
To: Police and Fire and Rescue Scrutiny Sub Committee

On: 10 March 2020

Report by: Director of Communities, Housing and Planning Services

Heading: Consultation on the Joint Strategy for Policing (2020)

1. Summary

- 1.1 Police Scotland and the Scottish Police Authority (SPA) launched the *Police 2026 – 10 year strategy for policing in Scotland* consultation on 27 February 2017. Renfrewshire Council responded to this consultation with the final strategy being published in June 2017.
 - 1.2 At this time, it was agreed that the strategy and implementation plan would be reviewed in 2020 with this consultation on the Joint Strategy for Policing allowing this to happen.
 - 1.3 The Scottish Police Authority (SPA) and Police Scotland launched the consultation on 20 January 2020 and a draft Renfrewshire response is attached as Appendix 1. The consultation paper and Joint Strategy for Policing (2020) can be found at:
<https://consult.scotland.police.uk/consultation/policingforscotland>.
 - 1.4 Renfrewshire Council welcomes the opportunity to respond to the consultation. The outcomes within the document are aligned to those of Communities and Public Protection within Renfrewshire Council. Renfrewshire Council will continue to work with Police Scotland as part of the Renfrewshire Community Safety partnership.
 - 1.5 The final date for submissions to the consultation was 2 March 2020. A response from the Council was submitted within the timescales set by the SPA and Police Scotland and is attached as Appendix 1.
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2. Recommendations

- 2.1 It is recommended that the Police and Fire & Rescue Scrutiny Sub Committee:
- (i) notes the publication of the consultation of the Joint Strategy for Policing (2020); and
 - (ii) homologates the Council's submitted consultation response as detailed in Appendix 1 to this report.
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3. Background

- 3.1 The Strategic Police Priorities were approved in December 2019 and noted by this Committee on 14 January 2020. The new strategic Police priorities are:
- **Crime and Security** – prioritises prevention, investigation, equality and human rights to support positive criminal justice outcomes, respond to current and emerging threats and maintain public order.
 - **Confidence** – continues to inspire public trust by being ethical, open and transparent, evidencing performance against outcomes, and building on a positive reputation at a local, national and international level.
 - **Partnerships** – works proactively with partners to maintain safe communities and support improved outcomes for individuals, increasing resilience and addressing vulnerability.
 - **Sustainability** – adapts to present and plans for future social and economic circumstances, considering the environmental impact of policing and its operations.
 - **People** – values, supports, engages and empowers a diverse workforce to lead and deliver high quality services.
 - **Evidence** – uses evidence to develop services and addresses current and emerging demands, ensuring that the right capacity and skills are in place to deliver high performing and innovative services.
- 3.2 The new priorities feed directly into the Joint Strategy and are a key driver for identifying the Priorities for Policing and also the outcomes and objectives of this strategy.
- 3.3 In addition to tackling traditional and visible crime and criminality, Police Scotland are aware that they must find different ways to prevent, disrupt and respond to the ever more inventive and complex tactics of criminals, often originating from beyond Police borders.
- 3.4 The Joint Policing Strategy (2020) details 5 high level outcomes that Police Scotland wish to achieve before going into detail on 3 objectives on how they plan to deliver the outcomes. Throughout the strategy, Police Scotland have tried to highlight the current challenges, what policing in the future will look like and how they will tackle the objectives.

- 3.5 The outcomes (bold) and objectives (bullet points) of the strategy are given below:

Outcome 1 – Threats to public safety and wellbeing are resolved by a proactive and responsive police service

- Keep people safe in the physical and digital world
- Design services jointly to tackle complex public safety and wellbeing challenges
- Support policing through proactive prevention

Outcome 2 – The needs of local communities are addressed through effective service delivery

- Understand our communities and deliver the right mix of services to meet their needs
- Support our communities through a blend of local and national expertise
- Support the changing nature of communities

Outcome 3 – The public, communities and partners are engaged, involved and have confidence in policing

- Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service
- Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective
- Work with local groups and public, third and private sector organisations to support our communities

Outcome 4 – Our people are supported through a positive working environment, enabling them to serve the public

- Prioritise wellbeing and keep our people safe, well equipped and protected
- Support our people to be confident leaders, innovative, active contributors and influencers
- Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Outcome 5 – Police Scotland is sustainable, adaptable and prepared for future challenges

- Use innovative approaches to accelerate our capacity and capability for effective service delivery
- Commit to making a positive impact through outstanding environmental sustainability
- Support operational policing through the appropriate digital tools and delivery of best value

- 3.6 The strategy will be implemented by a 3-year implementation plan that will filter through both the Annual Police plan and Local Police Plans. In turn, these will be monitored through assessing performance via quarterly returns to the Scottish Police Authority and the SPA's Annual Review of Policing. This Committee will also receive an updated Scrutiny report on performance in line with current procedures.

