

Notice of Meeting and Agenda

Police and Fire & Rescue Scrutiny Sub-Committee

Date	Time	Venue
Tuesday, 21 May 2019	15:00	Corporate Meeting Room 1, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Bill Binks: Councillor Natalie Don: Councillor John Hood: Councillor Mags MacLaren:

Councillor John McNaughtan (Depute Convener):

Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online

at <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx>

For further information, please either email

democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

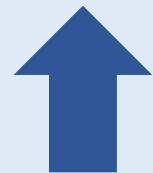
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| 1 | Police Scotland Scrutiny Report | 3 - 4 |
| | Report by Chief Superintendent, Police Scotland. | |
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| | Presentation by Police Scotland. | |
| 3 | Police Scotland - Annual Police Plan 2019-2020 | 9 - 56 |
| | Report by Director of Communities, Housing and Planning Services. | |
| 4 | HM Inspectorate of Constabulary in Scotland (HMICS) Scrutiny Plan 2019-2020 | 57 - 74 |
| | Report by Director of Communities, Housing and Planning Services. | |
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| | Report by Local Senior Officer, Scottish Fire & Rescue Service. | |
| 6 | Local Issues | |
| | Verbal Report by Police Scotland and Scottish Fire & Rescue Service. | |



Keeping People Safe in Renfrewshire

Our Purpose:- To improve the safety and wellbeing of people, places and communities in Scotland.

Violence & Antisocial Behaviour



At year end of 2018/19, Group 1 Crimes of Violence were up 11.2% on the previous year, with 30 additional victims.

Since 1 April 2018, 2,034 crimes have been identified via police proactivity.

Overall downward trend in minor violence and ASB

There were 22 fewer common assaults (-1.3%) and 252 fewer disorder complaints (-2.9%). 215 common assaults targeted emergency workers and a further 13 assaults targeted other emergency workers.



The detection rate for robberies and serious assaults have both increased on last year, to 73.9% and 78.7% respectively.

Public Protection



Recorded sexual crime continues to follow an increasing trend, with 148 additional crime reports in 2018/19 - an increase of 46.5%.

47% of reported sexual offences in the current year are non-recent in nature, up from 31% the previous year. Sexual crimes with a domestic element increased by 61% on the previous year.

Victims aged 11 - 15 years at the time of the offence constituted the highest proportion of sexual crimes (28%), with 56% of these reports being non-recent and 15% being cyber-enabled.

The detection rate of sexual crime in 2018/19 was 65.5% - up from 45.9% in the previous year.



There were 334 reported missing person incidents, of which 42% involved Looked After and Accommodated Children (LAAC). As such, Children's Units featured as the locus from which people went missing in 38% of cases. 34% of incidents involved mental health concerns. Nearly 90% of incidents were graded as 'medium' risk or lower. 60% of incidents involved repeat missing persons.

The number of unique incidents involving an adult or child concern increased by 0.1%.

2,146 domestic abuse incidents have been reported to the police, an increase of one percent on the previous year. Meanwhile, 1,233 crimes and offences were raised as a result of reported incidents, representing a decrease of two percent on the previous year.

170 complaints have been received in relation to the Police within Renfrewshire (31.5 complaints per 10,000 incidents). A total of 252 allegations have been made.

Renfrewshire

Local Policing Plan (2017 – 2020)
Reporting Period – 1 April '18 - 31 Mar '19

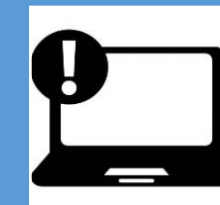
Major Crime & Terrorism



In 2018/19, 126 persons linked to serious and organised crime were arrested, in addition to £818,129 being seized under Proceeds of Crime Act legislation.

There were 113 detections for drug supply offences, an increase of 11.9% on the previous year. Cannabis, cocaine and heroin featured most predominantly in drug supply offences, being involved in 39%, 38% and 30% of offences respectively.

There have been 37 confirmed drug related deaths, with 17 further suspected DRDs awaiting toxicology results. Etizolam continues to feature in the majority of drug related deaths.



131 crimes were designated as 'cyber-crimes' via application of the relevant cyber-crime marker, in 2018/19. This represents an increase of 60% on same period in 2017/18. Reported offences included online credit and debit card fraud, menacing and indecent communications offences, and threats to disclose indecent images of complainers.

Acquisitive Crime



Shoplifting increased by 85 crimes to a total of 981 - an increase of 8.7%. Braehead continues to be the primary hotspot location.



369 housebreakings (inc attempts) - down by 13.2%, with 56 fewer crimes. Dwelling houses account for 51% of HBs.

2018/19 saw an increase of 4.2% in the volume of recorded crimes of dishonesty. While the majority of acquisitive crime categories fell, this decline was offset by an increase in the volume of crimes of fraud and theft by shoplifting.



There have been 16 reported bogus crimes, down from 25 in the previous year. Eleven of the victims in 2018/19 were elderly and / or infirm. Common tactics used included posing as utility workers to gain access and thereafter steal property, and obtaining monies to undertake gardening work and thereafter departing without completing the agreed work.

Road Safety & Road Crime



In 2018/19, five road fatalities occurred in Renfrewshire, up from two for the same period last year. Fatalities most often involved vulnerable road users including a motorcyclist, a pedal cyclist and pedestrians. Meanwhile, serious road injuries increased by 26.5% (an additional nine recorded), while slight injuries fell by 30% (86 fewer).

While disqualified driving and speeding offences have increased by 18.5% and 14.6% respectively on the previous year, all other road traffic offences have fallen compared to the same period last year.



Our Renfrewshire is fair: addressing the inequalities that limit life chances

Divisional Recognition Award Ceremony – On Thursday 25th April 2019 the Divisional Recognition Award ceremony was held at Renfrew Town Hall. Police Scotland promote the recognition of outstanding and noteworthy actions by Police Officers, Police Staff as well as assistance given by members of the public. These Awards are aimed at recognising and appreciating extraordinary work, performance and bravery, and actions above and beyond what would normally be expected, The Awards are an important means to increase awareness of individuals' and teams' efforts and achievements, and to note contributions which support the delivery of the Force Values.

Dedicated Campus Officers for the Kibble School, Paisley - This unique residential environment requires a flexible approach from a Policing perspective, in order to support staff and engage with residents in various and often difficult circumstances. Community Officers established themselves as trusted points of contact. On a daily basis, they liaise with Staff, Social Work, Youth Workers and other local agencies to contribute to the team work approach to problem solving. In addition to conducting planned inputs and dealing with individual incidents, officers regularly liaise with staff to discuss or deal with issues within the school, while building positive relationships with the staff and residents and helping to support them.

Project ADEL – Project ADEL is a single ICT platform for logging on to PCs, for using email, for accessing shared drives and for sharing calendars. ADEL is Skype for Business, a modern communication tool that has features such as instant messaging and Presence. This will pave the way for future developments such as desktop video conferencing. Project ADEL will allow Police Scotland to move forward, modernising and significantly reducing the complexity of our technology state. The project will ultimately result in improved resiliency, reliability and a more secure national technology infrastructure.

Adult Support and Protection CPD Event – Police Scotland hosted the first CPD event focusing on Adult Support and Protection (ASP). The event raised awareness and understanding across all area of Adult Support and Protection to identify and protect adult victims of abuse. Financial Harm case studies were discussed and how this impacts vulnerable adults, how to spot the signs and recognise financial crimes against vulnerable adults, in addition to discussion of interview techniques that can be used to assist with ASP.

Multi-agency CT training - In April 2019, The CTLO and senior staff from the West College Scotland had a meeting with the Scottish Government. During this, Scottish Government representatives indicated that they can provide support and funding for a Further Education (FE) Radicalisation/extremism project, which the CTLO and West College Scotland are currently developing. All of the radicalisation projects the Scottish Government have been working on to date, in terms of the education sector, have focused on schools, with the FE sector lacking significant investment. The Scottish Government are keen to improve this situation and were delighted to hear of this project in Renfrewshire & Inverclyde Division. Part of the plan is to include Radicalisation in the curriculum for Social Science students.

Protecting People at Risk – Doorstep Crime - On 25/03/2019 a member of public was targeted by a bogus worker who attempted to defraud the victim of over £17,000 for unnecessary roofing repairs to their home. Over the course of two days the suspect was able to convince the victim to attend their local bank to withdraw the cash. Upon the victim attending at their bank, staff implemented The Banking Protocol - an initiative between the police, banking institutions and Trading Standards to identify vulnerable victims who are in the process of being defrauded of funds by unscrupulous criminals. Police thereafter attended and spoke to the victim, thereafter obtaining details, attending the locus, tracing the suspect and arresting them. The accused male was charged with Attempted Fraud - Bogus Workman s. 1 and Attempts to defeat/pervert the course/ends of justice.

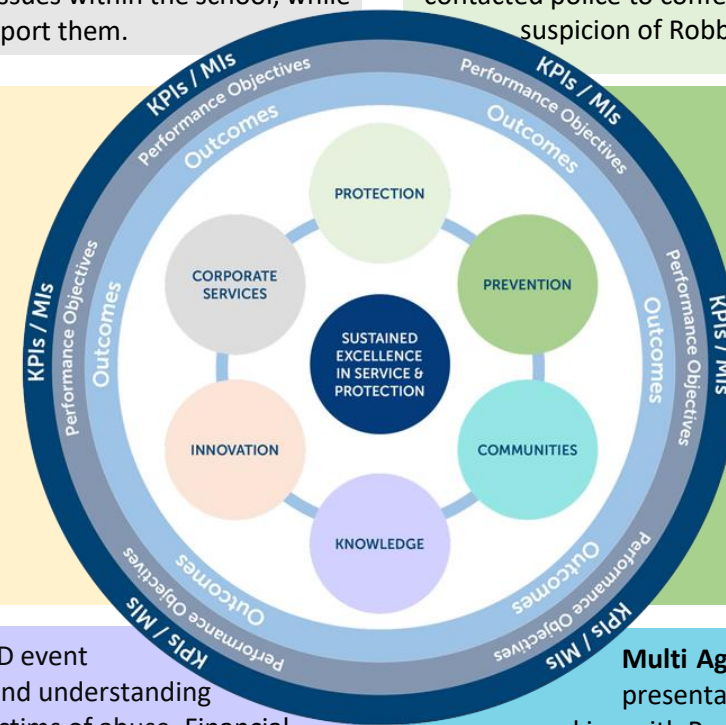
Violence/Disorder – A member of the public was pushed to the ground on Sandy Road and her handbag snatched, resulting in slight injuries and shock. Two witnesses observed the aftermath and came to the aid of the victim. One gave chase by car and traced the suspect in Trinity High School grounds in possession of the victim's handbag. The suspect was told to drop the bag, and did so before making off and clambering over a wall. The suspect then contacted police to confess to the robbery. Police attended at his address and subsequently arrested the suspect on suspicion of Robbery.

Your Home, Your Street, Our Community Initiative in Shortroods area – This is an initiative led by Police Scotland, supported by Renfrewshire Council Engage Renfrewshire, the Scottish Fire and Rescue Service and the Renfrewshire Health and Social Care Partnership. The initiative is aimed at identifying and effectively tackling the main concerns and issues that matter most to local residents, building residents' pride in their area and encouraging them to contribute to the plan, in order to make the local area a place everyone feels safe and happy to live in.

Safe Kids Event - This event was led by Renfrewshire Community Safety Partnership, in partnership with Renfrewshire Council. Around 1,900 primary six pupils from Renfrewshire took part in a series of safety workshops, covering internet safety, drug and alcohol awareness and anti-social behaviour. Initiative is to keep children safe by promoting positive behaviour and reducing any potential risks of harm through education. Divisional Commander and Provost were in attendance.

Multi Agency Partnership working – During the month of March, Community Officers conducted presentations to local schools in relation to a weapon carrying prevention plan. This involved working with Partnership agencies such as Crimestoppers, Scottish Ambulance Service and local authorities delivering presentations to approx. 1400 secondary age children. A poll revealed that on average, 40% of those present indicated that they know someone who carried a knife. A Weapons action plan was promoted during this activity, with positive feedback received from all school management teams.

Shut Out Scammers Campaign - Police Scotland is working with a number of partners on the Shut Out Scammers campaign in order to signpost the public to relevant prevention advice and support services. These include Citizens Advice Scotland; Neighbourhood Watch Alert; Scottish Fire and Rescue Service safety checks; Trading Standards Scotland; Victim Support and Care and Repair. Police Scotland will also be working in collaboration with banks and building societies to eradicate the threats of scams and advise them to remain vigilant of potential cases of scams involving vulnerable individuals.



Our Renfrewshire is thriving: maximising economic growth that is inclusive and stable

Have your say ! - Your View Counts - <https://www.surveymonkey.co.uk/r/CXH85XJ>



Robbery

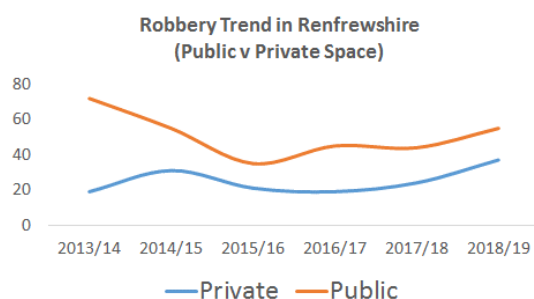
Robbery is defined as a theft that is accompanied by violence (threatened or actual) which deprives the victim of their property. In 2018/19, 92 robberies were recorded in Renfrewshire - an increase of 35.3% on the previous year, which equated to an additional 24 victims of this type of crime. The detection rate for robberies within this period was 73.9%, a notable increase on the previous year's rate of 60.3%.

Public and Private Space Robberies

While robberies occurring in 'public space' (a term which incorporates including street robberies, robberies occurring within common closes, and those targeting commercial premises such as convenience stores and betting shops) increased by approximately ten percent on the preceding five year average, the primary issue underlying the 35.3% increase in robberies was determined to relate to 'private space' robberies - i.e., those targeting victims within dwelling houses and other private residential premises. Robberies of this kind increased by more than 60% against the preceding five year average volume, and nearly 55% compared to the previous year.



Over 40% occurred in private spaces such as dwelling houses in the 2018/19 period. This is the highest proportion of 'private space' robberies recorded compared to the preceding five years. During the previous five year period overall, less than a third of robberies occurred within private settings.



This trend is highly representative of the general 'shift' from public space violence towards violence occurring within private settings. Several factors are assessed to

underlie this underlying shift, including the cultural shift towards alcohol consumption within the home setting in recent years - driven by the rising cost of alcohol and ever increasing, technology driven home entertainment options.

Private space violence (including robbery and assault with intent to rob) presents additional challenges to traditional preventative policing approaches, due to its 'hidden' nature, and lack of detection opportunities which are more often present in public spaces (e.g. CCTV coverage and presence of independent witnesses).

Commercial Robberies

While robberies targeting commercial premises continue to comprise only a small proportion of robberies overall, (slightly more than one in every ten robberies) crimes of this type reached the highest volume recorded since 2013/14 in Renfrewshire in the most recent year. Commercial robberies primarily targeted grocers and convenience stores, with no repeat locations identified in the 2018/19 period. While foodstuffs, tobacco products and low three-figure sums of cash were obtained by offenders in some of these robberies, in nearly half of commercial robberies, offenders failed to obtain any monies or other properties and fled empty handed. Two thirds of commercial robberies within 2018/19 were detected.

Offender and Victim Association

Research postulates that crimes of violence who are personally acquainted are most likely to occur within private, residential settings;ⁱ analysis of robbery within Renfrewshire indicated that in over three-quarters of private space robberies, the offender was known to the victim. While a substantial proportion of victims of street and other public space robberies also knew the offender, this was to a comparatively lesser degree (32%). Overall, just under half of identified robbery offenders were known to their victims. However, it should be noted that this proportion is assessed to be considerably higher - with many robberies involving



uncooperative complainers who refused to divulge any information to police, following the initial report - precluding the possibility of analysis of the nature of association between victim and offender in such cases. Notably, approximately eight percent of recorded robberies had a domestic element (i.e. the victim and offender were in or had previously been in a relationship together).

Uncooperative Complainers

The acquisition of accurate and comprehensive statements from all those involved within the criminal justice process, including witnesses, victims and suspects is an essential component of any police investigation.ⁱⁱ Without cooperative victims and witnesses, significant challenges are faced by police in arresting and charging suspects for crimes of robbery. In the current year, a minimum of five percent of recorded robberies in Renfrewshire involved uncooperative complainers or key witnesses. Further analysis identified that robbery crimes involving uncooperative victims/witnesses were less likely to be detected.

Alcohol

Research in the UK and beyond increasingly highlights the role of alcohol consumption in people becoming victims of violence and perpetrators of violence.ⁱⁱⁱ This continues to be the case in Renfrewshire, with approximately 32% of



all robberies being recorded as 'alcohol-related' in the current period. Alcohol was found to feature in a significant proportion of both 'public' and 'private' space violence in Renfrewshire featuring in over 40% of private space robberies and also more than a quarter of public space robberies.

