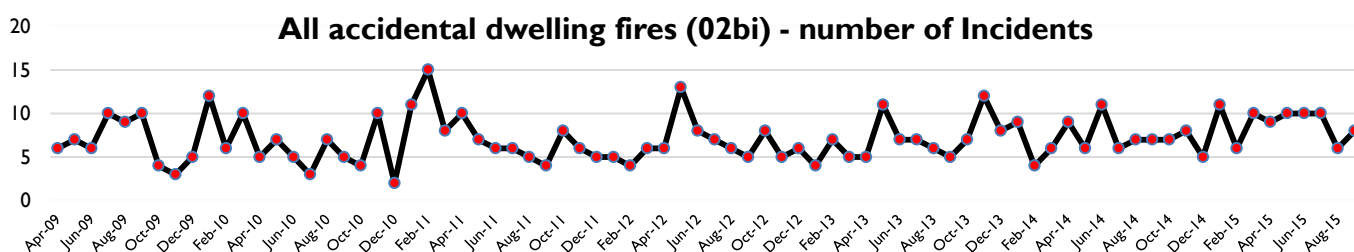


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	97	79	101	98	97	
W2 - Glasgow City	374	322	279	322	304	
W3 - South Lanarkshire	108	105	104	106	83	
W4 - North Lanarkshire	91	111	112	95	116	
W5 - Ayrshire East / North / South	130	144	125	129	99	
W6 - Renfrewshire / & East / Inverclyde	117	112	145	118	120	
W7 - Dumfries & Galloway	67	43	59	47	41	
<i>W6 % of SDA Total</i>	<i>12%</i>	<i>12%</i>	<i>16%</i>	<i>13%</i>	<i>14%</i>	
Scotland	2142	2026	2110	2021	2048	

All accidental dwelling fires (02bi) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	3	1	3	1	2	
Inverclyde East Central	4	6	4	4	6	
Inverclyde North	4	7	9	6	9	
Inverclyde South	2	1	2	3	3	
Inverclyde West	1	3	0	6	1	
Inverclyde South West	1	0	0	0	3	

Council area totals within LSO	15	18	18	20	24	
Inverclyde	15	18	18	20	24	
East Renfrewshire	19	14	18	12	11	
Renfrewshire	53	44	57	52	36	
<i>Inverclyde % of LSO Total</i>	<i>17.2%</i>	<i>23.7%</i>	<i>19.4%</i>	<i>23.8%</i>	<i>33.8%</i>	

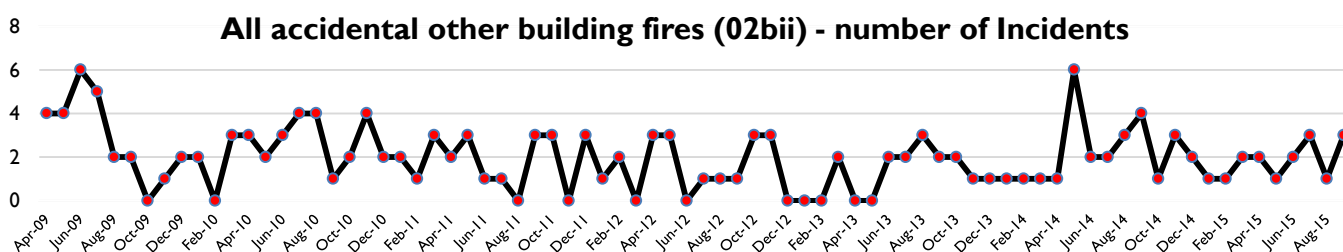


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	58	49	58	58	59	
W2 - Glasgow City	262	216	179	220	188	
W3 - South Lanarkshire	59	58	65	66	56	
W4 - North Lanarkshire	55	70	66	63	82	
W5 - Ayrshire East / North / South	76	88	82	77	60	
W6 - Renfrewshire / & East / Inverclyde	87	76	93	84	71	
W7 - Dumfries & Galloway	28	20	26	22	15	
<i>W6 % of SDA Total</i>	<i>14%</i>	<i>13%</i>	<i>16%</i>	<i>14%</i>	<i>13%</i>	
Scotland	1271	1154	1166	1194	1169	

All accidental other building fires (02bii) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	1	0	0	1	1	
Inverclyde East Central	1	0	1	1	1	
Inverclyde North	2	2	3	6	2	
Inverclyde South	0	1	2	0	1	
Inverclyde West	0	0	0	1	1	
Inverclyde South West	0	0	1	0	1	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	4	3	7	9	7	
East Renfrewshire	1	5	3	2	4	
Renfrewshire	12	10	18	13	21	
<i>Inverclyde % of LSO Total</i>	23.5%	16.7%	25.0%	37.5%	21.9%	

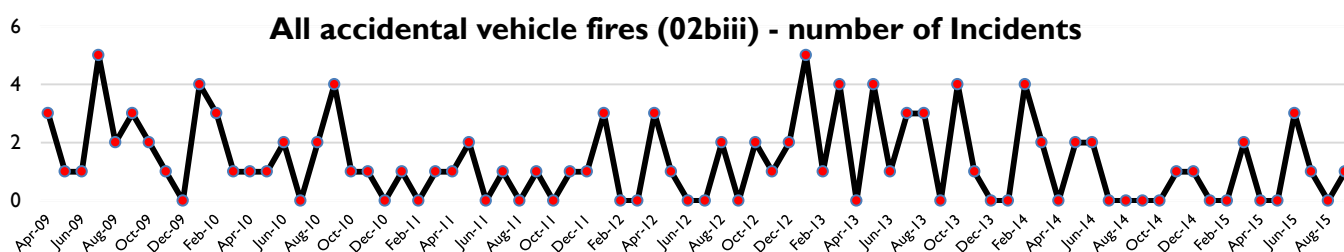


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	21	21	17	19	25	
W2 - Glasgow City	83	75	68	76	78	
W3 - South Lanarkshire	14	18	18	19	11	
W4 - North Lanarkshire	17	20	19	16	17	
W5 - Ayrshire East / North / South	26	25	21	27	29	
W6 - Renfrewshire / & East / Inverclyde	17	18	28	24	32	
W7 - Dumfries & Galloway	11	7	13	11	5	
<i>W6 % of SDA Total</i>	9%	10%	15%	13%	16%	
Scotland	442	433	445	413	474	

All accidental vehicle fires (02biii) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	0	0	1	0	0	
Inverclyde East Central	0	0	3	0	0	
Inverclyde North	0	0	1	0	2	
Inverclyde South	0	0	0	0	0	
Inverclyde West	1	2	1	0	0	
Inverclyde South West	1	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	2	2	6	0	2	
East Renfrewshire	3	5	5	2	2	
Renfrewshire	6	6	8	6	6	
<i>Inverclyde % of LSO Total</i>	<i>18.2%</i>	<i>15.4%</i>	<i>31.6%</i>	<i>0.0%</i>	<i>20.0%</i>	

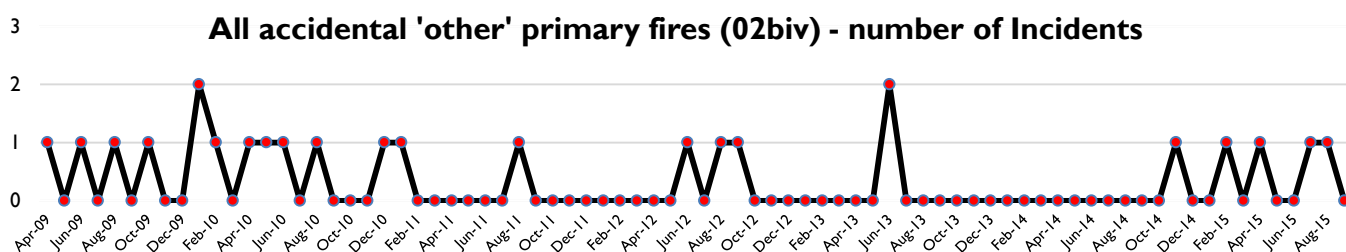


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	15	7	20	15	9	
W2 - Glasgow City	24	23	26	23	33	
W3 - South Lanarkshire	31	27	18	17	14	
W4 - North Lanarkshire	17	17	22	12	14	
W5 - Ayrshire East / North / South	24	19	15	16	8	
W6 - Renfrewshire / & East / Inverclyde	11	13	19	8	10	
W7 - Dumfries & Galloway	23	12	18	12	19	
<i>W6 % of SDA Total</i>	<i>8%</i>	<i>11%</i>	<i>14%</i>	<i>8%</i>	<i>9%</i>	
Scotland	326	320	352	292	295	

All accidental 'other' primary fires (02biv) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	0	1	0	0	0	
Inverclyde East Central	0	1	0	0	2	
Inverclyde North	0	0	0	0	0	
Inverclyde South	0	0	0	0	0	
Inverclyde West	0	0	0	0	0	
Inverclyde South West	1	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	1	2	0	0	2	
East Renfrewshire	1	0	3	0	1	
Renfrewshire	0	3	2	2	4	
<i>Inverclyde % of LSO Total</i>	<i>50.0%</i>	<i>40.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>28.6%</i>	

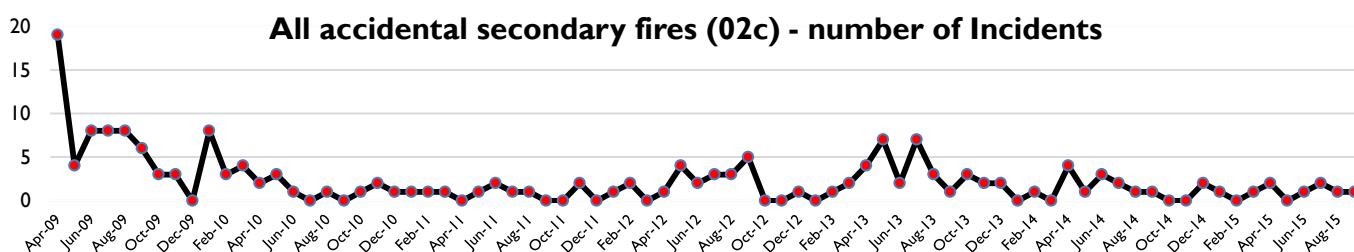


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	3	2	6	6	4	
W2 - Glasgow City	5	8	6	3	5	
W3 - South Lanarkshire	4	2	3	4	2	
W4 - North Lanarkshire	2	4	5	4	3	
W5 - Ayrshire East / North / South	4	12	7	9	2	
W6 - Renfrewshire / & East / Inverclyde	2	5	5	2	7	
W7 - Dumfries & Galloway	5	4	2	2	2	
<i>W6 % of SDA Total</i>	<i>8%</i>	<i>14%</i>	<i>15%</i>	<i>7%</i>	<i>28%</i>	
Scotland	103	119	147	122	110	

All accidental secondary fires (02c) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	0	1	2	0	0	
Inverclyde East Central	0	2	2	1	1	
Inverclyde North	1	5	0	0	1	
Inverclyde South	1	1	0	1	1	
Inverclyde West	0	0	1	0	0	
Inverclyde South West	0	2	6	2	1	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	2	11	11	4	4	
East Renfrewshire	1	1	3	3	4	
Renfrewshire	11	9	10	19	10	
<i>Inverclyde % of LSO Total</i>	<i>14.3%</i>	<i>52.4%</i>	<i>45.8%</i>	<i>15.4%</i>	<i>22.2%</i>	

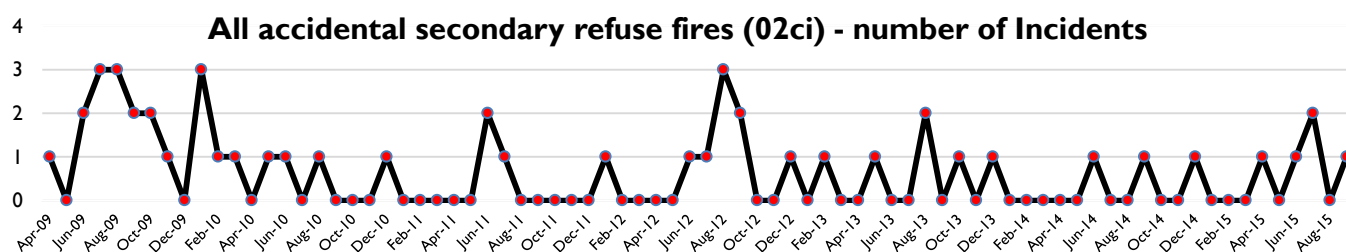


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	25	10	27	29	11	
W2 - Glasgow City	38	45	59	63	37	
W3 - South Lanarkshire	15	6	18	22	13	
W4 - North Lanarkshire	16	6	20	11	9	
W5 - Ayrshire East / North / South	27	10	39	28	18	
W6 - Renfrewshire / & East / Inverclyde	14	21	24	26	18	
W7 - Dumfries & Galloway	18	13	29	27	11	
<i>W6 % of SDA Total</i>	<i>9%</i>	<i>19%</i>	<i>11%</i>	<i>13%</i>	<i>15%</i>	
Scotland	523	391	937	756	640	

All accidental secondary refuse fires (02ci) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	0	0	0	0	0	
Inverclyde East Central	0	1	0	0	1	
Inverclyde North	1	4	0	0	0	
Inverclyde South	0	0	0	0	1	
Inverclyde West	0	0	1	0	0	
Inverclyde South West	0	1	1	1	1	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	1	6	2	1	3	
East Renfrewshire	0	0	2	1	3	
Renfrewshire	1	3	7	8	6	
<i>Inverclyde % of LSO Total</i>	<i>50.0%</i>	<i>66.7%</i>	<i>18.2%</i>	<i>10.0%</i>	<i>25.0%</i>	

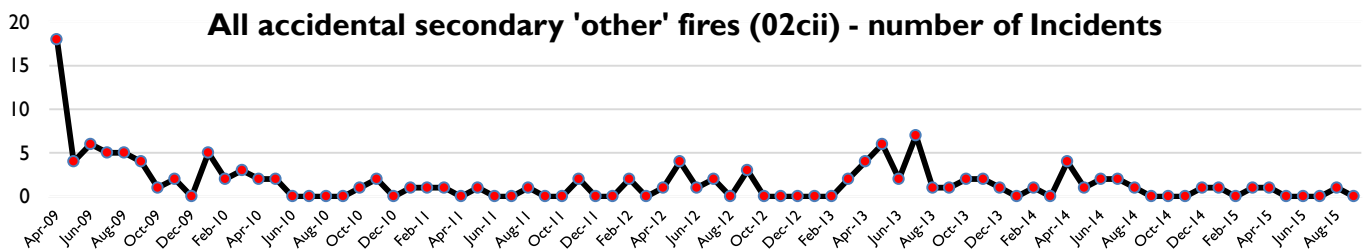


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	8	5	6	10	6	
W2 - Glasgow City	30	29	42	40	29	
W3 - South Lanarkshire	5	2	7	7	4	
W4 - North Lanarkshire	10	3	5	4	4	
W5 - Ayrshire East / North / South	4	7	15	11	7	
W6 - Renfrewshire / & East / Inverclyde	2	9	11	10	12	
W7 - Dumfries & Galloway	8	8	10	15	5	
<i>W6 % of SDA Total</i>	<i>3%</i>	<i>14%</i>	<i>11%</i>	<i>10%</i>	<i>18%</i>	
Scotland	254	220	332	335	354	

All accidental secondary 'other' fires (02cii) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	0	1	2	0	0	
Inverclyde East Central	0	1	2	1	0	
Inverclyde North	0	1	0	0	1	
Inverclyde South	1	1	0	1	0	
Inverclyde West	0	0	0	0	0	
Inverclyde South West	0	1	5	1	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	1	5	9	3	1	
East Renfrewshire	1	1	1	2	1	
Renfrewshire	10	6	3	11	4	
<i>Inverclyde % of LSO Total</i>	8.3%	41.7%	69.2%	18.8%	16.7%	

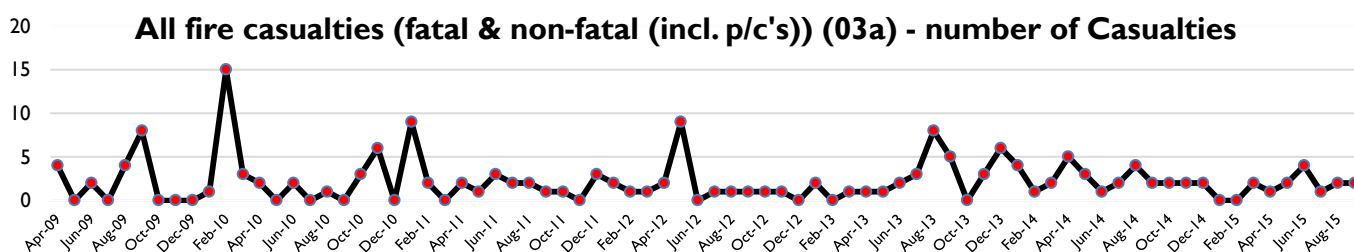


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	17	5	21	19	5	
W2 - Glasgow City	8	16	17	23	8	
W3 - South Lanarkshire	10	4	11	15	9	
W4 - North Lanarkshire	6	3	15	7	5	
W5 - Ayrshire East / North / South	23	3	24	17	11	
W6 - Renfrewshire / & East / Inverclyde	12	12	13	16	6	
W7 - Dumfries & Galloway	10	5	19	12	6	
<i>W6 % of SDA Total</i>	14%	25%	11%	15%	12%	
Scotland	269	171	605	421	286	

All fire casualties (fatal & non-fatal (incl. p/c's)) (03a) - number of Casualties

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	2	0	7	0	0	
Inverclyde East Central	0	0	2	4	3	
Inverclyde North	2	1	5	3	1	
Inverclyde South	1	1	0	0	1	
Inverclyde West	0	1	2	1	0	
Inverclyde South West	0	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	5	3	16	8	5	
East Renfrewshire	3	3	4	1	3	
Renfrewshire	4	7	12	5	3	
<i>Inverclyde % of LSO Total</i>	<i>41.7%</i>	<i>23.1%</i>	<i>50.0%</i>	<i>57.1%</i>	<i>45.5%</i>	

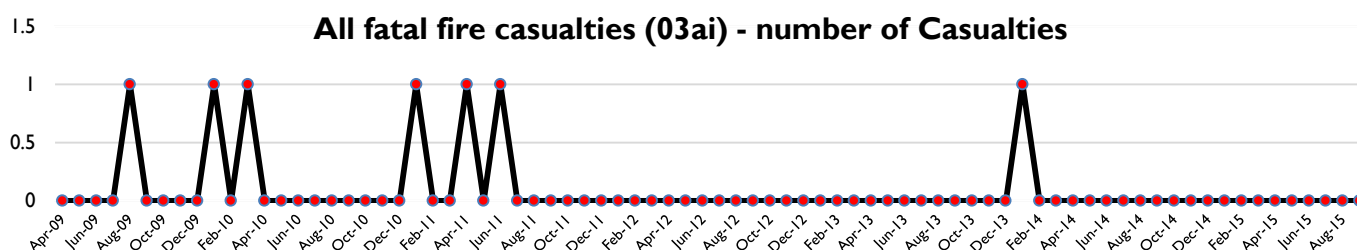


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	18	11	14	11	13	
W2 - Glasgow City	50	63	48	45	26	
W3 - South Lanarkshire	20	10	11	13	15	
W4 - North Lanarkshire	18	14	30	15	12	
W5 - Ayrshire East / North / South	23	12	25	17	13	
W6 - Renfrewshire / & East / Inverclyde	12	13	32	14	11	
W7 - Dumfries & Galloway	10	9	6	4	4	
<i>W6 % of SDA Total</i>	<i>8%</i>	<i>10%</i>	<i>19%</i>	<i>12%</i>	<i>12%</i>	
Scotland	358	294	375	272	263	

All fatal fire casualties (03ai) - number of Casualties

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	0	0	0	0	0	
Inverclyde East Central	0	0	0	0	0	
Inverclyde North	0	0	0	0	0	
Inverclyde South	0	0	0	0	0	
Inverclyde West	0	0	0	0	0	
Inverclyde South West	0	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	0	0	0	0	0	
East Renfrewshire	0	0	0	0	0	
Renfrewshire	0	0	0	1	0	
<i>Inverclyde % of LSO Total</i>	<i>#DIV/0!</i>	<i>#DIV/0!</i>	<i>#DIV/0!</i>	0.0%	<i>#DIV/0!</i>	

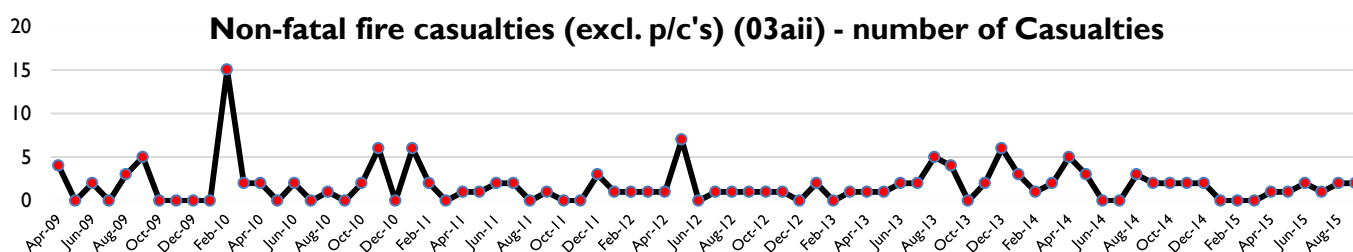


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	3	0	0	1	0	
W2 - Glasgow City	1	1	2	1	0	
W3 - South Lanarkshire	0	0	0	1	0	
W4 - North Lanarkshire	1	0	1	0	1	
W5 - Ayrshire East / North / South	1	2	1	1	1	
W6 - Renfrewshire / & East / Inverclyde	0	0	0	1	0	
W7 - Dumfries & Galloway	0	0	0	0	1	
<i>W6 % of SDA Total</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>20%</i>	<i>0%</i>	
Scotland	17	8	11	8	7	

Non-fatal fire casualties (excl. p/c's) (03a)ii) - number of Casualties

	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	2	0	3	0	0	
Inverclyde East Central	0	0	2	2	3	
Inverclyde North	0	1	4	2	1	
Inverclyde South	1	1	0	0	1	
Inverclyde West	0	1	2	1	0	
Inverclyde South West	0	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	3	3	11	5	5	
East Renfrewshire	2	3	3	1	1	
Renfrewshire	4	5	9	4	2	
<i>Inverclyde % of LSO Total</i>	33.3%	27.3%	47.8%	50.0%	62.5%	

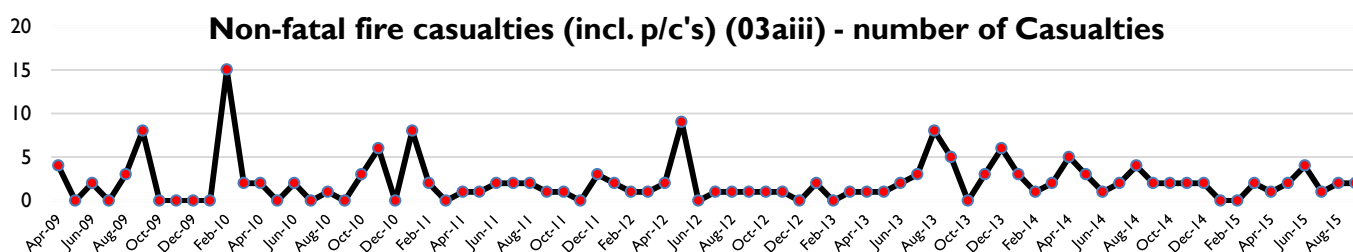


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	11	9	13	5	9	
W2 - Glasgow City	35	38	38	26	19	
W3 - South Lanarkshire	18	8	7	9	12	
W4 - North Lanarkshire	14	10	20	11	6	
W5 - Ayrshire East / North / South	15	6	21	15	9	
W6 - Renfrewshire / & East / Inverclyde	9	11	23	10	8	
W7 - Dumfries & Galloway	7	8	6	4	3	
<i>W6 % of SDA Total</i>	8%	12%	18%	13%	12%	
Scotland	266	224	286	200	198	

Non-fatal fire casualties (incl. p/c's) (03aiii) - number of Casualties

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	2	0	7	0	0	
Inverclyde East Central	0	0	2	4	3	
Inverclyde North	2	1	5	3	1	
Inverclyde South	1	1	0	0	1	
Inverclyde West	0	1	2	1	0	
Inverclyde South West	0	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	5	3	16	8	5	
East Renfrewshire	3	3	4	1	3	
Renfrewshire	4	7	12	4	3	
<i>Inverclyde % of LSO Total</i>	<i>41.7%</i>	<i>23.1%</i>	<i>50.0%</i>	<i>61.5%</i>	<i>45.5%</i>	

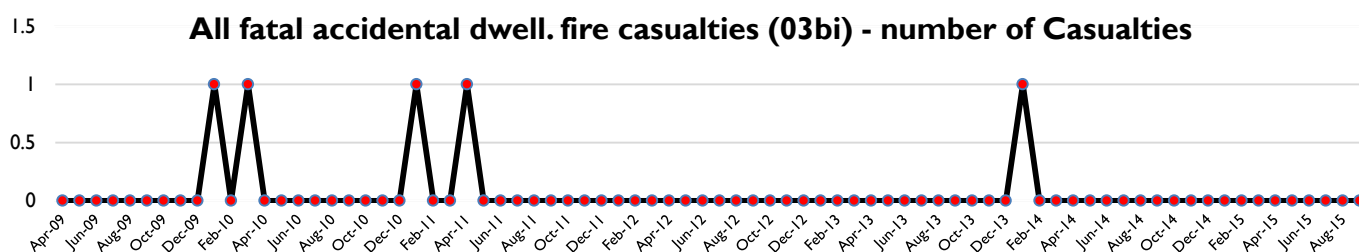


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	15	11	14	10	13	
W2 - Glasgow City	49	62	46	44	26	
W3 - South Lanarkshire	20	10	11	12	15	
W4 - North Lanarkshire	17	14	29	15	11	
W5 - Ayrshire East / North / South	22	10	24	16	12	
W6 - Renfrewshire / & East / Inverclyde	12	13	32	13	11	
W7 - Dumfries & Galloway	10	9	6	4	3	
<i>W6 % of SDA Total</i>	<i>8%</i>	<i>10%</i>	<i>20%</i>	<i>11%</i>	<i>12%</i>	
Scotland	341	286	364	264	256	