Implications of the Report

1. **Financial** - None
 2. **HR & Organisational Development** – None.
 3. **Community/Council Planning** –
 - *Our Renfrewshire is safe* – By implementing a strong policing strategy, Renfrewshire will be a safer place to live, work and visit.
 4. **Legal** - None
 5. **Property/Assets** - None
 6. **Information Technology** - None
 7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – None.
 9. **Procurement** - None
 10. **Risk** - None
 11. **Privacy Impact** - None.
 12. **COSLA Policy Position** – Not Applicable
 13. **Climate Risk** – Not Applicable
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List of Background Papers

- a) Joint Strategy for Policing (2020)

The foregoing background papers will be retained within Communities, Housing and Planning Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is the Communities and Regulatory Manager.

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Keeping people safe

Threats to public safety and wellbeing are resolved by a proactive and responsive police service

Society is changing. We find ourselves moving at an ever-increasing pace from the physical to the digital world; a move that creates opportunities for new and complex crime types. This shift also affects traditional crime, much of which now has a digital element.

To protect people effectively, Police Scotland will evolve, sharpening its focus on keeping people safe from harm, whilst embracing innovative technologies and partnerships.

Police Scotland, however, cannot achieve its aims in isolation. We must work with partners, including through community planning partnerships which bring together local public services to work effectively to maximise the impact of limited resources. Police Scotland will continue to be a key contributor to local joint planning and delivery, as well as to national cross-sectoral partnerships, helping drive a shift to prevention and early intervention across services. An improved balance of responsibilities across public services will allow Police Scotland to maintain a focus on its core responsibilities.

We will:

- Keep people safe in the physical and digital world
- Design services jointly to tackle complex public safety and wellbeing challenges
- Support policing through proactive prevention

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree <input checked="checked" type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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Please provide further comments in the box below.

Comments

The changes to local Policing in 2017 have been noted to be positive by Renfrewshire Council, communities and Elected Members alike. This direct intervention has increased confidence amongst communities.

The ethos being followed by Police Scotland as part of this outcome is directly linked to Renfrewshire Council's objectives and outcomes. Partnership working is extremely important, and the Renfrewshire Community Safety Partnership is a perfect example of this in action. Early intervention through Daily Tasking has allowed a targeted approach to issues to be developed that has benefited both Police Scotland and Renfrewshire Council as well as the communities of Renfrewshire.

The new Contact Assessment Model (CAM) should prioritise vulnerability and provide a better response and this is to be welcomed.

In Renfrewshire significant work is going into developing a better understanding of vulnerability within our communities which will strengthen and support the CAM approach. This includes improving awareness of NOTICE – CHECK – SHARE referral approaches to highlight when there is a concern that someone might be vulnerable to issues including domestic abuse, to being trafficked, becoming missing, being exploited (sexually, criminally or in terms of slavery) being reported as a missing person, becoming homeless or being a victim of crimes or criminality – possibly a victim of frauds or scams, a victim of a criminal group or potentially becoming radicalised or acting in relation to terrorist activity. These approaches are being developed within the Community Safety Partnership and being rolled out across partner organisations targeting awareness raising and training at those officers most likely to come into contact with vulnerable people in our community.

Cybercrime is when technology is used as a tool to commit a crime or is the object of the crime itself. In addition to tackling traditional and visible crime and criminality, we must find different ways to prevent, disrupt and respond to the ever more inventive and complex use of digital tools and new tactics.

Work is under way that will transform Police Scotland's capacity and capability to respond to these digital and cyber threats.

Please provide further comments in the box below.

Comments

Like all agencies, Police Scotland must evolve to tackle strategic issues such as Counter Terrorism or Serious and Organised Crime. Cyber Crime has become a focus for criminals and it is welcome that Police Scotland are providing a similar focus to tackling this issue and are supporting local partners in increasing their understanding of the risks and challenges posed by cyber crime.

Renfrewshire will be hosting a CONTEST Prevent Event on 30th April 2020 and an audience of around 150 partners will receive awareness raising and training around Cyber crime in general and potential threats - with a particular focus on how the cyber space can be used to promote terrorist radicalisation and extremist activity and how this can relate to the potential radicalisation of lone actor terrorists.

Please note that if you wish to report an experience of cybercrime you should do so using our standard contact options.

Please follow this link and select 'report cybercrime' for further information:
<https://www.scotland.police.uk/contact-us/>

In non-emergencies please dial 101 and in emergencies always call 999.

Communities are at the heart of policing

The needs of local communities are addressed through effective service delivery

The role of policing is to keep people safe, wherever they live. Police Scotland must continue to be responsive to all forms of community. By doing so services will continue to evolve and be designed to meet the needs of individuals and communities.

