



Cunninghame House,
Irvine.

25 October 2012

Shadow Police and Fire Committee

You are requested to attend a Meeting of the above mentioned Committee of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **WEDNESDAY 31 OCTOBER 2012** at **2.00 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. Declarations of Interest

Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

2. Minutes

The Minutes of the meeting of the Committee held on 21 June 2012 will be signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

3. Performance Reports

3.1 Strathclyde Police

Strathclyde Police will report.

3.2 Strathclyde Fire and Rescue

Strathclyde Fire and Rescue will report.

4. Police and Fire Reform: Key Appointments

Submit report by the Chief Executive on Key Appointments in terms of the Scottish Police Authority and the Scottish Fire & Rescue Board (copy enclosed).

5. Links to Community Planning

Submit report by the Chief Executive on the current position on the links to Community Planning (copy enclosed).

6. Local Scrutiny and Engagement Learning Network: Write-up

Submit report by the Chief Executive on the Local Scrutiny and Engagement Learning Network Event held on 26 September 2012 (copy enclosed).

7. Police and Fire Reform: Pathfinder Newsletter

Submit report by the Chief Executive on Police and Fire & Rescue Pathfinder Projects across Scotland (copy enclosed).

8. Urgent Items

Any other items which the Chair considers to be urgent.

Shadow Police and Fire Committee

Sederunt: Anthea Dickson (Chair)
Marie Burns (Vice Chair)
John Bell
Jean Highgate
Catherine McMillan
Peter McNamara
Ronnie McNicol
Ruth Maguire
Irene Oldfather
1 Vacancy

Chair:

Attending:

Apologies:

Meeting Ended:

Shadow Police and Fire Committee
21 June 2012

IRVINE, 21 June 2012 - At a Meeting of the Shadow Police and Fire Committee of North Ayrshire Council at 2.00 p.m.

Present

Marie Burns, Ruth Maguire, Catherine McMillan, Ronnie McNicol, and Irene Oldfather.

In Attendance

I. Mackay, Solicitor to the Council (Corporate Services); J. Montgomery, General Manager (Policy and Service Reform), and M. McKeown, Committee Services Manager (Chief Executive's Service).

Also In Attendance

Chief Inspector R. Newbigging (Strathclyde Police); Area Commander H. Kerr (Strathclyde Fire and Rescue).

Chair

Councillor Burns in the Chair.

Apologies for Absence

Anthea Dickson, John Bell, and Jean Highgate; E. Murray, Chief Executive (North Ayrshire Council); and Chief Superintendent Thomson (Strathclyde Police).

1. Declarations of Interest

1.1 Advice to Elected Members

Submitted report by the Chief Executive highlighting the requirements of Standing Orders and Section 5 of the Code of Conduct for Councillors in relation to declarations of interest.

Standing Order 16 provides that if any Member of the Council has a financial or non-financial interest in any contract or any other matter as defined by Section 5 of the Councillors' Code of Conduct, and is present at any meeting at which that matter is to be considered, he/she must, as soon as practicable after the meeting starts, disclose that he/she has an interest and importantly, state the nature of this interest. Section 5 of the Code, which was appended to the report, sets out the rules in relation to declarations of interests.

To facilitate such declarations, a heading "Declarations of Interest", routinely appears as the first item on agendas for all meetings of the Council and its Committees. Any Member making a declaration is expected to make a statement which is sufficiently informative as to enable those at the meeting, or anyone reading the Minute, to understand the nature of the interest.

The Committee agreed (a) to note the report; and (b) that Members ensure (i) they are familiar with the requirements of Standing Orders and Section 5 of the Code of Conduct for Councillors in relation to declaring interests and (ii) they consider the need to declare financial or non-financial interests in any contract or any other matter as defined by Section 5 of the Councillors' Code of Conduct when attending meetings of the Council and its committees.

Noted.

1.2 Declarations of Interest

There were no declarations of interest by Members in terms of Standing Order 16.

2. Remit of Shadow Police and Fire Committee

Submitted report by the Chief Executive on the remit of the Committee as agreed by Council at its Statutory Meeting held on 16 May 2012.

The Solicitor to the Council briefed the Committee on its remit, a copy of which was appended to the report.

Arising from discussion, it was noted that the Council currently appoints Elected Members to Strathclyde Police Authority and to Strathclyde Fire and Rescue Board. This provides an opportunity for the Committee to receive feedback from those bodies. Councillor McNicol, as one of the Council's appointees to the Police Authority, provided a brief update on discussions at the last meeting of the Authority.

Members sought clarification in relation to the timescales for the implementation of the Police & Fire (Scotland) Bill, and on the transitional arrangements. The Policy and Service Reform Manager agreed to prepare a timetable of events for the next meeting.

The Committee (a) noted the report; and (b) agreed to receive a report on a timetable of events at its next meeting.

3. Composition and Remit of Police and Fire Reform Steering Group

Submitted report by the Chief Executive on the composition and remit of the Police and Fire Reform Steering Group which has been established to support the Committee in preparing for the implementation of the Police & Fire (Scotland) Bill and overseeing transitional arrangements.

The membership of the Steering Group, which was set out in the appendix to the report, comprises officers of the Council, Strathclyde Police and Strathclyde Fire & Rescue. The Chief Executive of North Ayrshire Council will chair meetings of the Steering Group, which will meet on a 6 weekly basis.

Noted.

4. Background to Police and Fire Reform

Submitted report by the Chief Executive on the background to Police and Fire Reform in Scotland.

On 8 September 2011, the Scottish Government announced its intention to bring forward legislation to create a single Scottish Police Service and a single Scottish Fire & Rescue Service. Subsequently, a consultation paper entitled "Keeping Scotland Safe and Strong: A Consultation on Reforming Police and Fire & Rescue Services in Scotland" was launched setting out the Scottish Government's proposals for the new Services. The Council's former Executive approved a response to the consultation in November 2011.

The Police and Fire Reform (Scotland) Bill was formally introduced to the Scottish Parliament on 16 January 2012. The key provisions of the Bill were summarised in Appendix 1 to the report. The Bill includes a framework for the delivery of Police and Fire & Rescue Services that will protect and improve local arrangements and strengthen the connection between the Services and communities. This is based on three key elements:

- **the designation of a Local Commander (Police) and a Local Senior Officer (Fire & Rescue)**, with significant delegated authority and devolved resources for each local authority area;
- **the production of a Local Policing and a Local Fire & Rescue Plan for each local authority area**, prepared by the Local Commander and Local Senior Officer respectively, and agreed by the local authority;
- **the creation of a strong formal relationship between Councils and the Services**, for example, through local committees or other arrangements deemed appropriate locally, through which many more Elected Members would play a direct and formal role in shaping local priorities and scrutinising performance.

When the Bill becomes an Act, all local authorities, and the new Services, will need to ensure that they are in a position to put in place the new arrangements for local scrutiny and engagement from day 1. The new Police and Fire & Rescue Services are scheduled to become operational from April 2013. As a result, the Scottish Government indicated that it would facilitate a Local Scrutiny and Engagement Network. The Network provides an opportunity to plan, trial, evaluate, refine and share learning about the implementation of local arrangements before 'going live'.

The Network is overseen by a Project Board comprising of representatives from the Scottish Government, COSLA, SOLACE, ACPOS, CFOAS, the Police Authorities' Conveners Forum, the Scottish Fire Convener's Forum and the Improvement Service. In January 2012, expressions of interest were sought from local authorities and Police and Fire & Rescue Services to join the Network as either *Pathfinders* or *Networkers*. The Council's former Executive, at its meeting on 31 January 2012, agreed that the Council should act as a Pathfinder on the Network.

The first Local Scrutiny and Engagement Implementation Network Learning Event was held on 19 April 2012. However, due to the local government elections it was recognised that Elected Members were unlikely to attend. Therefore a decision was taken to hold a separate event for Elected Members in June 2012. All Members of the Shadow Police and Fire Committee have been forwarded details of the event which will be held at COSLA headquarters in Edinburgh on Monday 25 June 2012.

