

Cunninghame House,
Irvine.

25 May 2017

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 **TUESDAY 30 MAY 2017** 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. Consultations

2.1 Presentation on North Ayrshire Draft Local Fire Rescue Plan 2017

Receive presentation by the Local Senior Officer, Scottish Fire and Rescue Service.

2.2 Local Fire and Rescue Service Plan for North Ayrshire 2017 and review of North Ayrshire Local Fire and Rescue Service Plan 2014-2017

Submit report by the Chief Executive on the North Ayrshire Local Fire and Rescue Service Plan Review 2014-17 and the Council's proposed response to the consultation on the draft Local Fire and Rescue Service Plan for North Ayrshire 2017 (copy enclosed).

2.3. HMICS Scrutiny Plan 2017-18

Submit report by the Chief Executive on the outcome of Her Majesty's Inspectorate of Constabulary in Scotland consultation on its Annual Scrutiny Plan 2017/18 (copy enclosed).

2.4 Consultation - Draft 10 Year Strategy for Policing in Scotland

Submit report by the Chief Executive on the Council's response to the Consultation Paper on the Draft 10 Year Strategy for Policing (copy enclosed)

3. Performance Reports

3.1 Scottish Fire and Rescue Service

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

3.2 Police Scotland

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

4. Urgent Items

Any other items which the Chair considers to be urgent.

Police and Fire and Rescue Committee

Sederunt: Donald L Reid (Chair)
Vacant (Vice-Chair)
Todd Ferguson
John Glover
Ellen McMaster
Davina McTiernan
Louise McPhater
Angela Stephen

Chair:

Attending:

Apologies:

Meeting Ended:

NORTH AYRSHIRE COUNCIL

Agenda Item 2.2

30 May 2017

Police and Fire and Rescue Committee

Title: **Consultation - Local Fire and Rescue Service Plan for North Ayrshire 2017 and review of North Ayrshire Local Fire and Rescue Service Plan 2014-2017.**

Purpose: To consider the information contained in Scottish Fire and Rescue Service's review of the Local Fire and Rescue Service Plan 2014-17 and to agree the Council's response to the draft Local Fire and Rescue Service Plan for North Ayrshire 2017. The Committee is asked to 1) note the terms of the North Ayrshire Local Fire and Rescue Service Plan Review 2014-17 and 2) agree the Council's response to the Consultation on the draft Local Fire and Rescue Service Plan for North Ayrshire 2017.

Recommendation: The Committee is asked to 1) note the terms of the North Ayrshire Local Fire and Rescue Service Plan Review 2014-17 and 2) agree the Council's response to the Consultation on the draft Local Fire and Rescue Service Plan for North Ayrshire 2017.

1. Executive Summary

- 1.1 This report considers the review carried out by the Scottish Fire and Rescue Service of the North Ayrshire Local Fire and Rescue Service Plan 2014-17. The review provides information on how well the service is performing against its existing priorities as well as highlighting areas for continued improvement and opportunities for change. The review is attached at Appendix 1.
- 1.2 The report also considers the terms of the draft Local Fire and Rescue Service Plan for North Ayrshire 2017 which is contained at Appendix 2. The consultation period on this finishes on 2 July 2017. The Committee is asked to agree the terms of the draft consultation response. A response is attached at Appendix 3.

2. Background

North Ayrshire Local Fire and Rescue Plan Review 2014-17

- 2.1 The Police and Fire Reform (Scotland) Act 2012 requires Scottish Fire and Rescue Services (SFRS) to produce Local Plans. These Local Plans should contain details of the local priorities of the SFRS, how they propose to deliver those priorities, outcomes to measure delivery of those priorities and how these contribute to the delivery of the Single Outcome Agreement (SOA).
- 2.2 The North Ayrshire Local Fire and Rescue Service Plan 2014-17 was published in April 2014. It contained six priorities which were:-
 1. Reduction of accidental dwelling fires,
 2. Reduction in fire fatalities and casualties,
 3. Reduction of deliberate fire setting,
 4. Reduction of fires in non-domestic property,
 5. Reduction in casualties from non-fire emergencies; and
 6. Reduction in unwanted fire alarm signals.
- 2.3 While inevitably both the Local Plan and the SFRS National Strategic Plan published in 2013 had to focus on the consolidation of SFRS into a national organisation, it is worth noting that the 2014-17 plan was similar in format and content to the Strathclyde Local Fire Plan 2012-13.
- 2.4 Appendix 1 contains a review of how well SFRS have performed against their 2014-17 priorities. This also highlights areas for continued improvement and helps inform the development of the next Local Fire Plan. The broad pattern against all of the 2014-17 priorities is relatively similar showing a slight increase in operational demand in between 2011 and 2016. Current activity levels reviewed on 31 January 2017 do however show a 14% increase when compared to the same period last year. False alarms accounted for 50% of mobilisations, calls with fire and non-fire emergencies accounting for 38% and 12% respectively. During the Plan period the ratios of these activities have experienced minimal change.
- 2.5 In five out of six priorities current progress failed to meet the three year average and the target figure. In the other priority, reducing fire casualties and fire fatalities the target was not met but the three year average figure was reduced.

- 2.6 Looking at the North Ayrshire figures in comparison to those for Scotland, the North Ayrshire rate was above the Scottish average for the rate of accidental dwelling fires, accidental dwelling fire casualties, and deliberate fire setting. It was below the Scottish average for non-fire emergencies, fires in non-domestic properties and unwanted fire alarm signals. Intuitively those rates which were above the Scottish average are more likely to have a link to deprivation. The more detailed figures submitted by SFRS to the Committee each meeting also suggest that these three rates are higher in localities with greater deprivation. A positive is that accidental dwelling fire fatalities per 10,000 population is the joint lowest rate across Scotland, with only two accidental dwelling fire fatalities within the past five years. An increase in the number of heat and smoke detection alarms has been effective in reducing the number of casualties, injuries and property damage.

Draft Local Fire and Rescue Plan North Ayrshire 2017

- 2.7 The SFRS Draft Local Fire and Rescue Plan for North Ayrshire 2017 is attached at Appendix 2. This is currently the subject of a consultation exercise which closes on 2 July 2017.
- 2.8 The proposed local priorities are:-
1. Domestic fire safety
 2. Unintentional harm and injury
 3. Deliberate fire setting
 4. Non-domestic fire safety
 5. Unwanted fire alarm signals
 6. Operational resilience and preparedness
- 2.9 Priority 6, relates to operational resilience and preparedness is a new priority in comparison to the previous plan. Priorities 3,4,5 are similar to those of the previous plan, although detailed actions may differ. Priorities 1 and 2 differ from the previous plan, although incorporate much of priorities 1-3 from the previous plan. The new priority 2 on unintentional harm and injury does however reflect the wider role of SFRS, often in support of Police or other first responders, to support vulnerable people. Often those at risk from fire are also at risk from other injuries within the home, particularly from slips. Both in relation to this and road traffic collisions, the plan emphasises the need for a collective approach amongst Community Planning Partners to support risk reduction measures.

2.10 A detailed consultation response is attached at Appendix 3. Key points detailed in this include:-

- It is not clear if the plan is a three year plan which will be updated each year or whether it is only for 2017,
- The section on local context, now refers to the 10 new wards. It would be much better for statistical purposes to analyse data and identify priorities for the six localities of North Ayrshire. Unlike Wards, each individual locality has its own distinct heritage, demography and priorities,
- While SFRS have been keen supporters of community and locality planning, it would be helpful for the draft plan to further reference the importance of locality planning in North Ayrshire. Each individual locality has a different priority and will have different needs. It is important that SFRS is able to target preventative and other resources not just to North Ayrshire as a whole, but to the distinct challenges and priorities facing each individual locality. The plan recognises that in a climate of financial uncertainty it is important to use data to identify risks and to take a preventative approach to deal with these.
- At a number of places in the strategy SFRS repeat their commitment to work with other Community Planning Partners. The second bottom paragraph on page five commits to support the delivery of antisocial behaviour, adult and child protection, health and social care, alcohol and drug strategies. At the same page SFRS confirm their support for the delivery of the local justice strategy. Priority 2 (unintentional harm and injury) commits to support other agencies in dealing with non-fire risks to vulnerable people, and priority 6 (operational resilience and preparedness) commits SFRS to support our of hospital cardiac arrests. All of these are helpful example of effective joint working.

2.11 Similarly the priorities stress the importance of analysing data to identify risk, target resources at such risk and monitor the effectiveness of actions.

3. Proposals

3.1 The Committee is asked to consider the review of the 2014-17 priorities and the extent to which these are relevant in guiding the priorities of the new 2017 Local Fire and Rescue Services Plan for North Ayrshire.

- 3.2 The Committee is also asked to consider the terms of the draft Local Fire and Rescue Service Plan for North Ayrshire 2017, to consider the draft consultation response contained at Appendix 3 and to agree the terms of a response to the Local Plan

4. Implications

Financial:	None
Human Resources:	None
Legal:	None
Equality:	The analysis of statistics by reference to age and gender in the SFRS Review is helpful.
Environmental & Sustainability:	Achievement of the SFRS priorities has environmental benefits in terms of antisocial behaviour and amenity.
Key Priorities:	The achievement of the SFRS priorities supports delivery of the local outcomes improvement plan and the priorities of the Council Plan.
Community Benefits:	None.

5. Consultation

- 5.1 This report forms part of a wider consultation exercise being undertaken by SFRS in relation to the local plan.



ELMA MURRAY
Chief Executive

Reference : AF/jm

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

Background Papers

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**North Ayrshire
Local Fire and Rescue Plan
Review 2014 - 2017**



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

**Working together
for a safer Scotland**



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Introduction

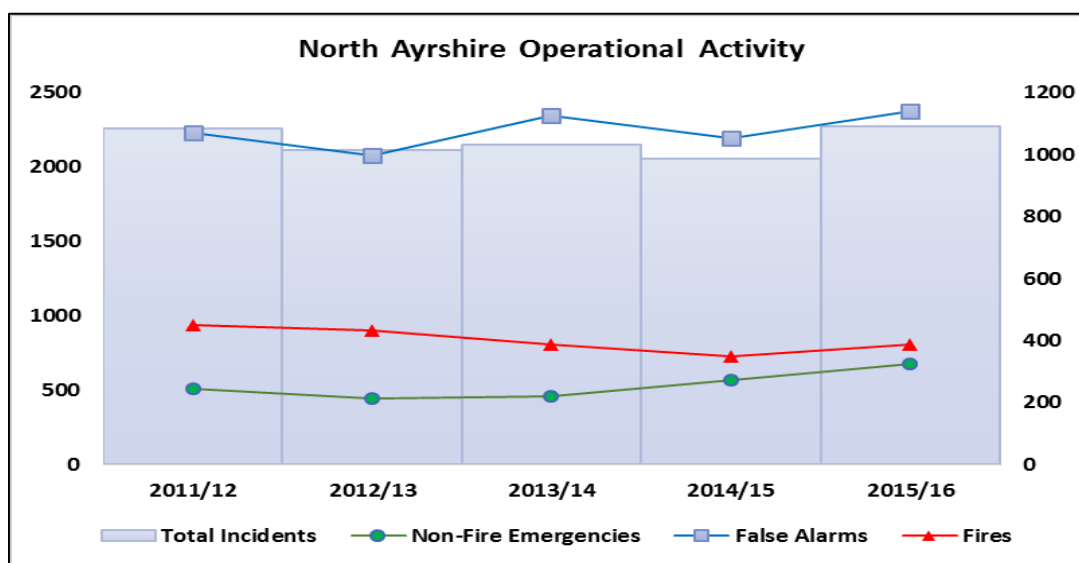
The Scottish Fire and Rescue Service (SFRS) is required under the Fire (Scotland) Act 2005 as amended to prepare Local Fire and Rescue Plans for each local authority in Scotland. Following the publication of our Strategic Plan in 2013, our first Local Fire and Rescue Plans were published in April 2014.

These plans were developed to direct the Service through its initial consolidation journey and have helped to forge our place as a national organisation with a strong sense of local accountability. Against the drive of public sector reform, the local community planning landscape continues to evolve to provide a greater focus on protecting the most vulnerable and improving community outcomes through collaborative working.

The publication of our new three-year Strategic Plan in October 2016 now instigates a requirement to carry out a mandatory review of all Local Fire and Rescue Plans. This review will provide us with information on how well we are performing against our existing priorities as well as highlighting areas for continued improvement and opportunities for change against the growing needs of our communities.

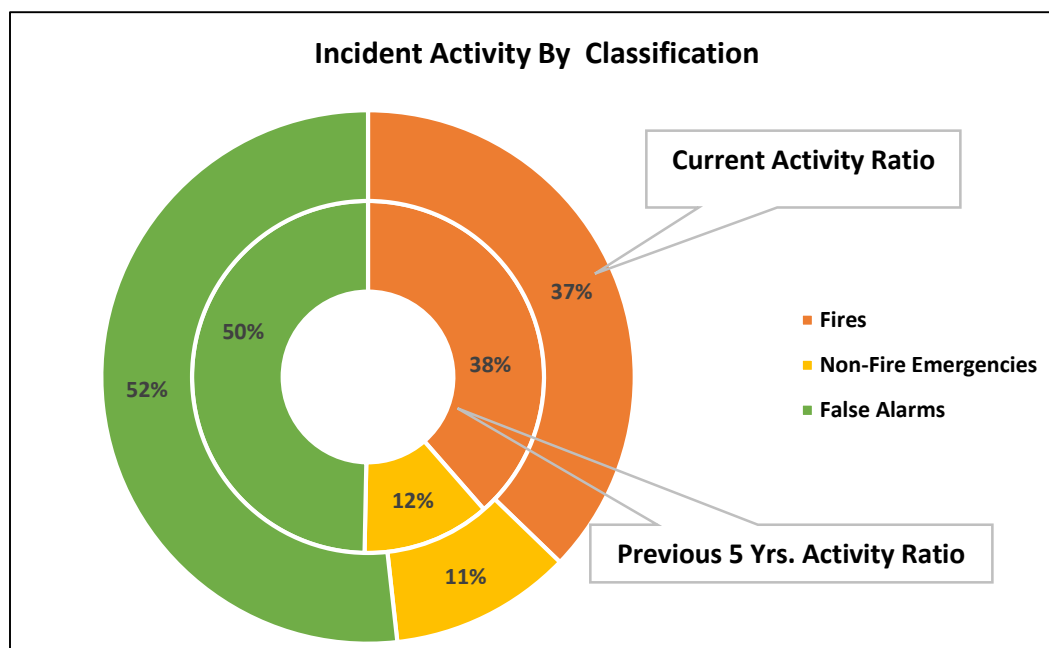
Performance Data – what the figures told us

Over the past five years within North Ayrshire, the SFRS responded to an average of 2169 incidents each year. Review of operational demand has indicated the overall trend has increased slightly between 2011 and 2016. Current activity levels reviewed on the 31st January 2017 however has indicated a 14% increase when compared to the same period last year.



	2011/12	2012/13	2013/14	2014/15	2015/16
Fires	940	905	804	725	807
Non-Fire Emergencies	246	212	219	274	325
False Alarms	1071	998	1125	1054	1140
Total Incidents	2257	2115	2148	2053	2272

The review of operational demand has identified False Alarms being the most common type of incidents attended within North Ayrshire and have accounted for 50% of mobilisations with Fires and Non-Fire Emergencies (Special Services) accounting for 38% and 12% respectively. Review of activity during the current fiscal monitoring period (Apr 2016 – March 2017) has determined minimal change in the demand ratio across these incident classifications.



As part of the process of scrutiny the SFRS are responsible for the submission of performance reports to North Ayrshire Council's Police & Fire and Rescue Committee. The basis of these reports is to report on the progress the SFRS is making against the priorities contained within the Local Fire and Rescue Plan 2014-17 for North Ayrshire. The first two targets set (Table1) followed the High Level Performance Indicators set within the Fire and Rescue Framework for Scotland 2013, with the remaining four targets defined at a local level.

The current progress against the rolling three-year average indicates five priorities above the three-year average and one priority currently below the three-year average. We assess each of the targets that follow using a Red, Amber or Green indication of our performance. Green means we have achieved or exceeded the target; Amber means we did not achieve the target but achieved a reduction in the three-year average figure and Red means we have not achieved the target and have seen an increase in the three-year average figure.

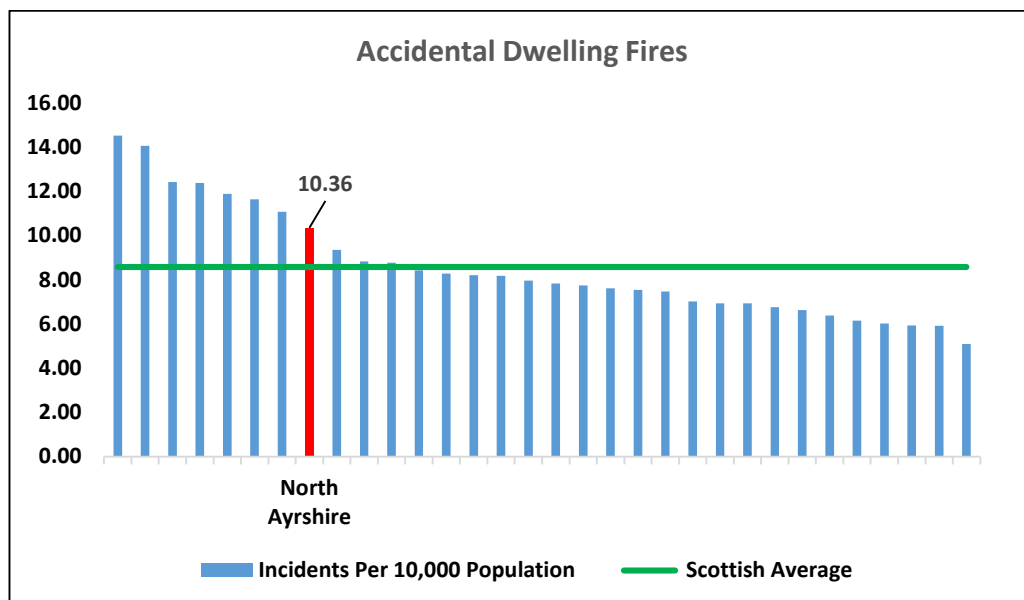
Current Local Fire and Rescue Plan Priorities for North Ayrshire	2013/14	2014/15	2015/16	Target*	RAG**
1 - Reducing Accidental Dwelling Fires by 10% each year	135	154	160	135	●
2 - Reducing Fire Casualties and Fire Fatalities by 5% each year	26	34	37	31	▲
3 - Reducing Casualties From Non-Fire Emergencies by 5% each year	72	97	122	92	●
4 - Reducing Deliberate Fire Setting by 5% each year	539	448	537	483	●
5 - Reducing Fires in Non-Domestic Property by 5% each year	42	55	63	50	●
6 - Reducing Unwanted Fire Alarm Signals by 5% each year	579	472	477	484	●

(Table 1)

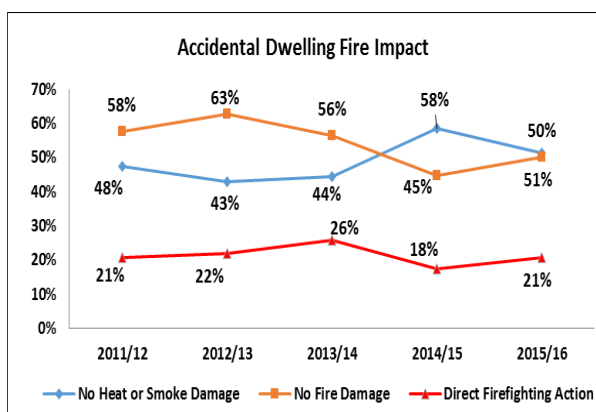
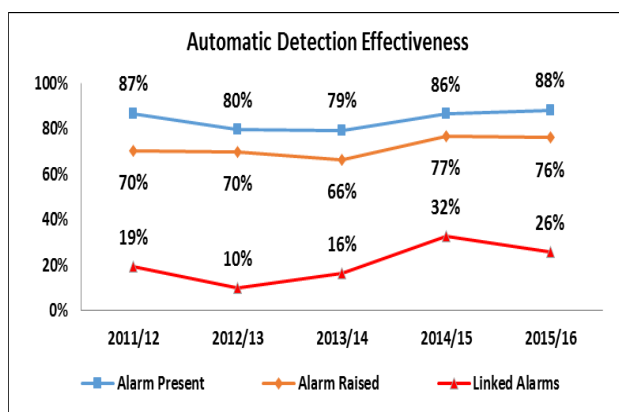
*2016/17 target based on rolling three-year average **Current progress against three-year average

Performance Explained

Current progression towards the three year average target for 2016/17 is classed as **Red** due to a rise in the number of accidental dwelling fires over the rolling three year average. In reviewing data over the last 5 years, the rate of accidental dwelling fires per 10,000 population within North Ayrshire is **10.36**, which is above the mid-range when compared against all local authorities and above the average rate for Scotland.

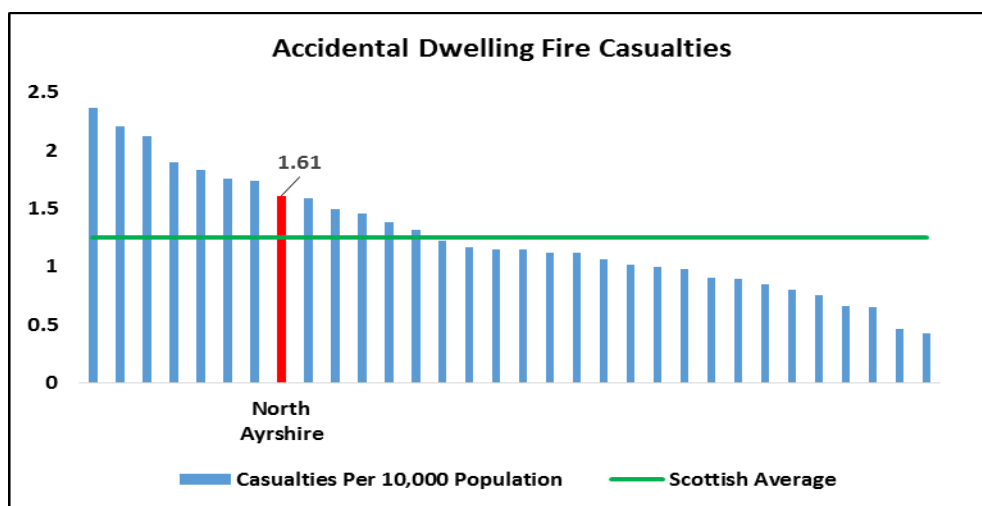


Analysis of accidental dwelling fires over the past five years have determined the most common cause being attributed to cooking, accounting for 64% of all incidents. The severity of fires within the home can vary from the incident being dealt with by the occupier with little or no damage occurring to incidents where direct firefighting is undertaken by the SFRS. On average only 1 in 5 incidents require the SFRS to undertake direct firefighting. Early warning is key to alerting occupants and over the last five years, 84% of properties affected by fire had smoke or heat detection present which has raised the alarm on 72% of occasions with 21% originating from domestic linked alarm systems. On average just under 54% of incidents resulted in no fire damage to properties and only 49% of incidents resulted in heat or smoke damage.

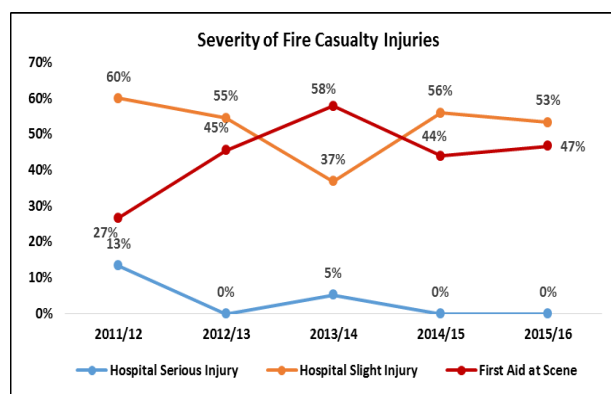
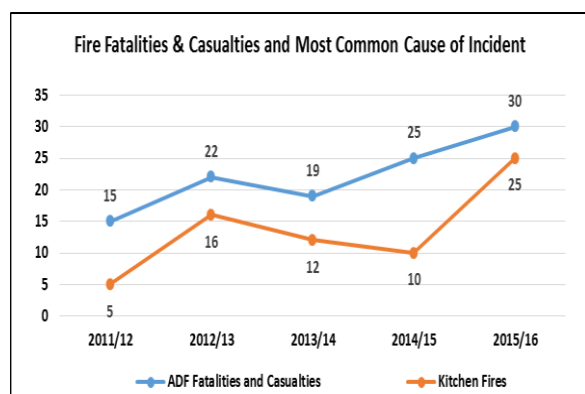


Performance Explained

Current progression towards the three-year average target for 2016/17 is classed as **Amber** due to the three year average being static at present, however the year on year figure has significantly reduced at this present time. On average 77% of all fire fatalities and casualties within North Ayrshire arose from accidental dwelling fires. In reviewing data over the last 5 years, the rate of accidental dwelling fire casualties per 10,000 population within North Ayrshire is **1.61**, which is above the mid-range when compared against all local authorities and above the average rate for Scotland. In comparison accidental dwelling fire fatality rates per 10,000 population is the joint lowest rate along with 10 other local authorities in Scotland, with only two accidental dwelling fire fatalities occurring in the past 5 years.

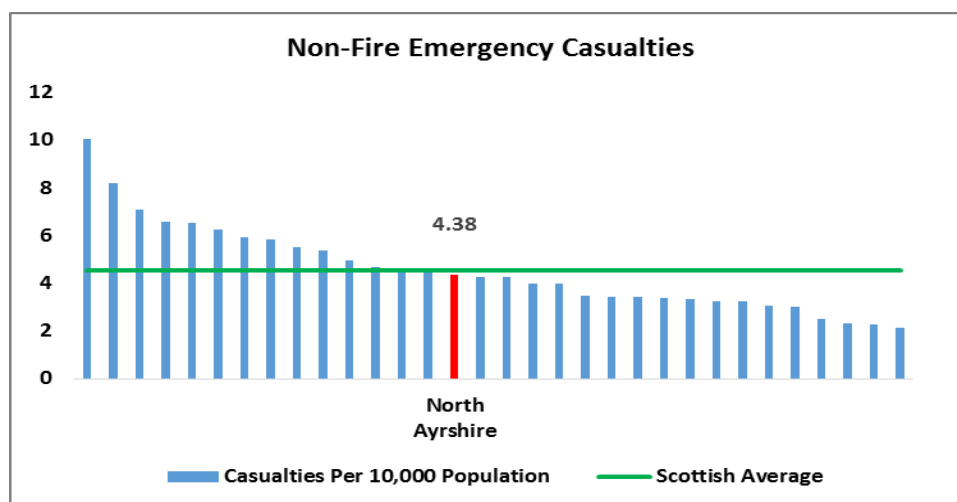


Analysis of accidental dwelling fire fatalities and casualties has identified a link to fires within the kitchen accounting on average for 60% of incidents where injuries arise. Most common human contributory factor has been identified as 'Distraction'. Whilst the number of persons recorded as accidental dwelling fire casualties has seen an increase in the previous two years, review of the nature of injuries has determined the majority of recorded casualties (52%) were treated for slight injuries at the hospital with a further 45% provided first aid at the scene without attending hospital. Of the 111 casualties recorded at accidental dwelling fires, only 3 attended hospital having sustained serious injuries. Smoke inhalation was identified as the most common cause of injury at accidental dwelling fires. Most common age range injured as a result of accidental dwelling fires were between 20 and 59 years of age, accounting for 18% of the total injuries. The gender profile identified females accounted for 51% of all accidental dwelling fire casualties.

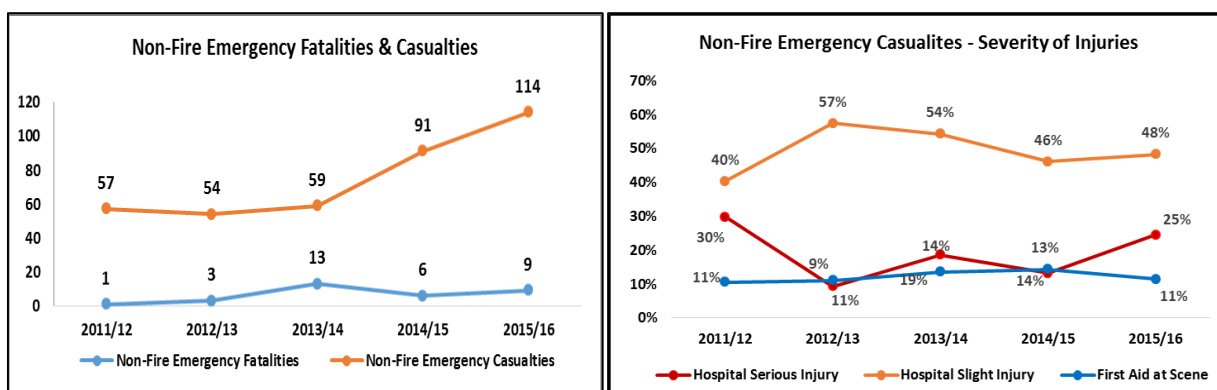


Performance Explained

Current progression towards the three-year average target for 2016/17 is classed as **Red** with an upward trend evident at this time. Whilst overall the number of Non-Fire Emergency (Special Service) incidents is low compared to fire and unwanted fire alarm incidents, fatal and non-fatal casualties arising from Special Service incidents exceed those from accidental dwelling fires. In reviewing data over the last 5 years, the rate of special service fatal and non-fatal casualties per 10,000 population within North Ayrshire is **4.38**, which is around mid-range when compared against all local authorities and just below the national average. Fatality rates over the previous 5 years is **0.44** per 10,000 population which compared to other local authorities is below mid-range of the Scottish average.

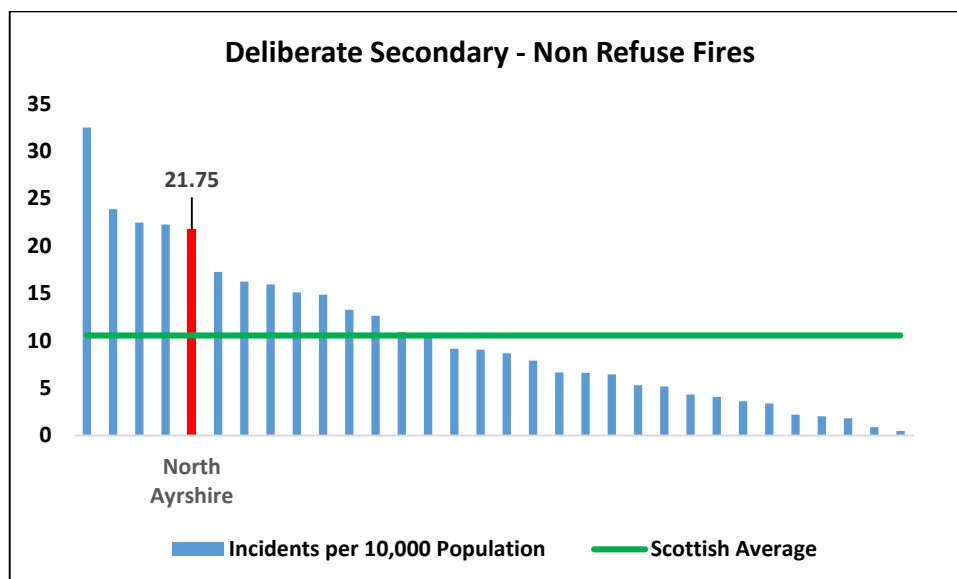


In reviewing the previous special service activity, attendances at Road Traffic Collisions accounted for 62% of all special service casualties within North Ayrshire. An additional 25% of casualties have been recorded over the last five years as a result of attending incidents to either assist other agencies, forcing entry into premises to render assistance to occupants, the provision of medical response or to assist in body recovery. Unlike accidental dwelling fire casualties, the majority of special service casualties attend hospital with 49% of all casualties being deemed to have sustained slight injuries. Of all recorded injuries, both fatal and non-fatal, males accounted for 60% of all recorded casualties with all persons between the ages of 20 and 29 being the most prevalent age group for special service fatalities and casualties.

