

Cunninghame House,  
Irvine.

4 February 2016

### **Police and Fire and Rescue 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 **MONDAY 8 FEBRUARY 2016** 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 accuracy of the Minutes of the meeting of the Committee held on 23 November 2015 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

**2.1 Matters Arising**

Receive verbal updates in respect of any matters arising from the Minutes.

### **3. Consultation Responses**

#### **3.1 Consultation on Strategic Police Priorities**

Submit report by the Chief Executive on the draft response to future Strategic Police Priorities (copy enclosed).

#### **3.2 HM Inspectorate of Constabulary in Scotland - Consultation on Annual Scrutiny Plan 2016/17**

Submit report by the Chief Executive on whether there are further areas of scrutiny which should be undertaken by HM Inspectorate of Constabulary in Scotland (HMICS) during 2016/17 (copy enclosed).

#### **3.3 Consultation on Police Scotland Annual Police Plan 2016/17**

Submit report by the Chief Executive on the Annual Police Plan 2016/17 Consultation and the Council's proposed response (copy enclosed).

### **4. Performance Reports**

#### **4.1 Scottish Fire and Rescue Service**

Submit report by the Scottish Fire and Rescue Service on performance in relation to North Ayrshire.

#### **4.2 Police Scotland**

Submit report by Police Scotland on performance in relation to the North Ayrshire Local Police Plan.  
(copies enclosed).

### **5. Police Scotland Update on National/Local Policing Matters**

Submit report by Police Scotland on relevant local and national policing matters which fall outwith the local Policing Plan progress update (copy enclosed).

### **6. Urgent Items**

Any other items which the Chair considers to be urgent.

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## Police and Fire and Rescue Committee

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Sederunt: Marie Burns (Chair)  
Catherine McMillan  
(Vice-Chair)  
John Bell  
Ruth Maguire  
Grace McLean  
Peter McNamara  
Irene Oldfather

Chair:

Attending:

Apologies:

Meeting Ended:



Police and Fire and Rescue Committee  
23 November 2015

**IRVINE, 23 November 2015** - At a Meeting of the Police and Fire and Rescue Committee of North Ayrshire Council at 2.00 p.m.

**Present**

Marie Burns, Catherine McMillan, John Bell, Peter McNamara and Irene Oldfather.

**In Attendance**

A. Fraser, Head of Democratic Services and M. Anderson, Committee Services Team Leader (Chief Executive's Service).

**Also In Attendance**

Chief Superintendent G. MacDonald, Chief Inspector T. Ross and Chief Inspector B. Shaw (Police Scotland); Group Manager A. Stewart (Scottish Fire and Rescue Services); and A. Morrell (Scottish Police Authority).

**Chair**

Councillor Burns

**Apologies for Absence**

Ruth Maguire and Grace McLean.

**1. Chair's Remarks**

The Chair agreed, in terms of Standing Order 9.3, to vary the order of business to allow slightly earlier consideration of Agenda Item 3.2 (Performance Report: Police Scotland).

The Chair also referred to the absence of Scottish Fire and Rescue Service Area Manager Jim Scott and, on behalf of the Committee, extended her best wishes for his son's recovery from a recent serious road accident.

**2. Declarations of Interest**

There were no declarations of interest by Members in terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors.

**3. Minutes**

The accuracy of the Minutes of the meeting of the Committee held on 17 August 2015 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

## **4. Performance Reports**

### **4.1 Police Scotland**

Submitted report by Police Scotland on performance in relation to the North Ayrshire Local Police Plan for the period from 1 April to 30 September 2015. The appendix to the report provided detailed information of performance against the Plan's four priorities and associated objectives and also gave information on complaints against the Police.

Chief Superintendent MacDonald provided a verbal update on the figures in respect of Priority 4 (Road Safety), referring to recent fatalities near Largs and Hunterston. A breakdown of the data on complaints against the Police was also given, with Members advised that, of the 71 complaints mentioned, 21 related to issues associated with the quality of services.

Members asked questions, and received further information, on the following:-

- whether the figures on housebreaking related to a significant number of repeat offenders;
- the importance of providing a more detailed breakdown on the nature of complaints against the Police and the stage at which they are resolved;
- any work being undertaken with partners to seek to address the factors which contribute to re-offending, particularly in relation to housebreaking; and
- the high incidence of domestic abuse reports and contributory issues.

Chief Superintendent MacDonald undertook to (i) seek to include more detailed information in future on complaints against the Police, notwithstanding the difficulty in interrogating the recording of this data at a local level and (ii) raise at a national level the importance of ensuring that Members have detailed information on complaints in order to fulfil their scrutiny obligations.

Noted.

### **4.2 Scottish Fire and Rescue Service**

Submitted report by the Scottish Fire and Rescue Service on performance in relation to North Ayrshire for the period from 1 April to 30 September 2015.

A copy of a more detailed analysis of performance against six indicators associated with the current Local Fire and Rescue Plan priorities was circulated at the meeting. This identified one indicator currently exceeding its reduction target and six which are currently adrift of their three year target.

The report also provided an update on changes to the Area Management Team, as well as information on the introduction of the Draeger PSS 7000 BA set across the Scottish Fire and Rescue Service.

Members asked questions, and received further information, on the following:-

- the reduction in incidents associated with bonfires; and
- a welcome reduction in the number of incidents involving violence against Fire and Rescue Service crews;

Noted.

## **5. Police Scotland Public Satisfaction Surveys**

Submitted report from Police Scotland in relation to the User Satisfaction Survey undertaken by Police Scotland in Ayrshire.

Ayrshire Division is required to complete 63 telephone surveys per month. The survey asks people who have phoned to report an incident to describe their experience of interacting with Police Scotland and to rate their satisfaction. Current figures show a user satisfaction rate of 88% and a public confidence rate of 84.9% for Ayrshire Division.

Members asked questions, and received further information, of the following:-

- the positive role of the Division's use of social media in providing information to, and interacting with, the public; and
- the methodology used in surveying the public.

Noted.

## **6. Hope Project**

Submitted report from Police Scotland on the Hope Project.

The Hope Project is an Ayrshire-wide initiative aimed at engaging violent offenders and encouraging their participation in a new approach to violent offending, with a view to identifying those factors which have had a bearing on their offending behaviour and gauging their appetite and willingness to change. The project will be led by Police Scotland, with collaboration from a wide range of stakeholder, and the academic community will be involved both in the research into the project and its design.

The Committee agreed (a) to receive further reports on progress in respect of the Hope project; and (b) otherwise, to note the content of the report.

## **7. Urgent Item**

The Chair agreed that the following item be considered as a matter of urgency in order to meet the consultation deadline.

### **7.1 Scottish Police Authority (SPA) Review of Governance**

There was circulated at the meeting a letter dated 17 November 2015 from the Scottish Police Authority on its review of Police Governance. Consultation responses were invited by 16 December 2015.

The Head of Democratic Services made reference to key elements which might form part of a consultation response, including the importance of the fundamental principle of locality planning, as well as a number of issues identified by COSLA in relation to the review, such as the need both for a formal opportunity for local Members to contribute to national policy and clarity on what constitutes operational matters.

Members discussed the following matters which they would also wish to see included in the consultation response:-

- the importance of robust information management systems to allow Members to fulfil their scrutiny role at a local level;
- the need for clear feedback on issues which have been raised at a local level, to ensure meaningful two-way communication;
- the value of local authority involvement in the Scottish Police Authority;
- the need for greater clarity on the role of the Scottish Police Authority and scrutiny arrangements.

The Committee agreed that it be remitted to the Head of Democratic Services, in consultation with the Chair and taking into account the matters raised by Members, to submit a consultation response on behalf of the Committee by the deadline of 16 December 2015.

The meeting ended at 3.05 p.m.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 3.1**

**8 February 2016**

#### **Police and Fire and Rescue Committee**

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<b>Title:</b>	<b>Consultation on Strategic Police Priorities.</b>
<b>Purpose:</b>	To seek Committee views on future Strategic Police Priorities.
<b>Recommendation:</b>	To consider the draft response attached at appendix two and agree the terms of a response to the consultation.

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#### **1. Executive Summary**

- 1.1 This report provides an update on the Scottish Government Consultation 'What are your priorities for your Police Service? - Review of our Strategic Police Priorities'. The consultation document is attached as appendix one.

#### **2. Background**

- 2.1 The Strategic Police Priorities are designed to be a link between operational policing and the Scottish Government's national outcomes. Similar to the golden thread in Council service planning, there should be a golden thread leading from the Government's national outcomes through the Strategic Police Priorities, to the three year Scottish Police Authority's Strategic Police Plan and thereafter to the Police Scotland Annual Police Plan and Local Policing Plans.
- 2.2 The four Strategic Police Priorities from 2013 - 2016 were as follows: -
- 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;
  - Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats;
  - Provide an efficient effective service focused on protecting front line services, delivering the benefits of police reform and promoting continuous improvement; and
  - Make communities stronger and improve well-being by increasing public confidence and reducing fear of crime, making the new police service of Scotland an exemplar of visible, ethical and responsive policing.

- 2.3 The Government is now consulting on what its priorities should be for next three years.

### **3. Proposals**

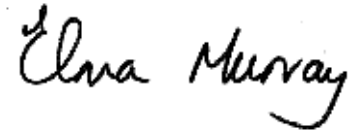
- 3.1 The Strategic Police Priorities are intended to be at a high level. There is a potential conflict between priorities which seek to cover all of main areas of policing against short, sharp priorities which are focused on particular priorities.
- 3.2 A draft response is attached at appendix two. In broad terms this favours retention of four strategic police priorities similar to the present ones. It is particularly important that the strategic priorities align with those of the Christie Commission and there is an increasing focus on partnership working.

### **4. Implications**

<b>Financial:</b>	There are no Financial issues arising from this report.
<b>Human Resources:</b>	There are no Human Resource issues arising from this report.
<b>Legal:</b>	There are no Legal issues arising from this report.
<b>Equality:</b>	There are no Equalities issues arising from this report.
<b>Environmental &amp; Sustainability:</b>	There are no Environmental & Sustainability issues arising from this report.
<b>Key Priorities:</b>	Effective policing supports the Council priority of supporting our people to stay safe, healthy and active.
<b>Community Benefits:</b>	There are no Community Benefits from this report.

## **5. Consultation**

- 5.1 This report forms part of the Scottish Government consultation on Strategic Police Priorities.



ELMA MURRAY  
Chief Executive

Reference : AF/cf

For further information please contact Andrew Fraser, Head of Democratic Services on 01294 324125

### **Background Papers**

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**What are your priorities for your  
police service?**

# **A REVIEW OF OUR SCOTTISH STRATEGIC POLICE PRIORITIES**



**The Scottish  
Government**  
Riaghaidh 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;

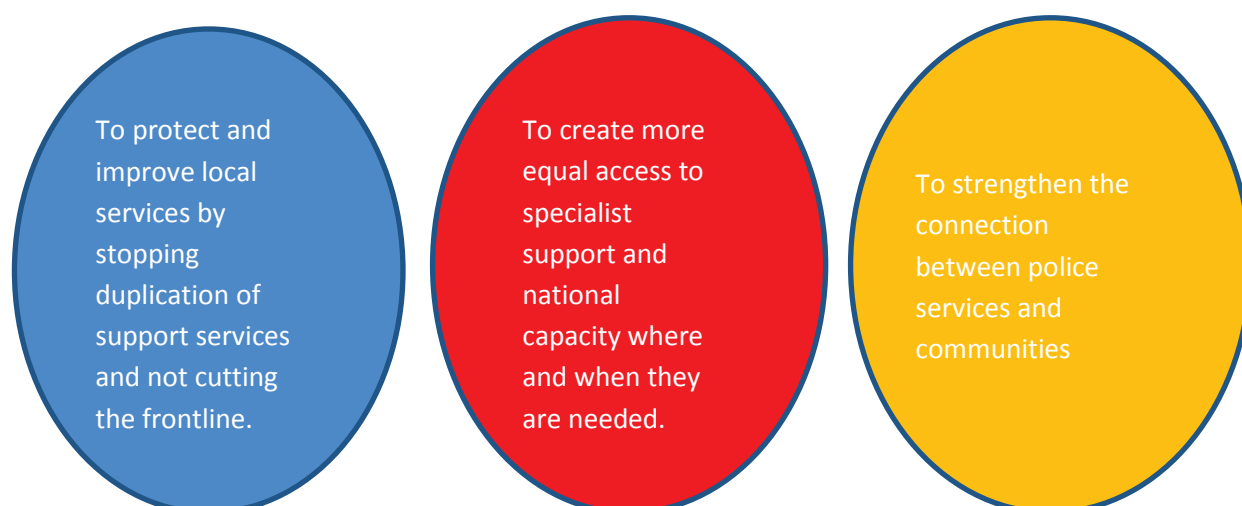


Figure 2 – 3 Aims of Police Reform in Scotland

## 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.

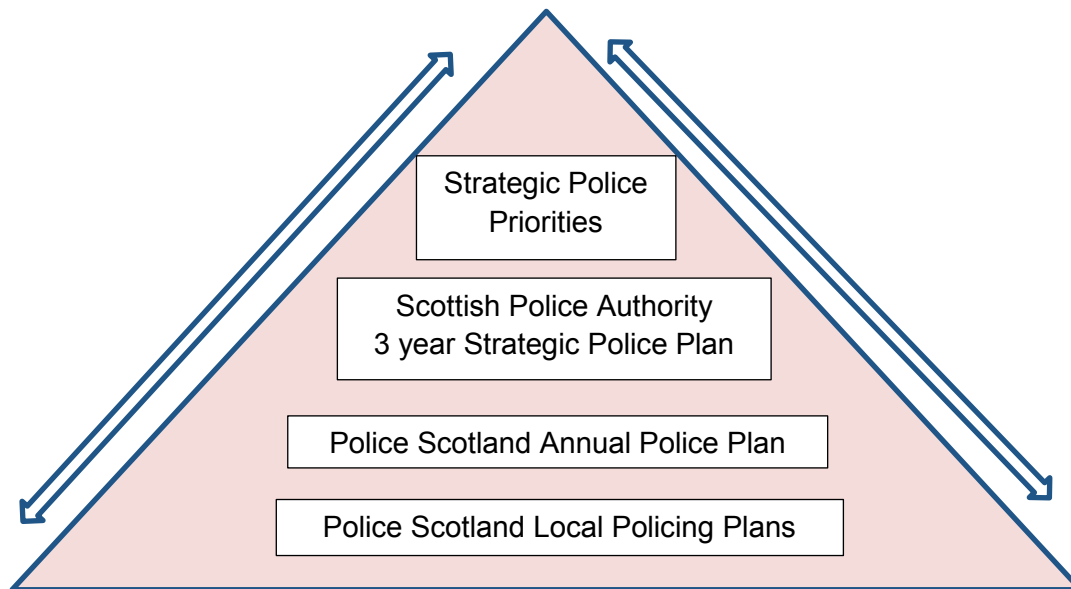


Figure 2 - Strategic Planning Structure

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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Scottish Government Consultation –  
What are your priorities for your Police Services? –  
A Review of our Strategic Police Priorities

**Response by North Ayrshire Council.**

We believe that the current four strategic priorities are broadly fit for purpose. In the previous three years since the priorities were developed we have seen new security and policing challenges linked to the terrorist threat and cyber security. However the current priority two is sufficient to respond to these developing areas.