Members asked questions, and received clarification, in respect of

- the progress of the Bill through Parliament and the need for regular updates to Committee;
- the proposed composition of the national Boards for the new Police and Fire and Rescue Services;
- the timescales for appointing the Chief Officers of the new Police and Fire & Rescue Services;
- arrangements for identifying Local Commanders and Local Senior Officers and putting in place local delivery plans;
- the budget implications for local authorities arising from the transition to national Services; and
- the implications for future funding of CCTV from the Police Authority.

Noted.

5. Strathclyde Police: Sample Police Plan

Chief Inspector Newbigging updated the Committee on discussions within the Strathclyde Police Service on the development of a local authority based Police Plans.

Currently, Plans are prepared at Strathclyde, Divisional and Sub Divisional, and Ward levels. Strathclyde Police are now considering what a Local Authority level Police Plan may look like, taking account of national guidance, national and local Policing priorities, the Single Outcome Agreement, local initiatives etc. This will be brought before Committee in due course.

Members discussed the need for the Police Plan to be strategic in its approach and to include meaningful indicators.

The Committee agreed to receive a Police Plan at a future meeting.

6. Strathclyde Fire and Rescue: Example Fire and Rescue Plan

Submitted example Station Plan prepared by Strathclyde Fire and Rescue.

Area Commander Kerr presented a draft copy of the 1 year interim plan for Dreghorn Station, covering the period to 31 March 2013. Similar plans exist for the 4 main stations in North Ayrshire and retained stations. An Area Plan, covering North and South Ayrshire Council areas, also exists. All are available for download from the Strathclyde Fire and Rescue website.

Members discussed the approach to developing a North Ayrshire Plan. Area Commander Kerr agreed to consider what such a Plan might look like and report back to a future meeting of the Committee.

The Committee agreed to receive a Fire and Rescue Plan at a future meeting.

The meeting ended at 3.00 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 4

31 October 2012

Shadow Police and Fire Committee

Subject: **Police and Fire Reform: Key Appointments**

Purpose: To advise the Shadow Police & Fire Committee of Key Appointments in terms of the Scottish Police Authority and the Scottish Fire & Rescue Board.

Recommendation: That the Committee notes the content of the attached appendix.

1. Introduction

- 1.1 Members of the Shadow Police and Fire Committee were previously advised by email of the appointment of Stephen House as the Chief Constable for Scotland and Alastair Hay as the Chief Fire Officer for Scotland.
- 1.2 The Committee was also provided with information on the appointment of Vic Emery OBE as the Chair of the Scottish Police Authority and Pat Watters as the Chair of the Scottish Fire & Rescue Service Board.

2. Current Position

- 1.2 The Scottish Government has now announced the membership of the Scottish Police Authority and Scottish Fire & Rescue Services Board. Details are provided at Appendix 1.

3. Proposals

- 3.1 The Shadow Police and Fire Committee is asked to note the content of the attached appendix.

4. Implications

Financial Implications

- 4.1 There are no financial implications arising from this report.

Human Resource Implications

- 4.2 There are no human resource implications arising from this report.

Legal Implications

- 4.3 There are no legal implications arising from this report.

Equality Implications

- 4.4 There are no equality implications arising from this report.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

- 4.6 The Shadow Police and Fire Committee should note that changes to the Police and Fire & Rescue Services will have implications for Single Outcome Agreement priorities:

9a "Fear of crime and anti-social behaviour has reduced";

9b "Levels of crime and anti-social behaviour have reduced and crimes being detected have increased";

9c "Road Safety has improved; and

9d "Fire Safety has improved".

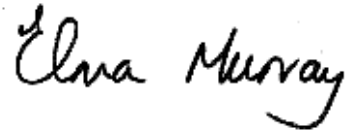
- 4.7 It will also have implications for SOA priority 15b "Public services are more efficient and effective.

5. Consultations

- 5.1 No consultations have taken place in terms of this report.

6. Conclusion

- 5.2 The Shadow Police and Fire Committee is asked to note the content of this report and the attached appendix.

A handwritten signature in black ink that reads "Elma Murray". The signature is written in a cursive style with a large initial 'E' and a long, sweeping underline.

ELMA MURRAY
Chief Executive

Reference : EM/BT

For further information please contact Barry Tudhope, Business Manager
(Chief Executive's) on telephone number (01294) 324113

Background Papers

None

FOR INFORMATION

Scottish Police Authority & Scottish Fire Rescue Services Board Members

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Scottish Police Authority

CHAIR: VIC EMERY OBE

Vic Emery OBE is currently Convener of the Scottish Police Services Authority and the Scottish Crime and Drug Enforcement Agency. This appointment is part-time and remunerated at £420 per day. He was Managing Director of BAE Systems Surface Fleet Solutions, which managed the warship building business on the Clyde and the warship support and sustainment business in Portsmouth. He also sat on the operational Board of BAE Systems Plc from 2003 until 2008 and was awarded an OBE in May 2008 for services to shipbuilding. Mr Emery is a former Board Member and Chair of Scottish Enterprise Glasgow as well as a Board Member of the Glasgow Chamber of Commerce. He holds no other public appointments but is currently Senior Adviser to the Tram Project Delivery Group for the City of Edinburgh Council and a Trustee of the Scottish Maritime Museum.

MOIRAM ALI

Ms Ali is an author, communications consultant and non-executive director. A former member of the Office for Judicial Complaints review bodies, she is also Scotland's first Judicial Complaints Reviewer (£209 per day) and a member of the Board of the Scottish Ambulance Service (£8,008 per annum). In a voluntary capacity, Ms Ali is a Governor at Edinburgh Napier University and a Public Appointments Ambassador.

POLITICAL ACTIVITY – canvassed for Liz Bardell, candidate for Livingston (SNP) in 2010 and helped deliver newsletters for Angela Constance MSP (SNP) in 2010 and 2011.

BRIAN BARBOUR

Mr Barbour has a background in IT having spent over thirty years in Standard Life and IBM. He is a trustee of the Standard Life staff pension scheme, a former Director of Information Security at Standard Life and has worked in Operational Risk Management at Royal Bank of Scotland.

JEANE FREEMAN

Ms Freeman has over 30 years experience in public policy analysis and delivery. She brings her knowledge of the criminal justice service, her experience as a Board member of the Scottish Police Services Authority to the SPA. Ms Freeman is Chair of the National Waiting Times Centre Board (£24,960) and a member of the Judicial Appointments Board for Scotland (£290 a day per day).

GRAHAM HOUSTON

Mr Houston has over 25 years' experience in management development and executive coaching in the private and public sectors and was the Scottish Director of the Work Foundation prior to setting up his own consultancy. A former Vice Chairman of the BBC's Broadcasting Council for Scotland and Chairman of the Scottish and UK judging panels for The National Training Awards, he is currently Chairman of the Scottish Qualifications Authority 2009 (£13,836 per annum).

POLITICAL ACTIVITY – Elected as a councillor to Stirling Council, May 2012 (Dunblane and Bridge of Allan SNP).

DAVID HUME

Mr Hume has over thirty years' experience in local government and recently retired after ten years as Chief Executive of Scottish Borders Council. He has a long standing interest and commitment in the fields of child and adult protection, and community safety, working in close liaison with the police service over many years.

MORAG MCLAUGHLIN

Ms McLaughlin worked for the Crown Office and Procurator Fiscal Service (COPFS) for 21 years in positing including Head of the High Court Unit at Crown Office, Head of Policy for the Crown, Area Procurator Fiscal for Grampian, Area Procurator Fiscal for Lothian and Borders and a member of the COPFS Management Board. Since 2011 Morag has been a legal member of the Parole Board for Scotland (£303 per day when performing legal duties, otherwise £195 per day).