Use of Weapons

More than half of recorded robberies did not involve the use of any weapon, instead involving threats of violence or acts of bodily violence (e.g. punching and kicking). Where weapons were involved, bladed weapons featured most commonly, featuring in slightly more than 20% of robberies in Renfrewshire. In many cases, where weapons were presented, these were used to threaten and intimidate robbery victims as opposed to being used to cause physical injury.



Stolen Property

Goods which are most frequently stolen in robberies are characterised by the acronym 'CRAVED' - they are concealable, removable, available, valuable, enjoyable and disposable. While cash and mobile phones featured most predominantly in terms of stolen goods in Renfrewshire robberies, other property targeted included credit and debit cards, jewellery and watches, clothing and cigarettes.



ⁱ Tompson, L. (2016) Explaining Temporal Patterns in Street Robbery. *Department of Security and Crime Science: University College London*.

ⁱⁱ Milne, B., & Bull, R. (2003) 'Interviewing by the Police'. In: Carson, D., & Bull, R. (eds):

Handbook of Psychology in Legal Contexts. John Wiley & Sons Ltd.

ⁱⁱⁱ World Health Organization (2005) 'Alcohol and Interpersonal Violence: Policy Briefing'.



To: Police and Fire & Rescue Scrutiny Sub-Committee

On: 21 May 2019

Report by: Director of Communities, Housing and Planning Services

Heading: Police Scotland – Annual Police Plan 2019/20

1. Summary

- 1.1 Strategic planning arrangements for policing in Scotland are set out in the Police and Fire Reform (Scotland) Act 2012. The Scottish Police Authority (SPA) is responsible for developing a strategic police plan for policing that reflects the Scottish Government's national outcomes, strategic police priorities and justice strategy.
 - 1.2 Police Scotland is responsible for producing an annual police plan that sets out the arrangements to deliver against the strategic police plan in the year ahead. Delivery against the annual plan is described in the quarterly performance reports submitted to the SPA and based on a performance framework. Similar arrangements exist at a local level, with Police Scotland Divisional Commanders responsible for producing local police plans for each local authority and reporting performance via this scrutiny board.
 - 1.3 Iain Livingstone (Chief Constable) has launched the Police Scotland 2019/20 Annual Police Plan. The plan was laid before the Scottish Parliament at the end of March 2019. A full copy of the Annual Plan is attached as Appendix 1.
 - 1.4 It is recommended that Renfrewshire Council welcome the Police Scotland Annual Plan 2019/20. Local relationships with Police Scotland are good and the key thematic area's set out in the proposed plan, reflect the key areas of concern that arise locally.
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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 Police Scotland Annual Police Plan 2019/20.

3. Background

- 3.1 Police Scotland's priorities are influenced by several factors including their engagement with the public and communities of Scotland; the Scottish Government's Strategic Police Priorities; and the long term strategy "Police 2026 – Serving a changing Scotland" (developed in collaboration with the Scottish Police Authority).
- 3.2 The Police Scotland Your View Counts survey (a year-round survey for anyone to comment) provides useful feedback, along with Police Scotland's analysis of the risks and emerging threats likely to impact on Scotland's communities, to establish their priorities.
- 3.3 The 2019/20 Annual Plan is based around the priorities for policing which are:
- **Protecting vulnerable people** - supporting people considered vulnerable and working with partners to reduce harm;
 - **Tackling cyber-related harm** - building capability to address the threat from cyber-related crime;
 - **Working with communities** - engaging with the public and communities to build resilience and prevent crime; and
 - **Support for operational policing** - delivering change that enables our people to deliver an effective and sustainable service
- 3.4 The priorities cut across all areas of criminality and the objectives include activity to tackle the areas that pose the greatest threat and risk, as identified by the strategic assessment. Objectives also detail activity for the delivery of Police corporate services, along with the funded programmes and projects within our change portfolio and wider improvement activity. For the first time the plan also includes specific objectives in relation to equality's duties.
- 3.5 The plan is fully aligned to a revised outcomes focused performance framework, with impact measures identified for each outcome and objective.
- 3.6 The Annual Plan breaks down each strategic outcome, the objective and the activity by Police Scotland. A full copy of the Annual Plan is attached as Appendix 1 for the information of Members.

Implications of the Report

1. **Financial** – None.
2. **HR & Organisational Development** – None.
3. **Community Planning** –

Our Renfrewshire is safe – By focusing on key areas of policing and setting priorities, Renfrewshire should be a safer place to live, work and visit.
4. **Legal** – None.

5. **Property/Assets** – None.

6. **Information Technology** – None.

7. **Equality & Human Rights** –

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** – None.

List of Background Papers

None

OR
29 April 2019

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Annual Police Plan 2019/20



**POLICE
SCOTLAND**
Keeping people safe
POILEAS ALBA

**SCOTTISH POLICE
AUTHORITY**

Police Scotland: keeping people safe

The roles and responsibilities of Police Scotland and the Scottish Police Authority (SPA) are set out in the Police and Fire Reform (Scotland) Act 2012. We work closely with the SPA who scrutinise, support and challenge policing and have a key role in maintaining and improving the service. The alignment of our strategic direction, priorities for policing, planning and performance framework are as follows:

Scottish Government (SG): National Outcomes & Strategic Police Priorities

- SG's Programme for Government and National Performance Framework set out what it wants to achieve for Scotland's people and communities, brought together by describing what the 'outcome' will be. All public services have a role to play, including policing.
- SG also has strategic policing priorities which are currently focused on seven themes: localism, inclusion, prevention, response, collaborative working, accountability and adaptability.

Scottish Police Authority: Strategic Police Plan

- Under the Police and Fire Reform (Scotland) Act 2012 the SPA is responsible for producing a strategic police plan, in line with these outcomes and priorities. The current 10 year strategic police plan, Serving a Changing Scotland, was developed jointly by the SPA and Police Scotland. It sets out our vision for the future direction of policing.

Our vision, values and purpose

- The vision described in the strategy is: Sustained excellence in service and protection.
- Our values are fundamental to everything that we do. These are: fairness, integrity, respect and human rights.
- The purpose of the police service is: To improve the safety and wellbeing of people, places and communities in Scotland.

National Strategic Assessment

- Police Scotland's planning is informed by our analysis and assessment of the threat and risk posed to Scotland and its people. We do this using data, intelligence, horizon scanning and emerging threats, linked to the wider picture across the UK and beyond.

Our priorities for policing

- Our priorities are the key areas we need to focus on to address the greatest threats and risk of harm to people and communities. We decide what these are for the year ahead using that strategic assessment and the knowledge and experience of leaders in the service. They are also informed by public opinion.

Our strategic outcomes

- We use five strategic outcomes to describe the results Police Scotland is working towards for the people of Scotland. This helps us to show how we will make a positive impact through what we are doing across the service. Our outcomes are linked to our contribution to SG's outcomes and policing priorities.

Police Scotland: Annual Police Plan

- Under the Police and Fire Reform (Scotland) Act 2012 Police Scotland is responsible for producing an Annual Police Plan. This plan summarises what we will do in the coming year to make progress against our strategic outcomes and meet our priorities for policing.

Local Police Plans / Local Outcome Improvement Plans

- Local policing divisions prepare local police plans which describe the local priorities and policing arrangements for each of Scotland's local authority areas, based on engagement with local partners.

Performance Framework

- Linked to our plans, the performance framework describes how we will monitor and measure our progress on our priorities for policing and strategic outcomes.

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Introduction by the Chief Constable



I am pleased to present Police Scotland's Annual Police Plan 2019/20. This plan sets a new direction for policing and introduces strategic outcomes that describe the impact and difference Police Scotland aims to make to the lives of people across Scotland. We have engaged extensively in the development of our priorities and outcomes and we look

forward to working with the public and our partners to achieve them.

Since becoming Chief Constable in August 2018, I have made clear that our focus should be on contributing to positive outcomes. We will achieve this through our people, our enabling infrastructure and our visibility and engagement with local

communities across the whole of Scotland. These are core components to reinforcing the public's consent to policing in Scotland, which is vital to our legitimacy and effectiveness. It is our duty to build a 21st century Police Service which is sustainable and sufficiently flexible and adaptable to meet changing public expectations and the evolving range of criminal threats the citizens of Scotland face.

Crime threats, particularly cybercrime and a growing range of online threats, have significantly changed the way we need to work to protect the public. We must adapt to these changing threats and use the opportunities presented by technology to improve effectiveness and maximise the amount of time officers spend in local communities.

Police Scotland's role is far reaching and has a positive impact on people and communities across Scotland. We will prioritise our resources towards issues that cause the most harm to people and communities, in order to have the greatest impact. My role is to set the priorities for policing that will allow us to do this each year, based on our ongoing assessment of threat and risk, and our knowledge and experience of policing in Scotland.

Our plan focuses on activity to support and improve operational delivery. I believe the strength inherent in the national service has made Scotland a safer place to live, work and visit and this is exemplified by policing which is delivered locally, in communities across the country. We will continue to build on strong local, community and partner relationships to deliver better outcomes for people and build public confidence.

Police Scotland continues to operate in a challenging environment with increasing uncertainty and demand for our services and ongoing financial constraints. Despite this, we recognise that we must continue to invest in change within the limits of available funding, to enable and support our people to deliver the best service possible. Our people continue to deliver a highly professional and responsive service around the clock and we must ensure they have the right support to achieve the best outcomes for the communities they serve.

A handwritten signature in black ink, appearing to read 'Iain Livingstone', written in a cursive style.

Iain Livingstone QPM
Chief Constable

Annual Police Plan 2019/20

Our vision | Sustained excellence in service and protection

Our purpose | To improve the safety and wellbeing of people, places and communities in Scotland

Our values | Fairness | Integrity | Respect | Human Rights

Priorities for policing

Protecting vulnerable people

Supporting people considered vulnerable and working with partners to reduce harm

Tackling cyber related crime

Building capability to address the threat from cyber related crime

Working with communities

Engaging with the public and communities to build resilience and prevent crime

Support for operational policing

Delivering change that enables our people to deliver an effective and sustainable service

Objectives

Outcomes

Use information and intelligence

Protect vulnerable people

Respond to cybercrime

Reduce re-offending

Deal with all threats to public safety

Tackle serious criminal threats

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

Meet the needs of local communities

Work with partners on shared priorities

Support local preventative approaches

Build effective local partnerships

Improve our support services

The needs of local communities are addressed through effective service delivery

Enhance public contact channels

Enhance public satisfaction

Improve public engagement

Use insights and feedback

Improve public confidence

Public and communities are engaged, involved and have confidence in policing

Implement a strategic workforce plan

Create a positive environment for our people

Promote health, safety and wellbeing

Ensure our people are confident to lead

Develop crime and specialist support services

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

Adapt to growing and changing demands

Advance our Equality Outcomes

Develop lean and agile support services

Build a sustainable financial direction

Invest in our use of ICT

Develop an innovative culture

Police Scotland is sustainable, adaptable and prepared for future challenges

Changing demands on policing in Scotland



Policing is complex and the demands we face are increasing and changing. In 2017/18 Police Scotland dealt with 1.71 million reported incidents, an increase of 2.6% on the previous year, reflecting the increasing demands on policing. Incidents relating to vulnerability and harm continue to impact on public safety and wellbeing. Only one fifth of the calls to which officers are deployed result in a crime being recorded and much of the remaining demand sees officers assisting vulnerable people in a variety of situations, many of which are related to mental health.

Tackling the harm caused by crime remains central to what we do and our strategic assessment provides details of criminal threats and trends. Much of the crime we deal with has a cyber element, reflecting how society has evolved. Cyber related criminality is not confined to cyber attacks on computer systems but is wide ranging and includes sexual crime, fraud and hate crime. Due to the evolving and complex nature of cybercrime, assessing the level of threat it poses to Scotland's communities is challenging. An increasing range and volume of crime is committed online and we must adapt to tackle this threat. Protecting people at risk remains a key focus for policing

and our partners. Reporting of sexual crime has risen in recent years, with around a quarter of reporting relating to non-recent crimes. Partnership working is key to ensuring we provide the best support possible to victims and implement prevention activities.

We will continue to direct our resources to the issues that cause most harm, including sexual crime, domestic abuse, child sexual abuse and human trafficking – as well as ensuring that non-recent offences are pursued and that we secure justice for victims.

We remain committed to tackling violence, disorder and antisocial behaviour. These are consistently found to be priorities from public consultation. We will explore all opportunities to prevent such crime and target high risk, repeat offenders, including those involved in serious organised crime groups (SOCGs).

Drug trafficking remains the largest criminal market for SOCGs and the increasing number of drug related deaths across the country illustrates the significant level of harm this causes. Poly-drug use is now identified as a significant factor in the incidence of drug related harm.

Whilst the overall level of acquisitive crime remains static, reductions in housebreaking, vehicle crime and theft are balanced by increases in cyber enabled fraud, again reflecting changes in society. We will increase our capability to prevent and investigate cybercrime and disrupt SOCG activity.

Road safety is also a key concern for our communities and we must maintain our efforts to reduce the harm on our roads, especially to vulnerable road users. This includes the increasing proportion of older drivers and pedestrians, as well as young drivers, motorcyclists and cyclists.

Key to our delivery is continuing to improve public contact and engagement and working closely with communities and our partners to develop prevention approaches to tackling crime, reducing harm and improving community wellbeing and resilience.

The full implications of the UK's exit from the European Union are

expected to emerge over the next few years, presenting a number of risks for policing. We will potentially face a challenge to maintain our existing capabilities, with changed access to European law enforcement networks and systems. Operational risks also relate to the potential for disruption at ports, protest events and public disorder. We will work with our partners across the UK to ensure we are fully prepared for the impact of this change.

Operational policing is dependent on high quality support services that enable our people to deliver and we must continue to invest in the change required to improve effectiveness and efficiency. This includes areas such as digital, data and ICT and the modernisation of our estates and fleet. Implementation of a strategic workforce plan will ensure the development of a highly skilled, flexible workforce and sustainable resourcing model tailored to demand.

Public sector budget constraints remain a challenge for our financial and change planning. As the demands on policing change then our service must be sustainable and capable of readily adapting to meet future challenges. We will target investment

in line with available funding, towards the priority workstreams that will achieve the greatest benefits, as described in this plan. Going forward, we will continue to review our plans to ensure we are investing and prioritising in the right areas.



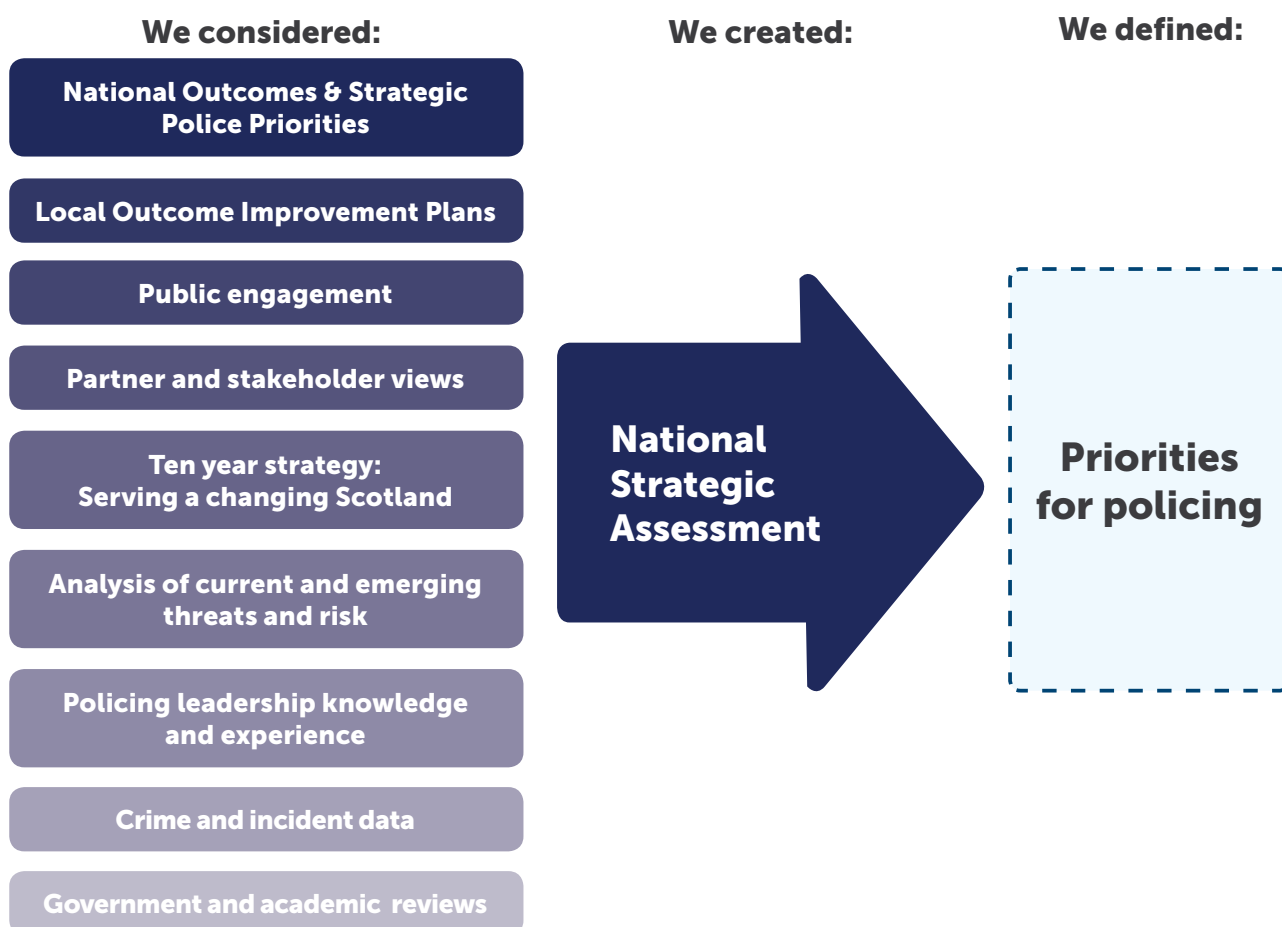
Our priorities for policing



How we set priorities for policing to achieve our strategic outcomes

Our priorities for policing are informed by the findings in our National Strategic Assessment and the knowledge and experience of police leaders across the service, who play a key role in assessing threat and risk.