We believe it is important that the strategic police priorities focus on key areas, rather than trying to reflect all areas of police business. Moreover, it is important that if the purpose of the strategic priorities is to give high level priorities then these should be linked to the public sector reform objectives of the Christie Commission. In particular it should: -

- 1) Focus on early intervention and prevention to avoid subsequent failure demand;
- 2) Target and align resources efficiently towards outcomes for communities. This involves working together with other community planning partners to a) align police work towards agreed priorities and reducing duplication, b) a focus on achieving outcomes rather than on processes, and c) services being aligned to help support or deliver agreed priorities for that community;
- 3) Recognise that policing plays an important part in building the capacity of communities and empowering them to take a key role in meeting their own needs;
- 4) More efficient use of resources, including investment in officers, process improvement and increasing the pace of digital change.

In broad terms the previous strategic police priorities address these four points. The following rewording would strengthen these four priorities: -

*“3 - Provide an efficient effective service delivering the benefits of police reform, promoting continuous improvement and maximising the benefit from digital change.*

*4 – Working together with our partners and communities, make communities stronger and improve their well-being by increasing public confidence and reducing fear of crime, making the police service of Scotland an exemplar of visible, ethical and responsive policing”.*





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 3.2**

**8 February 2016**

#### **Police and Fire and Rescue Committee**

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**Title:** **HM Inspectorate of Constabulary in Scotland -  
Consultation on Annual Scrutiny Plan 2016/17**

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**Purpose:** To seek the Committee's view on whether there are further areas of scrutiny which should be undertaken by HM Inspectorate of Constabulary in Scotland (HMICS) during 2016/17.

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**Recommendation:** That the Committee notes the updated HMICS Scrutiny Plan 2015/16 and responds to HMICS on further areas of scrutiny which could be undertaken during 2016/17.

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#### **1. Executive Summary**

- 1.1 HMICS are consulting with partners, including the Council, on whether there are specific areas of scrutiny which we would wish them to undertake during 2016/17.

#### **2. Background**

- 2.1 The HMICS Corporate Strategy 2014/17 published in May 2014 outlines the approach of HMICS to scrutiny together with their inspection framework. In July 2015 the Scrutiny Plan for 2015/17 was published. Subsequently this was refreshed to take into account changes to their scrutiny activities, specifically the unplanned audits of call handling and counter-corruption undertaken during 2015/16. Copies of the HMICS Corporate Strategy 2014/17 and their Annual Scrutiny Plan 2015/16 are attached at appendices one and two.
- 2.2 During 2016/17 it is the intention of HMICS to continue with their 'local policing plus' inspections. In addition they have already committed in principle to scrutiny in relation to forensic services, cyber crime, national crime recording together with follow up work on both stop and search and call handling. They have also retained some limited capacity within the forthcoming programme to address any topical high risk or emerging areas in policing.

### 3. Proposals

- 3.1 The 2015/16 Scrutiny Plan is reasonably comprehensive and there are no obvious gaps in the scrutiny undertaken by HMICS. Obviously their Scrutiny Plan will have to retain capacity to deal with urgent unplanned work, such as their 2015 review of Police call handling.
- 3.2 Two developing areas which might benefit from scrutiny in the longer term are in relation to preventative policing and joint working of Police and Community Planning Partners. As regards the former, the Divisional Commander, with local authorities support is commissioning research on the impact of preventative policing in Ayrshire. Accordingly it is felt that scrutiny of these areas in 2016 would be premature.
- 3.3 Accordingly unless the Committee can identify any further areas which would warrant scrutiny during 2016/17 it is proposed to respond to HMICS to advise that the Council agrees with their 2016/17 scrutiny plan.

### 4. Implications

<b>Financial:</b>	There are no financial issues arising from this report.
<b>Human Resources:</b>	There are no human resource issues arising from this report.
<b>Legal:</b>	There are no legal issues arising from this report.
<b>Equality:</b>	There are no equalities issues arising from this report.
<b>Environmental &amp; Sustainability:</b>	There are no environmental & sustainability issues arising from this report.
<b>Key Priorities:</b>	The work of HMICS helps to support the Council priority of supporting all our people to stay safe, healthy and active.
<b>Community Benefits:</b>	There are no community benefits from this report.

## **5. Consultation**

5.1 This report forms part of HMICS consultation on their Scrutiny Plan.

A handwritten signature in black ink that reads "Elma Murray". The signature is written in a cursive, flowing style.

ELMA MURRAY  
Chief Executive

Reference : AF/cf

For further information please contact Andrew Fraser, Head of Democratic Services on 01294 324125

### **Background Papers**

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HM Inspectorate of Constabulary  
in Scotland

## CORPORATE STRATEGY 2014-17

Improving Policing across Scotland



## INTRODUCTION



Our Corporate Strategy for 2014-17 sets out how HM Inspectorate of Constabulary in Scotland (HMICS) will operate over the next three years. We will build on 157 years of history as a credible, competent and collaborative inspectorate that adds value and strengthens public confidence in Scottish policing. Our statutory purpose is to inquire into the state, efficiency and effectiveness of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority.

***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.<sup>1</sup>***

Unprecedented changes in policing and 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 shows how we will meet our obligations in this new policing landscape under the *Police and Fire Reform (Scotland) Act 2012*. We have extensive powers underpinning our purpose and these will allow us to work effectively with Police Scotland and the Authority.

As a values-led organisation, we will continue to conduct our business in a way that is independent, accountable, proportionate and transparent. We will also remain focussed on the needs of users. We have developed a new approach to our scrutiny activities with a particular emphasis on local policing. This will give us a consistent means of assessing the quality of local policing across Scotland and allow us to report publicly on how well Police Scotland and the Authority are delivering against local priorities and their responsibilities to keep people safe. We will continue to use Thematic Reviews to examine cross-cutting issues. These will provide opportunities to work with others to consider emerging issues and provide evidence for

future policy development. Our Scrutiny Plan will also include Joint Inspection activity in areas where Police Scotland or the Authority work in partnership with other agencies and contribute to shared outcomes.

We will introduce a new programme of Continuous Improvement Reviews, working closely with both Police Scotland and the Authority to report on how effectively they meet their obligations to deliver best value and continuous improvement. We will also conduct 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 will be supported by a new scrutiny Framework providing structure to our activities and the means to 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.

HMICS will publish an annual Scrutiny Plan setting our priorities and proposed inspection activity for each fiscal year. We will also publish our Annual Report at the end of the fiscal year and lay it before the Scottish Parliament. The Annual Report will summarise our activities and comment on the overall state, efficiency and effectiveness of policing in Scotland, and on the performance of Police Scotland and the Authority.

As an organisation, HMICS must demonstrate continuous improvement and operate in a way that it is consistent with our values. Accordingly, we will review our internal operations each year and produce an annual Improvement Plan enabling us to develop our capability and capacity and fulfil our purpose within our allocated budget.

**Derek Penman**

HM Inspector of Constabulary in Scotland



## OUR PURPOSE

HM Inspectorate of Constabulary in Scotland (HMICS) is established under the *Police and Fire Reform (Scotland) Act 2012*<sup>ii</sup> and has wide ranging powers to look into the “state, effectiveness and efficiency” of both Police Scotland and the Scottish Police Authority, including Forensic Services<sup>iii</sup>. We also have a statutory duty to ensure that the Chief Constable and the Authority meet their obligations in terms of best value and continuous improvement<sup>iv</sup>. If necessary, we can be directed by Scottish Ministers to look into anything relating to the Authority or Police Scotland as they consider appropriate<sup>v</sup>. 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<sup>vi</sup>. The Authority and the Chief Constable must provide us with such assistance and co-operation as we may require to carry out our functions<sup>vii</sup> 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.<sup>viii</sup> 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:

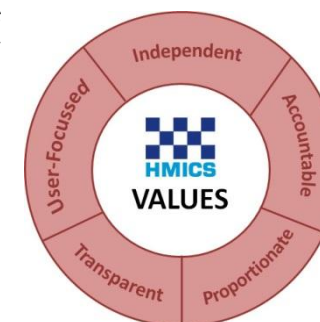
**Independent** - We will always act independently and publish impartial and objective reports. Our professional advice will be informed and unbiased. HM Inspector of Constabulary in Scotland is appointed under Royal Warrant and is independent of Scottish Government, Police Scotland and the Scottish 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<sup>ix</sup> 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

We will publish an annual **Scrutiny Plan** outlining our priorities and scrutiny activities for the fiscal year ahead. This Plan will be developed through consultation with our stakeholders and informed by an objective assessment of policing performance and risk. We will keep the Plan under continuous review and will make it accessible to those who are likely to have interest in it, maintaining an up to date copy on our website.

Our scrutiny activity will follow a new approach which takes account of the Crerar<sup>x</sup> review, Christie<sup>xi</sup> report and supports production of the National Scrutiny Plan<sup>xii</sup> by Audit Scotland on behalf of the Accounts Commission.



## Local Policing+

The three objectives for Police Reform<sup>xiii</sup> 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 a new approach to scrutiny and will introduce a rolling programme of Divisional policing inspections entitled *Local Policing+*. This will provide a consistent means of assessing the quality of local policing across Scotland and enable us to report publicly on how well Police Scotland is delivering against local priorities and keeping people safe. We will focus on 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<sup>xiv</sup> characteristics. We will capture innovation and good practice and, where relevant, we will make recommendations to drive policing 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 will allow sufficient flexibility to respond to new and emerging issues that arise and would benefit from our scrutiny. These issues will be identified through our stakeholder engagement and our scrutiny risk assessment. We will publish full reports for each of our local policing inspections and also short, accessible summary reports to inform local communities how well their local police Division is performing.

## Thematic Reviews

We will continue to 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, capturing innovation and good practice and, where relevant, making recommendations that drive improvement. Moving forward, our Thematic





Reviews may provide opportunities to work with others to consider new issues or emerging threats and provide evidence for future policy development.

### Continuous Improvement Reviews

We will introduce a new programme of *Continuous Improvement Reviews*, working closely with Police Scotland and the Authority to report on how they are meeting their obligations to secure best value and continuous improvement<sup>xv</sup>. We will monitor delivery against the Police Scotland Corporate Strategy and Delivery Plans and comment on the effectiveness of governance in key areas of Finance, People, Technology and Organisational Support. We will also independently assess how well Police Scotland and the Authority are delivering against the Strategic Police Priorities set by Scottish Ministers and against their published Strategic Police Plan and Annual Policing Plans.

We will publish concise reports for each of our Continuous Improvement Reviews, highlighting the activity that was undertaken and our commentary. 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, and we will publish a summary of our findings in our Annual Report.

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

### Audit and Assurance Reviews

Our *Audit and Assurance Reviews* will 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 will also provide opportunities for HMICS to undertake short assignments to provide independent assurance over specific aspects of policing.

We will publish concise reports for each of our Audit & Assurance Reviews, highlighting our findings and any recommendations. These

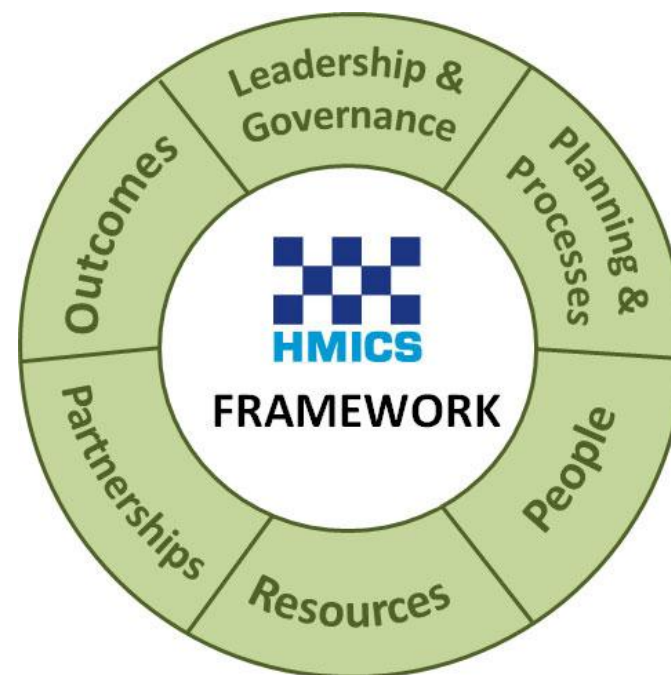
Reviews will also inform our wider assessment of how well Police Scotland and the Authority have met their obligations to secure best value and continuous improvement, which we will publish in our Annual Report.

### 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 FRAMEWORK

Our new approach to inspection will be supported by the introduction of a new Scrutiny Framework, which will provide structure to our activities and the means to consistently and objectively assess policing in Scotland.



Our Framework was informed by the Public Sector Improvement Framework self-evaluation model, an approach used in many public sector settings. The self-evaluation model was adapted to provide a scrutiny framework model suitable for the inspection of elements of policing or the Authority. It will form the basis of any inspection and is also sufficiently flexible to be adapted so that the key themes and sub-elements reflect the purpose of the inspection to be undertaken. The framework will support HMICS 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 seek to examine successes in delivering demonstrable, high-quality and improved outcomes for service users, communities and the public in general.

### **Leadership and Governance**

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

### **Planning and Processes**

We will examine the effectiveness of strategy and planning processes in ensuring services are inclusive and focussed on user needs. We will also examine the work of the organisation or service in relation to key functions, in particular the delivery and development of the services it provides, both by itself and 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**

A key element of resourcing is the consideration of best value. We will consider whether the organisations or service area manage resources in the most efficient, effective and sustainable way, including 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.

### **Partnerships**

We will assess 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 co-operate 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.

## **ASSESSING OUR IMPACT**

We will develop approaches to better assess the impact of our work and measure how we have contributed towards positive outcomes for communities across Scotland. We will seek to demonstrate how our annual scrutiny activities have improved the state, effectiveness and efficiency of both Police Scotland and the Authority and how we have supported those organisations to deliver services that are high quality, continually improving, effective and responsive to local needs.



## OUR REPORTS

We will publish and lay before the Scottish Parliament a number of reports each year 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 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 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. HMICS seeks to resolve customer dissatisfaction as quickly as possible and to conduct thorough, impartial and fair investigations of all 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.<sup>xvi</sup>*

## OUR ORGANISATION

As an organisation responsible for the scrutiny of others, HMICS must demonstrate continuous improvement and operate in a way that it is consistent with our values. Accordingly, we will review our internal operations each year and produce an annual Improvement Plan. This will enable us to develop our internal capability and capacity and fulfil our purpose within our allocated budget. We will report progress against our Improvement Plan in our Annual Report.

Our annual Improvement Plan will be available on our website.

### Leadership and Governance

HM Inspector of Constabulary in Scotland (HMICS) is appointed by Royal Warrant for a three-year term and is independent of government and policing bodies. He is responsible for the strategic leadership of HMICS and accountable for our activities. Our Corporate Strategy for 2014-17 has been reframed with reference to our new statutory duties and informed through stakeholder engagement and research to reflect best practice. This clearly establishes our strategic direction and our approach to scrutiny for the next three years and the term of appointment for Her Majesty's Inspector of Constabulary.