PAUL ROONEY

A former Procurator Fiscal Depute, Mr Rooney has been a Councillor for Glasgow City Council since 2005 and was elected Convener of Strathclyde Police Authority in 2007. He has also held positions as non-executive board member of the Scottish Police Services Agency (SPSA), Chair of the Scottish Police Authorities Conveners Forum, member of the Scottish Policing Performance Development Group, the Police Advisory Board for Scotland and was one of the original members of the National Policing Board. Mr Rooney was appointed City Treasurer in 2011 with responsibility Glasgow's £2.2 billion budget.

POLITICAL ACTIVITY - Stood as a candidate and obtained office as a Councillor for Glasgow City Council (Garscadden / Scotstounhill ward Labour), spoken on behalf of a party or candidate, acted as a political agent, canvassed on behalf of a party and helped at elections and is Chair of Glasgow North West Constituency Labour Party.

IAN ROSS

A Highland Councillor for 13 years, Mr Ross has been Vice Convenor of the Northern Police Board, active in COSLA Police and continuity safety and a member of the UK Police Negotiating Board. Mr Ross is a Fellow of the Institute of Chartered Foresters, lectures on forest police and sustainability and lives with his family in Golspie in East Sutherland. POLITICAL ACTIVITY – Obtained office as a local councillor (Lib Dem councillor on Highland Council 2007-2012. Stepped down from the council in May 2012) and has canvassed on behalf of a party or helped at elections.

LISA TENNANT

Ms Tennant has worked across the public, private and voluntary sectors and is currently Executive Director of a regional public/private partnership in Ayrshire and sits as a non-Executive Director of NHS Ayrshire and Arran (£8,008 per annum).

IAIN WHYTE

A Councillor with the City of Edinburgh Council, Mr Whyte has been Convener of Lothian and Borders Police Board since 2007. He is Chair of the Scottish Police Authority Conveners' Forum, has been a member of the Board of the Scottish Police Services Authority since December 2009 (nil) and is Chair of the Scottish Policing Boards' Sub- Group on Police Reform. Mr Whyte is also a member of the NHS Lothian Board where his term of office will conclude in October 2012 (£8,008 per annum).

POLITICAL ACTIVITY Elected as a Councillor to the City of Edinburgh Council in 1995 (Conservative) and has canvassed for the party at other elections.

ROBERT WILSON

During a 24 year career with Deloitte, 14 as a partner, Mr Wilson completed an MBA and worked across both the public and private sectors. He was part of the Independent Budget Review Panel (2010) which set out a response to the financial challenges facing the public sector in Scotland. Mr Wilson is a non-executive member director of NHS National Services Scotland (£8,008 per annum) and a non-executive director of NHS Lothian (£8,008 per annum).

DOUGLAS YATES

Mr Yates is a former Deputy Leader and Convener of Social Work, Health and Social Justice at East Renfrewshire Council, Non-Executive Director with NHS Greater Glasgow & Clyde and Convener of North Strathclyde Community Justice Authority. He has also served as Vice-Convener of the Scottish Local Government Forum against Poverty, COSLA Spokesperson for Health and Wellbeing and sat on some Ministerial Strategy Groups. Mr Yates is founder chairman of Barrhead & District Victim Support Scheme (now East Renfrewshire VSS), and has chaired bodies including a community council and a community company. His current responsibilities include serving as Vice-Chair of Voluntary Action East Renfrewshire and Vice-Convener of East Renfrewshire University of the Third Age.

POLITICAL ACTIVITY – Obtained office as a local Councillor for East Renfrewshire Council (SNP), stood for re-election as an elected member in May 2012. Has spoken at events and canvassed on behalf of other SNP candidates.

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Scottish Fire and Rescue Service Board

CHAIR: PAT WATTERS

Pat Watters first entered local government in 1982 as a member for East Kilbride serving on Strathclyde Regional Council, where he became Chair of Personnel, a position which he retained when moving to South Lanarkshire Council in 1995, where he was a councillor until stepping down in May this year. Mr Watters was elected COSLA President in October 2001 having served as Vice President since June 1999. He stepped down as President earlier this year, after 11 years in the role.

Mr Watters was one of the leading members of the Education Management Side which successfully negotiated the historic McCrone agreement on Teachers' Pay and Appendix 2 Conditions. He was also instrumental in achieving a solution to the UK wide fire dispute in 2003. Within South Lanarkshire Council, in his capacity as Chair of Corporate Resources, he was responsible for developing the Council's family-friendly policies and was responsible for pioneering the award of Investors in People to the Council's Personnel Services function, a first in Scotland.

BOB BENSON

Mr Benson is a former Scotland Director of the Disability Rights Commission, Executive Director for Community Development in England and Wales with Scope, and Director of Disability Scotland. He was also the Scottish representative on the UK Disability Rights Task Force and a member of the Disability Employment Advisory Committee (DEAC). Mr Benson recently stood down from the Scotland and Disability Committees at the Equality and Human Rights Commission after serving two terms.

He is currently a trustee of the Scottish Community Foundation, Chair of their Innovation and Impact Committee and is serving a second term as a member of the Mobility and Access Committee for Scotland (MACS) (£1,200 per annum).

JAMES CAMPBELL

Mr Campbell has extensive knowledge of partnership working at the strategic level with government, local authorities, health, police, the third sector and the private sector. His fire service career spanned 36 years with three different services and includes taking command of Fife and Lothian & Borders as Chief Officer. Mr Campbell was awarded the Queen's Fire Service Medal in 2004.

KIRSTY DARWENT

Ms Darwent has wide ranging leadership experience within the charitable and voluntary sector and an academic background in systemic psychotherapy. She is a member of the Board of NHS Ayrshire and Arran (£8,008 per annum) and a member of the Midwifery Committee of the Nursing and Midwifery Committee (£260 per day).

POLITICAL ACTIVITY - Stood as a candidate, canvassed on behalf of a party or candidate and obtained office as a local councillor (South Ayrshire – Labour).

MARIEKE DWARSHUIS

Currently Director of Consumer Focus Scotland. Her career in Scotland spans over 20 years in the public and voluntary sector in a wide range of roles including positions at the Office of the Scottish Charity Regulator, the Scottish Government, Citizens Advice Scotland and Shelter Scotland.

Ms Dwarshuis is currently a member of the Scottish Government's Making Justice Work Programme Board, and has been a member of the Communities Scotland Regulation Board, and the Executive Committee of the Mountaineering Council of Scotland.

MICHAEL FOXLEY

Dr Foxley and his family live on a working croft in Lochaber in the West Highlands. A recently retired GP, he is now an active member of the Highland NHS Board and Chair of West Highland College UHI. Dr Foxley is a member of NHS Highland (£8,008 per annum).

POLITICAL ACTIVITY - Obtained office as local councillor (Lib Dem, Highland Council) and served as a Highland Councillor for 26 years - the last four as Council Leader. Stood down in May 2012 but still a Liberal Democrat member.

ROBIN IFFLA

Mr Iffla is currently a director of an Equality and Diversity Training Company which delivers training and facilitation to public, private and third sector organisations. With over 30 years of public service, he has worked in local authorities, served as a police officer and equalities officer and consultant in the fire and rescue service.

BILL MCQUEEN

Mr McQueen was formerly the Deputy Chief Executive at the Crown Office and Procurator Fiscal Service and has previously held senior posts in policy and delivery at the Scottish Government. He has experience from membership of the Scottish Government Emergency Action Team and Civil Contingencies Group.

Mr McQueen is currently a member of the Accounts Commission for Scotland (£6,216 per annum), a Non Executive Director of Disclosure Scotland (£215 per day), a Lay Member of Employment Tribunal (Scotland) (£174 per day) and a Member of the Scottish Legal Aid Board (£212 per day).

SID PATTEN

Mr Patten has held senior executive positions in both the public sector (Local Authority and NHS) and private sector (Construction and House Building Industries). As a Non-Exec, he has experience of working with Board members, executive staff and stakeholders of public and charitable bodies on the challenges of fiscal contraction and the process of change. Mr Patten is Deputy Chair of Scottish Natural Heritage (£282 per day) and a member of the Scottish Housing Regulator (£8,372 per annum).

