renfrewshire.gov.uk

Renfrewshire Council

Notice of Meeting and Agenda
Housing & Community Safety Policy Board

Date	Time	Venue
Tuesday, 14 March 2017	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Bill Brown: Councillor John Caldwell: Councillor Eddie Devine: Councillor Jacqueline Henry: Councillor Brian Lawson: Councillor Mags MacLaren: Councillor Eileen McCartin: Councillor Cathy McEwan: Councillor Marie McGurk: Councillor Alexander Murrin: Councillor Allan Noon: Councillor Jim Paterson: Councillor Jim Sharkey:

Councillor Tommy Williams (Convener): Councillor Margaret Devine (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 www.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.

09/03/2017

Items of business

Elected Members - Training and Development Programme

Please note that a briefing entitled 'Hate Crime - Third Party Reporting' will be held in the Council Chamber at 12 noon, prior to the meeting of this Policy Board.

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.

EXCLUSION OF PRESS AND PUBLIC

The Board may by resolution exclude the press and public from the meeting during consideration of the following items of business as it is likely, in view of the nature of the business to be transacted, that if members of the press and public are present, there could be disclosure to them of exempt information as defined in paragraphs 8 and 9 of Part I of Schedule 7A of the Local Government (Scotland) Act, 1973.

13   Building Services Trading Budget Monitoring Report

Renfrewshire Council

To: Housing and Community Safety Policy Board

On: 14 March 2017

Report by: Director of Finance and Resources and Director of Development and Housing Services

---

Heading: Revenue Budget Monitoring to 6 January 2017

---

1. **Summary**

1.1 Gross expenditure is £59,000 (0.1%) over budget and income is £59,000 (0.1%) greater than anticipated which results in a **net breakeven position** for the services reporting to this Policy Board. This is summarised over the relevant services in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
HRA	Breakeven	-	Breakeven	-
Other Housing	Breakeven	-	Breakeven	-

---

2. **Recommendations**

2.1 Members are requested to note the budget position.

2.2 Members are requested to note that since the report there have been no budget adjustments.

0

3.   **Housing Revenue Account**

        Current Position: **Breakeven**
        Previously Reported: *Breakeven*

The current breakeven position principally reflects an overspend within Property Costs due to great than anticipated repair costs, offset by an over recovery of income from OFGEM for renewable heat incentive.

3.1   **Projected Year End Position**

At this stage in the financial year, it is projected that the HRA will achieve a breakeven position at the year.

4.   **Other Housing**

        Current Position: **Breakeven**
        Previously Reported: *Breakeven*

At this stage in the financial year the account reflects a breakeven position, with no significant variances to report.

4.1   **Projected Year End Position**

It is projected that the Other Housing division will achieve a breakeven position by the year end.

_____

Implications of the Report

1.   **Financial** – Net revenue expenditure will be contained within available resources.

2.   **HR & Organisational Development** - none

3.   **Community Planning – none**

4.   **Legal** - none

5.   **Property/*Assets*** - none

6.   **Information Technology** - none.

1

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 because it is for noting only. 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

_____

Author: Valarie Howie, Ext 7796
               Lisa Dickie, Ext 7384

2

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2016/2017
1st April 2016 to 06 January 2017

POLICY BOARD : HOUSING AND COMMUNITY SAFETY

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's	%	
Employee Costs	9,260	6,439	6,606	(147)	6,459	(20)	-0.3%	overspend
Property Costs	77,879	58,734	58,186	606	58,792	(58)	-0.1%	overspend
Supplies & Services	375	177	178	(7)	171	6	3.4%	underspend
Contractors and Others	45	8	91	(79)	12	(4)	-50.0%	overspend
Transport & Plant Costs	36	13	14	(1)	13	0	0.0%	breakeven
Administration Costs	5,486	237	232	1	233	4	1.7%	underspend
Payments to Other Bodies	5,881	2,917	2,919	(15)	2,904	13	0.4%	underspend
CFCR	1,387	1,067	0	1,067	1,067	0	0.0%	breakeven
Capital Charges	22,681	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	**123,030**	**69,592**	**68,226**	**1,425**	**69,651**	**(59)**	**-0.1%**	**overspend**
Income	(117,469)	(80,143)	(80,152)	(50)	(80,202)	59	0.1%	over-recovery
NET EXPENDITURE	**5,561**	**(10,551)**	**(11,926)**	**1,375**	**(10,551)**	**0**	**0.0%**	**breakeven**