All fatal accidental dwell. fire casualties (03bi) - number of Casualties

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	0	0	0	0	0	
Inverclyde East Central	0	0	0	0	0	
Inverclyde North	0	0	0	0	0	
Inverclyde South	0	0	0	0	0	
Inverclyde West	0	0	0	0	0	
Inverclyde South West	0	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	0	0	0	0	0	
East Renfrewshire	0	0	0	0	0	
Renfrewshire	0	0	0	0	0	
<i>Inverclyde % of LSO Total</i>	<i>#DIV/0!</i>	<i>#DIV/0!</i>	<i>#DIV/0!</i>	<i>#DIV/0!</i>	<i>#DIV/0!</i>	

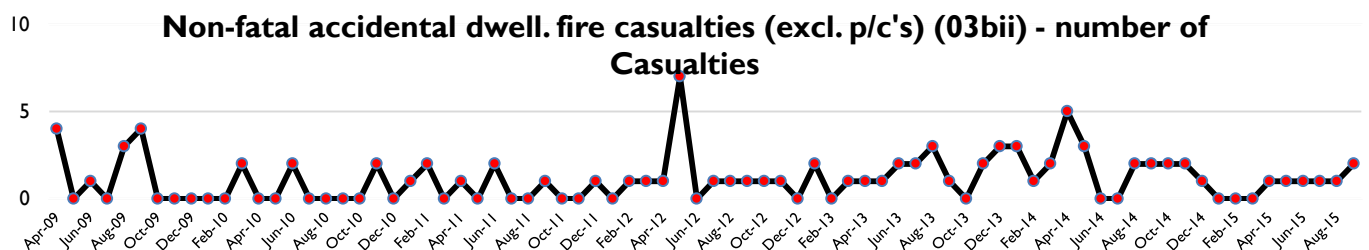


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	3	0	0	0	0	
W2 - Glasgow City	1	0	2	0	0	
W3 - South Lanarkshire	0	0	0	1	0	
W4 - North Lanarkshire	1	0	1	0	1	
W5 - Ayrshire East / North / South	0	2	1	0	1	
W6 - Renfrewshire / & East / Inverclyde	0	0	0	0	0	
W7 - Dumfries & Galloway	0	0	0	0	0	
<i>W6 % of SDA Total</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	
Scotland	11	5	9	4	3	

Non-fatal accidental dwell. fire casualties (excl. p/c's) (03bii) - number of Casualties

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	0	0	1	0	0	
Inverclyde East Central	0	0	1	1	2	
Inverclyde North	0	1	4	2	1	
Inverclyde South	1	1	0	0	1	
Inverclyde West	0	1	0	1	0	
Inverclyde South West	0	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	1	3	6	4	4	
East Renfrewshire	2	2	3	1	1	
Renfrewshire	4	3	4	4	2	
<i>Inverclyde % of LSO Total</i>	<i>14.3%</i>	<i>37.5%</i>	<i>46.2%</i>	<i>44.4%</i>	<i>57.1%</i>	

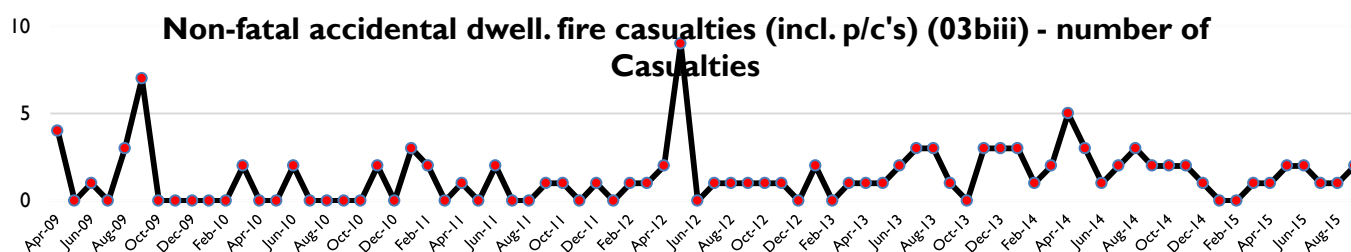


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	8	3	10	3	6	
W2 - Glasgow City	21	25	27	25	5	
W3 - South Lanarkshire	9	7	5	8	10	
W4 - North Lanarkshire	6	7	8	8	5	
W5 - Ayrshire East / North / South	9	5	12	10	8	
W6 - Renfrewshire / & East / Inverclyde	7	8	13	9	7	
W7 - Dumfries & Galloway	6	5	5	2	1	
<i>W6 % of SDA Total</i>	<i>11%</i>	<i>13%</i>	<i>16%</i>	<i>14%</i>	<i>17%</i>	
Scotland	177	143	199	151	134	

Non-fatal accidental dwell. fire casualties (incl. p/c's) (03biii) - number of Casualties

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	0	0	1	0	0	
Inverclyde East Central	0	0	1	3	2	
Inverclyde North	0	1	5	3	1	
Inverclyde South	1	1	0	0	1	
Inverclyde West	0	1	0	1	0	
Inverclyde South West	0	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	1	3	7	7	4	
East Renfrewshire	3	2	4	1	2	
Renfrewshire	4	4	4	4	2	
<i>Inverclyde % of LSO Total</i>	<i>12.5%</i>	<i>33.3%</i>	<i>46.7%</i>	<i>58.3%</i>	<i>50.0%</i>	

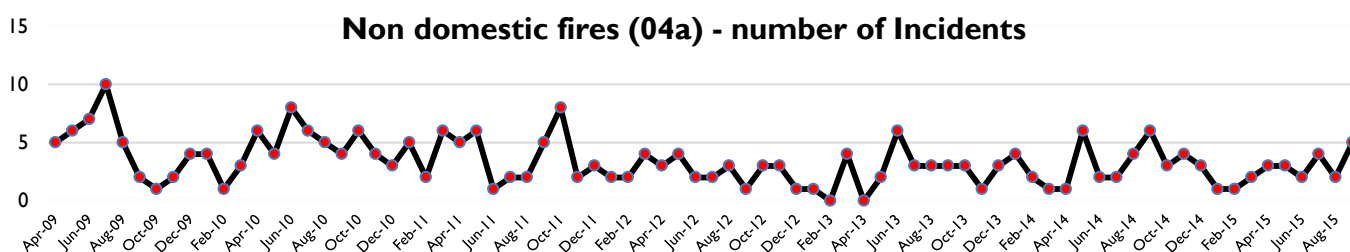


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	8	5	11	3	9	
W2 - Glasgow City	31	43	35	35	12	
W3 - South Lanarkshire	11	9	9	11	11	
W4 - North Lanarkshire	8	10	9	9	10	
W5 - Ayrshire East / North / South	14	7	13	11	11	
W6 - Renfrewshire / & East / Inverclyde	8	9	15	12	8	
W7 - Dumfries & Galloway	9	6	5	2	1	
<i>W6 % of SDA Total</i>	<i>9%</i>	<i>10%</i>	<i>15%</i>	<i>14%</i>	<i>13%</i>	
Scotland	227	189	253	196	181	

Non domestic fires (04a) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	3	0	1	1	1	
Inverclyde East Central	2	0	1	2	1	
Inverclyde North	3	3	3	8	4	
Inverclyde South	1	1	2	0	2	
Inverclyde West	0	1	1	1	1	
Inverclyde South West	0	1	1	0	2	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	9	6	9	12	11	
East Renfrewshire	4	8	8	5	6	
Renfrewshire	25	16	24	23	28	
<i>Inverclyde % of LSO Total</i>	23.7%	20.0%	22.0%	30.0%	24.4%	

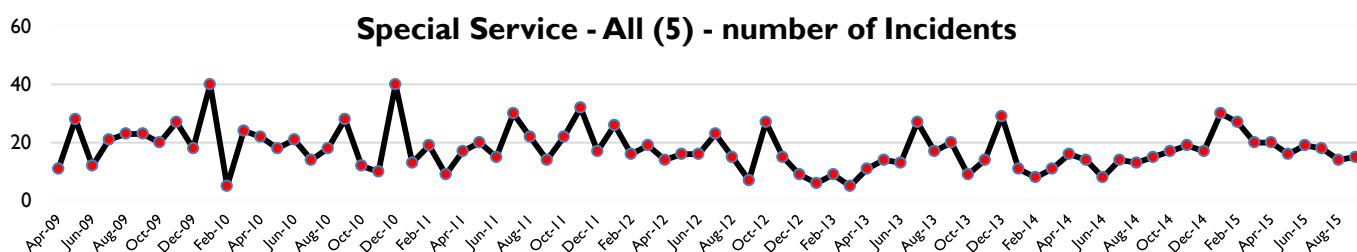


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	32	32	26	28	31	
W2 - Glasgow City	117	107	96	111	104	
W3 - South Lanarkshire	35	30	29	24	18	
W4 - North Lanarkshire	40	43	32	29	32	
W5 - Ayrshire East / North / South	52	33	34	44	38	
W6 - Renfrewshire / & East / Inverclyde	38	30	41	40	45	
W7 - Dumfries & Galloway	12	12	16	15	5	
<i>W6 % of SDA Total</i>	12%	10%	15%	14%	16%	
Scotland	676	617	611	581	644	

Special Service - All (5) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	17	4	13	9	8	
Inverclyde East Central	11	8	16	15	12	
Inverclyde North	19	15	23	10	16	
Inverclyde South	6	11	4	3	5	
Inverclyde West	8	5	4	0	6	
Inverclyde South West	5	2	4	5	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	66	45	64	42	47	
East Renfrewshire	32	14	26	28	27	
Renfrewshire	136	94	72	77	107	
<i>Inverclyde % of LSO Total</i>	28.2%	29.4%	39.5%	28.6%	26.0%	

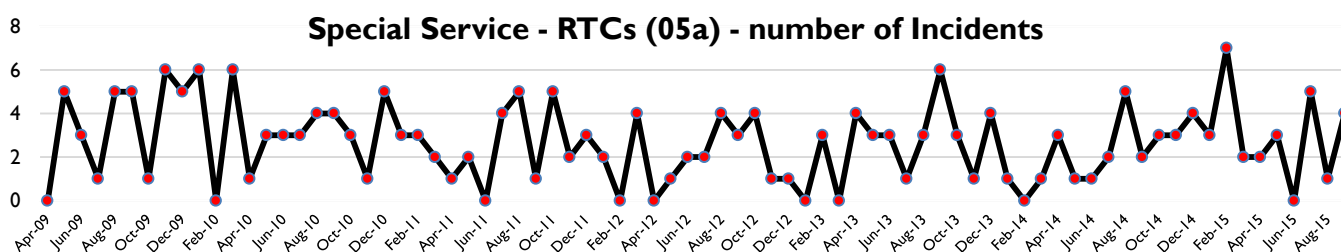


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	153	144	132	118	124	
W2 - Glasgow City	415	458	391	376	435	
W3 - South Lanarkshire	143	129	125	104	114	
W4 - North Lanarkshire	134	155	132	132	150	
W5 - Ayrshire East / North / South	180	184	139	139	170	
W6 - Renfrewshire / & East / Inverclyde	234	153	162	147	181	
W7 - Dumfries & Galloway	58	49	70	47	83	
<i>W6 % of SDA Total</i>	18%	12%	14%	14%	14%	
Scotland	2534	2559	2452	2582	2899	

Special Service - RTCs (05a) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	4	0	4	2	1	
Inverclyde East Central	2	2	1	0	4	
Inverclyde North	2	3	2	1	2	
Inverclyde South	1	3	1	2	2	
Inverclyde West	0	0	1	0	1	
Inverclyde South West	1	1	1	4	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	10	9	10	9	10	
East Renfrewshire	8	2	8	9	3	
Renfrewshire	16	15	10	10	12	
<i>Inverclyde % of LSO Total</i>	<i>29.4%</i>	<i>34.6%</i>	<i>35.7%</i>	<i>32.1%</i>	<i>40.0%</i>	

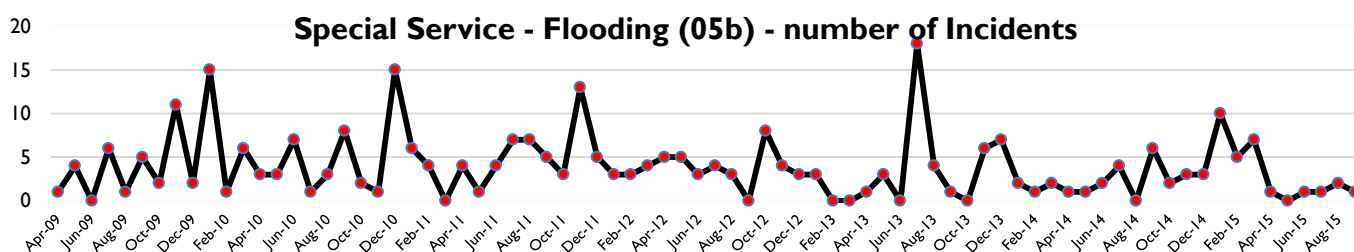


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	40	36	41	38	27	
W2 - Glasgow City	43	51	36	51	49	
W3 - South Lanarkshire	32	38	33	27	26	
W4 - North Lanarkshire	28	38	24	26	25	
W5 - Ayrshire East / North / South	52	39	47	27	34	
W6 - Renfrewshire / & East / Inverclyde	34	26	28	28	25	
W7 - Dumfries & Galloway	32	20	29	21	27	
<i>W6 % of SDA Total</i>	<i>13%</i>	<i>10%</i>	<i>12%</i>	<i>13%</i>	<i>12%</i>	
Scotland	576	557	557	603	596	

Special Service - Flooding (05b) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	9	2	6	4	1	
Inverclyde East Central	5	2	7	4	1	
Inverclyde North	1	2	7	2	1	
Inverclyde South	2	1	1	0	0	
Inverclyde West	1	0	2	0	1	
Inverclyde South West	1	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	19	7	23	10	4	
East Renfrewshire	4	3	3	2	6	
Renfrewshire	9	14	13	9	6	
<i>Inverclyde % of LSO Total</i>	<i>59.4%</i>	<i>29.2%</i>	<i>59.0%</i>	<i>47.6%</i>	<i>25.0%</i>	

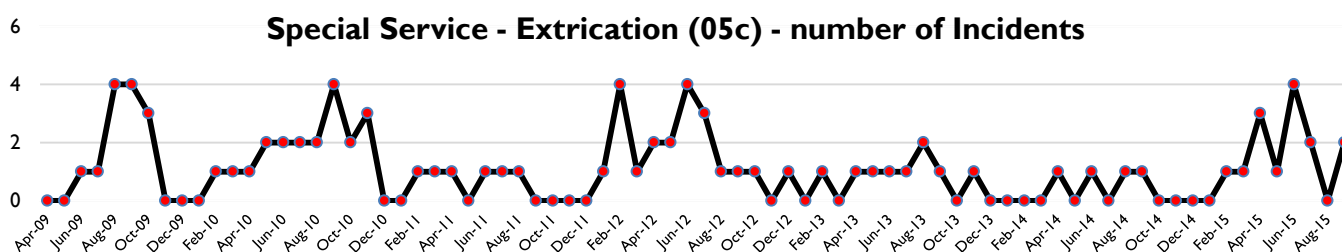


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	11	21	12	8	7	
W2 - Glasgow City	60	107	63	61	36	
W3 - South Lanarkshire	16	18	11	14	4	
W4 - North Lanarkshire	10	34	12	11	26	
W5 - Ayrshire East / North / South	21	46	9	17	9	
W6 - Renfrewshire / & East / Inverclyde	32	24	39	21	16	
W7 - Dumfries & Galloway	3	2	14	4	7	
<i>W6 % of SDA Total</i>	<i>21%</i>	<i>10%</i>	<i>24%</i>	<i>15%</i>	<i>15%</i>	
Scotland	363	467	281	302	250	

Special Service - Extrication (05c) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	1	0	0	0	1	
Inverclyde East Central	0	0	0	1	1	
Inverclyde North	1	1	2	0	2	
Inverclyde South	0	2	0	1	0	
Inverclyde West	0	1	0	0	0	
Inverclyde South West	0	1	2	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	2	5	4	2	4	
East Renfrewshire	4	1	1	2	2	
Renfrewshire	13	5	8	8	6	
<i>Inverclyde % of LSO Total</i>	<i>10.5%</i>	<i>45.5%</i>	<i>30.8%</i>	<i>16.7%</i>	<i>33.3%</i>	

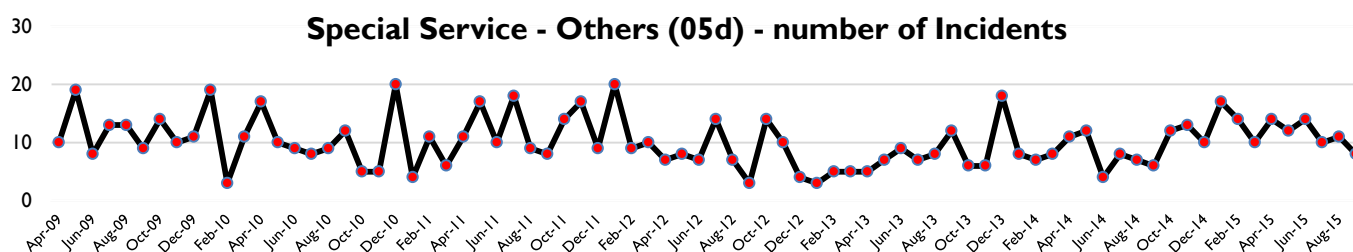


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	9	8	11	10	13	
W2 - Glasgow City	39	36	42	25	32	
W3 - South Lanarkshire	17	10	18	7	4	
W4 - North Lanarkshire	12	16	10	16	16	
W5 - Ayrshire East / North / South	17	14	13	9	16	
W6 - Renfrewshire / & East / Inverclyde	19	11	13	12	12	
W7 - Dumfries & Galloway	3	4	1	3	9	
<i>W6 % of SDA Total</i>	<i>16%</i>	<i>11%</i>	<i>12%</i>	<i>15%</i>	<i>12%</i>	
Scotland	244	228	216	236	228	

Special Service - Others (05d) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	3	2	3	3	5	
Inverclyde East Central	4	4	8	10	6	
Inverclyde North	15	9	12	7	11	
Inverclyde South	3	5	2	0	3	
Inverclyde West	7	4	1	0	4	
Inverclyde South West	3	0	1	1	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	35	24	27	21	29	
East Renfrewshire	16	8	14	15	16	
Renfrewshire	98	60	41	50	83	
<i>Inverclyde % of LSO Total</i>	<i>23.5%</i>	<i>26.1%</i>	<i>32.9%</i>	<i>24.4%</i>	<i>22.7%</i>	

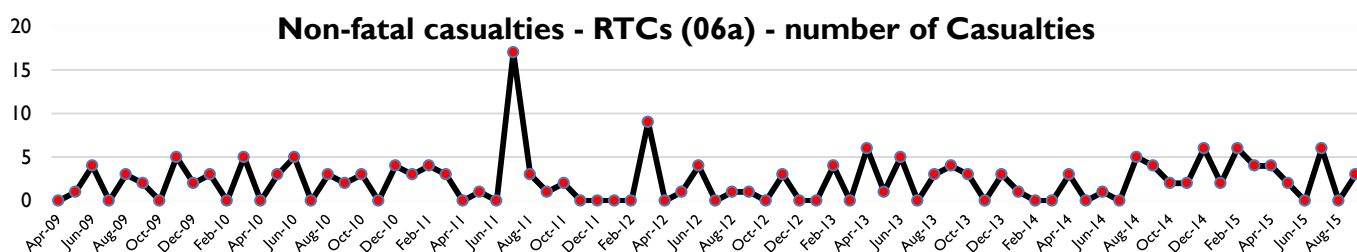


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	93	79	68	62	77	
W2 - Glasgow City	273	264	250	239	318	
W3 - South Lanarkshire	78	63	63	56	80	
W4 - North Lanarkshire	84	67	86	79	83	
W5 - Ayrshire East / North / South	90	85	70	86	111	
W6 - Renfrewshire / & East / Inverclyde	149	92	82	86	128	
W7 - Dumfries & Galloway	20	23	26	19	40	
<i>W6 % of SDA Total</i>	<i>19%</i>	<i>14%</i>	<i>13%</i>	<i>14%</i>	<i>15%</i>	
Scotland	1351	1307	1398	1441	1825	

Non-fatal casualties - RTCs (06a) - number of Casualties

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	16	0	1	3	1	
Inverclyde East Central	3	1	0	0	2	
Inverclyde North	1	0	2	0	2	
Inverclyde South	1	1	0	4	3	
Inverclyde West	0	0	2	0	1	
Inverclyde South West	0	0	2	2	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	21	2	7	9	9	
East Renfrewshire	8	0	7	5	2	
Renfrewshire	11	11	10	4	13	
<i>Inverclyde % of LSO Total</i>	<i>52.5%</i>	<i>15.4%</i>	<i>29.2%</i>	<i>50.0%</i>	<i>37.5%</i>	

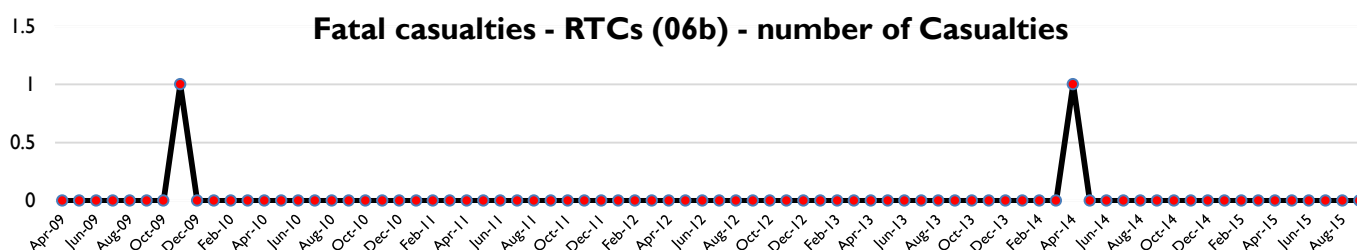


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	37	28	34	29	11	
W2 - Glasgow City	27	43	46	47	37	
W3 - South Lanarkshire	23	32	32	22	19	
W4 - North Lanarkshire	23	29	35	36	45	
W5 - Ayrshire East / North / South	43	35	36	24	45	
W6 - Renfrewshire / & East / Inverclyde	40	13	24	18	24	
W7 - Dumfries & Galloway	46	33	26	22	21	
<i>W6 % of SDA Total</i>	<i>17%</i>	<i>6%</i>	<i>10%</i>	<i>9%</i>	<i>12%</i>	
Scotland	532	463	528	489	464	

Fatal casualties - RTCs (06b) - number of Casualties

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	0	0	0	0	0	
Inverclyde East Central	0	0	0	0	0	
Inverclyde North	0	0	0	0	0	
Inverclyde South	0	0	0	0	0	
Inverclyde West	0	0	0	0	0	
Inverclyde South West	0	0	0	0	0	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	0	0	0	0	0	
East Renfrewshire	0	0	1	0	0	
Renfrewshire	1	0	2	2	0	
<i>Inverclyde % of LSO Total</i>	0.0%	#DIV/0!	0.0%	0.0%	#DIV/0!	