NEIL PIRIE

Mr Pirie spent five years as a Chartered Accountant with Arthur Andersen after qualifying in 1985, before embarking on a career in investment management. As a fund manager he worked for Aberdeen Asset Management before joining Dunedin Fund Managers. In 1996 he was helped set up a new investment business which was to become the platform for New York-based BlackRock Inc's Edinburgh operation.

MARTIN TOGNERI

Mr Togneri began his career in the computer industry and subsequently spent fourteen years in inward investment promotion work at home and overseas, serving in a senior European market development role for Cadence Design Systems in the late 1990's. He was the founding Chief Executive of Scottish Development International in 2000 prior to becoming Dean of the Caledonian Business School at Glasgow Caledonian University from 2007 to 2009. Since 2010 he has been a member of the Board of Skills Development Scotland (£6,240 per annum) as well as an adviser to the e-learning company, CogBooks.

GRANT THOMS

Mr Thoms is director of a media relations and public affairs consultancy specialising in renewable energy projects and a part-time lecturer in public relations at Edinburgh Napier University. He has worked in the private, public and voluntary sectors in areas such as hotels, social work with ex-offenders, credit unions and political campaigning.

Mr Thoms has served on the boards of Glasgow Housing Association, Unity Homes Housing Association, Glasgow North East Community Planning Partnership, City Parking (Glasgow) LLP and currently serves as Treasurer of the Chartered Institute of Public Relations Scotland.

POLITICAL ACTIVITY – Acted as a political agent, spoken on behalf of a party or candidate, canvassed on behalf of a party or helped at elections, held office such as chair, treasurer or secretary of a local branch or party, stood as a candidate and was an elected member of Glasgow City Council from May 2007 – May 2012 (SNP). Mr Thoms is standing down from the National Executive Committee of SNP.

NORTH AYRSHIRE COUNCIL

Agenda Item 5

31 October 2012

Shadow Police and Fire Committee

Subject: **Links to Community Planning**

Purpose: To advise the Committee of the current position on the links to Community Planning.

Recommendation: That the Shadow Police and Fire Committee agrees to approve the recommendation of the Police and Fire Steering Group that (a) the current governance arrangements and links to Community Planning are fit for purpose; and (b) the Steering Group reviews these again in six months time.

1. Introduction

- 1.1 At the meeting of the Police and Fire Reform Steering Group on 31 July 2012, the Steering Group agreed that a discussion paper should be prepared for the next meeting on how the Shadow Police and Fire Committee links to the Community Planning Partnership (CPP).
- 1.2 This paper was prepared and submitted to the Group.

2. Current Position

- 2.1 The Shadow Police and Fire Committee reports currently to North Ayrshire Council meetings.
- 2.2 Strathclyde Police and Strathclyde Fire and Rescue are members of the Safer North Ayrshire Strategic Partnership (SNAP), which is a Strategic Partnership of the Community Planning Partnership. The SNAP is tasked with delivering on the outcomes, actions and indicators relating to the "Safer" priority within the Single Outcome Agreement (SOA). Reports on the activities of SNAP are submitted to the Strategic Management Team (SMT) and to the CPP Board for scrutiny and direction.
- 2.3 Chief Inspector Roddy Newbigging, Director of Community Safety chairs SNAP, also attends the Shadow Police and Fire Committee and is a member of the SMT and the CPP Board.

- 2.4 Area Commander Hugh Kerr attends the Shadow Police and Fire Committee and is a member of the CPP Board. Strathclyde Fire and Rescue are also represented on SNAP.
- 2.5 Progress reports on the SOA including the "Safer" actions are submitted to the SMT, CPP Board and the Council's Scrutiny and Petitions Committee.

A. Governance Arrangements

- 2.6 The Shadow Police and Fire Committee comprises Elected Members only and is a Committee of the Council.
- 2.7 The Safer North Ayrshire Partnership has a wide ranging membership from partners and covers all aspects of Community Safety. There are two Elected Members on SNAP, namely Councillor Anthea Dickson and Councillor John Ferguson.
- 2.8 The current governance arrangements are as outlined at 2.1 and 2.2 above. It is considered that it would not be appropriate for a Council Committee to report to the CPP Board which comprises a wide range of partner agencies, as the remit of the Shadow Police and Fire Committee is specific to discharging duties of the Council in connection with the provision of Police Services and a Fire and Rescue Service within North Ayrshire. The membership and remit of SNAP covers all aspects of community safety and is not limited to Police and Fire and Rescue. It is therefore appropriate that it reports to the CPP Board.
- 2.9 There are links, however, in cross cutting memberships. Councillor Anthea Dickson chairs the Shadow Police & Fire Committee, is a member of the CPP Board and of SNAP. Councillor Ruth Maguire is a member of the Shadow Police and Fire Committee and of the CPP Board. Chief Inspector Newbigging, as referred to in paragraph 2.3 is also a representative on/or attends all three groups. Area Commander Hugh Kerr, Strathclyde Fire and Rescue is represented on/or attends all three groups. A chart showing these linkages is attached at Appendix 1.

B. Remits

- 2.10 The remit of the Shadow Police and Fire Committee includes “to consider and approve the Council’s response to creation of model local delivery plans for the provision of both Police and Fire and Rescue Services throughout North Ayrshire”, and “to make recommendations to the full Council on the creation of local Police and Fire and Rescue plans for North Ayrshire in terms of the Police and Fire Reform (Scotland) Bill”.
- 2.11 The Local Policing Plan is currently in draft form and includes Force priorities, local priorities for Wards, Force Control Targets for Ayrshire Division, SOA – Shared Vision and Priorities and Local Initiatives e.g. the Multi-Agency Problem Solving Group (MAPSG).
- 2.12 The remit of the SNAP includes “to take lead responsibility to implement the specific SOA Outcomes under the “Safer” priority”.
- 2.13 The Local Policing Plan will be a wide ranging document with a suite of priorities and a large number of indicators many of which would not be relevant to the SOA, e.g. counter terrorism. The Policing Plan will, however, include the priorities, actions and indicators which are contained within the SOA, in relation to policing, thus ensuring the linkages are made between the two documents and in particular ensuring that the same indicators are used.
- 2.14 It is suggested that the Local Fire and Rescue Plan should also contain a section on the SOA priorities, actions and indicators related to Fire and Rescue to ensure linkages and consistency.

3. Proposals

- 3.1 The Police and Fire Reform Steering Group considered this report and agreed to recommend to the Shadow Police and Fire Committee that the current governance arrangements and links to community planning are fit for purpose; and that these be reviewed again in six months time.

4. Implications

Financial Implications

- 4.1 There are no financial implications arising from this report.

Human Resource Implications

- 4.2 There are no human resource implications arising from this report.

Legal Implications

- 4.3 There are no legal implications arising from this report.

Equality Implications

- 4.4 There are no equality implications arising from this report.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

- 4.6 The proposals will support the "Safer" priority contained within the SOA.

5. Consultations

- 5.1 Consultation has been held with the Director of Community Safety who is in agreement with the suggestions in this report and with the Area Commander, Fire & Rescue.

6. Conclusion

- 6.1 It is considered that the current arrangements are fit for purpose.