£000's

Bottom Line Position to 06 January 2017 is breakeven of   **0**   0.0%

Anticipated Year End Budget Position is breakeven of   **0**   0.0%

POLICY BOARD : HOUSING AND COMMUNITY SAFETY

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's	%
Housing Revenue Account	0	(20,114)	(21,468)	1,354	(20,114)	0	0.0% breakeven
Other Housing	5,562	9,563	9,542	21	9,563	0	0.0% breakeven
NET EXPENDITURE	5,562	(10,551)	(11,926)	1,375	(10,551)	0	0.0% breakeven

£000's

0.0%

0.0%

£000's

Bottom Line Position to 06 January 2017 is breakeven of   0

Anticipated Year End Budget Position is breakeven of   0

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2016/2017
1st April 2016 to 06 January 2017

POLICY BOARD : HOUSING AND COMMUNITY SAFETY : HOUSING REVENUE ACCOUNT

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)	%	
£000's	£000's	£000's	£000's	£000's	£000's	£000's		
Employee Costs	7,628	5,283	5,303	0	5,303	(20)	-0.4%	overspend
Property Costs	13,254	9,238	8,669	626	9,295	(57)	-0.6%	overspend
Supplies & Services	319	159	152	1	153	6	3.8%	underspend
Contractors and Others	23	8	12	0	12	(4)	-50.0%	overspend
Transport & Plant Costs	17	3	3	0	3	0	0.0%	breakeven
Administration Costs	2,928	229	225	0	225	4	1.7%	underspend
Payments to Other Bodies	3,983	2,073	2,047	2	2,049	24	1.2%	underspend
CFCR	1,387	1,067	0	1,067	1,067	0	0.0%	breakeven
Capital Charges	22,681	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	**52,220**	**18,060**	**16,411**	**1,696**	**18,107**	**(47)**	**-0.3%**	**overspend**
Income	(52,220)	(38,174)	(37,879)	(342)	(38,221)	47	0.1%	over-recovery
NET EXPENDITURE	**0**	**(20,114)**	**(21,468)**	**1,354**	**(20,114)**	**0**	**0.0%**	**breakeven**

£000's

Bottom Line Position to 06 January 2017 is breakeven of   0   0.0%

Anticipated Year End Budget Position is breakeven of   (0)   0.0%

POLICY BOARD : HOUSING AND COMMUNITY SAFETY : OTHER HOUSING

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's	Budget Variance (7) %	
Employee Costs	1,632	1,156	1,303	(147)	1,156	0	0.0%	breakeven
Property Costs	64,625	49,496	49,517	(21)	49,496	0	0.0%	breakeven
Supplies & Services	56	18	26	(8)	18	0	0.0%	breakeven
Contractors and Others	22	0	79	(79)	0	0	0.0%	breakeven
Transport & Plant Costs	19	10	11	(1)	10	0	0.0%	breakeven
Administration Costs	2,558	8	7	1	8	0	0.0%	breakeven
Payments to Other Bodies	1,898	844	872	(17)	855	(11)	-1.3%	overspend
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	0	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	**70,810**	**51,532**	**51,815**	**(272)**	**51,543**	**(11)**	**0.0%**	**overspend**
Income	(65,250)	(41,969)	(42,273)	293	(41,980)	11	0.0%	over-recovery
NET EXPENDITURE	**5,560**	**9,563**	**9,542**	**21**	**9,563**	**0**	**0.0%**	**breakeven**