### Planning and Processes

We seek to have effective processes for key areas of our activity. These include our Scrutiny Risk Assessments, a new Scrutiny Framework and the introduction of an Inspection Manual. Throughout our work we strive for continuous organisational improvement to enhance our effectiveness, efficiency and economy. We intensively debrief our activities, seek feedback from those we scrutinise, partners and others, and use this to enhance our processes and approach.



## Our People

HMICS has a total of 12 full-time staff currently supplemented by Associate Inspectors. HM Inspector of Constabulary is supported by an Assistant Inspector of Constabulary (AIC), who is responsible for the day to day operation of HMICS. Both the AIC and a Staff Officer are currently seconded from Police Scotland. Our six Lead Inspectors are civil servants with a background in policing and other relevant fields of work. Our Associate Inspectors have been recruited from a range of professional experience.

We seek to support our people in achieving their individual and team objectives. Our staff have clear job descriptions, with appraisal and performance reviews, training and development plans. They also receive recognition for their individual contributions to our collective work. Regular team meetings are held to assist and co-ordinate our varied work programme which requires our staff to work throughout Scotland.

## Our Partnerships

We engage with over 100 different stakeholder groups in the course of our activities. Our principal partners include Scottish Government, the Police Investigations & Review Commissioner, the Scottish Institute for Policing Research and a range of other audit and inspection/improvement bodies. We engage at various levels with many stakeholders nationally, regionally and locally and also seek feedback through a wide range of channels, including social media.

## Our Resources

The budget for HMICS was £1.16m in 2013-14 and is set at £1.006m for 2014-15. This takes account of the need to continue to deliver efficiencies throughout the public sector. Our budget is less than 0.1% of the cost of policing in Scotland and delivers value for money in an overall Scottish scrutiny budget of around £50m. Our budget currently comprises 88% staff costs and 12% operating costs.

## Outcomes

We will add value through the work we do, highlighting good practice and making recommendations to drive improvement in policing for the

communities of Scotland. We will do this in a proportionate manner and will work collaboratively to minimise our scrutiny footprint. We will monitor our work to ensure it is adding value and will continually improve to ensure what we do it is relevant, up to date and timely. We will work to our values and inspect using the principles of our framework to ensure transparency.

## Document References

- <sup>i</sup> <http://www.scotland.gov.uk/About/Performance/scotPerforms/outcome/pubServ>
- <sup>ii</sup> <http://www.legislation.gov.uk/asp/2012/8/contents/enacted>
- <sup>iii</sup> Police and Fire Reform (Scotland) Act 2012, Section 74(2)(a)
- <sup>iv</sup> Police and Fire Reform (Scotland) Act 2012, Section 74(2)(b)
- <sup>v</sup> Police and Fire Reform (Scotland) Act 2012, Section 74(1)
- <sup>vi</sup> Police and Fire Reform (Scotland) Act 2012, Section 76(1)
- <sup>vii</sup> Police and Fire Reform (Scotland) Act 2012, Section 77
- <sup>viii</sup> Police and Fire Reform (Scotland) Act 2012, Section 80
- <sup>ix</sup> Police and Fire Reform (Scotland) Act 2012, Section 79
- <sup>x</sup> <http://www.scotland.gov.uk/Resource/Doc/198627/0053093.pdf>
- <sup>xi</sup> <http://www.scotland.gov.uk/Resource/Doc/352649/0118638.pdf>
- <sup>xii</sup> <http://www.audit-scotland.gov.uk/work/scrutiny/schedule.php>
- <sup>xiii</sup> Police and Fire Reform Scotland Bill Policy Memorandum, Paragraph 3
- <sup>xiv</sup> Police and Fire Reform (Scotland) Act 2012, Section 74(2)(b)
- <sup>xv</sup> Police and Fire Reform (Scotland) Act 2012, Section 37(1)&(2)
- <sup>xvi</sup> <http://pirc.scotland.gov.uk>

## Version Control

Title	HMICS Corporate Strategy 2014-17
Version	1.0 (Final)
Date	29 April 2014
GPMS	Not Protectively Marked





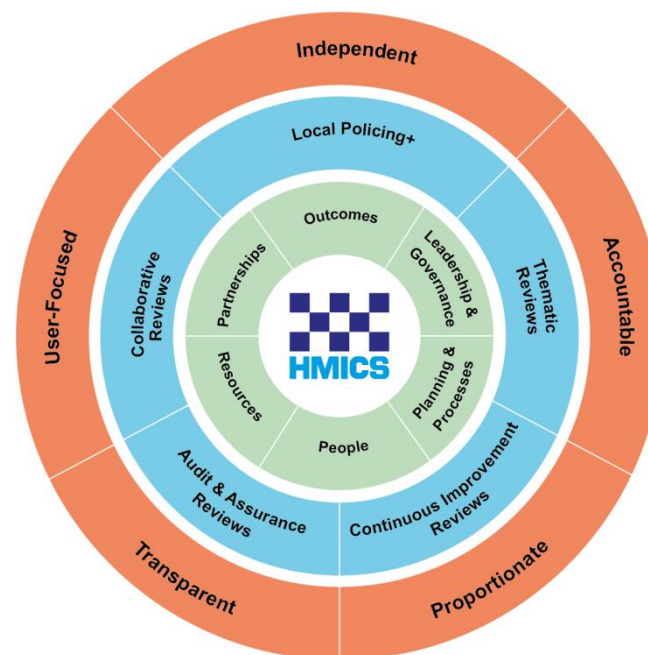
HM Inspectorate of Constabulary  
in Scotland

## 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*<sup>7</sup> 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.***<sup>ii</sup>

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.<sup>iii</sup> 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.<sup>iv</sup> If necessary, we can be directed by Scottish Ministers to look into anything relating to the Authority or Police Scotland as they consider appropriate.<sup>v</sup> 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.<sup>vi</sup> The Authority and the Chief Constable must provide us with such assistance and co-operation as we may require to carry out our functions<sup>vii</sup> 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.<sup>viii</sup> 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<sup>ix</sup> 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<sup>x</sup> review, Christie<sup>xi</sup> report and supports production of the National Scrutiny Plan.<sup>xii</sup>



### Local Policing+

The three objectives for police reform<sup>xiii</sup> 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.<sup>xiv</sup> 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*<sup>xv</sup> 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<sup>xvi</sup> 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.<sup>xvii</sup>

## 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.<sup>xviii</sup> 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.<sup>xix</sup> 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.<sup>xx</sup> 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<sup>xxi</sup> 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<sup>xxii</sup> was published in September 2015 and a full report was published in November 2015.<sup>xxiii</sup> 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<sup>xxiv</sup> 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 second 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.<sup>xxv</sup>

## 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<sup>xxvi</sup> 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.<sup>xxvii</sup>*

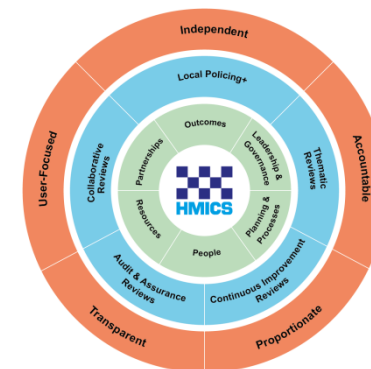
## HMICS Scrutiny Plan 2015-16 - Version 2.0 (Revised December 2015)

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
<b>Local Policing +</b>												
Local Policing Edinburgh (Published Oct 2015)												
Local Policing Dumfries and Galloway												
<b>Thematic Review</b>												
Cyber Policing (Rescheduled to 2016-17)												
Forensic Services (Rescheduled to 2016-17)												
<b>Continuous Improvement Reviews</b>												
SPA Leadership and Governance												
Strategic Planning and Performance												
<b>Audit and Assurance Reviews</b>												
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												
<b>Collaborative Reviews</b>												
Children's Services (Care Inspectorate)												
MAPPA (Care Inspectorate) (Published Nov 2015)												
<b>Recommendations and Impact</b>												
<b>Annual Report</b>												

## Document References

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





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 3.3**

**8 February 2016**

#### **Police and Fire and Rescue Committee**

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**Title:** **Consultation on Police Scotland Annual Police Plan 2016/17.**

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**Purpose:** To report on the Annual Police Plan 2016/17 Consultation and invite views.

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**Recommendation:** That the Committee consider the terms of the Annual Police Plan 2016/17 and responds to the consultation accordingly.

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#### **1. Executive Summary**

- 1.1 The Police Scotland draft Annual Police Plan 2016 is attached at appendix one. The Committee is invited to provide comments on the plan which would then form a response from the Council in relation to the plan.

#### **2. Background**

- 2.1 In terms of the golden thread, Police Scotland's Annual Police Plan sits below the Scottish Police Authorities (SPA's) three year Strategic Police Plan but above Police Scotland's Local Policing Plans. Consultation on the Annual Police Plan 2016/17 is taking place at the same time as the Scottish Government's consultation on strategic police priorities. Such strategic priorities will inform both the SPA's three year Strategic Police Plan and the Annual Police Plan. While the consultation runs until 29 January 2016 Police Scotland have confirmed that in order to allow the Committee the opportunity to comment, they will extent their deadline for responses.
- 2.2 The first section of the plan is a detailed reflection on the activities of each division in the past year. Thereafter the plan details the steps which Police Scotland will take in order to address their five priorities. These priorities are: -
- Violence, disorder and antisocial behaviour;
  - Road safety and road crime;
  - Protecting people at risk of harm;
  - Serious organised crime; and
  - Counter terrorism.

- 2.3 Thereafter the plan has a section on major events and resilience.
- 2.4 The plan has been prepared following extensive public consultation. In 2014 their public consultation attracted 43,119 responses. In September 2015 the consultation survey took the form of an exercise to validate the 2014 stated priorities. An additional 1896 surveys were carried out across all 32 local authority areas. In July 2015 local policing commanders also consulted with key local partners, including the committee. The 2015 public consultation survey identified the same five priorities detailed at paragraph 2.2 above.
- 2.5 The local priorities of U Division in Ayrshire are marginally different from those of the annual plan. These are: -
- Drug dealing, drug misuse;
  - Road safety;
  - Violence;
  - Antisocial behaviour; and
  - Dishonesty.

The annual plan contains specific commitments on pages 26, 218, 31, 34, 37, 39, and 40. Particular feedback is invited on these commitments.

### **3. Proposals**

- 3.1 The Committee is invited to discuss the document and identify any issues it would wish to respond on. Some particular issues for consideration are: -
- Priority - Violence Disorder and Antisocial Behaviour - in the section relating to reducing the harm caused by domestic abuse reference could be made to the innovative MADART approach in North Ayrshire.
  - Priority - Violence Disorder and Antisocial Behaviour - this priority refers to the impact of alcohol on police and partners and the substantial social and economic cost to the communities of Scotland. However it focuses attention on the pub or on trade. 50% of all alcohol is now sold by four supermarket chains, including the majority of low cost alcohol. Off sales now account for 72% of all alcohol sales. On trade sales decreased by 34% from 1994 to 2012 whereas off sales increased by 45% from 1994 to 2012. More than 50% of alcohol from off sales is sold at less than 50p per unit. There is a clear link between price, availability, consumption and harm levels. There is also a huge link to inequality. Even town centre problems relating to alcohol are largely driven by pre-loading on cheap supermarket alcohol prior to going to on sales premises. Low cost alcohol from off sales, particularly supermarkets is driving the alcohol problem and the priority of Police Scotland should be focussed on off sales,

particularly supermarkets rather than on sales. In addition, in implementing a national ICT licensing system, it would be helpful for the police to record, as part as crime information, whether the victim or perpetrator had been drinking and where they had bought their alcohol.

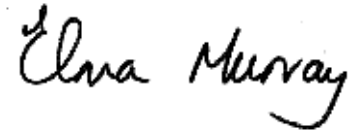
- Priority - Road Safety and Road Crime - nationally the consultation focussed on speeding drivers whereas the focus in Ayrshire has been on road casualties. While not referred to in the police plan, the Council welcomes further work between local police and schools to raise awareness of road traffic risks.
- Greater reference should be made to the potential value of social media to support local policing and increase community resilience. Page 17 of the plan contains details of U Divisions innovative and successful use of social media.

#### 4. Implications

<b>Financial:</b>	There are no Financial issues arising from this report.
<b>Human Resources:</b>	There are no Human Resource issues arising from this report.
<b>Legal:</b>	There are no Legal issues arising from this report.
<b>Equality:</b>	There are no Equalities issues arising from this report.
<b>Environmental &amp; Sustainability:</b>	There are no Environmental & Sustainability issues arising from this report.
<b>Key Priorities:</b>	The Annual Police Plan supports the Council Plan objective of supporting all our people to stay safe healthy and active.
<b>Community Benefits:</b>	There are no Community Benefits from this report.

## **5. Consultation**

- 5.1 This report forms part of Police Scotland's consultation on their Annual Police Plan 2016/17.

A handwritten signature in black ink that reads "Elma Murray". The signature is written in a cursive, flowing style.

ELMA MURRAY  
Chief Executive

Reference : AF/cf

For further information please contact Andrew Fraser, Head of Democratic Services on 01294 324125

### **Background Papers**

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**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 1<sup>st</sup> 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.

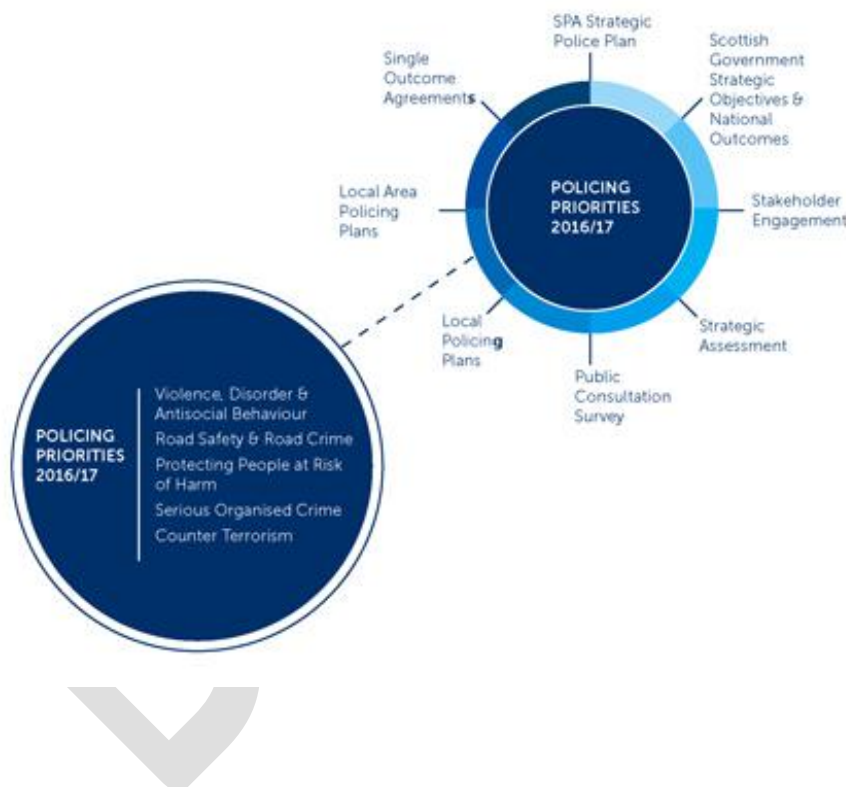
Our priorities and Policing Plans continue to be shaped by the objectives contained within **Scottish Government's Strategic Objectives and National Outcomes** and the **Strategic Police Plan** that are delivered locally through Single Outcome Agreements.