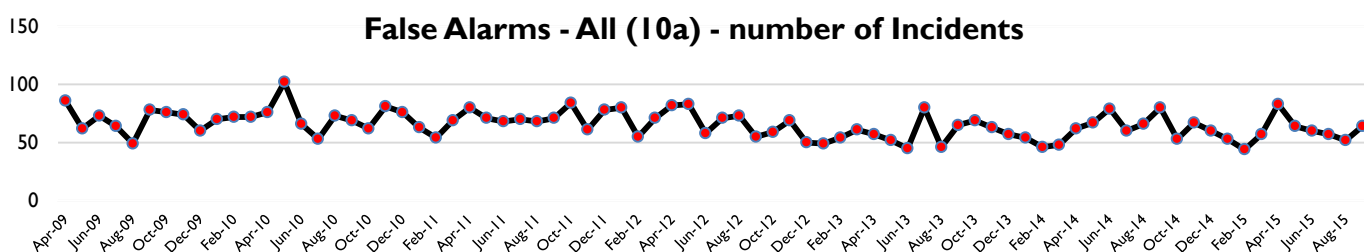


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	2	2	2	0	1	
W2 - Glasgow City	0	0	1	0	0	
W3 - South Lanarkshire	3	1	3	1	1	
W4 - North Lanarkshire	1	4	0	0	1	
W5 - Ayrshire East / North / South	0	0	3	1	1	
W6 - Renfrewshire / & East / Inverclyde	1	0	3	2	0	
W7 - Dumfries & Galloway	1	0	1	3	4	
<i>W6 % of SDA Total</i>	13%	0%	23%	29%	0%	
Scotland	21	21	32	29	19	

False Alarms - All (10a) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	30	33	36	23	28	
Inverclyde East Central	39	40	24	32	30	
Inverclyde North	68	61	56	72	50	
Inverclyde South	42	35	32	47	30	
Inverclyde West	15	20	29	21	19	
Inverclyde South West	15	10	14	11	16	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	209	199	191	206	173	
East Renfrewshire	99	107	110	133	139	
Renfrewshire	377	373	393	365	329	
<i>Inverclyde % of LSO Total</i>	30.5%	29.3%	27.5%	29.3%	27.0%	

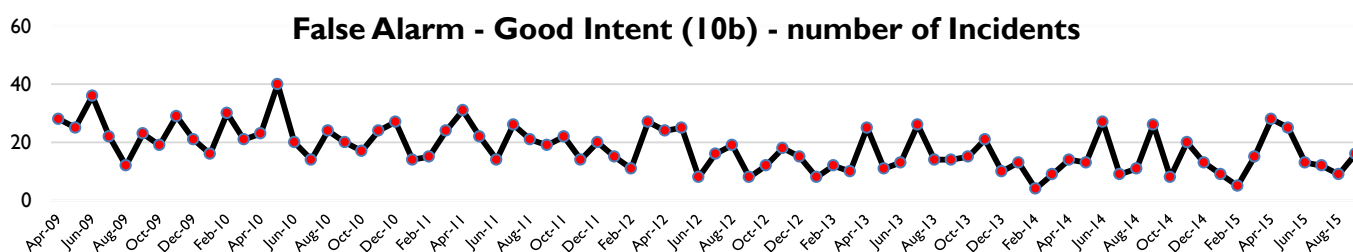


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	649	658	616	655	487	
W2 - Glasgow City	2169	2051	2234	2194	1896	
W3 - South Lanarkshire	705	786	716	743	661	
W4 - North Lanarkshire	604	656	661	746	653	
W5 - Ayrshire East / North / South	874	799	964	978	897	
W6 - Renfrewshire / & East / Inverclyde	685	679	694	704	641	
W7 - Dumfries & Galloway	179	144	158	192	202	
<i>W6 % of SDA Total</i>	12%	12%	11%	11%	12%	
Scotland	12723	12714	13127	13531	12509	

False Alarm - Good Intent (10b) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	14	7	10	4	4	
Inverclyde East Central	10	10	7	5	10	
Inverclyde North	19	12	13	19	8	
Inverclyde South	9	8	7	9	4	
Inverclyde West	7	3	11	5	6	
Inverclyde South West	7	3	6	4	5	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	66	43	54	46	37	
East Renfrewshire	31	27	22	31	28	
Renfrewshire	102	103	116	98	70	
<i>Inverclyde % of LSO Total</i>	33.2%	24.9%	28.1%	26.3%	27.4%	

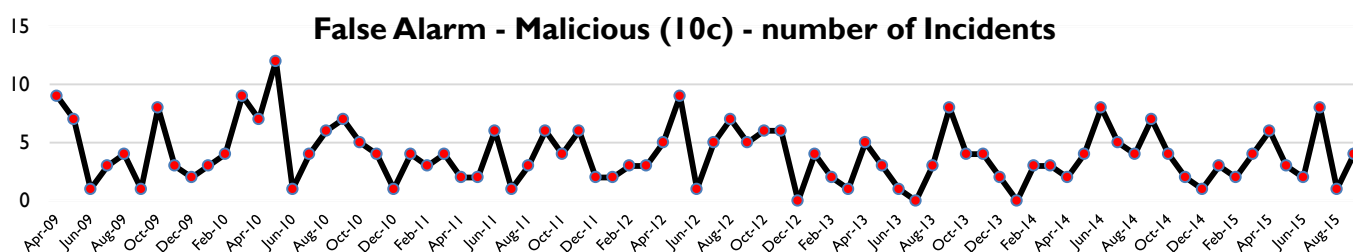


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	205	216	186	206	86	
W2 - Glasgow City	419	367	471	430	327	
W3 - South Lanarkshire	182	181	202	223	148	
W4 - North Lanarkshire	176	146	189	181	120	
W5 - Ayrshire East / North / South	239	189	239	248	220	
W6 - Renfrewshire / & East / Inverclyde	199	173	192	175	135	
W7 - Dumfries & Galloway	32	28	44	46	58	
<i>W6 % of SDA Total</i>	14%	13%	13%	12%	12%	
Scotland	2828	2580	2833	2709	2299	

False Alarm - Malicious (10c) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	1	5	1	2	6	
Inverclyde East Central	0	2	1	3	2	
Inverclyde North	3	1	3	4	1	
Inverclyde South	6	2	1	5	1	
Inverclyde West	0	2	1	0	1	
Inverclyde South West	0	5	4	2	2	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	10	17	11	16	13	
East Renfrewshire	5	4	2	1	7	
Renfrewshire	26	20	36	12	18	
<i>Inverclyde % of LSO Total</i>	24.4%	41.5%	22.4%	55.2%	34.2%	

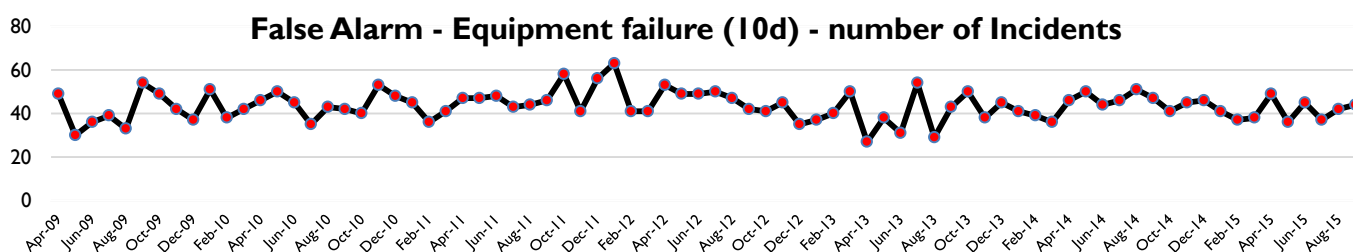


LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	18	30	17	18	13	
W2 - Glasgow City	186	112	151	119	121	
W3 - South Lanarkshire	58	34	32	27	33	
W4 - North Lanarkshire	59	51	31	34	19	
W5 - Ayrshire East / North / South	58	73	25	29	41	
W6 - Renfrewshire / & East / Inverclyde	41	41	49	29	38	
W7 - Dumfries & Galloway	4	0	3	4	8	
<i>W6 % of SDA Total</i>	10%	12%	16%	11%	14%	
Scotland	691	595	565	514	532	

False Alarm - Equipment failure (10d) - number of Incidents

Inverclyde wards	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde East	15	21	25	17	18	
Inverclyde East Central	29	28	16	24	18	
Inverclyde North	46	48	40	49	41	
Inverclyde South	27	25	24	33	25	
Inverclyde West	8	15	17	16	12	
Inverclyde South West	8	2	4	5	9	

Council area totals within LSO	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Inverclyde	133	139	126	144	123	
East Renfrewshire	63	76	86	101	104	
Renfrewshire	249	250	241	255	241	
<i>Inverclyde % of LSO Total</i>	<i>29.9%</i>	<i>29.9%</i>	<i>27.8%</i>	<i>28.8%</i>	<i>26.3%</i>	



LSO area totals within SDA	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
W1 - Argyll & Bute / East / & West Dunbartonshire	426	412	413	431	388	
W2 - Glasgow City	1564	1572	1612	1645	1448	
W3 - South Lanarkshire	465	571	482	493	480	
W4 - North Lanarkshire	369	459	441	531	514	
W5 - Ayrshire East / North / South	577	537	700	701	636	
W6 - Renfrewshire / & East / Inverclyde	445	465	453	500	468	
W7 - Dumfries & Galloway	143	116	111	142	136	
<i>W6 % of SDA Total</i>	<i>11%</i>	<i>11%</i>	<i>11%</i>	<i>11%</i>	<i>11%</i>	
Scotland	9204	9539	9729	10308	9678	

Report To: Police & Fire Scrutiny Sub-Committee **Date:** 18 February 2016

Report By: Head of Safer & Inclusive Communities **Report No:** EDUCOM/19/16/DH

Contact Officer: John Arthur **Contact No:** 4263

Subject: Consultations on Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) Scrutiny Plan 2016-17 and the Review of Scottish Strategic Police Priorities

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Sub-Committee of a review of Her Majesty's Inspector of Constabulary in Scotland (HMICS) consultation on their Scrutiny Plan 2016-17 and the Scottish Government's Review of Scottish Strategic Police Priorities. [Appendix](#)

2.0 SUMMARY

- 2.1 HMICS have a statutory role to report on the state, effectiveness and efficiency of both Police Scotland and the Scottish Police Authority. In July 2015 HMICS published their annual Scrutiny Plan revised in December 2015 outlining their scrutiny activities. [Appendix](#)
- 2.2 During 2016-17 scrutiny activity will focus around Local Policing+ inspections and scrutiny in terms of Forensic Services, Cyber Crime, National Crime Recording with follow up work in relation to Stop & Search and Call Handling.
- 2.3 HMICS have retained limited capacity within their 2016-17 programme to address any topical, high risk or emerging areas in policing and have invited the Police & Fire Scrutiny Sub-Committee, as an important stakeholder in policing, to propose any areas of scrutiny that the Sub-Committee may consider topical or high risk for consideration.
- 2.4 The Scottish Government are also consulting on the Review of Our Scottish Strategic Police Priorities and are seeking stakeholder's views on these. [Appendix](#)

3.0 RECOMMENDATIONS

- 3.1 The Scrutiny Committee is asked to note the content of the Scrutiny Plan 2016-17 and consider any areas which could be added to the programme for 2016/17.
- 3.2 The Scrutiny Committee is asked to consider the consultation on strategic police priorities, confirm their agreement to continuing the existing priorities detailed at page 2 of the consultation document (appendix 2) and, in view of the concern expressed by the Councillors and the public over issues such as closing public counters, merging of Police Divisions etc., recommend the following addition;-

In the interests of transparency and accessibility, commit to comprehensive and timely prior consultation with Local Authorities and communities on all proposals which affect access to Policing resources or confidence in the capacity of the local Policing resource to respond to local priorities.

4.0 BACKGROUND

- 4.1 The Scrutiny Plan for 2015-16 sets out how HMICS will meet their statutory purpose to inquire into the state, efficiency and effectiveness of both the Police Service of Scotland and the Scottish Police Authority.
- 4.2 HMICS have developed a new approach to scrutiny and have introduced a rolling programme of Divisional policing inspections entitled Local Policing+. These inspections aim *'to provide a consistent means of assessing the quality of local policing across Scotland and enable us (HMICS) to report publicly on how well Police Scotland is delivering against local priorities and keeping people safe'*. This programme has not been undertaken in the Renfrewshire and Inverclyde Division and no date provided by HMICS of when this local review will be undertaken.
- 4.3 Scrutiny activity by HMICS is based on five key activities: Local Policing+, Thematic Reviews, Continuous Improvement, Audit & Reassurance Reviews and Collaborative Reviews. For local purposes this report focuses on Local Policing+ and unplanned Audit and Assurance Reviews.
- 4.4 Planned reviews for 2015/16 are 'Police Scotland's Use of Facial Recognition Technology Capabilities within the UK' and 'Stop and Search Phase 2'. In relation to the latter, this audit will build on previous scrutiny of stop and search conducted in March 2015 and seeks to undertake a statistically significant audit of both positive and negative searches.
- 4.5 One review which was not originally planned for 2015/16 is in relation to Call Handling. This was included after a direction by the Cabinet Secretary for Justice following recent off road deaths near Stirling. This will complement the independent review directed by the Lord Advocate and conducted by the Police Investigations and Review Commissioner into that specific incident. The review provides an independent assurance of the operations, systems and processes in place within police Contact, Command and Control (C3) centres.
- 4.6 The revised HMICS Scrutiny Plan for 2015-16 is appended for information (appendix 1). **Appendix**
- 4.7 HMICS intend to continue this approach for 2016/17 and have already committed in principle to scrutiny in terms of Forensic Services, Cyber Crime and National Crime Recording, together with a follow up to work on both Stop and Search and Call Handling.
- 4.8 HMICS have some limited capacity within the 2016/17 programme to address high risk or emerging areas in policing and are inviting stakeholders' views on any other areas which would benefit from scrutiny during 2016/17.
- 4.9 Having considered HMICS' proposals for 2016/17 officers consider that the proposed scrutiny programme is appropriate.
- 4.10 The Scottish Government are also consulting on the Review of Our Scottish Strategic Police Priorities and are seeking stakeholder's views on these. The current priorities are listed at page 2 of the consultation document (appendix 2) and are:-

1 Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to preventions and collaboration at a national and local level.

2 Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major

events and threats.

3. Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform, and promoting continuous improvement.

4. Make communities stronger and improve wellbeing by increasing public confidence in reducing the fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive Policing.

4.11 In view of the concern expressed by Councillors and the public over issues such as closing public counters, merging of Police Divisions etc., officers recommend that the Scrutiny Committee consider the following addition in response to the consultation;-

5. In the interests of transparency and accessibility, commit to comprehensive and timely prior consultation with Local Authorities and communities on all proposals which affect access to Policing resources, or confidence in the capacity of the local Policing resource to respond to local priorities.

5.0 IMPLICATIONS

5.1 Financial Implications
None

5.2 Legal Implications
None

5.3 Human Resources Implications
None

5.4 Equalities Implications
None

5.5 Repopulation Implications
None

6.0 CONSULTATIONS

6.1 The document 'A Review of our Scottish Strategic Police Priorities' has been circulated to Community Councils, who have been asked to respond directly to the consultation.

7.0 BACKGROUND PAPERS

7.1 None



Mr Derek Penman QPM
HM Inspector of Constabulary

BY EMAIL

8 January 2016

Dear Stakeholder

Consultation on HMICS Scrutiny Plan 2016-17

Her Majesty's Inspectorate of Constabulary in Scotland, (HMICS), has a statutory role to report on the state, effectiveness and efficiency of both Police Scotland and the Scottish Police Authority. In May 2014, we published our [HMICS Corporate Strategy 2014-2017](#), which outlined our approach to scrutiny, together with our inspection framework.

In July 2015, we published our annual Scrutiny Plan. In accordance with our statutory obligation to keep this plan under review, we have recently refreshed it to take account of the necessary changes to our scrutiny activities. I enclose a copy of our updated [HMICS Scrutiny Plan 2015-16](#), for your information.

Our scrutiny activity has focused around a rolling programme of Local Policing+ inspections together with thematic inspections and specific audit and assurance reviews. We have also accommodated unplanned scrutiny activity as a result of ministerial direction and a specific request from the Scottish Police Authority. We remain on schedule to have completed ten separate scrutiny reports during 2015-16, in addition to meeting our ongoing commitment to joint scrutiny with the Care Inspectorate in relation to Children's Services.

While it is our intention to continue with our Local Policing+ inspections during 2016-17, we have already committed in principle to scrutiny in terms of Forensic Services, Cyber Crime, National Crime Recording, together with follow up work on both Stop & Search and Call Handling. However, we have retained some limited capacity within our forthcoming programme to address any topical, high risk or emerging areas in policing.

As an important stakeholder in policing, I would therefore welcome your views on our proposals or on any other areas you consider would benefit from scrutiny by HMICS during 2016-17. Your feedback will be collated against the responses from other stakeholders and assessed against our scrutiny risk process to help inform next year's scrutiny plan.



A response by Friday 12 February would be appreciated and should be emailed to hmics@gov.scot. If you have any queries or wish to discuss your response in advance of sending, then please do not hesitate to contact us.

Yours sincerely

XXXXX XXX
XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX

Derek Penman
HM Inspector of Constabulary

Encl - [HMICS Scrutiny Plan 2015-16](#)



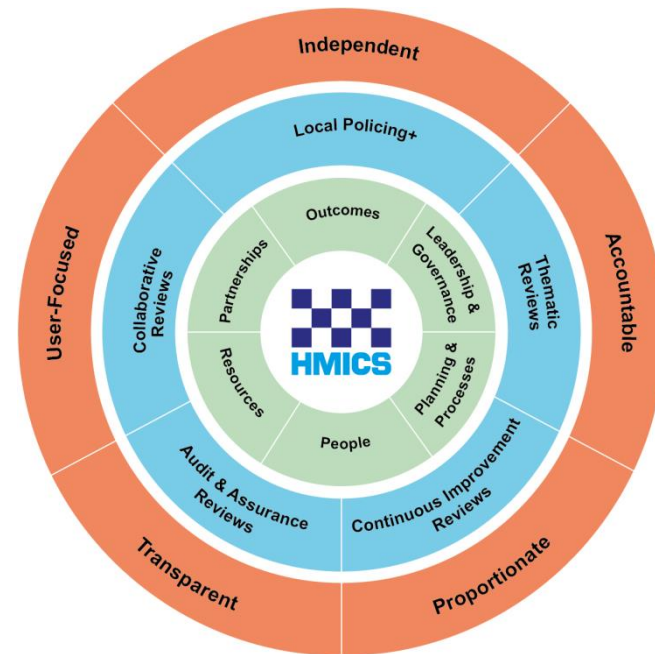


HM Inspectorate of Constabulary
in Scotland

ANNUAL SCRUTINY PLAN 2015-16 Improving Policing across Scotland

Version 2.0 (Revised December 2015)

This Plan is published in terms of Section 75 of the
Police and Fire Reform (Scotland) Act 2012



INTRODUCTION

Our *Annual Scrutiny Plan for 2015-16* sets out how HM Inspectorate of Constabulary in Scotland (HMICS) will meet its statutory purpose to inquire into the state, efficiency and effectiveness of both the Police Service of Scotland ('Police Scotland') and the Scottish Police Authority.

This Plan was first published in July 2015 in terms of Section 75 of the *Police and Fire Reform (Scotland) Act 2012* and set out our priorities for inquiries over the year. It demonstrated how we would carry these out in a way that was proportionate, accountable and transparent.

This version has been updated in accordance with our statutory duty to keep the plan under review.

As a consequence of unplanned demand to complete significant assurance reviews of both call handling and counter corruption, we have postponed inspections of Forensic Services and Cyber Policing. These are now likely to feature in our 2016-17 Scrutiny Plan. The second phase of an Assurance Review of Stop and Search and a national Crime Audit will now be planned in March 2016 and conducted in parallel with our fieldwork commencing by Summer 2016. We have also delayed our Local Policing+ Inspection of Dumfries and Galloway Division, with fieldwork now commencing in January 2016. In preparing our plan, we have consulted with a range of persons interested in policing. We will publish this plan on our website and will make it directly accessible to those we consider are likely to have an interest in it.

The creation of a single Scottish police service in April 2013 has led HMICS to fundamentally review how we do our business. Our *Corporate Strategy 2014-17* shows how we are meeting our obligations and improving policing across Scotland.

Our approach is to support Police Scotland and the Scottish Police Authority to deliver services that are high quality, continually improving, effective and responsive to local needs.ⁱⁱ

We have a strong emphasis on local policing through our *Local Policing+* programme. This provides a consistent means of assessing the quality of local policing as well as local scrutiny and engagement across Scotland. We will report publicly on how Police Scotland and the Authority are delivering against local priorities and keeping people safe.

We continue to use *Thematic Reviews* to examine cross-cutting issues or provide opportunities to work with others to examine new issues and provide evidence for future policy development. Our Plan also includes *Collaborative Reviews* and shows how we will inspect jointly with other inspectorates in areas where Police Scotland or the Authority work in partnership with other agencies and contribute to shared outcomes.

We will continue our programme of *Continuous Improvement Reviews*, working closely with both Police Scotland and the Authority to examine how effectively they meet their obligations to deliver best value and continuous improvement. In addition to this, we will carry out *Audit and Assurance Reviews* to scrutinise in more detail areas where there is a need to ensure accurate and ethical recording or provide targeted assurance over key processes in high risk areas.

Our approach to scrutiny is supported by our Scrutiny Framework. This provides structure to our activities and the means to transparently, consistently and objectively assess policing in Scotland. We will work with others to ensure our Framework reflects best practice and has the potential to develop into a wider self-assessment tool.

We will also take the opportunity during 2015-16 to assess the progress made by Police Scotland and the Authority against the recommendations and improvement actions identified from our 2014-15 Scrutiny Plan. This will include an objective assessment of our impact on improving policing in Scotland.

HMICS will publish reports in respect of our individual scrutiny activities and will also publish our *Annual Report*. We will take the opportunity in our Annual Report to comment on the overall state, efficiency and effectiveness of policing in Scotland and on the performance of Police Scotland and the Authority.

Our scrutiny reports and Annual Report will be laid before the Scottish Parliament.

Derek Penman QPM

HM Inspector of Constabulary in Scotland

December 2015

OUR PURPOSE

HM Inspectorate of Constabulary in Scotland (HMICS) has been in existence since the 19th century. Our role was reaffirmed by the *Police and Fire Reform (Scotland) Act 2012* and we have wide ranging powers to look into the 'state, effectiveness and efficiency' of both Police Scotland and the Scottish Police Authority, including Forensic Services.ⁱⁱⁱ We also have a statutory duty to inquire into how the Chief Constable and the Authority meet their obligations in terms of best value and continuous improvement.^{iv} If necessary, we can be directed by Scottish Ministers to look into anything relating to the Authority or Police Scotland as they consider appropriate.^v We also have an established role providing professional advice and guidance on policing in Scotland.

Our powers allow us to do anything we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions.^{vi} The Authority and the Chief Constable must provide us with such assistance and co-operation as we may require to carry out our functions^{vii} and must comply with any reasonable request that we make. When we publish a report, the Authority and the Chief Constable must consider what we have found and take such measures, if any, as they think fit.^{viii} Where we make recommendations, we will follow them up and report publicly on progress.

We work with other inspectorates and agencies across the public sector to share specific expertise or jointly examine areas where Police Scotland works in partnership with other agencies and contributes to shared outcomes. We co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication.

We aim to add value and strengthen public confidence in Scottish policing through independent scrutiny and objective, evidence-led reporting about what we find. Where relevant, we will make recommendations to Police Scotland and the Authority to improve policing. We will also identify good practice that can be rolled out across Scotland.

OUR VALUES

As a values-led organisation, we will conduct our activities in a way that is:

Independent – We will always act independently and publish impartial and objective reports. Our professional advice will be informed and unbiased. HM Inspector of Constabulary in Scotland is appointed under Royal Warrant and is independent of the Scottish Government, Police Scotland and the Scottish Police Authority.

Accountable – We will be accountable for what we do and will justify our actions and reports by evidence. We will publish our statutory reports^{ix} to the Scottish Parliament and submit ourselves to whatever scrutiny is appropriate to our function.

Proportionate – We will ensure our scrutiny is proportionate and that we only inspect what is necessary to achieve our statutory purpose. We will minimise the burden on those we inspect and focus our activities through informed risk assessment to ensure what we do is effective and efficient.

Transparent – We will be open in what we do and give reasons for our decisions. We will publish our reports and restrict information only when the wider public interest clearly demands it.

User-Focussed – We will align our scrutiny to the needs of service users and co-operate with other scrutiny authorities. We will meet our responsibilities under the *Public Services Reform (Scotland) Act 2010*, by continuously improving our user focus in the design and operation of our functions. We will promote equality and respect for diversity in everything we do. Within all our inspections and reviews, we will give consideration to inequality and, where identified, make recommendations to improve experiences for service users and in support of the public sector equality duties.



OUR APPROACH TO SCRUTINY

Our annual **Scrutiny Plan** outlines our priorities and scrutiny activities for the 2015-16 fiscal year. The Plan was initially developed through consultation with our stakeholders and is informed by an objective assessment of policing performance and risk.

We will keep the Plan under continual review and make such changes as we determine necessary to respond to risk and discharge our statutory purpose.

Our scrutiny activities take account of the Crerar^x review, Christie^{xi} report and supports production of the National Scrutiny Plan.^{xii}



Local Policing+

The three objectives for police reform^{xiii} were (i) *to protect and improve local services*; (ii) *to create more equal access to specialist support and national capacity*; and (iii) *to strengthen the connection between police services and communities*. As a consequence, HMICS has developed an approach to scrutiny and introduced a rolling programme of divisional policing inspections entitled *Local Policing+*.

This provides a consistent means of assessing the quality of local policing across Scotland and enables us to report publicly on how Police Scotland is delivering against local priorities and keeping people safe. We are interested in the effectiveness of local scrutiny and engagement as well as the contribution policing makes to the well-being of communities. This will include an assessment of Partnership, Prevention, Performance and People in support of the wider Scottish public service reform agenda.^{xiv} We will continue to capture innovation and good practice and where relevant, we will make recommendations that drive improvement.

Through our local inspections, we will review the effectiveness and efficiency of both national and regional structures and the provision of specialist policing across Scotland. Our *Local Policing+* programme allows sufficient flexibility to respond to new and emerging issues that arise and would benefit from our scrutiny. These issues will be identified through stakeholder engagement and our scrutiny risk assessment in advance of each inspection. Where our + element represents a substantial area of policing, we will report separately from our divisional inspections.

We will discharge our obligations under the *National Preventive Mechanism*^{xv} through a programme of unannounced visits to police custody centres. These visits will be aligned to our Local Policing+ programme. Any recommendations made in respect of police custody centres will be followed up through our regular monitoring of progress.

Each formal *Local Policing+* inspection will take approximately three months and include time for research, stakeholder engagement, fieldwork, objective assessment and reporting. For larger divisions, we will extend this period to approximately six months. We will take a risk-based approach to the selection and timing of those divisions to be inspected and will announce our selection in advance of our proposed scrutiny activity.

HMICS conducted an extensive inspection of Edinburgh Division in 2015, with the + element focussing on partnerships. The report^{xvi} was published on 20 October 2015. However, in order to create capacity for unplanned scrutiny requests, the fieldwork for Dumfries and Galloway has been delayed until January 2016, with the report now scheduled for publication

by Easter 2016. The + element will examine the management of cross boundary crime.^{xvii}

Thematic Reviews

We will use *Thematic Reviews* to scrutinise cross cutting issues that benefit from a more holistic review or where we choose to inspect major functions that fall outwith the scope of *Local Policing+*. We will publish full reports for each of our *Thematic Reviews*. We will capture innovation and good practice and where relevant, we will make recommendations that aim to drive improvement. We initially planned to conduct two Thematic Reviews for 2015-16, namely:

- **Cyber Policing** – To consider how Police Scotland is responding to the increasing demands and complexity of cyber-enabled, cyber-dependent and internet-facilitated crime. We will be interested in the police response to the victims of such crimes and consider the extent to which the digital technology aspects of crime and policing may require new approaches, resourcing and future investment by Police Scotland. We will include comparative research within England, Wales and Northern Ireland as well as other jurisdictions. Our report will be forward looking, seeking to capture key issues and is intended to inform future policy development.
- **Forensic Services** – To scrutinise how the Scottish Police Authority is meeting its statutory obligations under Section 31 of the *Police and Fire Reform (Scotland) Act 2012* by providing forensic services to Police Scotland, the Police Investigations and Review Commissioner and the Lord Advocate and procurators fiscal.

Both of these have now been postponed until 2016-17 to provide capacity for unplanned inspections of Call Handling and Counter Corruption.

Continuous Improvement Reviews

We have maintained our programme of *Continuous Improvement Reviews* (CIR), working closely with both Police Scotland and the Authority to report on how they are meeting their obligations to secure best value and continuous improvement.^{xviii} We focused on:

- **Leadership and Governance** – This built on the CIR activity completed as part of our 2014-15 Scrutiny Plan which culminated in the creation of a comprehensive Improvement Plan by the Scottish Police Authority. We now monitor continuous improvement within the Authority and support capacity and capability building amongst members and officers for the effective and sustainable scrutiny of Scottish policing.
- **Strategic Planning and Performance** – This assessed the efficiency and effectiveness of strategic planning and performance management frameworks within Police Scotland, including consideration of the consultation and evidence used to inform policing priorities. It also included an assessment of the extent to which these frameworks support effective scrutiny over the policing of Scotland by the Authority.