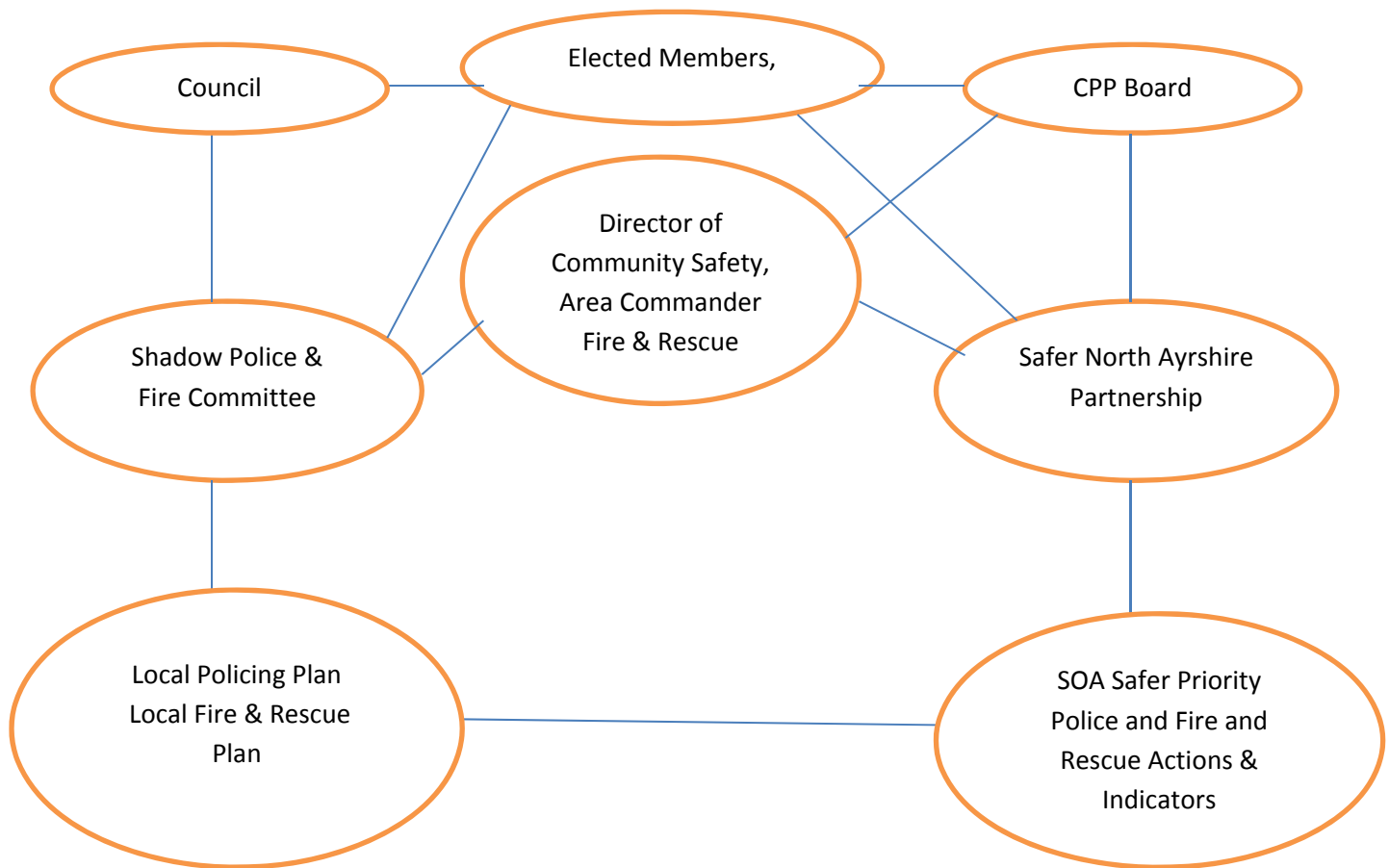
ELMA MURRAY
Chief Executive

Reference :

For further information please contact Sandra Bale, Policy and Performance Officer on telephone number 01294 324135.

Background Papers

None



NORTH AYRSHIRE COUNCIL

Agenda Item 6

31 October 2012

Shadow Police and Fire Committee

Subject: **Local Scrutiny and Engagement Learning
Network: Write-up**

Purpose: To provide the Shadow Police & Fire Committee with information in terms of the Local Scrutiny and Engagement Learning Network Event held on 26 September 2012.

Recommendation: That the Shadow Police & Fire Committee notes the content of the report and attached appendices.

1. Introduction

- 1.1 The Shadow Police and Fire Committee at its meeting held on 21 June 2012 advised of the Scottish Government's intention to host a series of Local Scrutiny and Engagement Learning Network Events.

2. Current Position

- 2.1 A Local Scrutiny and Engagement Learning Event was held on 26 September 2012 at the COSLA Offices, Verity House, Edinburgh.
- 2.2 Councillor Anthea Dickson, Chair of the Shadow Police and Fire Committee attended the event with officers from the Council and the Police and Fire & Rescue Services.
- 2.3 The Scottish Government's Police and Fire Reform Secretariat has now produced a Write-up of the event. A summary is attached at Appendix 1 with the full Write-up attached at Appendix 2.

3. Proposals

- 3.1 The Shadow Police and Fire Committee is asked to note the content of the attached Appendices.

4. Implications

Financial Implications

- 4.1 There are no financial implications arising from this report.

Human Resource Implications

- 4.2 There are no human resource implications arising from this report.

Legal Implications

- 4.3 There are no legal implications arising from this report.

Equality Implications

- 4.4 There are no equality implications arising from this report.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

- 4.6 The Shadow Police and Fire Committee should note that changes to the Police and Fire & Rescue Services will have implications for Single Outcome Agreement priorities:

9a "Fear of crime and anti-social behaviour has reduced";

9b "Levels of crime and anti-social behaviour have reduced and crimes being detected have increased";

9c "Road Safety has improved; and

9d "Fire Safety has improved".

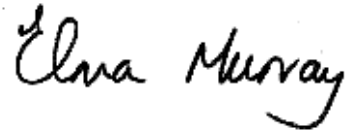
It will also have implication for SOA priority 15b "Public services are more efficient and effective.

5. Consultations

- 5.1 No consultations have taken place in terms of this report.

6. Conclusion

- 6.1 The Shadow Police and Fire Committee is asked to note the content of the attached appendices which provides details of the Local Scrutiny and Engagement Learning Network Event held on 26 September 2012.



ELMA MURRAY
Chief Executive

Reference : EM/BT

For further information please contact Barry Tudhope, Business Manager (Chief Executive's) on telephone number (01294) 324113.

Background Papers

Report to Shadow Police & Fire Committee (21 June 2012): Background to Police and Fire Reform

Short Summary of Third Learning Network Event for the Police and Fire Reform Local Scrutiny and Engagement Project, 26 September 2012

The event was attended by about 100 delegates from the Pathfinder and Networker areas.

1. Project Update - Richard Foggo, Scottish Government

- The Scottish Government should be seen as a national resource for Pathfinders. However the wisdom and expertise necessary can't come from the Scottish Government alone but from the services and local authorities themselves. The Government needs to understand exactly what support is needed and what the priorities are, not just for the next few months but the next 3-5 years.
- A 'localist' agenda is at the heart of this 'nationalist' reform.
- We should remember that partnership, outcome-focused, evidence-based working is the core business of community safety and has been for the last 15-20 years – this is not changing under reform.

Questions and feedback

The main topics raised were training in the scrutiny role; evidence to support effective scrutiny; relationship of local and national plans; and balancing local and national priorities.

2. Case Studies

Two Pathfinders gave case study presentations.

In **West Lothian**, they have reduced the number of committees; co-located staff; and focused on performance management. They described how they had developed a single Community Safety Plan, which will deliver all that is required of local Police and Fire and Rescue Plans. Trust is an essential element of good partnership work. The main challenges that are faced are information sharing; spending cuts; and achieving a corporate approach. The future priorities for community safety in West Lothian are: improved performance, targeting resources, collaboration.

In **Moray** (part of the North East Pathfinder) they had set up a shadow Joint Police and Fire and Rescue Working Party with five elected members. This is seen as a trial run before 1 April 2013. The working group is not a full committee and does not have decision-making powers. Moray's method of community-engagement based policing is called '*Closer to You*'. The aim of this is to achieve a working relationship with communities based on 'engage-listen-respond-feedback'. Various risks in the new system have been identified, including: training for new members; the national review of community planning; achieving an outcomes-based approach; continuity in the performance framework approach; and the necessity of clear guidelines for scrutiny and engagement.