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.

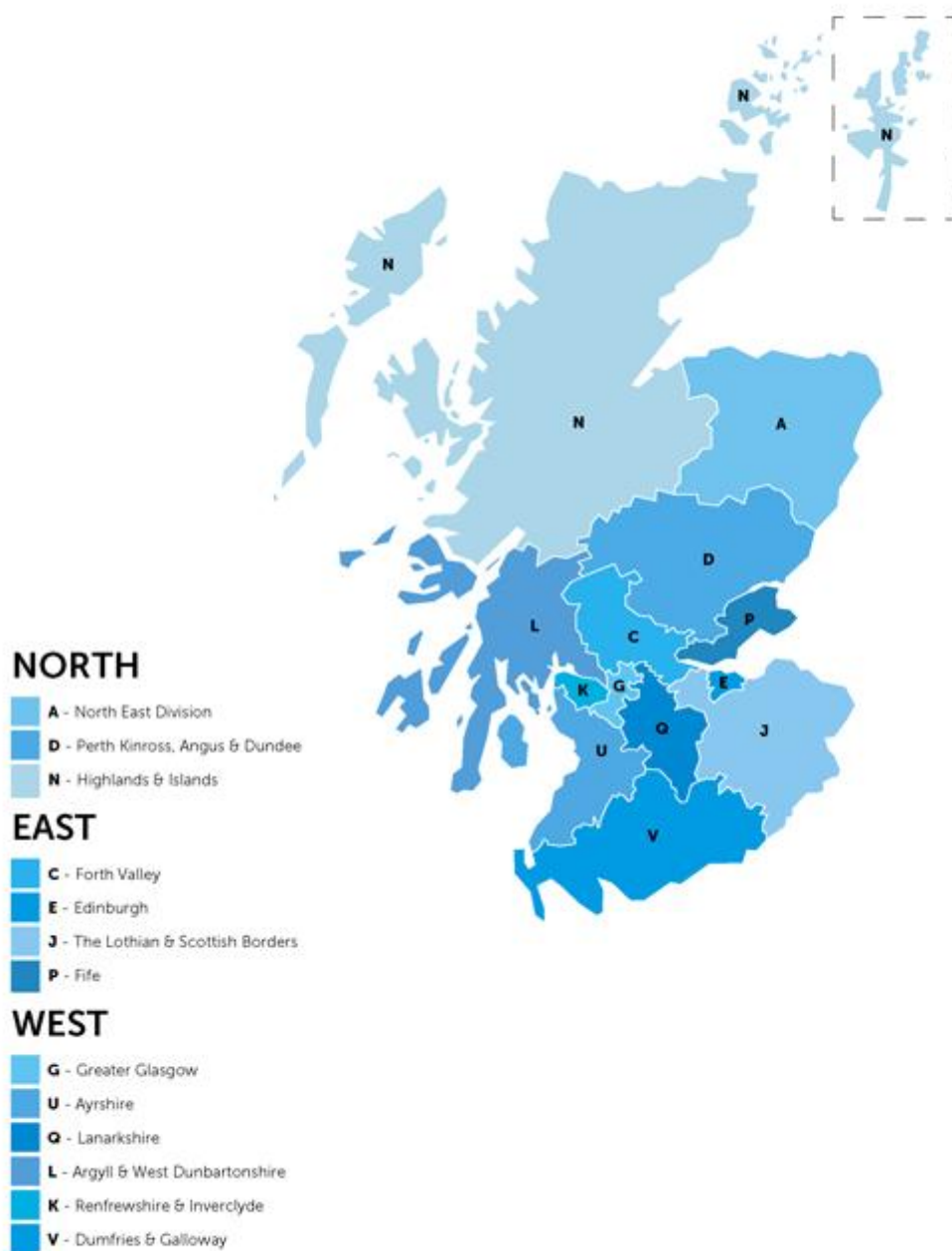
Our **Criminal Justice Division** plays a key role in the delivery of policing locally, working with partners across the Scottish criminal justice system to support and protect those who are victims and witnesses. ([Link 2](#)). Effective and efficient management of the criminal justice process helps 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

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



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.

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.



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

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 31<sup>st</sup> 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.

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

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.



## **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.



## 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 1976<sup>1</sup>. 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

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.**

<sup>1</sup>Scottish 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.**



**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.

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.

## NOT PROTECTIVELY MARKED

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.**

## NOT PROTECTIVELY MARKED

## 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.



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.

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.

## 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  
Children's 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

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### 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.

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## Scottish Fire and Rescue Service

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### Agenda Item

#### Police & Fire and Rescue Committee – 8<sup>th</sup> February 2016

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<b>Subject</b>	Scottish Fire and Rescue Service Performance Report and Service updates
<b>Purpose</b>	To advise members of the Police and Fire Committee as to progress against North Ayrshire's local fire and rescue plan 2014 - 2017 and to provide committee members with other key Fire and Rescue Service updates
<b>Recommendation</b>	For members to note the information contained within this report

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### 1. Introduction

- 1.1 On the 1<sup>st</sup> April 2013, the Scottish Fire and Rescue was formally established and as part of its statutory duties, the Service developed its three-year Strategic Plan. Following a consultation process, the Strategic Plan was approved by Roseanna Cunningham MSP, the Minister for Community Safety and Legal Affairs on 1 October 2013 and was laid before the Scottish Parliament by the Scottish Fire and Rescue Service under Section 41A(8)(b) of the Fire (Scotland) Act 2005 as amended by the Police and Fire Reform (Scotland) Act 2012 in October 2013.
- 1.2 To enable the new Service to determine its local key priorities, a three-year local fire and rescue plan for North Ayrshire was developed and approved by North Ayrshire Council for the period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2017 and is now subject to monitoring and reporting through North Ayrshire Council's Police & Fire and Rescue Committee.

### 2. Performance Summary

- 2.1 Review of operational responses within North Ayrshire during the period from 1<sup>st</sup> April 2015 to 31<sup>st</sup> December 2015 identified a 11% increase in activity levels across the local authority area from the corresponding activity period 1<sup>st</sup> April 2014 to 31<sup>st</sup> December 2014. Review of the preceding three years average in respect of current activity levels within North Ayrshire indicates a 2% increase in overall operational activity at the Quarter 3 review period. In reviewing operational activity on a broad level, false alarms accounted for 49% of all operational activity within North Ayrshire, with fire related activity and special service activity accounting for 36% and 15% respectively.
- 2.2 For the period 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016, new targets have been developed to monitor the priorities within the local fire and rescue plan which has now entered its second year. The basis of these targets have been defined using operational activity data to define the three-year average figures and utilising the principles of the Fire



Framework for Scotland document which sets out the key performance indicators for the Scottish Fire and Rescue Service.

- 2.3 Utilising the defined approach in Section 2.2, performance during the 9 month review period was measured across six indicators in accordance with the current local fire and rescue plan priorities. Review of performance against these indicators identified one indicator currently achieving its reduction target, four indicators are currently adrift of their 3-year average target as a result of increased activity. One indicator indicates a reduction in the 3-year average but has not achieved the reduction target set.

### **3. Scottish Fire and Rescue Service Updates**

- 3.1 The Service is currently adopting a new Strategic Leadership Team (SLT) structure as a result of retirements of three Assistant Chief Officers. Responsibility for Service Delivery across Scotland is now conferred to the Deputy Chief Officer. Assistant Chief Officers Lewis Ramsay and Robert Scott have now taken up the roles of Directors of Response & Resilience and Prevention & Protection respectively. As a result of this restructure the Director of Strategic Planning, Performance and Communications role is subject to a current selection process. With a reduced SLT, a selection process was concluded on 29<sup>th</sup> January 2016 to appoint Deputy Assistant Chief Officers to support the revised SLT Directorate structure with successful applicants being notified in the week commencing the 1<sup>st</sup> February 2016.
- 3.2 As of the 1<sup>st</sup> February 2016, all Scottish Fire and Rescue Service National Headquarters functions transferred from Whitefriars Crescent, Perth to Westburn Drive, Cambuslang and is now co-located alongside the Service's National Training Centre.
- 3.3 In October 2015 a report entitled "Managing Automatic Fire Signals" was laid before the Scottish Parliament by Her Majesty's Chief Inspector of the Scottish Fire and Rescue Service under section 43C(5) of the Fire (Scotland) Act 2005. The purpose of the inspection was to consider in detail the policies and procedures which the Scottish Fire and Rescue Service is using to manage and respond to calls generated by automatic systems and, in particular:
- To examine how the SFRS is working with building owners, occupiers, and alarm receiving centre operators to reduce false alarm calls;
  - To assess the extent to which the SFRS is balancing the risks and benefits of how it attends calls generated by automatic systems;
  - To examine how the SFRS determines the speed and weight of response to automatic fire calls and how, and to what extent, the Service varies pre-determined attendance as a result of experience, time of day, or any other relevant factor.

The Service is currently reviewing the recommendations made within the report in conjunction with the continuous development of Service policy and procedures in respect of Unwanted Fire Alarm Signals.



#### **4. Proposal**

It is proposed that members of the Police and Fire Committee...

- i. Note the content of the performance summary and associated report for the period 1<sup>st</sup> April 2015 to 31<sup>st</sup> December 2015.
- ii. Note the Scottish Fire and Rescue Service updates in respect of the Services Strategic Leadership Team restructure and National Headquarters update.
- iii. Note the publication of the “Managing Automatic Fire Signals” report by Her Majesty’s Fire Service Inspectorate

#### **5. Implications**

- 5.1 No implications have been identified at this time in respect of service delivery within North Ayrshire.

#### **6. Conclusion**

- 6.1 Fire and Rescue activity is subject to regular monitoring and review and the local fire and rescue plan targets identified within the report forms part of this monitoring process. Members of the Police & Fire Committee will be kept up to date as to progress against the Local Fire and Rescue Plan and to any future Fire and Rescue Service updates as they arise.

**Area Manager Jim Scott**  
**Local Senior Officer**  
**East Ayrshire, North Ayrshire and South Ayrshire**  
**Scottish Fire and Rescue Service**

*For further information please contact Area Manager Jim Scott 01294 607000*





**North Ayrshire Performance Report**  
**1<sup>st</sup> April 2015 – 31<sup>st</sup> December 2015**



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

**Working together  
for a safer Scotland**



# North Ayrshire Performance Report

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1<sup>st</sup> April 2015 to 31<sup>st</sup> December 2015

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## Key Points at a glance

During the reporting period we:







- Attended a total of **1738** calls for assistance across North Ayrshire, which included
  - **859** false alarms calls of which 363 were found to be Unwanted Fire Alarm Signals (UFAS) from an automated source, a reduction of 0.6% on the 3 year average for UFAS incidents
  - **123** accidental dwelling, an increase of 4% when compared to the three-year average
  - **252** non-fire related emergencies (special services)
- Of the 1738 incidents the Scottish Fire and Rescue Service tended to **120** casualties including 1 fire fatality and 7 non fire related fatalities. Of the total number casualties recorded, 31 were fire related, **26** of these as a result of accidental dwelling fires.
- Conducted **1551** Home Fire Safety Visits, at which we fitted or replaced **664** smoke detectors within domestic premises. Of the total number of visits conducted, **260** were to properties classed as high risk on the Scottish Fire and Rescue Service's Community Safety Engagement Toolkit (CSET) recording system.
- Carried out **254** fire safety audits within non domestic premises to verify fire safety standards and compliance with Part 3 of the Fire (Scotland) Act 2005.
- Recruited Retained Duty System (RDS) firefighters for Ardrossan and Kilbirnie

## Local Fire and Rescue Service Plan Priorities

The Local Fire and Rescue Service Plan has been developed to set out the priorities and objectives within North Ayrshire for 2014 – 2017 and allows our local authority partners to scrutinise the performance outcomes of these priorities. We will continue to work closely with our partners in North Ayrshire to ensure we are all **“Working Together for a Safer Scotland”** through targeting risks to our communities at a local level.

The plan has been developed to complement key partnership activity embedded within North Ayrshire’s Single Outcome Agreement (SOA) and associated thematic plans. Through partnership working we will seek to deliver continuous improvement in our performance and effective service delivery in our area of operations.

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

	Accidental Dwelling Fires	Fire Casualties & Fatalities	Casualties Non-Fire Emergencies	Deliberate Fires	Non Domestic Fires	Unwanted Fire Alarm Signals
Ward 1 - Irvine West	22	4	7	87	11	93
Ward 2 - Irvine East	15	3	4	52	5	41
Ward 3 – Kilwinning	10	4	16	90	4	24
Ward 4 - Saltcoats and Stevenston	28	10	4	105	11	59
Ward 5 - Ardrossan and Arran	12	5	7	38	1	53
Ward 6 - Dalry and West Kilbride	7	1	10	20	4	21
Ward 7 - Kilbirnie and Beith	13	1	14	21	7	19
Ward 8 - North Coast and Cumbraes	16	3	27	9	5	53
<b>Total Incidents</b>	<b>123</b>	<b>31</b>	<b>89</b>	<b>422</b>	<b>48</b>	<b>363</b>
<b>3 Year Average</b>	<b>111</b>	<b>24</b>	<b>68</b>	<b>423</b>	<b>39</b>	<b>382</b>
<b>RAG Status</b>						

### Key to Performance Summary



Activity level is achieving the required reduction target



Activity level has reduced but is currently not achieving the required reduction target



Activity level has increased and is currently not achieving the required reduction target