Police Scotland will continue to provide traditional, visible and accessible policing to local communities, supplemented with new support services that adapt to societal shifts. The pace of technological change means that people increasingly feature or are active participants in a digital world. Policing will reflect this in how resources are allocated, ensuring the services provided are inclusive and proactive in meeting the needs of all communities.

We will:

- Understand our communities and deliver the right mix of services to meet their needs
- Support our communities through a blend of local and national expertise
- Support the changing nature of communities

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree <input checked="" type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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Please provide further comments in the box below

Comments

The objectives again align very closely with Renfrewshire Council's objectives in the Council Plan and Community Plan (Local Outcome Improvement Plan). One of the key things in the objectives is the word "local". What works for one community within K Division will not work for another, therefore local intelligence and response is critical. This is where the local policing model has been particularly successful.

Communities need to feel empowered to feed into Police Scotland objectives and that Police Scotland are listening and responsive to their needs. Reassurance is often the largest part of this work.

Communities are changing and Police Scotland need to be at the forefront of understanding and supporting positive aspects of this change to work with them.

As part of Renfrewshire Community Safety Partnership understanding community tension and mitigation is key and utilising the Renfrewshire Daily Tasking Process and analytics around trends helps the partnership drive the Public Protection agenda. The Renfrewshire Information Sharing Protocol assists with generating the trust amongst partners to share sensitive information and exchange information proportionately and appropriately.

Specific interventions such as Your Home, Your Street, Our Community (Building Safer and Greener Communities) are important to the partnership in better understanding the needs of specific communities and addressing these appropriately. The success of this approach is improving with each community that is the focus and clear benefits are being delivered in both community policing and community cohesion.

How we involve you

The public, communities and partners are engaged, involved and have confidence in policing

The principle of policing by consent is fundamental to Scotland's social fabric. Advances in technology create opportunities for new methods of communication and response. Future developments in technology will require ongoing dialogue with the public about how to strike the right balance between privacy and protection.

Police Scotland understands the diverse nature of the communities it serves. Policing must remain accessible in times of need, whilst working with partners to agree when Police Scotland is not the most appropriate organisation to respond..

We will:

- Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service
- Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective
- Work with local groups and public, third and private sector organisations to support our communities

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree <input checked="" type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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Please provide further comments in the box below

Comments

Renfrewshire Council, Police Scotland and other key public and third sector agencies have come together and developed a strong working relationship to ensure that Renfrewshire is a safe place to live, work and visit.

As detailed above, communities across Renfrewshire (and K Division) are understood to have different needs and community dynamics and need to be treated as such.

There is a strong relationship between all relevant partners and local communities to ensure that each community has a voice and is engaged. Police are regular attendees at Local Area Partnership meetings as well as the Police and Fire and Rescue Scrutiny Sub-committee.

Supporting our people

Our people are supported through a positive working environment, enabling them to serve the public

Officer and staff safety and wellbeing are at the heart of Police Scotland's commitments. Our people want to deliver sustained change for the better. To make that happen, the service must provide strong support to all to equip them with the skills, knowledge and technology required to police safely and effectively in a changing world.

We will:

- Prioritise wellbeing and keep our people safe, well equipped and protected
- Support our people to be confident leaders, innovative, active contributors and influencers
- Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Q. Do these objectives meet your expectations?

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Please provide further comments in the box below.

Comments
This part of the strategy is clearly focused on staff and ethos of Police Scotland, however, the objectives align with the organisations values and try to ensure a feeling of belonging that should lead to a productive workforce.
Sharing information is also key in relation to the safety of staff, communities and partners.

Sustainable policing for the future

Police Scotland is sustainable, adaptable and prepared for future challenges.

Policing must continue to evolve. Ongoing political, economic and societal changes require the police service to adapt and respond to future challenges and maximise the benefits of future opportunities. Police Scotland will embrace innovation, challenging ourselves and partners to work collaboratively and sustainably. Transforming operational and support services will maximise the potential of all our assets and help deliver best value.

We will:

- Use innovative approaches to accelerate our capacity and capability for effective service delivery
- Commit to making a positive impact through outstanding environmental sustainability
- Support operational policing through the appropriate digital tools and delivery of best value

Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

Strongly agree <input checked="" type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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Please provide further comments in the box below

Comments

Innovation is critical for Police Scotland moving forward. Digital tools and technology are required to be up to date to allow Officers to tackle current issues.

The better use of data also needs to be a focus to allow Police and partners to target resources more effectively. By using data better, Police Scotland will become more sustainable. Having robust measures in place including intelligence about individuals is essential as no one single agency can meet all of the needs of an individual.