3. Workshops

Each of the three workshops identified three main priority issues:

Blue Group

- Get the national and local balance right – there is a need for enabling guidelines and basic frameworks from Government which can be fleshed out locally
- Don't make a meal of it - don't overcomplicate things that are working already. Build on what's there and integrate police and fire into council structures that already work.
- Recognise timescales (to 1 April 2013) are challenging – so there is a need for clarity in terms of key milestones.

Red Group

- National to local links – there needs to be meaningful interaction between chairs of local boards and national boards – in particular the political links (police and fire links were felt to be more straightforward).
- Concerns around maintaining performance and satisfaction rates despite all the changes and budget cuts.
- Consistency of handling police complaints – the legislation requires open and transparent handling of complaints but they were not clear if this was just in terms of statistics and if not whether there would be ways of managing the data protection.

Orange Group

- There is a big opportunity to simplify the landscape at a time of wider change (including the Community Planning Review).
- Get the skills and knowledge of everyone involved in the right place – and success will follow.
- It will be important to share learning and continue to learn from each other at a time when change is happening quickly.

4. Feedback and summing up

Richard Foggo thanked everyone for their contributions throughout the day. He said that it was clearly important to get the right balance between 'prescription' and 'description' in any guidance. Now that senior staff had been appointed for both the Police and Fire and Rescue Services, this work could proceed more clearly.

He felt that the process needed to be organic and iterative – and development would continue beyond 1 April 2013.

Notes from the Third Learning Network Event for the Police and Fire Reform Local Scrutiny and Engagement Project

26 September 2012, Verity House, Edinburgh

1. Introductions

Andrew Fyfe of ODS Consulting welcomed all those present and explained the facilitation role that ODS had been asked to play at the event.

He outlined the main elements of the programme for the day:

- introductory comments from Liz Sadler and Richard Foggo leading to the opportunity for feedback on the way that the process was developing;
- two case studies – from West Lothian and Moray – describing the approaches being adopted; and
- smaller workshops introducing process mapping and considering how well the process was moving forward.

2. Reform Update – Liz Sadler, Scottish Government

Liz outlined the work being undertaken by the 13 Scottish Government led reform delivery projects. She also brought people up to date with recent senior appointments that had been made.

3. Project Update - Richard Foggo, Scottish Government

Richard explained that he had recently taken over as project lead for this project. His main points were:

- The Scottish Government should be seen as a national resource for Pathfinders. However the wisdom and expertise necessary can't come from the Scottish Government but from the services and local authorities themselves. The Government needs to understand exactly what support is needed and what the priorities are, not just for the next few months but the next 3-5 years.
- A 'localist' agenda is at the heart of this 'nationalist' reform.
- We should remember that partnership, outcome-focused, evidence-based working is the core business of community safety and has been for the last 15-20 years – this is not changing under reform.

4. Questions and feedback

The main topics raised were:

- **Training in the scrutiny role** - A delegate from the Northern and Western Isles raised the issue of training for scrutiny committee members to make sure that they have the appropriate expertise to effectively scrutinise the work of

the services. A delegate from the Scottish Borders shared their experience of organising training days for councillors, with training plans developed in-house, and noted that this was an experimental trial process that would be amended as necessary. This had engaged other stakeholders including third sector organisations and the NHS. This was welcomed by other contributors. And a delegate from Grampian noted that training was needed for council officials as well as elected members. A representative from North Ayrshire said that their Area Committees also have a scrutiny role, and that all of their elected members already have opportunities to scrutinise fire and police services already. Richard Foggo said that the issue of training had been raised with him regularly. There may be a role for the Scottish Government in coordinating practical support – drawing on the expertise of organisations such as the Improvement Service. Liz Sadler noted that there is a lot of expertise available from existing elected members, and that there are also training packages available that can be used and developed.

- **Having evidence to support effective scrutiny** - A delegate from Glasgow called for more consideration of what is meant by 'scrutiny'. He also noted that a discussion was needed on what data will be available for scrutiny committees to make sure that the services are able to provide it.
- **Local and national plans** - A delegate from Grampian noted the need for more detail on how local and national plans are related and guidelines for how local plans should be set up to fit in with national policies. In terms of the relationship between the national and local levels, Liz outlined the two way process of communication that is being established between national strategic priorities, national plans, annual plans, and local plans. A delegate from ACPOS explained that it was recognised that it would take time to have plans (and the underpinning data) aligned under the new arrangements. There will be interim arrangements this year and there is a commitment to improve this and make it more effective in future years.
- **Balancing local and national priorities** - A delegate from the Borders noted that locally relationships are not a problem but that there needs to be good communication between the national board and local pathfinders. With 14 members of the new national boards, it would be helpful to make sure that each had a link to a number of local areas. A delegate from Fife raised a concern over whether the local commanders would have the capacity which is in Fife at present. He also asked what would happen if agreement could not be reached on local plans. Liz Sadler noted that there is no dispute procedure in the Act, because it was decided that it was better to resolve any issues informally.
- Richard Foggo welcomed the breadth of the discussion. He thought that it might be useful for Scottish Government to communicate the details of the Act and how it will work operationally.

5. Case Studies

This part of the programme allowed two of the Pathfinders to report in some detail on the work that they had been undertaking in relation to local scrutiny and engagement.

Case Study 1 – West Lothian

(Presentation by Jeanette McDiarmid, Lothian and Borders Police; Tom Kane, Lothian and Borders Fire and Rescue Service; and John Hill, West Lothian Council)

- The presenters outlined the structures by which community safety is delivered. This has recently been reformed – in the old system there were too many committees working at cross-purposes and a lack of joined-up working. This has now been streamlined. The ‘acid test’ for the success of these reforms is improved delivery.
- Co-location of staff; communication, information and intelligence are the keys to the new structure working effectively and ensuring smarter working. It was also seen as important to convey these priorities all the way through the organisational structure to make sure that these aims are carried through into daily practice.
- The presenters described West Lothian’s use of Covalent to monitor performance.
- They described how West Lothian is producing a single Community Safety Plan rather than 2 separate plans for Police and Fire and Rescue because their partnership approach is well embedded and regarded as a priority. This will include two separate one page appendices documenting Police and Fire Priorities. For Police this will include requirements of National Policing objectives and those set out in the Community Safety Plan, and will be specific and measureable.
- Trust is seen as essential to good partnership working in West Lothian.
- The presenters highlighted a number of challenges that they face:
 - Information sharing
 - Spending cuts
 - Achieving a corporate approach.
- The future priorities for community safety in West Lothian are: improved performance, targeting resources, collaboration.

Case Study 2 – Moray (and the North East Pathfinder)

(Presentation by Bridget Mustard, Moray Council; Mark Cooper, Grampian Police; and David Rout, Grampian Fire and Rescue Service)

- Moray has set up a shadow Joint Police and Fire and Rescue Working Party to carry out activities. It is made up of five elected members with four substitutes. This is seen as a trial run that will give them the opportunity to develop arrangements before 1 April 2013. The working group is not a full committee and does not have decision-making powers. It will have 4 meetings before 1 April.
- Moray's scrutiny committee meetings will all be webcast
- Moray's method of community-engagement based policing is called 'Closer to You'. The aim of this is to achieve a working relationship with communities to build a shared understanding, and act on the needs, of communities. The principles are 'engage-listen-respond-feedback'. This is based on the National Standards for Community Engagement, which they feel that they have achieved. This community engagement work contributes to national outcomes 7, 11 and 15.
- Various risks in the new system have been identified, including: training for new members; relationships and dialogue; the national review of community planning, which is very close to the Pathfinder's aims; achieving an outcomes-based approach; continuity in the performance framework approach; and the necessity of clear guidelines for scrutiny and engagement.

Questions and answers on the case study presentations

- West Lothian noted that they have two partnership analysts (council funded and employed by the Police) and one researcher who are able to access a lot of data from and for partners.
- A delegate from Dumfries and Galloway said that they also use Covalent but noted the problem that different organisations have different ways of reporting data and that work was needed to bring together data in a meaningful way. West Lothian agreed that they had worked hard to ensure consistency of reporting and this was now paying dividends.
- A query was raised about whether West Lothian's single Community Safety Plan met the requirement of the Act. In responding, partners from West Lothian noted that the plan covered all the issues required by the Act from the Local Police and Fire and Rescue Plans – and that the integrated approach fitted well with their general approach.
- In response to a question about the number of elected members involved in scrutiny, both Moray and West Lothian pointed out that councillors need enough time to scrutinise in detail and that more members does not equate to better scrutiny.