£000's

Bottom Line Position to 06 January 2017 is breakeven of   0   0.0%

Anticipated Year End Budget Position is breakeven of   0   0.0%

Renfrewshire
Council

_____

To: **HOUSING & COMMUNITY SAFETY POLICY BOARD**

On: **14 MARCH 2017**

_____

Report by: **Director of Finance and Resources**

_____

Heading: **Capital Budget Monitoring Report**

_____

1. **Summary**

1.1 Capital expenditure to 6th January 2017 totals £6.424m compared to anticipated expenditure of £6.239m for this time of year. This results in an over-spend position of £0.185m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Housing (HRA)	£0.203m o/spend	4% o/spend	£0.403m o/spend	13% o/spend
Housing (PSHG)	£0.018m u/spend	2% u/spend	£0.151m u/spend	17% u/spend
Total	**£0.185m o/spend**	**3% o/spend**	**£0.251m o/spend**	**6% o/spend**

1.2 The expenditure total of £6.424m represents 63% of the resources available to fund the projects being reported to this board. Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.

_____

2. **Recommendations**

2.1 It is recommended that Members note this report.

1

3. Background

3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive and the Director of Development & Housing Services.

3.2 This capital budget monitoring report details the performance of the Capital Programme to 6th January 2017, and is based on the Housing Capital Investment Plan which was approved by council on 3rd March 2016 and the Private Sector Housing Investment Programme approved by the board on 15th March 2016, adjusted for movements since its approval.

4. Budget Changes

4.1 Since the last report budget changes totalling £0.220m have arisen which relate to the following:-

- **HRA:**
  Budget re-profiled from 2016/17 to 2017/18 reflecting updated cashflows received for the projects (£0.220m):

  − Heating (£0.080m).
  − Initiatives (£0.140m).

- **PSHG:**
  − No budget changes.

2

Implications of the Report

1. **Financial** – The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.

2. **HR & Organisational Development** – none.

3. **Community Planning –**

    Greener - Capital investment will make property assets more energy efficient.

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.

3

List of Background Papers

(a). Capital Investment Programme 2016/17 & 2017/18 – Council, 3rd March 2016.

(b). Housing Revenue Account Budget and Rent Levels 2016/17 and Housing Capital Investment Plan 2016/17 to 2018/19 – Council, 3rd March 2016.

The contact officers within the service are:
- − Geoff Borland, Extension 4786
- − Louise Feely, Extension 6049
- − Ian MacKinnon, Extension 5842

_____

Author: *Geoff Borland, Principal Accountant, 0141 618 4786, geoffrey.borland@renfrewshire.gov.uk.*

4

Housing(HRA) - Appendix 1(a)

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: HOUSING & COMMUNITY SAFETY

Project Title	Approved Programme @03/03/16	Current Programme MR 10	Year To Date Budget to 06-Jan-17	Cash Spent to 06-Jan-17	Variance to 06-Jan-17	% Variance	Cash to be Spent by 31-Mar-17	% Cash Spent
Department: Housing(HRA)								
Improvements To Existing Properties	6,000	3,608	2,141	2,280	-139	-7%	1,328	63%
Demolition	2,930	1,127	965	969	-5	0%	157	86%
Other Assets	1,695	2,010	1,206	1,236	-30	-2%	774	61%
Non Property Expenditure	80	80	10	0	10	100%	80	0%
Council House New Build	2,000	0	0	0	0	0%	0	-
Professional Fees	1,525	1,464	870	906	-36	-4%	558	62%
Future Years Allowances	0	0	0	3	-3	100%	-3	-
TOTAL HOUSING PROGRAMME	**14,230**	**8,288**	**5,191**	**5,394**	**-203**	**-4%**	**2,894**	**65%**

Housing(PSHG) - Appendix 1(b)

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: HOUSING & COMMUNITY SAFETY

Project Title	Approved Programme @03/03/16	Current Programme MR 10	Year To Date Budget to 06-Jan-17	Cash Spent to 06-Jan-17	Variance to 06-Jan-17	% Variance	Cash to be Spent by 31-Mar-17	% Cash Spent
Department: Housing(PSHG)								
General PSHG Programme	1,200	0	0	0	0	0%	0	-
4-16 Gordon Street	0	0	0	7	-7	100%	-7	-
Owners In Council House Schemes	0	876	529	509	20	4%	367	58%
Salaries	0	127	96	64	32	33%	63	51%
Care & Repair - Revenue Support	0	223	150	162	-12	-8%	61	72%
Disabled Adaptations	0	693	268	287	-19	-7%	406	41%
Fees/consultancy/Title Clearance	0	3	3	1	2	57%	1	52%
Private Rented Sector	0	3	2	1	1	67%	2	26%
TOTAL HOUSING PROGRAMME	1,200	1,924	1,048	1,030	18	2%	894	54%