The strategic assessment process is informed by feedback from the public, partners and stakeholders. It provides analysis of crime and incident data, intelligence, forward horizon scanning and emerging threats, with links to the wider picture across the UK.





Our 'Your View Counts' survey provides ongoing public feedback regarding the issues that matter at both national and local level, ensuring a public voice in our planning. Members of the public are invited to help inform our priority setting process by telling us what is important to them at a local and national level. During the 12 month period October 2017 to September 2018 11,088 people completed the survey.

Public opinion shows that the areas of policing activity most frequently requested as national priorities include

counter terrorism, violent crime, serious and organised crime, drug dealing/ misuse and child protection. At a local level, anti-social behaviour, road safety and housebreaking also feature highly.

Colleagues across the service have been engaged and consulted to inform the development of this plan. Police Scotland also undertook a period of public engagement in February and March 2019 regarding our proposed outcomes and priorities for policing. This generated 1,995 responses and the feedback has informed this plan.

Overview of our priorities for policing

Our priorities for policing recognise the changing threats and demands we face. Our focus is on keeping people safe, which means tackling crime and the issues that affect the most vulnerable in our society to improve outcomes for people and communities. Our analysis and an assessment of the threat and risk posed tells us that we must work closely with our partners to address the following priorities for policing to deliver our strategic outcomes.



Priorities for policing	
Protecting vulnerable people	Supporting people considered vulnerable and working with partners to reduce harm
Tackling cyber related crime	Building capability to address the threat from cyber related crime
Working with communities	Engaging with the public and communities to build resilience and prevent crime
Support for operational policing	Delivering change that enables our people to deliver an effective and sustainable service



Our priorities for policing cut across all aspects of criminality and policing and we will tackle the areas that pose the greatest threat and risk, as highlighted in our strategic assessment and detailed below.

- Counter terrorism and domestic extremism
- Domestic abuse
- Rape and sexual crime
- Child sexual abuse and exploitation
- Human trafficking
- Serious violence (including homicide)
- Hate crime
- Fraud
- Drugs
- Robbery
- Antisocial behaviour
- Serious organised crime group (SOCG) related violence, firearms and feuds
- SOCG related economic crime
- Road casualties
- Drink/drug driving

In addition, we will work with our partners and communities to ensure the safe delivery of public events across Scotland.

Our corporate support, people and professionalism services enable and support our operational resources to deliver against our priorities for policing and achieve our strategic outcomes. High quality support services directly enable delivery of improvement and change; this includes supporting and developing our people, delivering value for money through effective planning, partnerships and technology, as well as successfully delivering innovation, improvement and change that enhances policing. Our people are our best asset and we are committed to implementing our people strategy to support their wellbeing and development, alongside their involvement in shaping change.

Our change portfolio is designed to meet the objectives of our current long-term strategy, Serving a Changing Scotland, and we will deliver the key programmes described in this plan, alongside local improvement activity, to improve policing and deliver better outcomes for the public and communities of Scotland.



Annual Police Plan 2019/20



Priorities for policing

Our priorities for policing are the key areas we will focus on to address the greatest threats and risk of harm to people and communities.

Protecting vulnerable people

Tackling cyber related crime

Working with communities

Support for operational policing

Strategic outcomes

Our strategic outcomes describe the impact and difference Police Scotland aims to make to the lives of people in Scotland by addressing our priorities for policing. This helps us to show how we will make a positive impact through what we are doing across the service.

OUTCOME: Threats to public safety and wellbeing are resolved by a **responsive** police service

OUTCOME: The needs of **local** communities are addressed through effective service delivery

OUTCOME: Public and communities are **engaged, involved** and have **confidence** in policing

OUTCOME: Our people are supported through a **positive working environment** enabling them to serve the public

OUTCOME: Police Scotland is **sustainable, adaptable** and **prepared** for future challenges

Annual Police Plan

The following details of our plans for 2019/20 summarise what we will do in the coming year to make progress against our strategic outcomes and priorities for policing. The annual police plan is underpinned by more detailed plans at Deputy Chief Constable and Deputy Chief Officer level. Local Police Plans will also be refreshed. These will align with Local Outcome Improvement Plans.

Outcomes	PUBLIC SAFETY & WELLBEING Threats to public safety and wellbeing are resolved by a responsive police service	NEEDS OF LOCAL COMMUNITIES The needs of local communities are addressed through effective service delivery
Objectives	<ul style="list-style-type: none">• Use all available information/ intelligence to address our policing priorities• Protect vulnerable people and victims of crime from harm• Improve our understanding of, and response to, the threat from cybercrime• Work with the public, communities and partners to reduce re-offending• Work with communities to ensure they are well equipped and prepared to deal with all threats to public safety• Effectively tackle current and emerging serious criminal threats to public and community wellbeing	<ul style="list-style-type: none">• Ensure our operational resources deliver services that meet the needs of local communities• Work collaboratively with our partners on our shared priorities, including public health and vulnerability• Design, develop and support local preventative approaches to reduce harm and demand• Build, develop and maintain effective local partnerships• Improve our support services to enable the delivery of effective local policing

Performance Framework

Our outcomes focused performance framework is linked to our plans and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes.

CONFIDENCE IN POLICING Public and communities are engaged, involved and have confidence in policing	POSITIVE WORKING ENVIRONMENT Our people are supported through a positive working environment enabling them to serve the public	SUSTAINABLE AND ADAPTABLE SERVICE Police Scotland is sustainable, adaptable and prepared for future challenges
<ul style="list-style-type: none">• Enhance public contact and ensure our services are available by a range of accessible channels• Maintain and enhance public and community (user) satisfaction• Improve the reach of our public and community engagement initiatives• Use insights and feedback to shape and improve our services• Develop our approach to understanding and improving public confidence	<ul style="list-style-type: none">• Implement a strategic workforce plan to build a diverse workforce that has the right size, shape and capability• Create a positive environment for our people to achieve their potential• Promote the health, safety and wellbeing of our people• Ensure our people are confident to lead and equipped to face current and new challenges• Develop and maintain the right crime and specialist support services for policing in Scotland	<ul style="list-style-type: none">• Ensure Police Scotland is meeting and adapting to growing and changing demands on policing• Develop and promote best practice in the advancement of our Equality Outcomes• Transform and develop lean and agile corporate support services for policing and forensics• Build and maintain a sustainable financial direction for policing in Scotland and evidence best value• Invest in our use of information and technology in accordance with our digital, data and ICT strategy• Develop and support an innovative culture

Strategic Outcome - Threats to public safety and wellbeing are resolved by a responsive police service

This outcome will support delivery of the strategic objectives in our ten year strategy to 'Enhance cyber and forensic capabilities' and 'Strengthen effective partnerships.'

Police Scotland's focus is on keeping people safe, and protecting people from threats to their safety and wellbeing. Our strategic assessment tells us we must direct our resources to protect vulnerable people and address issues that cause the most harm, including rape and sexual crime, domestic abuse, child sexual abuse and exploitation and human trafficking.

Crime is also becoming more complex and we will enhance our capability to address the cross-cutting threat from

cyber related crime. To do this we will work with partners to tackle serious organised crime groups, drug trafficking and terrorism. Improvements to our cyber capability will support our efforts to address online fraud, sexual crimes and other cyber related criminality.

Effective partnership working will build resilience, ensuring awareness of, and preparedness to respond to, current and emerging threats and risks.

Success will mean that the public are safer as a result of our work to reduce the harm caused by crime and other incidents, whilst people considered vulnerable are supported and protected from harm. Communities will be aware of and prepared to respond to current and emerging threats and risks.

Key	Operational activity	Change activity
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Objective	Activity
Use all available information and intelligence to address our policing priorities	Provide high quality intelligence support to deliver the strategic intelligence requirements and respond to priority crimes and threats
	Enhance our understanding of non-crime related incidents and demand as part of our focus on partnership, prevention and community wellbeing
	Use our Automatic Number Plate Recognition (ANPR) assets to detect and disrupt criminals using the roads and inform the wider strategic intelligence requirements. Further investment in ANPR capability across Scotland will take place in 2019/20

Protect vulnerable people and victims of crime from harm	Improve and enhance our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents
	Protect people considered vulnerable and prevent all forms of abuse, neglect and exploitation including domestic abuse, child sexual abuse and exploitation, rape and sexual crime, hate crime and human trafficking, including online
	Develop partnership approaches to tackling the harm caused by drug misuse and deliver the outcomes within Scotland's Rights, Respect and Recovery Alcohol and Drug Treatment strategy
	Review and consider recommendations for service delivery improvements to our Standards of Service for Victims and Witnesses
	Deliver the policing aspects of the Youth Justice Strategy and Police Scotland's approach to children and young people
	Implement the Contact Assessment Model (CAM) to empower staff to make dynamic assessment of threat, risk, harm and vulnerability, working with partners to provide an appropriate response based on need
Improve our understanding of, and response to, the threat from cybercrime	<p>Deliver Scottish Government's Cyber Resilience Strategy and Public Sector Action Plan. Activity will support efforts to tackle cyber related crime, including:</p> <ul style="list-style-type: none"> • Establishment of a cyber resilience board to oversee delivery • Collaborative cyber incident response exercising • Identification of opportunities to establish cybercrime intelligence sharing agreements
	<p>Implement national digital forensic infrastructure to enhance our capability to protect against and investigate cyber related crime. We will:</p> <ul style="list-style-type: none"> • Establish a cyber triage device for the efficient capture of digital evidence to support efforts to tackle cyber related crime • Establish a data quality and retention capability within cybercrime investigations and digital forensics • Invest in cyber resilience to protect the organisation against cyber attacks

Work with the public, communities and partners to reduce re-offending	Direct our resources to reduce re-offending and effectively manage offenders who pose a serious risk to reduce harm and demand
	Develop an implementation timeline for the introduction of speed awareness courses to improve driver behaviour and road safety
Work with communities to ensure they are well equipped and prepared to deal with all threats to public safety	Deliver policing's contribution to the Justice Strategy for Scotland outcomes focusing on partnership, prevention and community wellbeing, aligned to our ethics/values and the development of a rights-based approach to policing
	Ensure a high state of preparedness to mitigate and respond to major incidents, terrorism and inclement weather
	Safely deliver all high profile public events
	Maintain and improve our business continuity plans, ensuring a high level of preparedness to respond to disruption
Effectively tackle current and emerging serious criminal threats to public and community wellbeing	Counter the threat from terrorism through active engagement with communities and working with partners to deliver the four key strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare
	Disrupt and prevent serious organised crime activity to support delivery of the outcomes in the Serious Organised Crime Strategy
	Improve our understanding and response to the threats posed from the criminal use of firearms
	Review and enhance our approach to online and organised fraud to protect individuals and businesses from the resulting harm

Strategic Outcome - The needs of local communities are addressed through effective service delivery

This outcome will support delivery of the strategic objectives in our ten year strategy to 'Improve public contact, engagement and service' and 'Transform our corporate support services.'

Societal change is placing increasing demands on policing and we must adapt and evolve to address this. Local policing delivery is at the heart of what we do and we must work more closely with our partners to meet the varying needs of communities across Scotland. This includes providing the right support for local delivery through access to specialist resources.

We will collaborate with partners to prevent crime, protect victims and vulnerable people and target high risk offenders to address serious violence, robbery, hate crime and antisocial behaviour. Efforts to reduce the harm on

our roads will focus on reducing road casualties and tackling drink/drug driving.

The transformation of our corporate services to provide high quality and agile support will be a key enabler for improved operational delivery, alongside local policing models that reflect the differing needs of rural, remote, island and urban communities.

Local Police Plans will also be refreshed in the coming year, aligned with Local Outcome Improvement Plans. This work will also be supported by significant local engagement with the public, local authorities and partners.

Success will mean that Police Scotland can ensure tailored local policing delivery that meets the needs of Scotland's diverse communities. Support will be provided by national resources, delivered locally. Prevention and partnerships will have a positive impact on reducing demand.

Key	Operational activity	Change activity
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Objective	Activity
Ensure our operational resources deliver services that meet the needs of local communities	Provide specialist operational resources to meet communities needs and protect them from risk and harm
	Engage and work effectively with local public sector leaders to plan, support and deliver effective services to our communities. New local police plans will be developed in 2019/20, in alignment with Local Outcome Improvement Plans, for implementation from 2020/21
	Effectively tackle acquisitive crimes that impact on local communities including housebreaking, bogus workers and doorstep crime and theft of motor vehicles
	Implement local policing approaches, aligned to demand, reflecting the differing needs of rural, remote, island and urban communities

Work collaboratively with our partners on our shared priorities, including public health and vulnerability	<p>Deliver prevention and early intervention approaches to reduce vulnerability. Activity will support our focus on partnership, prevention and community wellbeing</p>
	<p>Use national processes to ensure multi-agency information sharing to protect victims and vulnerable people and target high risk offenders</p>
	<p>Collaborate effectively with key partners to deliver the Scottish Road Safety Framework, positively influence driver and road user behaviour and reduce injury on Scotland's roads</p>
	<p>Deliver a multi-agency approach to the Scottish Government's Mental Health Strategy and reduce related demand</p>
	<p>Build on our strong collaborative relationship with British Transport Police to improve service delivery in communities and on the railways</p>
Design, develop and support local preventative approaches to reduce harm and demand	<p>Implement innovative approaches to preventing crime and reducing the resulting harm and demand</p>
	<p>Deliver a calendar of road safety and road crime campaign activity and initiatives in partnership with Road Safety Scotland</p>
	<p>Develop and deliver collaborative approaches to preventing serious violence, robbery, hate crime and antisocial behaviour</p>

Build, develop and maintain effective local partnerships	Strengthen and enhance our work with partners through community planning arrangements to share information and develop education, prevention, diversionary and enforcement measures to tackle national and local priorities
	Deliver a multi-agency approach to preventing and tackling wildlife crime
	Design and develop a fresh and dynamic approach to partnerships, prevention and community wellbeing. Implementation of services under a new Partnerships, Prevention and Community Wellbeing portfolio will commence in 2019/20
	Build on our working relationships with local authority partners, COSLA and others to improve services, taking an active role in the Local Governance Review
	Work with the Scottish Fire and Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration Strategy. We will explore opportunities for collaboration in four core areas: co-location, co-response, shared knowledge and shared services
Improve our support services to enable the delivery of effective local policing	Implement improvements to our support services and processes to better support policing delivery
	Develop and implement collaboration with partners for co-location and shared estate provision. Investment in co-location projects in Haddington, Largs and Peterhead will take place in 2019/20
	Provide high quality corporate communication services to support policing delivery

Strategic Outcome – Public and communities are engaged, involved and have confidence in policing

This outcome will support delivery of the strategic objective in our ten year strategy to ‘Improve public contact, engagement and service.’

Community engagement is an important aspect of policing, and our aim is to increase the presence of policing in local communities and build stronger relationships with people so they feel that their input is genuinely valued, listened to and is having an impact on our policing approach. This insight will inform how we

shape and improve our services, at both national and local level.

Our approach is designed to improve public satisfaction with our services and build confidence in policing. Building public confidence in our services will help us to effectively tackle our priorities for policing.

Success will mean the public feel that they have a voice in shaping our policing approach. People will feel that Police Scotland delivers a service that builds their confidence in policing.