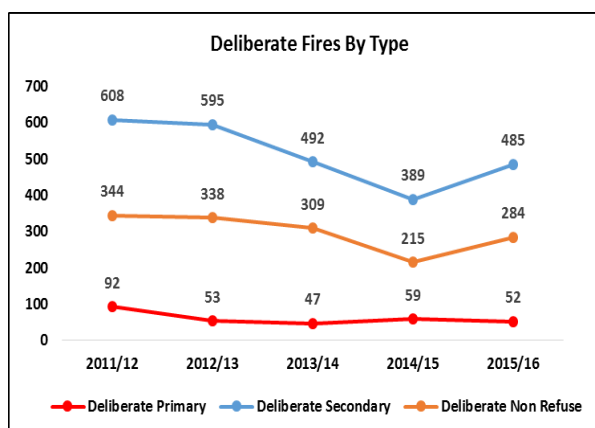
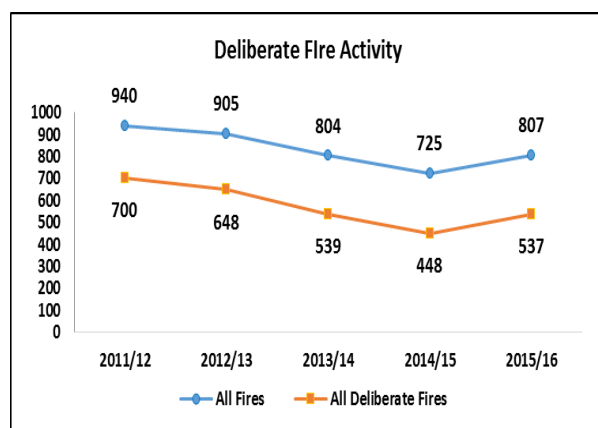


Performance Explained

Current progression towards the three-year average target for 2016/17 is classed as **Red** as current activity is above the three year average and an upward trend has been noted at this time. On average deliberate fire raising accounts for 69% of all fire related activity within North Ayrshire. In reviewing data over the last 5 years, the rate of deliberate secondary fire raising has identified North Ayrshire as having a high prevalence of activity when compared against all local authorities, in particular deliberate non-refuse fires which at the rate of **21.75** incidents per 10,000 population, is amongst the highest rates in Scotland and above the Scottish average.

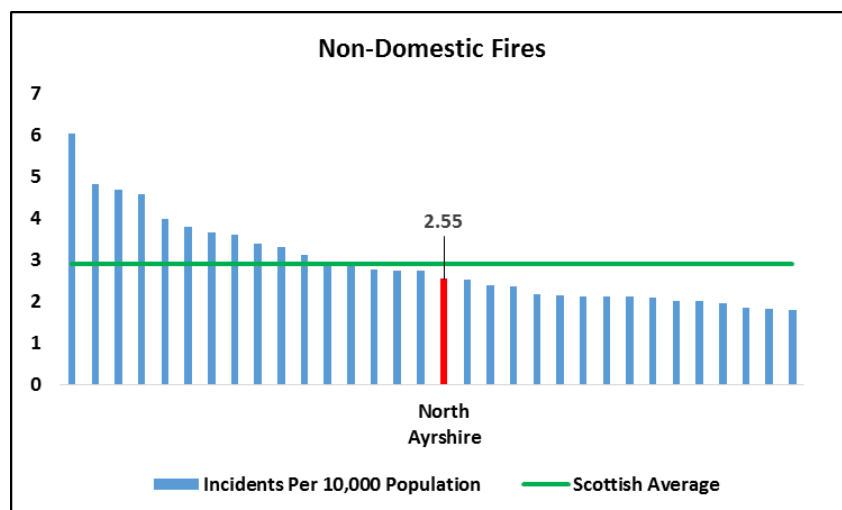


In terms of total activity deliberate fires accounts on average for 27% of all operational incidents within North Ayrshire, with 24% of all mobilisations being to secondary fire incidents. Deliberate non-refuse fires account for over half (58%) of all secondary fire activity within North Ayrshire with other outdoor fires involving wildland, grass, trees and vegetation being the the most common secondary fire types. Deliberate primary fires have seen a reduction of 43% over the past five years with current activity under the five year average.



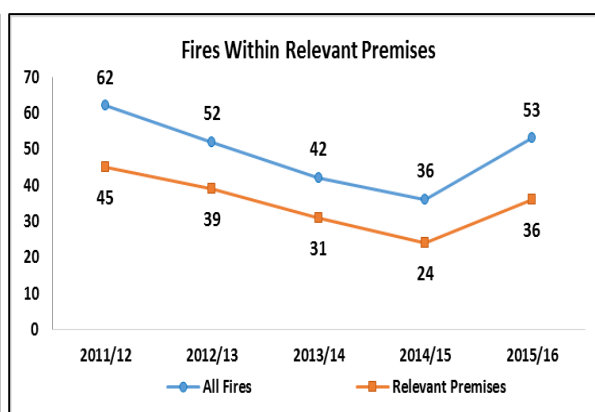
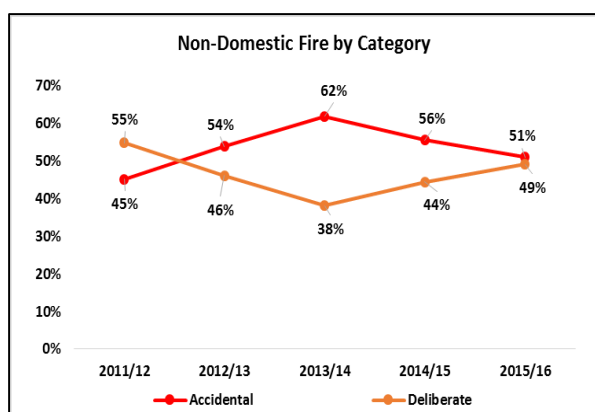
Performance Explained

Current progression towards the three-year average target for 2016/17 is classed as **Red** with an upward trend evident at this time, due to the year on year figure is increasing over the last 2 years. Whilst overall the number of non-domestic fires account for only 3% of all operational mobilisations, on average 72% of these non-domestic incidents involve premises within the Business or Service sectors. In reviewing data over the last 5 years, the rate of non-domestic premises involving the business or service sector per 10,000 population within North Ayrshire is **2.55**, which is around mid-range when compared against all local authorities and below the Scottish average.



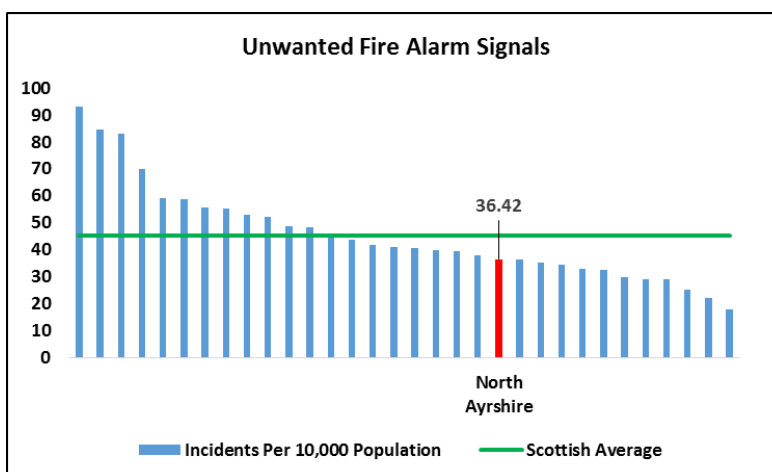
In reviewing the previous 5 years activity for non-domestic fires, more than half of all incidents (60%) were classed as accidental in origin. Current rate of accidental incidents have increased over the 2015/16 period having reduced over the previous two consecutive years, whilst deliberate non-domestic fires over the same period have reduced following an increase over the previous two years.

Business and Service sector premises normally fall within the scope of Part 3 of the Fire (Scotland) act 2005 as amended and are classed as 'Relevant Premises'. Given the importance of the protection of the local economy, monitoring of activity within Relevant Premises is ongoing in conjunction with a programme of fire safety enforcement audits.

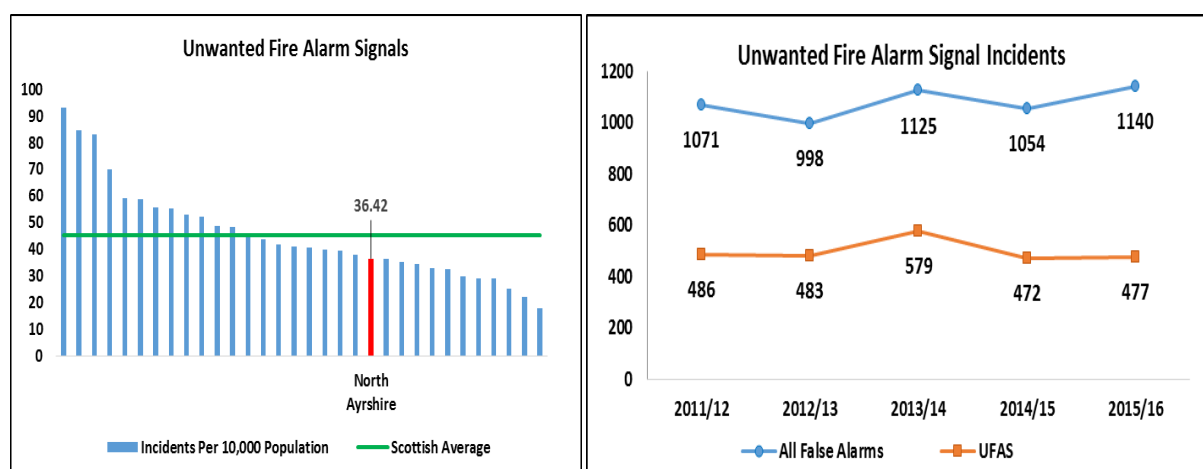


Performance Explained

Current progression towards the three-year average target for 2016/17 is classed as **Red** with a slight increase in the three year average noted at this time and the year on year figure also slightly increasing. In total, all false alarms account for 50% of all operational mobilisations. Various types of false alarms fall into this category with Unwanted Fire Alarm Signals (UFAS) having been identified as the cause of 46% of all false alarms. In reviewing data over the last 5 years, the rate of UFAS incidents per 10,000 population within North Ayrshire is **36.42**, which is below the mid range of highest instances when compared against all local authorities and is also below the Scottish average.



In reviewing the previous 5 years activity for UFAS incidents, weekdays indicate the greatest prevalence of UFAS incidents with the period between 0800 hours and 1600 hours being the most common time period for UFAS incidents. Review of the data suggests these instances, on a general basis may be related to the most frequent periods of when buildings are occupied. In examining the cause of UFAS incidents, a number of factors may be attributed to the building occupants contributing to the alarm operating such as cooking, testing of the system, or accidentally/carelessly setting off the alarm, which over the previous 5 years has accounted for 46% of all alarm activations. Review of the property types responsible for UFAS incidents has identified residential homes, hospital/medical care facilities and schools as the most common property types which the SFRS attend, which collectively over the past 5 years has been responsible for 43% of all UFAS incidents.



Engagement – what our stakeholders told us

Building on the intelligence we gathered during the engagement and consultation of our Strategic Plan 2016-19 we re-engaged with our key stakeholders to seek further views on our local service delivery.

Feedback identified the SFRS's engagement with young people and our communities as a strength and whilst the SFRS is a national organisation it is seen as having the ability to deliver its services on a local basis. Comments also suggested the SFRS should consider how it can develop further opportunities to share resources and further strengthen its partnership links including those within the Third Sector. It was recognised that persons at risk are often known to other organisations therefore areas such as information sharing; joint training and an integrated joint response within a partnership environment could enhance the safety and well-being of those at risk within our communities. Feedback also discussed the importance of being active and visible within our communities and local partnership environments and highlighted this as a strength at a local level. Overall an underlying theme was one where the SFRS should continue to promote the safety and well-being within the home environment and also supporting the further development of our local communities across North Ayrshire to enhance their resilience.

Scrutiny – what we learned from the HM Fire Service Inspectorate (HMFSI)

To support this formal review the outcomes from HMFSI's Local Area Inspections that examine the development and delivery of Local Fire and Rescue Plans, have also been considered.

By undertaking inspections of our service delivery within local authority areas, HMFSI can provide independent assurance to Scottish Ministers and the public that adequate provision for local service delivery is being made, there is equal access to specialist resources, service provision and partnership working is of sound quality and strong scrutiny arrangements are in place. This allows HMFSI to maintain a good awareness of how well we are functioning and build intelligence to inform future inspections.

By the end of the period 2016/17 it is planned that the SFRS service provision will have been examined in nine local authority areas. These areas included Aberdeen City, East Renfrewshire, Western Isles, West Lothian, Dundee, South Ayrshire, Scottish Borders, Moray and Glasgow City. Once prepared, these inspection reports are published by HMFSI on their website.

On examining the published Local Area Inspection Reports, we noted that HMFSI generally felt that there was a need to identify unique characteristics for each local area and provide clearer use of risk-based evidence to identify and shape priorities across our Local Plans. HMFSI would also like to see a stronger emphasis made on specific local priorities and contribution supported by an appropriate level of local performance measures. Local priorities and measures should be balanced against our national needs as well as aligned to the collaborative partnership working requirements of Local Outcome Improvement Plan delivery.

Conclusion

In reviewing the progress against the priorities within the Local Fire and Rescue Plan for North Ayrshire (2014 – 2017), it has been identified that operational demand in the longer term has been reducing, however current demand has been fluctuating in some instances.

A key approach to reducing demand is through effective engagement and by working in partnership to support our more vulnerable members within our communities. As a national organisation the SFRS is also progressing with its transformational agenda to develop the organisation in an environment of continuous financial challenges. This presents opportunities for the SFRS to develop its role at a local level in the protection of our communities across North Ayrshire through the strengthening of existing partnerships, whilst seeking new partnership approaches to manage, mitigate and reduce risk.

To support the pursuance of transformational efficiencies, reducing service demand is essential to provide the means to utilise the totality of SFRS resources to maximum benefit. It is recognised however, regardless of how active the SFRS is in its prevention agenda, operational demand will still be present. It is therefore vital to ensure the SFRS is able to respond as and when such demand arises. The process of identifying and reviewing the range of risks within our communities will provide the basis as to how we will manage and respond to such risks to safeguard the safety of our firefighters and our communities.

The review of the Local Fire and Rescue Plan for North Ayrshire over the period 2014 – 2017 has considered the progress that has been made to date and supported the development of key priorities for the next plan. Meeting the challenges in the new plan will not be achieved in isolation but through effective partnership working and as such, the new Local Fire and Rescue Plan will seek to compliment and contribute to the integrated approach to Community Planning within North Ayrshire.

Recommendations

It is recommended that the following priorities are taken forward in the new Local Fire and Rescue Plan for North Ayrshire area:

Priority 1: Domestic Safety

Priority 2: Unintentional Injury and Harm

Priority 3: Deliberate Fire Setting

Priority 4: Non-Domestic Fires

Priority 5: Unwanted Fire Alarm Signals

Priority 6: Operational Resilience and Preparedness



**DRAFT LOCAL FIRE AND RESCUE PLAN
NORTH AYRSHIRE
2017**

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Introduction

Welcome to the Scottish Fire and Rescue Service (SFRS) Local Fire and Rescue Plan for North Ayrshire. This plan has been developed to support the delivery of agreed local outcomes for North Ayrshire's communities in conjunction with the national priorities contained within the SFRS Strategic Plan 2016 – 2019. With the ambition of working in partnership to improving community safety, enhancing the well-being of those living in or resorting to North Ayrshire whilst tackling issues of social inequality, this plan will set out our priorities in order to support this ambition.

The demands placed upon the SFRS to respond to a wide variety of incidents challenges us to ensure our personnel acquire and maintain a range of skills to enable our ability to respond to emergencies. Through the identification and the management of risks within the area we will continue to prepare for these responses, however we recognise on many occasions this demand can be reduced through effective proactive engagement and intervention measures.

We recognise as a public service organisation and as a member of the community planning partnership, the demographics of our society is changing which will challenge us to continually improve on how we deliver our services to our communities. Our plan will therefore seek to focus on those areas of demand to maximise the potential to work in partnership and by using our capacity more effectively and innovatively to ensure we direct our resources to the point of need within our communities to protect those most at risk from harm.

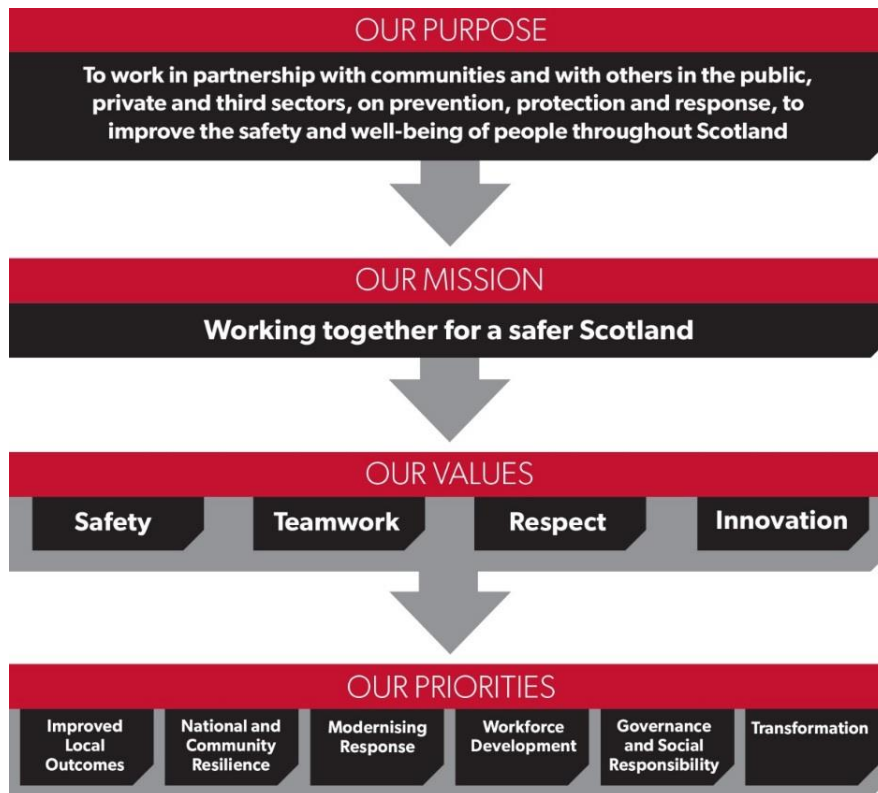
As the SFRS continues to evolve we will seek to play a key part in public service reform and identify new opportunities to broaden our role within society to ensure as a modern Fire and Rescue Service, we continue to protect North Ayrshire's communities. This Local Fire and Rescue Plan in conjunction with the statutory responsibilities placed upon the SFRS will be used as a driver to build upon our existing partnership arrangements in North Ayrshire whilst seeking to foster new relationships to support the service's mission of "Working Together for a Safer Scotland".

James Scott
Local Senior Officer

National Context

Scottish Ministers set out their specific expectations for the SFRS in the Fire and Rescue Framework for Scotland 2016. This provides the outline we should follow to ensure our resources and activities are aligned with the Scottish Government's purpose and national outcomes.

Our Strategic Plan 2016-19 has been designed to meet these national expectations. Set against a complex and evolving backdrop our Strategic Plan encapsulates our mission, values and strategic priorities.



These have been shaped with due regard to the challenges we face and to what we need to achieve to be a highly effective, sustainable public service. Operating within a climate of significant financial uncertainty and public service reform means we need to transform how we operate. This will particularly include how we prepare for and respond to changing societal needs, the impact of climate change and the threat of terrorism.

Strong leadership, supported by sound governance and management arrangements are at the very core of our foundations. These arrangements will direct and provide assurance that we comply with our statutory responsibilities. In addition, they will provide Local Senior Officers with supporting mechanisms to deliver services specifically tailored to local needs.

Local Context

The current population of North Ayrshire, which is around 136,000 and constitutes 2.5% of the total number of persons living in Scotland, is predicted to decrease at a time when Scotland's population is predicted to increase by 2030. Whilst the population within North Ayrshire is projected to reduce, the demographical aspect of the area suggests a projected increase in elderly residents by 12% for persons between the ages of 65 to 74. This significantly increases by 87% for residents over 75 years of age whilst the number of people of working age and young persons are projected to fall.

To enable the SFRS to plan and deliver on a proactive and reactive basis, it is important to understand where and how demand for fire and rescue resources may arise in the short, medium and longer term. As a local authority area, North Ayrshire is constituted by ten multi-member electoral wards covering a range of diverse urban and rural communities over approximately 340 square miles. Emergency response within the local authority area is provided from fourteen locations comprising of three wholetime stations (permanently crewed) and eight stations which operate on an 'On Call' basis and a further three stations who operate on a voluntary basis.

Review of operational activity across North Ayrshire indicates a slight upward trend in overall activity levels over the last five years. In terms of fire related activity, accidental dwelling fires have fluctuated year on year with the current trend showing an increase, although the provision of early warning has contributed significantly to reducing the severity of fires within the home with the majority of incidents being dealt with in their initial stages. The protection of our vulnerable members within our communities has been supported by the provision and extension of linked alarms into domestic properties, which currently accounts for just over 1 in 5 of all accidental dwelling fires being attended by the SFRS.

Fire fatality rates within North Ayrshire are extremely low, whilst fire casualty rates have fluctuated over the corresponding periods. Although a positive downward trend is not indicative at this time, the majority of recorded fire casualties were recorded as sustaining only slight injuries.

Deliberate fire setting on average accounts for just over 1 in 4 operational responses and trend analysis indicates fluctuation in levels of this activity type over the last five years. Analysis identifies deliberate fire setting is occurring on an ongoing basis, although peak activity has been identified in the same periods each year.

Whilst attendances at non-fire related emergencies on average account for around 1 in every 8 operational mobilisations and are considerably less than the number of fire related incidents, the number of fatalities and casualties are notably higher than fire related injuries (fatal and non-fatal). Whilst the majority of non-fire emergency casualties (fatal and non-fatal) are as a result of road traffic collisions within North Ayrshire, another emerging trend has been identified in those persons requiring assistance from other organisations. This results in support being requested from the SFRS in the form of forcing entry into premises to render assistance to occupants or the provision of first responder (medical) assistance.

Many incidents within North Ayrshire are as a result of a confirmed genuine emergency, however, on average half of emergency responses made by the SFRS turn out to be false alarms. These alarms may be as a result of a genuine belief that a fire is occurring which subsequently is confirmed not to be the case or through malicious activity resulting in a report of fire being made knowing this report is false in its nature. There are also a number of warnings of fire generated by fire alarm systems which, following an attendance and investigation, turn out to be false in their origin. Currently attendances to premises which generate these unwanted false signals account for just under a quarter of all emergency responses within North Ayrshire resulting in

disruption to those within the premises in which the alarm activates and also to the SFRS who, on many occasions, are diverted from other activities to attend these incidents.

Reducing service demand, whilst developing the role of the SFRS as part of the ongoing process of public service reform, presents both challenges and opportunities for us to become more integrated in the community planning partnership environment. The recent introduction of the Community Empowerment (Scotland) Act 2015 will result in the development of North Ayrshire's Local Outcome Improvement Plan through a process of locality planning which is designed to deliver local outcomes that make a positive contribution across North Ayrshire's communities and to reduce inequalities. In developing this Local Fire and Rescue Plan, the SFRS will seek to ensure its activities compliment and support the locality planning process. With the development of the local community justice strategy within Ayrshire following the introduction of the Community Justice (Scotland) Act 2016, the SFRS will ensure, as a partner within the Community Justice Authority, its resources contribute to support the delivery of the local justice strategy.

The delivery of shared outcomes is embedded within North Ayrshire through its range of community planning approaches. North Ayrshire's Community Planning Partnership is committed to the delivery of its key priorities and as an active partner the SFRS will continue to support the Community Planning Partnership's focus on a healthier North Ayrshire, a working North Ayrshire and a safe & secure North Ayrshire.

Through the development of respective delivery plans in pursuance of these Community Planning Partnership priorities, the SFRS will ensure it takes an active role in the delivery of these priorities and their intended outcomes through participation and engagement across the partnership arena. Supporting the delivery of Anti-Social Behaviour, Adult and Child Protection, Health and Social Care including Alcohol and Drug strategies are examples of where the SFRS can collaborate in the delivery of these priorities at a local level whilst pursuing the key priorities of this local fire and rescue plan for North Ayrshire.

Overseeing the performance of the SFRS at local level is the responsibility of North Ayrshire's Police & Fire and Rescue Service Committee. Within this forum the Committee undertakes the process of scrutiny to monitor progress against the priorities within North Ayrshire's local fire and rescue plan and also engages with the Local Senior Officer in matters arising on a regional or national basis.

Local Priorities

1. Domestic Fire Safety

Fire safety within the home is a key prevention strategy for the SFRS as the consequence of fires within the home can result in a range of impacts on individuals, families, social landlords and communities. For organisations the requirement to respond, intervene and deal with the aftermath of domestic fires places demand on its resources. To reduce this demand, it is essential approaches to prevention are evidenced based in order to maximise and focus resources to make the biggest impact to safeguard those most at risk of fire.

Analysis of accidental dwelling fire data identifies cooking as the most common cause of fires within the home in North Ayrshire and also the most prevalent cause where fire related injuries are sustained by occupants. Distraction has been identified as a key contributory factor where accidental dwelling fires and/or injuries occur. Those who are deemed at risk from fire may also have other vulnerabilities and impairments due to age, health, mobility reasons or be under the influence of alcohol and/or drugs and they may also be receiving support from other partners. The scope therefore exists to work more closely together to protect those most at risk from fire through effective information sharing.

In order to reduce the potential for fires from occurring, influencing positive change in occupant behaviours through raising fire safety awareness will be at the forefront of our preventative activities. By increasing the ownership of working smoke detection, the means of giving early warning of fire will also contribute to mitigating the severity of fires and fire related injuries within the home. By using assistive technology such as 'Telecare', the opportunity exists to further enhance the safety of those who are at risk from fire.

We will seek to reduce accidental dwelling fires and fire related injuries within the home by:

- *Promoting and undertaking Home Fire Safety Visits to those deemed at risk from fire*
- *Working with our partners in North Ayrshire to share information where fire risks within the home have been identified and to provide solutions to protect those who are at risk*
- *Focusing engagement activities in those areas where service demand has been identified*
- *Supporting the provision of assistive technology within the home to increase occupant safety*

We will monitor our progress in promoting our domestic safety strategy by:

- *Reviewing the number of accidental dwelling fires and their severity*
- *Reviewing the number and the severity of fatal and non-fatal fire related injuries*
- *Increasing the presence of working smoke/heat detection within homes affected by fire*

By achieving a reduction in the frequency and severity of accidental dwelling fires and fire related injuries we will:

- *Support the safety and well-being of North Ayrshire residents*
- *Support the independent living of vulnerable members within our communities*
- *Reduce the social and economic cost of fires and fire related injuries*
- *Reduce demand on the SFRS and its partners*

2. Unintentional Harm and Injury

It is not uncommon for those at risk from fire to also be at risk from other injuries within the home, in particular from injuries arising from slips, trips and falls. Requests to the SFRS to provide assistance directly through a first responder role or to provide support to other agencies are increasing. Analysis of data indicates falls are a common cause of accidental deaths and injuries and account for a significant proportion of admissions to hospital. Those persons injured through falls may often be affected by other medical conditions such as dementia. The SFRS has a role to play in contributing to the protection of those at risk from injury and harm within the home. Through operational attendances and delivery of home fire safety visits, we have the opportunity to identify those at risk and through an assessment of such risk, refer individuals to partner organisations for additional support.

Out with the domestic environment, the SFRS respond to a range of non-fire related emergencies. The most common incident of this type within North Ayrshire is attendances at Road Traffic Collisions (RTCs) which results in the majority of non-fire related injuries. Responding to RTCs is a statutory duty for the SFRS, however a collective approach is required amongst community planning partners to support risk reduction measures. As a partner, the SFRS will support the education of young drivers who are considered to be an 'at risk' group and support other initiatives intended to reduce the instances and impact of RTCs within North Ayrshire.

We will seek to reduce the impact of unintentional injury and harm by:

- *Utilising our Home Fire Safety Visit programme to assess for non-fire related risk and refer those deemed at risk from injury and harm to partners to provide additional support*
- *Raising awareness of fire and rescue service personnel as to those factors that increase the risk of unintentional injury or harm*
- *Working in partnership to deliver targeted road safety programmes to young drivers*
- *Focusing resources where demand has been identified and deliver key safety messages*

We will monitor the effectiveness of our intervention strategies by:

- *Reviewing the number of requests for assistance from other agencies and for the provision of medical and first responder support*
- *Reviewing the number of attendances at RTCs and the frequency and severity of injuries arising from RTCs*
- *Reviewing the number of other non-fire related emergencies and the frequency and severity of injuries arising from these incidents*

By achieving a reduction in the frequency and severity of unintentional harm and injuries we will:

- *Reduce the social and economic cost of unintentional harm and injury*
- *Support vulnerable members within our communities to live independently within their communities*
- *Ensure the safety and well-being of those living, working and visiting North Ayrshire*

3. Deliberate Fire Setting

Deliberate fire setting accounts for a significant number of operational incidents within North Ayrshire and takes various forms. Whilst a small proportion involves occupied buildings, vehicles and outdoor structures (primary fires), the majority of deliberate fires are classed as secondary in nature and on most occasions occur in outdoor locations.

Analysis of incident data identifies deliberate secondary fires occurring throughout the year, however peak activity is noted in the spring time, during the bonfire season and when prolonged periods of dry weather arise. Deliberate fire setting is regarded as anti-social behaviour and is also criminal in nature. These acts can lead to serious consequences such as personal injury, damage to property and the environment. Dealing with instances of deliberate fire setting also diverts fire and rescue resources from other meaningful activities.

Working in partnership, we will seek to combine our information to identify those parts of our communities that are being affected by anti-social behaviour in order to reduce such instances whilst tackling the underlying causes of such behaviour. On some occasions the SFRS will work with Police Scotland to investigate deliberate fire setting to determine the cause and if possible those responsible for such acts. Diversionary and engagement activity is regarded as an important approach in tackling anti-social behaviour and will continue to be part of our approach to raise awareness of the impact of this unwanted activity.

We will seek to reduce the instances of fire related anti-social behaviour by:

- *Identifying those parts of North Ayrshire's communities affected by deliberate fire setting to share this information with our partners*
- *Utilising our Fire Reach, Firesetters and school's education programmes to raise awareness of the impact of fire related anti-social behaviour*
- *Working with partners to develop joint strategies to reduce the risk posed by deliberate fire setting and to mitigate its impacts*

We will monitor the effectiveness of reducing fire related anti-social behaviour by:

- *Reviewing the number and type of deliberate fire setting incidents within North Ayrshire*
- *Evaluating the effectiveness of our youth engagement programmes*

By achieving a reduction in fire related anti-social behaviour we will:

- *Enable the SFRS to divert its resources towards other community based activities*
- *Protect the natural and built environment*
- *Support the promotion of active and responsible citizenship across North Ayrshire communities*
- *Support our communities in feeling safe from crime, disorder and danger*

4. Non-Domestic Fire Safety

In general, all workplaces and business are classed as non-domestic premises and as such normally come within the scope of Part 3 of the Fire (Scotland) Act 2005 (the Act) which places duties on persons responsible for these premises to comply with the Act and its associated regulations. The SFRS has a statutory duty to promote fire safety and where required enforce compliance with fire safety legislation. To discharge this duty and to secure compliance, the SFRS has adopted an approach utilising advice, education and where required formal enforcement powers.

Given the variety of premises which come within the scope of the Act, the SFRS has developed a fire safety enforcement framework which is based on the principal of risk combined with historical fire data across occupancy groups to create its fire safety audit programme. Those premises which present a higher degree of risk from fire are subject to regular fire safety audits by the SFRS to verify compliance.

The impact of fire can have a devastating impact on business, employment, the provision of critical services and also our heritage. Evidence suggests that premises affected by a serious fire experience a high failure rate. The SFRS will undertake its audit programme to support North Ayrshire's ambition to grow its economy during this challenging period of economic recovery and seek to safeguard its culture, heritage and continuation of employment opportunities.

We will seek to reduce the instances of fires within non-domestic property by:

- *Undertaking our fire safety audit programme in accordance with the SFRS Enforcement Framework*
- *Engaging with duty holders to promote responsible fire safety management of premises that come under the auspices of Part 3 of the Fire (Scotland) Act 2005*
- *Working in partnership to ensure the appropriate provision of fire safety standards are incorporated in new premises under construction or premises undergoing material changes*
- *Working in partnership with other enforcement agencies and organisations to support legislative compliance*

We will monitor the effectiveness of reducing fires in non-domestic premises by:

- *Reviewing the number of fires in non-domestic premises and the type of premises involved in fire*
- *Reviewing the number and types of fire safety audits carried out across North Ayrshire*
- *Reviewing the outcome of fire safety audits carried out in non-domestic premises*

By achieving a reduction in fires within non-domestic premises we will:

- *Enable the industrial, commercial and service sector to maintain business continuity and employment across North Ayrshire*
- *Reduce the potential for loss of life and injury*
- *Protect North Ayrshire's culture and heritage*
- *Protect the natural and built environment and reduce the impact of fire on our communities*

5. Unwanted Fire Alarm Signals

Fire protection within premises can be viewed as a holistic approach for the purposes of safeguarding life and/or property by inhibiting, growth and spread of fire. The design and use of premises will influence the extent of the fire protection required to be incorporated within it. In developing a fire protection strategy for the various premises types and for that strategy to be successful, a key component is the provision of early warning of fire. The provision of early warning enables those within premises sufficient time for them to exit the building to a place of safety in the event of fire.

Whilst a small number of fire alarm signals generated are due to confirmed fire conditions being present, there are an even greater number of signals generated which when investigated have occurred when no fire conditions have been present. On such occasions these are known as 'Unwanted Fire Alarm Signals' (UFAS) and is defined as *'an event which has required an operational attendance by the fire and rescue service due to the unwanted actuation of a fire alarm system'*. On these instances the signal may originate from a monitoring/call centre as a result of an automatic activation of the fire alarm system or a person activating the fire alarm system either maliciously or with good intentions believing a fire was occurring within non-domestic premises.