In undertaking these reviews, we have engaged with Audit Scotland to ensure we can discharge our respective statutory functions and reduce the scrutiny burden on Police Scotland and the Authority.

These Reviews will inform our wider assessment of how well Police Scotland and the Authority have met their obligations to secure best value and continuous improvement.

Audit and Assurance Reviews

Our *Audit and Assurance Reviews* allow for more detailed scrutiny in areas where we believe there is a specific need to audit critical systems to ensure accurate and ethical recording or provide some external assurance over key processes in high risk areas. These reviews also provide

opportunities for HMICS to undertake short assignments to provide independent assurance over specific aspects of policing.

Our planned Audit and Assurance Reviews are:

- **Police Scotland's use of Facial Recognition Technology Capabilities within the UK** – (June to November 2015) – The aim of this review is to examine the arrangements surrounding the use by Police Scotland of the facial recognition technology from the UK Police National Database (PND). In doing so, it will consider the statutory framework that underpins the police use of custody and other biometric images in Scotland; the governance and oversight arrangements; administrative and technical interfaces and the recording, weeding and retention of information. For completeness it will also provide comparisons with approaches used in England and Wales and the wider policing and societal opportunities and threats which arise from new and emerging biometric technologies. Our fieldwork has been completed and our report is due to be published January 2016.
- **Stop and Search Phase 2** – (Scoping to commence March 2016) – This audit will build on our previous scrutiny of stop and search.^{xix} This examined the processes for recording stop and search activity within Police Scotland and the associated procedures for supervision, audit and governance. We also examined the impact of the performance framework and targets in relation to stop and search activity. As part of Phase 2, we will undertake a statistically significant audit of both positive and negative searches. This was provisionally scheduled to commence in Spring 2016 to allow Police Scotland sufficient opportunity to consider our Phase 1 recommendations and implement improvements to stop and search across Scotland. However, this audit now been postponed to create capacity for unplanned inspection activity and also to reduce the scrutiny burden on Police Scotland by combining the fieldwork in parallel with our Crime Recording fieldwork.

- **Crime Recording** – (*Scoping to commence March 2016*) – HMICS conducted a major audit of crime recording in November 2014, where the number of records examined was more than five times higher than in previous audits.^{xx} The purpose of this audit was to assess crime recording by Police Scotland and the extent to which recording practice complied with the Scottish Crime Recording Standard and the Scottish Government’s Counting Rules. The audit also addressed the need for a comprehensive, independent audit of crime data as highlighted by the UK Statistics Authority. We propose to conduct a follow-up audit of crime recording in 2016 and will commence our scoping in consultation with key stakeholders in March 2016. We also completed a Crime Audit of British Transport Police in Scotland and published a report^{xxi} in August 2015.

Unplanned Audit and Assurance Reviews

The following reviews were not planned or included within our 2015-16 Scrutiny Plan and have therefore required HMICS to review our plan and postpone some scrutiny activity:

- **Call Handling** – (*Ongoing*) – This significant assurance review was directed by the Cabinet Secretary for Justice following the tragic incident involving the deaths of John Yuill and Lamara Bell. It complimented the independent investigation directed by the Lord Advocate and conducted by the Police Investigations and Review Commissioner (PIRC) into that specific incident. The review provides an independent assurance of the operations, systems and process in place within police Contact, Command and Control (C3) centres. An interim report^{xxii} was published in September 2015 and a full report was published in November 2015.^{xxiii} HMICS has recently been directed by the Cabinet Secretary for Justice to undertake additional scrutiny of call handling, including unannounced visits to C3 centres across Scotland. This will commence in January 2016.
- **Counter Corruption** – (*Commencing November 2015*) – This review was requested by the SPA following a critical report^{xxiv} from

the Interception of Communications Commissioner’s Office, (IOCCO) in terms of Police Scotland’s compliance with the Acquisition and Disclosure of Communications Data Code of Practice 2015. This report concluded that there had been contraventions of the Code in respect of five applications for communications data submitted by Police Scotland relating to one investigation. It is evident from these applications that Police Scotland sought communications data in order to determine either a journalist’s source or the communications of those suspected to have been acting as intermediaries between a journalist and a suspected source. As these applications had been made by the Police Scotland’s Counter Corruption Unit, (CCU) the Scottish Police Authority asked HMICS to conduct an assurance review of this unit. The Authority has requested a specific focus on the operational effectiveness and efficiency of the CCU, the independence of the internal investigation function, its governance and accountability, and training and guidance for officers and staff. A full Terms of Reference will be published shortly.

Collaborative Reviews

We will continue to work with other scrutiny bodies and undertake joint inspection activity in areas where Police Scotland or the Authority work in partnership and contribute to shared outcomes with others. Our planned Collaborative Reviews include:

- **Children’s Services** – (*Full Year Programme*) – Under section 115 of the *Public Services Reform (Scotland) Act 2010*, the Care Inspectorate lead joint inspections of services for children and young people across Scotland. The inspections look at the difference services are making to the lives of children, young people and families. They take account of the full range of work within a community planning partnership area including services provided by health visitors, school nurses, teachers, doctors, social workers and police officers. HMICS participates in these joint inspections and seconds two staff on a full-time basis. Reports are published by the Care Inspectorate.

- **Multi Agency Public Protection Arrangements (MAPPA)** – (Completed November 2015) – The purpose of this joint review with the Care Inspectorate was to assess the state, efficiency and effectiveness of MAPPA in Scotland, in terms of keeping people safe and reducing the potential risk of serious harm by registered sex offenders in our communities. The main review objectives were to (i) assess how effective the responsible authorities are in the discharge of their statutory duties, under terms of the Management of Offenders etc (Scotland) Act 2005, including adherence to guidance and good practice; and (ii) assess how effective the processes are in relation to MAPPA Significant Case Reviews and the arrangements that are in place to promote organisational learning development across the responsible authorities. The report was published in November 2015.^{xxv}

Assessing Our Impact

An inspection does not end with the publication of a report. It is important that we ensure that our work adds value and assists in driving improvement. We proactively monitor the recommendations made and assess the extent to which they have been implemented. Monitoring progress in this way also helps us to assess whether a follow-up inspection is required to address any residual risk.

In agreement with the Police Scotland and the Scottish Police Authority, HMICS receives an update on the outstanding recommendations three times a year. This includes evidence as to the action taken and requests to discharge recommendations. We carefully consider these updates and requests and discharge recommendations where appropriate. This may involve short focussed pieces of follow up work. In the longer term, HMICS monitors the impact of our inspection activity by assessing the extent to which our recommendations have been implemented and to what effect.

We have initiated a project to develop a shared outcome focus with Police Scotland, SPA and Scottish Government which will complement

the formal discharge of recommendations by analysing the contribution of work done on recommendations to achieving desired national and local outcomes on a short, medium and longer term basis.

National Preventive Mechanism (NPM)

HMICS is a member of the United Kingdom's National Preventive Mechanism, a group of organisations designated under the *Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment* (OPCAT) to monitor places of detention and report on the treatment of and conditions for detainees. OPCAT recognises that detainees are particularly vulnerable and aims to prevent ill-treatment through establishing a system of regular visits or inspections to all places of detention. OPCAT requires that States designate a 'National Preventive Mechanism' (NPM) to carry out such visits to places of detention, to monitor treatment of and conditions for detainees, and to make recommendations for the prevention of ill-treatment.

The United Kingdom NPM is made up of 20 bodies who monitor places of detention across Scotland, England, Wales and Northern Ireland. This includes police custody, prisons, court custody, immigration and military detention, secure children's homes, and places where people are detained under mental health legislation. The NPM members have the power to enter places of detention and speak to detainees and staff in private.

As a member of the NPM, HMICS carries out regular inspections of police custody in Scotland. We publish reports of these inspections, identify good practice and make recommendations for improvement. The HMICS Custody Inspection Framework^{xxvi} focuses on the treatment of and conditions for detainees and includes a range of indicators setting out what we expect to find during our custody inspections.

OUR FRAMEWORK

Our approach to inspection is supported by our Scrutiny Framework, which provides structure to our activities and the means to transparently, consistently and objectively assess policing in Scotland.



Our Framework has been developed using the principles outlined in the *Public Sector Improvement Framework* self-evaluation model used in many public sector settings. It has been adapted to provide a scrutiny framework model to assist specifically in the inspection of elements of policing or the Authority. It will form the basis of any inspection but provides sufficient flexibility to be adapted so that the key themes and sub-elements reflect the purpose of the inspection to be undertaken. The framework will support us when conducting inspections by providing a structure within which we can ensure a consistent and professional approach to our work.

Outcomes

We will focus on the overall performance of the organisation or part of the service and examine successes in delivering demonstrable, high-quality and improved outcomes for service users, communities and the public in general. We will also consider fulfilment of statutory duties.

Leadership and Governance

We will assess the leadership of Police Scotland and the Authority and the governance, accountability and scrutiny arrangements that have been put in place to ensure that the service is delivering its overall vision of keeping people safe and meeting national, regional and local priorities.

Planning and Process

We will examine the effectiveness of strategy and planning processes in ensuring services are inclusive and focussed on user needs. As well as strategies, plans and policies, we will also examine the work of the organisation or service in relation to its key functions, in particular the delivery and development of the services it provides, by itself or in partnership with others, and how these are measured.

People

We will look at the people within the organisation, their motivation, satisfaction and contribution to the development of the organisation or service area. We will assess how employees are managed, developed and empowered, and consider communication processes and whether people feel rewarded and recognised for their efforts.

Resources

We will consider whether the organisations or service area manage resources in the most efficient, effective and sustainable way, including corporate, financial and information resources and assets. We will assess whether this supports key activities and outcomes. We will also consider collaborative working, looking at whether shared resources are used as efficiently as possible to deliver shared outcomes. A key element of resourcing is the consideration of best value.

Partnerships

We will look at how well partners work together to support the delivery of outcomes as well as the approach to managing partnerships. Key elements include developing an agreed vision and objectives and aligning information, assets and resources in partnership to achieve shared outcomes. We will consider how well partners jointly plan and cooperate in delivering integrated working and whether the partnership ethos has developed a positive culture of involvement and working together.

We will work with others to ensure our Framework reflects best practice and has the potential to develop into a wider self-assessment tool.

OUR REPORTS

We will publish a number of reports each year, which will be laid before Parliament in accordance with our statutory obligations. We will provide the bodies we scrutinise with copies of our reports and publish them on our website. Where we are directed by Scottish Ministers, we will report to them and they will present these reports to the Scottish Parliament.

We will typically produce reports from our individual scrutiny activities through Local Policing+, Thematic Reviews, Continuous Improvement Reviews and Audit and Assurance Reviews. These will be published throughout the year in accordance with our Scrutiny Plan. The publication of any reports from Collaborative Inspections will ordinarily be undertaken by the lead inspection body responsible.

We will produce an Annual Report at the end of the fiscal year and provide information summarising our activities. This will include an assessment of our impact and how our activities contributed towards positive outcomes. We will also comment on the overall state, effectiveness and efficiency of policing in Scotland and on the performance of Police Scotland and the Authority. We will aim to publish our annual report in June of each year.

OUR COMPLAINTS PROCESS

Our complaints handling procedure reflects our values and commitment to deliver a transparent inspectorate. It seeks to resolve complainer dissatisfaction as quickly as possible and to conduct thorough, impartial and fair investigations of complaints. Our Complaints Handling Procedure is published on our website.

Our complaints handling procedure does not extend to individual complaints about any police body, which should instead be addressed to the Police Investigations and Review Commissioner.^{xxvii}

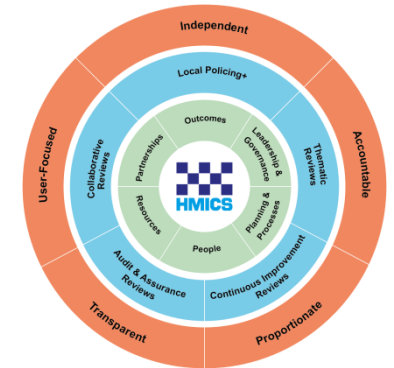
HMICS Scrutiny Plan 2015-16 - Version 2.0 (Revised December 2015)

This Plan is published in terms of Section 75 of the *Police and Fire Reform (Scotland) Act 2012* and sets out our priorities for inquiries to be carried out during the year. This has been refreshed in December 2015 to reflect changes to the programme. We will publish our Plan and any revised plan on our website and will make it accessible to those we consider are likely to have an interest in it.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Local Policing +												
Local Policing Edinburgh (Published Oct 2015)												
Local Policing Dumfries and Galloway												
Thematic Review												
Cyber Policing (Rescheduled to 2016-17)												
Forensic Services (Rescheduled to 2016-17)												
Continuous Improvement Reviews												
SPA Leadership and Governance												
Strategic Planning and Performance												
Audit and Assurance Reviews												
Use of Facial Search Technology												
Call Handling (Published Nov 2015)												
Call Handling Follow-Up												
Crime Recording												
Crime Audit BTP (Published Aug 2015)												
Counter Corruption Unit												
Collaborative Reviews												
Children's Services (Care Inspectorate)												
MAPPA (Care Inspectorate) (Published Nov 2015)												
Recommendations and Impact												
Annual Report												

Document References

- ⁱ <http://www.hmics.org/publications/corporate-strategy-2014-2017>
- ⁱⁱ <http://www.scotland.gov.uk/About/Performance/scotPerforms/outcome/pubServ>
- ⁱⁱⁱ Police and Fire Reform (Scotland) Act 2012, Section 74(2)(a)
- ^{iv} Police and Fire Reform (Scotland) Act 2012, Section 74(2)(b)
- ^v Police and Fire Reform (Scotland) Act 2012, Section 74(1)
- ^{vi} Police and Fire Reform (Scotland) Act 2012, Section 76(1)
- ^{vii} Police and Fire Reform (Scotland) Act 2012, Section 77
- ^{viii} Police and Fire Reform (Scotland) Act 2012, Section 80
- ^{ix} Police and Fire Reform (Scotland) Act 2012, Section 79
- ^x <http://www.scotland.gov.uk/Resource/Doc/198627/0053093.pdf>
- ^{xi} <http://www.scotland.gov.uk/Resource/Doc/352649/0118638.pdf>
- ^{xii} <http://www.audit-scotland.gov.uk/report/search?search=National%20Scrutiny%20Plan>
- ^{xiii} Police and Fire Reform Scotland Bill Policy Memorandum, Paragraph 3.
- ^{xiv} Police and Fire Reform (Scotland) Act 2012, Section 74(2)(b)
- ^{xv} <http://www.hmics.org/what-we-do/national-preventive-mechanism-npm>
- ^{xvi} [HMICS Local Policing+ Inspection Programme Inspection of Edinburgh Division](http://www.hmics.org/publications/hmics-local-policing-inspection-programme-inspection-of-edinburgh-division)
- ^{xvii} [HMICS Local Policing+ Cross Boundary policing – Dumfries and Galloway Division – Terms of Reference](http://www.hmics.org/publications/hmics-local-policing-cross-boundary-policing-dumfries-and-galloway-division-terms-of-reference)
- ^{xviii} Police and Fire Reform (Scotland) Act 2012, Section 37(1)&(2)
- ^{xix} <http://www.hmics.org/publications/hmics-audit-and-assurance-review-stop-and-search-phase-1>
- ^{xx} <http://www.hmics.org/publications/hmics-crime-audit-2014>
- ^{xxi} <http://hmics.org/publications/crime-audit-british-transport-police-scotland-division>
- ^{xxii} <http://hmics.org/publications/independent-assurance-review-police-scotland-%E2%80%93-call-handling-interim-report>
- ^{xxiii} <http://hmics.org/publications/hmics-independent-assurance-review-police-scotland-call-handling-final-report>
- ^{xxiv} <http://iocco-uk.info/docs/Press%20statement%2025-11-2015.pdf>
- ^{xxv} <http://hmics.org/publications/joint-thematic-review-mappa-scotland>
- ^{xxvi} <http://hmics.org/publications/hmics-custody-inspection-framework>
- ^{xxvii} <http://pirc.scotland.gov.uk/>



What are your priorities for your
police service?

A REVIEW OF OUR SCOTTISH STRATEGIC POLICE PRIORITIES



The Scottish
Government
Riaghaltas na h-Alba

Our Police Service

In April 2013 the structure of policing in Scotland changed. The Police and Fire Reform (Scotland) Act 2012 brought together eight former police forces, and the Scottish Crime and Drug Enforcement Agency to create a single police service for Scotland – Police Scotland.

- **the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland**
- **led by a national Chief Constable who has overall responsibility for the administration and management of police operations across Scotland**
- **14 local senior commanders with local responsibility**
- **overseen nationally by the Scottish Police Authority which holds the Chief Constable to account for policing and the delivery of Police Scotland's functions**
- **subject to scrutiny locally by 32 local authority committees**
- **independent of the Scottish Government**
- **Independently reviewed by the Police Investigations and Review Commissioner (PIRC) and Her Majesty's Inspectorate of Constabulary (HMICS)**

Police Reform

The three main aims of Police Reform in Scotland are;

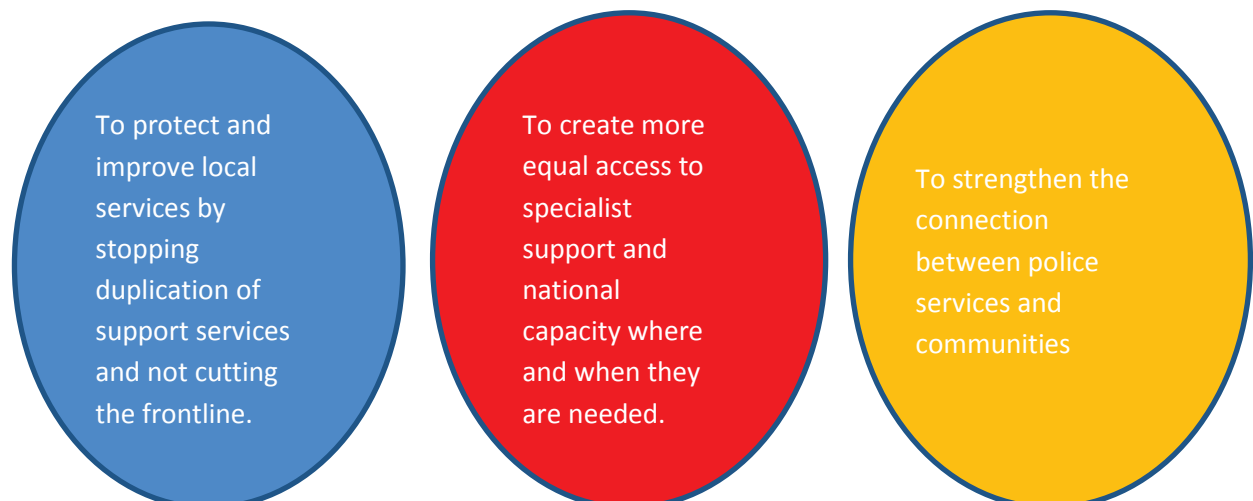


Figure 2 – 3 Aims of Police Reform in Scotland

Our Strategic Approach to Policing

At this time, the national vision for our Single Police Service was captured in 4 Strategic Police Priorities. Designed to capture a clear link between operational policing and the Scottish Governments national outcomes.



Figure 2 - Strategic Planning Structure

The current Strategic Police Priorities that we are looking to revise

- 1. Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local level.**
- 2. Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats.**
- 3. Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform, and promoting continuous improvement.**
- 4. Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.**

To find out more about the current Police Priorities and about how these plans support Policing in Scotland visit: <http://www.gov.scot/Topics/Justice/policies/police-fire-rescue/police-scotland/StrategicPolicePriorities>

What do we know?



Crime has fallen by more than a third since 2006/07 and is at the lowest level since 1974.

But...

The risk of being a victim of crime is higher for adults living in the most deprived communities than elsewhere in Scotland



Half of all crime was cleared up in 2014/15

But...

Clear up rates vary across local authorities from 35% to 82%.

AND

While more than three quarters of violent and sexual crimes are cleared up, it is just one third for crimes of dishonesty



Around six in ten people agreed in 2013 that the police have a good understanding of local issues

But...

Younger people are less likely to agree than older people.

AND

Those in the most deprived areas are less likely to agree than others.



The number of people who think that local crime has stayed the same or improved has increased from 65% to 76% between 2006 and 2012/13

But...

People were less positive about the national crime rate with 44% thinking it had increased in 2012/13. It has in fact fallen to a 41 year low



Policing isn't just about enforcement after a crime has been committed. Police play a big role in preventing crime.

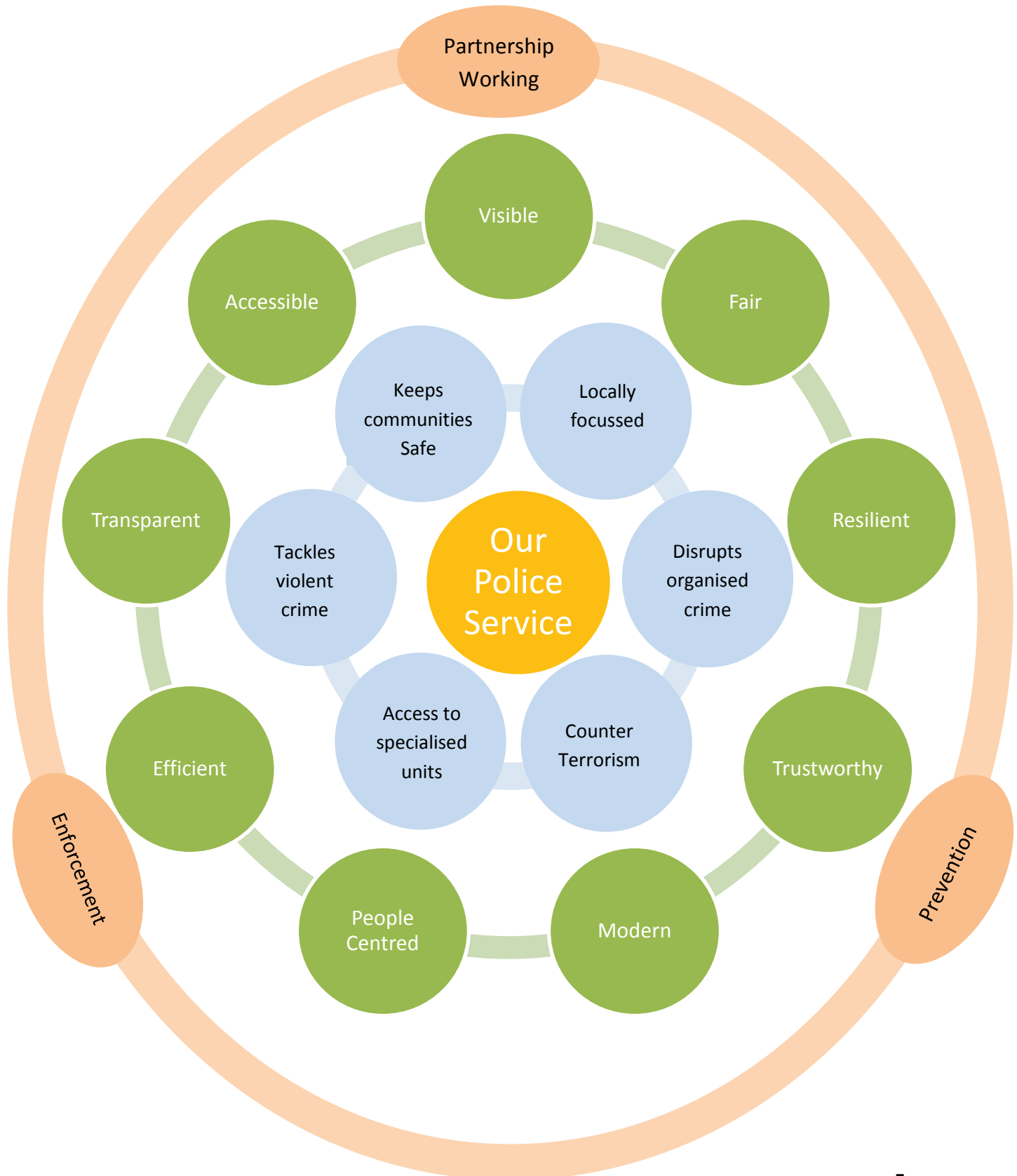
Such as...

Local and national initiatives around keeping you and your property safe; work with local groups and other partners to support local projects

*Evidence taken from:
Recorded Crime in Scotland 2014/15
Scottish Crime and Justice Survey 2012/13
Scottish Household Survey 2014
Scottish Social Attitudes Survey 2013*

We want to hear about what is important to YOU.

As we approach three years since the introduction of Police Scotland the time is right to review how we expect our police service to meet the needs of the people and communities of Scotland. **We want to hear your thoughts about what new national police priorities could cover. This might include;**



We want you to tell us what your priorities for policing are. Your opinion is valuable and will be used to help shape how police services can match the needs of the people and communities of Scotland. Here are some questions to help start the discussion.



We want to hear from you

Please send us your comments about what is important to you regarding policing by 12 February 2016. You can respond as an individual or on behalf of a group or organisation. It would be helpful, if possible, if you could indicate who you are and, if relevant, who you are responding on behalf of. It would also be helpful if you could indicate whether you would be happy for us to use your comments in our ongoing work.

You can do this by:

- emailing: ScotPolicePriorities@gov.scot
- via the Scottish Government Digital 'Dialogue' feedback platform <https://ideas.scotland.gov.uk/>
- via twitter using the hashtag **#ScotPolicePriorities**
- or you can post them to:

Strategic Police Priorities Review
Police Division
Scottish Government
1WR St Andrews House
Regent Road
Edinburgh
EH1 3DG

This discussion paper is part of the information gathering to revise the Strategic Police Priorities. Your feedback will be used to draft revised Strategic Police Priorities which would then be subject to a formal Scottish Government consultation exercise in early 2016.

For further information please visit the Scottish Government website at:

<http://www.gov.scot/Topics/Justice/policies/police-fire-rescue/police-scotland/StrategicPolicePriorities>



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W W W . G O V . S C O T

08 January 2016



Chief Superintendent Jim Downie
Divisional Commander
Renfrewshire and Inverclyde Division
Mill Street
Paisley
PA1 1JU

Jim.Downie@scotland.pnn.police.uk

Dear Councillors,

Annual Police Plan 2016/17 (Draft)

I refer to the above and write to seek your assistance as a key stakeholder of Police Scotland in reviewing the commitments detailed within our developing Annual Police Plan for 2016/17.