Key	Operational activity	Change activity
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Objective	Activity
Enhance public contact and ensure our services are available by a range of accessible channels	Design and implement a strategy to enhance public contact channels and improve our public and community engagement
	Design and develop new public contact channels and communication methods

Maintain and enhance public and community (user) satisfaction	Contribute to and participate in key stakeholder activities, including the government's Victims Taskforce, to improve support, information and advice for victims of crime
	Re-design and implement an independently verified approach to measuring public and community satisfaction
Improve the reach of our public and community engagement initiatives	Develop and enhance how we engage the public and communicate regarding their needs and local issues, including hard to reach and diverse communities
	Develop and implement a framework to make engagement consistent across the service, strengthening relevance, responsiveness and accountability
Use insights and feedback to shape and improve our services	Involve the public and partners in shaping change, innovation and continuous improvement planning through effective engagement and consultation processes
	Act on the insights gained from public engagement to design our services and address the issues that matter to the public and communities
Develop our approach to understanding and improving public confidence	Improve public and stakeholder confidence to enhance reporting (including third party reporting) of crime, especially domestic abuse, sexual crime, hate crime and human trafficking
	<p>Deliver a high standard of care to those in police custody and act on feedback from the Independent Custody Visitors Scheme. We will:</p> <ul style="list-style-type: none"> • Pilot a new shift pattern for custody staff to improve effectiveness • Pilot the introduction of Link Officers as part of the Navigator Project (funding from Big Lottery) within custody centres at Livingston, Aberdeen, Falkirk and London Road, Glasgow • Build on progress to make mental health nurses available in all custody centres
	Contribute to the independent Review of Complaints Handling, Investigations and Misconduct Issues in relation to Policing and implement the recommendations
	Maintain and enhance openness and transparency in our communications
	Create and test meaningful measures for public confidence
	Enhance public confidence based on insight gained from our communities

Strategic Outcome - Our people are supported through a positive working environment enabling them to serve the public

This outcome will support delivery of the strategic objective in our ten year strategy to 'Empower, enable and develop our people.'

Our people drive the success of Police Scotland and we will provide them with the right working environment, skills, tools and support necessary to deliver the best service for Scotland's communities and achieve our strategic outcomes. Our aim is to develop an inclusive and supportive culture, where our people have a voice, feel listened to and are involved in shaping our services.

In order to enable our people to deliver a better service we will invest in our capability to tackle cyber enabled and dependent crime. We will also train

and equip our people to implement new legislation to tackle drug driving.

Implementation of our people strategy will include activity to support wellbeing, develop leadership and introduce staff pay and reward modernisation. Investment in our digital, data and ICT capability is a key component of our approach to change and enablement to ensure that Police Scotland has the necessary skills, resources and technology to support effective service delivery.

Success will mean that Police Scotland's officers and staff have the necessary skills, resources and technology available to them. We will have a positive working environment that supports the wellbeing and development of our people.

Key	Operational activity	Change activity
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Objective	Activity
Implement a strategic workforce plan to build a diverse workforce that has the right size, shape and capability	Implement a strategic workforce plan to achieve the right balance of resources, capacity and skills
	Develop our management information to support improved decision making in relation to resources
Create a positive environment for our people to achieve their potential	Effectively engage with and support our people through local delivery of our people strategy
	Ensure effective engagement and communication across the service to support the people impact of change
	Develop and enhance our people survey and act on the results. In Autumn 2019 we will launch our Engagement and Wellbeing Survey
	Implement a revised recruitment and selection approach to identify, attract and retain the best talent. In 2019/20 we will implement a new e-recruitment process
	Support individual performance and development through the Personal Development Conversation (PDC) process
	Implement new harmonised staff terms and conditions (Staff Pay and Reward Modernisation (SPRM)) and develop options for police officer reward

Promote the health, safety and wellbeing of our people	Embed and enhance the wellbeing programme as part of our people strategy to support a healthy working environment
	Ensure that workplace activities are carried out in such a manner that risks to the health, safety and welfare of staff and public are eliminated or reduced
	Ensure our people are aware of their roles and responsibilities concerning the management of health and safety
Ensure our people are confident to lead and equipped to face current and new challenges	Implement and evaluate the programmes within our leadership framework, as part of our people strategy
	Introduce an improved promotion process at all ranks that is transparent and fair
	Ensure training provision is aligned to our priorities for policing, including implementation of a new probationer training programme to complement the modern apprenticeship scheme
	Implement new drug driving legislation, supported by relevant training, procedures and equipment
	Ensure our people have the skills and knowledge to effectively investigate and tackle crime with a digital, technological or cybercrime facet. We will implement plans to deliver digital knowledge and skills training and recruit people with the right skills within our specialist Cybercrime Unit and across the service

Develop and maintain the right crime and specialist support services for policing in Scotland

Implement a revised delivery structure of specialist support functions including intelligence support, crime and performance analysis

Develop and implement our estates and fleet strategies to support and enable operational policing. We will:

- Commence implementation of our revised estates modernisation strategy and plan alongside completion of the estates disposal programme
- Work with divisions and departments to keep fleet requirements under review and meet their specific needs

Develop a sustainable custody model to support local policing. We will:

- Roll out and evaluate criminal justice hubs (excluding estates work due to reduced budget)
- Deliver a new custody operating model
- Introduce multi-skilled Police Custody and Security Officers (PCSO) across functions

Introduce a standard process and structure for productions management, to complement the new Core Operational Solutions (COS) ICT solution and improve overall efficiency around productions handling

Introduce a new records management workflow tool, updating relevant processes and improving control and efficiency around the management of records

Strategic Outcome - Police Scotland is sustainable, adaptable and prepared for future challenges

This outcome will support delivery of the strategic objectives in our ten year strategy to 'Invest in our use of information and technology' and 'Transform our corporate support services.'

Given the increasing complexity of crime, vulnerability and the broadening scope of policing responsibilities, the demands placed on Police Scotland continue to grow. It is important that our people, equipment and technology are used in the most effective way in order to meet demand. We will be more productive through the use of technology and improved processes,

with a flexible workforce that allows our people to respond quickly to the demands being placed upon them.

Sound financial planning is a key aspect of our approach, balancing significant investment in necessary change with the improvements in efficiency and productivity that will ensure long-term sustainability.

Success will mean that our services are meeting the growing and changing demands on policing, within the context of current constraints. Increased capacity and productivity will improve sustainability and flexibility.

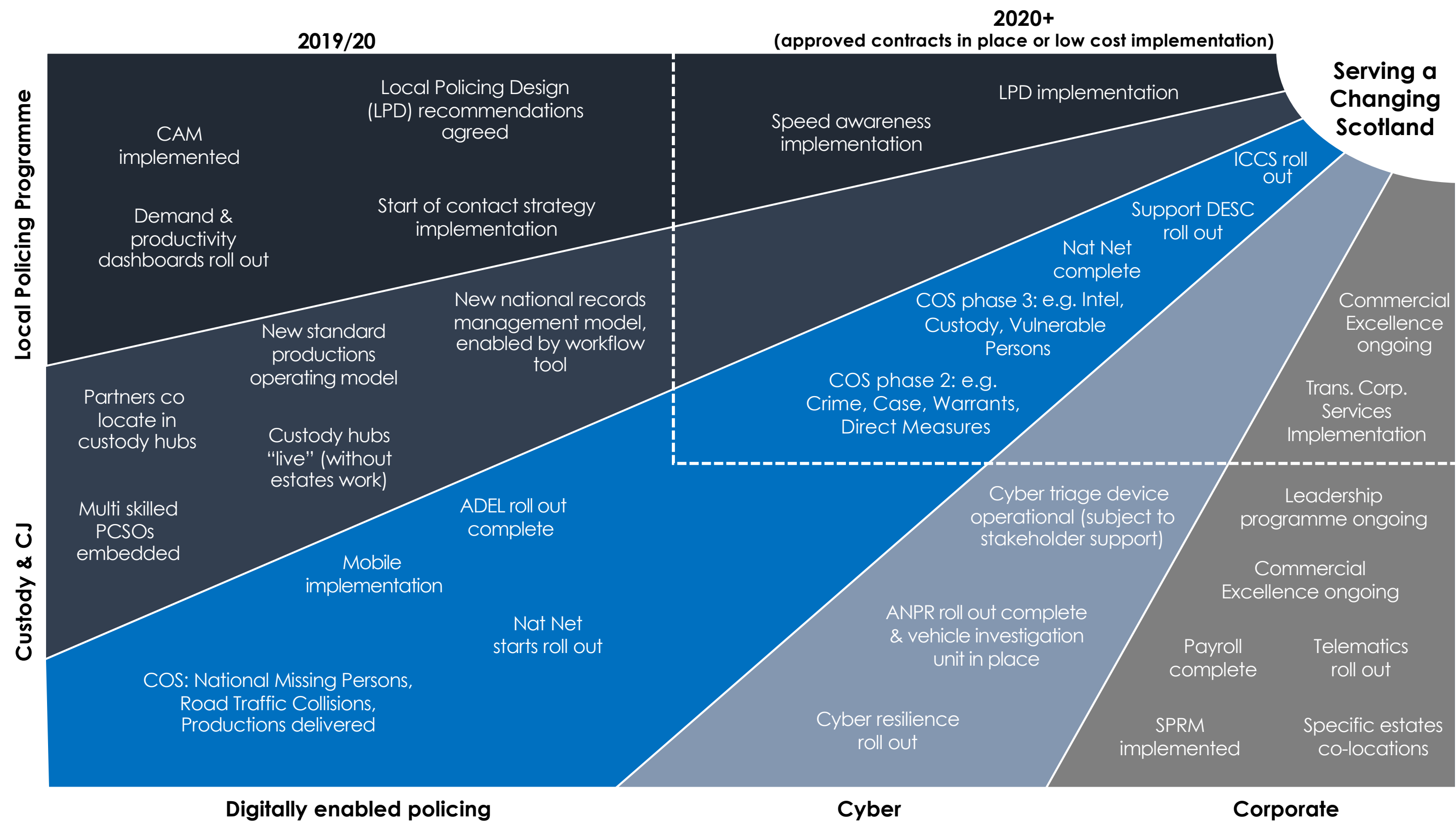
Key	Operational activity	Change activity
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Objective	Activity
Ensure Police Scotland is meeting and adapting to growing and changing demands on policing	Respond effectively to the outcomes of negotiations to leave the EU, supporting the public and communities
	Promote our organisational ethics and values through design and consultation on a rights-based approach to policing and build on progress to introduce ethics advisory panels to embed these across the service
	Develop a target operating model for policing including local, national and corporate structures to deliver the best service for people and communities
Develop and promote best practice in the advancement of our Equality Outcomes	Promote equality and diversity initiatives both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty. Police Scotland's Equality and Diversity Mainstreaming Progress Report will be published in 2019/20
	Strengthen the diversity of our workforce through the work of our Positive Action Team, providing support to people across Scotland from under-represented groups who are considering a career in policing. The Introduction to Policing Programme will be delivered on a regular basis

Transform and develop lean and agile corporate support services for policing and forensics	Enhance our internal audit and review capability to identify areas for improvement and improve our response to external audit/inspection activity, through implementation of Quality Scotland's Excellence Framework
	Exercise effective management of our internal governance and strategic risks, including implementation of a risk framework to support risk based decision making
	Embed environmental responsibility into current and future planning and estate management
	Build and implement a new service to enhance analysis, insight and performance information, including demand and productivity, to support strategic and resource planning
	Continue to improve the efficiency and effectiveness of our support services and processes using innovative solutions under our Transforming Corporate Support Services (TCSS) programme
Build and maintain a sustainable financial direction for policing in Scotland and evidence best value	Review and monitor our financial planning arrangements through our three year financial plan and ten year financial strategy to achieve a balanced budget
	Identify and pursue opportunities for new income streams and commercial development
	Ensure effective financial management and budgetary control
	Complete delivery of the commercial excellence programme to deliver financial savings by enhancing procurement capability

Invest in our use of information and technology in accordance with our digital, data and ICT strategy	<p>Implementation of key elements of the digital, data and ICT strategy will commence in 2019/20, including:</p> <ul style="list-style-type: none"> • Core Operational Solutions (COS) – integrated national systems which enable single entry and access to operational information • Mobile working – the capture, access and input of information to core systems for operational officers. Roll out of c10,000 mobile devices to operational officers scheduled to begin in Tayside Division followed by North East, then Highland and Islands • Ongoing roll out of a national ICT network (NatNet) and single ICT platform (ADEL) • Implementation of the digital Integrated Communications Control System (ICCS) to provide a single national solution across our C3 service centres and area control rooms
	Support the Digital Evidence Sharing Capability (DESC) project within Scottish Government
	Develop strategic analysis about the demands on policing to inform our collaborative work with government and wider public sector partners to deliver the right service
	Utilise real-time telematics data on fleet utilisation, accident damage, fuel management and maintenance to inform development of the fleet service, maintenance and repair model
Develop and support an innovative culture	Develop and implement an innovation hub for Police Scotland
	Implement a continuous improvement framework to drive improvement activity across policing
	Explore and implement options for innovation through technology to enhance and improve services

Change portfolio delivery plan



Sustainable service



This annual plan provides detail of our priorities for policing, strategic outcomes and objectives for 2019/20. Our long term financial planning is comprised of a three and ten year outlook. The three year Financial Plan presented to the SPA Board on 2 May 2018 articulated a route to eliminating the organisation's operating deficit by 2020/21 whilst supporting the change portfolio.

An interim update of the plan was reviewed by the SPA Resources Committee in November 2018, which confirmed the achievability of a balanced budget by 2020/21. This update incorporated the impact of a number of key developments since May, including the police officers' pay award, the Staff Pay and Reward Modernisation (SPRM) programme and the digital, data and ICT strategy.

Having already realised many of the initial scale and organisational redesign benefits expected from the merger of eight legacy organisations into one, the deficit reduction plan is heavily dependent on financial benefits resulting from the implementation of the ten year strategy for policing, which can only be delivered via continued significant reform and capital investment.

Our financial planning highlights the indicative level of investment required to deliver service improvements and the levels of efficiency required to meet the commitment of the organisation to achieve financial sustainability.

Robust financial planning relies on the service having in place well developed strategies and business plans to inform financial modelling. The current financial planning has relied upon high level strategies, many of which are still under detailed development. As such, our current planning has required various estimates and assumptions to be made.

Planning is also constrained by available public finances and we must effectively prioritise key projects to achieve as much as we can within the available budget. We will continue to invest in our core asset base to maintain our estates, fleet, ICT and operational equipment and target investment towards the priority change projects outlined in this plan.

Medium Term Financial Planning Options

As the next steps in the development of the financial strategy are being considered, there are additional significant challenges to delivering a balanced budget in line with our previously stated plans, including:

- the impact of the circa 400 officers required as a result of Brexit
- inflationary pressures being addressed in the 2019/20 budget
- the level of central government funding granted in respect of revenue, capital and reform
- the degree to which transformational change can be delivered, and the impact on capacity created as a result

As the various supporting strategies (e.g. ICT, workforce and estates) are being redeveloped to reflect the above, a detailed multi-year financial strategy will be presented to the SPA Board for approval in the second half of 2019. The current size and mix of the workforce cannot be maintained within the existing levels of central government funding. There are three broad options available in terms of strategic and corporate level planning assumptions that will be considered. These relate to future changes to the operating deficit, workforce and funding.

Accountability



Effective scrutiny and oversight are key elements to ensure that policing retains the trust and confidence of the communities of Scotland. The governance structures outlined below are designed to ensure that Police Scotland provides a service that is relevant, legitimate and consistent with the principle of 'policing by consent'.

Scottish Police Authority

Police Scotland will present quarterly performance reports to the SPA, informed by our performance framework, providing evidence relating to the delivery of the outcomes and objectives within this plan. These updates will be presented at SPA full board meetings and available online. Please visit this site for further details: <http://www.spa.police.uk/meetings-events>

Crime and performance statistics are published by the SPA. Please visit this site for further details: <http://www.spa.police.uk/performancepages/spaperformanceframework/>

Justice Sub-Committee on Policing

Key policing issues are discussed by the Scottish Parliament's Justice Sub-Committee on Policing. Please visit this site for further details: <http://www.parliament.scot/parliamentarybusiness/CurrentCommittees/policing-sub-committee.aspx>

Crime and Justice Statistics are published by Scottish Government. Please visit this site for further details:

<http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice>

Local scrutiny

Each of Scotland's local authorities also has scrutiny arrangements in place to allow them to influence policing at a local level. This successful partnership between local authorities and local Police Scotland divisions is evident in the close working relationships within Community Planning Partnerships and other local planning arrangements.

Her Majesty's Inspectorate of Constabulary in Scotland (HMICS)

HMICS provides independent scrutiny of both Police Scotland and the SPA to ensure they deliver services that are high quality, continually improving, effective and responsive to local needs.

Police Investigation and Review Commissioner (PIRC)

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

Engaging with us



We want to hear from you

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about this plan or our service, please contact us at: <https://www.scotland.police.uk/contact-us>

Public engagement and insight

As part of our planning approach we undertook a period of engagement in early 2019 to allow the public and our partners to provide feedback to us regarding our strategic direction and the content of this plan. This feedback was captured and used to shape the final version of the plan. Further information about this and our wider engagement can be found in our consultation hub at <https://consult.scotland.police.uk/>

This plan can be made available in various alternative formats. If you would like to find out how to access a Gaelic or BSL version, please contact us via: <https://www.scotland.police.uk/contact-us>

People with hearing or speech impairment can contact us on 1 800 1101.