The impact of responding to UFAS incidents causes disruption to the premises working environment and to the range of activities the SFRS undertake. Unnecessary blue light journeys also create additional risks and hazards to firefighters and to the public whilst responding to UFAS incidents and also have a detrimental impact on the environment through additional carbon emissions. Active and positive engagement with occupiers to take responsibility in limiting the number of UFAS incidents within their premises is integral to reducing these impacts.

We will seek to reduce the instances of Unwanted Fire Alarms Signals by:

- *Investigating every cause of alarm and engaging with those responsible for fire warning systems following an operational attendance at a UFAS incident*
- *Analysing our UFAS attendances at those premises that give cause to frequent generation of false alarms to identify trends and support occupiers to develop demand reduction plans*
- *Instigating where required, formal fire safety enforcement measures to ensure appropriate demand reduction action is taken by those responsible for premises generating unacceptable levels of false alarms*

We will monitor the effectiveness of mobilising to Unwanted Fire Alarms Signals by:

- *Reviewing the number of attendances at non-domestic premises and the type of premises generating unwanted false alarm signals across North Ayrshire*
- *Evaluating the outcomes of occupier's demand reduction plans to review progress and identify and share good practice*
- *Reviewing our attendances at UFAS incidents to ensure our attendances are based on an assessment of risk and demand*

By achieving a reduction in Unwanted Fire Alarms Signals we will:

- *Minimise the disruption to business and service continuity across North Ayrshire*
- *Increase the capacity of the fire and rescue service to carry out other activities*
- *Reduce the risk to firefighters and public whilst responding to UFAS incidents*

6. Operational Resilience and Preparedness

The Fire (Scotland) Act 2005 and the Fire (Additional Function) (Scotland) Order 2005 defines the duties and responsibilities for the SFRS in relation to responding to emergencies. It is essential our firefighters possess the skills, knowledge and expertise to respond to incidents which, by their nature, can be varied in both their type and complexity. It is important our firefighters understand the risks across their communities to ensure the level of risk is matched by an appropriate level of operational response. In gathering this knowledge, appropriate training can be carried out to safeguard firefighter safety and to ensure any such response results in an effective and efficient deployment of our resources.

Emergency responses across North Ayrshire includes firefighters operating within the Retained Duty System (RDS). Working within this duty system our RDS firefighters respond from home and/or primary work locations and is based on an 'On-Call' provision. Given the dynamic nature of this duty system and to support a balance between primary employment, personal and firefighting commitments, each RDS station requires a sufficient number of RDS firefighters to ensure this vital resource is available when required. In addition to our RDS response, Volunteer firefighters also, when possible and when required provide a vital response to their local communities on the Isle of Arran as part of the integrated approach to resilience on the island.

There will also be occasions whereby the nature of an emergency will require a combined response by emergency services and other organisations to deal with such a major event. To ensure a co-ordinated response occurs, additional duties are placed upon the SFRS under the Civil Contingencies Act 2004 to prepare and be able to respond to deal with major emergencies. The scope of such preparations may include responding to adverse weather events, natural disasters, pandemics, chemical incidents or major transport incidents. The threat of terrorism also compels the SFRS to ensure it can also respond alongside other partner agencies should such an event occur.

As an emergency responder, the SFRS needs to ensure it has the capability and the capacity to plan, prepare and respond to major emergencies. Working in partnership at a local and national level, the multi-agency approach requires a joint approach to assess these risks in order to develop appropriate response plans. Following their development, these plans require to be tested to support a return to normality when a significant event and subsequent disruption arises.

We recognise the potential for the role of the SFRS to evolve which provides scope to further protect those members of our communities from harm in the event of an emergency. Assisting other agencies in emergency situations, such as responding to 'Out of Hospital Cardiac Arrests' is one example where resources can be combined to maximise the potential for positive outcomes for those requiring assistance. Out with emergency responses the opportunity also exists to promote and support community resilience to improve the survivability rates from cardiac arrests through active engagement and education across North Ayrshire communities.

We will seek to ensure operational response and preparedness within North Ayrshire is maintained by:

- *Identifying and assessing the risk to our communities through Operational Intelligence gathering*
- *Undertaking planned training events to support the acquisition and maintenance of skills to provide the capability to respond to emergency incidents*
- *Continuing with RDS and Volunteer firefighter recruitment campaigns to support operational responses across North Ayrshire*
- *Reviewing our operational responses to incidents to ensure ongoing firefighter safety and to ensure the ongoing protection our communities from harm*
- *Working in partnership to plan, prepare and test our responses to major emergencies*
- *Supporting and promoting the reduction of harm from 'Out of Hospital Cardiac Arrests'*

Review

To ensure this local fire and rescue plan remains flexible to emerging local or national priorities a review may be carried out at any time but will be reviewed at least once every three years. A review may also be carried out if the Scottish Minister directs it or if a new Strategic Plan is approved. Following a review, the Local Senior Officer may revise the Plan.

Tell us what you think

This draft local fire and rescue plan sets out what our broad ambitions will be on behalf of the people of our area. It sets our local direction for the SFRS and it will determine the details contained in all our other plans for that period.

We would like you to tell us what you think of our plan. The formal consultation for this draft local fire and rescue plan opens on 10th April 2017 and will run until 2nd July 2017. To ensure we review and manage all responses consistently you are invited to provide comment in our online survey. This can be accessed at firescotland.citizenspace.com. After the consultation is closed we will publish the results.

If you cannot access our online survey, or if you would like more information about the Scottish Fire and Rescue Service in your area you can:

Write to: Scottish Fire and Rescue Service
East Ayrshire, North Ayrshire and South Ayrshire Area HQ
4 Barr Street
Ardrossan
KA22 8HD

Phone: 01294 607000

Visit our website: www.firescotland.gov.uk

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Draft Local Fire and Rescue Plan for North Ayrshire 2017 Consultation Response by North Ayrshire Council

In response to the consultation on the Scottish Fire and Rescue Draft Local Fire and Rescue Service Plan for North Ayrshire 2017, North Ayrshire Council makes the following comments:-

General

There is a reasonable degree of continuity between the 2017 plan and that previously in place for 2014-17 and its predecessor, the Strathclyde Fire and Rescue Local Monitoring Plan 2012/13. Such continuity is helpful in terms of performance indicators as it allows comparison of like-to-like data over a longer period.

Analysis of the information contained in the Local Fire and Rescue Plan Review 2014-17 also suggests that there needs to be a continuing focus on deliberate fire setting, and unwanted fire alarm signals. Deliberate fire raising accounts for 69% of all fire related activity within North Ayrshire and the rate of deliberate non-refuse fires is one of the highest in Scotland. While unwanted fire alarm signals have a lower than average rate compared to Scotland, these still account for 50% of all mobilisations.

There are a number of helpful key themes which run through the new plan. Firstly there is a focus on working with Community Planning Partners in a policy context, in the Safer North Ayrshire strand of Community Planning, in Locality Planning, in individual cases involving vulnerable people and to share data. This is hugely helpful. Secondly there is a focus on using data to identify risks, to target resources towards those risks and to use data to analyse the effectiveness of measures. Thirdly there is a focus on prevention and early intervention which has been a continued hallmark of fire services in Scotland over the last 20 years. These principles link to those identified by the Christie Commission.

In relation to the Draft 2017 Plan, the period of this plan is not clear. While such plans have to be reviewed at least once every three years, is this a one year plan for 2017 or is it a 2017-2020 plan? If the latter, will it be subject to an updating each year or not?

SFRS have been a great supporter of the development of locality planning within North Ayrshire. The six localities of North Ayrshire each have their own distinct heritage and demographics, resulting in specific priorities. The priorities of all areas of North Ayrshire are not necessarily the same. Accordingly it is important that when reporting to the Police and Fire and Rescue Committee of North Ayrshire Council, SFRS are able to analyse data to a locality area. Page 4 of the Draft Plan refers to Ward Boundaries. It would be more helpful if reference could be made to the six localities of North Ayrshire. These are a much more useful building block to analyse data and identify priorities than Wards. Some Wards, such as the Dalry/West Kilbride, or the Ardrossan and Arran Ward contain a mix of diverse communities which have little in common with each other (unlike localities).

It would also be useful for the plan to more specifically reference the importance of Locality Planning in North Ayrshire and of the role of SFRS in working with Community Planning Partners and communities to agree and implement locality priorities along with others.

Priority two relates to unintentional harm and injury. This priority differs from the previous plan. However it is helpful as it focuses not solely on the immediate cause of the injury, whether through fire or non-fire related event. It now recognises that many of those at risk from fire are also at risk from other injuries within the home. Work is to be undertaken to raise the awareness of Fire and Rescue Service personnel to those factors which will increase the risk of overall harm, SFRS are often called to support other agencies and there is a commitment to taking a collective approach amongst Community Planning Partners to support risk reduction measures. All of these are helpful.

Priority three relates to deliberate fire setting. We are aware that in regular report to the Police and Fire and Rescue Committee the location of such fires is analysed according to locality. This is helpful as it shows a clear link between deliberate fire setting, antisocial behaviour and areas of deprivation. It recognises that diversionary and engagement activity is an important preventative approach to tackling such antisocial behaviour. It is therefore helpful that the actions to implement this priority include the schools education programme to raise awareness of the impact of fire related antisocial behaviour.

Priority four relates to non-domestic fire safety. It is helpful that this recognises that business affected by a serious fire experience a high failure rate. It would be helpful for this priority to contain a commitment to the principles of better regulation which are proportionality, accountability, consistency, transparency and targeting.

Priority five relates to unwanted fire alarm signals. It recognises the importance of investigating every cause of alarms and engage with those responsible for fire warning systems to avoid unnecessary false alarms happening in future.

Priority six relates to operational resilience and preparedness. While this references the role of SFRS in dealing with major emergencies, including adverse weather events and terrorism and the role of volunteer and retained fire fighters, it also mentions the increasingly important role of SFRS in responding to out-of-hospital cardiac arrests. This is important and is another example of the skills of SFRS personnel being used to support other Community Planning Partners. Against a background of increasing demand and reducing resources it is increasingly important that Community Planning Partners such as the Council, NHS, Police and Fire work together. The identification of common priorities through the local outcomes improvement plan and joint work through the Safer North Ayrshire workstream of Community Planning and Locality Planning will be increasingly important.

While data sharing is mentioned in the plan, effective sharing and joint analysis of data will be a cornerstone of any such integrated approach.

It is also noted that unlike the previous plans, the 2017 Plan does not contain any targets. In these circumstances it will be essential that any data can still be analysed against long, medium and short term results, as well as the Scottish average.

In summary, the Council welcomes both the direction and contents of the Draft Local Fire Plan for North Ayrshire 2017, and makes the foregoing suggestions with a view to clarifying or improving it.

Andrew A Fraser
Head of Democratic Services
18 May 2017

NORTH AYRSHIRE COUNCIL

Agenda Item 2.3

30 May 2017

Police and Fire and Rescue Committee

Title: **HMICS Annual Scrutiny Plan 2017/18**

Purpose: To advise the Committee of the outcome of Her Majesty's Inspectorate of Constabulary in Scotland consultation on its Annual Scrutiny Plan 2017/18

Recommendation: That the Committee agrees to note the content of the HMICS Annual Scrutiny Plan 2017/18, as set out at Appendix 1 to the report.

1. Executive Summary

- 1.1 Appendix 1 to the report sets out the HMICS Annual Scrutiny Plan for 2017/18. The plan outlines proposed scrutiny activities until the end of March 2016 and has been finalised following stakeholder consultation.

2. Background

- 2.1 At the beginning of 2017, Her Majesty's Inspectorate of Constabulary in Scotland consulted a range of stakeholders on the HMICS Annual Scrutiny Plan 2017/18.
- 2.2 The Committee considered the draft plan at its meeting on 6 February 2017 and agreed that it be remitted to the Head of Democratic Services to respond to the consultation by requesting that the Police Scotland's work in respect of missing persons, particularly those with dementia, be included in the HMICS Scrutiny Plan for 2017-18.
- 2.3 The finalised Plan (Appendix 1) has now been produced following an objective assessment of policing performance and risk. While North Ayrshire's suggestion for scrutiny is not reflected in the finalised Plan, HMICS has advised that it has been recorded and will be kept under review as part of its ongoing scrutiny risk assessment.

3. Proposals

- 3.1 That the Committee agrees to note the content of the HMICS Annual Scrutiny Plan 2017/18, as set out at Appendix 1 to the report.

4. Implications

Financial:	None arising from this report
Human Resources:	None arising from this report
Legal:	None arising from this report
Equality:	None arising from this report
Environmental & Sustainability:	None arising from this report
Key Priorities:	None arising from this report
Community Benefits:	N/A

5. Consultation

- 5.1 None required.



ELMA MURRAY
Chief Executive

Reference :

For further information please contact Melanie Anderson, Committee Services Team Leader on telephone number 01294 324131.

Background Papers

Correspondence with HMICS



HM INSPECTORATE OF CONSTABULARY IN SCOTLAND

Annual scrutiny plan 2017-18

May 2017

Improving Policing Across Scotland



Introduction

Our Annual Scrutiny Plan for 2017-18 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 (SPA). It is published in terms of Section 75 of the Police and Fire Reform (Scotland) Act 2012 and sets out our scrutiny priorities from April 2017 until March 2018.

We keep this plan under review and may from time to time revise it. In preparing our plan, we have consulted with a range of people interested in policing and we will consult further prior to making any revisions. We will publish this Plan and any revised plan on our website and will make it directly accessible to those we consider are likely to have an interest in it.

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.¹

We will 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 work with Police Scotland to develop self-assessment within local policing Divisions and will continue to report publicly on how Police Scotland and the Authority are delivering against local priorities.

We will use *Thematic Reviews* to examine specific areas of policing in detail. This will include our first statutory inspection of the Scottish Police Authority and an examination of cyber-policing. Our Plan includes *Collaborative Reviews* and shows how we will inspect jointly with other inspectorates. This will include working with the Care Inspectorate to examine Children's Services across Scotland and with

HMIC in England and Wales to provide UK-wide assessments of Counter Terrorism and an inspection of British Transport Police.

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. We will specifically focus on how the Authority and Police Scotland govern and deliver the major transformation identified from their 2026 Strategy. 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. We will also take the opportunity during 2017-18 to assess the progress made by Police Scotland and the Authority against the recommendations and improvement actions identified from our previous scrutiny activity. This will include detailed follow-up into call handling, counter corruption and custody.

Our scrutiny reports and annual report will be published and laid before the Scottish Parliament and I will take the opportunity in my annual report to comment on the overall state, efficiency and effectiveness of policing in Scotland and on the performance of Police Scotland and the SPA.

Derek Penman QPM

HM Chief Inspector of Constabulary in Scotland

¹ <http://www.scotland.gov.uk/About/Performance/scotPerforms/outcome/pubServ>

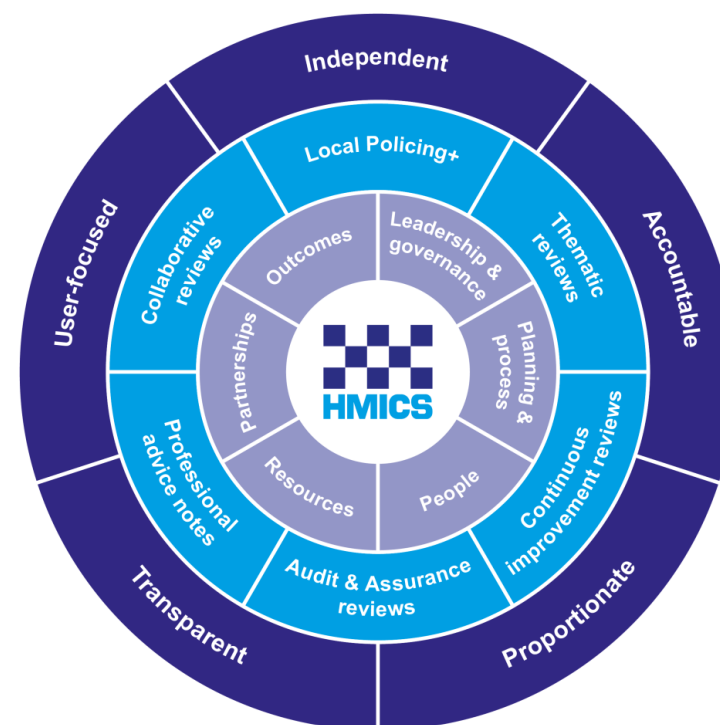
Our purpose

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 SPA.² We have a statutory duty to inquire into how the Chief Constable and the SPA meet their obligations in terms of best value and continuous improvement.³ If necessary, we can be directed by Scottish Ministers to look into anything relating to the SPA or Police Scotland as they consider appropriate.⁴ 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.⁵ The SPA and the Chief Constable must provide us with such assistance and co-operation as we may require to carry out our functions⁶ and must comply with any reasonable request that we make. When we publish a report, the SPA and the Chief Constable must consider what we have found and take such measures, if any, as they think fit.⁷ 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 SPA to improve policing. We will also identify good practice that can be rolled out across Scotland.



² Police and Fire Reform (Scotland) Act 2012, Section 74(2)(a).

³ Police and Fire Reform (Scotland) Act 2012, Section 74(2)(b).

⁴ Police and Fire Reform (Scotland) Act 2012, Section 74(1).

⁵ Police and Fire Reform (Scotland) Act 2012, Section 76(1).

⁶ Police and Fire Reform (Scotland) Act 2012, Section 77.

⁷ Police and Fire Reform (Scotland) Act 2012, Section 80.

Our values

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

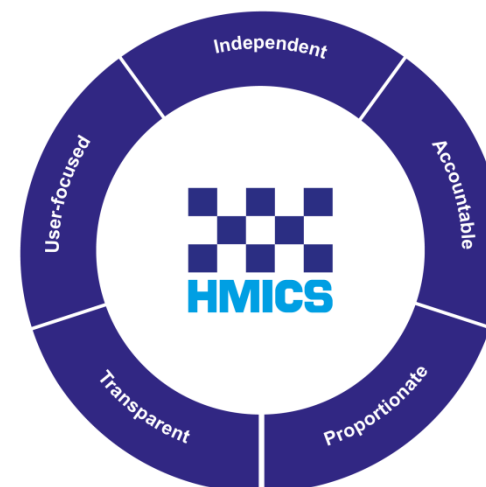
Independent – We will always act independently and publish impartial and objective reports. Our professional advice will be informed and unbiased. HM Chief Inspector of Constabulary in Scotland is appointed under Royal Warrant and is independent of the Scottish Government, Police Scotland and the SPA.

Accountable – We will be accountable for what we do and will justify our actions and reports by evidence. We will publish our statutory reports⁸ 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.



⁸ Police and Fire Reform (Scotland) Act 2012, Section 79.



Our approach to scrutiny

Our annual **Scrutiny Plan** outlines our priorities and scrutiny activities for the 2017-18 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 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 review⁹, Christie report¹⁰ and supports production of the National Scrutiny Plan.¹¹



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 SPA. 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.

⁹ <http://www.scotland.gov.uk/Resource/Doc/198627/0053093.pdf>

¹⁰ <http://www.scotland.gov.uk/Resource/Doc/352649/0118638.pdf>

¹¹ <http://www.audit-scotland.gov.uk/report/search?search=National%20Scrutiny%20Plan>



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 co-operate in delivering integrated working and whether the partnership ethos has developed a positive culture of involvement and working together.

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

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.

Local policing+

The three objectives for police reform were to *(i) protect and improve local services; (ii) create more equal access to specialist support and national capacity; and (iii) strengthen the connection between police services and communities*. In response to this, HMICS introduced a rolling programme of divisional policing inspections entitled Local Policing+.

This programme 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. We are interested in the effectiveness of local scrutiny and engagement as well as the contribution policing makes to the wellbeing of communities. This includes an assessment of Partnership, Prevention, Performance and People in support of the wider Scottish public service reform agenda. We will 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 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.

During 2017-18, we will continue to streamline our approach to Local Policing+ inspections with a greater focus on risk-based, proportionate inspection. We will inspect Tayside Division in Spring/Summer 2017 and, in advance of the inspection, will continue working with Police Scotland and the Improvement Service to support the development of a self-assessment methodology. The results of Tayside's self-assessment will be a key source of evidence during our inspection. The + element of our inspection of Tayside Division will involve assessing the state, efficiency and effectiveness of firearms licensing by Police Scotland.

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 capture innovation and good practice, and where relevant we will make recommendations that drive improvement. Our planned reviews for 2017-18 are:

- **Forensic Services** (*November 2016 to June 2017*) – The aim of this inspection will be to assess the effectiveness and efficiency of the forensic services provided by the SPA. It will scrutinise how the SPA 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. This inspection will report in June 2017.
- **Cyber – Baseline Assessment** (*July to November 2017*) – This will build on the key findings and recommendations from the scrutiny of cyber policing in England and Wales and assess their relevance for Scotland. We will focus on how Police Scotland is responding to the needs of victims of cybercrime and consider the extent to which the digital technology aspects of crime and policing may require new approaches, resourcing and future investment. 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.
- **Scottish Police Authority** (*April to December 2017*) – This will be the first full inspection of the Scottish Police Authority and will take place in three phases. The first phase will focus on openness and transparency and an interim report will be published in June 2017. The second phase will focus on ongoing monitoring of SPA meetings and reports submitted. The final phase will include fieldwork in October-November 2017, with a report due for publication in December 2017.

Audit and assurance review

Our Audit and Assurance Reviews allow for more detailed scrutiny where there is a specific need to audit critical systems, ensure accurate and ethical recording or provide independent assurance in high risk areas. Our planned reviews for 2017-18 are:

- **Scoping and Piloting Audit of Clear-up Data** (*January to February 2018*) – Similar to crime data, clear-up rates (also known as detection rates) are published by Police Scotland in its regular management information reports and by the Scottish Government as part of its Recorded Crime in Scotland series. Given that there has been no recent independent audit of clear-up rates, HMICS will follow up our comprehensive audits of crime data in 2014 and 2016 by scoping and piloting an audit of clear-up data with a view to providing the public and other stakeholders with an assessment over its reliability.
- **Undercover Policing Strategic Review** (*April to September 2017*) – On 22 September 2016, the Cabinet Secretary for Justice directed HMICS to undertake a strategic review of undercover policing procedures and practices in Scotland. This was in response to a decision by the Home Secretary not to extend the terms of reference for the Pitchford Inquiry¹² to consider the activity of undercover police officers deployed in Scotland. Our review will examine the effectiveness and efficiency of the current undercover policing arrangements in Scotland and provide an independent analysis of the extent and scale of undercover policing operations in Scotland since the introduction of Regulation of Investigatory Powers (Scotland) Act (RIPSA) 2000 and Regulation of Investigatory Powers Act (RIPA) 2000. Our terms of reference were published in January 2017.¹³

- **Custody ongoing (NPM)** (*Ongoing 2017-18*) – In accordance with our obligations as a member of the United Kingdom's National Preventive Mechanism, HMICS carries out regular inspections of police custody centres. In recent years, these inspections have been primarily aligned to our Local Policing+ programme, with additional visits based on an assessment of risk. In 2017-18, we propose to revise our custody inspection programme, taking greater account of health board as well as divisional boundaries. This is in preparation for extending the scope of these inspections to include a greater focus on the delivery of healthcare in police custody, in partnership with Healthcare Improvement Scotland.

¹² Pitchford Inquiry – see www.ucpi.org.uk for more information.

¹³ [HMICS Strategic Review of Undercover Policing in Scotland - Terms of Reference](#)

Collaborative reviews

We will continue to work with other scrutiny bodies and undertake joint inspection activity in areas where Police Scotland or the SPA work in partnership and contribute to shared outcomes with others. Our planned reviews for 2017-18 are:

- **Children's Services** (*Ongoing 2017*) – 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. Since 2012, the Care Inspectorate, Education Scotland, HMICS and Healthcare Improvement Scotland have been conducting a programme of inspection across all 32 local authorities, which is due to conclude at the end of 2017.

The Child Protection Improvement Programme (CPIP) commenced in February 2016 looking at nine key areas of work, including inspections. It reported in March 2017. The Care Inspectorate has been asked by Ministers to chair a short life working group involving its scrutiny partners to develop and refine recommendations for a revised inspection model, which focuses on the experiences and outcomes of the most vulnerable children, those in need of protection and those subject to corporate parenting.

The new model will also consider the recommendations of the CPIP review. HMICS has secured a secondment of a senior officer from Police Scotland to assist in concluding the existing joint inspection programme, and to contribute to developing the revised approach to scrutiny of services for children and young people.

- **MAPPA (Follow Up)** (*April 2017 to January 2018*) – During 2015, HMICS and the Care Inspectorate carried out fieldwork which culminated in our published report on 26 November 2015. Our report outlined 10 recommendations which were of a strategic nature, requiring a national response.

In October 2016, as part of our approach to monitoring progress we wrote to the chair of the MAPPA National Strategic Group (MAPPA NSG) requesting a copy of the action plan covering each of the 10 recommendations.

Between January and March 2017, the Care Inspectorate and HMICS carried out fieldwork to determine the response to the joint thematic report recommendations. Our findings and the current status of each of the 10 recommendations is being analysed.

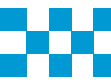
- **British Transport Police** (*Spring and Autumn 2017*) – We will continue to work jointly with HM Inspectorate of Constabulary in England and Wales by publishing our Phase 1 inspection of the efficiency, leadership and legitimacy of British Transport Police (BTP). This will be followed in Autumn 2017 by our Phase 2 joint inspection of the effectiveness of BTP. HMICS will also use this inspection activity to identify strategic issues relating to the devolution of railway policing in Scotland and the transfer of functions from BTP and the British Transport Police Authority to Police Scotland and the Scottish Police Authority.
- **Counter Terrorism** (*Ongoing 2017-18*) – Given the interoperability requirements of counter terrorism operations across the United Kingdom, HMICS and HMIC (England and Wales) recognised the value of joint inspections. A programme of Counter Terrorism inspections designed to provide assurance to the Counter Terrorism network will be carried out throughout 2016-18.

Follow up reviews

- **Counter Corruption** (*April 2017 to January 2018*) – In June 2016 we published a full report into the state, effectiveness and efficiency of Police Scotland's Counter Corruption Unit (CCU).¹⁴ Our report outlined 39 recommendations. In order to determine the response to the recommendations we shall carry out a follow up review of the newly established Anti-Corruption Unit. We shall engage with key stakeholders to develop the scope of the follow up activity.
- **Call Handling** (*April to July 2017*) – The request of the Cabinet Secretary for Justice, we will continue our scrutiny of police call handling and assess the progress by Police Scotland and the SPA against the recommendations from our call handling report published in November 2015.¹⁵ After our Update Report in November 2016 this process will continue with unannounced visits to call handling centres across Scotland and an ongoing assessment of both the governance and assurance arrangements in place to support the national change programme which is due to complete in August 2017. We will also undertake an audit of call handling in January 2018 to further assess the effectiveness of the new arrangements and follow up on our original audit undertaken in August 2015.
- **Custody thematic** (*October to December 2017*) – Following our thematic inspection of police custody arrangements in 2014, and subsequent inspections of custody centres in Aberdeen, Edinburgh, Dumfries and Galloway and two centres in Glasgow, a number of custody-related recommendations remain outstanding. In 2017-18, HMICS will follow up on these recommendations and assess the strategic direction for the future delivery of police custody.

¹⁴ <http://www.hmics.org/publications/hmics-independent-assurance-review-police-scotland-counter-corruption-unit>

¹⁵ <http://hmics.org/publications/hmics-independent-assurance-review-police-scotland-call-handling-final-report>



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 UK NPM is made up of 21 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 using the HMICS Custody Inspection Framework. This framework 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 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, Audit and Assurance Reviews and Follow Up 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 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 SPA. We will aim to publish our annual report by the end of the calendar year.

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.

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.¹⁶

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.¹⁷

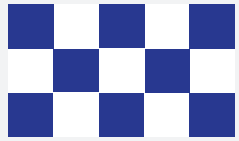
¹⁶ <http://www.hmics.org/what-we-do/complaints-process>

¹⁷ <http://pirc.scotland.gov.uk/>



Our scrutiny plan 2017-18

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-17	Feb-17	Mar-17
Local Policing +												
Tayside + Firearms Licensing												
Thematic Review												
SPA Forensic Services												
Cyber - Baseline Assessment												
Scottish Police Authority	Phase 1			Phase 2								
Audit and Assurance Reviews												
Scoping and Piloting Audit of Clear-up Data												
Undercover Policing Strategic Review												
Custody (ongoing) (NPM)	2 x Custody inspections (with HIS)											
Collaborative Reviews												
British Transport Police	Phase 1						Phase 2					
Children's Services												
Counter Terrorism (ongoing)												
MAPPA (Follow-up)												
Follow Up Inspections												
Counter Corruption Unit (Follow-up)												
Call Handling (Follow-up)												
Custody thematic (Follow- up)												



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About Her Majesty's Inspectorate of Constabulary in Scotland

HMICS operates independently of Police Scotland, the Scottish Police Authority and the Scottish Government. Under the Police and Fire Reform (Scotland) Act 2012, our role is to review the state, effectiveness and efficiency of Police Scotland and the Scottish Police Authority. We support improvement in policing by carrying out inspections, making recommendations and highlighting effective practice.

NORTH AYRSHIRE COUNCIL

Agenda Item 2.4

30 May 2017

Police and Fire and Rescue Committee

Title:	Consultation - Draft 10 Year Strategy for Policing in Scotland
Purpose:	To agree the terms of the Council's response to the Consultation Paper on the Draft 10 Year Strategy for Policing
Recommendation:	Consider the draft response attached at Appendix 2 and agree the terms of the response to the consultation.

1. Executive Summary

- 1.1 This report considers the Scottish Police Authority and Police Scotland Consultation Paper - Policing 2026 - Our 10 Year Strategy for Policing in Scotland. The 10 Year Plan is attached at Appendix 1 and the draft response to the consultation is attached at Appendix 2.

2. Background

- 2.1 On 15 August, 2016 the Committee was asked to consider the consultation on the Strategic Police Priorities for Scotland of Localism; Inclusion; Prevention; Response; Collaborative working; Accountability and adaptability.
- 2.2 The Committee agreed a response to the Consultation which broadly welcomed the priorities and noted the importance of
- the needs of individual communities and the requirement to develop and deliver local solutions
 - the public sector working together to address inequalities
 - collaborative working and the requirement to emphasise Community Empowerment
 - Local Authority scrutiny of policing should be able to influence national policy and local Police Commanders should be fully empowered to deliver local solutions
 - Knowledge and use of the digital agenda, data sharing and big data

- 2.3 The 10 Year Strategy attached at Appendix 1 details how Police Scotland will fulfil these priorities in line with their statutory mission. It focuses on five areas where Police Scotland will develop their approach, namely:-
1. Protection - based on threat, risk and harm.
 2. Prevention - tackling crime, inequality and enduring problems facing communities.
 3. Communities - focus on localism, diversity and the virtual world
 4. Knowledge - Informing the development of better services.
 5. Innovation - dynamic, adaptable and sustainable.
- 2.4 The areas of focus endeavour to deliver the strategic priorities by identifying strategic objectives of
- Improving public contact, engagement and service
 - Strengthening effective partnerships
 - Empower, enable and develop our people
 - Invest in use of information and technology
 - Enhance cyber and forensic capabilities
 - Transform corporate services
- 2.5 During the last three years two tensions have arisen. The first relates to the balance between the Chief Constable's operational flexibility and ensuring transparency and accountability for decisions. For example there were different views on whether the carrying of firearms and Stop and Search provisions were matters for the Chief Constable's operational decision or whether these were policy issues requiring greater consultation and scrutiny.
- 2.6 Secondly, there is always a potential tension between the need to ensure national consistency versus the need to tailor policing towards the specific needs of individual communities. To what extent can local scrutiny genuinely influence the National Policing Policy and to what extent are Local Commanders genuinely empowered? The last three years have also seen the passing of the Community Empowerment (Scotland) Act 2015 and the development of Locality Planning, both in North Ayrshire and elsewhere.
- 2.7 A draft response is attached at Appendix 2. This assesses the plan against the delivery of the strategic priorities and the principles of Public Service reform in the Christie Commission.

3. Proposals

- 3.1 It is important that the 10 Year Plan supports and delivers the strategic priorities and supports the well established approach to public sector reform and is consistent with work following the Community Empowerment (Scotland) Act 2015 regarding Community and Locality Planning. This should enable a joint public sector approach to supporting communities and tackling inequality.
- 3.2 It is recommended that the Committee consider the draft response at appendix 2 and agree the response, with or without modifications. The deadline for the response to be submitted is 31 May, 2017.