In accordance with the Police & Fire Reform (Scotland) Act 2012, Police Scotland must prepare an Annual Police Plan which sets out the proposed arrangements for the policing of Scotland during the yearly period.

The enclosed draft has been developed following extensive consultation with both the public and our key stakeholders across Scotland, where as part of our stakeholder consultation, we held a National Stakeholder Engagement Event in August 2015. This event afforded valuable discussion on shared issues with themes around Localism, Prevention, Collaboration, Equality and Participation discussed in detail. Engagement was also undertaken on a localised basis with Divisional Commanders facilitating discussions on the same themes to assist in the development of our policing priorities and commitments.

The draft Annual Police Plan builds upon the achievements of previous years and reflects the output of our consultation and strategic assessment as well as articulating commitments that are informed and delivered through the local engagement and planning approaches and complementary Local Policing Plans.

It would be much appreciated if you could take the opportunity to consider this draft Police Plan and provide any feedback by 5th February 2016. We aim to develop a final version of the Plan by March 2016, with a view to publication from 1st April 2016

and are keen that our key stakeholders are given a clear opportunity to influence the commitments that we will work towards in the year ahead.

Feedback should be sent to policingplan@scotland.pnn.police.uk and in the interim, any queries can be directed to Inspector David Mitchell or Sergeant Scott Cameron, Strategic Planning and Development, Police Scotland, on 01786 896125.

Yours sincerely

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXX

Jim Downie
Divisional Commander
Renfrewshire & Inverclyde Division



POLICE
SCOTLAND

Keeping people safe

Draft

Annual Police Plan 2016/17

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Foreword
Chief Constable

NOTE: To be inserted prior to publication.

DRAFT

**Scottish Police Authority
Chairs Commentary (proposed)**

NOTE: To be inserted prior to publication.

DRAFT

Identifying and Delivering Priorities

Understanding the needs and expectations of the people of Scotland has never been more critical. The first step to achieving this is to ensure that our engagement with the public and our partners is inclusive and acknowledges Scotland's diverse communities.

During 2015 Police Scotland undertook a review of the way in which we consult with communities, their representatives and our partners in the public, third and private sectors. This evaluation highlighted a series of improvements that could be made to the way we identify our policing priorities for the year ahead. Importantly, the review also emphasised a number of opportunities for development that will ensure communities have a greater say in the delivery of policing - both locally and nationally.

In July 2015 our Local Policing Commanders commenced **consultation with key local partners**, including scrutiny boards, local authorities and community groups on the development of our local and national policing plans. The consultation was delivered using five key themes: Localism, Prevention, Participation, Equality and Collaboration. These themes have also been **central to national level partner engagement**. The output from this local and national engagement has been fed back to partners for further comment, and has been shared with local teams across Police Scotland. Ultimately, it has been used to shape the 2016/17 national policing priorities and, consequently, the way in which we work in the future.

Public Consultation Survey

Since the formation of Police Scotland our priority setting has been heavily influenced by the feedback from locally undertaken public consultation surveys. In 2014 this consultation attracted 43,119 responses and the results were consistent with the priorities identified by the public in 2013.

In 2015 our public consultation survey took the form of an exercise to validate the 2014 stated priorities. In September 2015 an additional 1,896 surveys were carried out across all 32 local authority areas. This exercise provided Police Scotland with a statistically relevant number of responses to validate the previous year's priorities and confirm that they remain fit for purpose for local and national police plans. The 2015 Public

Consultation Survey identified **Violent Crime, Drugs, Speeding Motorists, Disorder and Theft by Housebreaking** as their top priorities, affirming the 2014 survey results.

The most productive use of public feedback via the surveys is to ensure they influence local and national police plans and the delivery of relevant and appropriate services. All of the 2015 results will be used in the review and refresh of local plans down to ward level.

The Future of the Public Consultation Survey

The validation exercise undertaken in 2015 was the first phase of a considerable change to the format of Police Scotland's consultation arrangements. In 2015 the service reviewed its methods of public consultation to achieve greater inclusion, equality of access and relevance in a way that would improve the legitimacy of priorities in local communities. Feedback from partners and stakeholders saw a new survey platform and question set (developed with cross-sector input) that it is anticipated will achieve these objectives.

As such, on 1st January 2016 Police Scotland (will commence/commenced) a continuum of engagement through the new online Public Consultation Survey (link) which will be available 365 days a year. The service recognises that public consultation is only as effective as the use of results, and responses will be collated and analysed every three months and provided to local policing teams and scrutiny boards to ensure the public's priorities are acted upon and any new or emergent trends identified. For the first time the surveys include a free-narrative section which allows people to express their thoughts beyond a 'tick-box' structure.

With the introduction of the online survey, Police Scotland has started a year-long marketing campaign to ensure consultation reaches as broad and diverse an audience as possible. Local officers and partners have chosen multiple groups, communities, events and key dates for the campaign to prioritise and link in with. The survey can now be accessed from schools, libraries and online portals and through partner web sites such as Scottish Fire and Rescue, NHS Scotland, Neighbourhood Watch and Education Scotland.

Each year, our local officers will also continue to undertake a number of face to face surveys, with the written version also being available on request and within our offices.

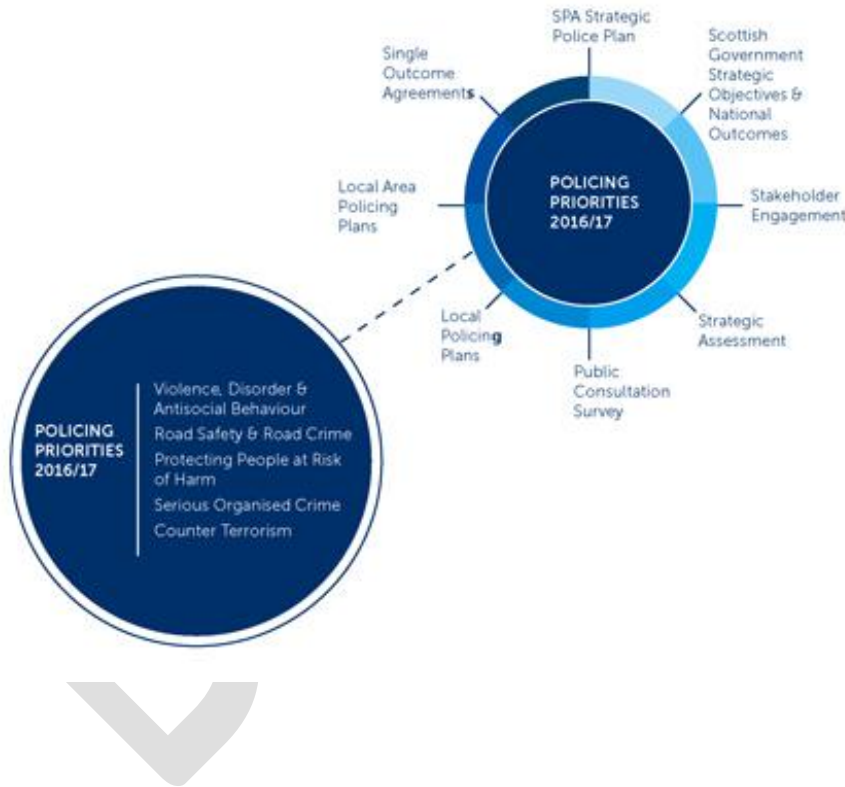
Our priorities and Policing Plans continue to be shaped by the objectives contained within **Scottish Government's Strategic Objectives and National Outcomes** and the **Strategic Police Plan** that are delivered locally through Single Outcome Agreements.

Consultation and engagement is combined with our own analysis of the issues likely to impact on the safety of the public to inform our **local and national Strategic Assessments** that identify our priorities and provide a firm evidence base for our

local policing teams across Scotland to deliver operational plans to prevent crime and disorder and **Keep People Safe**.

The following chart helps to illustrate how the Public Consultation Survey, Stakeholder Engagement, Local Area Policing Plans, Local Policing Plans, Strategic Assessment, SPA Strategic Police Plan, Single Outcome Agreements and Scottish Government Strategic Objectives and National Outcomes inform and assist in identifying our priorities.

<http://www.spa.police.uk/assets/128635/strategic-police-plan-web>



Delivering on Our Priorities – Local and National Accountability

Accountability through open and transparent scrutiny is key to ensuring that policing retains the trust and mandate of the people of Scotland.

The Chief Constable is accountable to the **Scottish Police Authority** for delivery of the commitments set out within this Annual Police Plan.

The Chief Constable also provides evidence to the **Scottish Parliament** which has a duty to keep the Police and Fire Reform (Scotland) Act 2012 under review. This duty is undertaken through the Justice Sub Committee on Policing.

The Police Investigation and Review Commissioner undertakes independent investigations into the most serious incidents involving the police and provides independent scrutiny of the way police bodies operating in Scotland respond to complaints from the public.

At a local level, all Divisional Commanders report regularly through the **scrutiny arrangements** of Scotland's 32 local authorities and work closely with Community Planning Partnerships and other partners. This local scrutiny is the formal route for elected members to influence police services to maintain and develop the successful partnership work between councils and Police.

Crime and performance statistics are published by the SPA and the Scottish Government. For further information please see the link below.

Delivery of the commitments contained within the Annual Police Plan is provided to the SPA via a quarterly report that contains both quantitative and qualitative evidence on identified activities laid out within a delivery roadmap. Whilst the quarterly report is primarily focused on providing direct evidence against the commitments contained in the Annual Police Plan, the report also contains a 'supporting activities' section that contains relevant updates on corporate indicators, benefits of police reform, topics submitted within previous performance reports and other matters of relevance from across Scotland's local policing divisions.

Scottish Government Crime and Justice Statistics <http://www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice>

SPA Public Board Meetings <http://www.spa.police.uk/meetings-events/>

Local Policing

Understanding and responding to the needs of our communities has always been and remains, the highest priority of Police Scotland. Our operational model ([Link 1](#)) shows that 75 percent of all of our police officers are directly aligned to our local policing divisions, but the reality is that every officer, Special Constable and staff member plays a vital role in the provision of a locally focused professional service to every locality and community across the country. Our commitment to the delivery of locally focused policing is stronger than ever and is at the forefront of every action taken or decision made.

When and where we deploy our officers is informed by the needs of the public expressed through our survey and reflected within **Local Area Policing Plans** and **Local Policing Plans**, combined with identified operational needs through day to day interaction with communities and their representatives. The experiences and knowledge of our local officers is then drawn upon when responding to every incident where our services are required.

With the move to a continuous **online Public Consultation Survey**, our ability to understand and respond to the public's priorities has been significantly enhanced. Results of our consultation are now reviewed and shared with local officers and local **Scrutiny Boards** every 3 months.

Every community has dedicated teams of local officers who are supported by our strategically placed Custody Centres and Contact Command and Control facilities, ensuring that every officer has access to the right service at the right time for the safety and security of both the officers and public. These facilities and services are pivotal to ensuring true equality of service is provided from initial contact through to incident or crime recording and investigation whether you are a victim, witness or subject of a complaint.

Police Scotland is committed to delivering the most effective and efficient policing service to the public. In 2015 we reviewed the structure of our local policing divisions. Following this review, our Local Policing Commanders in Aberdeen, Aberdeenshire and Moray, Argyll and Bute, West Dunbartonshire, Renfrewshire and Inverclyde undertook significant consultation and engagement which included; participation in public meetings, discussions with

community planning partners: focus groups and local elected representatives.

Following the consultation process, a decision was made to bring together Aberdeen and Aberdeenshire and Moray Local Policing Division, creating a single division that will facilitate more flexible deployment of officers and enhance our capability at an operational level. We will continue to monitor our policing structures across the country to ensure the organisation is able to continue to deliver the best local policing service possible at all times.

Local Policing is supported by a number of specialised functions. When a serious incident or crime occurs, every community officer has access to locally and regionally based specialist investigation teams and services who work together with community officers to investigate incidents and detect crime, allowing 'normal' service to be maintained during periods of increased demand in any community or locality. Our officers are further supported with 24/7 access to services such as Air Support; Public Order; Roads Policing; Armed Policing; Mounted Branch and Dog Branch, all of which work locally and flexibly providing every day policing responses wherever and whenever they are needed.

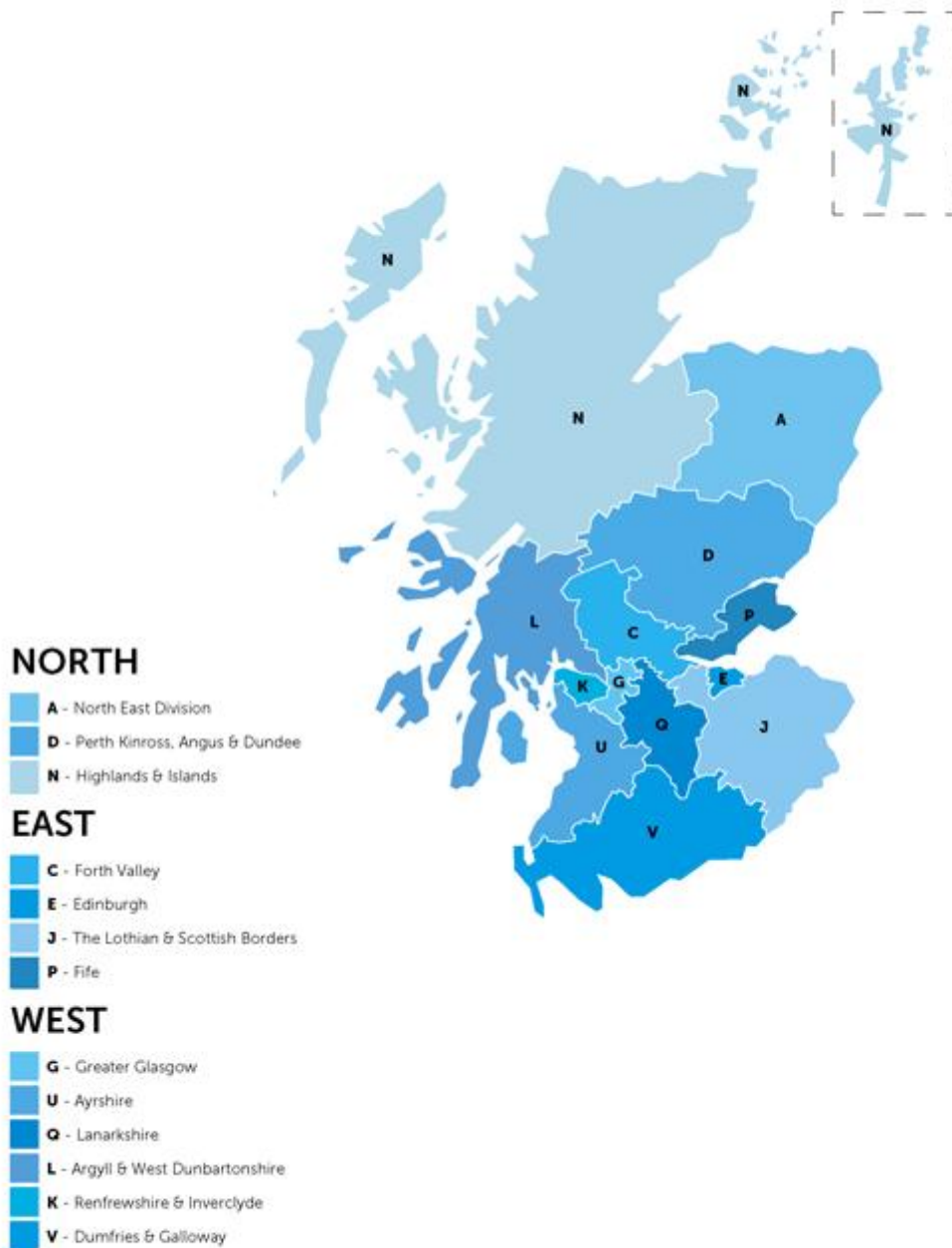
Our **Criminal Justice Division** plays a key role in the delivery of policing locally, working with partners across the Scottish criminal justice system to support and protect those who are victims and witnesses. ([Link 2](#)). Effective and efficient management of the criminal justice process helps us ensure that local officers are available within their communities and that victims and witnesses experience throughout the justice process is positive and consistent.

Further narrative will be provided in relation to the Police Scotland's Criminal Justice and Contact, Command and Control Divisions.

(1)<http://www.scotland.police.uk/assets/pdf/138327/150739/police-scotland-annual-police-plan-2015-16?view=Standard>

(2)<https://www.scotcourts.gov.uk/docs/default-source/aboutscs/reports-and-data/standards-of-service.pdf?sfvrsn=2>

The map below and following narrative illustrates the locations, individuality and diverse nature and of Scotland's 13 Local Policing Divisions.



A Division - North East

North East Division (A Division) is responsible for policing Aberdeen City and the Aberdeenshire and Moray areas. Aberdeen is Scotland's third largest city and is home to around 228,990 people as well as thriving business and commercial sectors while around 333,040 people reside in the more rural areas of Aberdeenshire and Moray.

In October 2015, following a period of external and internal consultation, a decision was made to strengthen local policing in the North East by creating a single division from the existing Aberdeen City, Aberdeenshire and Moray Divisions. The new North East Division was implemented on 1st January 2016. The creation of a single division was to facilitate a more flexible approach to the deployment of officers which would further enhance operational capabilities, enabling us to strengthen the local policing we provide to the communities across the North East. XXXX was appointed Local Policing Commander of A Division, serving the communities across Aberdeen, Aberdeenshire and Moray.

North East Division has five territorial Area Commanders who focus on the effective delivery of local policing within their command area. Their responsibilities include; delivering the outcomes of the Local Policing Plans: community engagement; performance management and partnership working.

Reflection on the Past Year

In the past year, A Division has come together to strengthen our commitment to the local communities we serve and we can look ahead with confidence by building upon the good work of the past. See examples below:

The development of the Moray Community Safety Hub over the last year has seen key staff from the Moray Council's Community Safety and Housing teams, Social Work Department, Youth Justice and Education, joining forces with Police Scotland, Scottish Fire and Rescue Services and NHS Grampian, in a bid to increase the prevention and early intervention of violence, anti-social behaviour and fire safety. This multi-agency approach has allowed services to target and allocate resources more effectively towards our shared goals and delivery of a more effective and sustainable solutions to enhance community safety in the Moray area.

An officer from the Road Policing Unit at Stonehaven was awarded the Scottish Government Braveheart award for risking his own safety for that of another who was in danger. He demonstrated high levels of commitment to keeping the community safe following a report of a man in the sea during a storm. The officer entered the water and in spite of the conditions managed to take hold of the man who, by this time was unconscious. He removed him from the water and thereafter assisted medical personnel. The officer was awarded the Scottish Government Braveheart award for risking his own safety for that of another who was in danger.

Over the last year we have been committed to keeping drivers safe on the roads through the annual Safe Drive Stay Alive Roadshows. Volunteers from Police Scotland, local councils, Scottish Fire and Rescue and Scottish Ambulance Service all came together to make a difference to the safety of young people on the roads.

In 2011, a 'Legal High' shop opened on George Street, Aberdeen near the City centre. The shop attracted a number complaints from residents and businesses due to the behaviour of customers attending the shop. Despite various forms of intervention from Police and key partners such as Aberdeen City Council and Trading Standards the issues persisted. In June 2015, Aberdeen City Division applied for and was successful in obtaining a close of premises notice under Section 27 of the Antisocial Behaviour (Scotland) Act 2004. This was the first such closure in Scotland and attracted significant positive comment from residents, businesses, Local Councillors, MSP's, Media, Drugs Action, NHS and Alcohol and Drug Partnership and brought real benefits to the quality of life for the community and businesses.

Aberdeen was chosen for the landmark Domestic Abuse Disclosure Scheme Pilot. The pilot disclosure parameters are determined by the 'Right to Ask' and 'The Power to Tell'. With the focus on keeping people safe, the pilot aimed to provide a way of sharing information about a partner's abusive past, with a potential victim. This gives people at risk of Domestic Abuse the information needed to make informed decisions on whether to continue their relationship. The scheme was deemed successful and was rolled out across Scotland.

Local Policing Plans and Priorities

The focus over the coming year for the North East Division is to continue the good work of the former A and B Divisions. We will continue our commitment to work closely with our partners and the communities of Aberdeen, Aberdeenshire and Moray to ensure we understand and retain the focus on the locally identified priorities of: Violence Disorder and Anti-social Behaviour; Acquisitive Crime: National Security; Public Protection; Road Safety and Road Crime and Serious Organised Crime.

D Division - Tayside

Tayside Division serves approximately 388,000 people over 2,896 square miles, covering the City of Dundee, Angus and Perth & Kinross council areas. D Division has three territorial command areas – one for each local authority area. Each area has a dedicated Area Commander who has the responsibility for all day-to-day policing functions in that area. Each area is served by a number of community policing teams. These teams are built around the needs of local people. They are responsible for responding to calls in the local area; as well as looking for long term solutions to key issues.

Reflection on the Past Year

Over the last year we have been committed to keeping people safer in the community by working with partners during a number of operations. As such the divisional focus was based upon a co-ordinated response to violent crime and antisocial behaviour. Media played a crucial role with particular emphasis upon prevention and consequence.

Other good work was evidenced through a holistic approach to preventing and detecting crime in D Division. Housebreaking, road safety and detection of those involved in the supply and misuse of controlled drugs were all part of continued targeted approaches to making the communities safer. D Division Police Scotland Youth Volunteers recently received awards for their achievements, receiving recognition for forming new relationships with the community on behalf of Police Scotland through volunteering and fundraising.

With the full support of the Chief Constable and the Polish Consul General in Scotland, D Division led

an initiative which saw the launch in July 2015 of a corporate Facebook account in the Polish language. Supported by Corporate Communications, the delivery team within local policing now reach an international audience with significant interest from the Polish Government, media and the international Polish community itself.

Local Policing Plans and Priorities

D Division local policing plans represent a critical part of the delivery to the local communities. It demonstrates our commitment to local policing within the national planning framework while enabling us to respond effectively to the concerns of local communities as well as meeting and tackling nationwide demands. It clearly identifies local policing priorities and objectives that are of key focus when working with our partners towards achieving safer and stronger communities that can be enjoyed by all. We will continue to listen to the community and work closely with our partners to find long term solutions to the issues raised.

N Division - Highlands and Islands

Highland and Islands Division is the most northerly in the UK and covers a large geographical area. Its communities have a hospitable reputation and are unique in terms of culture and tradition. The division has six territorial command areas which each have their own dedicated Area Commander who is responsible for delivering local policing to the local communities. Within the Highland and Islands Division the community policing teams are designed to work with communities and partners to ensure that local needs and issues are addressed in order that real and meaningful outcomes are achieved.

Reflection on the Past Year

Over the last year the Highland and Islands Division have been working hard in communities to keep people safe, some examples of this are;

The **Inverness Response Team** is a multi-agency partnership launched in September 2014 to address antisocial behaviour issues. The partnership team share resources and provide a daily tactical response to incidents of antisocial behaviour. The core partners of Police Scotland, the Highland Council and Scottish Fire & Rescue Service participate in a daily meeting where issues are identified, actioned and reviewed. Other local agencies from the public, private and third sectors

NOT PROTECTIVELY MARKED

are consulted on a case by case basis. The team has been successful in delivering an increased partnership focus on prevention and early intervention around antisocial behaviour and issues that impact on public safety. Due to the success of the collaborative working, this initiative is now being rolled out across the Highlands.

Events - Over the past year we have seen a large number of events within the Highland and Islands area from music Festivals such as Belladrum, Groove, Outsider; local traditional festivals and events such as Up Helly A and the Black Isle Show; local galas, football matches and Royal Visits. These events have been managed effectively by working together with key partner agencies, fulfilling our commitment to deliver effective policing leading to safe, secure and peaceful events.

Operation Monarda - This operation was developed to impact upon doorstep crime. The most recent operation ran between 28th September and 4th October 2015. During this time the division produced a film featuring an elderly householder that had successfully deterred possible Bogus Workmen. This film was used as a springboard for local media launch and experienced extensive coverage. The film is now on the Police Scotland website and can be viewed at the following link: <https://www.youtube.com/watch?v=doczPoJvtKE>. The most recent operation had the following results: 4000 leaflets issued and over 300 posters displayed; 49 offences detected; over 50 people given advice; over 170 vehicles stopped and checked; 6 Prevention presentations and 2 multi-agency 'Days of Action'.

Local Policing Plans and Priorities

The local policing plan outlines our local priorities and takes into account the strategic policing assessment, national priorities and local crime analysis. Through consultation within the local community and our partner agencies, we can ensure that our priorities are focused appropriately to meet the needs of the community.

Highland and Islands Division is committed to providing the highest level of service within the community through local policing teams augmented with specialist support. When moving forward, this work, together with activity around crime prevention and effective partnership working, will increase our ability to deter and detect those who pose a risk to our communities and ensure that the Highland and

Islands area remains one of the safest places to live in the United Kingdom

C Division - Forth Valley

Forth Valley Division serves around 294,430 people over an area of 984 square miles, stretching from the mountain tops of Loch Lomond to Blackness in the east. The division has three area commands aligned with the three local councils – Falkirk, Stirling and Clackmannanshire. Each has a dedicated Area Commander who has responsibility for all day-to-day policing in the area and each is served by a number of community policing teams.

Reflection on the Past Year

Throughout the past year the police officers and staff of Forth Valley Division have continued to support local communities by addressing concerns raised by them. An example of some of the initiatives that have come from listening to their local community have been outlined below.

Operation Core was launched in September 2015 to address the local priorities of Drug Dealing, Road Safety and Violence throughout the Forth Valley area. Divisional officers, supported by specialist resources from elsewhere in Police Scotland and also by local partners, have been taking enforcement action against drug dealers within local communities as part of this policing campaign. This has, to date, led to ** drug search warrants being enforced at addresses across the division. This has resulted in ** people being arrested in connection with the production and/or supply of controlled drugs, ** charges relating to the supply of controlled drugs being reported to the Procurator Fiscal and £***** worth of drugs removed from the communities of Forth Valley.

The drugs recovered include ***. In terms of Road safety ** road checks were carried out, patrols were focussed on priority routes and ** fixed penalty offers were issued for speeding, dangerous driving and other road safety concerns. Violence was reduced by ** from the previous year (Note – Operation Core concludes on 18 December and a full report on statistics for the three local priorities will be available shortly after that date.)