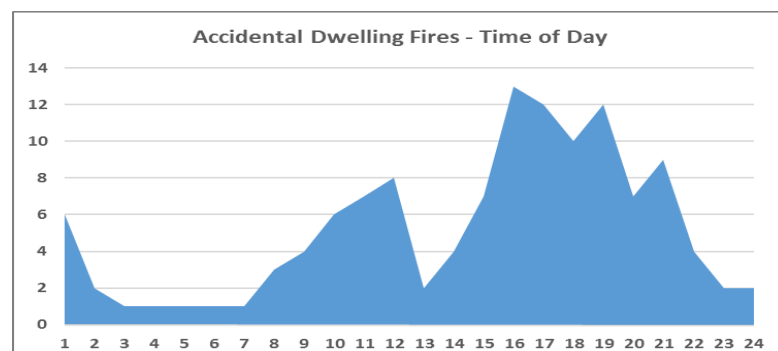
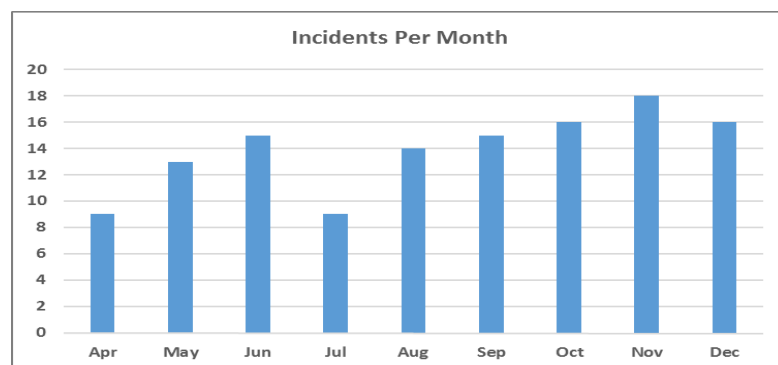
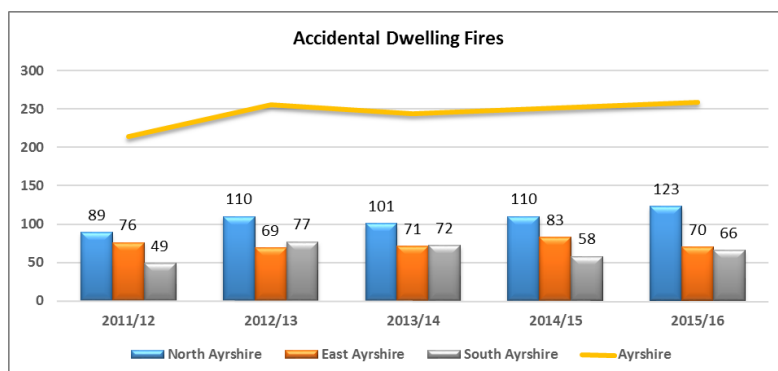
### About the statistics within this report

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

## Reduction of Accidental Dwelling Fires by 10% each year

Accidental Dwelling Fires			2015/16 Targets		Deliberate Dwelling Fires	
	Incidents	3yr Average	Annual	Current	Incidents	3 yr Average
2011/12	89	-	128	96	19	-
2012/13	110	-	Targets calculated based on preceding three year average		11	-
2013/14	101	100			11	14
2014/15	110	107			10	11
2015/16	123	111	RAG Status <span style="color: red;">♦</span>	4.0%	11	11

YTD ward ave. for North Ayrshire - 15	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	13	24	17	18	22
Ward 2 - Irvine East	11	10	16	11	15
Ward 3 - Kilwinning	13	14	14	10	10
Ward 4 - Saltcoats and Stevenston	20	20	16	17	28
Ward 5 - Ardrossan and Arran	9	15	5	10	12
Ward 6 - Dalry and West Kilbride	8	9	11	19	7
Ward 7 - Kilbirnie and Beith	5	9	5	7	13
Ward 8 - North Coast and Cumbraes	10	9	17	18	16



### Analysis:

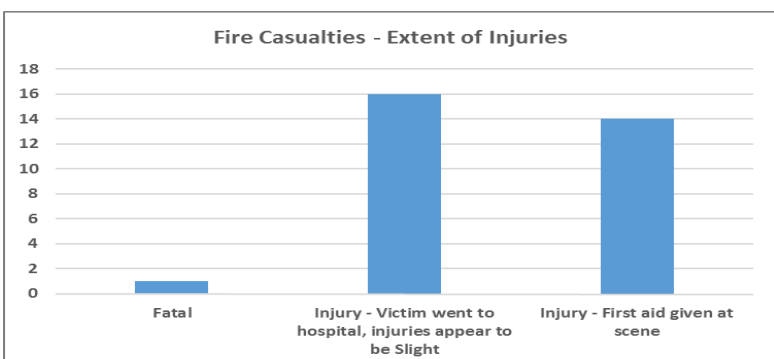
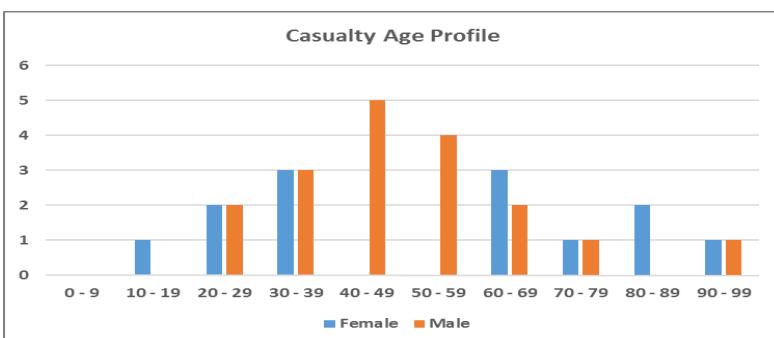
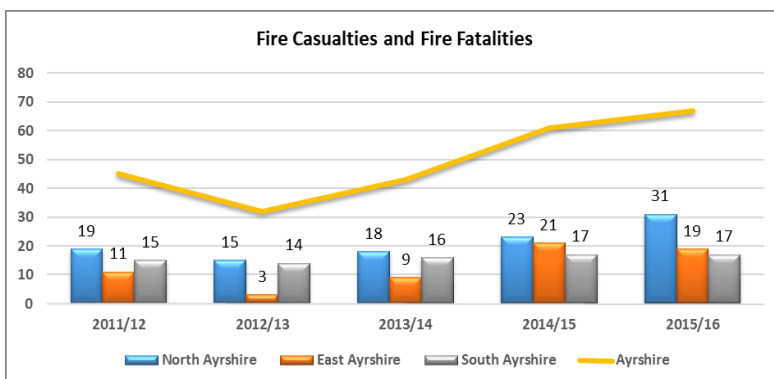
- Accidental dwelling have increased by 4% from last year's corresponding 3 year average
- 72% of all accidental dwelling fires were attributed to cooking
- 70% of all accidental dwelling fires were extinguished by smothering or removal
- 85% of properties involved in fire were fitted with automatic detection
- Where fitted, automatic detection raised the alarm on 66% of incidents arising
- 28% of calls were made by a linked alarm
- 48% of incidents identified distraction as the most common human contributory factor
- 11% of accidental dwelling fires identified alcohol or other substances as a contributory factor



## Reduction in Fire Casualties and Fire Fatalities by 5% each year

North Ayrshire Fire Casualties and Fatalities						
All Fire Casualties & Fire Fatalities			2015/16 Targets		ADFs Casualties & Fatalities	
	Injuries	3yr Average	Annual	Current	Injuries	3 yr Average
2011/12	19	-	25	19	12	-
2012/13	15	-	Targets calculated based on preceding three year average		11	-
2013/14	18	17			13	12
2014/15	23	19			16	13
2015/16	31	24	RAG Status	28.6%	26	18

YTD ward ave. for North Ayrshire - 4	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	2	3	2	4	4
Ward 2 - Irvine East	2	1	3	0	3
Ward 3 - Kilwinning	0	1	2	3	4
Ward 4 - Saltcoats and Stevenston	8	3	4	5	10
Ward 5 - Ardrossan and Arran	3	6	1	5	5
Ward 6 - Dalry and West Kilbride	1	0	3	3	1
Ward 7 - Kilbirnie and Beith	0	0	0	2	1
Ward 8 - North Coast and Cumbraes	3	1	3	1	3



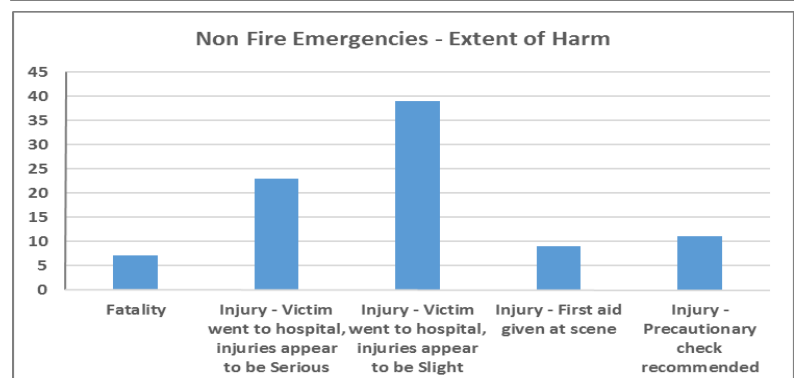
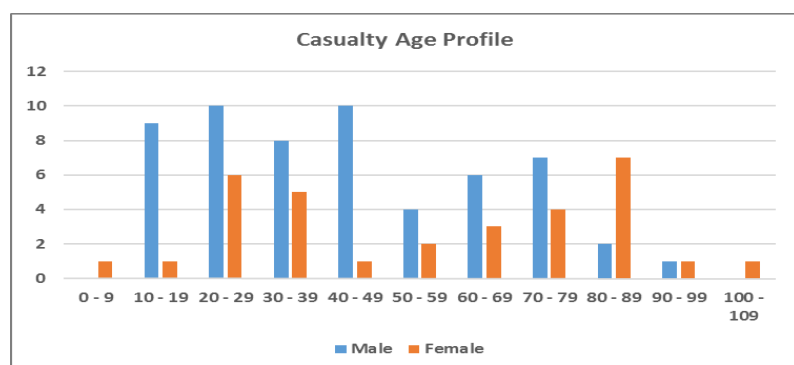
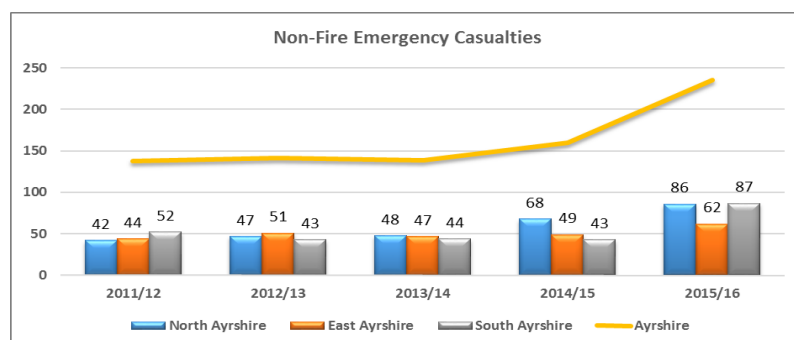
### Analysis

- Fire casualties have increased by 35% from last year's corresponding review period and by 29% from the three-year average
- 26 fire casualties have arisen from accidental dwelling fires
- 45% of persons were given first aid at the scene with the majority of all fire related injuries being attributed to smoke inhalation
- The majority (58%) of recorded casualties were male
- 84% of non-fatal fire casualties did not require to be rescued by the Fire and Rescue Service
- Kitchen fires accounted for the majority (66%) of resultant casualties

## Reduction in Casualties From Non-Fire Emergencies by 5% each year

Non-Fire Emergency Injuries			2015/16 Targets		Injury Classification	
	All Injuries	3yr Average	Annual	Current	Fatal	Non-Fatal
2011/12	42	-	71	53	0	42
2012/13	47	-	Targets calculated based on preceding three year average		2	45
2013/14	48	46			12	36
2014/15	68	54			2	66
2015/16	89	68	RAG Status	25.8%	7	82

YTD ward ave. for North Ayrshire - 11	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	5	5	9	5	7
Ward 2 - Irvine East	6	2	2	7	4
Ward 3 - Kilwinning	3	4	2	15	16
Ward 4 - Saltcoats and Stevenston	5	3	1	12	4
Ward 5 - Ardrossan and Arran	11	14	10	14	7
Ward 6 - Dalry and West Kilbride	6	11	10	9	10
Ward 7 - Kilbirnie and Beith	1	0	4	4	14
Ward 8 - North Coast and Cumbraes	5	8	10	2	27



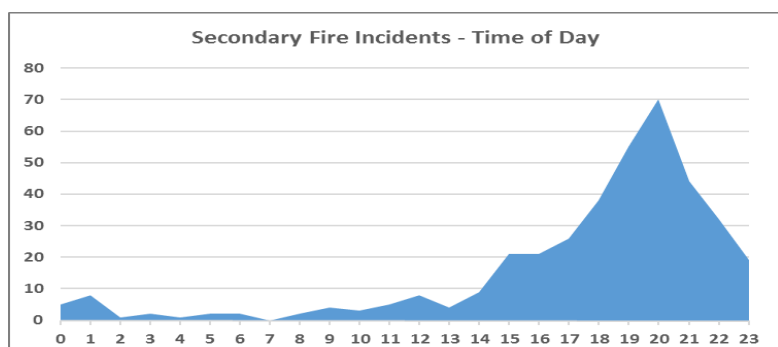
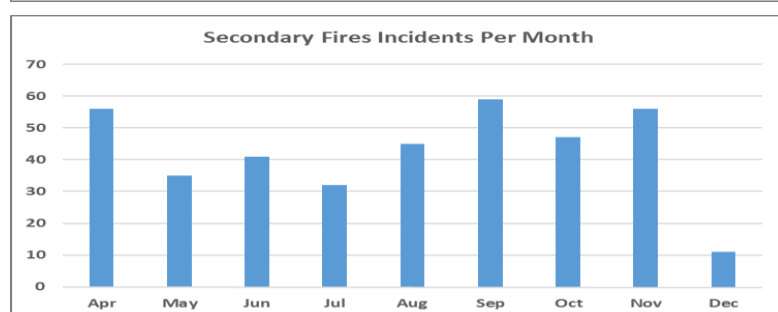
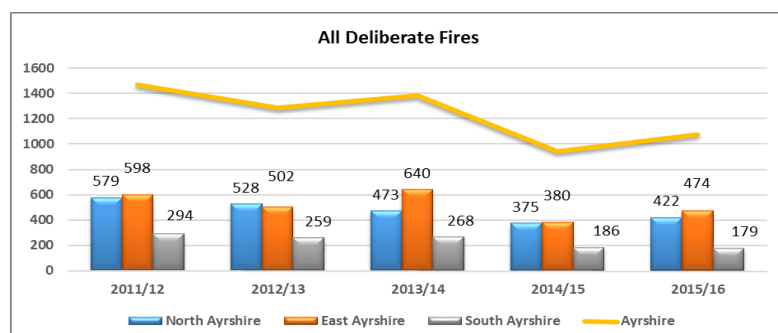
### Analysis

- Casualties from special service incidents have increased by 24% based on the 3-year average
- Road Traffic Collisions (RTCs) accounted for 53% of all special service casualties
- 33% of incidents which recorded casualties were as a result of assisting other agencies/partners such as forcing entry into premises or for medical emergencies
- 5 of the 7 fatalities recorded were as a result of assisting other agencies/partners
- 64% of all casualties were male

## Reduction of Deliberate Fire Setting by 5% each year

North Ayrshire Deliberate Fires						
All Deliberate Fires			2015/16 Targets		Incident Classification	
	All Incidents	3yr Average	Annual	Current	Primary	Secondary
2011/12	579	-	517	388	78	501
2012/13	528	-	Targets calculated based on preceding three year average		44	484
2013/14	473	527			37	436
2014/15	375	459			42	333
2015/16	422	423	RAG Status	● -7.7%	40	382

YTD ward ave. for North Ayrshire - 53	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	80	74	76	98	87
Ward 2 - Irvine East	62	68	55	42	52
Ward 3 - Kilwinning	93	70	85	77	90
Ward 4 - Saltcoats and Stevenston	177	166	111	68	105
Ward 5 - Ardrossan and Arran	49	47	47	32	38
Ward 6 - Dalry and West Kilbride	42	46	40	20	20
Ward 7 - Kilbirnie and Beith	49	33	50	26	21
Ward 8 - North Coast and Cumbraes	27	24	9	12	9