4. Implications

Financial:	There are no financial implications.
Human Resources:	There are no human resource implications.
Legal:	There are no legal implications.
Equality:	There are no equality issues arising from the report although the 10 Year Plan has considerable equality impacts.
Environmental & Sustainability:	There are no environmental & sustainability implications.
Key Priorities:	Effective Policing supports the Council priority of supporting our people to stay safe, healthy and active.
Community Benefits:	There are no community benefit implications

5. Consultation

- 5.1 No consultation has taken place for this report



ELMA MURRAY
Chief Executive

Reference :

For further information please contact Christine Andrew, Senior Manager
Legal Services on .1294 324324

Background Papers



2026

SERVING A CHANGING SCOTLAND



OUR 10 YEAR STRATEGY FOR POLICING IN SCOTLAND

FOR CONSULTATION

Policing 2026: Our 10 year strategy for policing in Scotland



Policing principles

- the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland
- the Police Service, working in collaboration with others where appropriate, should seek to achieve that main purpose by policing in a way which—
 - (i) is accessible to, and engaged with, local communities, and
 - (ii) promotes measures to prevent crime, harm and disorder.



2026

SERVING A CHANGING SCOTLAND

Foreword

1.0

Executive Summary

- 1.1 Our Journey so Far
- 1.2 Our Approach
- 1.3 Why Change?
- 1.4 What will Change?
- 1.5 How will We Achieve this?
- 1.6 Our Strategy on a Page

2.0

Our Long Term Strategy

- 2.1 Why Must We Continue to Change?
- 2.2 What will Change?
- 2.3 How will We Achieve this?

3.0

Implementing the Strategy

- 3.1 Long Term Financial Planning Approach
- 3.2 Implementation Priorities
- 3.3 Our Collaborative Approach
- 3.4 What will Success Mean for the Public and Our Workforce?



Policing in Scotland has a long and successful record of adapting to the changing demands and needs of the people and communities it serves. We are now setting out our proposed 10 year strategy for consultation. It has been developed jointly and collaboratively by the Scottish Police Authority (SPA) and Police Scotland and seeks to ensure that Scottish policing remains fit for the future.

While policing's organisational structures have undergone huge change over recent years, the need for our service to adapt and transform has become more immediate as the pace of change across wider society accelerates. We are setting a long term strategic direction that ensures continued service improvement, relevance, maintained public consent, enhanced legitimacy and financial sustainability.

The overall sustainability of policing in Scotland relies on a positive organisational culture that values and recognises our people and their contributions. In developing this strategy we have engaged our people – their input and wellbeing are critical to our continued success. We have also addressed the need to operate within our available funding. This strategy will empower our people to work with others, innovate and solve problems, and continue to protect the public from harm.

The demands and needs of Scottish society have changed and will continue to evolve in the future. We must build a policing service that meets the ambition of police reform, improving safety and wellbeing across the communities of Scotland. We must configure our people and services to address emerging demands, threats and risks in an increasingly global and virtual world.

The next decade of the reform journey will see us address the changing and ongoing demands on policing and the impact on our capabilities and shape. We will deliver a service with the necessary skills to address the growing and different demands of 21st century Scotland. This means developing a diverse workforce with the right balance of experience, skills, professionalism and capabilities.

By putting the needs of our citizens at the heart of shaping our services and through working collaboratively, we will improve outcomes for people, communities and places, playing our part in the wider process of public sector reform which began for policing nearly four years ago.

This strategy will be implemented through an organisation wide transformation portfolio that will deliver significant change and improvement over the coming years. We will become an evermore effective and sustainable organisation.

We want to engage and listen to views on our strategy as part of an ongoing conversation between policing, its workforce, its partners and the public. Our aim in setting a clear and long term strategic direction is to strengthen our operational and financial sustainability as well as increasing our relevance and legitimacy. Through this we will achieve our vision of sustained excellence in service and protection as we work, every day, to serve a changing Scotland.

PHIL GORMLEY QPM,
CHIEF CONSTABLE

ANDREW FLANAGAN,
SPA CHAIR

1

Executive Summary

1.1

Our Journey so Far

Policing in Scotland was formally established more than 200 years ago and is therefore one of the oldest public services in the world.

Over the last decade society has changed and so has policing. While policing's focus for many years was keeping people safe in the public space, the last decade saw significant reductions in predominantly public space recorded crime, particularly violent crime and crimes associated with antisocial behaviour. Although violence on the streets was reducing, levels of reporting of incidents within homes and private domains rose.

The way people were living their lives changed further over the last ten years, with a rise in the use of the Internet and more widespread use of technology leading to new ways of offending with more online crime. Policing has had to adapt to this ever changing landscape and operate effectively in both the public and private space with an increased focus most recently on safety online.

Scottish policing began a significant phase of change as the public sector faced significant budget pressures early in this decade alongside demands for greater effectiveness, adaptability and innovation. When the Commission on the Future Delivery of Public Services published its findings in 2011 (The Christie Commission) it concluded that public services needed to work closely with individuals and communities to understand their needs, maximise talents and resources, support self-reliance and build resilience. It also placed a premium on prioritising preventative measures to reduce demand and reduce inequalities.

In 2011, it was determined that the best way to ensure the sustainability and effectiveness of Scottish policing, in the context of reducing budgets and changing threats, was to move towards a single service model. The aims of this reform were influenced by the Commission's findings with the Police and Fire Reform (Scotland) Act 2012 providing that:

The main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland. The Police Service should work in collaboration with others where appropriate and should seek to achieve that main purpose by policing in a way which is accessible to, and engaged with, local communities; and, promotes measures to prevent crime, harm and disorder.

2013 saw the creation of the single service with the introduction of Police Scotland. This has been described by Audit Scotland as one of the largest and most complex reforms of the Scottish Public Sector since devolution, and the most significant change in policing since 1967.

The early successes of Police Scotland have seen the breaking down of historic boundaries that existed between legacy forces and the delivery of equal access to specialist policing services across the country.

However, the journey to date has not been straightforward and Police Scotland has not always met everyone's expectations. There are areas where improvement is undoubtedly required and the benefits envisaged through reform are yet to be fully realised.

IN EARLY 2016, Police Scotland committed to strategically focus across four key pillars of activity which reaffirmed the commitment to protecting the public, recognising the needs of diverse communities, achieving the right organisational culture and delivering a sustainable operating model.



The Strategic Police Priorities

In October 2016 the Scottish Government published the priorities for Scottish policing. These represent Scotland's high level ambitions for what it expects its police service to be. They are a central part of the policing mission.

The Priorities have set out the ambition of a service which carries the shared values of all of the public sector; a service which works at an international level to combat the threats and risks of modern times; brings national consistency, coordination and specialist resource; and most importantly, a service that holds local policing at its heart.

The achievement of these priorities rests with the SPA and Police Scotland working together to ensure the optimum use of resources to deliver excellent and continuously improving policing in line with these strategic aims. The current priorities are focused on seven themes: **localism, inclusion, prevention, response, collaborative working, accountability and adaptability.**

The priorities and our response to them can be found on page 57 of this document.

This ten year strategy is the foundation of our approach to fulfilling the Strategic Priorities in line with our statutory mission.

1.2

Our Approach

This strategy will clearly set out why we need to change, what we are trying to achieve and how we will do it.



In developing this strategy, we have considered the following:

- **Our purpose**, to improve the safety and wellbeing of people, places and communities in Scotland and **our vision**, which is sustained excellence in service and protection.
- **The current demands** on policing in terms of crimes, incidents and internal demand created as a result of our processes and structures.
- **How Scotland will continue to evolve to 2026** and what the implications are for policing. The key conclusion is that demand for our services will grow and we will need to be more agile and flexible to respond to threat, risk and harm in public, private and virtual spaces.
- **Our commitment to maintaining legitimacy and remaining relevant to changing needs.** We endeavour to meet communities' needs and expectations. This is a key focus moving forward and we understand that these can only be met by effective integration into community and partner networks.
- **Our whole workforce.** We are a people driven organisation, and have taken into account our workforce's views and futures through clear communication, engagement and workforce surveys. Our personnel are motivated by a strong desire to serve their communities and as an organisation we need to make sure that we look afresh at how we can motivate, enable, develop, empower and reward our people.

1.3

Why Change?

Policing in Scotland is complex. Its purpose is not limited to responding to crimes. It is also about working with people and communities to prevent crime, reduce harm and improve safety and wellbeing.

To do this effectively, we must understand and respond to the accelerating pace of change in society. As Scotland changes, in order to remain relevant, legitimate and effective, policing must do the same.

KEY POINTS

- The journey of police reform has started; much has been achieved but much still needs to be done to achieve long-term sustainability and our vision of **"sustained excellence in service and protection"**.
- Scotland's communities are growing and continuing to diversify. Policing must adapt to remain **relevant and legitimate**.
- The **needs** of people in society are changing. The scale and shape of **demand** is changing. Demands on policing are growing and increasingly focused towards addressing vulnerability and the consequences of inequalities.
- In order to meet the evolving needs of all of Scotland's communities we must create the capacity to focus on prevention and prioritise protection based on threat, risk and harm in the **public, private and virtual space**.
- We need to focus on ensuring that we have the skills, tools and capacity to address future needs rather than focusing on the size or structure of our organisation.
- Failure to invest in our people and infrastructure will **compromise our ability to deliver** the policing service that Scotland needs.

1.4

What will Change?

Policing is a vital public service which plays a critical role in building the resilience and wellbeing of our communities. The public expect the police to keep them safe and often turn to the service in times of crisis and need. Our objective therefore is to deliver a universal, accessible and evidence-based service enabling us to make key decisions to ensure that we focus our efforts on where the need is greatest.

This next phase of reform will require innovation at all levels throughout the service and a commitment to deliver service transformation over the coming decade. A long-term strategic approach will ensure that Scottish policing is sustainable and fit for the future, whilst playing its part in building a safer and stronger Scotland.

Our strategy is based on five key areas of focus: **Protection, Prevention, Communities, Knowledge and Innovation**. We will shape our services around the needs of the citizen.

KEY POINTS

- Our focus will be on **improving the impact** of our policing services by working more effectively with partners and the public to deliver **better outcomes for individuals and communities**.
- We will continue to drive improvements around protection based on a clear assessment of **threat, risk and harm**.
- We will make productive use of all resources to create capacity to focus on **prevention**, addressing **enduring problems facing communities**.
- We will demonstrate **leadership** in public service improvement and innovation by using the **knowledge and insight** our people have gained to influence and inform. We will work collectively and in collaboration with partner organisations and communities to **improve and develop new services**.
- We will constantly examine our performance and **innovate** to remain sustainable and effective.
- Despite a changing world, our values of **fairness, integrity and respect** will remain constant, as will our commitment to a **rights based approach** to policing, which will be based on maintaining public consent.

Throughout this change our values will remain constant.

We will continue to deliver policing based on **fairness, integrity and respect**, enshrining these values in our decision making and behaviours.

Alongside these values, we recognise the police service is unique in the public service landscape, having coercive powers and the ability to remove peoples liberty. Our direction will emphasise our commitment to rights-based approaches, anchoring our duties in the Police and Fire Reform (Scotland) Act 2012. This strategy is based on our core commitment to maintaining public trust and consent - this is key to our continued effectiveness, relevance and legitimacy.

We will develop our approaches in the following areas:

1

Protection

Based on threat, risk and harm

We will continue to drive improvement across our approaches to detecting crime, protecting vulnerable people, responding to incidents, maintaining order and ensuring national security.

A central part of the role of the police is to investigate crime, and report to the Crown Office and Procurator Fiscal Service (COPFS). Policing operates as part of the wider public sector and as part of the Scottish justice system, working with partners such as COPFS to keep Scotland safe from crime and provide victims and witnesses with the support and service they deserve.

Our strategy will ensure that we continue to deliver these services effectively and efficiently while adapting to meet new threats and demands.

2

Prevention

Tackling crime, inequality and enduring problems facing communities

We will further develop prevention driven approaches with our partners to address enduring problems facing communities. We will maintain a key role in supporting vulnerable individuals and communities. Working with partners, we will intervene with them at an early stage to address high impact issues such as domestic abuse, substance misuse, sexual offending and mental health.

3

Communities

Focus on localism, diversity and the virtual world

We will support an increasingly diverse set of communities, whether defined by place, identity or virtual connection, to increase their resilience. Our society will be stronger through a collective responsibility for safety, security and wellbeing. Our commitment to communities will also include listening more and responding to their diverse needs as well as working positively with other services to support communities. We will continue to strengthen our approaches to community engagement and participation, ensuring that local services are effectively planned in partnership with communities.

4

Knowledge

Informing the development of better services

We believe we have a duty to share knowledge. We will build on our frontline experience and use our information and insight to influence, inform and work with partners, government and the public to collectively develop and improve the services to meet public needs more effectively and efficiently.

5

Innovation

Dynamic, adaptable and sustainable

We will constantly examine the nature and effectiveness of our services. We will establish an innovation capability to learn from best practice and design new services in partnership whilst constantly preparing for emerging issues in the future.

1.5

How will We Achieve this?

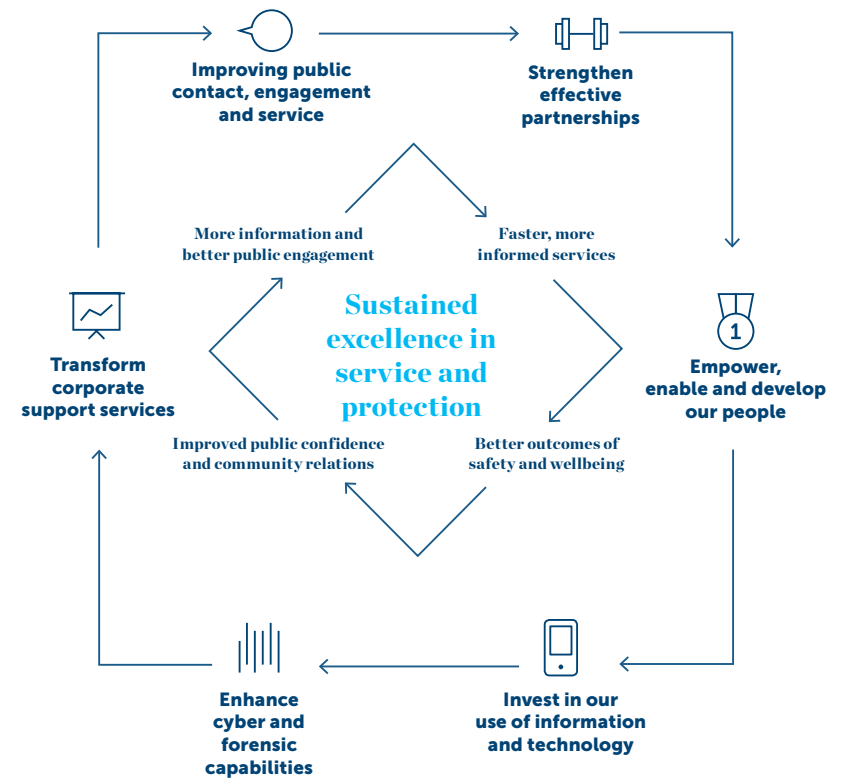
This ten year strategy sets out the Strategic Objectives we will focus on to deliver service improvement, continued relevance to communities and individuals, maintained public consent, enhanced legitimacy and financial sustainability. We believe that by focussing action across six Strategic Objectives, we can best fulfil the Strategic Police Priorities and successfully transform Scottish policing services for the better. We will base our approach to assessing performance and managing risk around the strategy on the achievement of these Strategic Objectives.

KEY POINTS

- We will **transform the way that people can contact us and how we resolve** their enquiries. This contact and resolution model will enable us to recognise and respond appropriately to the needs of individuals and communities, with a continued commitment to localism.
- We will **modernise our operating model** to ensure we achieve maximum impact with our available resources. We will enhance our culture to empower and support effective decision making at a local and national level.
- We will **strengthen partnership working**, identifying areas of shared improvement and opportunities to provide value for money services.
- We will continue to recognise and invest in the **development and wellbeing of our workforce**.
- We will strengthen the **diversity** of our whole workforce and **change the mix** of skills and experience to address evolving needs.
- We will introduce **technology to enable workforce efficiency** and operational effectiveness, using analytics, better quality data and wider sources to improve decision making.
- We will scale and change our **cyber capability** to respond to emerging cyber related crimes and we will continue to invest in Scotland's forensic science capabilities.
- We will **transform our corporate services**, improving processes and systems to support and enable a modern national service.

Our responsibilities for policing in Scotland will not change, but the way in which we provide policing services will.

OUR STRATEGIC OBJECTIVES



Our Strategy on a Page

WE WILL FOCUS ON

- 1

Protection
Based on threat, risk and harm
- 2

Prevention
Tackling crime, inequality and enduring problems facing communities
- 3

Communities
Focus on localism, diversity and the virtual world
- 4

Knowledge
Informing the development of better services
- 5

Innovation
Dynamic, adaptable and sustainable



HOW WE WILL ACHIEVE THIS: OUR STRATEGIC OBJECTIVES



2

Our Long Term Strategy



2.1

Why Must We Continue to Change?

To make informed decisions about the future of policing, we need to understand how Scotland will have evolved by 2026.

Although we cannot predict the next ten years with certainty, there are elements that are more likely to happen than others.

No matter what changes lie ahead, the public will always expect us to protect them from harm, and our services must be adaptable to society's complex and diverse needs.



Scottish policing has undergone major change. Despite the challenges, our communities have seen consistent and excellent local operational and specialist policing. While we have been changing as an organisation, so too has society around us. These factors require us to adjust the way policing operates and how we prioritise our resources over the next ten years towards 2026.

CHIEF CONSTABLE PHIL GORMLEY QPM.

We want people, communities and our workforce to have their voices heard in shaping policing over the coming decade and we will engage and listen as this strategy develops over the years ahead.

Communities should influence decisions that affect them and they need to trust the decisions that will be taken about the future direction of policing. We are committed to engaging, listening, learning and adapting. As a responsive national service locally delivered, we will ensure that our resources and efforts are focussed on the needs and aspirations of people and places and the improvement of their safety and wellbeing. We also want to empower our workforce to take the right action when they need to – we are committed to building a culture of effective decision making at the level closest to those affected, trusting and supporting our people to do the right thing.

We are entering the next phase of reform. As the pace and complexity of change continues to increase around us, our focus must now be on working with others, including communities themselves, to improve outcomes for people.

We need to organise policing services around the changing needs of the citizen and emerging areas of threat, harm and risk, while fulfilling the full purpose and vocation of policing over the long term.

New threats and demands mean that we must create a more diverse, multi-skilled and experienced workforce that can operate effectively across the public, private and virtual space.

Our focus for the future will be to ensure that we deploy this different mix of people and capabilities dynamically and flexibly. We must be judged by what we do to improve outcomes and the impact we have, not the size or structure of our organisation.

The Demands We Face Every Day

Understanding Policing Demand

In developing our strategy we have looked at the current demand for policing these demands can be described as:

Reactive Demand; responding to 101 and 999 calls, dealing with crime, supporting people at times of crisis and vulnerability.

Proactive and Preventative Demand; patrolling communities, managing offenders, policing events and festivals and working with communities, schools and other organisations to increase safety and improve wellbeing.

Internal Demand; the type of demands that exist within our organisation, processes, protocols, administrative tasks and bureaucracy.

Our demand analysis has identified key findings and areas of demand, these include:

- **Crime figures are not an accurate measure of demand** only 1 in 5 incidents attended by police result in a crime being recorded. Many of the most time consuming incidents relate to concerns for persons, missing/absconded persons and dealing with sudden deaths. Considering recorded crime in isolation is therefore not an accurate measure of demand on policing services.
- **Vulnerability and people in crisis:** 1 in 4 people suffer from a mental health issue in any given year. As a result a proportion of these people come to the attention of the Police for various reasons. The most common marker on the police vulnerable persons database is mental health. As a result of attending various types of incidents last year officers recorded around 57,000 mental health entries on the database. Police Scotland investigates in excess of 30,000 missing persons every year.
- **Domestic incidents:** These are the most resource intensive type of incident attended by local policing officers. Domestic crimes account for 26% of all violent crime in Scotland.
- **The reporting of sexual crime is increasing:** Recorded crime statistics suggest that sexual offending continues to be a growing problem across Scotland with year on year increases since 2010/11. Media focus on sexual offending and increased confidence in reporting may account for the increase in reported crimes, which includes historic reporting.
- **Cyber Crime:** These crimes are a growing enabler to offending across Scotland. The majority of cyber crimes reported related to sending messages that were grossly offensive or of indecent, obscene or menacing character via text message or on a social media platform. The Home Office Review of Cyber Crime (2013) stated that 'under-reporting of both cyber dependent and cyber enabled crimes is an issue amongst the general public and businesses', meaning that Police Scotland is unable to quantify the true scale of this issue.
- **Complex investigations:** The service faces significant demand in respect of investigations into serious crimes such as murder, non-recent abuse and Serious and Organised Crime. Our analysis has highlighted that quantifying some of this demand is difficult, however its impact cannot be underestimated.
- **Major events:** As Scotland's international profile as a world class location for major events grows, demand on the police service will also grow. The current scale of our commitment both to planning for these events and policing them effectively is significant.
- **Counter terrorism:** The national threat level from terrorism remains at SEVERE. This critical area of focus is a growing area of demand for policing. The Contest Strategy aims to reduce the risk of a terrorist threat through the 4Ps – Protect, Prepare, Pursue and Prevent.
- **Internal demand:** Opportunities exist to reduce levels of internal demand. A primary enabler of this will be through the implementation of national ICT systems and processes, reducing duplication of effort and releasing additional capacity.

for the increase in reported crimes, which includes historic reporting.



CALLS TO THE POLICE

7063 calls

On average are received every day. 1,159 of these are emergency 999 calls.*

This leads to

4430 incidents

being recorded*

Many of the most time consuming relate to concerns for persons, missing persons and dealing with sudden deaths.

84 people

Are reported missing every day.

CRIME AND VULNERABILITY

1 in 4 people

Suffer from a mental health issue every year.

157 Incidents are created every day on the vulnerable persons database relating to mental health.

1,138 crimes

are recorded every day*

158 domestic incidents

Are recorded every day and take up the most time per incident in local policing. *

* Data recorded as per 2015/16 Management Information Reports

TRENDS

Recording of domestic crimes has increased to 26% of all violent crime in Scotland.

Recorded sexual crime is increasing and has been since 2010.

Cyber crime is growing and changing. This includes sexual crime, fraud and extortion.

Alcohol is a prevalent factor in many crimes.

The Demands We May Face in the Future

Society is Changing

We understand that the demand on policing is changing, but also that society is changing. Scotland's population is growing in size and is getting older¹.

It is expected to grow to 5.5 million over the next decade with the bulk of population growth from international migration. Communities will be far more diverse, changing in their make-up, language and cultural norms.

Neighbourhood and virtual communities will continue to change and evolve with people more globally connected than ever before. We will be increasingly active in virtual communities, developing more relationships of interest online.

In some communities, social and economic changes will lead to social isolation, which may lead to people becoming less visible to the police, more isolated, more difficult to engage with and less capable of dealing with problems as a community.

IMPACT ON POLICING

As our communities become more diverse, our people will require the skills and training to recognise and respond to cultural and language requirements. Listening and working with communities and partners will be key to understanding and responding to needs. We will also have to adapt to more virtual living and find new ways to engage with people.

¹ Projected population of Scotland - National Records of Scotland (2015).

² Social and welfare statistics – Scottish Government (2016).

³ Alzheimer's Society data.

⁴ McAra, L and McVie, S (2015) *The Reproduction of Poverty*, Joseph Rowntree Foundation (2014) *Housing and Low Income in Scotland*, Action for Children (2010), *neglecting the issue: impact, causes and responses to child neglect in the UK*.

Inequality and Health

Income inequality may continue to increase, with some predictions suggesting the top 10% earning population will earn more than the bottom 40% combined². Inequality will continue to be linked to poorer outcomes for those in the most deprived areas.

People will live longer and the average age of the population will rise. More people will suffer from dementia, with the Alzheimer's Society predicting a rise to over one million by 2025 across the UK.³ Mental health issues will be more common, as will isolation through living alone particularly for elderly women and young men.

The demand from missing and vulnerable people will rise from already significant levels. This demand often comes at a time when resources are under pressure and other service providers are unavailable.

Alcohol consumption will continue to be prevalent, especially in the home, with more alcohol bought in shops and online.

Drug usage will also continue to be a persistent and complex issue and people are likely to experiment with more and new psychoactive substances. Drug and alcohol abuse is likely to remain substantial for around 2% of the population (aged 15 to 64), with a prevalence of problematic drug use in areas of high deprivation. Crime and inequality will continue to be linked, with more crime and victimisation occurring within deprived areas.

IMPACT ON POLICING

The influence of alcohol and drug misuse will continue to influence crime and society. Continued inequality will place a high demand on policing and other public services, along with demand associated with mental health and vulnerability. Deprived areas will continue to remain disproportionately affected by crime.⁴

More preventative approaches will be required to intervene at an early stage to reduce the potential for harm and manage demand on services. This is not unique to policing and directly links to the wider needs of public service reform.

Changing Nature of Crime and Incidents

Crime types will remain similar, but will happen in new ways and through different channels. Cyber enabled and cyber dependent crime is anticipated to grow in scope, frequency, and impact, surpassing all other crime types.

The use of the internet by people of all ages within Scotland's communities and businesses is already a way of life. The change in our lifestyles provides criminals with a means to commit crime anywhere in the world, including the sexual exploitation of children, widespread economic crime, cyber-attacks on businesses and the radicalisation of individuals by terrorist organisations.

In effect, this means that criminals anywhere in the world can target a victim in Scotland and similarly criminals in Scotland can target victims across the world.

The use of smartphones, cloud computing and other technologies will have created a worldwide virtual community where criminals can operate with no regard for international boundaries or legislation. The Internet also affords criminals a level of anonymity that has not been possible in years gone by.

Cyber enabled, sexually motivated crime will have increased, particularly in relation to adolescent females and children. This has led and will continue to lead to increased ability for cyber sexual grooming, proliferation of indecent images of children and transnational child sexual abuse.

Serious and organised crime groups will have transformed. They will have moved away from traditional methods to running their activities online. Almost all of their communications will be secure through encryption and they will be able to make use of technology such as 3D printing to produce materials used for criminal intent.

The terrorism threat level is consistently 'severe', meaning attacks are highly likely. This is likely to continue.

IMPACT ON POLICING

The future workforce must scale and develop their capabilities to meet both the new and traditional crime demands, in order to protect people and communities. As the nature of criminality changes, this will impact on the relevance of some types of forensic science. These changes will also challenge us all to get the best from science and technology in order to support the effectiveness of policing and the delivery of justice in Scotland.



A Changing Workforce

The working age population will have increased by over 100,000 and it is likely that people will be working later in life due to increased life expectancy and the removal of the default retirement age. Inequality in the workplace will have reduced, and women will have continued to make improvements in their social and economic positions, largely due to better access to childcare provision, education and employment.

Millennials (or Generation Y) will have become the largest group within the workforce and will have different priorities⁵. Few will plan to stay in one career for life, so employers will have to change how they attract and retain talent. Employees who enter, exit and then re-enter a single employer will be commonplace by 2026.

IMPACT ON POLICING

Individuals will desire a more flexible working environment, which supports multiple routes into the service and often shorter term and more varied careers' secondments to increase experience, and options to re-enter with additional skills and experience.

The changing profile and expectations of the working age population presents both challenges and opportunities for policing. With the potential for four generations within our workforce over the coming decade, we need to draw on the experience and talent of our people while making the right decisions about the roles most suited to the workforce at different ages. We will address these issues in the development of our workforce plan.

The Environment is Changing

Climate change will continue at pace. Summer months are likely to be hotter and dryer, on average 1°C warmer, while winters are likely to be wetter and on average 0.5°C warmer. Heavy rainfall, storms and floods have increased in Scotland, and sea levels are rising – increasing risk and disruption across society⁶.

IMPACT ON POLICING

Environmental changes will place greater demand on services. In 2015, Storm Frank resulted in over 740 calls to the police alone. This requires coordinated responses and resilient communities to respond and recover from such events.

⁵ Deloitte HR Trends 2016.

⁶ 'Climate Change Risk Assessment', 'Key Issues for Scotland Environment' - Scottish Government (2012/2010).

Changing Technology

Individuals and communities across Scotland will become increasingly networked. Over 90% of the population will own a smart device.

People will have the capabilities to be online 24/7, creating virtual communities, with less face-to-face social interaction. Social media will be ingrained in daily lives. Evidence or data will exist in huge quantities, and will be readily available.

People will expect and demand 'anytime anywhere' access to information. Virtual personal assistants and smart advisors will support everyday life choices. 100% of Scotland's data is likely to be stored digitally and in 'the cloud'. Data sensors will be built into everyday devices, both collecting and exchanging data without human input.

It is likely that wearable technology will be commonplace. Personal analytics will help people achieve objectives in areas like personal healthcare (tracking fitness), safety (alertness and focus), and financial management.

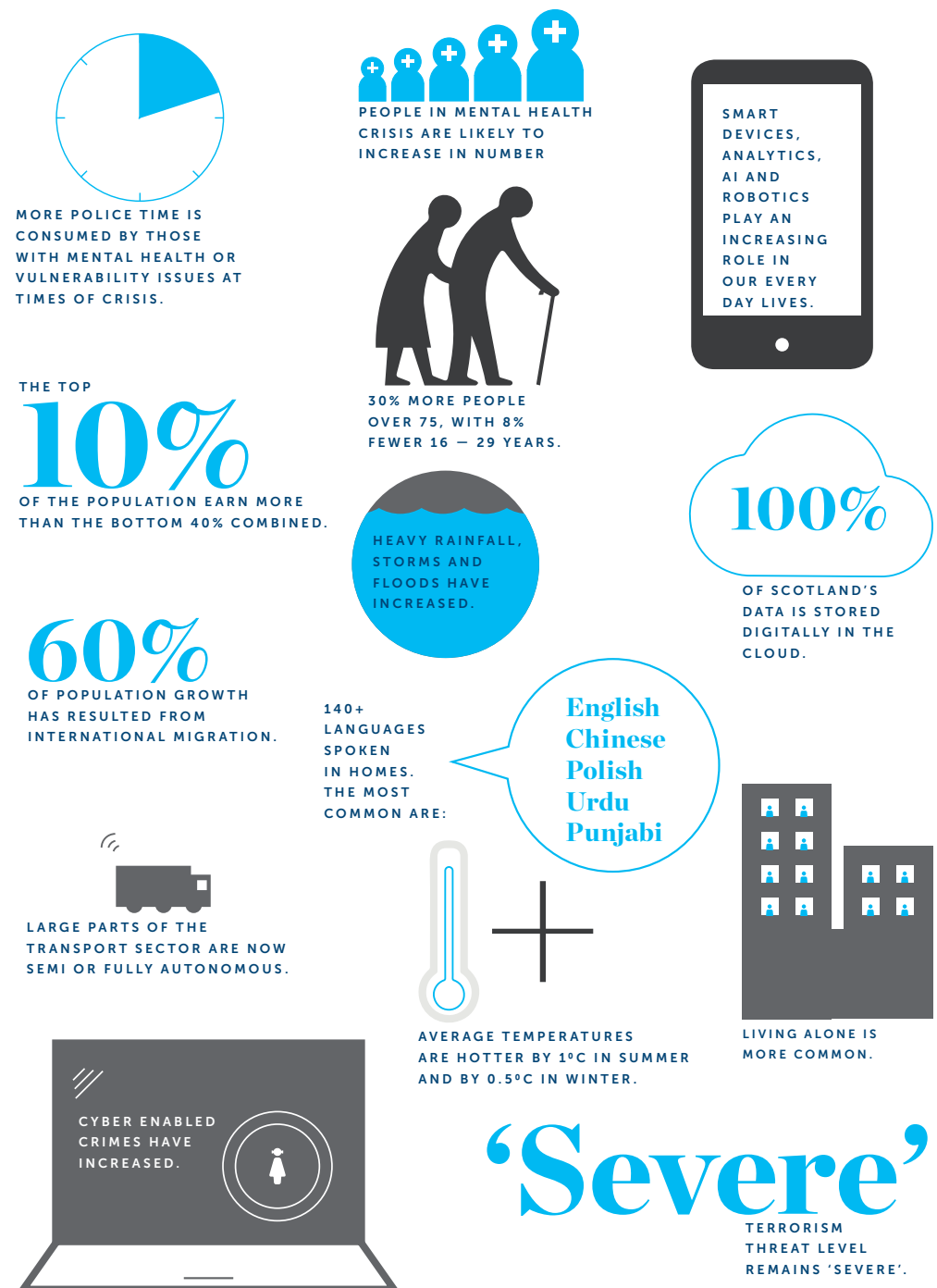
Artificially intelligent agents are likely to play a trusted role in our lives. Advanced chat-bots are likely to provide an alternative to human-to-human interaction, and process automation is likely to have standardised and automated manual processes.

Virtual reality will enable complex simulations in medicine, training, entertainment, product marketing, virtual shopping, and travel experiences. We will be able to talk and interact with anybody, anywhere, as if they are in the same room, with augmented/mixed reality now being heavily used.

IMPACT ON POLICING

Technology will change the way we live our lives and the way crimes are committed and as a Service we must respond. Advances in technology and data also provide opportunities for preventing crime and improving operational effectiveness. Technology will also introduce opportunities to introduce technology and improved data to the workplace to enable a more efficient and effective workforce.

WHAT MIGHT SCOTLAND LOOK LIKE IN 2026?