6. Workshops

For most of the afternoon delegates worked in small groups (of about 8-10 people) to consider:

- the main opportunities and risks relating to scrutiny by local members; integration with community planning; community engagement; and performance;
- the steps that could be taken to build on opportunities or to mitigate risks; and
- how best to measure whether the new arrangements and processes were working.

In considering these questions, delegates had access to a 'generic' process map showing the flows of information and decision making. These had been prepared by the Scottish Government based on discussions with staff in five local authority areas (Inverclyde; West Lothian; City of Edinburgh; Scottish Borders; and Aberdeen). The 'generic' process map is available along with individual process maps for West Lothian, City of Edinburgh and Scottish Borders at:

<https://knowledgehub.local.gov.uk/group/localscrutinyandengagementnetwork/grouphub>

The main issues that arose in relation to the opportunities and risks were:

Scrutiny

Opportunities

- better services
- better value
- a clear focus on outcomes
- more local scrutiny and increased involvement by members
- opportunity to develop scrutiny guidelines and best practice
- brings community safety into the mainstream service delivery agenda
- increase members' knowledge and understanding
- link national and local performance indicators
- to improve the quality of data and analysis
- standardisation of reports (allowing benchmarking).

Risks

- need for skills development
- possibility that scrutiny may be too operational (or financial) rather than based on outcomes
- possibility that scrutiny will be politically influenced
- scrutiny of police and fire may be subsumed in wider agenda
- 32 local forces being established under the national service
- lack of incentive for good performance.

Community planning

Opportunities

- more joined up planning
- shared common objectives and outcomes
- to develop effective community planning following the national review
- ... and to improve joined up community safety
- to link police and fire inputs through strategic assessments
- local issues at the heart of the Local Plan
- simplification of landscape
- increase in joint use of resources
- reduced costs through rationalisation
- greater demonstration of accountability.

Risks

- focus on community planning lost within police and fire reform process
- tensions between local and national planning
- lack of communication between partners and between areas
- competing objectives
- capacity of Local Commander to take on the role of existing Chief Constable; Deputy Chief Constable and Assistant Chief Constable.

Community engagement

Opportunities

- learn from experience of Pathfinders
- improve the coordination of community engagement across agencies
- increase understanding of priorities for engagement
- chance to increase public awareness and support.

Risks

- raising expectations too high
- need for resources to build capacity (affected by reduced resources)
- community engagement does not 'count' against the national priorities.

Performance

Opportunities

- focus measurement (and resources) on outcomes
- chance to challenge current mind-sets
- narrow the gap between local and national performance indicators
- establish consistent and coherent systems and processes

- integrated performance management
- matching risk/ need/ resources – rather than universal provision
- simplification and sharing best practice
- common data sources (but could also be a risk).

Risks

- micro management
- performance measurement not related to local priorities
- continuing to work in silos
- aligning local and national performance measures
- inconsistent measurement across local authorities
- IT could be a barrier
- disengagement between performance and resource allocation.

For the opportunities and risks identified, potential exploiting and mitigating actions were explored. The table below summarises these:

Opportunity	Actions suggested by Workshop Groups
Shared services with common objectives	Co-location; shared strategic planning process; and full buy in from all relevant agencies.
Improved scrutiny	More locally relevant; training for Board members; and good leadership.
Working smarter and better	Better integration between services; improved tasking and coordination; better community engagement; requirement to share data; support from SG guidance; and new boards to ensure local empowerment.
Review and use best practice from across Scotland	New chiefs to lead review, using local partners' knowledge on what is working.
Having accurate data will lead to good scrutiny and good resource allocation	Standard rules on how data is used. Develop standard toolkit for data collection. Provision of data to populate toolkit. Analyse data to a common standard. Will benefit from independent verification of data.
Move community safety to more mainstream	Integrated performance management and

agenda, integral to CPPs	data sharing; raises awareness of elected members and public; and need for national planning and performance framework with the flexibility to plan and report locally.
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Risk	Action suggested by Workshop Groups
Gap between nationalism and localism	Tackle the lack of continuity of structures at local level; engage COSLA in process of gaining a national/ local balance; and rationalise systems.
Lack of guidance and training for scrutiny	SG provide more (non-prescriptive) guidance and support
Process for scrutiny of complaints against the police	Structure to be decided locally (by scrutiny body?) – but needs some national overview.
Inconsistent approach to what needs to be achieved by new services	SG to provide framework setting out broad direction of travel - with broad parameters that allow for localism; and sharing information widely to achieve consistent good practice.
Reduced budgets	Integrated resource planning (based on the common duty to support community planning); sufficient funding from Government; robust evaluation of effectiveness of services.
Danger of 64 services - need some consistency	Need unified culture with local style that meet local needs (not national PIs)

In response to the question about how to measure whether the new arrangements are working, the main responses were:

Scrutiny

- Use qualitative information – rather than quantitative (self assessment by members about the difference they make)
- Compare to previous Best Value audit recommendations
- Balance between challenge, scrutiny and satisfaction in relationships between elected members and senior officers
- Inclusion of administration and opposition councillors in scrutiny.

Community planning

- Improved data sharing – leading to better targeting
- Streamlining of processes
- Engagement at all levels of community planning
- Increased number of partners delivering against shared objectives
- Before and after process maps – demonstrating removal of clutter and duplication
- More examples of co-location and shared services

Community engagement

- Measure satisfaction through citizens' panels
- More people involved and engaged
- Improved perception of crime and safety
- Reduced demand
- Improved locality planning
- Improved outcomes (real or perceived).

Performance

- Link between actions and outcomes
- Local performance frameworks reflect local strategic assessment
- Effective benchmarking
- Build on existing KPIs
- Greater scrutiny and accountability for SOA and other outcome measures.

Main Issues

At the end of the workshops, each was asked to identify the three main issues that they would prioritise. These were:

Blue Workshop Group (Caledonian II)

- Get the national and local balance right – there is a need for enabling guidelines and basic frameworks from Government which can be fleshed out locally
- Don't make a meal of it - don't overcomplicate things that are working already. Build on what's there and integrate police and fire into council structures that already work.
- Recognise timescales (to 1 April 2013) are challenging – so there is a need for clarity in terms of key milestones.

Red Workshop Group (Scott Room)

- National to local links – there needs to be meaningful interaction between chairs of local boards and national boards – in particular the political links (police and fire links were felt to be more straightforward).

- Concerns around maintaining performance and satisfaction rates despite all the changes and budget cuts.
- Consistency of handling police complaints – the legislation requires open and transparent handling of complaints but they were not clear if this was just in terms of statistics and if not whether there would be ways of managing the data protection.

Orange Workshop Group (Burns Room)

- There is a big opportunity to simplify the landscape at a time of wider change (including the Community Planning Review).
- Get the skills and knowledge of everyone involved in the right place – and success will follow.
- It will be important to share learning and continue to learn from each other at a time when change is happening quickly.

7. Feedback and summing up

Richard Foggo thanked everyone for their contributions throughout the day. He said that it was clearly important to get the right balance between ‘prescription’ and ‘description’ in any guidance. Now that senior staff had been appointed for both the Police and Fire and Rescue Services, this work could proceed more clearly.

He felt that the process needed to be organic and iterative – and development would continue beyond 1 April 2013.

He offered the opportunity of ongoing discussions with local areas to supplement the meetings of the Learning Network.

He reminded delegates that feedback would be welcome from those who attended. This would inform the programme for the next Learning Event which would be held on 13 December 2012 at Verity House, Edinburgh.