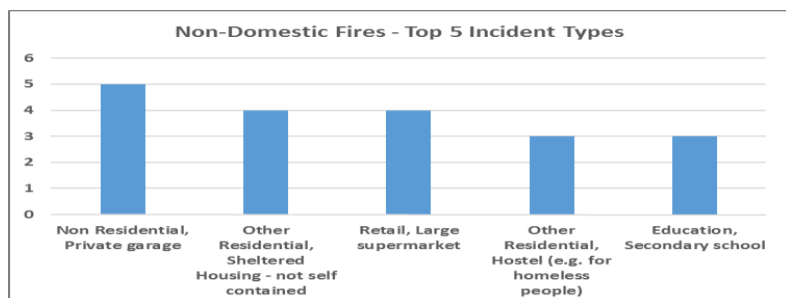
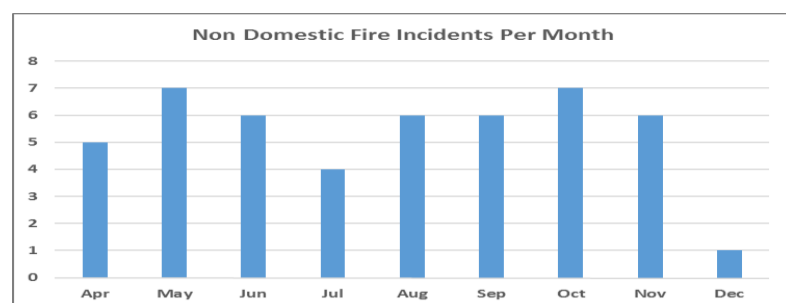
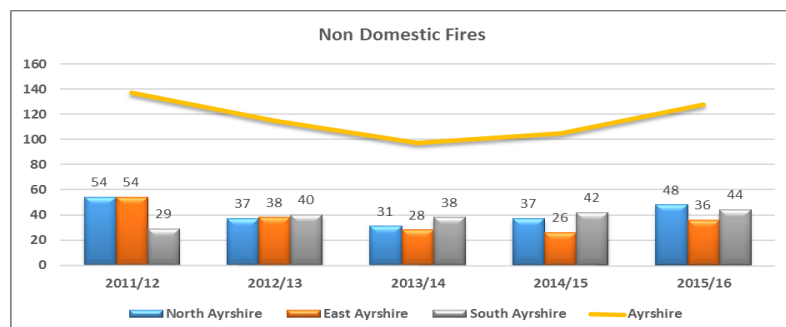
### Analysis

- Deliberate fire raising has decreased by 7.7% compared to the corresponding 3-year average
- Fires involving dwelling properties accounted for 28% of all deliberate primary fires
- 91% of all deliberate fires were classified as secondary fires
- 42% of all secondary fires were attributed to fires involving rubbish / refuse
- Secondary fire raising accounted for nearly 1 in 4 of all operational responses across North Ayrshire

## Reduction of Fires in Non-Domestic Property by 5% each year

North Ayrshire Non Domestic Fires						
	Non Domestic Fires		2015/16 Targets		Incident Classification	
	All Incidents	3yr Average	Annual	Current	Accidental	Deliberate
2011/12	54	-	46	35	29	25
2012/13	37	-	Targets calculated based on preceding three year average		26	11
2013/14	31	41			24	7
2014/15	37	35			21	16
2015/16	48	39	RAG Status <span style="color: red;">◆</span> 10.5%		33	15

YTD ward ave. for North Ayrshire - 6	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	12	7	9	8	11
Ward 2 - Irvine East	4	2	2	4	5
Ward 3 - Kilwinning	5	2	2	2	4
Ward 4 - Saltcoats and Stevenston	6	9	4	8	11
Ward 5 - Ardrossan and Arran	7	8	5	3	1
Ward 6 - Dalry and West Kilbride	7	1	4	6	4
Ward 7 - Kilbirnie and Beith	5	4	1	3	7
Ward 8 - North Coast and Cumbraes	8	4	4	2	5



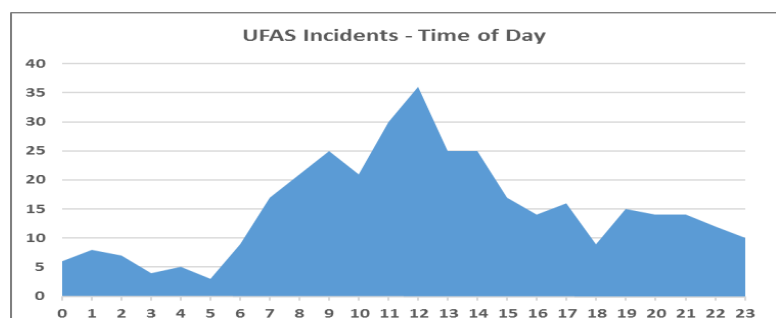
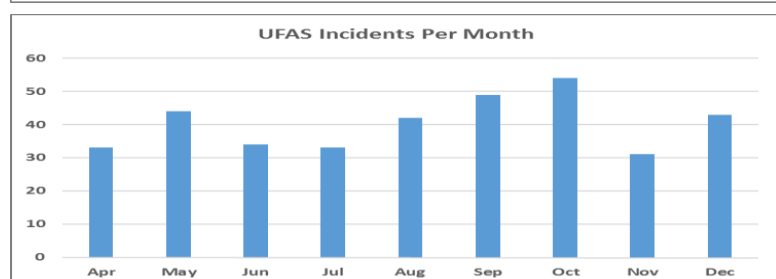
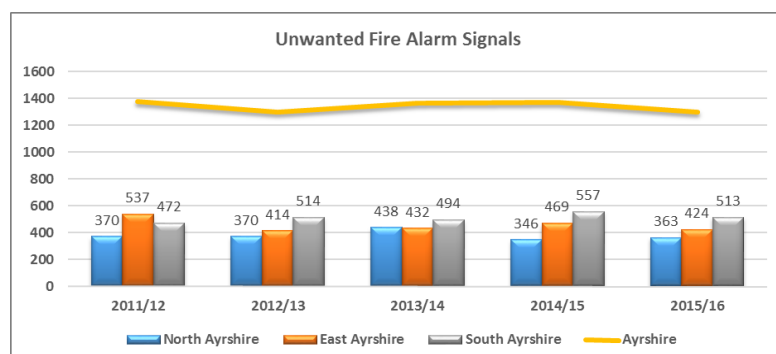
### Analysis

- Activity levels in non-domestic fires has seen an increase of 11% in the 3-year average
- In terms of year on activity, non-domestic fires have increased by 30% from last year
- Non-domestic fires account for 2.7% of all operational activity
- 69% of all non-domestic incidents were accidental in origin
- Private garages and sheds were the most common type of non-domestic incident

## Reduction of Unwanted Fire Alarm Signals by 5% each year

North Ayrshire Unwanted Fire Alarm Signals						
Unwanted Fire Alarm Signals			2015/16 Targets		All False Alarms	
	Incidents	3yr Average	Annual	Current	Incidents	3yr Average
2011/12	370	-	481	361	835	-
2012/13	370	-	Targets calculated based on preceding three year average		763	-
2013/14	438	393			894	831
2014/15	346	385			793	817
2015/16	363	382	RAG Status <span style="color: orange;">▲</span> -0.6%		859	849

YTD ward ave. for North Ayrshire - 45	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	87	102	120	88	93
Ward 2 - Irvine East	30	44	47	36	41
Ward 3 - Kilwinning	26	23	16	32	24
Ward 4 - Saltcoats and Stevenston	75	77	63	44	59
Ward 5 - Ardrossan and Arran	51	33	74	41	53
Ward 6 - Dalry and West Kilbride	29	29	38	23	21
Ward 7 - Kilbirnie and Beith	24	23	31	25	19
Ward 8 - North Coast and Cumbraes	48	39	49	57	53

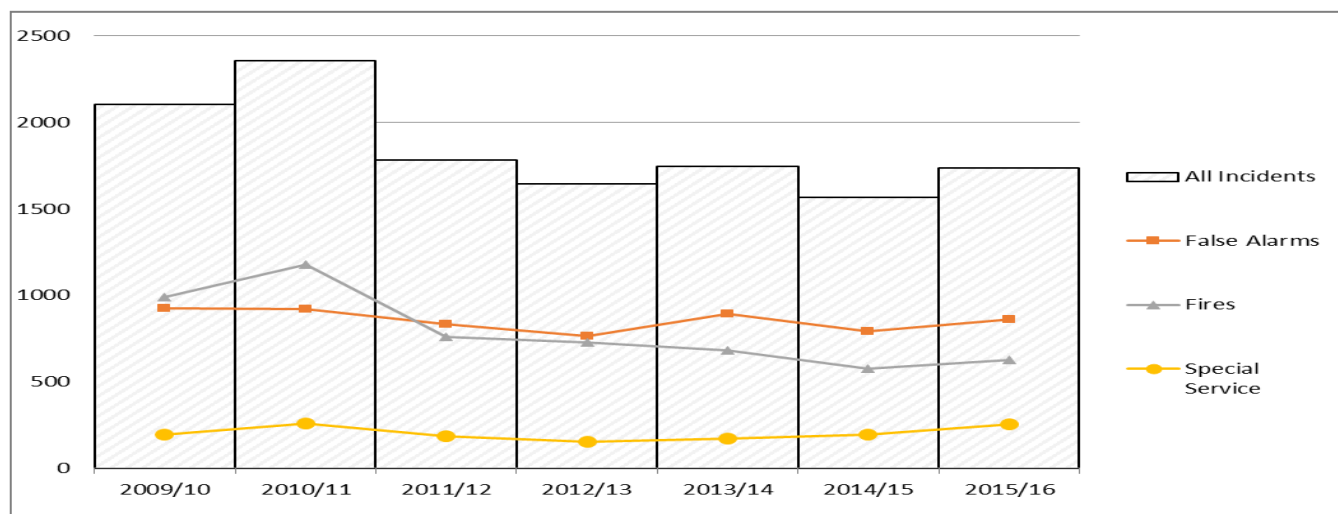


### Analysis

- In terms of total activity UFAS incidents accounted for 21% of all operational mobilisations
- Unwanted fire alarm signals (UFAS) have decreased by 0.6% on the preceding 3-year average
- Unwanted fire alarm signals accounted for 42% of all false alarms attended by the Fire and Rescue Service
- Residential care homes, hospitals and educational establishments generated 43% of UFAS incidents
- One third of all UFAS incidents were attributed to persons having caused the activation of the fire alarm system.

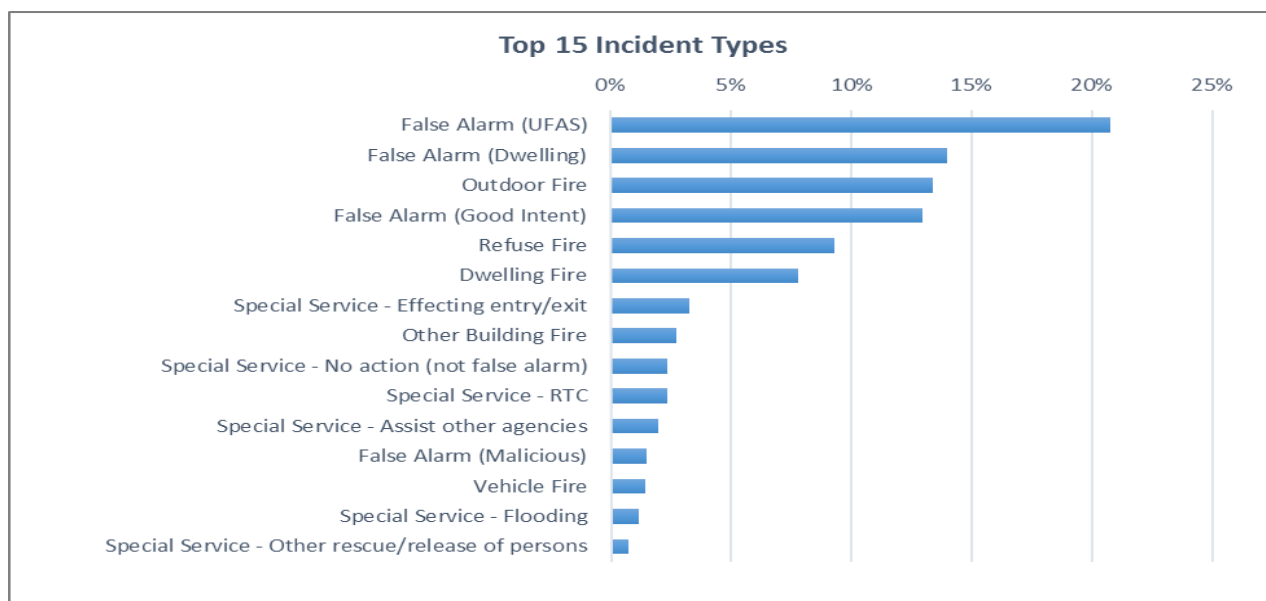
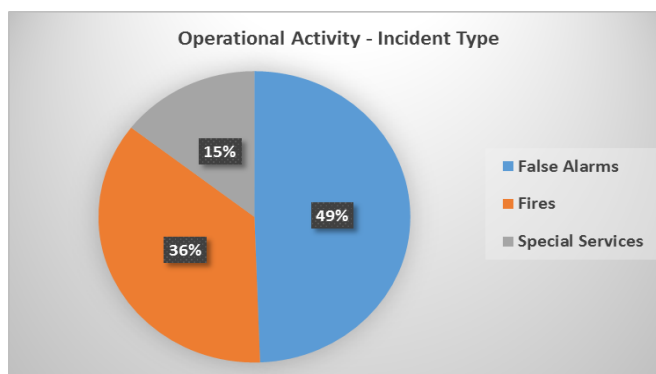
## Response and Resilience Update

### North Ayrshire Operational Summary



Review of operational responses within North Ayrshire at the Quarter 3 review period has identified a 11% increase in activity levels across the local authority area from the corresponding review period 1<sup>st</sup> April 2014 to 31<sup>st</sup> December 2014. In terms of the rolling three-year average, activity levels have increased by 2% overall. Mobilisations to all false alarms accounted for 49% of operational activity with fires and special services accounting for 36% and 15% respectively.