2.2

What will Change?

As Scotland continues to change, we must keep pace. Our focus will be on improving the effect of our policing services and working more intelligently with partners and the public to deliver improved outcomes for individuals and communities.

Whilst our approaches will mature and develop, our values of fairness, integrity and respect and commitment to a rights based approach to policing will remain constant and be the basis on which we deliver these services.



We will focus on five areas:

1

Protection

Based on threat, risk and harm

We will continue to drive improvement across our approaches to detecting crime, protecting vulnerable people, responding to incidents, maintaining order and ensuring national security.

A central part of the role of the police is to investigate crime and report to the Crown Office and Procurator Fiscal Service (COPFS). Policing operates as part of the wider public sector and as part of the Scottish justice system, working with partners such as COPFS to keep Scotland safe from crime, disorder and danger.

Our strategy will ensure that we continue to deliver these services effectively and efficiently while adapting to meet new threats and demands.

2

Prevention

Tackling crime, inequality and enduring problems facing communities

We will further develop prevention driven approaches to address enduring problems facing communities. We will focus on prevention, early intervention, early resolution and diversion to reduce inequalities and improve life chances.

We will maintain a key role in supporting vulnerable individuals and communities in Scotland. We will work with others to improve health and wellbeing in justice settings, focusing on mental health and addictions. In doing so, we will embrace a decision making model based on threat, harm and risk that will ensure our activities are prioritised and carry the maximum effect both at an individual and community level.

We will do this by making effective use of our own data and insight, integrating that of others' and by increased coordination with partner agencies in order to

intervene at an early stage. We need to be in a position where our resources can focus preventative support on high-impact issues like vulnerability and mental health, domestic abuse and drug/alcohol abuse.

3

Communities

Focus on localism, diversity and the virtual world

We will enable and encourage communities and individuals to build resilience, recognising that our society will be stronger through a collective responsibility for safety, security and wellbeing. We will support our communities to be safe, cohesive and sustainable places, where people respect and support each other. We will work with people to understand local needs, whether geographically, demographically, or virtually, to increase their individual and collective resilience.

This is not about stepping away from any responsibility to prevent crime or catch the perpetrators of crime. Instead, on top of our core services, we will provide services and information to allow individuals and communities to increase their resilience. We will get smarter about the way we work with and deliver services to communities, supporting them to reduce demand and enhance safety. We will listen more to communities, and respond to diverse needs. This will also support us to focus our expertise on the most serious issues.

Delivering all of the above will require us to embrace an operating and decision making model based on a clear assessment of threat, harm, risk and effect, with critical prioritisation and decision making being a key foundation of this strategy. We are also aware that decision making in a changing environment – particularly around the private and virtual domains – is likely to require access to new sources of insight and evidence.

We will continue to strengthen our approaches to community engagement and participation, ensuring that local services are effectively planned in partnership with communities.

4

Knowledge

Informing the development of better services

We believe we have a duty to share the knowledge that we gain. We will build on our frontline information to influence, inform and work with partners, government and the public to develop and improve the services required to meet public needs.

Our objective is to provide a transparent evidence base that will enable ourselves, government and partner agencies to collectively become more effective and efficient. We want to share the knowledge and insight we gain from our frontline experience to improve services and outcomes, and we want to learn from our partners as we work alongside them.

5

Innovation

Dynamic, adaptable and sustainable

We also believe that we have a duty to constantly examine the nature and effectiveness of the services we deliver, both on our own and in collaboration with others.

To that end, we will establish an innovation capability that will focus on the following:

- Using internal and external learning and success stories to continually improve our services.
- Collaborating with partners to design and test new services.
- Identifying opportunities to work with new partners or expand existing partner networks.
- Anticipating the key shifts in public behaviour that will impact enduring issues to ensure that collectively we are prepared to address them. Our front-line presence means that we are well placed to pick up and interpret any lead indicators.

2.3

How will We Achieve this?

Delivering these ambitions will require significant change in the way we configure our people and our services.

Our responsibilities for policing in Scotland will not change, but the way in which we provide policing services will be smarter.

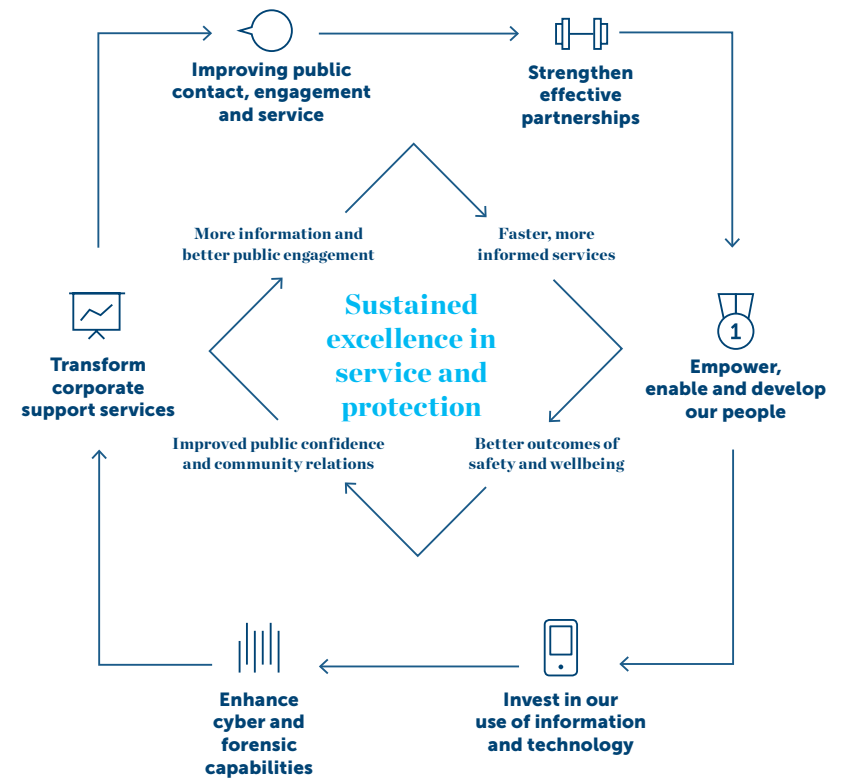
We will need to create the environment, culture and capacity to deliver these sustained changes by working with our people and in partnership. Delivery of this strategy will provide enhanced capability and increased capacity which will allow for a more effective frontline and ability to focus on the right activities.



Scottish Crime Campus - Gartcosh

Our responsibilities for policing in Scotland will not change, but the way in which we provide policing services will.

OUR STRATEGIC OBJECTIVES



2.3.1

Improving Public Contact, Engagement and Service

We will continue to develop ways to make it easier to contact us and provide the right response.

KEY POINTS

- We will recognise and respond to the individual needs of victims and the vulnerable. We will also respond to the diverse needs of individuals and communities.
- Key to this will be transforming the way we communicate with people through our contact and resolution model. By creating new ways of engagement, we will focus on improving trust and confidence and promoting community engagement and resilience.
- Our primary focus is on the needs of the public and effectively prioritising their needs in order to effectively deliver our services.
- Creating a dynamic deployment model that reflects demand and need will be critical, as will developing new approaches to threat, harm and risk.
- We will work on the principle that police officers will perform operational roles. We will ensure that this principle is applied across our police officer workforce, strengthening operational policing across Scotland.



Making it Easier for the Public to Contact Us and Delivering the Right Response

Effective processes will determine how we resolve, refer or respond to incidents in the first instance and will allow us to channel our resources where they are needed most.

We will prioritise the most vulnerable, and respond faster to the public, using technology where appropriate. This will allow our people to be better deployed to where they are most needed.

Modernising our Service Delivery and Operating Model

Our strategy and the associated investment programme will deliver greater operational capacity to deliver better service to the public. We will modernise our operating model to ensure that we achieve maximum impact with our enhanced capacity. Our current operational model is based largely around legacy locations, divisional administrative structures determined in 2012, legacy ICT, infrastructure and ways of working. Our focus for the future is to prioritise prevention, better matching resources to demand, threat, harm and risk. We will be able to deploy our workforce more flexibly due to enhanced mobility, better digital capability and partner engagement. We will enhance public accessibility through improved use of technology and our estate function.

To further enhance our capacity, we will work on the principle that police officers will perform operational roles. We will ensure that this principle is applied across our police officer workforce, strengthening operational policing across Scotland.



Promoting Community Engagement and Resilience

We will recognise that communities are no longer defined by geographical boundaries but are also virtual and demographic; they will be more diverse than ever before. We will work with communities and individuals to increase their resilience. We will provide insight, advice and guidance – and direct them towards tools e.g. social collaboration – that builds their resilience and reduces their vulnerability to crime. This directly builds on the intention of the Christie Commission to enable people and communities to achieve positive outcomes in their own lives.

Promoting resilience within communities will enable us to prioritise our response resource on high threat and risk incidents, strengthening our relationships with communities across Scotland.

Our communities should be able to influence decisions that affect them and they need to trust the decisions taken about the future direction of policing. We are committed to engaging, listening, learning and adapting.

Central to our approach to all aspects of policing and working with partners across diverse communities, is keeping children and young people safe. Engagement with children in their early years will influence their perspective on policing for the rest of their lives.

Driving Improvement in Our Performance

We will have a broader understanding of success, with public confidence as a key measure of our performance. We will focus our services on delivering public satisfaction at a local and national level and provide a more complete understanding of our impact. This will include our impact on communities and enduring issues. When assessing our performance, we will also maintain traditional measures of crime and police activity, so that we do not lose sight of our performance in delivering our core services. We will enable a cycle of continuous performance improvement, identifying the root causes of problems, implementing informed solutions, evaluating results and learning from best practice.

We will develop a performance framework that assesses progress towards the delivery of this strategy as well as our response to crime, harm and disorder.

2.3.2

Strengthening Effective Partnerships

KEY POINTS



- We will share data, resources training and ideas. We will adopt and promote best practice and develop new shared services, including use of estate.
- We will use the knowledge that we gain to influence, inform and work with partners in order to develop and improve the services required to meet public needs. We wish to build effective networks in order to improve outcomes and reduce cost.
- In recognition of the increased diversity in Scotland, we will look to build partnerships for specific communities at a national and local level.



We will work with partners across the Scottish public sector to ensure an effective emergency response to incidents and events is provided by the most appropriate organisation.

Enhance Partnership Working

The Christie Commission clearly outlined an objective of working effectively with other organisations to improve outcomes (e.g. social and economic wellbeing) for the people of Scotland. To do this we will continue to explore and enhance our partnership network, at a local, national and international level. We will support, coordinate and integrate activities across all our areas of activity.

We will work in partnership across the Scottish public sector to ensure effective emergency responses to incidents and events are provided by the most appropriate organisation. This provides the best opportunity to improve long-term outcomes for individuals and communities.

We will build on our collective experience and use our information and insight to influence, inform and work with partners, government and the public to develop and improve the services required to meet changing public needs. By drawing on partner knowledge and insight, frontline officers will better understand demand and hot spots. Using our network, we will promote the sharing of back-office functions to drive efficiencies. We will aim for the compatibility of systems, information and effective resource allocation through the pooling of assets and infrastructure.

A Learning Organisation

We will continually review and improve our services, using evidence from elsewhere, best practice from within, and investment in innovation.

We will continue to improve the way that we work and learn together. We will ensure our service delivery is on a par with high performing organisations within our policing and public sector network.

We will continually improve the effectiveness and efficiency of our services – enabling us to influence others as much as we learn from others, and be open to hearing and learning about mistakes, while encouraging corporate and individual transparency and accountability.

We will highlight and build on success stories from within our organisation – sharing local successes for the benefit of the whole organisation.

2.3.3

Empowering and Developing Our People and Culture

KEY POINTS

- Our people will drive the success of Scottish policing; we must recognise and value their development and wellbeing.
- We must strengthen the diversity of our whole workforce as well as change the workforce mix to address the evolving needs and complexities of our diverse communities.
- We will change our workforce size and composition to provide the right balance of resources and capacity across the organisation. To do so, we need to offer new flexible career paths and new contribution-based systems of recognition and reward.
- We will invest in the continuous development of our whole workforce and create new routes to enter, exit and re-enter.



WE WILL DEVELOP leadership at all levels. Effective leadership in policing is critical and enabling our people to use their discretion will support good frontline decision making.

To enable our workforce to achieve their full potential at all levels, we will work to maintain a culture that empowers and supports effective decision making and development.

We will ensure that we invest to enhance the capability of our senior officers and executives, embedding approaches, which value team working and effective problem solving, while building a leadership team that operates effectively across public, private and 3rd sector networks.

Our workforce plan

We will develop a workforce plan that clearly identifies what capabilities we require and how we will attract, retain, develop and realise these capabilities. We will support our people to deliver an effective service.

We will increase the flexibility of the terms and conditions for both existing members and new roles with the organisation.

New threats and demands mean that we must create a sustainable and more diverse, multi-skilled and experienced workforce that can operate effectively in the public, private and virtual space.

Our focus for the future will be to ensure that we deploy this different mix of people and capabilities dynamically and flexibly.

DAY IN THE LIFE

Hi! I'm PC Sophie Robertson...



2016

I've been a Constable with Police Scotland for 3 years now, however I first joined the police as a Special Constable while I was at college. I love how much my job allows me to interact with the public and knowing I am helping lots of people on a daily basis is extremely rewarding, no two days are ever the same!

I get frustrated at work by how difficult it is to access multiple computer systems, especially as we have to go back to the office to do it. I also feel that we just react to what has happened when we could be better at helping and protecting victims.

Our technology is slow and outdated and I use my own phone a lot as it gives me maps and access to social media.

2026

I've been a Constable with Police Scotland for 13 years now however I first joined the police as a Special Constable while I was at college.

While I was a Special Constable I learned about the police and gained in life experience. I also gained a recognised policing qualification. I feel I am valued at work and have access to technology and equipment that allows me to be efficient and work smartly.

I love how much my job allows me to interact with the public and knowing I am helping lots of people on a daily basis is extremely rewarding, no two days are ever the same!



PC Sophie Robertson

2016

LOCATION

- Public Police Office, Scotland
- Foot patrol, office based for paperwork and systems updates.



OPERATIONAL EXPERIENCE

Limited



CYBER KNOWLEDGE

Low



CONFIDENCE WITH TECHNOLOGY

Medium



KEY TASKS

- Community engagement, e.g. attending community meetings;
- Carry out follow up enquiries on recent cases;
- Targeted patrols in high crime areas;
- Responding to and investigating emerging calls;
- Responding to questions from the public submitted by email and letter;
- Keeping order at public events;
- Managing enquiries for current investigations.

CHALLENGES

- Limited technology and duplication of input leads to large amounts of paperwork at the end of shifts.

1345—1400: I arrive at the station, change into my uniform and collect my protective equipment.

1400—1415: I attend my team briefing delivered by my Sergeant. The Sergeant uses a PowerPoint presentation and printed notes from the previous shift. The information and intelligence provided is limited and some of it is out of date. The Sergeant tasks the team with actions, I have to attend a Community Council Meeting later in the day. The team informally discuss some of the problem areas and people of their respective beats.

1430—1530: My colleague and I need to find a computer that allows us access to police systems to collate the statistics for the Community Council Meeting later today. It is difficult to find one because early shift are finishing their paperwork.

1530—1830: My colleague and I leave the station on foot patrol and walk to the High Street to tackle a problem with speeding cars. We nearly get there when we are tasked by the Control Room to go to a call, as all our response colleagues are busy.

When we get there we see a man bleeding from his head, he says he has been assaulted by another man who he recognised from a local pub, but did not know his name. I give basic first aid and request an ambulance to ensure the man gets professional treatment. I think the man might be suffering from concussion because he appears confused. I write down the details of the incident in my notebook and the man is taken to hospital in the ambulance. I carry out some basic enquiries and try to find out what happened, no one wants to tell me so I start looking for CCTV.

1830—1845: I call the Local Council CCTV operator from my airwave terminal to check if they cover the place where the man was assaulted and they confirmed they do. CCTV need a form emailed over before they will provide me with a CCTV disc, which I will then need to travel across the city to collect. It will need to be done back at the office.

1845—1900: My neighbour and I walk to the Church hall for the Community Council Meeting buying a sandwich on the way knowing it is quick to eat, we definitely won't have a break now.

1900—2100: The meeting begins with me providing my crime statistics. I am asked questions regarding what the police are doing to tackle the local speeding issue. I say we were there earlier. Only a few people came to the meeting, the issues they raise are limited and not really representative of the whole community.

2100—0000: When I arrive at the station I update my Sergeant on the meeting and my incident. I wait 20 minutes to get on a computer to submit all of the, often duplicated, information for the assault. I try to call the hospital for a medical update on the complainer, but I am told to submit a paper form to reception during office hours. I try to contact the complainer to find out how he is, but the phone isn't answered.

The enquiry for the assault will continue for weeks as the processes are cumbersome, the victim cannot be contacted and the suspect is yet to be identified. I want to help people but feel frustrated.

2026

LOCATION

- Public Hub, Scotland
- Foot patrol, mobile based for paperwork and systems updates.



OPERATIONAL EXPERIENCE

High



CYBER KNOWLEDGE

Medium



CONFIDENCE WITH TECHNOLOGY

High



KEY TASKS

- Community engagement, e.g. visiting schools to discuss various issues;
- Prevention — Carrying out follow up enquiries on recent cases to prevent it happening again;
- Targeted patrols focussed on harm prevention;
- Responding to and investigating emerging calls;
- Responding to questions from the public as they come in on my police social media account; and
- Working in partnership with local services and criminal justice agencies.

CHALLENGES

- There has been lots of change over the last ten years. We have had to integrate with all our partners, which has been tough and keeping up with technological changes and upgrades can be confusing.

PC Sophie Robertson

1345—1400: I arrive at the local civic hub and change into my uniform, which includes my smart devices and embedded body-worn cameras. The system automatically registers me on duty.

1400—1415: I attend the briefing led by my Sergeant and Community Safety Team Leader which contains up to date information regarding current joint initiatives and accurate, actionable intelligence. I am shown a map of "hot spots" informed by accurate data collected by all partner areas and this is sent directly to each of the team's mobile devices.

1430—1440: I am patrolling with my regular colleague, a community warden with extensive local knowledge. We are attending a Community Council Meeting later, the warden lives in this area and knows many of the people attending. We plan on patrolling the hot spots shown on our device.

1440—1700: We leave the hub on foot patrol, we walk past the High Street, which used to have a speeding issue, until we worked with partners and collectively took a preventative approach to tackle the problem. Whilst on foot patrol we are the nearest unit to attend a call of a male with an injury to his head. He tells us he was assaulted by a man from a nearby pub.

I give first aid but ask for an ambulance as the bleeding does not stop and the man appears concussed. The paramedics attend and carry out a full street triage and treat the male on-board, stitching the wound.

The medical notes are sent by secure email direct by the ambulance to my device. We arrange for a member of the man's family to come and take him home, we record a video statement of him telling us what happened.

1700—1800: Whilst waiting for the family member, I create a report and automatically upload the injuries of the man from my body worn camera to the comprehensive crime reporting system which can be made available at any point for evidential purposes across Criminal Justice partners. I access the local Council CCTV app on my device and observe the assault has been captured. I download the footage I need. The suspect has been recognised by facial recognition software and I send out a live time briefing alert across the division, the Police National Computer system is updated automatically. The suspect is quickly arrested by another local team.

1800—1900: I am able to have some food and drink at a local café, talking with the customers inside.

1900—2100: The Community Council Meeting takes place at the Hub with people from all our partners present. The meeting is live streamed to improve accessibility and many attendees and watchers have questions, for which we are able to come up with creative joint solutions. Following the meeting a summary goes out to the community via social media.

2100—2130: I complete the abbreviated custody report for the arrested male, and link all the evidence which is available on the shared Criminal Justice computer system.

2130—0000: We go back out on foot patrol in the community, targeting our hot spots and priority high harm locations.

2.3.4

Investing in Our use of Information and Technology

KEY POINTS



- We will develop the national technology infrastructure and identify partnership opportunities for shared investment to improve services and enable our people to operate more effectively.
- We will introduce technology to enable workforce efficiency and use analytics, better data quality and wider sources to improve decision making, particularly on the front line.
- We will invest in connectivity and mobility for real time decisions and to enable this, we will shift the culture to create a technically enabled workforce.

Transforming the way in which we use, manage and source data both internally and externally will increase our ability to prevent crime and harm.

Using Technology

Becoming a digitally-enabled organisation will provide the public with a seamless, consistent first point of contact regardless of how they choose to engage with us.

We will provide an online community portal for a seamless two-way exchange of information between the police and communities, using the knowledge that we gain to provide live alerts and creating community resilience through access to a range of self-help guidance and automated support, where appropriate.

We will produce a highly connected workforce with front-line officers that will be intelligently deployed to meet needs and better support people. The workforce will have instant access to the information they require, using leading smart devices for accurate real time data capture and display. By enabling and supporting our workforce with the right technology, we will reduce duplication and internal demand through advances such as body worn video. Such advances will rely on close liaison with other public sector and justice partners to ensure the maximum benefit from effectively joined up services.

Technology will be key to enabling the workforce, but will also be used to improve training through virtual and augmented technology, the workforce will be exposed to advanced situational simulations from any location.

Using Data to Inform Evidence Based Decision Making

We will become an organisation driven by effective and efficient use of data, in an ethical way, in order to maximise the effect of our services.

Data will guide everything we do. We will treat all data ethically, maintain reputational integrity, reduce data inaccuracies and ensure public and officer safety through accurate information management practices. Transforming the way in which we use, manage and source data both internally and externally will increase our ability to prevent crime and harm.

We will improve our data quality, and integrate it with data from partners and open sources. We will gather more information from the public, using mechanisms such as crowd sourcing to support complex investigations and missing person cases.

Evidence will be used to support our workforce in making better risk based decisions as they will be more informed about different threats and vulnerabilities. Effective use of data will improve planning, as budgeting, resourcing and corporate services will be better informed.

Castle Shopping Centre

This scenario shows how we might respond to a series of shoplifting offences. With easier crime reporting, better evidence gathering and efficient processes, officers have more time to deliver excellent services. The front-line is highly connected and informed. There is better information sharing with partners.



1. Series of thefts committed by multiple suspects

3rd of March 2026, a series of thefts were reported in stores in the Castle Shopping Centre, Glasgow. A number of suspects were believed to be involved. The Centre's own security team have been at the scene and have spoken with staff.



6. Integrated response

A number of agencies respond to the 'hot spot' alert including police and community safety services. CCTV picks up the suspect and his associate leaving the centre and a community policing team who were patrolling the 'hot spot' trace those responsible. The suspects are found in possession of stolen property.



7. Evidence reviewed, offender cautioned and charged

There is sufficient evidence to charge the suspect. Custody in this case is unnecessary and they start criminal justice procedures at the scene. Their mobile device is connected to the central case management system with all evidence captured to date already available to the criminal justice partners through shared computer systems. Officers charge both suspects using body worn video to capture the process.



2. Crime reported via online self-service portal

A security guard reviews the information gathered. He logs on to the police self-service portal on his smart device. He is able to quickly and easily report the thefts, without needing to call. The security guard adds detail on the location of the thefts, value of goods stolen and an eyewitness account. He securely uploads the evidence such as CCTV footage, editing the file online to focus on the crime's time frame.



8. Digital evidence and criminal justice samples taken at scene

After officers capture images of the stolen property on their mobile device both suspects are arrested. Officers capture digital fingerprints and obtain DNA at scene. This is efficient and instant, removing any need to return to the station.



3. First point of contact with Police Scotland

Police Scotland staff review and assess the report. The incident is graded according to the prevailing risk and focussed on reducing harm. A risk assessment for this incident identifies there is no immediate threat and an acknowledgment and reference number is sent to the reporter as it is a commercial victim.



4. Facial recognition identifies suspect

A crime and investigation log is automatically populated. Artificial intelligence (AI) scans the footage, identifying a main suspect via facial recognition however images of the accomplices are too blurry. An intelligence file is automatically populated with a suspect profile including associates attached to the log. The AI begins to build an evidence case.



5. Integrated offender and location management

Once the crime and investigation log is created real time information and intelligence is digitally circulated to community police officers and community support officers. The information report highlights Castle Shopping Centre as an emerging 'hot spot' and identifies the suspect. Through effective partnership working an alert is also sent to local businesses in the shopping centre and surrounding area.



9. Reducing harm

A full needs assessment is carried out to identify any specific language, communication or health needs that may require to be met. The potential cause of offending is established indicating both offenders have housing and addiction needs. Measures are taken to prevent re-offending through information sharing with partner agencies.



10. Business and community resilience

As a 'hot spot' area the local 'prevention board', made up of local partners including businesses and community representatives develop a prevention plan. The plan focusses on collectively addressing drug misuse in the area and increasing prevention. Businesses are provided with prevention advice and encouraged to report minor anti-social behaviour to the community safety partners.



11. Delivering benefits

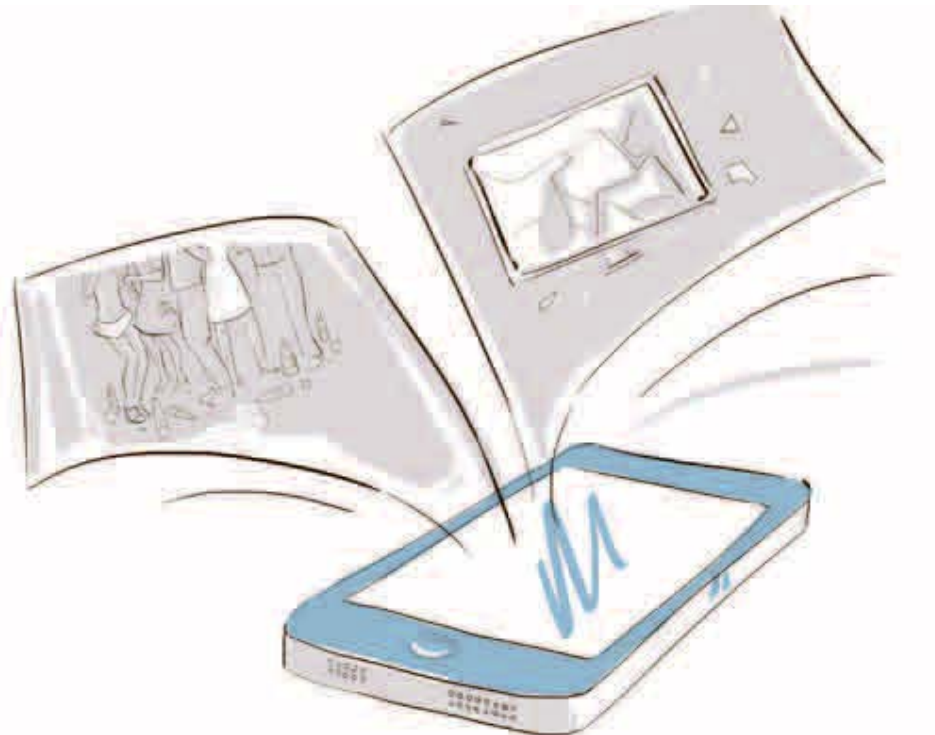
Over the coming months only one of the two offenders has re-offended and this was a minor public order offence. Incidents of anti-social behaviour and theft in the centre and surrounding area decrease with the number of customers and revenue increasing. Demand has reduced on criminal justice partners supporting additional prevention activity and problem solving in the wider area.

BENEFITS

- Repeat offenders brought to justice faster
- Deep rooted issues in society identified and addressed
- Businesses more resilient and profitable
- Community wellbeing enhanced

2.3.5

Enhancing Cyber and Forensics Capabilities



More science will be delivered at the scene using handheld or mobile devices that are linked to intelligence databases.

KEY POINTS

- We will scale our cyber capability and, by doing so, we will train our workforce to respond to emerging cyber related crimes.
- We will identify opportunities to collaborate with UK and international cyber capabilities and we will continue to invest in Scotland's forensic science capabilities.



Scale Our Cyber Capabilities

Transforming our cyber capability will provide our workforce with the skills needed to deal with cyber dependent issues and crimes as well as traditional crimes that are committed online.

This will enhance our investigation of sophisticated cyber enabled crimes and cyber dependent crimes, originating from Scotland and abroad, including the distribution of indecent images of children.

We will Continue to Invest in Scotland's Forensic Science Capabilities

Advances in science and technology will revolutionise the forensic services that will support policing. We will provide support for Forensic Services to ensure that more science will be delivered at the scene using handheld or mobile devices that are linked to intelligence databases (such as the National Biometric Database).

This will allow real time intelligence to be provided to officers to inform the investigative strategy and to increase the chance of obtaining other evidence before it can be destroyed, taking offenders off the streets before further offences can be committed.

Sue's Story

This scenario shows how we would be able to better respond to a cyber crime, disrupting serious and organised crime. We will have advanced cyber capabilities, with a different workforce mix that includes more specialists. We will work more effectively with international partners.



1. Unauthorised payments occur

On the 25th October 2026, Sue, a 70 year-old widow notices a series of unauthorised payments. She reports the circumstances to her bank.



6. Centre of Excellence identify crime source

With support from the Cyber Centre, they identify the source. The team includes data scientists and network specialists. They link an IP address to a server in Bucharest, Romania.



7. Artificial intelligence used for pattern analysis

Artificial intelligence is used to conduct further pattern analysis based on the data gathered in this case and over fifty similar recent crimes in Scotland. Evidence is linked to a group called Trojan horse.



2. Bank reports crime online

The bank compensates Sue, and the bank reports the crime online through the dedicated Cyber Crime App. The details are directly uploaded to Police Scotland's incident and case reporting system.



8. Critical evidence through proactive cyber investigation

Combining partner databases and using advanced capabilities, Trojan horse is compromised. Their illicit gains are mapped across numerous bank accounts and Bitcoin wallets. An evidence base is built.



3. Victim contacted by police

Sue is video called by a Police Investigator, her video messenger informs the investigator that Sue is deaf, but can lip read and read subtitles. The investigator activates the subtitle function on the video messenger and Sue is able to see them and read a transcript of the conversation. The investigator asks a series of questions to aid initial investigations. The Police computer system identifies that Sue has been a previous victim of cyber crime and the investigator offers her a face-to-face visit, but she prefers online, with subtitles.



4. Victim updated and safeguarded

Sue subscribes to automatic case updates. She is also provided with preventative support, including a password manager, 2 factor authentication and anti-virus software. She is connected with a charity that works with Criminal Justice Partners to provide impartial internet safety support to victims.



5. Forensics identify a 'phishing' attack

The Cyber Investigator conducts digital forensic analysis of Sue's tablet device. They are able to ascertain that her personal details were intercepted through a 'phishing' attack via a fraudulent bank email.



9. International law enforcement disrupts criminals

Through a coordinated International Policing Agency with support from local law enforcement the online crime group is disrupted. There are eight arrests across three continents with £81m recovered.



10. Victim is updated

Sue is still taking appropriate steps to remain safe online and is delighted to learn of the operation's success. She feels that by reporting the incident she made a difference and has helped others. She provides positive feedback about the service provided and being able to track the case online.



11. Preventative education campaign

Using the positive news, police continue to run education campaigns, in partnership with banks and local government. It helps protect communities from similar crimes. All intelligence has now been shared with relevant local and international agencies to underpin prevention and future investigations.

BENEFITS

- Repeat offenders brought to justice faster
- Businesses more resilient and profitable
- Community wellbeing enhanced

2.3.6

Transforming Corporate Support Services

KEY POINTS



- We will standardise and improve processes and systems capable of supporting and enabling a national service.
- Through the creation of an efficient single shared service, we will free up resources to reinvest in required capabilities.
- We will invest in technology streamlining processes through greater self-service and automation. Developing an innovation capability and environment, we will enable the workforce to generate ideas and identify leading edge technologies.