Equality and Human Rights Impact Assessment (EqHRIA)

This plan was subject to an EqHRIA. In compliance with the Scottish Public Sector Equality Duty, a summary of EqHRIA results has been published alongside this document on our website: <http://www.scotland.police.uk/about-us/police-scotland/strategic-planning/>

Social media

Police Scotland has a number of active social media channels that provide a range of information and insight into policing and what we are doing both nationally and in your local area. A full list of our national and local social media accounts can be found on our website – our main national channels be found at:

Twitter: [@policescotland](https://twitter.com/policescotland)

Facebook: <https://www.facebook.com/PoliceScotland/>

Please note that our social media channels are not monitored 24/7 and should not be used for reporting crime. Please dial **999** in an emergency and for non-emergency calls dial **101**.



To: Police and Fire & Rescue Scrutiny Sub-Committee

On: 21 May 2019

Report by: Director of Communities, Housing and Planning Services

**Heading: HM INSPECTORATE OF CONSTABULARY IN SCOTLAND (HMICS)
SCRUTINY PLAN 2019-20**

1. Summary

- 1.1 Her Majesty's Inspectorate of Constabulary, Scotland (HMICS) Annual Scrutiny Plan has now been published.
 - 1.2 HMICS undertook strategic engagement with the Force Executive and Divisional Commanders between November 2018 and January 2019.
 - 1.3 As part of this process, HMICS sought the views of key stakeholders including Renfrewshire Council with a response being provided and homologated at this Scrutiny Board on 15 January 2019.
 - 1.4 The HMICS Annual Scrutiny Plan 2019/20 is attached as Appendix 1 to this report.
-

2. Recommendations

- 2.1 It is recommended that the Police and Fire & Rescue Scrutiny Sub Committee:
 - (i) notes the HMICS Annual Scrutiny Plan 2019/20.
-

3. Background

- 3.1 Her Majesty's Inspectorate of Constabulary in Scotland, (HMICS) has a statutory role to report on the state, effectiveness and efficiency of both Police Scotland and the Scottish Police Authority. HMICS first issued a consultation on their forward workplan 2014 – 2017 in November 2013. Since then, each HMICS Annual Scrutiny Plan has included an appropriate focus on the issues that are relevant and have been highlighted by the Council.

- 3.2 In accordance with their statutory obligation to keep this plan under review, HMICS have published their Annual Plan for 2019/20. The approach is intended to support Police Scotland and the Scottish Police Authority to deliver services that are high quality, continually improving, effective and responsive to local needs.
- 3.3 As part of the Annual Plan, HMICS plan to undertake a series of reviews focusing on significant policing issues, where they feel more detailed scrutiny is required for critical systems and joint inspection systems.

Thematic Reviews

- Scottish Police Authority
- Strategic Arrangements for the delivery of police custody
- People – Training and Development
- Custody (Greater Glasgow Division)

Audit and Assurance Reviews

- Crime Audit (2019-20)
- Cyber Crime – Online Child Abuse
- Contact Assessment Model
- Policing 2026 and Workforce Assurance

Collaborative Reviews

- Children's Services
 - Adult Support
 - Community Justice
 - Counter Terrorism
 - Senior Leadership Selection
- 3.4 Of particular relevance to Renfrewshire is that a follow up review will be undertaken of Home Detention Curfew procedures to ensure that the recommendations have been undertaken as previously presented to this Scrutiny Board.
- 3.5 Reports will be laid before Parliament in accordance with statutory obligations and a timeline has been provided for reviews. A copy of the HMICS Annual Scrutiny Plan 2019/20 is attached as Appendix 1 to this report.

Implications of the Report

1. **Financial** – None.
2. **HR & Organisational Development** – None.
3. **Community Planning** –

Our Renfrewshire is safe – Our Renfrewshire is safe – By focusing on key areas of policing, Renfrewshire should be a safer place to live, work and visit.

4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights** –

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** – None.

List of Background Papers

- (a) Consultation on HMICS Annual Scrutiny Plan 2019/20 – Police and Fire & Rescue Scrutiny Sub Committee – 15 January 2019.

OR
29 April 2019

Author Oliver Reid, Head of Communities & Public Protection
e-mail: oliver.reid@renfrewshire.gov.uk

HM INSPECTORATE OF CONSTABULARY IN SCOTLAND

Annual scrutiny plan 2019-20

March 2019

Improving Policing Across Scotland



Introduction

Our Annual Scrutiny Plan for 2019-20 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 2019 until March 2020.

We keep this plan under review and changes can be made over the course of the year. We have consulted with a wide range of people (see appendix) interested in policing to arrive at this plan, and will consult further prior to making any revisions. We will publish this plan and any revised version on our website and make it directly accessible to those we consider likely to have an interest in it.¹

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.²

We are committed to assessing the quality of policing service experienced by communities across the country. In this scrutiny year 2019-20, we will not be carrying out an inspection into a specific territorial division. Rather we will examine a number of significant policing issues and see how those issues are addressed in different parts of Scotland.

Thematic reviews will include an examination of the role of the Scottish Police Authority and the extent to which it is discharging its function under the Police and Fire Reform (Scotland) Act 2012, as well as an assessment of Police Scotland and the Scottish Police Authority's commitment to the professional development and training of police officers and staff.

Our plan includes *Audit and Assurance reviews*, which scrutinise areas where there is a need to provide targeted assurance over key processes in high risk areas such as the introduction of the Contact Assessment Model and adherence to the Scottish Crime Recording Standard. Working with other scrutiny bodies features throughout the plan, specifically in our *Collaborative reviews*, which include participating in the joint inspection programme led by the Care Inspectorate to inspect services for children and young people.

The work to follow up on previous reviews into key areas of business is shown in our plan, which for this year consists of assessing progress in the Police Scotland response to breaches of home detention curfew.

Our approach to scrutiny is supported by our Inspection Framework. This provides structure to our activities and the means to assess policing in Scotland in a transparent, consistent and objective manner. Our framework has been independently reviewed and endorsed by Quality Scotland, the National Partner Organisation of the EFQM.

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 Scottish Police Authority.

Gillian Imery QPM

HM Chief Inspector of Constabulary in Scotland

¹ Police and Fire Reform (Scotland) Act 2012, Section 75(4).

² <http://www.scotland.gov.uk/About/Performance/scotPerforms/outcome/pubServ>

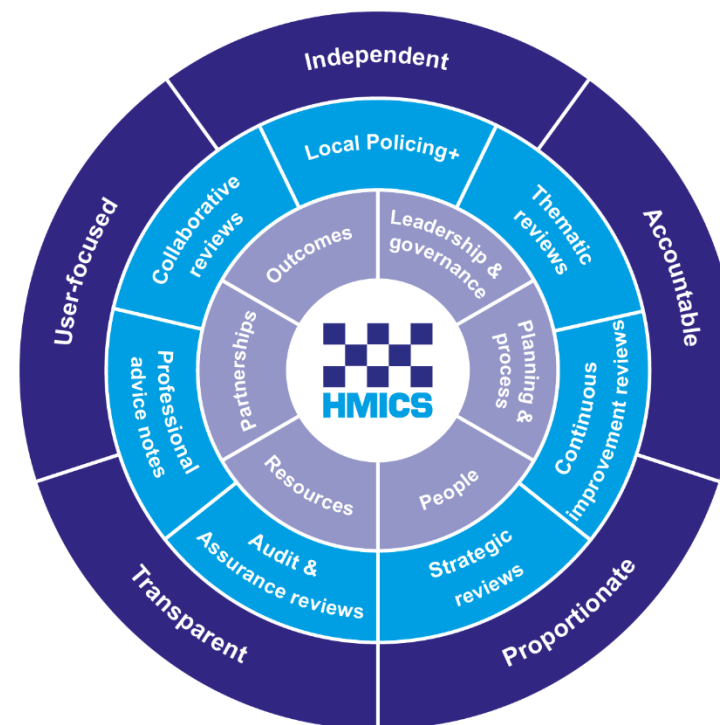
Our purpose

HM Inspectorate of Constabulary in Scotland (HMICS) has a statutory role, which was reaffirmed in the Police and Fire Reform (Scotland) Act 2012. We have wide ranging powers to look into the 'state, effectiveness and efficiency' of both Police Scotland and the SPA. 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. If necessary, we can be directed by Scottish Ministers to look into anything relating to the SPA or Police Scotland as they consider appropriate. 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. The SPA and the Chief Constable must provide us with such assistance and co-operation as we may require to carry out our functions 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.³ 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.



³ Police and Fire Reform (Scotland) Act 2012, Sections 74, 76, 77 and 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 reports⁴ 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-Focused – 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.



⁴ Police and Fire Reform (Scotland) Act 2012, Section 79.

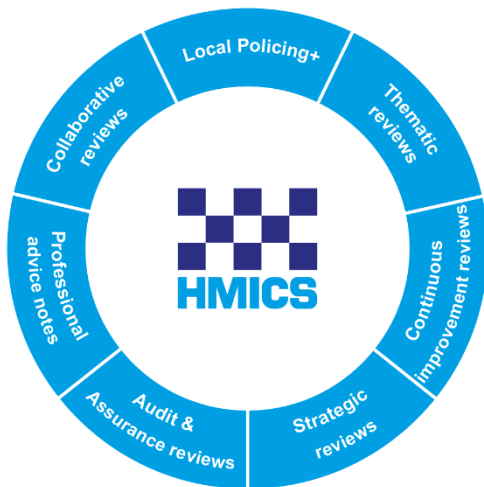


Our approach to scrutiny

Our annual **Scrutiny Plan** outlines our priorities and scrutiny activities for the 2019-20 fiscal year. The plan was developed through consultation with our stakeholders and is informed by strategic engagement with the Police Scotland Executive Team.

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 review,⁵ Christie report⁶ and supports production of the National Scrutiny Plan.⁷



⁵ Scottish Government, [The Crerar Review](#), September 2017.

⁶ Scottish Government, [Commission on the future delivery of public services](#), June 2011.

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 European Foundation for Quality Management (EFQM) excellence model⁸ 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.

⁷ Audit Scotland, [National Scrutiny Plan for Local Government](#).

⁸ EFQM, <https://www.efqm.org/index.php/efqm-model-2013/>



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 focused 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.

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.



Thematic reviews

Thematic reviews allow us to focus on significant policing issues and to assess how these are being addressed in different areas of the country. We will capture innovation and good practice, and where relevant we will make recommendations that drive improvement. Our planned reviews for 2019-20 are:

- **Scottish Police Authority (Ongoing 2019-20)** – HMICS published its report 'Thematic Inspection of the Scottish Police Authority – Phase 1 Review of Openness and Transparency' on 21 June 2017. It is acknowledged that there has been significant change since then, not least the appointment of a new Chair and a new Chief Executive of the Authority. As such it is not felt appropriate to follow up our Phase 1 review with a Phase 2. Rather this is a new piece of work to consider the function of the Scottish Police Authority at a strategic level. The aim of this inspection will be to assess the effectiveness and efficiency of the Scottish Police Authority in terms of fulfilling its core role. It will scrutinise how the Scottish Police Authority is meeting its statutory obligations under the Police and Fire Reform (Scotland) Act 2012 and as a public body. The inspection will examine issues relating to the SPA, in terms of its relative role, responsibilities and relationships with Police Scotland, Scottish Government, and Scottish Parliament and the separation of politics from policing. HMICS will consider the independence of the SPA, the operational responsibility of the Chief Constable and how the SPA exerts effective governance in this context.
- **Strategic arrangements for the delivery of police custody (December 2018 to April 2019)** – In our Scrutiny Plan 2018-19, HMICS set out our intention to carry out two key pieces of scrutiny activity relating to custody. The first inspection included a series of visits to custody centres across Scotland. These visits focused on the treatment of and conditions for detainees in custody, and assessed the extent to which the custody-specific outcomes from the HMICS Custody Inspection Framework were being met. A report of this inspection was published in October 2018. The second inspection focuses on Police Scotland's strategic arrangements for the delivery of police custody and will consider the broader HMICS Inspection Framework. It will include an assessment of leadership and governance, planning and process, people, resources and partnership. A report will be published in spring 2019.
- **People - Training and Development (September to December 2019)** - In December 2018 Police Scotland published its People Strategy for 2018 to 2021 outlining a commitment to empower, enable and develop their people. During 2019-20 HMICS will examine progress on delivery of the strategy's outcomes, focusing on the areas of Leadership Development, Positive Environment and Organisational Health.
- **Custody (Greater Glasgow Division) (January to April 2019)** – 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. These are primarily aligned to our Local Policing+ programme. During our inspection of local policing in Greater Glasgow Division, we also inspected all five custody centres located in the division to assess the treatment of and conditions for detainees. A report will be published in Spring 2019.

Audit and Assurance reviews

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 2019-20 are:

- **Crime Audit 2019-20** (*January to March 2020*) – Following previous audits in 2013, 2014 and 2016, HMICS will again assess the accuracy and timeliness of crime recording by Police Scotland, and the extent to which it complies with the Scottish Crime Recording Standard. The audit will address the ongoing need for a comprehensive, independent audit of crime data as highlighted by the Office for Statistics Regulation. The scope and scale of the audit will be determined in consultation with stakeholders.
- **Cyber crime – Online Child Abuse** – (*September to December 2019*) - HMICS has had an interest in examining Police Scotland's response to cyber enabled, cyber dependent, and internet facilitated crime for a number of years. We have been conscious of other reviews being carried out in this area of policing and are keen to ensure our work adds value. In our Crime Audit in 2016, we commented on the limitations of crime recording standards to reflect accurately the prevalence of cyber enabled sexual crime, particularly as it affects children and young people. In our inspection of the SPA's Forensic Services in 2017, we mentioned the different approach for digital forensics, where Police Scotland retains responsibility. In this inspection, we will look at Police Scotland's response to online child abuse.
- **Contact Assessment Model** (*timing to be confirmed*) – In 2019, Police Scotland will implement its Contact Assessment Model, a new means of managing requests for police assistance made by the public and other agencies. Whilst the timing and scope of this work is to be determined, HMICS will assess the effectiveness of the implementation of the model at the time of review.
- **Policing 2026 and Workforce Assurance** (*Ongoing 2019-20*) – HMICS will continue to monitor progress on delivery and operational impact of the Policing 2026 transformation portfolio, and to monitor Police Scotland's operational capacity and workforce planning. This will include regular engagement with key stakeholders and evaluation of public and internal governance.

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 2019-20 are:

- **Children's Services** (*Ongoing 2019-20*) – HMICS has a long standing commitment to collaborate with the Care Inspectorate, Healthcare Improvement Scotland and Education Scotland on joint inspections of services for children and young people. In 2017, Scottish Ministers asked the Care Inspectorate to work with scrutiny partners to develop a revised model of inspection with a strong focus on child protection and vulnerability.

The intention is for the joint inspections to report on how good partnerships are at recognising and responding when children and young people need protection, as well as helping those children and young people who have experienced abuse to stay safe and recover. There is an emphasis on collaborative leadership. The revised programme started in April 2018 and will continue over the course of 2019-20.

- **Adult Support** (*Ongoing 2019-20*) – HMICS has worked closely with the Care Inspectorate on joint inspections of adult support and protection partnerships. In 2017-18, HMICS associates worked as part of joint teams to inspect six partnership arrangements for adult support and protection. The findings were published in June 2018. Since then, Scottish Ministers have expressed a desire for the other 26 partnerships to be subject to some level of scrutiny. HMICS is working with colleagues in the Care Inspectorate, Scottish Government, and Healthcare Improvement Scotland on a phased programme of work, which is expected to commence in 2019-20.

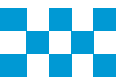
- **Community Justice** (*Ongoing 2019-20*) - In 2018-19, the Care Inspectorate established a scrutiny team to lead on community justice and criminal justice social work. The Scottish Government, in discussion with the Care Inspectorate, decided that the new arrangements for community justice were a priority for scrutiny, having had one transition year and one full year since implementation.

HMICS is a member of the High Level Advisory Group for Justice and will work with the Care Inspectorate on a programme of supported and validated self-evaluation of community justice in Scotland

- **Counter-Terrorism** (*Ongoing 2019-20*) – Given the interoperability requirements of counter terrorism operations across the United Kingdom, HMICS and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services⁹ recognised the value of joint inspections and a programme of joint Counter-Terrorism inspection designed to provide assurance to the Counter-Terrorism Network will be carried out throughout 2019-20.

- **Senior Leadership Selection** (*April to May 2019*) – HMICS is working with colleagues in HMICFRS to assess how effective the police service is in selecting and developing candidates for chief officer roles. This inspection will build on other reviews, taking account of recent developments in police leadership support at the College of Policing, and evidence from academic research. It will examine the role of Senior Police National Assessment Centre and the Strategic Command Course, with the emphasis on processes for the selection and development of potential candidates in forces.