Police in Forth Valley Division carried out a day of action to promote safety among students studying and living in the region. As part of the national Student Safety Campaign, 15 Specialist Crime Division officers from the National Safer

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Communities unit supported local resources in visiting the Forth Valley College campuses in Falkirk, Stirling and Alloa. They engaged with students to offer a range of crime prevention advice and personal safety information. In addition, policing teams visited a number of letting agents throughout the division to advise staff and raise awareness of serious organised crime and the signs to look for in relation to human trafficking, cannabis cultivation and other suspicious activity.

Local Policing Plans and Priorities

The Forth Valley Local Policing Plan 2014 – 2017 outlines the divisional priorities that reflect the wider policing priorities of reducing harm in communities, making them safer and reducing the fear of crime. They are the result of listening to the concerns of local communities identified through consultation and of analysing information about crimes and incidents which is held by the police and our partners. This lets us tackle the problems which trouble people in Forth Valley, and also the type of harmful behaviour or activities which the public may not be so aware of. Our locally identified Priorities are: Disrupting Organised Crime (Drug dealing); Speeding Motorists; Violent Crime; Antisocial Behaviour; Crimes of Dishonesty and Protecting People and Places.

We are committed to keeping people and communities safe. We will do so in places where they live, work and visit and will police in a way that means engaging with and working with the communities. This approach is in line with the fundamental policing principles detailed in the legislation that established Police Scotland. In line with this ethos, the division reviewed the way it deploys police officers and staff and consulted with elected members, Scrutiny Board Chairpersons and Community Councils to identify an operational deployment model that meets the expectation of our communities. This resulted in a new deployment model being introduced in November 2015 with the introduction of named Ward Officers, the creation of Community Alcohol and Violence Reduction Units and the extension of the School Based Officer scheme as well as other operational roles focussing on localism and addressing inequalities in Forth Valley.

E Division - Edinburgh

Edinburgh is Scotland's capital city and was recently ranked as one of the top five safest cities in the UK. It regularly plays host to international sporting and cultural events and celebrations,

including the famous Edinburgh Fringe and International Military Tattoo.

The divisional headquarters is St. Leonard's Police Station in central Edinburgh where the Local Police Commander, four functional Superintendents and a Detective Superintendent are located. The station also houses the divisional custody centre. There are 14 other stations across the city (inclusive of the Police Information Centre) which makes it is one of the largest policing divisions in the UK.

The division covers a large geographic area from Leith in the North of the city to the Pentlands in the south, with a resident population of around 486,000 - swelling to almost three times that during the summer months. Each area is served by a number of community policing teams and these teams are built around the needs of local people. They are responsible for responding to calls as well as looking for long term solutions to key issues.

Reflection on the Past Year

In the past year E Division have put together a number of campaigns to address their national and divisional priorities.

Tackling housebreaking and motor vehicle crime is the number one local priority in the city. Under the banner of 'Operation RAC' dedicated teams have been targeting known thieves for a number of months resulting in over four hundred arrests and a thousand charges combined since its launch. In addition to this enforcement activity there has been a huge amount of preventative advice offered including targeted seminars, social media updates, video messages and newspaper articles.

In late 2015, local officers launched 'Operation Greenland' which is aimed at reducing criminal behaviour over the festive period. There will be an increase of over 50% in officers deployed to the city centre, and right across the city staff will be out on the streets giving shoppers and revelers festive safety tips. This will include guidance on how to protect valuables when shopping, how to party safely, helpful tips on protecting yourself online and vital advice on safeguarding their homes and contents. A special social media advent calendar was also created and the public will be able to view a police safety message on both Facebook and Twitter every day from the 1st to the 25th December.

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Perhaps the most significant activity over the past year has taken place in the north of the city under the banner 'Stronger North'. For many years the north of Edinburgh has been known as a challenging area to police with significant social issues that manifest in high levels of crime and antisocial behaviour. As well as policing challenges other partners struggle to manage the outputs from poor housing, poor educational attainment, high levels of poverty and inequality. Stronger North has become synonymous with increased community engagement, more co-ordinated local service delivery, greater community cohesion and better outcomes for the area.

The division embedded dedicated staff within local council teams to provide earlier intervention and better information sharing. Crucially the approach put local communities first and prioritised their concerns. This year key policing outcomes (compared to last year) include a reduction in overall reported crime of 18%; violent crime down by 24%; anti-social behaviour down by 10%; vandalism down by 9%; all car crime down by 33% and domestic break-ins down by 17%. Crimes of theft are cumulatively down by over 30% with 1300 fewer victims.

Local Policing Plan and Priorities

The division sought to create an innovative Local Policing Plan and priorities for 2014 -2017 that combined a local Strategic Assessment with a widespread collaborative program of public consultation. It recognised the need to focus on prevention to drive better partnership, collaboration and local delivery. Feedback obtained through community engagement and ongoing analysis of emerging crime trends enabled the division to put in place relevant and credible local area priorities that focus on what matters to communities across the city. The plan will be refreshed regularly to ensure that the priorities accurately reflect the concerns of local communities into the future. Our locally identified Priorities are: Public Safety; Reducing Antisocial Behaviour; Serious Organised Crime and Acquisitive Crime.

Edinburgh Division is committed to targeting those who cause harm within our communities to support our overriding aim of "Keeping People Safe".

J Division - The Lothians and Scottish Borders

The Lothians and Scottish Borders Division serves around 462,080 people over 2,393 square miles, stretching from Blackridge to Newcastleton. It covers East Lothian, West Lothian, Midlothian and the Scottish Borders council areas.

The Division has four territorial command areas aligned with their respective local councils. Each has a dedicated Area Commander who is responsible for all daily policing functions. Each area is also served by a number of community policing teams whose activities are built around the needs of the local community. They are responsible for responding to local calls and looking for long-term solutions to key issues.

Reflection on the Past Year

The communities we serve have told us that housebreakings and acquisitive crimes are key concerns and in response we have been actively targeting those responsible for such crimes. Officers from the Lothian and Scottish Borders Division have been tackling acquisitive crime as a priority and have regularly worked alongside colleagues from neighbouring divisions to investigate housebreakings and thefts, to ensure offenders are brought to justice.

Recent operational activity resulted in three men being arrested and charged in connection with a series of housebreakings across East Lothian and Midlothian; this action was subsequently followed by the arrest of two men for a series of break-ins and thefts of high value motor vehicles in Midlothian.

Drugs are a blight on our communities and we will continue to work closely with our partners and the public to ensure those involved are swiftly brought to justice. Operation Hawksbill is one such measure that has been implemented to target drug dealers in Galashiels. In one day's activity alone, four men were arrested and charged with being involved in the supply of heroin and a further man and woman were charged with Diazepam supply.

This activity is reflected across the divisional area with one such example in East Lothian being when officers successfully recovered 2kg of cocaine with a potential street value of £80,000; a recovery that led to a man being arrested and charged for drugs

related offences. This activity, and others like it, was carried out as a result of vital intelligence from the public and demonstrates our readiness to act on information to tackle all forms of organised crime.

Throughout the past year we have worked closely with partners to address key areas such as tackling criminal use of our road networks, specifically related to metal theft and doorstep crime. One such operation recently run in West Lothian in partnership with British Transport Police, Driver and Vehicle Standards Agency and Department for Work and Pensions resulted in a number of vehicles being prohibited from being used on the roads. Two drivers were charged with having no licence to trade in scrap metal, and one was charged with having no waste carrier licence. Such crimes strike right at the heart of our communities and by denying criminals the use of our roads, we can keep our roads and our neighbourhoods safe.

Local Policing Plan and Priorities

The Division has four separate Local Policing Plans (2014 - 2017), each of which are aligned to the four respective Local Authority areas. These plans are agreed in partnership and represent our commitment to the delivery of local policing, whilst also tackling national issues.

The priorities and objectives set out within these plans have been influenced by a number of factors. They have been developed following engagement with local communities as we recognise and understand the importance of our policing plans being informed and influenced by local people. Our priorities are also aligned to those of Police Scotland, which are established through the Scottish Policing Assessment. However, they are crucially aligned to the four Single Outcome Agreements that direct Community Planning across our respective Local Authority areas.

Our overall objective is to keep people safe. To achieve this we aim to deliver policing that is visible, accessible and responsive to the needs of the communities across the Lothians and Scottish Borders. The following are locally identified priorities are shared across the division: Protecting People; Violence, Disorder and Antisocial Behaviour; Substance Misuse; Road Safety; Serious Organised Crime; Housebreaking and Acquisitive Crime.

P Division - Fife

Fife Division covers 823 square miles between the Firth of Forth and Firth of Tay estuaries. Fife has a single unitary authority that oversees Scotland's third largest Local Authority population. It has a resident population of 402,600, almost a third of whom live in the three principal towns of Dunfermline, Glenrothes and Kirkcaldy. The division has three territorial command areas, served by dedicated Community Ward Policing Teams and Community Policing Teams. These officers are responsible for responding to calls in the local area, as well as increasing our understanding of the communities we serve, through utilising effective community engagement practices.

Reflection on the Past Year

During July 2015 Fife Division successfully delivered the 144th Open Golf Championship at St Andrews with the support of surrounding divisions and specialist departments. The Open attracted in excess of 200,000 spectators to the event complex, as well as a television broadcasting audience of 505 million households. Through positive engagement with spectators and event organisers alike, officers reaffirmed the professionalism and effectiveness of Police Scotland on a worldwide stage, whilst providing a reassuring presence during a period of heightened security risk.

Fife Division continued to disrupt Serious Organised Crime groups, to reduce their capability and capacity to harm. A principal member of an organised crime group was sentenced to four years imprisonment, having been found in possession of heroin with a street value of £46,000. This reinforced the division's commitment to disrupting and tackling those involved in Organised Crime and to reducing the impact they have on local communities through operational activity and other intervention opportunities.

Local Policing Plans and Priorities

Improving the safety and wellbeing of people, places and communities within Fife is the cornerstone of local policing, with the ethos of keeping people safe firmly embedded at the heart of all police activity within P Division (Fife). The division will therefore seek to create safer communities through preventing crime, supporting victims and targeting offenders.

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Extensive engagement has identified the 2014 - 2017 priorities for Fife Division. During the lifetime of this plan, working in conjunction with the public and relevant partners, police in Fife will seek to address these priorities in a manner that reflects the needs of local communities. By doing so they will focus on issues that affect local people, namely: Reducing violent crime and antisocial behaviour; Reducing road casualties and fatalities; Protecting people at their most vulnerable, particularly victims of domestic abuse and crime; Targeting those who supply illicit drugs and Preventing and detecting crimes of dishonesty.

The Division will also deal professionally with major events and crimes occurring within Fife, whilst contributing to a resilient Fife.

G Division - Greater Glasgow

Greater Glasgow Division provides policing services across 215 square miles and serves the communities of almost 770, 000 people who live within this area. It encompasses widely contrasting communities from densely populated areas such as Craigton, Drumchapel and Easterhouse to the semi-rural villages of Eaglesham and Twechar. This area is home to a number of football stadia, including the National Football Stadium at Hampden, Celtic Park, home of Celtic Football Club, Ibrox Park, home of Rangers Football Club, and Firhill, home of Partick Thistle Football Club.

Each area is served by a number of community policing teams. These teams are built around the needs of local people. They are responsible for responding to calls in the local area, as well as looking for long term solutions to key issues.

Reflection on the Past Year

G Division is committed to delivering a service to the communities of Greater Glasgow which is aligned to the priorities within the Single Outcome Agreements.

The newly formed Licensing Support Team (LST) has been established to work alongside Community Policing Officers and Licensing Standards Officers (LSOs) from Glasgow City Council on the City Centre Policing Plan. This piece of work, although still in its infancy, has received very positive feedback from LSO's, the Community Policing Team and the Licensing trade itself, helping to

maintain and build confidence in our relationships with these vital partners. The Licensing Support Team is on hand to support the licensees at their busiest period over the weekends and to attend at serious incidents to give guidance to officers and staff, ensuring the trade are adhering to key licensing objectives.

Operation Island

Continued partnership working identified sites guarded by a security company who have links to Organised Crime Groups. Police, Security Industry Authority (SIA) and HMRC visited sites and identified numerous issues relating to guards' working conditions and pay, which was well below the minimum wage.

A well-known construction company, who were tasked with building a new supermarket in Milngavie, had employed a security firm as their onsite security. A meeting with the Director of the construction company, police and the Security Industry Association (SIA) was held where issues with utilising this security firm were highlighted. The construction company were given advice regarding the SIA's approved contractor scheme and advised to check open source, which gives the criminal links to the company. It was explained there could be damage to the building company's reputation if they continued to use the security being provided.

As a result, they were struck off the list of contractors the construction company utilise and additional checks have been implemented when selecting security firms to ensure there are no links to organised crime. The company have stated they spent £650k last year on security.

The supermarket was also contacted by G Division Interventions team who made them aware of the aforementioned. As a result of this, the supermarket have now changed their contracts across the UK for all new builds and refurbishments to state that any on site security must be from the SIA approved contractor list.

Local Policing Plans and Priorities

Local people are at the heart of everything we do and our plans are developed following consultation with the public and our other key partners. This sets out the policing priorities that they have identified as the issues that cause most concern to our communities, namely:- Violence, Disorder and

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Antisocial Behaviour; Protecting People; Increasing Public Confidence and Local Engagement and Serious Crime and Responding to Major Events.

The plan also sets out what we are doing to tackle these issues and how we will continue to address them. Working with our partners and with the support of local communities the police officers and staff of Greater Glasgow Division will continue to work tirelessly to ensure Glasgow remains a safe place to work, live and visit.

U Division - Ayrshire

Ayrshire Division serves around 368,290 people over 1,321 square miles, stretching from Skelmorlie in the North, Ballantrae in the South to the islands communities of Arran and Cumbrae. It is a popular summer destination for tourists, who are drawn to the golf courses such as Royal Troon and Old Prestwick; sites of historical interest such as Robert Burns Cottage in Alloway; Ayr and Dumfries House; Cumnock and Kelburn Castle in Largs. Prestwick International Airport also feeds the local tourism industry. The division covers the three local authority areas of North, East and South Ayrshire, with each having a dedicated Area Commander who has responsibility for day-to-day delivery of the local policing service in their area. Dedicated Community Policing Teams also operate in each area, working closely with partners to keep people safe and to tackle issues that are of concern to our communities.

Reflection on the Past Year

Through our focus on **Prevention** and **Partnership** Ayrshire Division has worked hard in the past year, to tackle the priorities identified for us by local communities. Through greater emphasis on prevention and early intervention, via the highly successful partnership Prevention First initiative, we are achieving better outcomes for people and communities and continuing to reduce violent crime and anti-social behaviour across Ayrshire. We will continue to build on this approach in the year ahead.

For the second year in a row Ayrshire Division delivered its Safe Summer Campaign, designed to help keep people safe throughout the summer months, specifically focussed on the school holiday period. As part of this year's Campaign, a new

event was introduced. This partnership event, Safe-T in the Park, took place on Sunday 31st May 2015 at Eglinton Country Park, North Ayrshire. Police and partners provided a range of fun and interactive activities and opportunities for young people and families to help them stay safe online, at the coast, near railways, around building sites and on the roads. The event was attended by almost 4,000 people and was a great example of police, partner and community engagement.

Earlier in the year Ayrshire Division also opened its doors to let people get behind the scenes of one of our operational police stations, holding an Open Day at Kilmarnock Police Office. We were overwhelmed by the level of interest and positive engagement with our local communities created by the event, with over 3,500 people coming through our doors and hugely positive feedback on the day and later via social media. We will hold another similar event in the coming year.

Social Media

Ayrshire Division recognises the value and requirement for good communication around our local policing activity. We continue to develop a strong and growing social media following with communities across Ayrshire and beyond, via our local social media channels. We use Facebook, Twitter, Instagram and Periscope proactively, to inform, engage and listen to our communities about what concerns them and to advise about policing activity, where they are, to address their concerns.

Over the past year our Facebook posts have reached an impressive 14,670,343 people, with over nine million twitter impressions from our local twitter accounts.

Our recently launched Divisional Instagram account allows us to engage more effectively with young people and our pioneering use of Periscope, a live streaming video app, has allowed us to broadcast live from a number of policing events, reaching and communicating with a wider audience.

Ayrshire Division Local Priorities

Based on what local people and communities in Ayrshire have told us, the priorities within Ayrshire Division are: Drug Dealing and Drug Misuse; Road Safety; Violence and Antisocial Behaviour and Dishonesty.

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We look forward to working hard to tackle these in the year ahead with our many local partners and with the help and support of our communities.

Q Division - Lanarkshire

Lanarkshire Division serves around 634,500 people over 896 square miles. Our communities are mainly found in large post-industrial towns such as Motherwell, Hamilton and Coatbridge and the 'new' towns of East Kilbride and Cumbernauld. However, significant numbers of our residents live in rural settings such as the market town of Lanark, as well as villages and isolated farms and houses. The division has six territorial command areas with each having a dedicated Area Commander who has the responsibility for day-to-day policing functions in that area. A key feature of the Division is the long established strategic and local partnership working driven by the Community Planning Partnerships within North and South Lanarkshire Local Authority areas. The Area Commanders ensure that locality based policing is supported by and provides support to this partnership model.

Strathclyde Country Park hosts events such as concerts, firework displays and the Commonwealth Games. These involve crowds of up to 40,000 people which requires a considerable policing planning and commitment. We also have five professional football clubs within the division, ensuring a regular increase in the numbers of people from across the country visiting Lanarkshire. Ongoing redevelopment of the former steelworks site at Ravenscraig, Motherwell will see significant changes with the creation of the country's first new town in more than 50 years.

Reflection on the Past Year

We have been working with both North and South Lanarkshire Community Planning Partnerships to improve outcomes for children and young people. We believe the wellbeing of children and young people to be a priority so that they can realise their potential and make a positive contribution to society. Q Division is part of the Improving Children's Services Group which identifies the shared local priorities to improve outcomes for children and young people living in Lanarkshire.

In this time of financial constraints, we have worked closely with the Local Authorities and partners to ensure efficient use and direction of resources. This includes improved integrated planning for major events such as parades and mutually accountable partnership groups that address problem solving in localities. Much of this work is monitored by the 'Scrutiny Boards' that oversee local policing. The Boards receive regular reports from the Local Commander who is routinely questioned about operational performance, community engagement and other police related matters.

During the past year a Lanarkshire Counter Terrorism and Organised Crime Group was established. Initially driven by Police Scotland this group now sits within the Partnership framework and is chaired by colleagues from other services on a rotational basis. It influences work done on the Contest Strategy and explores the partnership response to organised crime.

The introduction of the Lanarkshire Road Policing Governance Board has enabled a co-ordinated approach that is intended to impact on road safety, with a view to reducing fatalities and injury collisions. The priority is to keep people safe on the extensive and diverse road network within Lanarkshire by working with our partners and focus on casualty reduction and influencing road user behaviour.

Local Policing Plans and Priorities

The Local Policing Plans for Lanarkshire Division sets out the strategic priorities and objectives for policing in Lanarkshire. Critically, the plan has been informed by community consultation and analysis to ensure that our priorities are locally focused. We will continually develop the quality of service we provide to maintain public confidence and trust in Police Scotland. Our efforts will be underpinned by strong partnership engagement with North and South Lanarkshire Councils, the Community Planning Partnerships and the communities that we serve.

Lanarkshire Division is committed to targeting those who cause the most harm within our communities, whilst protecting those most at risk and maximising opportunities for reducing crime and antisocial behaviour. Our locally identified

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Priorities are: Violence, Disorder and Antisocial Behaviour; Road Safety and Road Crime; Protecting People at Risk of Harm; Serious and Organised Crime; Counter Terrorism; Public Confidence and Drug Supply and Manufacture.

L Division - Argyll and West Dunbartonshire

Argyll and West Dunbartonshire Division serves around 182,000 people across an area of 2,950 square miles. The division comprises a real mixture of urban and rural communities which bring their own particular policing challenges.

The division has two sub-divisions co-terminus with Argyll & Bute and West Dunbartonshire Council areas. LA - sub division mirrors West Dunbartonshire and provides local policing services for Alexandria, Dumbarton, Clydebank, Old Kilpatrick, as well as the village of Gartocharn. Key locations include Loch Lomond and the Trossachs National Park, Vale of Leven Hospital, Golden Jubilee Hospital and Clyde Shopping Centre.

LB sub-division mirrors Argyll & Bute Local Authority and provides local policing services to the towns of Oban, Dunoon, Lochgilphead, Campbeltown and Helensburgh, and includes a range of small villages and 26 islands off the west coast of Scotland, including the Isle of Bute, Mull, Tiree and Islay. Key locations include Her Majesty's Naval Base (Clyde), Royal Naval Armament Department (RNAD) – Coulport, Campbeltown NATO Jetty and Dunstaffnage Marine Laboratory (Oban).

Our divisional approach to policing is based on localism where each area is served by local community policing teams. These teams address the needs and concerns of local people as identified through annual public consultation. The teams are responsible for responding to calls in the local area, as well as working with local agencies and communities to provide long-term solutions to local issues. In effect we strive to be a local service for the local community.

Reflection on the Past Year

In the past year, L Division has shown commitment to working towards the priorities that influence the

policing activity in your area. We can look ahead with confidence and build upon the good work of the past. Over the last twelve months overall crime has continued to fall, and a particularly pleasing feature has been the continued significant reduction in reports of anti-social behaviour and disorder.

There have been a number of challenging operations and major investigations including the fatal air crash at Glen Kinglass, a mass demonstration at HMNB (Clyde) resulting in 38 arrests, as well as a significant recovery of drugs at Port Bannatyne, Isle of Bute with an estimated street value of £900,000. In October the Division conducted an intelligence led operation against organised crime groups which resulted in 26 persons being arrested for drug dealing and various related charges.

Through the summer months the Division policed a number of significant events such as the Tiree Music Festival and Cowal Games. The Division is very proud of its work with young people and whilst it continued to actively participate in experiential learning and educational events for young people throughout the year, staff were particularly pleased to establish the L Division cadre of Police Scotland Young Volunteers.

The division benefits from mature, strong and effective working relationships with its community planning partners and local voluntary organisations, and plays an enthusiastic and active role in delivering the Single Outcome Agreements in both Local Authority areas.

Local Policing Plans and Priorities

We are aware of the different priorities which exist across our diverse communities and have ensured that the Local Policing Plans take into account the needs highlighted by the people of Argyll, Bute and West Dunbartonshire through our public consultation process.

The focus over the coming year is to continue to work in partnership to tackle the challenges we face ensuring that we address the key priorities of Antisocial Behaviour and Violence; Drug Dealing; Road Safety; Acquisitive Crime and Protect the most Vulnerable People in our communities.

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K Division - Renfrewshire and Inverclyde

Renfrewshire and Inverclyde Division serves around 264,500 people over 165 square miles. It includes the towns of Paisley, Renfrew, Greenock, Port Glasgow and Gourock. Within the Division lies one of Scotland's busiest airports, Braehead Shopping Centre, several large University and College Campuses and also two football stadiums, all of which present unique policing challenges. The Division has three territorial command areas aligned with the respective local councils, each having a dedicated Area Commander who has the responsibility for all day-to-day policing functions in that area.

Each area is served by a number of community policing teams. These teams are built around the needs of local people. They are responsible for responding to calls in the local area, as well as looking for long term solutions to key issues. The division works hard to collaborate with other organisations, works closely with local communities and partner agencies to enhance its service and help create a safer Renfrewshire and Inverclyde for all.

Reflection on the Past Year

Partnership working is vital to delivering tangible outcomes and we will continue to strengthen our relationships with all agencies, community representatives and local residents to ensure our services are co-ordinated, effective and efficient, addressing the needs of our communities.

In last year's Plan we reported on the establishment of our Concern Management Hub within Public Protection. Throughout the past year the Hub has continued to develop, providing best practice as we strive to support and protect our most vulnerable. We recently opened our bespoke Community Safety Hub where all services are co-located to daily tackle priority issues including all forms of antisocial behaviour.

Local Policing Plans and Priorities

The Local Policing Plans for Renfrewshire and Inverclyde represent a critical part of the delivery process, demonstrating our commitment to local policing within the national planning framework and enabling us to respond effectively to the concerns of the local communities as well as meet and tackle demands.

Alcohol fuelled violence, much of which occurs within the home environment, remains of utmost concern for Renfrewshire and Inverclyde. Our priorities take cognisance of this and will continue to support visible and preventative policing, focusing on reassurance through intervention and tackling re-offending in order to address this difficult societal issue. Local people have highlighted their concerns around the Sale and Supply of Drugs; Assault and Violent Crime, and Housebreaking and other Theft and those concerns are reflected in our priorities.

V Division - Dumfries and Galloway

Dumfries and Galloway covers some 2,649 square miles in the south-west of Scotland, an area of outstanding natural beauty in a mainly rural environment. The division has two territorial command areas each having a dedicated Area Commander who has the responsibility for all day-to-day policing functions in that area.

Each area is served by a number of community policing teams. These teams are built around the needs of local people. They are responsible for responding to calls in the local area, as well as looking for long term solutions to key issues.

Reflection over the Past Year

In Dumfries and Galloway we pride ourselves on having a strong connection with our local communities. This is largely as a result of the ongoing conversation which takes place between police and the community, allowing us to understand their issues and concerns and respond effectively to address them.

The A74 (M) Glasgow to Carlisle road runs through the division and is recognised as a principal route for criminals to transport controlled drugs, stolen property, counterfeit goods and cash north and south of the border. A dedicated Crime and Drugs Car (CADC) was tasked to patrol the Dumfries and Galloway section of the A74 (M) with the specific remit to detect and disrupt criminal activity by stopping and searching vehicles; investigating all aspects of road crime and consider seizing cash thought to be the proceeds of crime. The result of this policing activity has been that 215 people have been detained or arrested; over £600,000 of illicit drugs seized; over £240,000 worth of stolen and counterfeit goods seized and 389 road traffic

offences detected. The CADC has removed large quantities of drugs and other illicit goods from circulation which is of clear benefit to communities locally and around the country in combating crime and contributing to harm reduction.

On the lead up to Bonfire night, preparations took place across the division in order to remind people to stay safe. Strong working relationships with other emergency services and partners ensured delivery of the same key safety messages. Officers engaged with and visited retailers reminding them of the law and their responsibilities in the sale and storage of fireworks. Local officers attended schools and spoke with children to highlight the dangers of misusing fireworks and lighting bonfires. This engagement played a vital role in keeping people safe in the community.