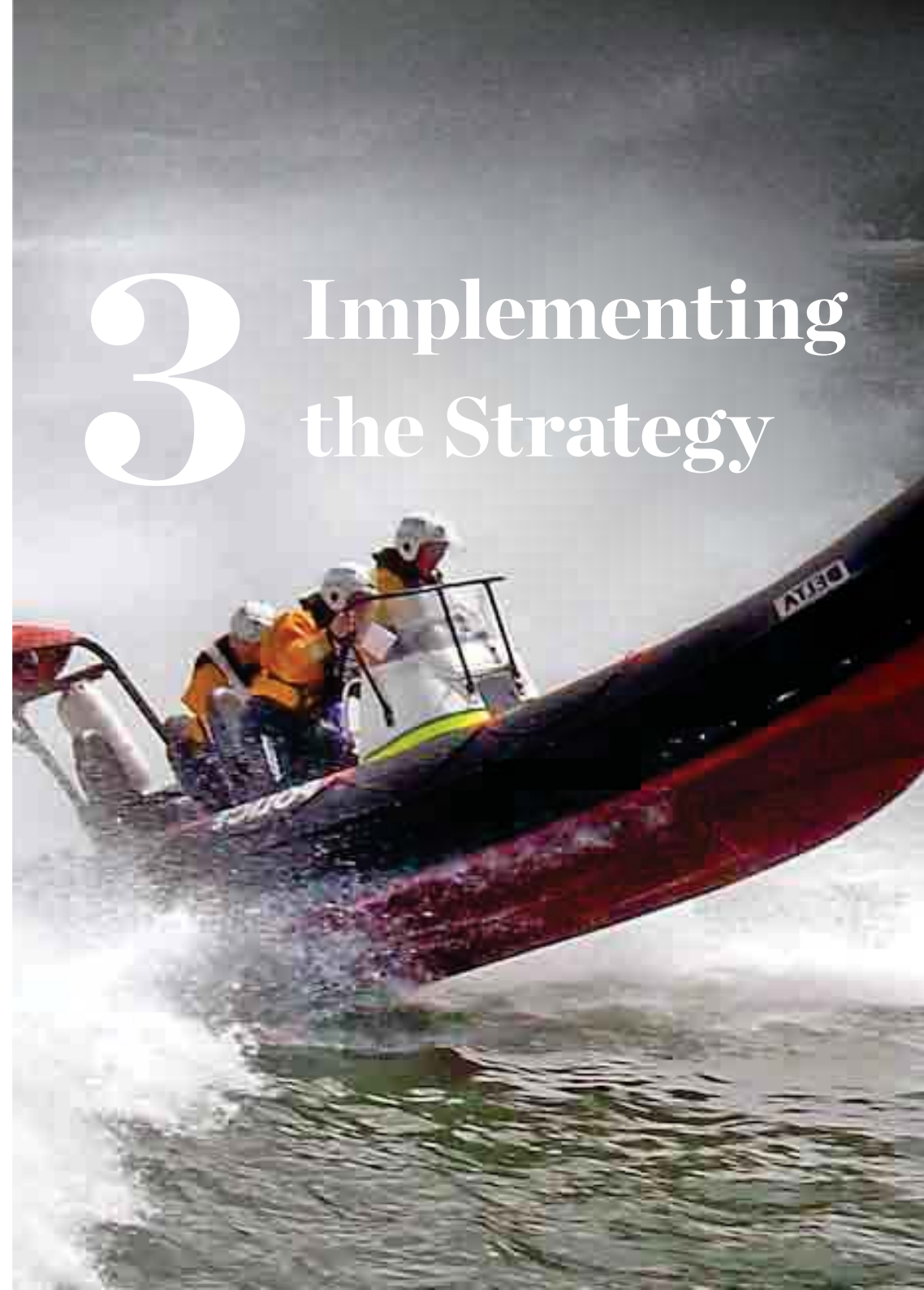
Stabilising and Improving Corporate Services, Creating an Efficient Shared Service and Developing an Innovation Capability

Transforming and reshaping our Corporate Support will prioritise our budget on frontline policing activities – our Corporate Support will be as efficient as possible.

To enhance delivery of policing services we will reduce and remove the frontline administrative burden associated with corporate processes and provide a standardised high quality service to our operational staff. Our workforce will receive the same consistency of support regardless of location. We will look to benefit from economies of scale by joining up services with other public sector agencies in order to pool capability and spending power.

We will manage change within our organisation, involving our people as our biggest asset and learning from what works in Scotland and elsewhere.

3 Implementing the Strategy



3.1

Long Term Financial Planning Approach

Financial Strategy Development

Alongside the development of the 2026 strategy, we have been developing a long term financial strategy which ensures that we can deliver the aims and objectives of the 2026 strategy while achieving financial sustainability. As consultation may impact our future costs, we will only finalise the draft 3 and 10 year financial plans after the conclusion of the consultation period.

Our current budget position

In common with all parts of the public sector, over recent years policing has faced budget constraints and rising demands for its services alongside calls for greater efficiency and the achievement of best value. We have seen cost pressures rising across policing and these have resulted in small revenue (operating cost) budget overruns. We have worked together to deliver savings which have largely met these pressures in previous years, but part of this has been through short term measures which are not sustainable in the longer term – for example by under spending the capital budget. We do not consider this to be a prudent or sustainable approach to managing our revenue budget shortfall in the future and we will therefore drive service wide transformation to bring our budget into balance in a sustainable way by the end of 2019/20.

Police Scotland's revenue expenditure for 2016/17 is currently forecast as £1,074m and after offsets from other underspent budgets will result in a projected final outturn deficit of £17.5m*. In 2017/18 Police Scotland's projected revenue expenditure will rise to £1,107m and would result in an operating deficit of £60m without the commencement of an effective transformation plan. The Scottish Government has yet to conduct a spending review beyond 17/18 but based on their indication that they would protect the police budget in real terms we believe that this level of deficit would be ongoing without fundamental change.

The Scottish Government has given a commitment to continued funding to support reform and change of £61 million in 2017-18 (split across Capital and Reform budgets). This will facilitate the commencement of the 2026 strategy and our transformation plan. This will reduce the projected deficit but will not eliminate it and a revenue budget deficit can be expected at the year end.

Our capital budget will allow us to begin to invest in increasing productivity and the reform budget will provide for a single Transformation Portfolio which will ensure high-level professional management of the change programme.

**As reported to SPA at its public board meeting in February 2017*

The 3 year horizon to 2020

Over the next three years we will begin to modernise the police workforce in a carefully managed way, ensuring that our operational and corporate productivity is improved and evolves to effectively meet the changing demands on policing. Our first priority will always be to continue to deliver a high-quality policing service to protect the public. Initially we will enhance our service by freeing up police resource from non- operational activity to increase productivity. Alongside this we will improve the effectiveness of our corporate services functions thereby reducing cost and we will seek to reduce non-pay costs significantly over the next three years. Further improvements in police productivity will free up resource over the next three years to deliver more operational policing and to invest in specialist resource such as cyber and vulnerability related demand.

Our changing workforce model to 2020

The most significant part of our cost base results from staff costs, both police officers and police staff. Our continuing priority will always be to maintain service levels and ensure operational policing is delivered to its usual high standards. We will ensure productivity gains are delivered and measured. We will invest in our infrastructure and adopt new approaches to deployment and call resolution to enhance officer productivity in communities, improving the impact and effectiveness of policing across Scotland. As we transform corporate services, we will free up more officers to deploy into operational policing roles. As the benefits of investment and transformation are delivered over the next three years, we can meet increasing operational demand by delivering an effective police service underpinned by efficiency, capacity creation and demand reduction. In 2017/18, we intend to maintain police officer numbers at their current levels. As productivity gains are delivered, we will seek to introduce new skills into the workforce to address the changing demands on the service. By the end of year three we will see a change in the overall balance and profile of the workforce.

Our clear view is that Police Scotland's non operational corporate and business support functions have never been effectively re-structured and transformed to reflect the move to a single service. It will be important to bring these areas down to an appropriate size and to reduce process duplication and inefficiency. Over recent years, cost saving initiatives have often focussed in these areas - but without the necessary change or investment in systems and processes, this has increased pressure on staff and service delivery.

The initial focus following reform was to ensure the service to the public was maintained and the merger of the 10 legacy organisations into a single service successfully delivered this objective. Initial and significant budgetary savings from reduced duplication were achieved and through the move to a single service, policing in Scotland is undoubtedly better prepared than the legacy forces to meet the operational challenges ahead. However our considered view is that further efficiencies can be made in the systems and processes within non-operational and business support functions.

A major focus of the transformation portfolio will be to rapidly address these areas and do so in a carefully managed way to ensure we continue to support operational policing in meeting its demands. Overall, we expect this will result in a reduction of staff and officers engaged in corporate and business support roles. As we develop our planning for this transformation, we will fully engage with staff associations and trade unions on an ongoing basis to ensure we develop the best outcomes possible, within the financial constraints that we and the rest of the public sector are operating in.

Our changing workforce model – the 10 year picture

Our transformational plan will create capacity to generate 'policing hours' that are more productive for police officers by reducing administration and freeing their time to focus on operational matters such as effective prevention and partnership working. The changing makeup of the police workforce is represented in the diagrams below. The first two are indicative and represent the planned changing position between 2017 and 2020. We believe it is not possible or advisable to predict the appropriate skill mix that

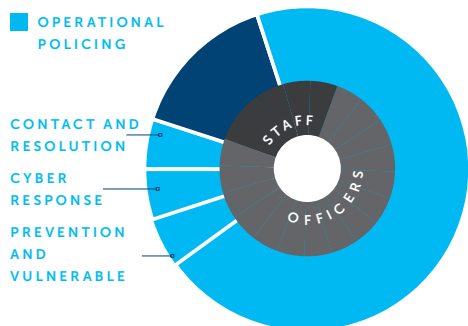
will be necessary beyond a three-year horizon. It will be a matter for the Chief Constable to determine the required proportions of staff and officers based on his or her operational assessment at that time of threat, risk and harm as well as available budget.

The final diagram is therefore illustrative to emphasise this flexibility and demonstrates that this will be assessed by the Chief Constable at the time when a more precise determination can be made.

OUR CHANGING WORKFORCE MIX: INDICATIVE AND ILLUSTRATIVE PROPORTIONS

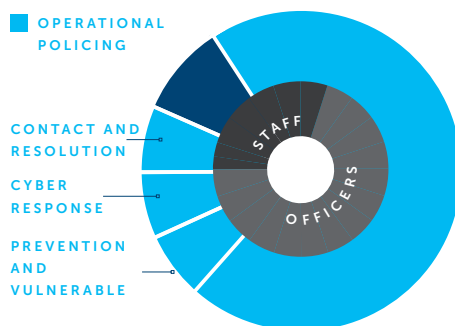
2016

CORPORATE AND BUSINESS SUPPORT
OPERATIONAL POLICING



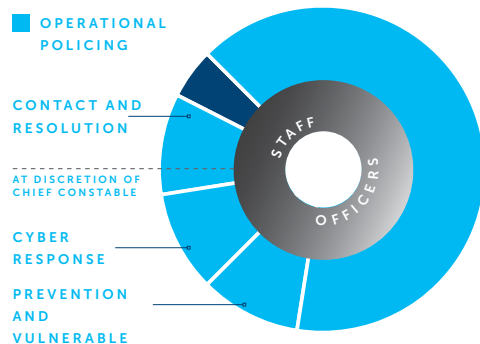
2020

CORPORATE AND BUSINESS SUPPORT
OPERATIONAL POLICING



2026

CORPORATE AND BUSINESS SUPPORT
OPERATIONAL POLICING



Workforce descriptions relate to Police Scotland staff and officers.

Diagrams are not to scale and do not represent a fixed overall size of the police workforce over the coming decade. They are intended only to represent (i) the changing proportions of officers and staff across the workforce and (ii) the expected growth and shrinkage across certain functional areas over the coming decade.

The need for action

Without transformation and investment, it is projected that our revenue budget will face an operating deficit of £60m in 2017/18. Audit Scotland have confirmed this figure.

Therefore, we have developed an approach that enables Police Scotland to commence a portfolio of transformational change activity to improve the efficiency and effectiveness of our corporate and business support and to start delivery of the key improvements in policing capability, capacity and efficiency while also achieving a financially sustainable position by the end of 2019/20.

We expect that the early benefits of our proposed investments in 2017/18 will result in a reduction of the projected outturn deficit and will demonstrate real progress towards arriving at a financially sustainable position.

Summary

Our first priority will always be to deliver a high-quality policing service to protect the public.

To enable us to do this and to continuously improve and develop the service we will free up police resource from non-operational activity to increase productivity and impact, utilise police staff in more operational roles and improve the effectiveness of our corporate services and business support functions. We will also bring in new skills to address the changing demands being placed on the service.

Additionally, by introducing efficiencies into the delivery of our corporate and business support and by significantly reducing our non-pay costs we will, over the next three years, aim to bring our budget into a sustainable position.

Undertaking transformation offers the opportunity not only to improve the service we provide to the public but to bring our budget into balance in a sustainable way over the next three years without significantly reducing our operational capability and capacity.



3.2

Implementation
Priorities

An Overview of the Six
Strategic Objectives and Key
Activities

We will establish a transformation portfolio and robust governance structure to oversee delivery of our change programmes. We will invest in specialist capabilities to support us through this period of significant change.

The first three years of this strategy will be focused on addressing current challenges and establishing the foundations required for more innovative and visible transformation. Successful implementation will require careful planning and monitoring.

Our transformation portfolio and implementation priorities will be set out in the 3 year plan that will follow the finalisation of this strategy.

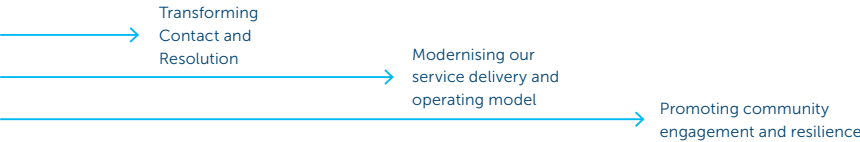
Sustained excellence
in service and protection

2026



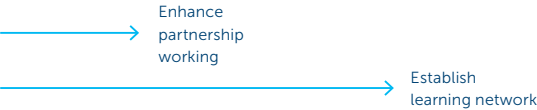
Improving public contact, engagement
and service

We will transform our contact and resolution model, enabling us to recognise and respond appropriately to the needs of individuals and communities, with a continued commitment to localism. We will modernise our operating model to ensure we achieve maximum impact with our available resources.



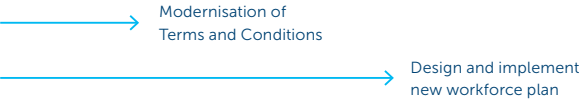
Strengthen effective partnerships

We will strengthen partnership working identifying areas of shared improvement and opportunities to provide value for money services.



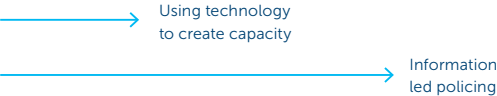
Empower and develop our people and culture

We will continue to recognise and invest in the development and wellbeing of our workforce. We must strengthen the diversity of our whole workforce and change the mix of skills and experience to address evolving needs.



Invest in our use of information and
technology

We will introduce technology to enable workforce efficiency and operational effectiveness, using analytics, better quality data and wider sources to improve decision making.



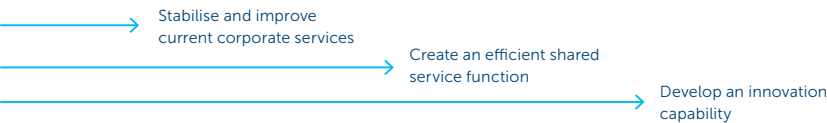
Enhance cyber and forensic capabilities

We will scale our cyber capability to respond to emerging cyber related crimes and we will continue to invest in Scotland's forensic science capabilities.



Transform corporate support services

We will transform our corporate services, improving processes and systems to support and enable a modern national service.



3.3

Our Collaborative Approach

Our 10 year Policing Strategy has been collaboratively developed by SPA and Police Scotland to align with the strategic planning framework described in the Police and Fire Reform (Scotland) Act 2012 (the Act).

This strategy fulfils the requirement set out in S.34 of the Act that a Strategic Police Plan is developed. This strategy will be jointly reviewed and refreshed by SPA and Police Scotland every 3 years.

Implementing and Governing

The following products will underpin the delivery of this 10 year Policing Strategy:

- a 3 year plan 2017 – 20
- Police Scotland's Annual Police Plan 2017 – 18
- a 3 year Police Scotland performance framework 2017 – 20

The 3 year plan will set out how we will deliver this strategy across the service.

The Police Scotland Performance Framework will be based on the 3 year plan. SPA will hold Police Scotland to account for delivery against these strategic objectives using the agreed Performance Framework.

3 yearly planning will underpin the 10 year strategy, covering the periods:

- 2017 – 2020
- 2020 – 2023
- 2023 – 2026

Reviewing and Refreshing

Police Scotland and SPA will review and refresh this Strategy regularly in partnership (in line with statutory expectations set out in the Act).

- **Spring to Autumn 2019**
Joint review of 10 year Strategy to 2026
- **Winter 2019**
Public consultation on refreshed 10 year Strategy to 2029
- **Spring 2020**
Publication of Policing Strategy to 2029
- **Spring to Autumn 2022**
Joint review of 10 year Strategy to 2029
- **Winter 2022**
Public consultation on refreshed 10 year Strategy to 2032
- **Spring 2023**
Publication of 10 year Policing Strategy to 2032

How This Strategy will Fulfil the Strategic Police Priorities

PRIORITIES	ACTIVITIES – WHAT WE WILL DO
Localism Ensure that the needs of local communities are understood and reflected in the planning and delivery of policing at a local and national level.	We will work to empower and support an increasingly diverse set of communities, of place, identity or those in the virtual space to increase their resilience and safety. Our commitment will also include listening more and responding to their diverse needs.
Inclusion Ensure our police service is accessible and responsive to the needs of all people in Scotland.	We will respond to the diverse needs of individuals and communities. Key to this will be transforming our contact and resolution models and the creation of new ways of engagement. We will focus on improving trust and confidence and promoting community resilience. Creating a dynamic deployment model that reflects demand and need will be key as will developing new approaches to threat, harm and risk. We recognise that valuing and promoting diversity in our own workforce improves confidence in diverse communities that we understand their needs.
Prevention Ensure our police service works to protect people by preventing crime and reducing fear of crime through communication, education, innovation and partnership working.	We will further develop prevention driven approaches to address enduring issues facing communities. We will maintain a key role in supporting vulnerable individuals and communities. Working, planning and responding in an integrated way with partners, we will intervene with them at an early stage to address high impact issues such as domestic abuse, substance misuse and mental health.
Response Focus policing on improving the wellbeing of individuals and communities by tackling crime and responding to and investigating incidents effectively and efficiently.	We will continue to drive improvement across our approaches to responding to the needs of communities, detecting crime, protecting vulnerable people, maintaining order and ensuring national security.
Collaborative Working Ensure that our police service works productively with partners at local, national and international levels to deliver better outcomes for people in Scotland.	We believe we have a duty to share the knowledge we gain. We will build on our experience and use our information and insight to influence, inform and work with partners, government and the public to develop and improve collectively the services required to meet changing public needs. We will share data, resources, training and ideas; we will adopt and promote best practice and we intend to build and integrate new shared services. We wish to build effective networks in order to improve outcomes and reduce cost. In recognition of the increased diversity in Scotland we will look to build partnerships for specific communities at a local and national level.
Accountability Continuously improve public confidence in policing and inspire trust by being transparent, accountable and acting with integrity, fairness and respect.	To maintain our legitimacy and relevance, as well as meeting our statutory obligations, we will continue to work positively with external scrutiny partners at local and national levels. Whilst our approaches will mature and develop, our values of fairness, integrity and respect will remain constant and be the basis on which we deliver services. We will have a broader understanding of success, with public confidence as our central measure. We will focus our services on delivering public satisfaction at a local and national level and provide a more complete understanding of our impact. This will include our impact on communities and enduring issues facing communities. We will maintain traditional measures of crime and police activity, so that we do not lose sight of our performance in delivering our core services. We will enable a cycle of continuous performance improvement, identifying the root causes of problems, implementing informed solutions, evaluating results and learning from best practice.
Adaptability Ensure our police service takes advantage of new opportunities and meets emerging threats and challenges.	As a learning organisation, we will constantly examine and evaluate the nature and effectiveness of our services while developing opportunities for innovation to flourish at all levels. Through establishing an innovation capability we will encourage and learn from tests of change at local level while identifying best practice nationally and internationally to enable us to design new services and prepare for the future.

3.4

What will Success Mean for the Public and Our Workforce?

I know that the police are actively working with other services to make my community safer and prevent harm.

I think that policing in my community is stronger and more effective than ever.

I am confident that the police are ahead of criminals and new types of crime.

I am confident that the police know who is vulnerable in my area and are working with others to help them.

The diversity of my community is represented and understood by the police.

I welcome the fact that the police have all of the tools and knowledge they need to stay ahead of crime and keep my community safe and strong.

I know that if I'm a victim of crime, the police will help me in the most appropriate way and with the right people.

I can contact the police in a way and at a time that suits me and they will work to help me quickly and effectively.

I welcome that the police are using their knowledge and experience to inform anybody's decisions that will impact on safety in my community.

I trust the police and am confident that they will use information about me wisely.

I work in policing and I feel valued and trusted by the organisation - my wellbeing is taken seriously and I feel happy in my career.



Publication Information

This Strategy is a draft version. We are seeking your views and input to help us shape the final publication.

We want to meaningfully involve our communities, our staff and our stakeholders in the future delivery of policing services.

To take part in the consultation please visit:

<https://consult.scotland.police.uk/consultation/2026>

Or submit written responses to us at:

Policing 2026 Consultation

Clyde Gateway

2 French Street

Dalmarnock

Glasgow

G40 4EH

If you have any queries about the strategy or the consultation please contact us:

Email: PolicesScotland2026Consultation@scotland.pnn.police.uk

Minicom Service - for the deaf, deafened, hard of hearing or speech impaired callers who can call us on 1 800 1101

This document will also be available in Gaelic upon request:

Please email us at: PolicesScotland2026Consultation@scotland.pnn.police.uk

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 – The final strategy will be subject to an Equality Impact Assessment (EIA) in compliance with the Scottish Public Sector Equality Duty. A summary of the EIA results will be published alongside the final strategy on the Police Scotland website.

Twitter: @policescotland

Facebook: www.facebook.com/policescotland

**Draft 10 Year Strategy for Policing in Scotland – Consultation Paper
Response by North Ayrshire Council**

North Ayrshire Council responded to the consultation on the draft Strategic Police Priorities for Scotland in August 2016. These priorities focused on seven themes, localism, inclusion, prevention, response, collaborative working, accountability and adaptability. The Council is now being consulted on the draft 10 Year strategy which lays the foundation for Police Scotland to fulfil their priorities and details the areas on which they will focus.

The Council has stressed that it is essential that policing in Scotland supports the Christie Commission's public sector reform principles, namely:-

- Focus on intervention and prevention to avoid subsequent failure demand;
- Target and align resources efficiently towards outcomes for communities. This involves working together with other Community Planning Partners to a) align work towards agreed priorities and reduce duplication, b) focus on achieving outcomes rather than processes and c) services being aligned to help support and deliver agreed priorities for individual communities;
- 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;
- More efficient use of resources, including investment in officers, process improvement and increasing the pace of digital change.

It has already been noted by the Council that the plan has to address and consider how to deal with the tensions which have arisen in policing over the last three years. There has been tension between the Chief Constable's operational discretion and policy decisions which required greater consultation and scrutiny. The carrying of firearms by police and the implementation of 'voluntary' Stop and Searches fell into this category.

Also, the Christie Commission stressed the need to target resources to local areas which has resulted in Community and Locality Planning and the Community Empowerment Act, 2015. Tensions have arisen where the national policies do not fit in with local requirements and the need to target resources accordingly. It is essential that in exercising local scrutiny Local Authorities are genuinely able to influence national policy and that Divisional Commanders are empowered as far as possible to target their resources to answer the needs of local communities and not to be restricted by the need to follow national policies where they are not appropriate locally.

Accordingly we would make the following comments on the five areas of focus and how they will deliver the Strategic Police Priorities:-

1. Protection – there will be improvements in detection of crime, protection of the vulnerable, response to incidents maintaining order and ensuring national security.

This is welcomed but will require to be monitored closely to ensure that resources are targeted properly.

2. Prevention – The tackling of crime inequality and enduring problems facing communities.

This area could be strengthened by a greater focus on early intervention and prevention and the targeting of resources towards that.

3. Communities – focus on diversity, localism and the virtual world.

The Council supports this area and is pleased with the commitment to work with partners to empower communities reflecting Community Empowerment and localism. The Council had previously noted that there was no reference to Community empowerment and the role of the police in the development of Locality Planning. The plan reflects the importance of that working to increase resilience of communities and supporting them to reduce demand and enhance safety. In addition the focus on outcomes not processes and the commitment to change processes where necessary is essential.

4. Knowledge – Informing the development of better services.

The sharing of knowledge is welcomed particularly in the development of national and local issues as well as cyber related crime. The Council is pleased to note that the plan is to enhance the cyber and forensic capabilities and that the best use of resources will be made in the development of this area.

5. Innovation – Policing will be dynamic, adaptable and sustainable.

Reviewing processes and learning from experience is key and the Council would support the commitment to work with partners and anticipate key shifts in public behaviour to enable them to be addressed.

The plan details how the ambitions of the 10 year plan will be delivered by the strategic objectives, which are-

1. Improving public contact engagement and service
2. Strengthening effective partnerships
3. Empower, enable and develop our people,
4. Invest in use of information and technology
5. Enhance cyber and forensic capabilities
6. Transform corporate and support services

We would support the need for policing to change in view. The changing society in which we live and which results in charging. It is welcomed that the changes to society over the next ten years are recognised.

The plan demonstrates how the activities in the five areas will deliver the strategic police priorities and the Council welcomes this section as it demonstrates good governance including the application of the principles of fairness, justice and transparency to reduce the inequalities in society. In addition it supports the Christie Commission principles.

Finally, the council would agree that public confidence as a measure of success is key to the success of the plan, however, it is not clear how that is to be measured. Public confidence is not a tangible measurement and although essential, more work on measurement needs to be undertaken.

Scottish Fire and Rescue Service

Agenda Item 3.1

Police & Fire and Rescue Committee – 30th May 2017

Subject	Scottish Fire and Rescue Service Performance Report and Service updates
Purpose	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
Recommendation	For members to note the information contained within this report

1. Introduction

- 1.1 On the 1st April 2013, the Scottish Fire and Rescue Service (SFRS) 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 1st April 2014 to 31st March 2017 and has been 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 1st April 2016 to 31st March 2017 identified an 11% increase in activity levels across the local authority area from the corresponding activity period 1st April 2015 to 31st March 2016. Review of the preceding three years average in respect of current activity levels within North Ayrshire indicated a 6% increase in overall operational activity over the twelve month period. In reviewing operational activity on a broad level, false alarms accounted for 53% of all activity within North Ayrshire, with fire related activity and special service activity accounting for 36% and 11% respectively.
- 2.2 For the period 1st April 2016 to 31st March 2017, targets were established to monitor the priorities within the Local Fire and Rescue Plan which has now concluded its third year. The basis of these targets were developed using operational activity data to define the three-year average figures and utilising the principles of the Fire Framework for Scotland 2013 document which set out the key performance indicators for the SFRS.

- 2.3 Utilising the defined approach in Section 2.2, performance during the review period was measured across six indicators in accordance with the defined local fire and rescue plan priorities. Review of performance against these indicators identified four indicators were above the three year average target due to a rise in activity. One indicator seen a reduction in the previous three year average but did not achieve its respective target and one indicator achieved its three year average target. It was noted that four indicators seen a reduction in activity from the corresponding year on year figure.

3. Review of Local Fire and Rescue Plan 2014 – 2017 for North Ayrshire

- 3.1 The current Local Fire and Rescue Plan for North Ayrshire has been in effect since 1st April 2013 and was developed following the publication of the Service's first Strategic Plan. Under the provision of the Police and Fire Reform (Scotland) Act 2012, the SFRS has the statutory basis at any time to review and amend the Local Fire and Rescue Plan.
- 3.2 The plan must be reviewed should a legislative order be made by Scottish Ministers or on following the publication of a new Strategic Plan. Should none of the aforementioned criterion occur, the existing Local Fire and Rescue Plan must be reviewed should it be the case the plan has not been revised at any time in the three period after its publication.
- 3.3 As previously communicated to the Police & Fire and Rescue Committee, the SFRS developed a new Strategic Plan which was approved by Annabelle Ewing, the Minister for Community Safety and Legal Affairs, on 30th September 2016 and was laid before the Scottish Parliament on 3rd October 2016.
- 3.4 As a result of the publication of the new Strategic Plan, the SFRS undertaken a process of reviewing its existing Local Fire and Rescue Plans to enable the development of new plans for the 32 local authorities within Scotland.
- 3.5 The review of the Local Fire and Rescue Plan for North Ayrshire has been completed undertaking an analysis of operational activity in conjunction with the seeking of feedback on the existing plan from partners.

4. Development of new North Ayrshire Local Fire and Rescue Plan

- 4.1 As a result of the completion of the review of the existing Local Fire and Rescue Plan for North Ayrshire, a new draft plan for North Ayrshire has been promulgated as part of the formal consultation process as to the proposed plan. At the Police & Fire and Rescue Committee meeting on the 15th August, a discussion took place regarding the outline timescales for the production of the new plan taking in consideration the publication of the Service's new Strategic Plan, the forthcoming local government elections in May 2017 and the continued development of locality planning within North Ayrshire.
- 4.3 Taking into consideration the factors highlighted in Section 4.1, the formal consultation on the draft plan commenced on the 10th April 2017 and is scheduled to conclude on Sunday 2nd July 2017. On completion of the consultation stage, amendments to the draft plan will be undertaken as required and thereafter presented to North Ayrshire's Police & Fire and Rescue Committee for approval at the next confirmed meeting after the 2nd July 2017.

5. 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 1st April 2016 to 31st March 2017.
- ii. Note the update and content of the review of North Ayrshire's Local Fire and Rescue Plan 2014 - 2017.
- iii. Note the update in relation to the publication of the Draft Local Fire and Rescue Plan for North Ayrshire and consider formal feedback to the Service as to the proposed priorities.