⁹ HMICFRS, <https://www.justiceinspectors.gov.uk/hmicfrs/>



Follow up reviews

- **Home Detention Curfew (HDC)** (*April to May 2019*) - On 25 October 2018 the HMICS Independent Assessment of Police Scotland's response to a breach of Home Detention Curfew, which contained 16 recommendations, was published. At the direction of the Cabinet Secretary for Justice, HMICS will undertake a review of progress in respect of our recommendations and an inspection of current arrangements and practice pertaining to HDC.



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. HMICS also chairs a sub-group of the NPM made up of all those members who monitor police custody across the UK.





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 soon after the end of the scrutiny year and is likely to be published in June 2019.

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.

¹⁰ HMICS, [Complaints handling process](#).

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.¹⁰

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.¹¹

¹¹ PIRC, <http://pirc.scotland.gov.uk/>



Our scrutiny plan 2019-20

HMICS SCRUTINY PLAN 2019 - 20												
	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Thematic Reviews												
Scottish Police Authority												
Strategic Direction of Custody												
People - Training and Development												
G Division - Custody												
Audit and Assurance Reviews												
Crime Audit												
Cyber crime – Online Child Abuse												
Contact Assessment Model												
Policing 2026 and Workforce Assurance												
Collaborative Reviews												
Children Services												
Adult Support												
Community Justice												
Counter Terrorism (CT5)												
Senior Leadership Selection												
Follow Up Inspections												
Home Detention Curfews												

Appendix

Aberdeen City Council
Aberdeenshire Council
Aberdeenshire Health and Social Care Partnership
Amnesty
Angus Health and Social Care Partnership
Argyll and Bute Council
Argyll and Bute Health and Social Care Partnership
Association of Police Superintendents (ASPS)
Audit Scotland
Care Inspectorate
City of Aberdeen Health and Social Care Partnership
Clackmannanshire Council
Clackmannanshire Health and Social Care Partnership
Comhairle nan Eilean Siar
COPFS
COSLA
Children and Young People's Commissioner Scotland
Director Scottish Government
Dumfries and Galloway Council
Dumfries and Galloway Health and Social Care Partnership
Dundee City Council
Dundee Health and Social Care Partnership
East Ayrshire Council
East Ayrshire Health and Social Care Partnership
East Dunbartonshire Council
East Dunbartonshire Health and Social Care Partnership
East Lothian Council
East Lothian Health and Social Care Partnership
East Renfrewshire Council
East Renfrewshire Health and Social Care Partnership
Edinburgh City Council
Edinburgh Health and Social Care Partnership
Education Scotland
Falkirk Council

Falkirk Health and Social Care Partnership
Fife Council
Fife Health and Social Care Partnership
Glasgow City Council
Glasgow City Health and Social Care Partnership
Healthcare Improvement Scotland
Highland Council
HM Chief Inspector IPS
HM Chief Inspector of Prisons
Human Rights Consortium
Improvement Service
Inverclyde Council
Inverclyde Health and Social Care Partnership
Midlothian Council
Midlothian Health and Social Care Partnership
Moray Council
Moray Health and Social Care Partnership
NHS Highland
North Ayrshire Council
North Ayrshire Health and Social Care Partnership
North Lanarkshire Council
North Lanarkshire Health and Social Care Partnership
Orkney Council
Orkney Health and Social Care Partnership
Perth and Kinross Council
Perth and Kinross Health and Social Care Partnership
PIRC
Police Scotland
Renfrewshire Council
Renfrewshire Health and Social Care Partnership
SACRO
Scottish Borders Council
Scottish Borders Health and Social Care Partnership
Scottish Crime Recording Board

Scottish Government
Scottish Human Rights Commission
Scottish Police Federation
Shetland Health and Social Care Partnership
Shetland Islands Council
Scottish Institute for Policing Research (SIPR)
SOLACE
South Ayrshire Council
South Ayrshire Health and Social Care Partnership
South Lanarkshire Council
South Lanarkshire Health and Social Care Partnership
Scottish Police Authority
State Hospitals Board
Stirling Council
UNISON
Victim Support Scotland
West Dunbartonshire Council
West Dunbartonshire Health and Social Care Partnership
West Lothian Council
West Lothian Health and Social Care Partnership
Western Isles (Nan Eilean Siar) Council
Young Scot



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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.

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Renfrewshire Performance Report 1st January 2019 - 31st March 2019



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

**Working together
for a safer Scotland**

Renfrewshire 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 Renfrewshire and allows our local authority partners to scrutinise the performance outcomes of these priorities. We will continue to work closely with our partners in Renfrewshire 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 across Renfrewshire Community Plan and associated Delivery and 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 Renfrewshire 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 performance report.


	Accidental Dwelling Fires	Accidental Dwelling Fire Casualties	Unintentional Injury and Harm	Deliberate Fire Setting	Non-Domestic Fire Safety	Unwanted Fire Alarm Signals
Bishopton, Bridge of Weir and Langbank	0	0	1	3	0	6
Erskine and Inchinnan	6	0	2	5	0	21
Houston, Crosslee and Linwood	0	0	2	10	1	7
Johnstone North, Kilbarchan, Howwood, Lochwinnoch	3	1	2	9	0	7
Johnstone South and Elderslie	5	1	0	10	2	20
Paisley East and Central	10	3	0	4	0	19
Paisley Northeast and Ralston	2	0	4	4	1	7
Paisley Northwest	12	1	2	28	4	44
Paisley Southeast	2	0	0	4	1	11
Paisley Southwest	4	0	1	6	2	4
Renfrew North and Braehead	9	1	1	5	1	27
Renfrew South and Gallowhill	2	1	3	7	1	33
Total Incidents	55	8	18	95	13	206
Year on Year Change	 2%	 -27%	 -53%	 36%	 18%	 -8%
3 Year Average Change	 -2%	 16%	 -14%	 -21%	 -12%	 5%

About the statistics within this report

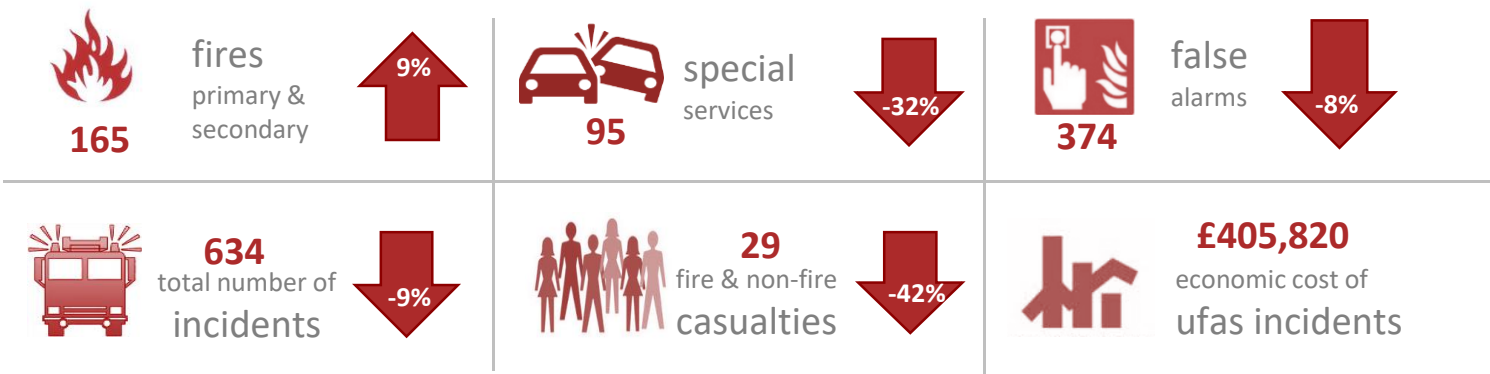
The activity totals and other statistics quoted within this report are published in the interests of transparency and openness. They are provisional in nature and subject to change as a result of ongoing quality assurance and review. Because all statistics quoted are provisional there may be a difference 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 levels have reduced by more than 5%

 Activity levels have reduced by up to 5%

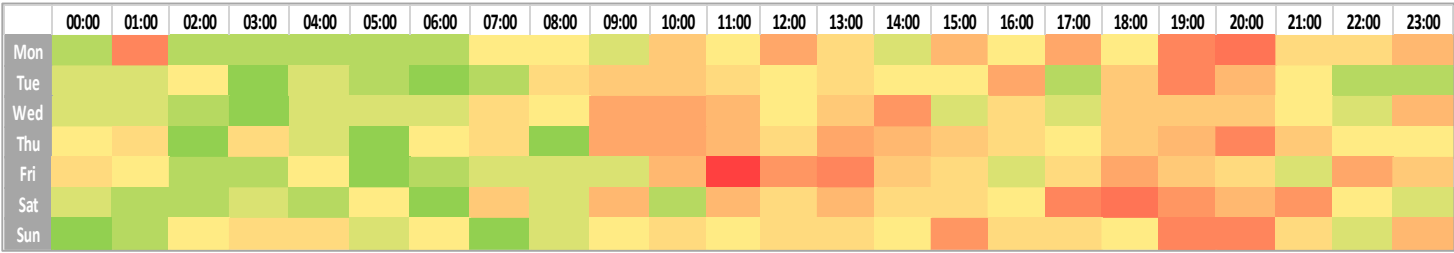
 Activity levels have increased overall

Renfrewshire Activity Summary

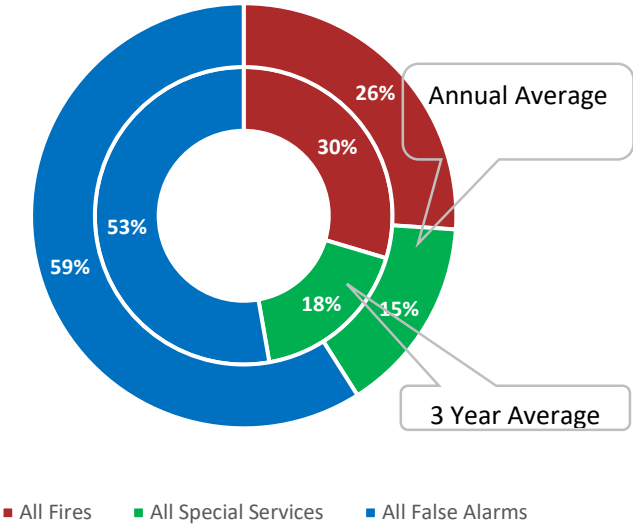


*data above is year on year change

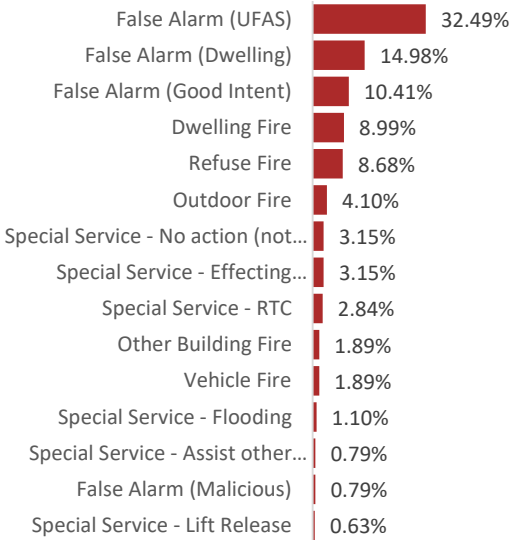
Activity by Time of Day



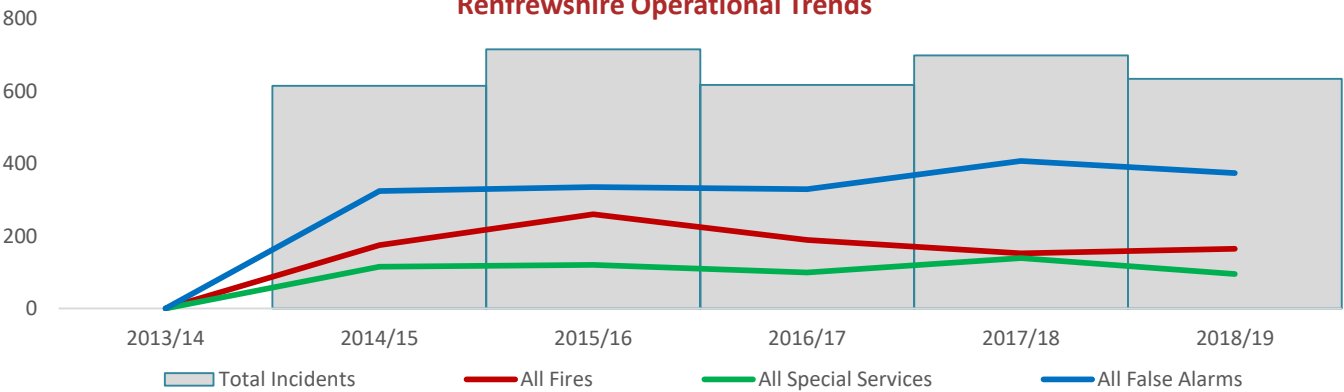
Incidents by Classification



Top 15 Incidents Types by %



Renfrewshire Operational Trends



Domestic Safety - Accidental Dwelling Fires

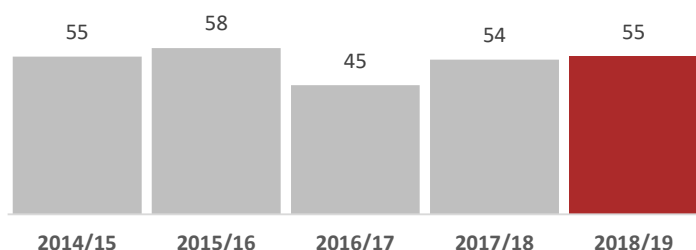


Performance Summary

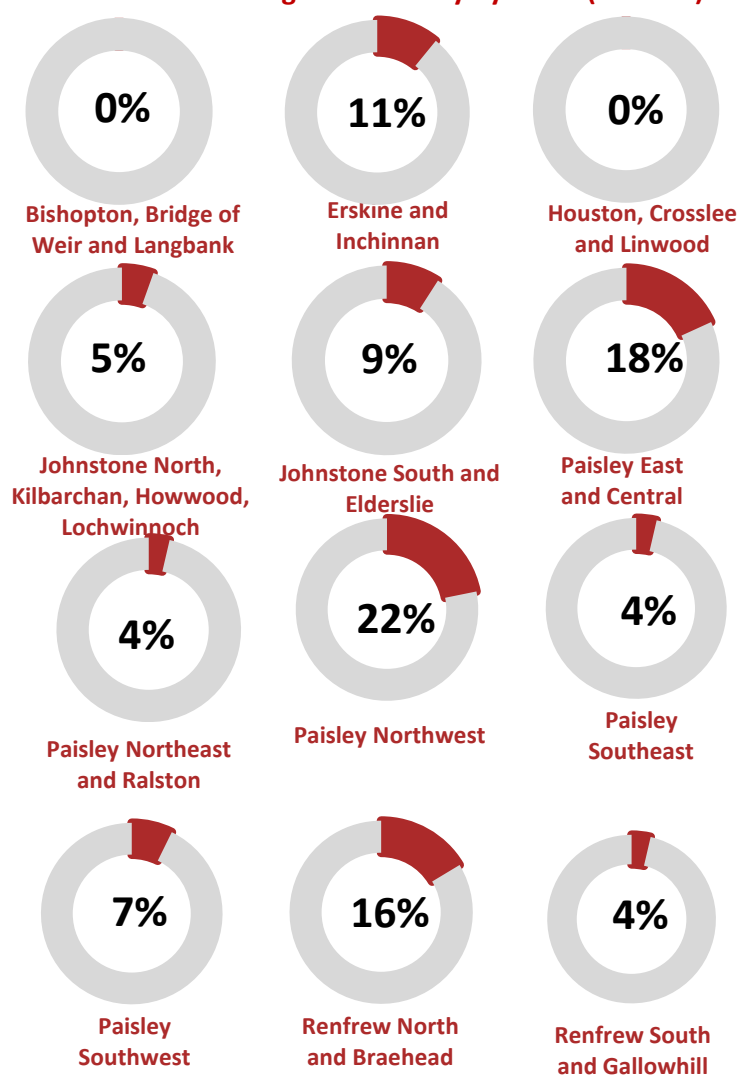
Year on Year
3 Year Average

2% -2%

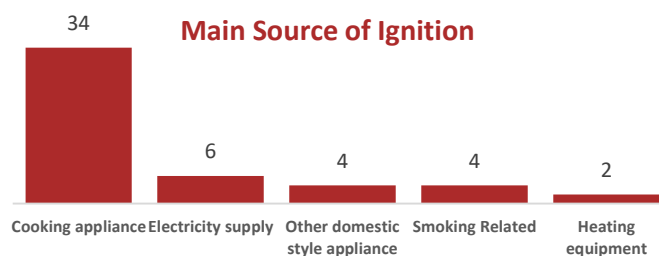
Accidental Dwelling Fires



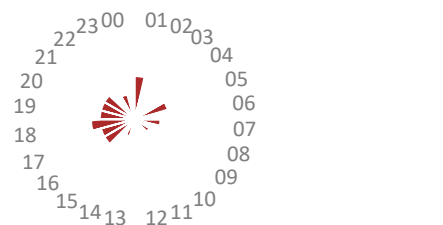
Accidental Dwelling Fires Activity by Ward (% share)



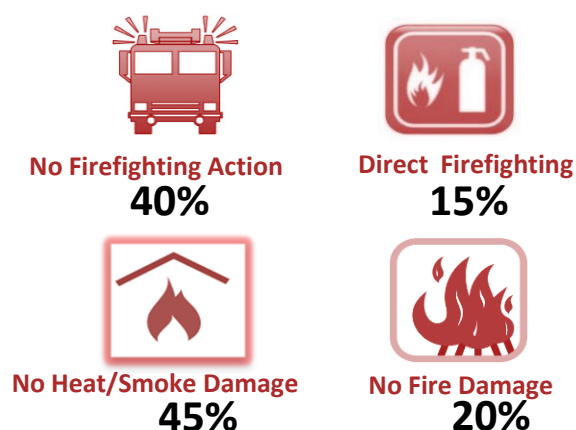
Main Source of Ignition



Accidental Dwelling Fires by Time of Day



Severity of Accidental Dwelling Fires



Human Factors



Automatic Detection & Actuation



Accidental Dwelling Fires have increased by 1 incident from Q4 2017/18, Renfrewshire remains under the 3 year average for this indicator.