Local Policing Plans and Priorities

The Local Policing Plan provides a clear focus and identified priorities for the officers and staff of Police Scotland in Dumfries and Galloway, and is further enhanced by thirteen community policing plans for each of the local Council ward areas. These plans have been developed to reflect the individual needs and demands in each area.

We recognise that close working relationships with our communities and our partners across Dumfries and Galloway are crucial to our continued success. We are committed to sustaining and improving our performance around the issues which are of concern to our communities in our efforts to keep people safe from harm. Our locally identified Priorities are: Road Safety; Antisocial Behaviour including Alcohol Related Violence; Substance Misuse; Crime and Public Protection.

Working Together to Keep People Safe

Our **PURPOSE** is to improve the safety and wellbeing of people, places and communities in Scotland. We fully support the Scottish Government's **Building Safer Communities Programme** seeking a 'flourishing, optimistic Scotland in which resilient individuals, families and communities live safe from crime, disorder and harm' and are committed to working with our Community Planning partners to achieve 'A Safer and Stronger Scotland' which aims to reduce the number of victims of crime by 250,000 by 2017/18.

Our **FOCUS** is 'keeping people safe' and to achieve this we will deliver community focussed policing that provides sustainable solutions in response to local priorities, providing reassurance and increasing confidence in our service to ensure that our communities feel safe. We will implement our **Community Engagement Framework** nationally by actively engaging, in partnership where appropriate, with members of our diverse communities, including minority ethnic groups, to deliver a quality service that demonstrates our core **VALUES** of integrity, fairness and respect.

Focussing on prevention activity, we will develop a **National Prevention Strategy** and associated prevention products to support our communities, create hostile environments for criminals, reduce vulnerability, positively influence social attitudes and prevent crime. Action plans will be developed to deliver the strategy, maximising the use of legislative powers, partnership working and information sharing. We will raise awareness of prevention methods and employ intervention tactics, learning from evaluations from other countries that have demonstrated successful approaches to preventing crime. We will build on our own existing good practice and develop and share proven policing tactics, to problem solve and address a range of local policing issues.

In 2015 we worked with partners to develop and deliver a new **Stop and Search Improvement Plan** to ensure that the use of stop and search in Scotland is applied in a proportionate and accountable way to prevent and detect crime and keep people safe. Through the delivery of the Plan we aim to achieve greater transparency and community involvement in the use of stop and search powers and to support a more intelligence led approach, leading to improved outcomes proportionate to the threat, risk or harm from crime and disorder, and community wellbeing. We will

continue to develop our procedures in preparation for the new Stop and Search Code of Practice being introduced in 2017.

We will work with partners, local and national, to fulfil our duties under the Children and Young People (Scotland) Act 2014, including; Rights of Children, Children's Services Planning, Named Persons, Child's Plan, Wellbeing and Corporate Parenting. Action Plans associated with our **Children and Young People Strategy** will be delivered locally with key themes including Safety and Protection, Engagement, Prevention, Victims and Witnesses and Offending.

We will protect and support children and young people by sharing information with partner agencies and providing more local and national information about our work and how to stay safe, utilising methods that children and young people use to communicate, including social media. We will continue to support local community activities and interventions such as the **Police Scotland Youth Volunteers Programme**, designed to inspire young people to participate positively in their communities and 'Choices for Life', a diversionary and educational initiative to inform young people about the risk, harm and impact associated with tobacco, alcohol, new psychoactive substances and controlled drugs.

New Psychoactive Substances (NPS) and Controlled Drugs markets are continuing to evolve and are a significant threat to our communities. We will deliver preventative messaging and education on NPS and drugs to school children, through the Choices for Life programme and the new 'Choices interactive resource'. We will maintain a collaborative approach by working with internal and external partners to identify emerging trends and problems and tackle the various issues associated with NPS and drugs to ensure Scotland's communities are safer from, and better equipped to deal with, the negative impact that NPS and drugs have on them.

We will respond effectively and proportionately to offending by **Children and Young People** and develop a preventative approach to antisocial behaviour, focussing on the needs of the child. We have seconded a Police Sergeant within the community safety team at HM Young Offenders Institution Polmont to build trust with the residents and educate them regarding the risks involved with Serious Organised Crime Groups and how to avoid any such involvement. We will endeavour to break

down the barriers between police and young people by delivering inputs on domestic abuse, hate crime and counter terrorism and by leading team building exercises. We will support and empower them to prepare for release and equip them with the skills to become responsible citizens.

Hate Crime can threaten entire communities through harassment, name-calling, intimidation, bullying, vandalism or acts of violence. Prejudice against groups can lead to a range of consequences, including an enhanced fear of crime, an inability to participate in social activities, isolation and, in extreme cases, vigilantism. Offenders, whether purposefully or not, are sending a message to members of a given group that they are unwelcome and unsafe in a particular community, school, workplace, or other environment. We will work in partnership to raise awareness of the impact that Hate Crime has on victims and communities and proactively encourage the reporting of Hate Crime. We will ensure those responsible are brought to justice and improve the quality of and accessibility to our service across all communities, especially those who are hard to reach.

Cyber Crime is an ever developing area of international threat and risk to our communities and businesses. Cyber prevention is essential as online matters impact on everything we do, be it work, socialising or contact with family and friends. We will engage with our communities and identify and support the vulnerable, in particular young and older people. We will co-ordinate the delivery of Police Scotland's Online Prevention Strategy and supporting activities, including the continuation of **Cyber Keep Safe** events. We will ensure a collaborative approach to tackling the various areas of online threat that range from child protection to fraud and will work with partners to deliver the **Scottish Government Cyber Resilience Strategy for Scotland**.

Doorstep Crime can be both organised and opportunistic, often targeting elderly and vulnerable groups and is a priority for a number of partner agencies across Scotland. We will continue to maintain and develop existing and new multi-agency relationships across public, private and voluntary sectors to drive forward, influence and support partners to target perpetrators of doorstep crime. Through consultation we will further develop Operation Monarda, Police Scotland's National Doorstep Crime initiative, to improve outcomes for communities, especially those at risk of becoming,

or otherwise directly impacted upon, by this and other types of fraudulent schemes.

We will maximise opportunities to create an environment designed to prevent and reduce the threat of **Acquisitive Crime** including robbery, cash and valuables in transit (CVIT), ATMs, vehicle crime, retail crime and housebreaking. We will support and develop current and new relationships with key partners that focus on prevention activities, including proactive support around the design, co-ordination and delivery of acquisitive crime prevention messages and campaigns across Scotland. This focus will allow us to impact on volume crime, protect the most vulnerable within Scotland's communities and build public confidence.

The global demand for various metals continues to grow with a corresponding increase in **Metal Theft** across Scotland. British Transport Police (BTP) leads the challenge to tackle the theft of metal, working with key partners including Police Scotland, Scottish Government, local authorities, utility companies and scrap metal dealers. Police Scotland is represented on the Scottish Metal Theft Steering Group and will be working closely with partners to co-ordinate the implementation, engagement and enforcement of new Metal Theft legislation incorporated within the Air Weapon and Licensing (Scotland) Act 2015.

The Air Weapon and Licensing (Scotland) Act 2015 introduces legislative changes in three parts, Part one creates a new licensing regime for **Air Weapons**, which recognises the need to protect and reassure the public in a manner that is both proportionate and practicable and ensure that only individuals and groups with a legitimate reason for possessing or using an air weapon will have access to them in the future. Parts two and three contain improvements to existing licensing legislation and regulatory processes surrounding alcohol, taxi and private hire and metal dealers. A new licensing regime for sexual and public entertainment venues is also contained within the Act. Police Scotland will have a significant role in supporting the successful introduction of these changes, not least in respect of air weapons, which in 2016 will involve a national air weapon surrender campaign to allow any individual or group not wishing to retain air weapons for certification the opportunity to surrender their weapons in a safe, secure and practicable manner.

Tackling **Wildlife Crime** is an integral part of rural community policing but is also relevant to urban areas as those involved are frequently known to commit other forms of crime. Poaching can lead to firearms incidents, birds of prey persecution can lead to poison being left in the countryside, whilst there are concerted efforts by businesses and organised crime groups to exploit opportunities for financial gain through trade in endangered species or the operation of game shooting estates. Working in partnership with agencies such as the UK Border Force and the Scottish Agricultural Science Agency we will increase the number of officers with core skills for improved investigation of wildlife crime. We will encourage public participation in specific wildlife and general campaigns using media such as Crimestoppers Scotland and in light of its recent increased public profile, we will engage with those involved with fox control.

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Priority - Violence, Disorder and Antisocial Behaviour

Violence, disorder and antisocial behaviour (ASB) have a substantial economic and social cost to Scotland's communities and the public have told us that these issues cause them the most concern. Therefore Police Scotland remains committed to **reducing public space violence disorder and antisocial behaviour through effective deployment of our resources.**

It is essential that local Commanders fully understand the current profile of violence, disorder and ASB within their communities. Therefore we will improve local Commanders ability to promptly identify emerging trends and access national resources to address priority violence, disorder and ASB issues that may cause harm within the community.

Police Scotland has developed a range of tools to identify emerging trends and the geographical areas where issues are most prevalent. We will develop the processes and governance structures to support local Commanders use of these tools to inform the most appropriate deployment of resources. Specifically, our Business Intelligence Toolkit is able to capture evidence of outcomes and improvements arising from the targeted use of resources.

Through the Violence Prevention Action Plan, we will work with partners to support victims locally. This partnership approach will also identify effective solutions and direct resources to target violent offenders and locations, tackling crime as well as the causal factors involved such as alcohol and weapons.

Licensing and Violence Reduction Division (LVRD) will deliver a co-ordinated deployment model in conjunction with Operational Support Division and Local Policing Divisions. LVRD will support local areas with advice and/or additional resources as appropriate. This includes national assets such as the Force Flexible Policing Unit, Violence Reduction Task Force and Campaign Against Violence officers. This targeted but flexible approach to deal with new and emerging issues within local communities will allow us to develop tactics that are appropriate to the issues causing the greatest risk of harm.

Homicide has a devastating effect on communities and attracts a high level of media interest. In 2014/15 there were 59 homicide cases recorded in Scotland; this represents the lowest number since 1976¹. Police Scotland is committed to keeping

people safe and maintaining public confidence, therefore we will continue to improve our investigative procedures and techniques, providing a professional response to homicide and other major crime investigations and ensuring equity of access to specialist resources across Scotland.

Homicide Governance and Review will continue to fully debrief detected murders and other significant deaths identifying best practice and reviewing internal process. We will share this organisational learning both internally and with our external partners to ensure continual improvement in practices in all investigative areas.

We will record all information gained through investigation and debrief on the Scottish Homicide Database, which will futureproof unresolved cases. This database will be used to provide management information and allow for academic partners to examine the statistical information to inform prevention opportunities.

Failure to intervene to **reduce the harm caused by private space violence, disorder and ASB**, can cause issues to escalate. Conversely, tackling this behaviour will have a positive impact on communities and reduce the demand on police and partners. Therefore we will develop our relationships with local and national partners in order to better share information and collaborate to prevent violence, disorder and antisocial behaviour linked to domestic properties and other private spaces.

We will enhance information sharing by working with partners throughout Scotland to develop a Multi Agency Tasking and Co-ordination (MATAC) approach to prevent Violence Disorder and ASB through joint proactive methods of early intervention, enforcement of legislation and make appropriate partner referrals. This will reduce the number of repeat calls, repeat victimisation and repeat offending. By focusing on crimes that have a disproportionate impact on victims, communities and social/economic cost, we will make Scotland a safer place to live, work and visit and also have a positive impact in reducing the fear of crime.

Police Scotland is committed to providing a professional, consistent, victim-centred service to those affected by domestic abuse. We will continue our robust enforcement and strive to conclude enquiries and place perpetrators before the courts swiftly. We will also work with partners to ensure that victims are protected and receive the right

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support. A significant proportion of police time is spent responding to domestic incidents with almost 60,000 incidents recorded last year.

We will **reduce the harm caused by domestic abuse** by supporting victims through targeting perpetrators, working with partners to better share information and implementing best practice. To do this we will:

- Use best practice to inform a guidance framework for staff, to ensure a consistent national approach.
- Improve the standard of domestic abuse prosecution reports sent to the Crown Office and Procurator Fiscal Service.
- Engage with local stakeholders to proactively tackle domestic abuse perpetrators.
- Develop a robust process to enable third sector organisations to securely share intelligence on domestic perpetrators.

We will work with partners to ensure victims, or potential victims, have access to appropriate information to allow early identification of risk and increase safety. The Disclosure Scheme for Domestic Abuse Scotland (DSDAS) has been launched across Scotland and enables relevant information to be shared with certain people to enable those who may be at risk of domestic abuse to make an informed decision about whether or not to remain in a relationship. We will develop a database to support delivery of DSDAS.

We will **collaborate with staff and partners to support the development of an evidence based policing** database to share best practice, build our knowledge bank of current research and assess 'what works' in preventing violence.

The database and research activity will enable officers to:

- Address local crime issues;
- Develop new and innovative ways to prevent violence, disorder and ASB;
- Evaluate activity and identify opportunities for improvements utilising best practice;
- Review recent research findings relating to the underlying causes of violence and victimisation.

We will also conduct research to inform and develop an evidence-based approach to the proactive policing of individuals subject to domestic bail conditions.

Misuse of alcohol has a significant impact on the demands placed upon police and partners and also a substantial social and economic cost to the communities of Scotland. Effective liquor licensing is a key component in preventing violence, disorder and ASB. We will continue to work closely with statutory partners and will introduce a National Licensing Trade Forum to prevent and reduce associated crimes. This will enable key partners to meet regularly to discuss emerging local issues/concerns, share best practice, make recommendations and allocate actions as appropriate.

This collaborative, problem-solving approach will ensure that police, licence holders and licenced premises staff have a better understanding of their responsibilities to strengthen locally-led alcohol and civic licensing in order to preserve order and promote safety and public health.

We will implement a National ICT Licensing System to increase the efficiency and effectiveness of liquor and civic licensing administration and management. 'Inn Keeper' is an application that supports police licensing functions by combining the administrative needs of liquor licensing with an intelligence capability that delivers information on alcohol-related crime and disorder.

Implementing this system nationally will provide a corporate and consistent approach to all aspects of licensing across all Local Policing Divisions and significantly improve the management of liquor and civic licensing records, documentation and information. It will also provide police officers and staff with improved information and guidance on specific or wide ranging licensing matters.

COMMITMENTS

We will:

- 1. Reduce public space violence disorder and antisocial behaviour through effective deployment of our resources.**
- 2. Reduce the harm caused by private space violence, disorder and ASB.**
- 3. Reduce the harm caused by domestic abuse.**
- 4. Collaborate with staff and partners to support the development of evidence based policing.**

¹Scottish Government Homicide in Scotland 2014-15

Priority – Road Safety and Road Crime

Death and injury on our roads has a devastating impact on victims, their families, communities and the wider economy. Police Scotland remains committed to **reducing road casualties in collaboration with our partners** and meeting the Scottish Government's 2020 road casualty reduction targets.

In 2014 there were 11,240 casualties on Scotland's roads, including 200 fatalities. This represents a reduction in the overall number of casualties (2%), including both serious (1%) and slight (3%) casualties, compared to 2013 but highlights an increase (16%) in the number of fatalities. ([link](#))

In 2015 we published our Road Safety and Road Crime Strategy 2015-18 ([link](#)) outlining our strategic priorities, objectives and delivery approach. The commitments and activities set out in this Plan are aligned to our three year Strategy and are designed to increase effectiveness and build on our progress.

Our daily activity will be delivered at a local level, in collaboration with our partners, and we will deliver a calendar of road safety campaigns and initiatives which focus on priority road safety issues including drink and drug driving, speeding, motorcyclists and other vulnerable road users.

Enforcement remains our primary role and its purpose is to **influence driver and road user behaviour** and reduce road casualties through vehicle stops, engagement with drivers and road users and the detection of those offences that contribute to injury collisions including; careless and dangerous driving, drink and drug driving, speeding, using a mobile phone and, with a view to reducing the extent of injuries, failing to wear a seatbelt. Speeding is a consistent concern for our local communities and our efforts will be supported by the effective deployment of Safety Camera Programme assets and consultation with roads authorities on the introduction of appropriate speed reduction measures.

Behavioural research is an important aspect of our approach to influencing driver and road user behaviour and we will work with academic partners to apply appropriate research in our efforts to prevent and modify illegal behaviours.

Our Force Road Safety Governance Board provides strategic direction and oversight and is supported by Area and Divisional structures. This governance structure is now embedded across the Force and as it continues to mature will ensure we maintain and enhance links with partners at both local and national level. Collaborative working is essential to maintaining momentum towards the casualty reduction targets and we will continue to work closely with our partners including Local Authorities, Transport Scotland and Scottish Government, to ensure a coordinated approach to road safety issues.

As a key member of the Scottish Government's Strategic Road Safety Partnership Board we will continue to influence road safety policy at local and national level and consult on the introduction of new and innovative measures to keep people safe on our roads.

The Tactical Options Working Group is our national road safety partnership forum and will work to identify the most effective road safety measures and deliver our national campaigns and initiatives. In collaboration with our partners, we will enhance the tactical options available to us, support the development and delivery of educational and engineering solutions and make effective use of diversionary measures including the Driver Improvement Scheme.

Divisional Road Policing Units and the Trunk Road Patrol Group provide specialist support to Local Policing Commanders and work with Local Authorities, Community and Road Safety Partnerships to support the delivery of road safety activities.

Road Policing Division is responsible for investigating road deaths and we work with the Scottish Fatalities Investigation Unit at Crown Office to ensure a consistent national approach. We will continue to provide a professional approach to all road death incidents and investigations by ensuring equal access to specialist resources and the ongoing improvement of investigative practice and procedure.

In 2014/15 we attended and investigated 175 road death incidents on Scotland's roads and through the work of the Road Death Monitoring and Policy Groups we will continue to identify organisational

learning and best practice, in addition to any emerging trends impacting on road safety.

The Road Safety and Road Crime Strategy provides an outline of how our specialist resources will be tasked and deployed across the country.

We will **detect and deter all types of criminality on our roads**, including antisocial driving behaviour which can blight our local communities. Intelligence-led policing of the strategic road network, such as the M74 cross-border corridor, has led to the successful seizure of large quantities of cash, illicit drugs and other illegal goods and we will continue to disrupt serious organised crime groups by denying them use of the roads through proactive patrolling.

We will undertake operational initiatives and make best use of Automatic Number Plate Recognition technology to detect road crime, arrest offenders and remove illegal vehicles and drivers from our roads. To do this we will work in partnership with the National Police Chief's Council and other enforcement agencies and partners to deliver activity at local, national and UK level.

Our activities will include high profile road check operations, in collaboration with partners including the Driver & Vehicle Standards Agency and Her Majesty's Revenue & Customs, for the enforcement of specialist commercial vehicle legislation, such as the carriage of dangerous goods, and to enhance the security of the strategic road network.

We will ensure our resources are deployed on an intelligence-led basis and target our efforts on those priority routes that have been identified through analysis of appropriate intelligence and data.

Road Safety and Road Crime are priorities for Police Scotland and these commitments complement our strategic intention *"to influence road user behaviour and make Scotland's roads safer"*.

COMMITMENTS

We will:

- 1. Reduce road casualties in collaboration with our partners.**
- 2. Influence driver and road user behaviour.**
- 3. Detect and deter all types of criminality on our roads.**

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Priority - Protecting People at Risk of Harm

Sexual crime can have lasting, harmful effects on victims, their families, friends, and communities, therefore primary prevention is as critical and necessary as strategies aimed at preventing re-victimisation or re-offending.

We will engage with partners, locally and nationally, to **ensure best practice is used to prevent and investigate sexual crime and target those who pose the greatest risk of harm.**

Prevention strategies will address each of the levels that influence sexual violence (individual, relationship, community and society). This will include the use of victim risk reduction techniques and bystander prevention strategies to empower individuals to intervene to prevent a sexual assault from occurring.

We will use community information and exploit intelligence opportunities to identify, target and disrupt those who pose a risk of harm and also proactively identify potential victims of sexual crime (whilst taking care that all intelligence-led proactive contact is sensitively managed).

To ensure the investigation of sexual crime is of a consistently high standard, efficient, co-ordinated and victim-focused, we will develop our local policing rape investigation inspection process and implement a Sexual Crime Organisational Learning and Development process to identify good practice and monitor improvement.

We will prevent re-victimisation and recidivism by managing individuals through Multi Agency Public Protection Arrangements (MAPPA). This will include developing our prevention strategies to continue to effectively and efficiently manage Registered Sex Offenders (RSOs) and Serious & Violent Offenders using consistent practices, enhancing partnership working opportunities and exploiting intelligence and technology to mitigate risks.

Our prevention strategies will focus on implementing MAPPA Extension legislation in respect of those who pose the greatest risk of harm to communities. Through use of Environmental Risk Assessments, we will work with partners to assess risk when housing RSOs and Serious and Violent Offenders. We will provide all Offender

Management officers with Risk Practice training and develop a toolkit and suite of guidance documents to ensure staff are skilled in assessing risk and managing offenders.

Early intervention can be achieved as a result of prompt information sharing, effective assessment of risks/triggers, close monitoring to assess behavioural change and appropriate interventions to manage/disrupt the activities of those posing the greatest risk. Therefore we will:

- Maximise the use of Civil Prevention Orders.
- Enhance our bail management regime within all local policing divisions, building on good practice elsewhere and providing additional reassurance to victims and communities.
- Develop the Police Risk Practice Model, in partnership with the Risk Management Authority, to provide a consistent framework for risk assessment, formulation and planning.
- Introduce Information Sharing Protocols with the Scottish Courts & Tribunal Service, Faith Groups and Garda Siochana.
- Ensure all Offender Management officers are trained to undertake on-site examinations of offenders' internet enabled devices.
- Explore the use of remote monitoring software to assist in the management of those assessed as posing the greatest risk of harm.

We are committed to enforcing the Sex Offender Notification Requirements and proactively targeting individuals who are subject of Civil Prevention Orders. Therefore we will:

- Ensure all RSOs and those on civil preventative orders are consistently and accurately recorded on CHS/PNC providing all staff with access to this information to enable the fast detection of offences.
- In partnership with the Home Office, introduce processes whereby foreign nationals with sexual convictions are promptly identified, served with Notification Orders, managed under the Sex Offender Notification requirements or considered for deportation.
- Establish a nationally accessible platform for sharing good practice and learning from internal or external case reviews and thematic audits.

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We will **continue to work with partners to provide support to victims and build confidence to report sexual crimes.**

Through working with local and national partners, we will ensure victims are fully supported. To do this we will:

- Review national training to ensure responses to reports of sexual crime are victim-focused.
- Monitor compliance of the Victim Strategy.
- Work in partnership with Rape Crisis Scotland to introduce the 'Support to Report' advocacy service across Scotland.
- Increase third party reporting mechanisms across Scotland.
- Challenge negative attitudes to sexual crime through joint partner campaigns and encourage confidence to report.

Human Trafficking (HT) is a grave violation of human rights and dignity. By its clandestine nature, it is often hidden from view; however it is one of the world's most profitable criminal activities and is taking place in Scotland. Therefore we will **prevent harm by supporting victims of Human Trafficking and target those who abuse, exploit and coerce victims into trafficking.**

The impact of exploitation on individuals is considerable, including those involved in prostitution, forced labour, forced marriage, etc. Intimidation, especially when trafficked, can be a significant inhibitor for victims seeking help to exit their situation or provide evidence against those responsible.

We will monitor compliance of our Victim Strategy and improve early identification and support of victims by continuing to establish information sharing protocols and develop training to partners. We will also use local 'HT Champions' to deliver awareness training within Local Policing Divisions and specialist departments.

We will work in partnership to develop and implement intervention strategies to ensure that all reports of HT are appropriately and promptly assessed. This will identify those at risk of harm and enable disruption of those involved in HT exploitation, including our use of Proceeds of Crime legislation powers.

We will also ensure that prevention and investigation strategies utilise best practice when a child is reported missing to prevent the risk of Child Sexual Exploitation.

To ensure that our investigative response is consistent, of a high standard and victim-focused, we will:

- Develop measures to raise awareness and prevent labour exploitation within 'at risk' industries.
- Collaborate with European counterparts through Joint Investigation Teams.
- Ensure all National Recording Mechanism referrals result in a police Crime Report and associated investigation being raised.
- Implement a HT and Exploitation Organisational Learning and Development process to identify good practice and improvement opportunities.
- Continue to develop sexual exploitation investigation guidance.
- Monitor 'off-street' prostitution activity and undertake local risk assessments focusing on threats and risks and proportionately prioritise enforcement activity.
- Engage with community representatives to create problem solving opportunities, while avoiding 'displacement only' options.
- Work with local and national statutory and non-governmental organisations to improve the safety and wellbeing of individuals and enable easier access to available support, including exit services.
- Endeavour to build trust and confidence by improving relationships with victims by encouraging the reporting of criminality directly to Police Scotland or via third party reporting mechanisms.

The abuse and neglect of children and adults at risk of harm has devastating, often lifelong, consequences for victims, their families and communities. Therefore we will **continue to work collaboratively with partners to effectively prevent and investigate the abuse or neglect of children and adults at most risk of harm.**

We will work in partnership to prevent contact and online abuse by employing victim risk reduction techniques and targeting potential perpetrators. We will empower individuals to intervene to prevent abuse and neglect through bystander prevention strategies.

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Early intervention is key to Child and Adult Protection, therefore we will develop Information Sharing Protocols with third sector partners and create a national Partners Reference Group.

We will develop and embed consistent processes and specialist staff skill sets across Scotland to identify early onset and escalation of wellbeing concerns and adherence to established Child and Adult Protection processes. Furthermore, this will ensure that all concerns raised are assessed appropriately and where wellbeing concerns are identified, relevant information is shared to secure the necessary additional support from universal services to encourage better outcomes.

We will consistently deliver victim-focused, high standard investigations by:

- Introducing a nationally consistent approach to 'wellbeing' concerns and develop an auditable process to share concerns with relevant support services.
- Developing processes and delivering training to ensure Police Scotland complies with the requirements of the Children and Young People (Scotland) Act 2014.
- Ensuring Civil Protection Orders are progressed promptly when required.
- Maximising intelligence requirement awareness through our Child Protection Intelligence Strategy.
- Ensuring relevant staff are trained to identify and act upon emerging risks.
- Introducing a multi-disciplinary online child sexual abuse governance structure to ensure a co-ordinated risk-based response.
- Reviewing our response to investigating child deaths and develop specialist training for relevant officers.
- Creating and implementing a Child and Adult Protection Organisational Learning and Development (OLD) process to identify good practice and improvement opportunities.