6. Implications

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

7. Conclusion

- 7.1 Fire and Rescue Service 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
1st April 2016 - 31st March 2017**



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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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 Local Fire and Rescue Plan for North Ayrshire 2014 – 2017 identified six areas for demand reduction and is subject to regular monitoring and reporting through the Police & Fire and Rescue Committee. A summary of the priorities and current activity is detailed below with further detail and analysis contained within this

	Total Activity	Year on Year Change	3 Year Average	3 Year Average Change
Accidental Dwelling Fires	155	-3% 	156	4% 
Fire Casualties and Fatalities	21	-43% 	31	-5% 
Non-Fire Emergencies Casualties	100	-18% 	107	10% 
Deliberate Fires	640	16% 	542	7% 
Non-Domestic Fires	43	-32% 	54	1% 
Unwanted Fire Alarm Signals	636	33% 	528	4% 

About the statistics within this report

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



Activity level achieved the required target

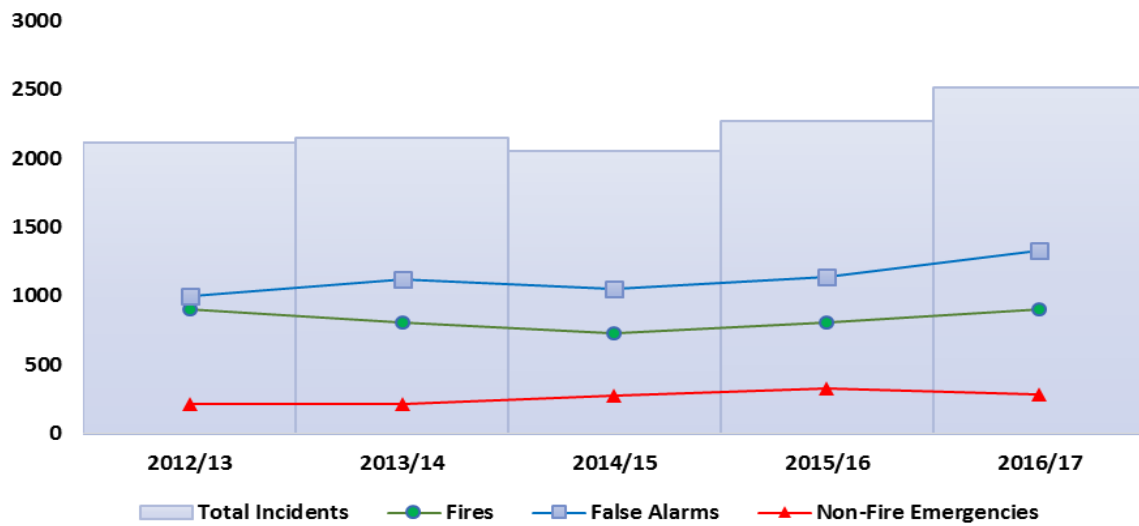


Activity level has reduced but did not achieve the required reduction target



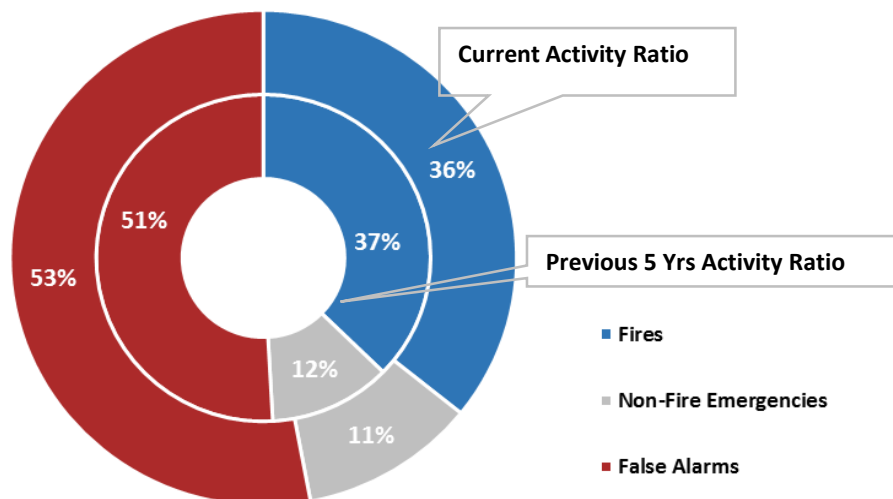
Activity level has increased and did not achieve the required reduction target

North Ayrshire Operational Activity



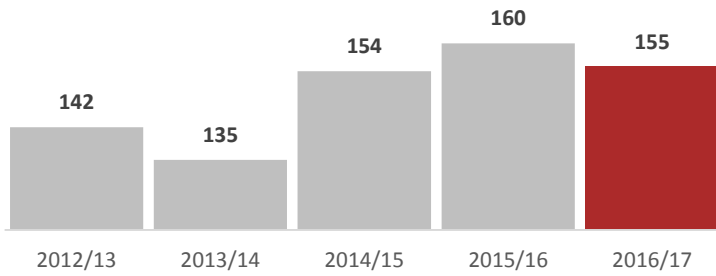
	2012/13	2013/14	2014/15	2015/16	2016/17
Fires	905	804	725	807	900
Non-Fire Emergencies	212	219	274	325	283
False Alarms	998	1125	1054	1140	1333
Total Incidents	2115	2148	2053	2272	2516

Incident Activity By Classification

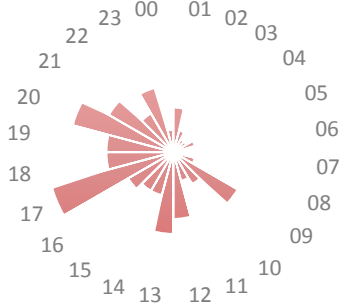


Domestic Safety - Accidental Dwelling Fires

Accidental Dwelling Fires Year to Date



Accidental Dwelling Fires by Time of Day



Human Factors



47%

Distraction



10%

Alcohol/Drug Impairment

Automatic Detection and Actuation



Detection Present

86%

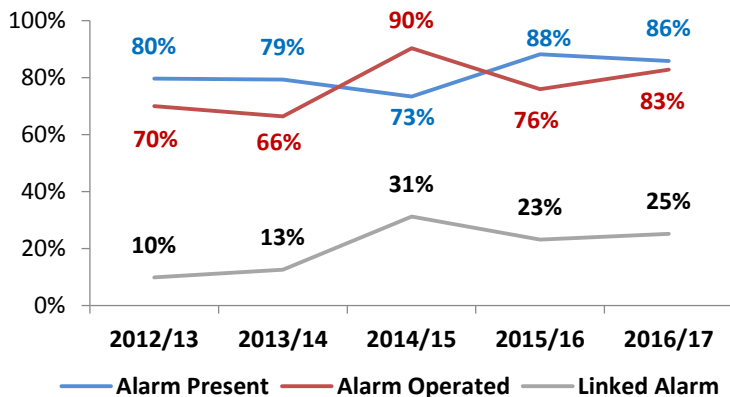


Detection Actuated

83%

Calls Made via Linked Alarms

25%



Activity Trends

Year on Year

3 Year Average

Accidental Dwelling Fire

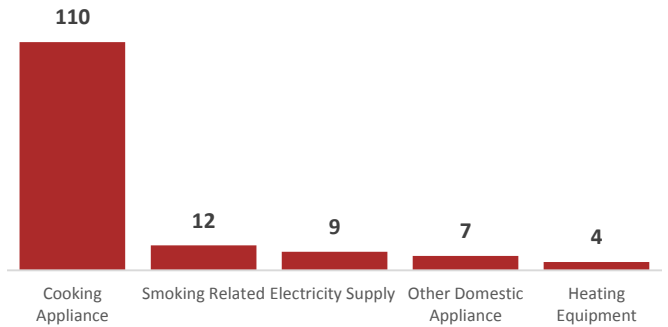


-3%



4%

Top 5 Main Sources of Ignition



Severity of Accidental Dwelling Fires



No Firefighting Action

47%



Direct Firefighting

15%



No Heat/Smoke Damage

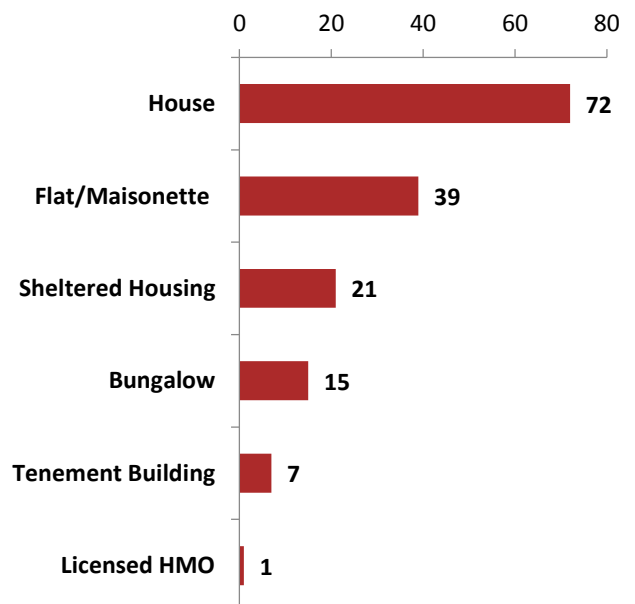
44%



No Fire Damage

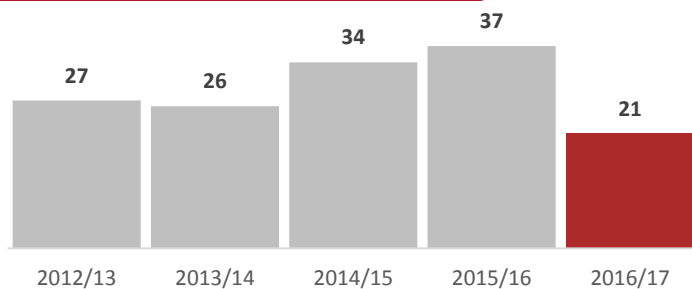
57%

Property Types

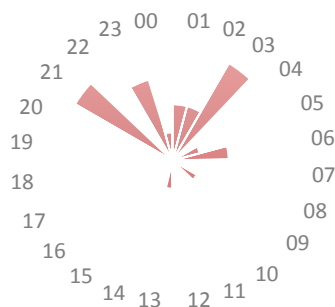


Fire Casualties and Fatalities

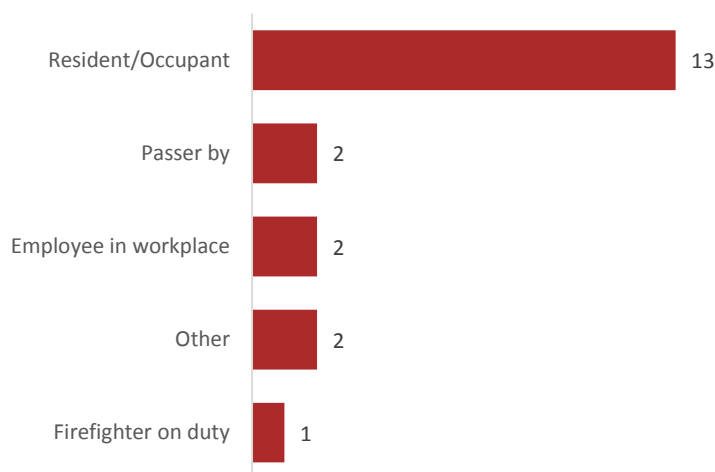
Fire Fatalities & Casualties Year to Date



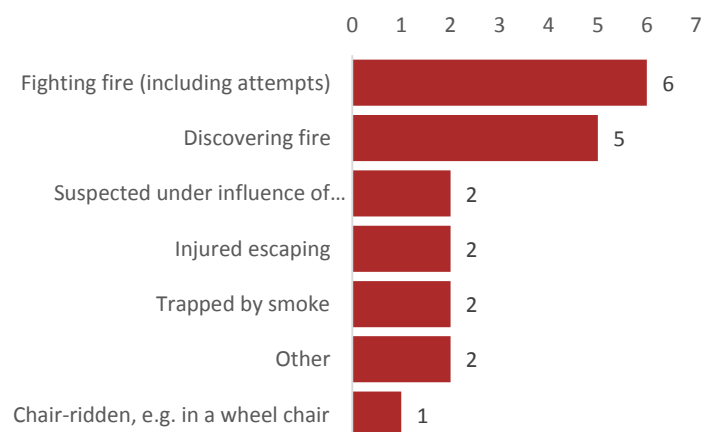
Fire Fatalities & Casualties by Time of Day



Role of the Casualty



Circumstances of Casualty



Activity Trends

Fire Casualties and Fatalities

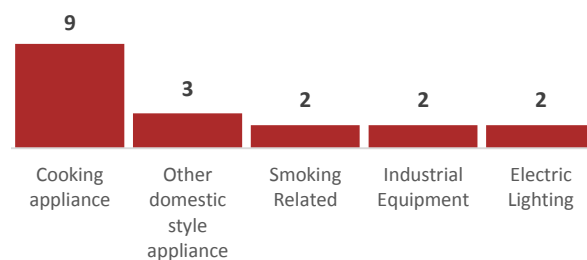
Year on Year

-43%

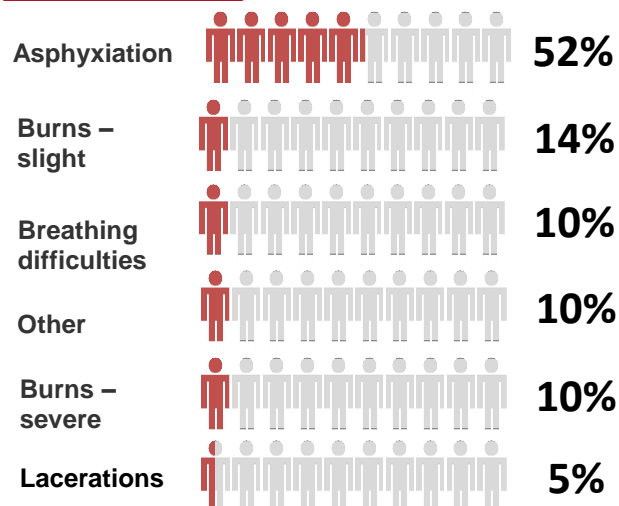
3 Year Average

-5%

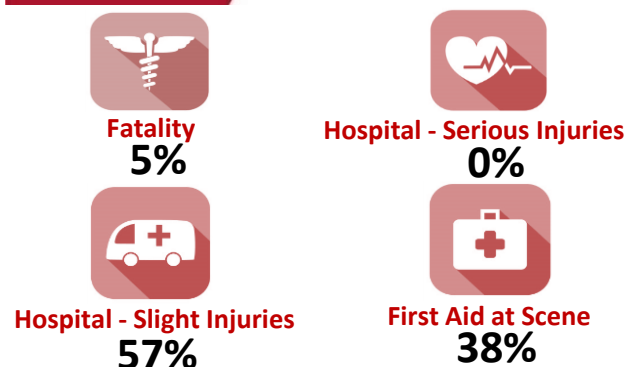
Main Sources of Ignition



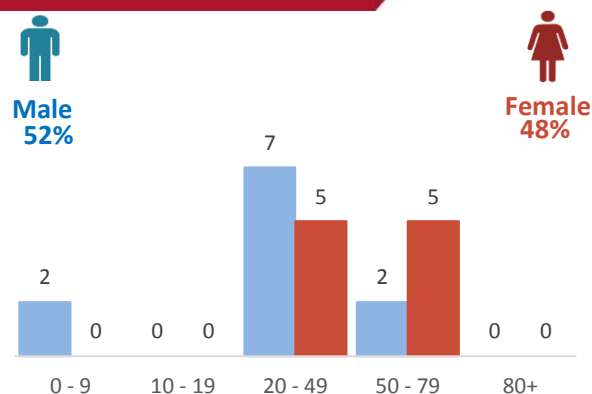
Nature of Injury



Extent of Harm

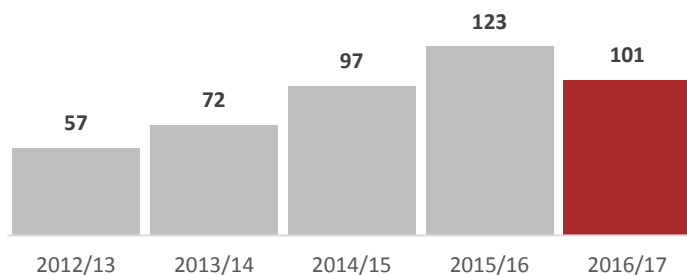


Age / Gender Profile

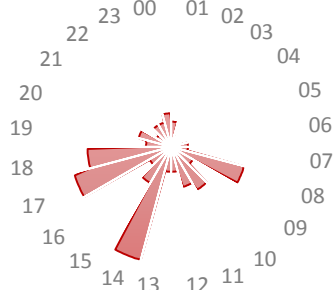


Non-Fire Emergency Casualties

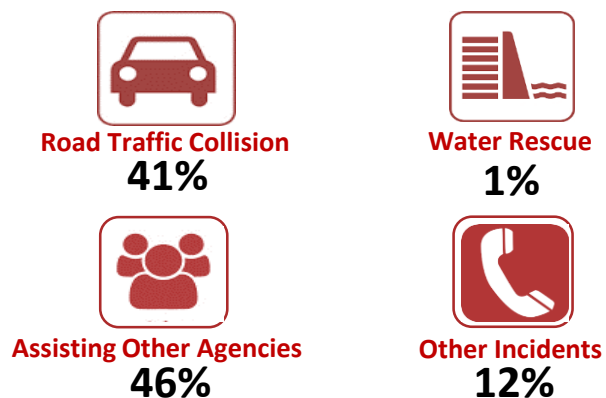
Non-Fire Fatalities & Casualties Year to Date



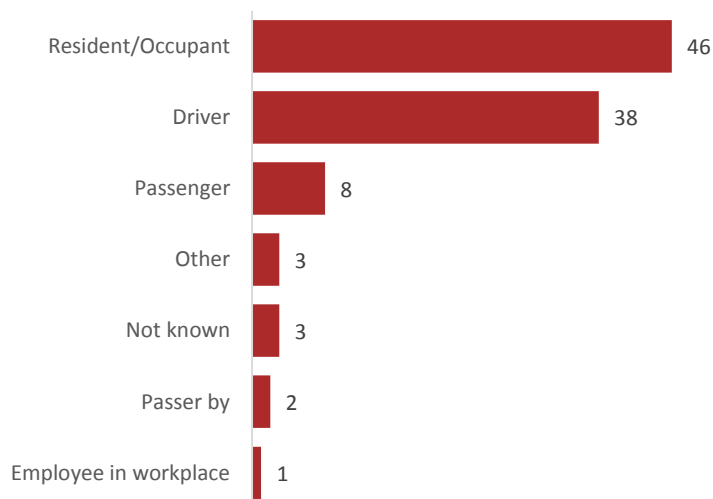
Non-Fire Fatalities & Casualties by Time of Day



Special Service Incident - Key Demand



Role of the Casualty



Activity Trends

Casualties and Fatalities

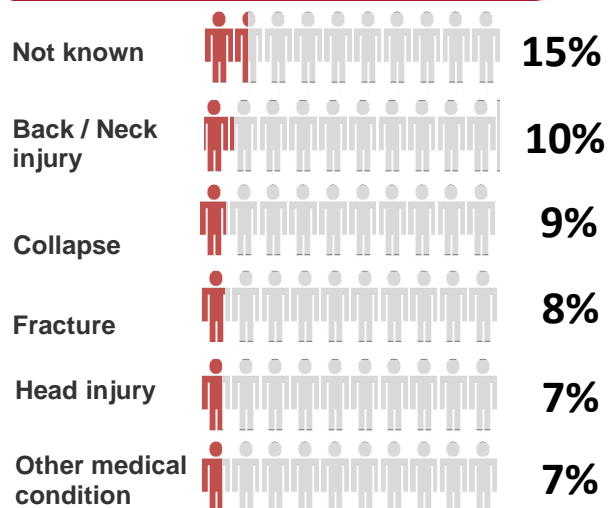
Year on Year

-18%

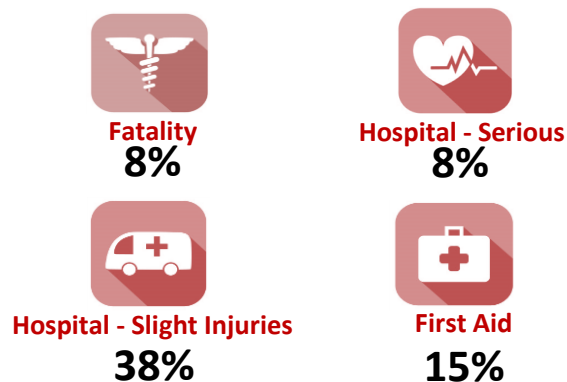
3 Year Average

10%

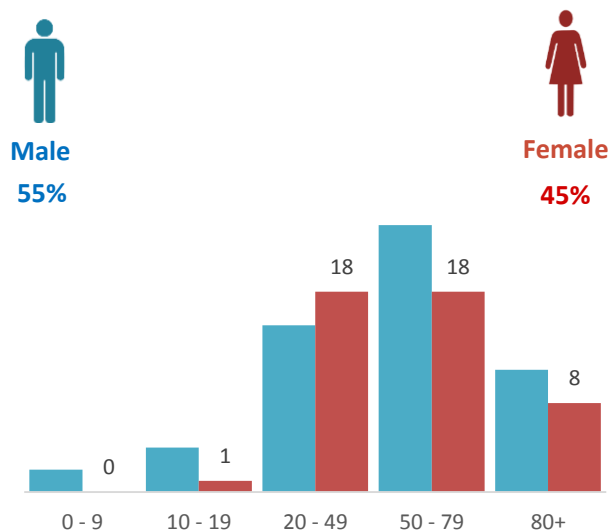
Nature of Injury - Most Common Types



Extent of Harm - Excluding Precautionary

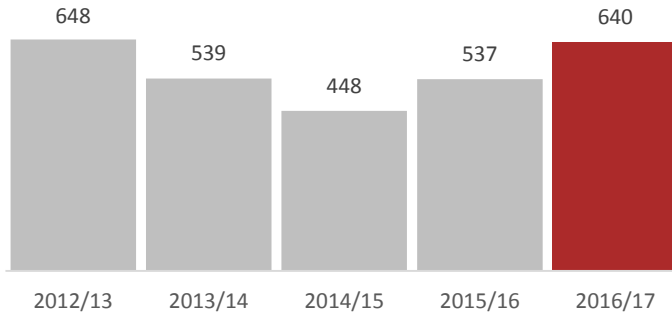


Age / Gender Profile

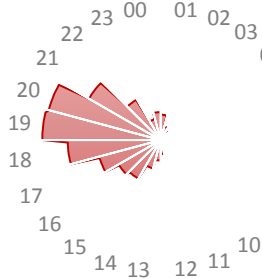


Deliberate Fire Setting

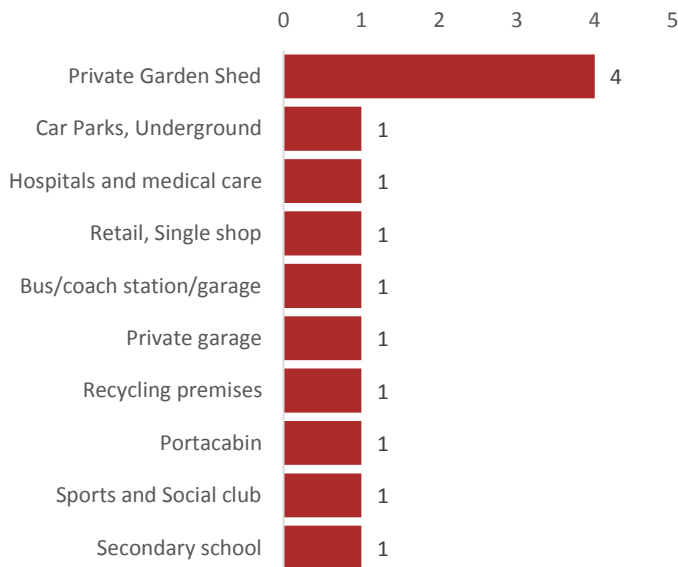
Deliberate Fires Year to Date



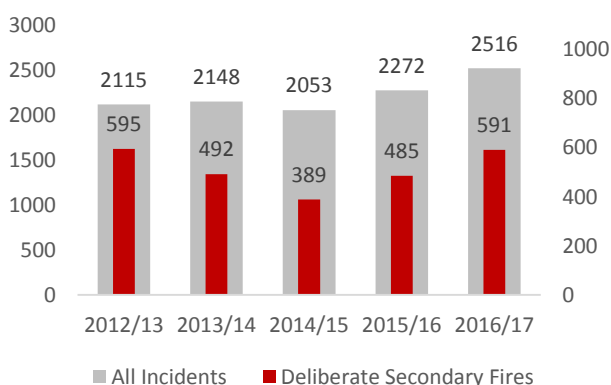
Deliberate Fires by Time of Day



Deliberate Other Building Fires



Deliberate Secondary Fires & All Incidents



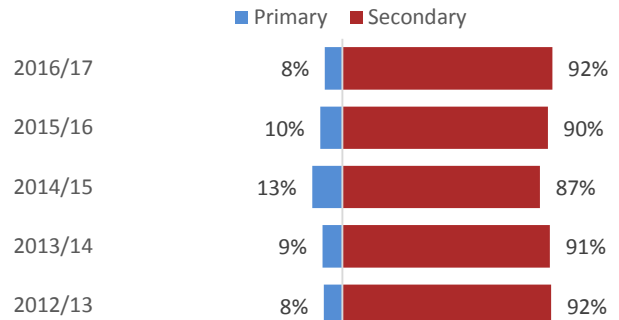
Activity Trends

All Deliberate Fires

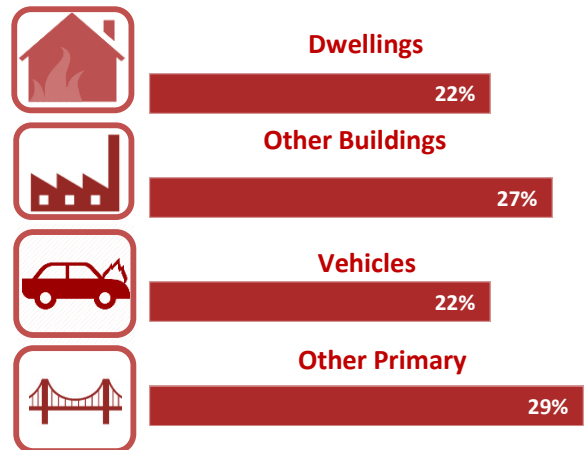
Year on Year
16%

3 Year Average
7%

Deliberate Primary & Secondary Fires



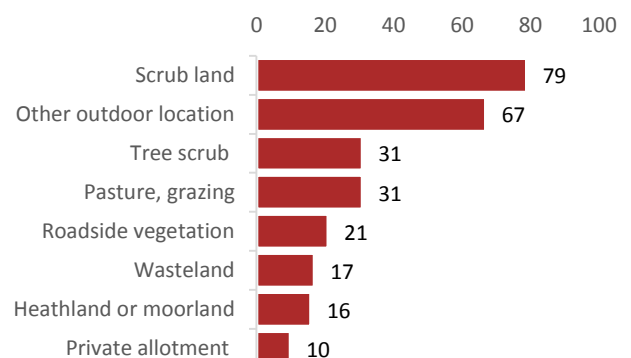
Primary Fire Ratio by Activity Type



Secondary Fire Ratio by Activity Type

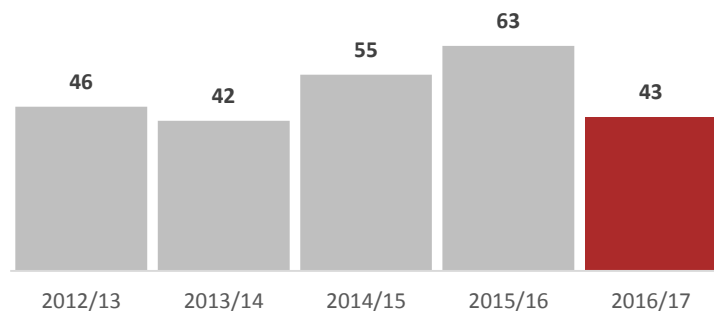


Most Common 'Other' Secondary Fires

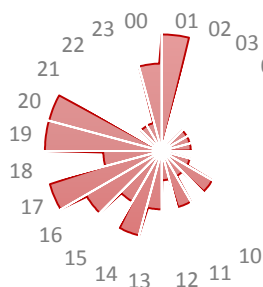


Non Domestic Fire Safety

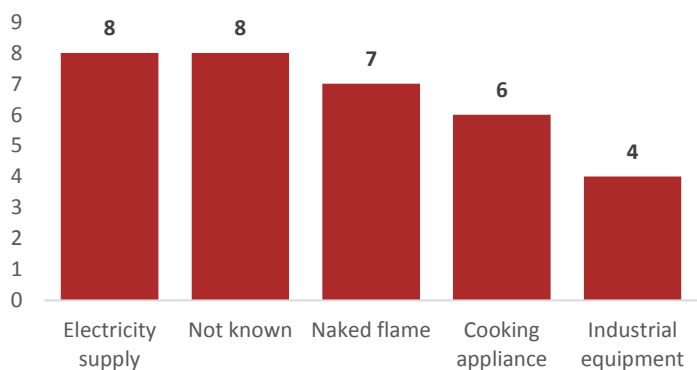
Non-Domestic Fires Year to Date



Non Domestic Fires by Time of Day



Top 5 Main Sources of Ignition



Automatic Detection and Activation



Detection Present
40%



Detection Actuated
76%

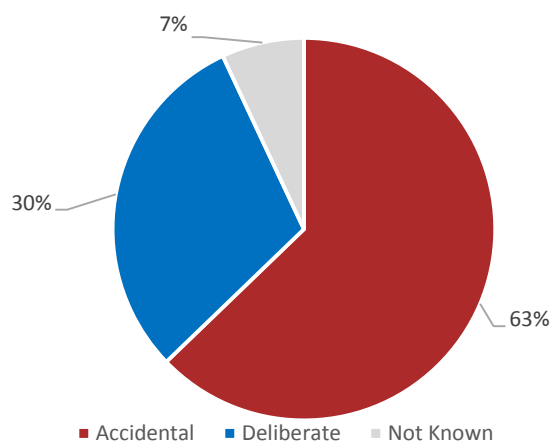
Activity Trends

All Non-Domestic Fires

Year on Year
-32%

3 Year Average
1%

Main Cause of Fire



Severity of Non-Domestic Fires



No Firefighting Action
30%



Direct Firefighting
44%

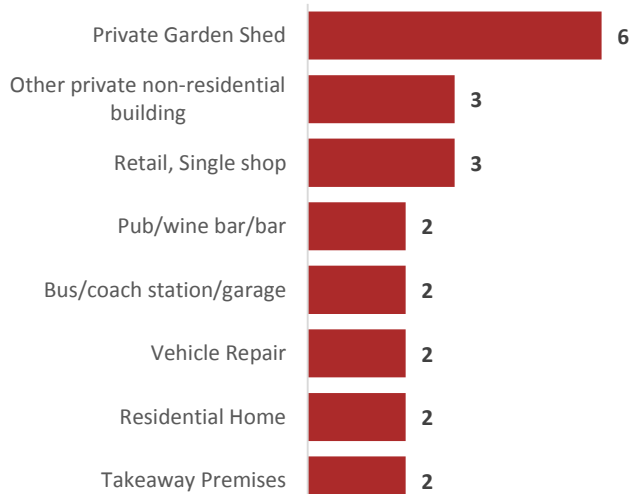


No Heat/Smoke Damage
51%



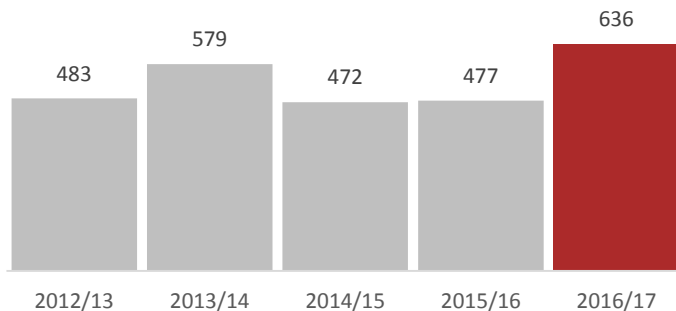
No Fire Damage
53%

Main Property Types

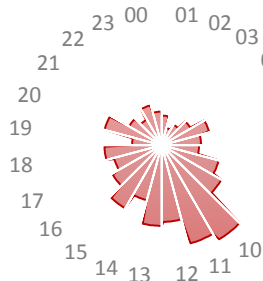


Unwanted Fire Alarm Signals

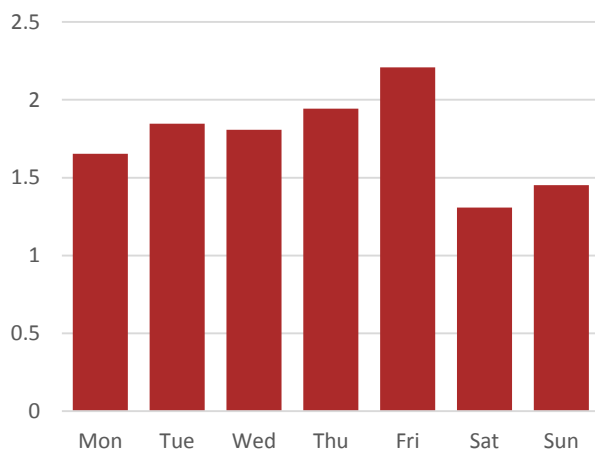
Unwanted Fire Alarm Signals Year to Date



UFAS Incidents by Time of Day



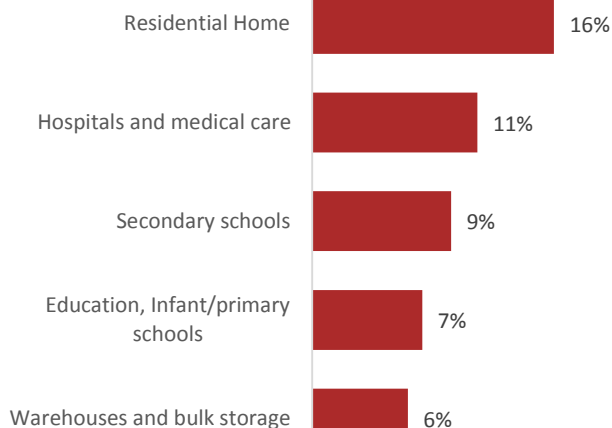
Average UFAS Incidents by Day of the Week



Activity Trends

	Year on Year	3 Year Average
Unwanted Fire Alarm Signals	33%	4%

UFAS Premises Types



UFAS Activity Ratio



UFAS Percentage Against all Incidents

25%



UFAS Percentage Against all False Alarms

48%



Human Influence and Alarm Activations

38%

Glossary of Terms

Term	What it means
ADF	Accidental Dwelling Fire
CSET	Community Safety Engagement Toolkit is an 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



North Ayrshire

Performance Summary Report

Reporting Period: 2016/17

Total Crime



12.6%



12,459 crimes

Incidents
Recorded

6.5%



43,934

Racially Aggravated
conduct

37.9%



36

Drugs Supply

13.6%



100

Domestic Abuse

21.7%



1062

Overall Violent
Crime

0.9%



1674

Sexual Crime

1.4%



213

Road Traffic
Casualties

14.4%



264

Housebreaking

31.2%



344

Missing People

19.8%



628

Counter Terrorism



The threat level from INTERNATIONAL
TERRORISM remains at SEVERE meaning an attack
is highly likely.

Serious Assault

6.5%



213

North Ayrshire Performance Summary Report Reporting Period: 2016/17



SECTION	PAGE NUMBER
Introduction	2
Executive Summary	3
Demand Analysis	4
Violence, Disorder & Antisocial Behaviour	5
Domestic Abuse	6
Hate Crime	6
Serious Organised Crime	7
Protecting People at Risk of Harm	8
Terrorism	10
Housebreaking	10
Road Safety & Road Crime	11
Police Scotland Estate	12
Police Scotland Finance	14
Public Confidence – Complaints & Allegations	14
Public Confidence—Your View Counts	15

Introduction

This document is intended to provide a summary of Police Scotland's Performance for 2016/17.

The document will be submitted to the North Ayrshire Police Fire and Rescue Committee for the Full Board meeting being held on 30th May 2017.

This document aims to provide information, a brief assessment of the current performance situation, with some additional contextual information

Unless stated otherwise numerical comparisons are to the same period in the previous year to date.

The report references the crime groups used by the Scottish Government to report recorded crime statistics.





The report is structured to follow Police Scotland's 2016/17 Control Strategy Priorities, namely:

- Violence, Disorder and Antisocial Behaviour
- Serious Organised Crime
- Counter Terrorism
- Protecting People at Risk of Harm
- Road Safety and Road Crime
- Domestic Housebreaking

All data are management information not official statistics. All data are sourced from Police Scotland internal systems and are correct as at date of publication.