Cooking remains the most common source of ignition within Renfrewshire similar to the other quarterly reports and SFRS reports.

Incidents are spread across the wards with the exception of Paisley Northwest (12 incidents), Paisley East and Central (10 incidents) and Renfrew North and Braehead (9 incidents) 44 of the incidents had detection installed and 39 operated and raised the alarm.

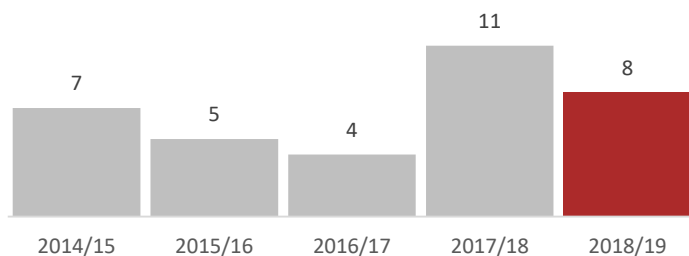
Domestic Safety - Accidental Dwelling Fire Casualties



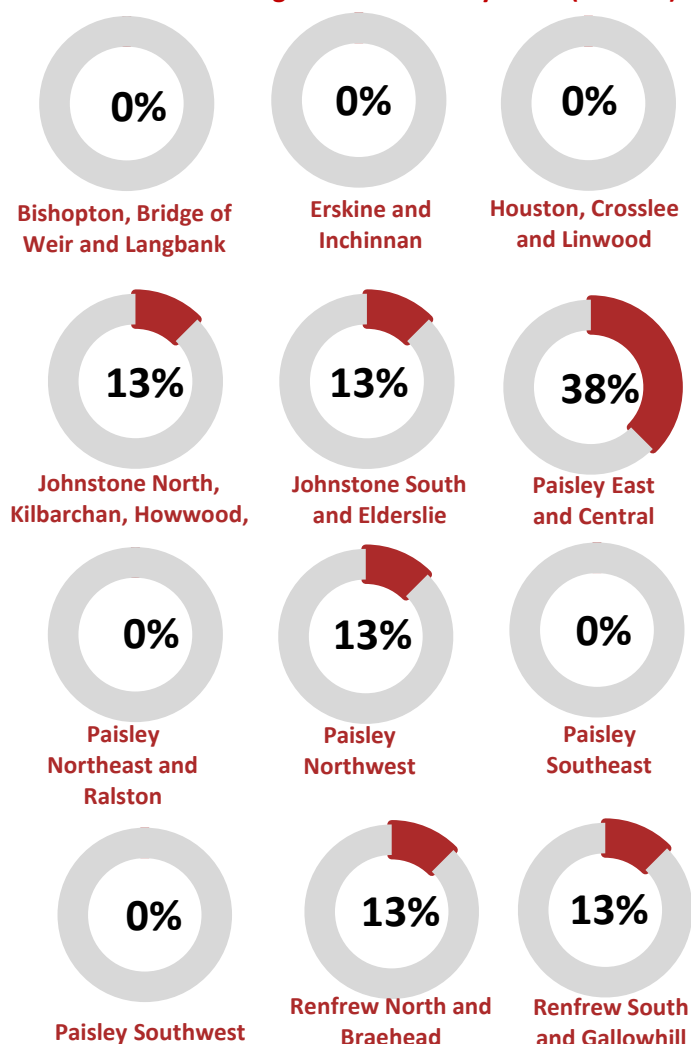
Performance Summary



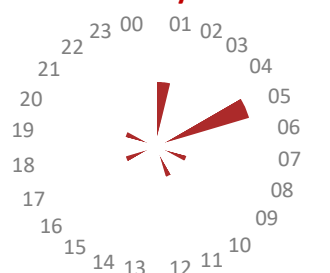
Accidental Dwelling Fires Casualties



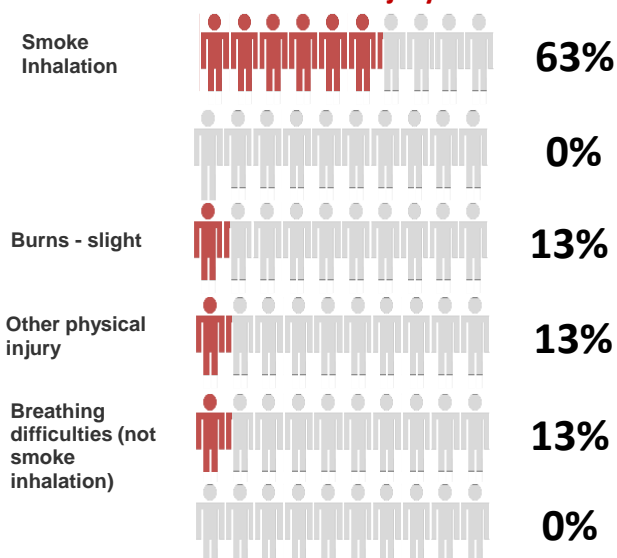
Accidental Dwelling Fire Casualties by Ward (% share)



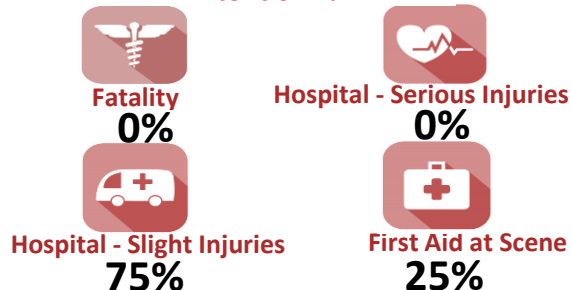
Fire Casualties by Time of Day



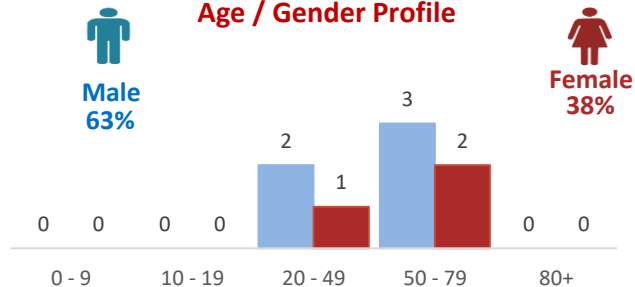
Nature of Injury



Extent of Harm



Age / Gender Profile



Casualty figures show a decrease from last year with a reduction of 3.

5 casualties were overcome by smoke, 1 suffered slight burns, 1 casualty suffered 'other' physical injury and 1 casualty had breathing difficulties not related to smoke inhalation.

All casualty injuries appeared slight with 6 going to hospital for precautionary check ups and 2 were provided first aid at the scene.

Unintentional Injury or Harm



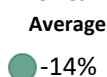
Performance Summary

Year on Year



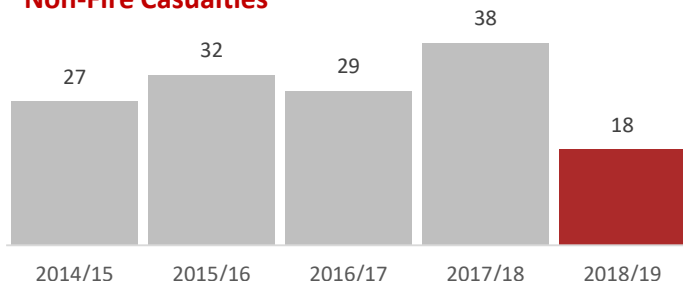
-53%

3 Year Average

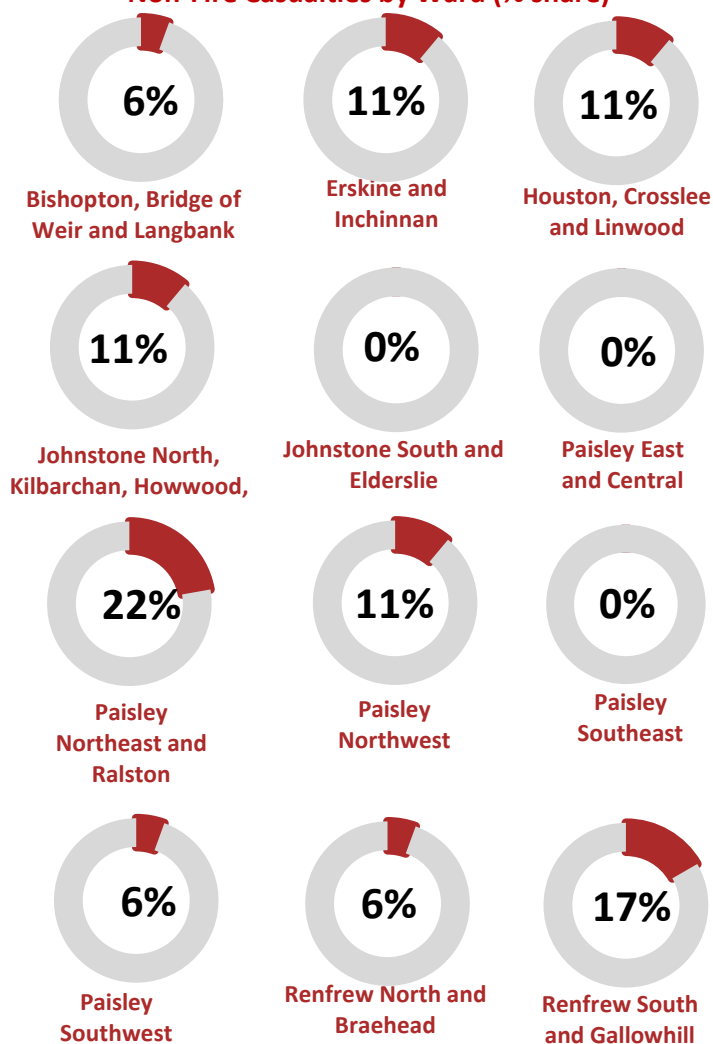


-14%

Non-Fire Casualties

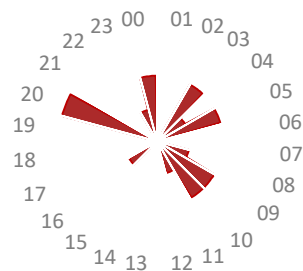


Non-Fire Casualties by Ward (% share)

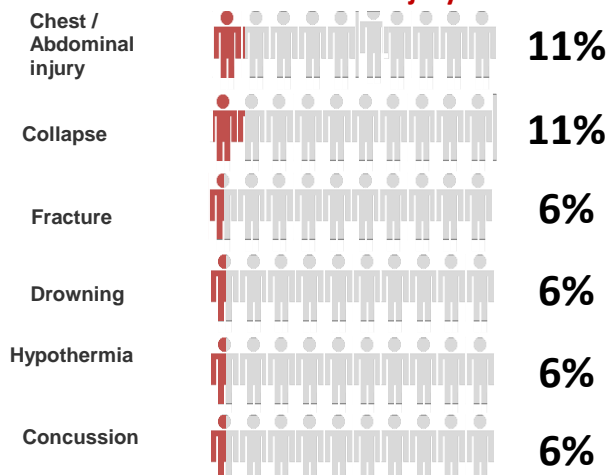


A significant decrease of 53% (20 casualties) across non-fire casualties indicator.
 9 casualties were as a result of assisting other agencies/medical assistance (9). 7 are RTC casualties, 1 water rescue casualty and 1 removal of object (ring) from finger.
 1 fatality, SFRS mobilised to assist locate body (1 male, 71 years old).

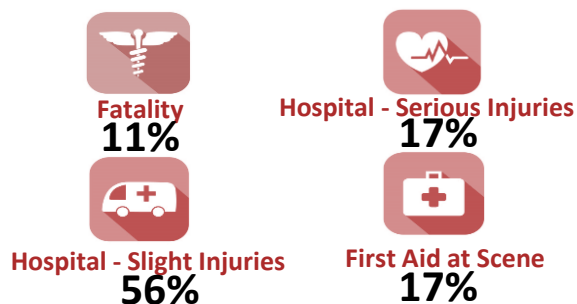
Non-Fire Casualties by Time of Day



Nature of Injury



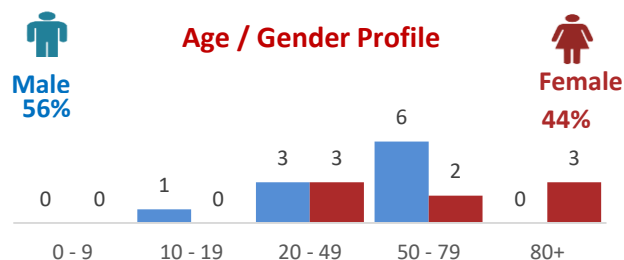
Extent of Harm



Non-Fire Emergency Activity



Age / Gender Profile

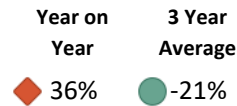


SFRS were mobilised to assist ambulance service effect entry, crews administered CPR awaiting arrival of SAS. (1 male, 77 years old). Declared deceased at scene.

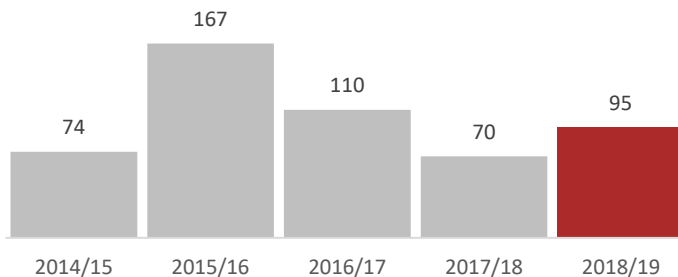
Deliberate Fire Setting



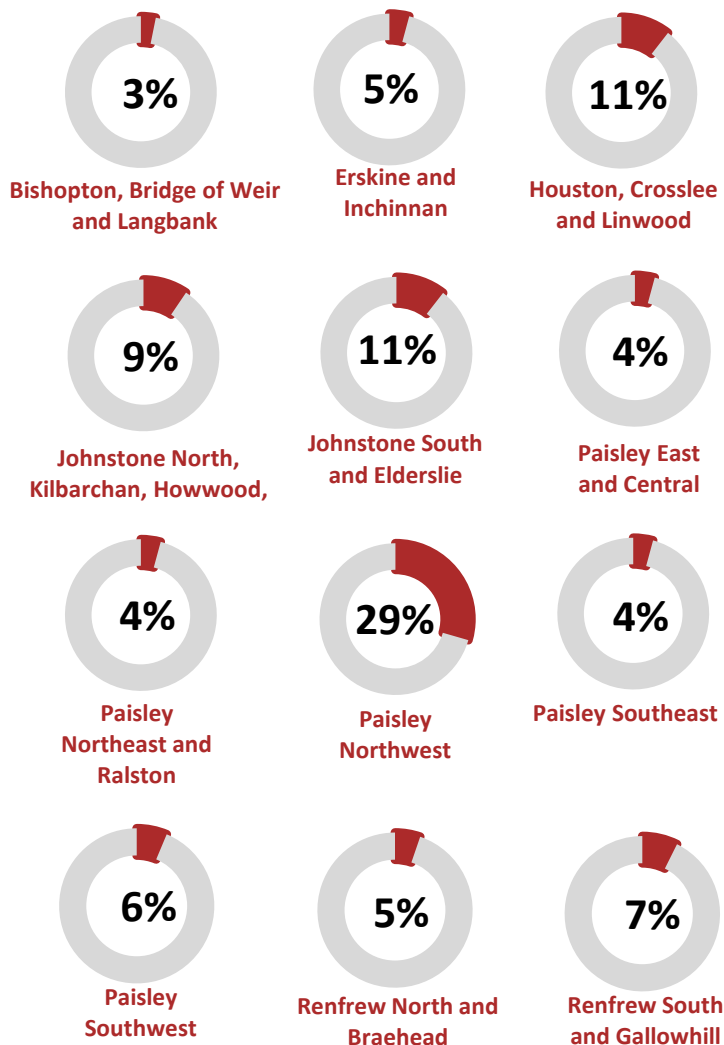
Performance Summary



Deliberate Fires



Deliberate Fires by Ward (% share)

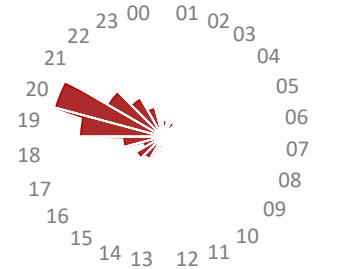


Definitions

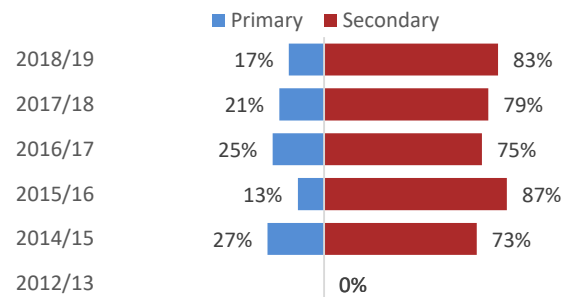
Primary Fires - all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances

Secondary Fires - fire incidents that did not occur at a primary location, was not a chimney fire in an occupied building, did not involve casualties (otherwise categorised as a primary incident) and was attended by four or fewer appliances.