YTD	False Alarms	All Fires	Special Service	All Incidents
2009/10	923	988	192	2103
2010/11	921	1177	259	2357
2011/12	835	759	186	1780
2012/13	763	726	153	1642
2013/14	894	680	173	1747
2014/15	793	576	195	1564
2015/16	859	627	252	1738





## Civil Contingencies

To support operational preparedness within North Ayrshire, the Scottish Fire and Rescue Service's Ayrshire Civil Contingencies team have been engaged in a range of activities which have included;

- Workshops to complete the Ayrshire Local Resilience Partnership input to the national community risk register
- Pan Ayrshire Events Group which focuses on public safety at events – chaired by SFRS; current business includes monitoring preparation for Arran Man
- Sub Group for Arran Major Incident Plan
- Pan Ayrshire Metal Thefts Group led by Police Scotland
- West of Scotland Regional Resilience Partnership Training and Exercising Group
- Ayrshire Local Resilience Partnership Severe Weather Plan
- National Nuclear User Resilience Group
- Monthly exercises at Hunterston B Power Station
- SFRS Incident Commanders visitation to Barkip Anaerobic Plant in Dalry
- Supported the Ayrshire Local Resilience Partnership to host 3 strategic resilience workshops for Local Authority executive teams. North Ayrshire event hosted at Dreghorn Community Fire Station

The Scottish Fire and Rescue Service now has its Civil Contingencies Officer formally embedded within the Ayrshire Civil Contingencies team, working one day per week from the ACCT offices in Prestwick. This supports both Scottish Fire and Rescue Service and Ayrshire Local Resilience Partnership priorities and continues to enhance working relationships within the partnership.

The Scottish Fire and Rescue Service has established a temporary tenancy agreement with the Scottish Ambulance Service for the use of Kilbirnie Community Fire Station during SAS's refurbishment of its local Ambulance Station. The Scottish Fire and Rescue Service is also supporting the work of Community Resilience Groups with the Largs group using Largs Community Fire Station for meetings and training.

## Retained Resilience

<b>Station</b>	<b>Mon - Fri (08:00 - 18:00)</b>	<b>Mon - Thu (18:00 - 08:00)</b>	<b>Weekend (Fri 18:00 - Mon 08:00)</b>	<b>Total</b>	<b>Personnel</b>	<b>Contracts</b>
<b>Ardrossan</b>	85.82%	99.28%	99.36%	95.29%	13	1025%
<b>Dreghorn</b>	89.84%	99.28%	98.96%	96.34%	14	1025%
<b>Dalry</b>	71.59%	98.15%	93.97%	88.69%	10	825%
<b>Beith</b>	78.02%	98.72%	98.33%	92.40%	11	925%
<b>Kilbirnie</b>	66.55%	96.82%	94.68%	87.00%	11	1000%
<b>Largs</b>	98.06%	99.98%	97.78%	98.60%	12	1025%
<b>Skelmorlie</b>	70.95%	99.41%	97.11%	90.07%	11	1000%
<b>Millport 1</b>	100%	100%	100%	100%	14	1225%
<b>Millport 2</b>	73.88%	89.61%	54.72%	72.14%	-	-
<b>Brodick</b>	100%	100%	100%	100%	10	1000%
<b>Lamlash</b>	100%	100%	100%	100%	9	900%
<b>Ayrshire</b>	86.01%	98.66%	94.69%	93.43%		

As part of its ongoing commitment to maintain operational resilience in those areas served by Retained Duty System (RDS) personnel, the Service was able to successfully recruit and train new firefighters during Quarter 3 for Ardrossan and Kilbrinie with the new trainees taking up their positions following the completion of their Task and Task Management Training Course in December 2015. The Service's first recruitment campaign for 2016 commenced on 1<sup>st</sup> February 2016 resulting in firefighter vacancies being advertised for Dalry, Millport, Beith and Brodick.

## Training and Development

All Scottish Fire and Rescue Service training within East, North and South Ayrshire is delivered to meet the requirements of an annual Training and Employee Development (TED) training plan.

This TED plan is developed in line with the Scottish Fire and Rescue Service's Learning and Development Strategy, to support the Area in achieving the priorities of the three Local Fire and Rescue Plans relating to East Ayrshire, North Ayrshire and South Ayrshire and in turn the priorities of the Service's Strategic Plan.

A training needs analysis (TNA) for the Ayrshire area was carried out in order to identify compulsory training requirements, skills gaps and risk based training needs and therefore the overall training and development requirements of the Area. Based on the identified training and development requirements a Priority Planner was developed. This informs the Area's annual TED plan and an activity planner which records the training activities to be delivered and the Area TED team's responsibilities. This allows training to be delivered in line with the requirements of the Area whilst taking into account the capacity of the Area TED team.

Utilising this process, training related events that took place during the third quarter (Q3) of 2015-16 included the following:

### New Breathing Apparatus Set Training

During Q3, a national 'Breathing Apparatus Set Project' was completed. Prior to the introduction of this new set the Dräger PSS 7000 SCBA, there were 4 different Breathing Apparatus sets in use across the Scottish Fire and Rescue Service and 8 independent service contracts in use. In line with the reform of the Scottish Service a decision was taken to have one Breathing Apparatus set and one maintenance contract across the service.

The project required all uniform personnel to receive technical and practical training relating to the new Breathing Apparatus set prior to them being utilised operationally. This saw the Area TED team delivering this training to 450 operational personnel across the 3 local authority areas.

### Breathing Apparatus Procedural Refresher Training

Quarter 3 also saw the beginning of the delivery of a Breathing Apparatus training refresher programme that is being delivered locally to all 22 RDS stations and 3 Volunteer units across the 3 local authority areas by the Area TED Team. This training consists of 2 technical sessions and 2 practical sessions being delivered to each of our RDS and Volunteer personnel. During Q3, 115 personnel started the programme with 72 completing it. This training will continue throughout Q4 with completion anticipated for Q1 16-17.

### Practical Exercises

The Area TED team delivered practical water and flood training consolidation exercises to all 22 Retained Duty System stations and 3 Volunteer units across the 3 local authority areas during Q3. This training is in line with the SFRS Maintenance Phase Development Plan which is a national training programme designed around firefighter development modules that each Firefighter is required to complete in order to maintain core skills competence.

## Prevention and Protection Update

### Home Fire Safety Visits

During the period 1st April 2015 – 31st December 2015, Scottish Fire and Rescue Service personnel have conducted a total of 1551 Home Fire Safety Visits, with 17% of these visits provided to those considered to be at a high risk from fire. During this reporting period we have fitted 664 battery smoke detectors to domestic premises. As part of the home fire safety visit programme, the Service has developed its Post Domestic Incident Response (PDIR) policy. This policy is utilised to engage with those communities following a domestic incident to encourage the uptake of a free home fire safety visit. In the review period, 424 (27%) of the visits conducted during the review period were as a result of the PDIR approach.

Home Fire Safety Visits	High Risk	Medium	Low Risk	Total Visits
Ward 1 - Irvine West	40	132	104	276
Ward 2 - Irvine East	38	79	77	194
Ward 3 – Kilwinning	22	98	111	231
Ward 4 - Saltcoats and Stevenson	41	129	156	326
Ward 5 - Ardrossan and Arran	54	107	89	250
Ward 6 - Dalry and West Kilbride	16	34	36	86
Ward 7 - Kilbirnie and Beith	18	37	26	81
Ward 8 - North Coast and Cumbraes	31	34	42	107
<b>North Ayrshire Totals</b>	<b>260</b>	<b>650</b>	<b>641</b>	<b>1551</b>

### Community Safety Engagement & Partnership Working

In support of its domestic safety programme, the Service has been active in the delivery of its 'Winter Campaign'. In terms of other prevention and protection activity, personnel within North Ayrshire have delivered a range of other community safety activities including;

- North Ayrshire (NA) Schools Liaison officers have delivered fire safety talks and road safety awareness to local primary and secondary schools with a focus on the seasonal safety message.
- Set up a protocol with NA Schools regarding training and Fire Risk Assessments.
- Sheltered Housing initiative carried out across North Ayrshire in Sheltered Housing premises
- On-going project with Dementia Services to promote dementia awareness to support the delivery of Home Fire Safety Visits.
- Training for Dementia Services staff on fire safety awareness.
- Staff training given to NAC Housing staff on fire safety awareness and Home Fire Safety Visit referrals.
- Visit to residential care unit to discuss fire setting issues with the young residents

### Fire Safety Enforcement

As an enforcing authority in respect of Part 3 of the Fire (Scotland) Act 2005, the Scottish Fire and Rescue Service conducts a programme of fire safety audits to verify duty holders' compliance with Part 3 of the Act. During the review period, enforcement and auditing officers' conduct 254 fire safety audits, 14 of these incidents following an incident within premises to which the Act applies.

As a result of these audits, 29 notifications of deficiencies were issued to duty holders requiring improvements to their fire safety arrangements in order to ensure compliance with 125 audits identifying areas for improvement.

## Glossary of Terms

<b>Term</b>	<b>What it means</b>
ADF	Accidental Dwelling Fire
CSET	Community Safety Engagement Toolkit is a internal IT system used to record home fire safety visits and community safety activities
FSET	Fire Safety Experiential Training is a bespoke training programme developed by the Scottish Fire and Rescue Service in Ayrshire and delivered to community planning partners to raise awareness of fire safety within the domestic environment
HFSV	Home Fire Safety Visit
PDIR	Post Domestic Incident Response, a term used by Prevention and Protection Directorate to indicate actions taken following attendance at a fire or other incident in the home. PDIRs include amongst things the offer of a free follow-up home fire safety visit
Primary Fires	These include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances
RDS	Retained Duty System. Professional on call firefighters who may have other primary employment responsibilities outside the Fire and Rescue Service but respond to emergency calls within their local area as and when required
RTC	Road Traffic Collision
Secondary Fires	These are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or fire or more appliances attend. They include fires in single derelict buildings
Special Service	Calls to incidents which are not fires or false alarms such as RTCs, rescues, flooding, incidents involving hazardous materials or the provision of assistance to other agencies
UFAS	Unwanted Fire Alarm Signals. When an automatic fire detection and alarm system is activated as a result of anything other than an actual fire the activation is classed as a false alarm. If an attendance is made to such an event by the Scottish Fire and Rescue Service, then the event is recorded as an UFAS incident



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## POLICE SCOTLAND

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### Agenda Item 4.2

Police and Fire and Rescue Committee

8 February 2016

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<b>Subject:</b>	<b>Performance report</b>
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<b>Purpose</b>	To provide the Committee with an update on performance in relation to the North Ayrshire Local Police Plan
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<b>Recommendation</b>	It is recommended that the Committee notes the report
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#### 1. Introduction

Section 47 of the Police and Fire Reform (Scotland) Act 2012 provides the statutory basis for the preparation of local police plans (LPP) by Police Scotland. The North Ayrshire LPP sets out the local policing priorities and objectives for the area for 2014-2017.

The LPP is closely aligned with North Ayrshire Community Planning Partnership's Single Outcome Agreement and defines Police Scotland's commitment to local policing within the national planning framework. It is supported by eight Multi Member Ward Plans, which are focused on and respond directly to local needs and demands.

#### 2. Current Position

A performance update in relation to the priorities and objectives identified in the Local Police Plan is provided in Appendix 1. The appendix also includes information on additional matters previously requested by the Committee. Unless otherwise indicated, the information is for the period from 1 April to 31 December 2015.

In addition to the information in Appendix 1, I would like to briefly highlight the following matters.

##### **Festive Safety campaign**

The festive safety campaign ran for the four weeks from 4 December 2015 to 3 January 2016 and plans were put in place locally to

- provide an enhanced, high-visibility policing presence in areas of high public footfall;
- work with the licensed trade to ensure the effective management and operation of premises;
- reduce economic and retail crime by visiting potentially vulnerable business premises and providing safety and security advice;
- rigorously implement measures to prevent domestic violence; and
- support the national road safety campaign.



Wherever appropriate, Police Scotland worked with partner agencies to enhance the service provided. For example, we worked with colleagues from NAC Trading Standards and NHS on an innovative initiative to prevent the use of New Psychoactive Substances by club-goers in the run up to Christmas.

### 3. Looking ahead

#### Local Police Plan

As noted at paragraph 1 above, the Police and Fire Reform (Scotland) Act 2012 provides for the preparation of local police plans (LPP) by Police Scotland. The Act also describes the circumstances in which the LPP **must** be reviewed by the local police commander, i.e. if a new strategic police plan is produced by the Scottish Police Authority and approved by Scottish Ministers; or after three years.

The current North Ayrshire LPP was approved by the Committee and North Ayrshire Council in 2014 and will remain valid until 31 March 2017 (unless a new strategic police plan is produced as described above). However, as we near the end of the second year of the Plan, I intend to review it to ensure its continued suitability. The review will take account of a number of factors, including:

- current performance information regarding the existing priorities;
- an updated strategic assessment for policing in North Ayrshire;
- results of consultation exercises, such as the Community Planning Partnership's recent 'Peoples' Panel' survey

I would also welcome the views of the Committee, on the Local Police Plan in general and on the four policing priorities identified in the plan, i.e.

1. Drug dealing and misuse
2. Violence and antisocial behaviour
3. Dishonesty
4. Road safety

### 4. Proposal

I am pleased to present this report for the information of the Committee. I hope that it is helpful and thank you for your continued support.

Gillian MacDonald  
Chief Superintendent  
Police Scotland

*For further information please contact Chief Inspector Tim Ross, Tel: 01294 404451*

## POLICE SCOTLAND: NORTH AYRSHIRE LOCAL POLICE PLAN 2014-17 PRIORITIES AND OBJECTIVES

### PRIORITY 1: DRUG DEALING AND MISUSE

Objective	Performance		
	April to December 2015	April to December 2014	Progress Assessment
Tackle drug supply and misuse by detecting drugs supply offences <sup>1</sup>	72	67	+5
Tackle misuse of drugs by detecting possession of drugs offences	440	486	-46
Deprive organised crime groups of resources by increasing seizures of assets through the use of relevant legislation (Proceeds of Crime Act 2002) <sup>2</sup>	£3,501,421	£4,131,555	-£630,134
<p><b>Comment:</b></p> <p>We have continued to work hard to address the misuse of drugs in North Ayrshire and have made good progress in detecting people who cause significant harm to communities through their involvement in the supply of drugs. Detections for drug possession are down slightly from last year, but very much in line with performance in recent years.</p> <p>We are maintaining our efforts to tackle serious and organised crime in Ayrshire. The value of assets seized is considerable and, whilst it is some 15% down on the same time last year, that reflects a particular success last year rather than any shortcoming this year. In fact, we are over £780,000 ahead of our target for this year and the figure represents significant disruption of criminal activity.</p>			

#### Notes

1: The term "drug supply" includes detections for the statutory offences of being involved in the supply of drugs, drugs production or drugs cultivation:

2: Figure for seizure of assets relates to Ayrshire Division, i.e. North, East and South Ayrshire combined. The figure provided is for the period 1 April 2015 to 14 January 2016

## PRIORITY 2: VIOLENCE AND ANTISOCIAL BEHAVIOUR

Objective	Measure	Performance		
		April to December 2015	April to December 2014	Progress Assessment
Reduce the number of victims of violent crime	Murder	1	3	-2
	Attempted murder	1	8	-7
	Serious assault	72	84	-12
	Detection rate (%) – serious assault	86.1	78.6	+7.5
	Robbery	24	23	+1
	Detection rate (%) – robbery	66.7	87	-20.3
	Common assault	1131	1196	-65
	Detection rate (%) – common assault	75.5	74.8	+0.7
	<b>Total number of victims</b>	<b>1229</b>	<b>1314</b>	<b>-85</b>
<p><b>Comment: Violent Crime</b>  Police Scotland is committed to tackling violent crime and the significant decrease in the number of victims of violent crime is very welcome. This is particularly true for crimes of serious violence as, quite apart from the human cost involved; these crimes have significant resource implications for services.</p> <p>Detection rates remain strong and officers work hard to ensure all investigative opportunities are thoroughly explored.</p>				

Tackle domestic abuse by proactively targeting domestic abuse offenders	Where domestic abuse offenders are released from court with bail conditions imposed, ensure victims are visited and compliance with bail conditions is checked within 24hrs	<b>95.6%</b>	-	-
	Detections for breaches of bail related to domestic offences	<b>110</b>	115	<b>-5</b>
Additional information – Domestic Abuse	Total crimes and offences in domestic abuse incidents	<b>967</b>	1070	<b>-103</b>
Additional information – Domestic Abuse	Detection rate for total crimes and offences in domestic abuse incidents	<b>81.9</b>	81.8	<b>+0.1</b>
<b>Comment: Domestic Abuse</b> Levels of domestic crime peak over the festive period and we do commit extra resources to tackling this seasonal increase in offending. It is, therefore, pleasing to see the continued reduction in domestic offending.				
Tackle rowdy and drunken behaviour in public places	Number of complaints regarding disorder	<b>5213</b>	5992	<b>-779</b>
	Number of detections for consuming alcohol in a designated place	<b>213</b>	371	<b>-158</b>
<b>Comment: Antisocial behaviour</b> Police Scotland works closely with partners, using the Prevention First approach to identify and address persistent offenders, vulnerable locations and repeat victims. This has paid dividends and the downward trend in reported incidents of disorder and drinking in public has been maintained.				