We will fully support the **Scottish Government's national strategy for missing persons**. Our National Missing Person Unit (NMPU) will take ownership of the related police actions and co-ordinate with Local Policing Divisions to ensure delivery by March 2017. The Strategy will inform development of Police Scotland's own Missing Person Strategy, which focuses on three key areas:

- Looked after children.
- Adults in care homes.
- Patients in NHS care.

We will establish National Partnership Protocols to set out a framework for how each agency engages and responds. These protocols will be piloted in selected divisions during 2016 and the Missing Person National Partnership Protocols Project Board will thereafter review the pilots and consider national roll-out.

Although missing person reports have been standardised across Police Scotland, due to developing ICT structures, reports raised in one part of Scotland are not readily accessible in others. Therefore we will introduce a national missing person report and support local officers when using the new reporting procedure. We will also develop a National Long-term Missing Person Database. Both the database and the national missing person report are scheduled for completion by March 2017.

COMMITMENTS

We will:

- 1. Ensure best practice is used to prevent and investigate sexual crime and target those who pose the greatest risk of harm.**
- 2. Continue to work with partners to provide support to victims and build their confidence to report sexual crimes.**
- 3. Prevent harm by supporting victims of Human Trafficking and target those who abuse, exploit and coerce victims into trafficking.**
- 4. Continue to work collaboratively with partners to effectively prevent and investigate the abuse or neglect of children and adults at most risk of harm.**
- 5. Support the Scottish Government's national strategy for missing persons.**

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Priority - Serious Organised Crime

Serious Organised Crime affects every community in Scotland and Police Scotland is committed to preventing the threat posed to our communities by Serious Organised Crime Groups.

Scotland's **Serious Organised Crime Strategy** was refreshed in 2015. We will **prevent the harm caused by serious organised crime** by focusing on four objectives:

- **DIVERT** - Divert people from becoming involved in serious organised crime and using its products.
- **DETER** - Deter serious organised crime Groups by supporting private, public and third sector organisations to protect themselves and each other.
- **DETECT** - Identify, detect and prosecute those involved in serious organised crime
- **DISRUPT** – Disrupt serious organised crime groups.

Police Scotland is committed to delivering against this national strategy by working closely with communities. There is also significant emphasis within the strategy on enhancing the multi-agency approach to tackling serious organised crime and utilising all available powers and expertise.

In 2015, Police Scotland and our partners (local authorities, regulators, third sector organisations and wider law enforcement agencies) compiled a Multi-Agency Strategic Threat Assessment which articulated the key and emerging threats posed from serious organised crime to Scottish communities.

Taking this forward into 2016/17, as well as detecting serious organised crime, we will continue to take preventative measures by cutting off the markets for serious organised crime products such as drugs and counterfeit goods; working with schools, prisons, communities and third sector organisations on diversionary activities and preventing recruitment to serious organised crime groups.

To ensure joint operational activity and enforcement work is prioritised, appropriate governance will be maintained through the Multi-Agency Collaborative Coordination Group (MACCG). The benefits will be realised through

effective partnership working; drawing on the skills and expertise of a wide variety of organisations.

66% of Serious Organised Crime Groups operating in Scotland are concerned in the sale and supply of controlled drugs. Communities across Scotland, through public consultation, have indicated that this is a major concern. Under governance of the National Drug Profiling Group (NDPG), we will **prevent harm caused by Serious Organised Crime Groups by disrupting the sale and supply of controlled drugs and new psychoactive substances (NPS).**

As a service we will continue to collaborate with a range of partners to tackle the illegal activities associated with controlled drugs. Additionally, we will engage with partners to address the issues associated with NPS; specifically in relation to obtaining enforcement legislation through the New Psychoactive Substances Bill 2015.

Under the auspices of Operation Redwall, an overarching initiative which encapsulates Police Scotland's response to NPS, we will continue to highlight the dangers of NPS by focusing on two key groups; young people aged 11-18 years (including key influences such as parents and teachers), and young professionals aged 25-35 years. Our advice remains constant – **Don't take NPS.**

Serious Organised Crime Divisional Governance Groups will ensure that in the coming year, local community officers continue to visit schools, youth groups and community events to help raise awareness and educate young people on the dangers of NPS.

Guidance has been published on the Police Scotland website advising how to keep safe and highlights the potential consequences of drug use and conviction, and NPS use. The guidance explains what NPS is and what the dangers are, in addition to signposting people to other websites for additional information.

Police Scotland's Counter Corruption Unit (CCU) was established in April 2013 and in addition to carrying out internal investigations (into allegations of corruption and wrong-doing and those who externally look to corrupt our staff and officers), its remit was extended to include public sector corruption.

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In 2016/17, the CCU will continue to work with public sector partners, who amongst others may include; the 32 local authorities, Scottish Fire and Rescue Service, HMRC, Crown Office and Procurator Fiscals Service, Courts Service, Scottish Water and the Scottish Prison Service. Whilst embracing Scotland's Serious Organised Crime Strategy (2015), the intention is to work with internal and external partners to strengthen and improve safeguards against the threat posed by anyone intent on gaining illegal advantage by targeting organisations which are funded by public money.

Continued engagement with public sector partners will support cross-departmental integrity groups, which will assist in implementing measures to mitigate risk and formulate new processes to prevent crime taking a foothold within public sector organisations.

Going forward, the CCU will continue to host Public Sector Investigators Courses to provide staff from a range of bodies with an awareness of Serious Organised Crime, suggest relevant prevention measures and offer guidance on where referrals should be made to Police Scotland.

While crimes involving firearms remain relatively rare in Scotland, and indeed the UK as a whole, we will **prevent harm to our communities by targeting the criminal use of and distribution of firearms.**

The majority of shooting incidents are generally committed by members of organised crime groups who are involved in many types of criminality including armed robberies, drug distribution, and kidnap and extortion.

In general, the victims of firearms crime are other criminals (who are targeted in revenge, to enhance respect or to collect debts owed). While the rate of death and injury caused by firearms is very low in the UK compared with other countries with a similar socio-economic standing, shooting incidents often generate widespread media attention that affects the public's perceptions of crime. This is particularly true in cases where victims are innocent bystanders with no criminal connection. Firearms are obtained in a number of ways both legally or illegally. Firearms, munitions or component parts can be purchased via the internet or through criminal networks, cultural connections and from criminal armourers who supply across groups. This market is supply driven: even when

criminals may desire certain types of firearms, their choice is likely to be limited. Single firearms will be hidden or held by associates less likely to attract law enforcement attention.

In 2016/17, we will investigate and disrupt those involved in the illegal acquisition and subsequent use of firearms. In doing so, we will continue to actively engage with the National Ballistic Intelligence Service (NABIS), which assists UK law enforcement agencies with gathering information and intelligence in respect of the criminal use, recovery and theft/loss of firearms, ballistic material and electric conductive devices.

Related reports will assist our senior management team in developing tactics and strategy around the criminal use of firearms.

The National Forensic Gateway (NFG) will, in conjunction with the SPA and COPFS, continue to play a vital role in ensuring the appropriate provision of forensic services, not only in relation to firearms, but also in the fields of drugs, biology, chemistry, DNA, fingerprints, documents & handwriting and toxicology. The NFG manages demand to ensure that responses match local and national priorities through effective prioritisation.

We will **prevent harm by disrupting Serious Organised Crime Groups through the use of the Proceeds of Crime Act and other effective legislation.** In doing so, we will heighten our focus on the number of serious organised crime groups subject to POCA action by Police Scotland.

In addition, under the auspices of Project Jackal, we will maximise and continue to develop the principles of acquiring quality financial intelligence about Serious Organised Crime Groups' financial and business operations and use this to disrupt and dismantle their structures and activity. We will continue to measure the value of assets reported for restraint and the value of cash seizures using POCA legislation.

By contributing to a multi-agency approach, we will **enhance our understanding and response to cyber threats and internet enabled crime.** We will work closely with communities, business and the public sector to raise awareness and understanding of cyber threats and how best individuals and organisations can protect themselves and reduce vulnerabilities.

NOT PROTECTIVELY MARKED

We will also work closely with law enforcement agencies and other partners including the education sector to enhance our investigative capability.

Our own Cybercrime Strategy will support the aims and outcomes of both the Scottish Government Cyber Resilience Strategy and Scotland's Serious Organised Crime Strategy.

COMMITMENTS

We will:

- 1. Prevent the harm caused by serious organised crime.**
- 2. Prevent harm caused by Serious Organised Crime Groups by disrupting the sale and supply of controlled drugs and new psychoactive substances (NPS).**
- 3. Prevent harm to our communities by targeting the criminal use of and distribution of firearms.**
- 4. Prevent harm by disrupting Serious Organised Crime Groups through the use of the Proceeds of Crime Act and other effective legislation.**
- 5. Enhance our understanding and response to cyber threats and internet enabled crime**

Counter Terrorism

Protecting communities by **reducing and mitigating the risk and impact of terrorism** remains a priority for Police Scotland. Staying ahead of the continually evolving threat remains challenging, however, through effective engagement with communities and local, national and international partners, we will continue to proactively mitigate the threats posed and ensure that Police Scotland can continue to keep people safe.

The threat level to the UK from international terrorism remains at SEVERE (meaning an attack is highly likely). We will work tirelessly with our partner agencies to ensure that the people of Scotland can go about their business safely, freely and with confidence.

Our objectives support the four key elements of the UK's counter terrorism strategy (CONTEST):

- **PURSUE** – To stop terrorist attacks.
- **PREVENT** – To stop people becoming terrorists or supporting terrorism.
- **PROTECT** – to strengthen our protection against a terrorist attack.
- **PREPARE** – to mitigate the impact of a terrorist attack.

Police Scotland chairs the **Multi Agency Strategic CONTEST Board** (MASCBC) and has representation on a number of other UK Counter Terrorism Forums. The MASCBC provides effective governance of CONTEST activity in Scotland.

Whilst chaired by the Police, it is not a Police group, there being a number of key multi agency partners holding membership.

Emerging and Residual Threat Local Profiles (ERTLPs) have been produced for the thirty two local authority areas in Scotland to outline threats and vulnerabilities from violent extremism activity affording the opportunity for local partnerships to mitigate the threats and vulnerabilities.

Local Authority feedback in respect of the ERTLPs was favourable and will enhance future iterations in the coming year including the expansion of the ERTLP process to include the development of Serious and Organised Crime ERTLPs.

During 2015 a thematic review of the delivery of CONTEST within Police Scotland took place of

which engagement with partners was a critical component.

In 2016/17, the recommendations from this review will be taken forward and will enhance the effective development, delivery and implementation of CONTEST to better ensure the safety of Scotland.

We will also continue to forge close links with academia to allow us to proactively mitigate the continually evolving threat we face.

PURSUE

The terrorist threat we face is ever evolving and Police Scotland is committed to detecting and stopping those who aim to do our communities harm.

In July 2015, following a protracted investigation into a number of individuals based in the west of Scotland holding sympathies towards unaffiliated Dissident Republicanism, who were involved in weapons procurement for terrorist purposes. Convictions were secured on charges including, terrorism act offences, conspiracy to murder, directing and being involved in serious and organised crime and proceeds of crime offences against five males, resulting in sentences totalling 59 Years imprisonment.

We will continue to collaborate with our national and local partners in pursuit of those who are intent on committing acts of terrorism including spreading messages of hatred and inspiring extremism.

PREVENT

Police Scotland is committed to **supporting vulnerable individuals who may be susceptible to radicalisation**. We will do this by working in partnership with communities and statutory organisations, ensuring early identification of such vulnerabilities and delivering the UK Government Prevent Strategy.

In Scotland, Prevent is delivered by the National Safer Communities' Prevent Delivery Unit (PDU), which works to safeguard communities by challenging all forms of extremism and providing specialist support to local divisions, partners and communities.

The Counter Terrorism & Security Act 2015 places duties on specified authorities such as Local Authorities, the NHS, Further and Higher Education, Scottish Prison Service and Independent Schools, which the PDU support in complying with the duties alongside the Scottish Preventing Violent Extremism Unit (SPVEU) based within the Scottish Government.

With our partners Police Scotland will support delivery of these duties by:

- Promoting and supporting the delivery of Prevent across Police Scotland and key Prevent partners.
- Identifying all appropriate engagement opportunities and work in partnership to raise awareness of the safeguarding focus of Prevent and early identification of risk.
- Working in partnership with communities to develop Prevent related products and projects.
- Promoting the use of existing safeguarding processes, in order to embed Prevent objectives into daily business.
- Understanding the make-up of local communities across the country, acknowledging local needs, values and beliefs and responding in a sensitive manner.
- Supporting communities in challenging extremist activity and influences.

PROTECT

Counter Terrorism Security Advisors provide protective security and target hardening advice to locations and premises, in line with the CONTEST strategy.

Following the tragic events in Tunisia and Paris, there was a significant Police Scotland response in support of the Metropolitan Police-led operations. This included the deployment of officers from our Border Policing Command and other specialist resources to support people returning to Scotland and also in support of the wider UK policing network.

Our cadre of specialist staff will **continue to deliver a coordinated programme of protective security advice and support to key stakeholders, businesses and the public.**

PREPARE

Police Scotland is committed to ensuring that we are fully prepared to mitigate the impact on our communities of any terrorist incident.

In 2015, in conjunction with multi agency partners, we undertook a number of live exercises to test and develop Counter Terrorism contingency and response plans, identifying key learning to better inform future planning.

Furthermore, training courses have been held across the necessary disciplines to reinforce and enhance the skill sets of the police officers required to respond to a terrorist incident.

In 2016/17, as part of our Emergency, Events and Resilience Planning Strategy we will continue to **ensure that Police Scotland is prepared to respond to any terrorist attack** by taking an active role in local, regional and national exercises, working with partner agencies to ensure robust and well tested procedures and practices are embedded into daily business processes.

The Counter Terrorism Organisational Learning and Development model is a mechanism by which learning from CT operations, exercises, inspections and reviews are captured and coordinated, enabling a 'corporate memory' to be created. The model has continued to evolve and mature during 2015.

In line with this continued development, and in recognition of its value, the use of the model will be expanded in 2016/17 as we look to strengthen our response across all strands of the CONTEST Strategy.

We will proactively enhance our ability to mitigate the threats posed by terrorism, and our ability to respond by developing operational, legislative and organisational learning, ensuring that our responses are effective, efficient and proportionate both in respect of operational deployments and training development. The development of Counter Terrorism Organisational Learning and Development model will also assist in ensuring that our policies and procedures remain fit for purpose and flexible enough to adapt to evolving threat profiles.

COMMITMENTS

We will:

- 1. Reduce and mitigate the risk and impact of terrorism to Scotland.**
- 2. Continue to collaborate with our national and local partners in pursuit of those who are intent on committing acts of terrorism including spreading messages of hatred and inspiring extremism.**
- 3. Support vulnerable individuals who may be susceptible to radicalisation.**
- 4. Continue to deliver a coordinated programme of protective security advice and support to key stakeholders, businesses and the public.**
- 5. Ensure that Police Scotland is prepared to respond to any terrorist attack.**

DRAFT

Major Events and Resilience

Police Scotland has established and well-practised emergency response procedures in relation to major incidents, emergencies, and operationally challenging incidents.

The Civil Contingencies Act 2004 defines an 'emergency' as an event or situation that threatens serious damage to human welfare, the environment or the security of the UK in such a way so as to require a 'major incident' response from one or more Category 1 responders, namely: police, ambulance, fire and rescue services, local authorities, NHS Health Boards, the Scottish Environment Protection Agency and the Maritime and Coastguard Agency. We will **ensure a high state of preparedness to respond to major incidents** by ensuring our multi-agency response plans are fit for purpose and subject to continuous cyclical review and thorough testing and exercising, where appropriate.

Resilience is "the capacity of an individual, community or system to adapt in order to sustain an acceptable level of function, structure and identity". We will continue to work with local and regional resilience partners to produce a co-ordinated response to emergency incidents, from identification of a risk to the completion of the recovery process, following guidelines and definitions contained within the Scottish Government's **Preparing Scotland: Scottish Guidance on Resilience** document.

We will continue to deliver Police Incident Officer, Emergency Procedure Advisor and Air Accident and Incident Advisor training to police staff, newly promoted supervisors and to all operational (Silver) commanders from the Scottish Fire and Rescue Service and the Scottish Ambulance Service.

In May 2016 Police Scotland will lead a multi-agency cross border military aircraft exercise providing an opportunity for Category 1 and Category 2 responders; including utility, transport and communications providers, to test operational procedures and investigative techniques and explore cross border legislation at the site of a military aircraft incident.

In line with the HM Government CONTEST strategy, and in particular the 'Prepare' strand, Emergency, Events and resilience planning will work closely with internal Police Scotland departments to ensure a coordinated and consistent approach particularly around high risk issues such as Terrorism. We will review existing Strategic Coordination Centre (SCC) plans to reflect national arrangements in response to a terrorist incident.

Strategic Coordination Centres (SCC) can be used in **any type** of Major Emergency / Incident in Scotland employing the GOLD (Strategic), SILVER, (Tactical), and BRONZE (Operational) principles to provide a strategic support for Incident and Site Commanders.

The co-ordination of outside Agencies and the emergency services at the Gold (Strategic) level will take place within the SCC allowing for the response and co-ordination of incidents such as:

- A Nuclear Emergency;
- A Civil Major Emergency;
- Any Incident or any large scale Police Operation.

We will carry out review and testing of SCC plans to fulfil the function of providing a robust structure from which strategic command can operate efficiently and effectively.

We will achieve this by identifying the most appropriate venues and sites, ensuring the provision of trained staff, updating equipment and ensuring IT support services are sufficient and in place to enable a streamlined activation.

To assist with staff training and role facilitation, Task cards will be produced for individual responsibilities from administrative tasks and logistics to the more strategic functions. By providing these Task cards Police Scotland and partners will be able to respond and manage critical incidents and events more efficiently, ensuring declared strategy is implemented effectively.

Continuing to learn from previous incidents ensures we, along with key partners, are able to maintain essential services and manage and mitigate problems resulting from disasters and catastrophes. We recognise the importance of consequence management and the necessity to

regularly test and review specific site plans. We will continue this by maintaining contact with key agencies, public, private and voluntary, which are best suited to provide advice and assistance, and set up links with appropriate single points of contact.

Through the implementation of clearly defined roles and responsibilities, Police Scotland and our multi-agency partners will continually strive to improve our preparedness, resilience and response to incidents.

We will **ensure that policing of events and incidents is planned to a national corporate standard**. Public safety is at the forefront of all events planning and is primarily the responsibility of event organisers, supported by their partner agencies. Police Scotland is responsible for maintaining public order at events, maximising safety and ensuring there is minimal disruption to the wider community. Policing plans are produced for each event and legislative requirements and relevant guidance; including equality, human rights and health and safety, are considered throughout the planning process.

We will **ensure equitable access to resources** through the Scottish Police Information Coordination Centre to assist event commanders and events planning units across the country. Where possible, we will ensure cost savings through the use of on-duty personnel in accordance with resource requirement policies and standard operating procedures.

In 2016 we will **establish a national single source of specialism data base that will allow us to effectively manage and assess cost recovery** for the policing of events in a fair and transparent way, consistent with the Scottish Police Authority Event Charging Policy.

COMMITMENTS

We will:

1. **Ensure a high state of preparedness to respond to major incidents.**
2. **Ensure that policing of events and incidents is planned to a national corporate standard.**
3. **Ensure equitable access to resources.**
4. **Establish a national single source of specialism data base that will allow us to effectively manage and assess cost recovery.**

Building a Police Service for the Future

The Annual Police Plan, 32 Local Police Plans and supporting Local Area Policing Plans set out our operational objectives and priorities. In support of these operational plans, we have, during 2015, concluded a Corporate Strategy which incorporated a 3 year programme of organisational change to consolidate and transform the 10 legacy forces/agencies into one national police service.

The Corporate Strategy was built on 5 key principles:

- Our people will be motivated, flexible, feel empowered and valued;
- Our services will be delivered with a focus on quality, consistency and accessibility;
- Our engagement with our people, partners and stakeholders will be proactive in manner and include the use of modern communication channels;
- Our assets will be managed in a way that will improve access to them, as well as improving efficiency and sustainability;
- Our approach to governance will be modern, streamlined and appropriate.

These principles remain valid and continue to underpin our organisational approach.

In delivering the Corporate Strategy, key commitments were clearly outlined in support of these principles through 4 strategic delivery plans of Our People, Our Technology, Our Organisational Support and Our Finance. Delivery against the Corporate Strategy was managed through our Transforming the Service portfolio with the achievement of commitments ensuring that we use our resources smarter and more efficiently and has provided a strong base on which to build Police Scotland further as a modern and effective service that is responsive to the needs of communities.

During 2016/17, we will build on these established foundations and ensure a focus on continuous improvement activities, being more engaged and working closely with staff, partners, stakeholders and the public in doing so. Through this engagement, we will work over the next year to develop a new 3 Year Strategy (2017/18 to 2020/21), which will set a clear vision of the operational and supporting corporate objectives for the future.

In moving towards this longer term strategy, corporate activity during 2016/17 will be centred around 3 core corporate themes of; **Efficiency and Use of Our Resources; Staff Engagement and Wellbeing; Investment and Best Value.**

COMMITMENTS

We will:

- 1. Use the resources we have efficiently and seek to continuously improve.**
- 2. Enhance staff engagement and wellbeing.**
- 3. Appropriately invest in transforming the service to deliver Best Value.**

Efficiency & Use of Our Resources

With increasing demands being placed on services amidst continued fiscal pressures, it is essential that we **use the resources we have efficiently and seek to continuously improve.**

Staff Engagement & Wellbeing

The success of Scottish policing is built on the professionalism and dedication of our people who, during what has been a challenging and significant period of change, have continued to deliver first class services for communities. During the next year **we will enhance staff engagement and wellbeing**, with this being a core corporate focus.

Best Value & Investment

To further improve the service we provide to communities whilst meeting the challenge of balancing a reduced budget **we will appropriately invest in transforming the service to deliver Best Value.** This will include the identification and adoption of good practice both internally and externally and in consideration of how we can share services with partners, where it will improve the effectiveness of service delivery for all parties.

The narrative surrounding the delivery of the above commitments will remain under development until early 2016.

Acknowledgements

We would like to thank everyone who participated in our consultation and engagement programme, particularly those individuals from our local communities who took the time to complete our Public Consultation Survey, our Community Planning partners and the following organisations for their contribution to the development of the Plan:

Age UK
Assist Social Capital
Audit Scotland
Association of Scottish Police Superintendents
British Transport Police
Border & Immigration Agency
Capability Scotland
Care Inspectorate
Central & Eastern Europe Police Association
Children in Scotland
Christian Police Association
Childrens Commissioner
Crown Office and Procurator Fiscal Service
Convention of Scottish Local Authorities
Crimestoppers
Education Scotland
Engender
Equality & Human Rights Commission
Event Scotland
Gay Police Association Scotland
GMB Union
Gypsy Roma Travellers Police Association.
Her Majesty's Inspectorate of Constabulary in Scotland
Her Majesty's Revenue and Customs
Includem
Mental Welfare Commission
National Crime Agency
National Independent Strategic Advisory Group
National Police Transgender Network
Neighbourhood Watch
National Farmers Union
NHS National Services Scotland

Publication

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about this Plan or our Service, please do not hesitate to contact us.

Contact Details

Police Scotland Headquarters
PO Box 21184
Alloa
FK10 9DE

Telephone: 101

Web: www.scotland.police.uk/contact-us

Minicom Service

This service is for the deaf, deafened, hard of hearing or speech impaired who can contact us on: 1 800 1101.

Other languages, braille, large print, sign-language, audio or CD

Please contact us if you would like to receive a copy of this document in any of the above formats.

Equality Impact Assessment

This Plan was subject to an Equality Impact Assessment (EIA). In compliance with the Scottish Public Sector Equality Duty, a summary of EIA results has been published alongside this Plan on the Police Scotland website <http://www.scotland.police.uk/about-us/police-scotland/strategic-planning/>

Environmental Assessment (Scotland) Act 2005.

Police Scotland has determined there are no significant environmental effects which arise as a result of carrying out any of the activities mentioned in this Plan.

Legislative Requirement

Police Scotland's Annual Police Plan 2016/17 was laid before the Scottish Parliament on XX March 2016, in pursuance of Section 35(4)b of the Police and Fire Reform Scotland Act 2012. PSOS/2016/XX.

Local Policing Plans

Find your Local Policing Plans and Local Area Policing Plans here:
<http://www.scotland.police.uk/your-community/>

Police Scotland is committed to the advancement of equality by ensuring that our core values of **Integrity, Fairness and Respect** are integrated into all aspects of our business and inform all of our policies.

Potential impacts resulting from proposed strategies outlined in this Plan, or other issues for different protected communities will be identified during development and review of the relevant operating procedures/guidance, leading to appropriate mitigating actions where required. Differences in divisional geography, demographics, and known issues will be key considerations for Divisional Commanders during localised delivery of our priorities and may require further assessment to identify any impact specific to their areas.

**INVERCLYDE COUNCIL
LOCAL POLICE AND FIRE
SCRUTINY SUB-COMMITTEE**

AGENDA AND ALL PAPERS TO:

Councillor McCabe	1
Councillor McColgan	1
Councillor Wilson	1
Councillor Brooks	1
Councillor Brennan	1
Councillor Campbell-Sturgess	1
Councillor Clocherty	1
Councillor Shepherd	1
Councillor Jones	1
Councillor Loughran	1
Councillor McEleny	1

All Other Members (For Information Only) 9

Officers:

Chief Executive	1
Corporate Communications & Public Affairs	1
Corporate Director (Chief Officer), Health & Social Care Partnership	1
Corporate Director Environment, Regeneration & Resources	1
Corporate Director Education, Communities & Organisational Development	1
Chief Financial Officer	1
Head of Legal & Property Services	1
G Murphy, Legal & Property Services	1
S Lang, Legal & Property Services	1
Head of Safer & Inclusive Communities	1
Chief Internal Auditor	1
Chief Superintendent Jim Downie	1
Sergeant Laura Stewart	1
Area Manager Martin Gordon	1
Group Manager Paul Nelis	1
File Copy	1

Total 35

AGENDA AND ALL NON-CONFIDENTIAL PAPERS TO:

Community Councils 9

TOTAL 44