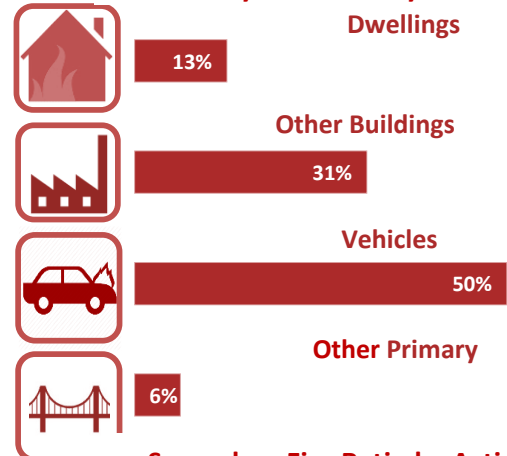
Deliberate Fires by Time of Day



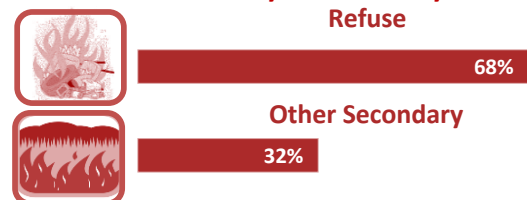
Deliberate Fires by Classification



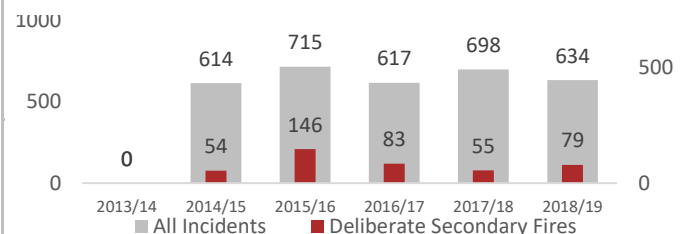
Primary Fire Ratio by Activity Type



Secondary Fire Ratio by Activity Type



Deliberate Fires Compared to Operational Activity

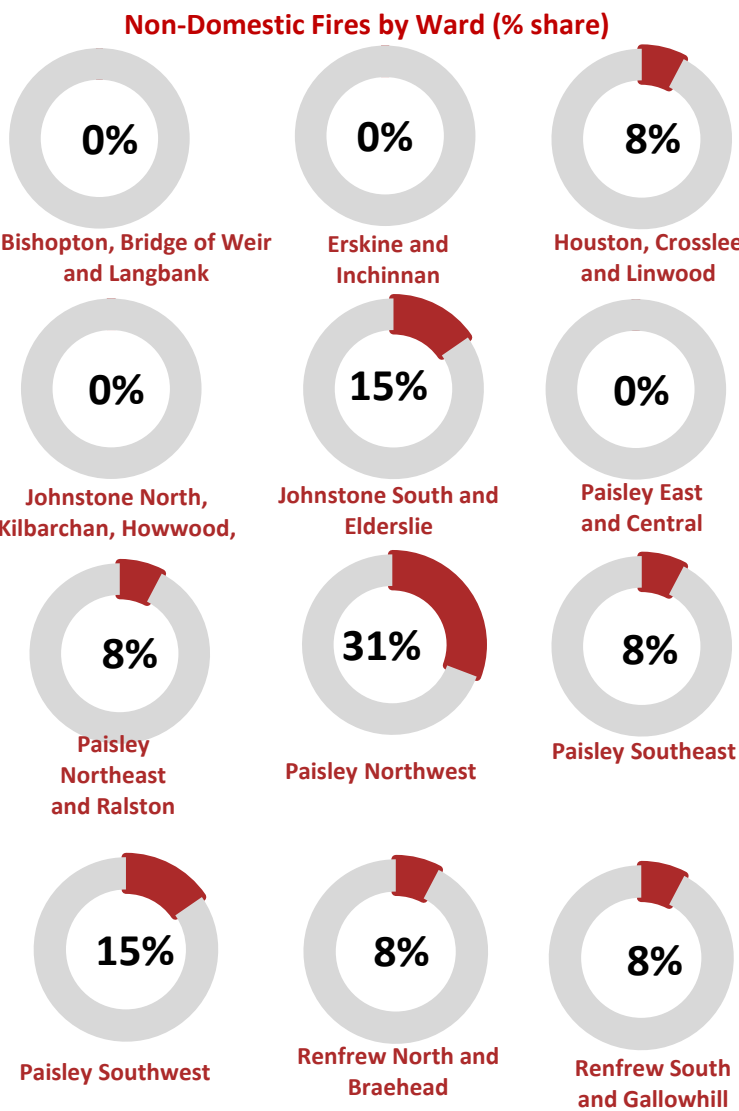
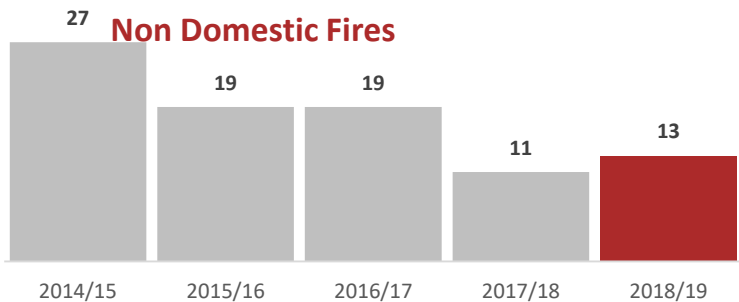
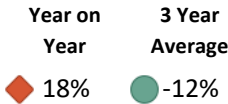


There has been an increase in deliberate fires when compared to Q3 with an increase of 25. However, the 3 year average is still showing a downward trend.

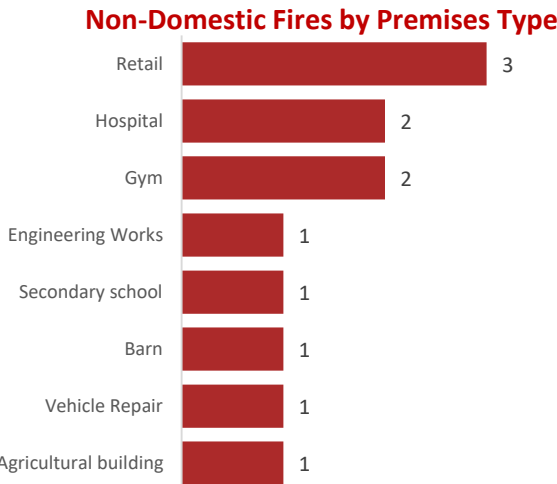
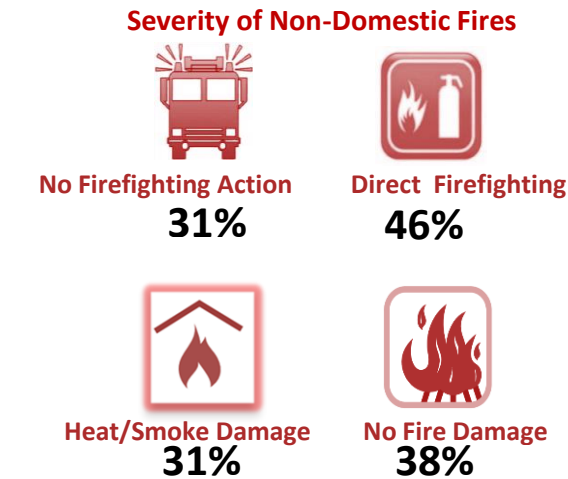
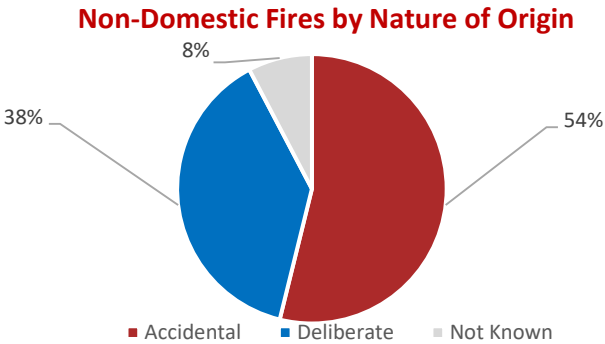
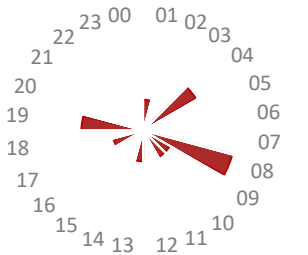
Non Domestic Fire Safety



Performance Summary



Non-Domestic Fires by Time of Day



A slight increase for non-domestic fires with a total of 13 incidents recorded for the quarter, this is up from 11 incidents last year but remains 21 incidents under the 3 year average.

4 incidents required no firefighting action with 6 requiring direct firefighting action the other 3 incidents required only minor intervention i.e. disconnection from heat source or cutting away.

Following these incidents each were subject to a Post Fire Audit by the SFRS Fire Safety Enforcement Team.

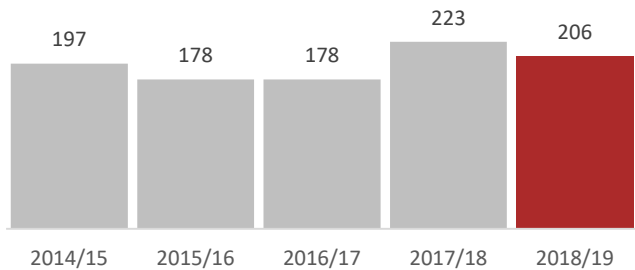
Unwanted Fire Alarm Signals



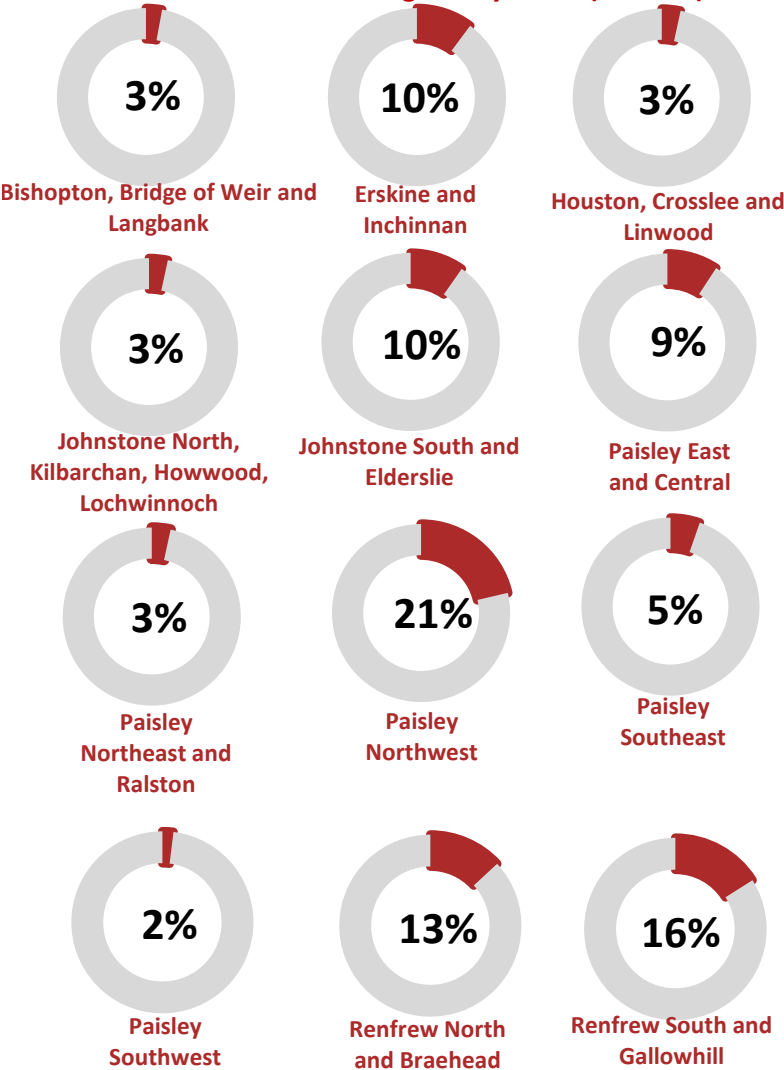
Performance Summary



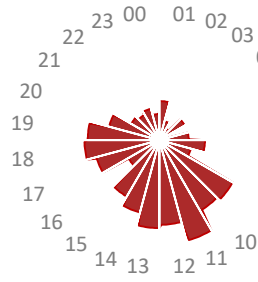
Unwanted Fire Alarm Signals



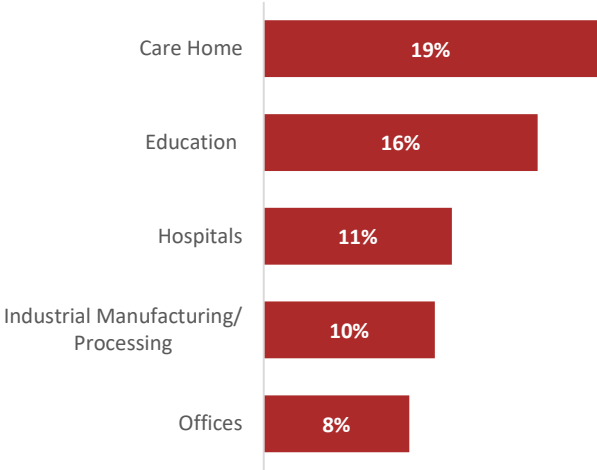
Unwanted Fire Alarm Signals by Ward (% share)



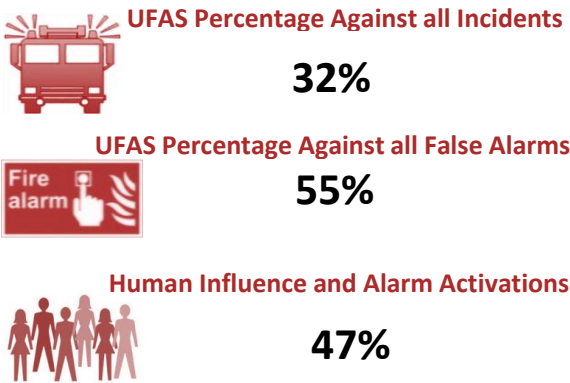
Unwanted Fire Alarm Signals by Time of Day



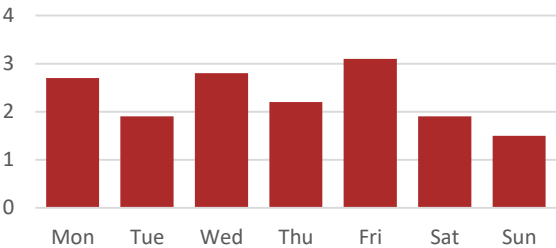
Unwanted Fire Alarm Signals - Top 5 Premises



Unwanted Fire Alarm Signals Activity Ratios



Average Unwanted Fire Alarm Signals per Day



Unwanted Fire Alarm Signals (UFAS) have shown a decrease during the reporting period with an 8% (17 incidents) reduction. Just under half of incidents are due to human interaction for example, alarm not being isolated during testing or carelessly setting off a detector from cooking. Care homes, education and retail account for 46% (95 incidents) of the top 5 reporters, most activity occurring weekdays