ODS Consulting
September 2012

NORTH AYRSHIRE COUNCIL

Agenda Item 7

31 October 2012

Shadow Police and Fire Committee

Subject: **Police and Fire Reform: Pathfinder Newsletter**

Purpose: To provide the Shadow Police and Fire Committee with information in terms of Police and Fire & Rescue Pathfinder Projects across Scotland.

Recommendation: That the Shadow Police and Fire Committee notes the content of the attached Pathfinder Newsletter.

1. Introduction

- 1.1 The Shadow Police and Fire Committee is aware that the Council agreed to act as a Pathfinder as part of the Scottish Government's Local Scrutiny and Engagement Implementation Network.
- 1.2 The Network provides an opportunity to plan, trial, evaluate, refine and share learning about the implementation of local arrangements before the Scottish Police and Scottish Fire & Rescue Services 'go live' in April 2013.
- 1.3 All 32 Scottish local authorities have agreed to participate in the Network, 21 as Pathfinder and nine as Networkers.

2. Current Position

- 2.1 The Scottish Government's Police and Fire Reform Secretariat has produced its first Pathfinder Newsletter (October 2012) which provides information on developments in terms of Pathfinders Projects across Scotland as well as general information in terms of Police and Fire Reform.

3. Proposals

- 3.1 The Shadow Police and Fire Committee is asked to note the content of the Pathfinder Newsletter which is attached at Appendix 1.

4. Implications

Financial Implications

- 4.1 There are no financial implications arising from this report.

Human Resource Implications

- 4.2 There are no human resource implications arising from this report.

Legal Implications

- 4.3 There are no legal implications arising from this report.

Equality Implications

- 4.4 There are no equality implications arising from this report.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

- 4.6 The Shadow Police and Fire Committee should note that changes to the Police and Fire & Rescue Services will have implications for Single Outcome Agreement priorities:

9a "Fear of crime and anti-social behaviour has reduced";

9b "Levels of crime and anti-social behaviour have reduced and crimes being detected have increased";

9c "Road Safety has improved; and

9d "Fire Safety has improved".


It will also have implication for SOA priority 15b "Public services are more efficient and effective.

5. Consultations

5.1 No consultations have taken place in terms of this report.

6. Conclusion

6.1 The Shadow Police and Fire Committee is asked to note the content of the attached newsletter which provides information on Pathfinder Projects across Scotland.



ELMA MURRAY
Chief Executive

Reference : EM/BT

For further information please contact Barry Tudhope, Business Manager
(Chief Executive's) on telephone number (01294) 324113

Background Papers

None

Issue 1— October 2012

PATHFINDER NEWS

More Pathfinders on board

Over the summer, a number of new partners joined the Project. All 32 local authorities are now involved in the Project – 23 directly as Pathfinders in 21 individual projects, and nine as Networkers.



All current police forces and fire and rescue services are also now involved. We welcome Angus, South Lanark-

shire and Midlothian as new Pathfinders and Central Scotland Police, Central Scotland Fire

and Rescue, Stirling, Clackmannanshire and West Dunbartonshire as new Networkers.

Latest news about – and for – the Police and Fire Reform Local Scrutiny and Engagement Pathfinders and Networkers

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New Project Executive

We are please to announce Richard Foggo, Head of the Scottish Government's Community Safety Unit, has just taken on the Project Executive role for this project.

Richard (pictured right) will lead the Project Team, which includes Duncan Beamish as Project Manager and Mark Pentland and Tracy Slatyer as Project Officers.

Richard said: "I'm delighted to have taken on this new role. As Head of the Scottish Government's Community Safety Unit, I'm already famil-



iar with many of the issues Pathfinders and Networkers are grappling with.

"My Unit will inherit much of the local scrutiny and engagement support function once the Scottish Government's

Police and Fire Reform Division has disbanded.

"Therefore, I look forward to working with local agencies over the long-term as they develop and implement their new arrangements."

Project Board sets new direction

The Local Scrutiny and Engagement Project Board, on which a wide range of stakeholders are represented, held its fourth meeting on 12 September.

In addition to being Richard's first meeting in the Chair, several new members joined the Board following the local government elections. This presented an ideal opportunity to take stock and review what we

intend this Project to deliver.

The Board agreed on three actions to take the project forward:

- better feedback mechanisms are required to capture and share the Pathfinders' learning and to identify and address critical support needs.
- a range of resources should be produced for Day 1 of the new services, including a comprehensive Q&A clarifying

some of the uncertainties of local partners, practice notes and case studies on key elements of local scrutiny and engagement, and operating models and process maps; and

- full national guidance should be produced after Day 1, when the new arrangements have had a chance to bed-in and be evaluated and when the core structures and lines of accountability within the new services is clearer.

Third Learning Network event is a sell out

More than 100 people attended the third Learning Network event at COSLA's Verity House in Edinburgh on 26 September.

A lively Q&A and feedback discussion was followed by case studies from West Lothian and Moray, before delegates took part in facilitated workshops using process maps to prompt discussions on the key challenges and opportunities faced.

A number of key issues emerged during the day and will be followed up. These



include the interface between national and local priorities, the scope of and level of prescription in national guidance, the need to engage early with the chairs and chief officers of the new organisations, and proposals for future support. Rich-

ard Foggo offered the opportunity for bi-lateral engagement with Pathfinders and Networkers.

A summary of the event and PowerPoint slides are available on the Knowledge Hub (details on how to access it are available

The LSE Project is recruiting...

In response to the Project Board's call for better feedback mechanisms and in light of the various support needs raised by delegates at the Learning Network event on 26 September, the Project Team is in the pro-

cess of recruiting two seconded National Advisers with a local government background to provide hands-on support for Pathfinders and Networkers. The National Advisers will regularly visit Pathfinders and Net-

workers around the country and will be able to offer further on-call support from expert contractors. An announcement on the appointments will be made shortly.

New Chiefs and Chairs appointed

Alasdair Hay was announced as the first Chief Officer of the new Scottish Fire and Rescue Service on 16 August and attended our Learning Network event on 26 September.

Mr Hay said: "I am honoured to take this unique opportunity to shape and deliver the new single Scottish Fire and Rescue Service. It will allow us to sustain and improve the local services communities in all parts of Scotland depend on, to build on success and do more."

Stephen House was announced as the first Chief Constable of the Police Service of



Scotland on 25 September.

He said: "The priority for the new service will be to continue keeping people safe in Scotland and there will be no let up on the work to tackle organised criminality, violence and all the other issues which are of concern to our communities."

On 31 August, Vic Emery OBE was announced as the Chair of

the Scottish Police Authority (SPA) and Pat Watters was announced as Chair of the Scottish Fire and Rescue Service.

To ensure continuity and stability, John McNeill will continue as Police Complaints Commissioner for Scotland – which will become the Police Investigations and Review Commissioner on April 1 2013 – for a further two years.

The latest editions of the police reform newsletter *Direction* and the fire reform newsletter *Fire Reform Update* are available on the Knowledge Hub.

Cab Sec visits Pathfinders on Summer Tour



Cabinet Secretary for Justice Kenny MacAskill has visited a number of Pathfinders on his recent programme of Summer visits.

On 19 July, Mr MacAskill visited Elgin Fire Station to hear about the Moray Pathfinder. He also visited West Lothian and Orkney and Shetland over the summer.

Mr MacAskill said: "I am delighted all local authorities are now involved – either as Pathfinders or Networkers. The continued delivery of excellent local services built around the

needs of the communities who rely on them is at the heart of the new services.

"This work will play a crucial role in ensuring the new local arrangements for the Police Service of Scotland and Scottish Fire and Rescue Service are as effective as possible."

Mr MacAskill is pictured left in Elgin.

Reference Group update

To support the Project Board we are currently establishing a Reference Group of key experts to help advise on the development of support materials for Pathfinders and

Networkers and to act as local scrutiny and engagement champions within their own sectors. The Group will meet for the first time in October and a note of actions from their meetings will be

made available on the Knowledge Hub. If you feel you could assist the work of the Reference Group, please get in touch.