NORTH AYRSHIRE POLICING PRIORITIES 2014-2017

- 1 Drug dealing and misuse
- 2 Violence, disorder and antisocial behaviour
- 3 Dishonesty
- 4 Road Safety

PRIORITY AREA	EXECUTIVE SUMMARY
Drug supply and misuse 	<p>Our strong focus on tackling drugs supply has resulted in a healthy increase in detections in this area. Many of these detections are a result of community intelligence gathered by our Locality Policing Teams throughout North Ayrshire who have also carried out drugs operations in their respective localities.</p> <p>The harm caused by drugs is starkly evidenced by the increasing number of drug related deaths in the area (and more widely across Scotland). We will continue to work closely with the Alcohol and Drug Partnership and Health and Social Care Partnership to prevent deaths of this nature and support the growing Recovery Community in North Ayrshire.</p>
Violence, Disorder & ASB 	<p>It is pleasing to report 15 fewer victims of violent crime in the last year in North Ayrshire. Whilst this may seem a modest reduction it is an improvement on record low statistics in 2015/16. Antisocial behaviour complaints has shown an increase in comparison to last year following a year on year decrease for several years. The introduction of our Locality policing Teams is generating increased reporting with a focus on delivering a multi-agency approach to reducing this type of behaviour.</p> <p>Analysis indicates a high correlation between good weather and incidents of disorder.</p>
Dishonesty 	<p>There has been a welcome decrease in housebreakings in North Ayrshire. We continue to work with partners such as Trading Standards to raise awareness of home security as well as running high profile safety campaigns through both the local press and our social media channels.</p>
Road Safety 	<p>North Ayrshire has seen a welcome decrease in deaths and injuries on our roads. Officers maintain a highly visible presence on our priority routes to reduce inappropriate driving behaviour as well as increasing detections for drink and drug driving offences.</p>

POLICE SCOTLAND'S POLICING PRIORITIES 2017-18

- 1 Violence, disorder and antisocial behaviour
- 2 Serious Organised Crime
- 3 Counter Terrorism and Domestic Extremism
- 4 Protecting People at Risk of Harm
- 5 Road Safety and Road Crime
- 6 Acquisitive Crime

DEMAND ANALYSIS

CRIME	2016	2017	INCIDENTS	2016	2017
Total Crimes & Offences	14,252	12,459	Total number of incidents	41,245	43,934

It is proposed to develop the information and data provided in this section.

In essence it is important to highlight that calls for police service continue to increase whilst recorded crimes and offences reduce. This position is a key strand of the Policing 2026 Strategy Project which also highlights that about 80% of calls from the public do not relate to crime with a greater amount relating to vulnerability such as missing persons or concerns for people's safety.

A more detailed demand analysis is underway as part of the Policing 2026 Project and will be shared when available.

Since January 2017 a twice weekly message has been circulated on Social Media outlining demands on the police across 96 Hours from Monday morning to Friday morning and the 72 hours from Friday morning to Monday morning. Examples are below. The potential exists to develop this messaging to encompass a local authority perspective.

AYRSHIRE : A SNAPSHOT OF ACTIVITY IN THE PAST 96 HOURS



CALLS TO THE POLICE

In the past **96** hours police in Ayrshire received **1250 calls**, of which:

237 were emergency **999** calls.

This led to **235 crime reports** being recorded.

119 people were brought into police custody with **81** held to appear at court.

We also responded to **41** road crashes.

CRIME & VULNERABILITY

We dealt with **52 Missing Person reports** and we are still searching for **10** people today.

171 reports were created on our **Vulnerable Persons Database** allowing us to share our concerns with partners.

51 domestic incidents were reported.

We responded to **117** assistance calls.

PARTNERSHIP & ENGAGEMENT

Police and partners launched the **Safer Shores** initiative in South Ayrshire this week.

We also provided updates about our policing activity on our **social media** accounts which had a combined reach of **278,135** people.



Like This Page · 19 May · €

POLICING 2026: POLICING IN AYRSHIRE

Here are some insights into our policing activity in Ayrshire over the past four days (Monday - Thursday).

In addition to our daily policing activity, this week Police horses Nerston and Edinburgh joined Campus Officer PC Davidson for Health Week at Darvel Primary, we also joined partners to launch the annual Safer Shores initiative in South Ayrshire and spoke to pupils at Elderbank Primary, Irvine about Stranger Danger.

Have a look at our local area twitter feeds for regular updates on issues affecting your community.

East Ayrshire www.twitter.com/AyrshireEPolice
North Ayrshire www.twitter.com/AyrshireNPPolice
South Ayrshire www.twitter.com/AyrshireSPolice

Please let us know about the sort of information you would like to read about on this page and ask us any Police related questions.

AYRSHIRE : A SNAPSHOT OF ACTIVITY IN THE PAST 72 HOURS



CALLS TO THE POLICE

In the past **72** hours police in Ayrshire received **1082 calls**, of which:

216 were emergency **999** calls.

This led to **166 crime reports** being recorded.

We also responded to **41** road crashes.

14 people were arrested on warrant.

CRIME & VULNERABILITY

We dealt with **33 Missing Person reports** and we are still searching for **5** people today.

129 reports were created on our **Vulnerable Persons Database** allowing us to share our concerns with partners.

37 domestic incidents were reported.

We also dealt with **98** assistance calls this weekend

PARTNERSHIP & ENGAGEMENT

We supported our partners at Ayr County Show providing rural crime prevention advice and advice to new drivers.

We also provided updates about our policing activity on our **social media** accounts which had a combined reach of **546,634** people.



Like This Page · 15 May · €

POLICING 2026: POLICING IN AYRSHIRE

Here are some insights into our policing activity in Ayrshire over the past three days (Friday – Sunday).

This weekend we have been searching for a number of Missing People. People go missing for a variety of complex and often personal reasons.

On occasions, when it is appropriate to do so, we will make a public appeal for help and will ask people to get in touch with any information and sightings of a missing person.

We are always grateful for this help and appreciative of the power of social media and of your support in sharing our appeals.

For more information about people who are missing visit <http://www.scotland.police.uk/whats-happening/missingpersons/> and please stay tuned to our social media accounts.

If you have any information, please get in touch by calling 101, in an emergency always dial 999.

VIOLENCE DISORDER & ANTISOCIAL BEHAVIOUR - DATA OVERVIEW

1 APRIL 2016 TO 31 MARCH 2017 - OBJECTIVE: Reduce the number of victims of violent crime



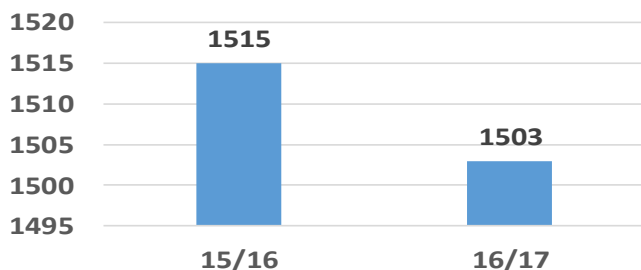
15

Fewer victims of violent crime

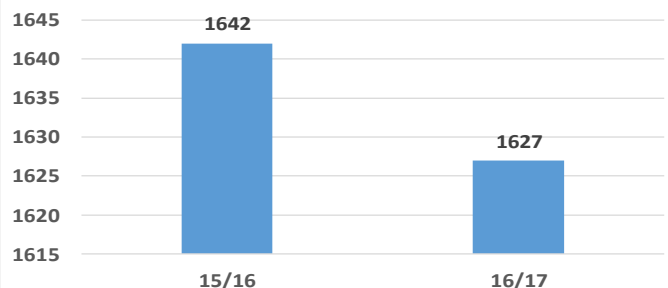
We have seen welcome reductions in the number of victims of violent crime in North Ayrshire in recent years. Current statistics show a record low number of recorded crimes. It is very pleasing to report that this trend has been sustained in the context of a challenging national picture. Our detection rates for the most serious crime remain strong. We will continue to work with partners to tackle violent crime and increase our focus on repeat locations, repeat offenders and repeat victims.

LOCALITY	Robbery				Serious Assault			
	15/16	16/17	Detected	% Det	15/16	16/17	Detected	% Det
Irvine	13	12	9	75	33	26	20	77
Kilwinning	2	3	1	33	10	8	6	75
Three Towns	10	14	13	93	28	29	22	76
Arran	0	0	0	-	0	0	0	-
North Coast Cumbraes	1	3	2	67	13	13	12	92
Garnock Valley	2	2	2	100	9	10	7	70
TOTAL	28	34	27	79	93	86	67	78

Common Assault



Total number of victims of Violent Crime



OBJECTIVE: Tackle rowdy and drunken behaviour in public places

Antisocial Behaviour
2.1%

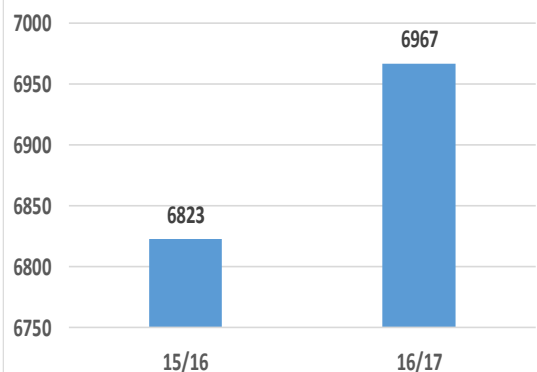


Period 1Apr 16—31 Mar 17

CONTEXT

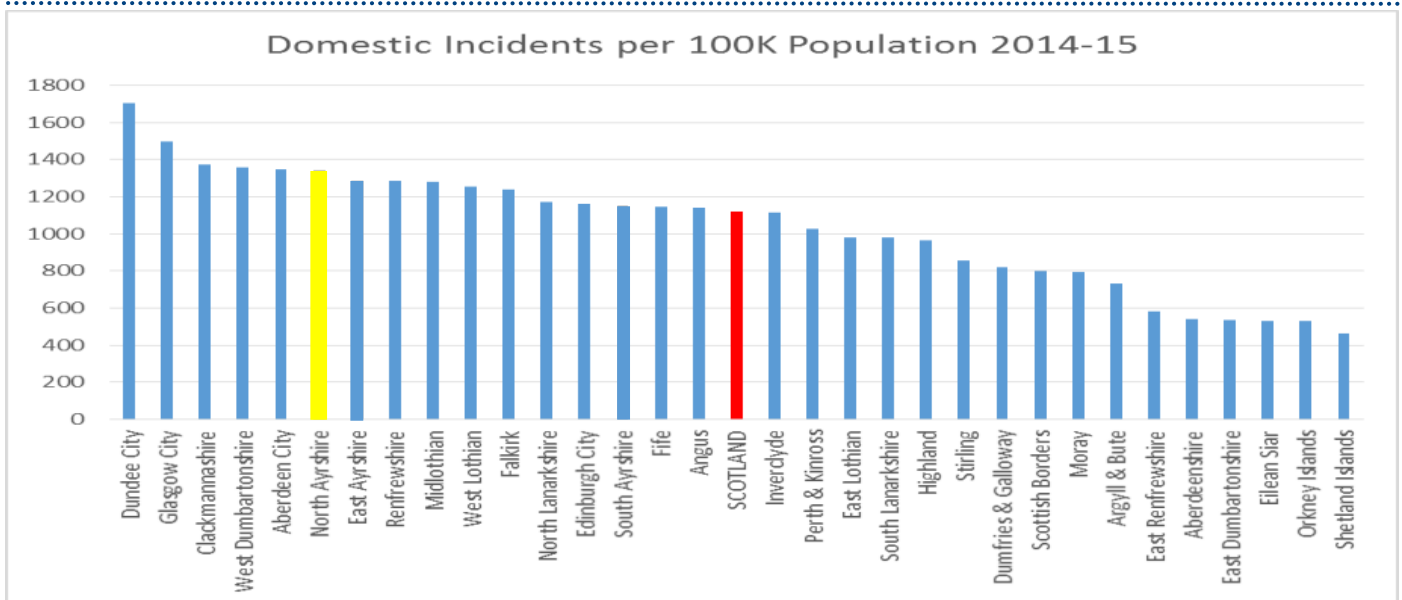
Last year saw the first increase in reports of antisocial behaviour for a number of years. The biggest increase occurred over the early summer period of 2016, which was a period of particularly good weather and the misuse of alcohol was significant contributory factor.


Complaints re ASB



UPDATE: Our Locality Policing Teams were introduced in April 2016 and are working hard to improve engagement with communities; and to maintain and enhance the strong levels of public satisfaction that we enjoy in North Ayrshire. They work closely with partners, particularly in Community Learning and Development, to provide diversionary activities to prevent antisocial behaviour.

DOMESTIC ABUSE - DATA OVERVIEW




Total Crimes & Offences in domestic abuse incidents	1 Apr 15 - 31 Mar 16	1 Apr 16 - 31 Mar 17
 -21%	1356	1062

CONTEXT: Tackling domestic abuse in North Ayrshire is a priority. It is positive to see such a significant drop in the number of crimes and offences recorded. There has been consistent commitment and support from a range of partners to prevent harm in a domestic setting. For example, the pioneering work of the Multi-Agency Domestic Abuse Response Team (MADART) has played a significant role in helping to reduce offending behaviour and providing a higher quality service to victims and survivors.

The reduction in crimes is not being seen consistently across the country. Engagement with third sector partners continues to indicate increasing confidence in victims and survivors reporting recent and non-recent abuse.

HATE CRIME - DATA OVERVIEW


Hate Crime Detection Rate	16 / 17	17 / 18
	60%	77.8%

CONTEXT: We have worked hard to reach out to and engage with all of our diverse communities. Improving our communication and enhancing our engagement with those subjected to hate crime, has helped to improve our detection rates.

A review of 3rd party reporting centres is underway to ensure that staff have the relevant currency, capability and capacity to play their part in 3rd party reporting across all protected characteristics.

All hate crimes are reviewed by the local Area Commander for North Ayrshire, Chief inspector Brian Shaw, and updated to the Divisional Commander. A process is being developed to identify repeat victims and provide the relevant mitigation they require.


SERIOUS ORGANISED CRIME - DATA OVERVIEW

Drugs supply, production & cultivation	15/16	16/17
 15.7%	95	110

CONTEXT:

Ayrshire Division has a focus on tackling 8 different Serious and Organised Crime Groups (SOCG). Not all of them are based in North Ayrshire but each group has a pan-Ayrshire impact. Two of the groups have significant threat to the harm of communities across Ayrshire and additional resource, governance and assets have been dedicated to tackle them.

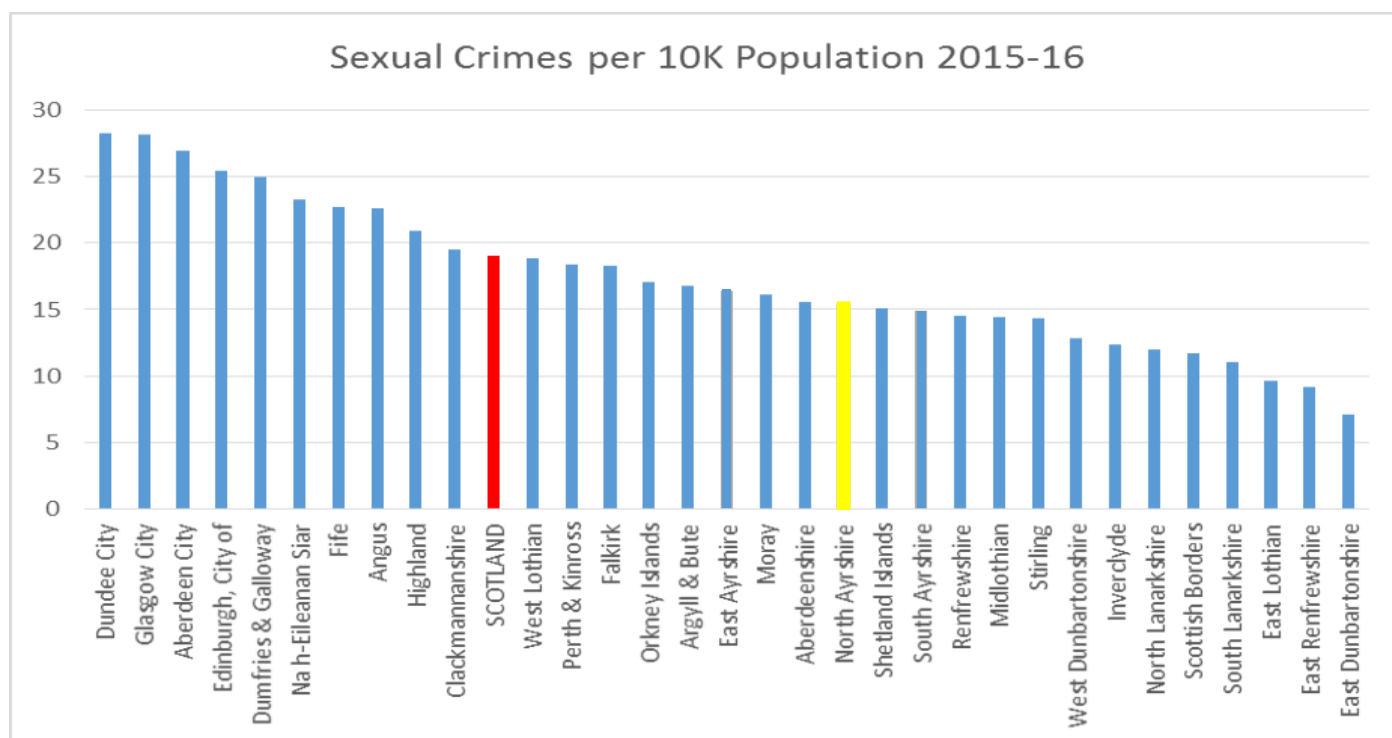
Work is developing to allow more information, intelligence and analysis to be legitimately shared with partners so that current partnership activity across Ayrshire can be enhanced and better co-ordinated.

Drugs possession	15/16	16/17
 8.9%	542	590



CONTEXT:

Tackling and preventing the misuse of drugs is a high priority for communities in North Ayrshire. Information from communities is a key element in our efforts to develop an accurate intelligence picture of the illegal drug trade, with a view to informing robust enforcement activity.

PROTECTING PEOPLE AT RISK FROM HARM - DATA OVERVIEW



Source: Scottish Government Statistics on www.gov.scot

Number of Sexual Crimes	Apr 15 - Mar 16	Apr 16 - Mar 17	Sexual Crimes detection rate	Apr 15 - Mar 16	Apr 16 - Mar 17
 -1.4%	216	213	 -29.8%	85.2%	55.4%

CONTEXT: We have seen a slight decrease in the number of sexual crimes reported. Engagement with 3rd Sector partners continues to indicate increasing and improving levels of trust by victims and survivors of sexual crimes. This is perhaps corroborated by the increasing number of non-recent reports of sexual crimes.

For the purpose of statistical gathering and for references in this report it should be noted that non recent crimes are recorded in the year in which they are reported. For example, a survivor could report to the police today abuse that occurred in 2007. This will feature in the 2017/18 criminal statistics and management information, both in terms of crimes recorded and detection rates.

The drop in the detection rate can be assessed, in part, to be related to the increasing and very welcome confidence that survivors victims have in reporting non-recent abuse.

Nationally non recent reports account for almost 30% of all sexual crimes reported to Police Scotland in 2016/17.

PROTECTING PEOPLE AT RISK FROM HARM - DATA OVERVIEW

OBJECTIVE:

MISSING PERSONS



Initial analysis of Missing person data was commissioned at the start of the year reflecting missing person reports for the calendar year 2016.

In total 615 reports were taken of missing persons in North Ayrshire in 2016. This total was made up of 262 individuals. 10 people contributed to over 33% of the entire total and 1 individual (a 15 year old female) being reported missing on 29 occasions.

The average age of a missing person is 15 years of age with 472 persons being under 18 years of age and 143 being 18 or over. Over 43% of all missing persons are accommodated within Local Authority Care.

49 missing people had either a Learning, Physical or Mental Ill-health disability recorded. There were 12 recorded missing persons with a Learning Disability, of these, 8 were under the age of 20 years, the oldest being a 46 year old male.

Those with a Physical Disability account for just three reports with one 45 year old male going missing on 2 of those occasions.

Those with a Mental Ill-health Disability account for the remaining 46 reports with age range stretching from 14 years to 83 years. Examination of the 12 individuals over the age of 50 years shows at least 4 have or are likely to have some form of Dementia.

This position is broadly in line with the national picture and that across many other local authorities.

This initial analysis is being revised so that it can be shared across Child and Adult Protection Committees and allow for the Multi-Agency response to the Scottish Government National missing persons framework to be considered.

REGISTERED SEX OFFENDERS



Data was last published on 30th April 2017 which shows the number of RSOs residing in the communities of Ayrshire was 313. A further 113 are in hospital or prison.

Up to date information relevant to all 13 Local Policing Divisions can be sourced at <http://www.scotland.police.uk/about-us/police-scotland/specialistcrime-division/national-offender-management-unit/>

SCOTTISH CHILD ABUSE ENQUIRIES



Operation Forseti

Operation Forseti is the Police Scotland response to the National Inquiry into non-recent Child Abuse in Scotland. The overall aim and purpose of the Inquiry is 'To raise public awareness of the abuse of children in care.'

Operation Hydrant

Operation Hydrant is a coordination hub established in June 2014 to deliver the national policing response, oversight, and coordination of non-recent child abuse investigations concerning persons of public prominence, or in relation to those offences which took place historically within institutional settings.

A major investigation is also underway into the non-recent sexual abuse of children in football, the investigation will explore the wider implications of disclosures and keeping children safe in the 'here and now.'



TERRORISM & DOMESTIC EXTREMISM

CONTEXT:

The threat from International Terrorism to the United Kingdom remains at **SEVERE** – meaning that an attack is ‘highly likely’. As recent events in the UK and further afield have demonstrated, the threat from terrorism is very real and it is important that communities in Scotland are alert to that threat and remain vigilant. We work closely with partners to implement the UK Government’s Counter Terrorism strategy (CONTEST). **This subject will benefit from a verbal update on 30th May 2017.**

HOUSEBREAKING - DATA OVERVIEW

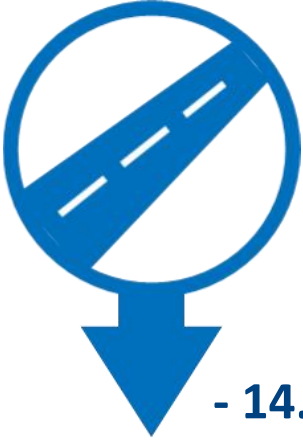
PRIORITY: HOUSEBREAKING BY LOCALITY - 1 APRIL 2016 TO 26 MARCH 2017

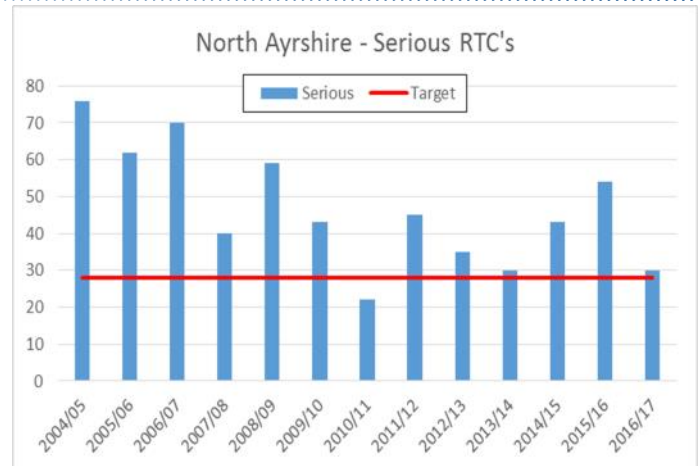
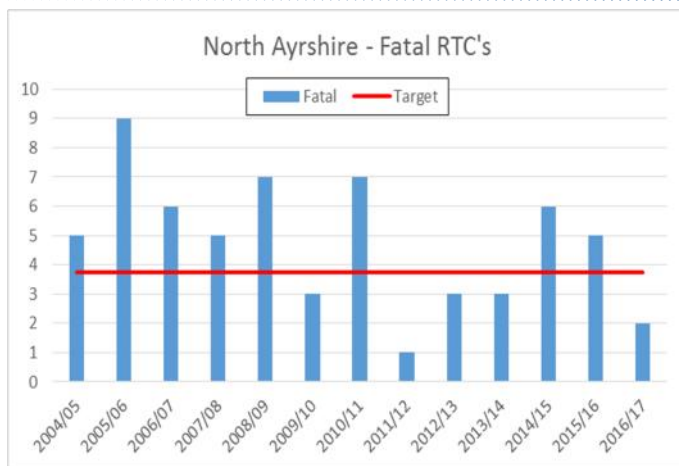
Theft by housebreaking	1 Apr 15 - 26 Mar 16	1 Apr 16 - 26 Mar 17	CONTEXT
 - 29.2%	500	344	The continued decrease in thefts by housebreaking in every Locality is very welcome.
Theft by housebreaking detection rate	1 Apr 15 - 31 Mar 16	1 Apr 16 - 31 Mar 17	CONTEXT
 - 0.9%	25.4%	24.5%	In North Ayrshire resources were dedicated to tackle this problem which is reflected in an improving detection rate and overall crime reduction.

LOCALITY	Crimes 15/16	Crimes 16/17	Detected	Dwelling House	Non-dwelling domestic	Other
Irvine	133	106	24	58	9	39
Kilwinning	41	40	5	13	11	16
Three Towns	138	84	25	35	19	30
Arran	3	1	1	0	0	1
North Coast Cumbraes	97	54	17	33	9	12
Garnock Valley	88	59	13	21	11	27
TOTAL	500	344	85	160	59	125

ROAD SAFETY & ROAD CRIME - DATA OVERVIEW

PRIORITY: REDUCE THE NUMBER OF PERSONS KILLED OR INJURED ON OUR ROADS

Road Traffic Casualties	Objective	15/16	16/17
 - 14.4%	Reduce the number of persons killed on our roads	5	2
	Reduce the number of persons seriously injured	61	36
	Number of children seriously injured	1	6
	Number of persons arrested for drink / drug driving	107	119



ROAD POLICING 2020

The Scottish Road Safety Framework is a Scottish Government publication, which details aims and objectives working with all relevant partners towards a reduction in injuries and fatalities on our roads. In order to identify specific aims, a table containing targets for reductions in serious injuries and fatalities across Scotland has been published. A baseline figure for each category (People killed, People seriously injured, Children killed, Children seriously injured) was established using an average of figures between 2004 and 2008. A milestone figure was then produced for 2015, and a 2020 target for the final figure. The 2020 targets are a reduction from the baseline figure as follows:

People Killed	40%
People seriously injured	55%
Children Killed	50%
Children seriously injured	65%

These figures and objectives are taken from the overall figures across Scotland, and are not broken down locally in the Government publication.

Police Scotland published a Road Safety and Road Crime Strategy for 2015-2018, which seeks to identify strategies and objectives in order to work towards the Road Safety Framework targets. The Strategic priorities are:

- To reduce road casualties in collaboration with our partners
- To influence driver and road user behaviour, and
- To detect and deter all types of criminality on our roads

A mid term review was undertaken in November 2016, and the following three priorities were identified as providing additional focus towards the 2020 targets:

- Speed and Motorcyclists
- Pre-drivers, drivers aged 17-25 and older drivers
- Cyclists and pedestrians

POLICE SCOTLAND ESTATE: NORTH AYRSHIRE

All of the Police Stations in North Ayrshire have been reviewed to assess their ongoing fitness for purpose. This evidence based review process has drawn on existing operational and property information and condition surveys to gain an understanding of the entire property portfolio, matching it to service delivery requirements and corporate objectives, and identifying what changes are required.

Criteria considered to evaluate individual property include:-

Operational needs & suitability.

Location and fit with the delivery of policing services.

Property running costs.

Reliability and resilience to failure.

Flexibility of space.

Disposal value.

Level of backlog maintenance.

Environmental impact.

Public accessibility.

Using this data the properties have been graded using the following categories:-

Excellent / Good Building - meets criteria of Property Asset Management plan (PAMP) in terms of operational delivery, building value for money-no/minimal Capital spend required. To be retained 5 years plus.

Good / Satisfactory - building in meeting the criteria of PAMP in terms of operational delivery, building value for money- some modification may be required to improve operational delivery or mitigate building running cost (Carbon Management Building Investment) Likely to be retained and invested upon over the next 5 Years

This building has limitations in terms of operational delivery, condition and/or running cost, or has latent re-development value. However, the property cannot be disposed without alternative accommodation/ co-sharing arrangement being identified. These opportunities should be actively sought.

This building is not required for operational delivery and does not meet Police Scotland's estates requirement. Policing can be delivered in a different manner with operational delivery to the community being retained.

Police Station	Grade
Irvine	B
Kilbirnie	A
Kilwinning	D
Lamlash	B

Police Station	Grade
Largs	C
Millport	B
Saltcoats	A

Irvine PS (Grade B)

The building is currently fit for purpose, flexible in layout and suitably equipped. However, space is proving tight for the number of staff operating from the property and there is no capacity for shared services. There is sufficient land-holding to facilitate an extension and a potential capital project may be considered in the future.

Kilbirnie PS (Grade A)

This was a Council property which was acquired and refurbished for police use in 2010. The building is currently fit for purpose, flexible in layout and suitably equipped. There is no capacity for shared services.

Kilwinning PS (Grade D)

The building is flexible in layout and suitably equipped. However, there is no capacity for shared services and there is currently no public counter provided in the building. This building is assessed as Grade D as Locality Policing in Kilwinning can be delivered in a different manner.

Lamlash PS (Grade B)

Lamlash Police Station services the residents of Arran and, during the summer period, the many visitors to the Island. Its location on the main road in and out of Lamlash enhances visibility and reassurance. The station has 2 cells which are used to hold arrested persons prior to them being transferred to the mainland by ferry. Lamlash Police Office is in keeping with the area and is appropriately maintained and remains fit for the purpose of Policing the Island. There is no public counter, however the officers do have the office open if they are in the building.

Largs PS (Grade C)

Largs Police Station has a large footprint but almost 2/3 is not required and the fabric is in poor condition with many elements such as the roof and windows life expired. The layout is cellular and, due to the construction, it could not be readily adapted. While it is within walking distance of the Town centre, parking for staff and visitors is limited. Options for replacement have been identified but appropriate financing requires to be identified. The options include 1): a new build on the existing site; 2) a shop front on the main street, 3) use of vacant space within the NHS Brooksby Centre.

Millport PS (Grade B)

Millport Police Station services the residents of Cumbrae and, during the summer period, the many visitors to the Island. It is in keeping with the area and is appropriately maintained. Although space is tight and there is no capacity for shared services, it remains fit for the purpose of Policing the Island.

Saltcoats PS (Grade A)

Saltcoats Police Station is one of the significant buildings within the Division. The building and associated facilities are suitable and sufficient for the number of staff accommodated and the Custody, which was recently extended has sufficient capacity.

POLICE SCOTLAND FINANCE: NORTH AYRSHIRE

Finance

At its recent public Board meeting, the Scottish Police Authority (SPA) presented its budget for 2017/18. Some of the key information from the report is summarised below, and the report in full can be accessed via the following link: <http://www.spa.police.uk/assets/126884/390467/budget>

Summary of the key points from the SPA Draft budget 2017/18

SPA Total Revenue budget	£1069.6m
SPA Revenue budget (for Forensics and SPA corporate)	£31.8m
Police Scotland Revenue budget	£1059.8m
Income generated	£42.4m
Police Scotland non-pay costs	£164.5m
Capital budget	£42.4m
Ayrshire Division devolved budget	£1.95m (approx.)


How is the devolved budget spent?

The majority of the devolved budget is spent in the following areas:

- Police staff costs (all)
- Police officer (overtime only – other costs retained centrally)
- Transport, e.g. fuel; public transport; car user; vehicle hire; accident damage
- Supplies and services, e.g. uniform; mortuary costs; securing premises; operational equipment; stray animals
- Admin costs
- Third party payments, e.g. accommodation

PUBLIC CONFIDENCE: COMPLAINTS & USER SATISFACTION

The following provides a list of incidents that have been referred to the Police Investigations and Review Commissioner (PIRC). When the PIRC investigation is complete it can be expected that recommendations will be placed in the public domain and these will be reported to the North Ayrshire Police, Fire and Rescue Committee.

PIRC Referrals	Incident
	<p>12/03/2016 - Discharge of a conventional firearm during an incident at a residential address in Kilbirnie. 24 year old man shot by Police following the alleged discharge of a crossbow at officers. <i>PIRC directed by Crown Office Procurator Fiscal Service</i></p> <p>18/09/2016 - Circumstances leading up to the death of a 44 year old man following the discovery of a body at a residential property in Stevenston. <i>PIRC directed by Crown Office Procurator Fiscal Service</i></p>

COMPLAINTS ABOUT THE POLICE

Number of Complaints about the Police		Number of Complaints per 10,000 Police Incidents	
139		31.6	
On Duty Allegations	Off Duty Allegations	Quality of Service Allegations	Total Number of Allegations
154	2	39	195

YOUR VIEW COUNTS

Your View Counts is Police Scotland's online public consultation platform which encourages local people to tell us what is important to them in their community. Taking part in the year-round consultation helps inform our local and national policing strategies.

Results have been published quarterly since it launched in April 2016. Quarter 4 results which will include Local Authority level data will be published on 25th May and will be available for discussion at the meeting on the 30th May.