### PRIORITY 3: DISHONESTY

Objective	Performance		
	April to December 2015	April to December 2014	Progress Assessment
Increase our detection rate for crimes of housebreaking	25.9	20.5	+5.4
<b>Comment:</b> We have worked hard to improve our detection rate for housebreakings and it is particularly pleasing that this has been accompanied by a sizeable decrease in the numbers of housebreakings; down over 20% from the same period last year. The table below provides information on crimes committed in each Council ward area as at 18 January 2016 and the picture is largely positive: crimes of housebreakings have reduced in all wards except ward 6. We are making determined efforts to address this issue in Dalry and West Kilbride and are pursuing some positive lines of enquiry in relation to a small number of key suspects. We are also taking steps to engage better with the communities affected, to try and improve the flow of local information and intelligence on crime patterns.			

Ward	Crimes	Detected	Dwelling house	Non-dwelling, domestic	Other	Crimes 2014-15
Irvine West	65	13	31	14	20	86
Irvine East	35	10	14	8	13	53
Kilwinning	43	17	18	8	17	61
Saltcoats and Stevenston	75	30	31	20	24	104
Ardrossan and Arran	33	2	14	15	4	49
Dalry and West Kilbride	60	11	18	23	19	43
Kilbirnie and Beith	51	8	22	10	19	66
North Coast and Cumbraes	46	12	17	15	14	49
<b>Total</b>	<b>408</b>	<b>103</b>	<b>165</b>	<b>113</b>	<b>130</b>	<b>511</b>

## PRIORITY 4: ROAD SAFETY

Objective	Performance		
	April to December 2015	April to December 2014	Progress Assessment
Reduce the number of persons killed on our roads	2	4	-2
Reduce the number of persons seriously injured on our roads	50	42	+8
Drink and drug driving offences	85	96	-11
<p><b>Comment:</b>  The welcome decrease in fatalities on the roads is somewhat offset by a disappointing increase in the numbers of persons seriously injured. The multi-agency Divisional Road Safety Governance group has analysed recent data and is developing existing road safety action plans in an effort to address this increase.</p> <p>Officers in Ayrshire Division played their part in Police Scotland's festive road safety campaign and I am pleased to report that we did not experience the increase in drink driving offences reported nationally. It is very disappointing, however, to note that the vast majority of those who failed the roadside breath test during the campaign were significantly over the prescribed limit. Indeed, 29 of the 30 drivers who failed the roadside breath test had sufficient alcohol in their breath to have failed the previous, higher drink drive limit: only one driver who failed the test provided a specimen that would have passed the test prior to the reduction in the limit in December 2014.</p>			



### ADDITIONAL INFORMATION: COMPLAINTS AGAINST THE POLICE

Complaints received about the Police	Number of Complaints about the Police	Number of Complaints per 10,000 Police Incidents
	118	37.8

Total Allegations Recorded	On Duty	Off Duty	Quality of Service	Total
	116	0	38	154

**Comment:**

The Professional Standards Department (PSD) provided the following information for the period April to November 2015:

Total number of complaints	105
Number resolved by PSD front line resolution	66
Criminal Complaints	4
Non-criminal complaints requiring further investigation	31
Complaints retained by PSD front line resolution department	4



### Briefing Paper for North Ayrshire Scrutiny Board

FOR INFORMATION			
Author/Contact	<b>Chief Superintendent Gillian MacDonald</b>	Department / Unit	<b>Ayrshire Division</b>
Date Created	<b>02/02/16</b>	Telephone	<b>01563 505002</b>
Attachments:			

## POLICE SCOTLAND UPDATE ON NATIONAL / LOCAL POLICING MATTERS

### 1. Purpose

1.1 The purpose of this paper is to update Scrutiny boards on relevant local and national policing matters which fall outwith the local Policing Plan progress update.

1.2 Updates on the following matters are contained herein;

- Air weapons Surrender Programme
- Recorded Police Warning Scheme
- Stop and Search
- Victim Care Card
- Criminal Justice (Scotland) Bill
- I6
- Your View Counts – Revised Public Consultation Process

### 2. Air Weapons Surrender Programme

2.1 In recent correspondence to Scrutiny Board Chairs and other local Stakeholders, the Local Police Commander advised of plans for the introduction of a licensing system for air weapons. The Air Weapons and Licensing (Scotland) Act will come into effect on 1<sup>st</sup> July 2016.

Part of this act places a requirement for all air weapons to be licensed, with those in possession of such weapons requiring a certificate.

2.2 Prior to the implementation of the legislation, Scottish Government announced that an air weapon amnesty will take place between Monday 23<sup>rd</sup> May and Sunday 12<sup>th</sup> June 2016. This will allow members of the public to surrender air weapons at designated police offices across Scotland where they will be collated and thereafter destroyed safely.

2.3 Ayrshire Division will play its part in the surrender programme, with members of the public able to surrender air weapons between 0800hrs and 1600hrs Monday to Friday, at the following police offices:

- Kilmarnock
- Ayr
- Irvine

2.4 Should a member of the public attend at a non designated police office to surrender air weapons, existing Police Scotland Standard Operating Procedures will ensure the safe storage and processing of the air weapon for destruction.

### **3. Recorded Police Warning Scheme**

3.1 In recent correspondence to Scrutiny Board Chairs and other local Stakeholders, the LPC advised of the implementation of the Police Scotland Police Warning Scheme (RPW). The Recorded Police Warning (RPW) Scheme was introduced on Monday 11<sup>th</sup> January 2016, replacing the existing formal adult warning scheme.

3.2 The Scheme was developed following revised Lord Advocate's Guidelines being issued and it aims to address minor offending behavior which is currently reported to the Crown Office and Procurator Fiscals' Service (COPFS) and results in either a non-court disposal or no action being taken, due to the minor nature of the offence and circumstances.

3.3 The RPW Scheme is the first step in a three-tiered disposal process and is considered suitable for minor crimes and low level offences. It replaces the existing 'Formal Adult Warning Scheme' and extends it to include 16 and 17 year olds.

3.4 Once issued, a RPW will be held on the Criminal History System (CHS) for two years. Warnings are considered 'live' for three months from the date of the offence, for those aged 18 years and over. Repeat offences within the 'live' period will escalate to a Fixed Penalty Notice. Three RPW's can be issued in a 12 month period.

- 3.5 For those aged 16 and 17 years, a second warning can be issued within the three month period before escalation to a Fixed Penalty and no more than 4 warnings can be issued in a 12 month period.
- 3.6 The new RPW Scheme allows officers to make a decision on the spot as to whether or not an RPW is a relevant and proportionate way to deal with the matter given the circumstances at the time.

#### **4. Stop and Search**

- 4.1 Since 18<sup>th</sup> November 2015, operational briefings have been conducted within each division to inform officers about the second phase of improvements in relation to stop and search. This includes a new requirement on officers to issue advice slips to anyone who is searched. This latest phase aims to clarify the interim position on stop and search, following the recommendations made by the Scottish Government's Independent Advisory Group (IAG). It also aims to improve public awareness about the use of the tactic and the rights individuals have.
- 4.2 Significant progress has been made since the initial improvements to Police use of stop and search were introduced in June, this year. These included new business rules, changes to operational practice, refined guidance for officers and enhancements to the national stop and search database.
- 4.3 The main change to operational procedure is that all searches are now undertaken with a presumption towards the use of statutory powers of search. In Ayrshire Division, 85% of all searches from June to November 2015 were recorded under the use of statutory powers, a significant shift from the previous levels of consensual searches carried out.
- 4.4 Officers may still consider the use of consensual searches, however they must fully inform the individual of the following points:
- Reason for search
  - Consent is required
  - Consent required for personal details to be taken
  - Personal details will be held for 3 years on a police database
- 4.5 If there is a considered requirement to search children under the age of 12 years, this must either be carried out on the basis of a statutory power or with the consent of a parent / guardian.

- 4.6 Officers throughout Scotland now issue Stop and Search Advice Slips to those searched by Police. The slip contains the date, rank and officer's shoulder number, division and reason for search whether consensual or statutory). The slip provides a link to an information section of the Police Scotland website ([www.scotland.police.uk/stopandsearch](http://www.scotland.police.uk/stopandsearch)) inviting feedback on the interaction with police. This section on the website has been promoted through social media and engagement with both public and private sector organisations. This ensures our communities are better informed of police procedures relating to stop and search and their individual rights.
- 4.7 The SPA has recently published the first quarterly report on Police Scotland's use of stop and search in Scotland. Assistant Chief Constable Mark Williams said: "positive progress has been made in relation to Police Scotland's approach to the use of stop and search. The Service has worked with a wide range of stakeholders including young people to make these improvements and, a recent improvement plan update submitted to the SPA sets out just how far we have come. Our focus will continue to be on fully completing this improvement work and ensuring that stop and search is used on an intelligence-led basis as a proportionate and effective policing tactic."
- 4.8 Some recent reports in the media focusing on whether officers still perceive there to be a target for the volume of stop searches, stem from a recent report presented to the SPA on work the Service has been doing to obtain feedback from officers about their experience.
- 4.9 The Chief Constable has made it clear that there are absolutely no targets for stop search and recognises how important it is that this message is understood by every officer.

## **5 Victim Care Cards**

- 5.1 The Victims' Rights (Scotland) Regulations 2015 were implemented on 23<sup>rd</sup> December 2015, following Parliamentary approval. The aim of the Regulations, together with The Victim and Witnesses (Scotland) Act 2014, is to create clearer rights for victims of crime.
- 5.2 In line with these aims, Police Scotland has created a Victim Care Card which will be provided to all victims of crime. The Care Card contains information including:
- Details of crime reported
  - Police incident reference number
  - Date reported
  - Investigating officer's details

5.3 The Victim Care Card also informs a victim of their right to request a person of choice or legal representative with them while they provide a statement to Police.

5.4 It also provides information on:

- Where Police Scotland Standards of Service can be accessed
- Where Victims' Code for Scotland can be obtained
- Referral to victim support agencies

5.5 Officers throughout Ayrshire Division now issue Victims' Care Cards to all victims of crime. The distribution of this information gives victim's increased knowledge of their rights and ensuring all victims of crime are able to access and are provided with appropriate care and information throughout the investigation into the crime they have reported.

## **6. Criminal Justice (Scotland) Bill**

6.1 The Criminal Justice (Scotland) Bill was introduced to Parliament on 20 June 2013, and Stage 2 of the Parliamentary process was completed on 6 October 2015. It is scheduled for implementation in Autumn 2016.

6.2 Key provisions include:

- Statutory Arrest on suspicion to replace Common Law arrest and Section 14 Detention
- Abolition of Common Law powers of arrest
- Introduction of Investigative Liberation – i.e. ability to liberate for further investigation with the power to re-arrest on more than one occasion for the same offence prior to charge
- Requirement for custody reviews when a person has been held for a continuous period of 6 hours
- Age of child raised to include all 16 and 17 year olds who will have enhanced rights of visitation
- Widened access to legal advice
- Post Charge Questioning – on authority of a court or COPFS
- Presumption to liberty – liberate unless opposing bail
- Code of practice about investigative functions - i.e. questioning and recording of questioning of persons suspected of committing offences the conduct of identification procedures of such persons;
- Code of practice about the carrying out of a search of a person who is not in police custody.

6.3 All officers will receive training in respect of the new provisions and other matters.

- 6.4 The provisions contained within the Criminal Justice (Scotland) Bill are considered to offer a better balance within our criminal justice system to deliver positive outcomes for victims, while protecting the rights of those suspected or accused of crime.

## **7. I6**

- 7.1 I6 is a national operational policing IT solution for Scotland and will replace a number of unconnected legacy IT systems, introducing national processes, aimed towards improvement of policing across Scotland.
- 7.2 Following the announcement in September 2015 that the i6 go-live would not take place as scheduled in December 2016, Police Scotland has been in an extended period of joint re-planning with the supplier, Accenture.
- 7.3 Accenture has shared its internal technical assessment of the system which confirmed there is work required to address issues which have been identified. A revised plan for the programme delivery has been presented by Accenture and agreement has not yet been reached. Police Scotland is working to agree the details of this plan.
- 7.4 An independent review of how these issues have occurred will be undertaken by the Scottish Government.
- 7.5 DCC Neil Richardson continues to lead discussions between Police Scotland, SPA, Scottish Government and Accenture to review the programme status and agree next steps.

## **8. Your View Counts – Revised Public Consultation Process**

- 8.1 The revised Public Consultation process will be officially launched on 1<sup>st</sup> April 2016 and will take the form of a digital survey which can be accessed throughout the year.
- 8.2 The results of this process will identify national and local priorities as defined by communities in Ayrshire with information obtained being reviewed in conjunction with our Annual Strategic Assessment and Strategic Police Priorities, to determine the Annual Police Plan 2017/18.
- 8.3 A similar approach will be used, taking Community Planning Partnership outcomes into account, for the 32 Local Police Plans due for refresh in 2017.
- 8.4 This product is the result of extensive consultation with key strategic stakeholders during 2015, who were heavily involved in agreeing the final question set, with a testing phase involving key partners taking place in February/March, prior to the formal launch.



8.5 The survey, accessed via our Police Scotland website, will develop throughout 2016 with additional versions to support those with sensory impairment and learning difficulties planned. The process will also be supported by divisional commanders through identified Engagement Events to encourage broad participation.

8.6 Feedback is key to the success of the process, and will be provided through a number of channels including Scrutiny Boards to provide reassurance around local policing activity.

## **9. Conclusion**

9.1 Submitted for information of Scrutiny Board members. A further update on local and national matters will be provided. Members are invited to advise the Local Police Commander of any matters they would like included in future updates.

Gillian MacDonald  
Chief Superintendent  
Divisional Commander