6

Working together for a safer Scotland

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Renfrewshire Council

Report to:	**Renfrewshire Council Housing and Community Safety Policy Board**
Date of Report:	**15th February 2017**
Report by:	**David Proctor, Local Senior Officer (LSO)** **Scottish Fire and Rescue Service**

Subject:	**Scottish Fire and Rescue Service (SFRS) Report**

PURPOSE OF THIS REPORT

1. The purpose of this report is to inform the Housing and Community Safety Policy Board of the Scottish Fire and Rescue Service's (SFRS) performance and activities during the 1st of December 2016 to 31st January 2017 reporting period.

PERFORMANCE

2. The information provided in this report and attached appendix relates to the specific key performance indicators detailed in the Renfrewshire Local Fire and Rescue Plan 2014-2017. The SFRS Local Senior Officer will be happy to meet with any Elected Members who wish to discuss specific Ward issues.

A summary of the key performance indicators is detailed below:

   a. The total number of Accidental Dwelling Fires decreased from **46** in the same period in 2015/16 to **23** in the current reporting period.

   b. The total number of All Non-Fatal Fire Casualties decreased from **11** in the same period in 2015/16 to **4** in the current reporting period.

   c. The total number of incidents involving Deliberate Fire Raising increased from **22** in the same period in 2015/16 to **74** in the current reporting period.

   d. The total number of Fires in Non-Domestic Buildings decreased from **15** in the same period in 2015/16 to **11** in the current reporting period.

e. The total number of Unwanted Fire Alarm Signal incidents <u>increased</u> from **98** in the same period in 2015 to **110** in the current reporting period.

f. The total number of Road Traffic Collisions incidents attended by SFRS which resulted resulting in non-fatal casualties, <u>increased</u> from **11** in the same period in 2015 to **13** in the current reporting period. The number of recorded casualties <u>increased</u> from **7** in the same period in 2015 to **15** in the current reporting period.

PRIORITIES & INTERVENTIONS

3. SFRS is committed to working in partnership with Community Planning partners in the public, private and voluntary sectors in order to work together for a safer Scotland. Strengthening our relationship with and working in partnership to add value to our communities is critical to the success of our strategy.

The following activities are illustrative of SFRS arrangements in terms of partnership working and targeted engagement:

a. The Local Area Liaison Officer (LALO) attends the Daily Tasking Meetings within Renfrewshire Safety Hub on a daily basis and provides statistics of incidents within the Local Authority Area to ensure partners are aware of all fire related activity. This forum continues to deliver on achieving joint positive initiatives and outcomes.

b. In support of partnership working the Community Action Team have engaged with a number of key partners to promote Fire Safety within the home and the wider unintentional harm agenda.

c. The Community Action Team have conducted 2 'firesetter' intervention events speaking with young people who have a fascination with fire.

d. The Community Action Team conducted a number of information/awareness events to support the work of the SFRS Winter Thematic Action Plan.

e. A total of 305 Home Fire Safety Visits (HFSV) was carried out by in Renfrewshire during the reporting period. These HFSVs are carried out by our operational personnel and

3

Community Action Team officers who will conduct these visits jointly with partner agencies where deemed appropriate. Of these HFSVs:

i. 22 of these HFSV were as a result of high risk referrals from Renfrewshire Community Planning partners to SFRS.

ii. 88 were as a result of Post Domestic Incident Responses (PDIR). The SFRS conducts a PDIR at all domestic dwelling incidents (includes fire alarm actuations and special services). This involves positive engagement with the occupier(s) of the affected property and neighbouring properties by SFRS personnel. Fire safety advice and support are provided; where required SFRS provide and fit 10 year battery powered smoke detectors.
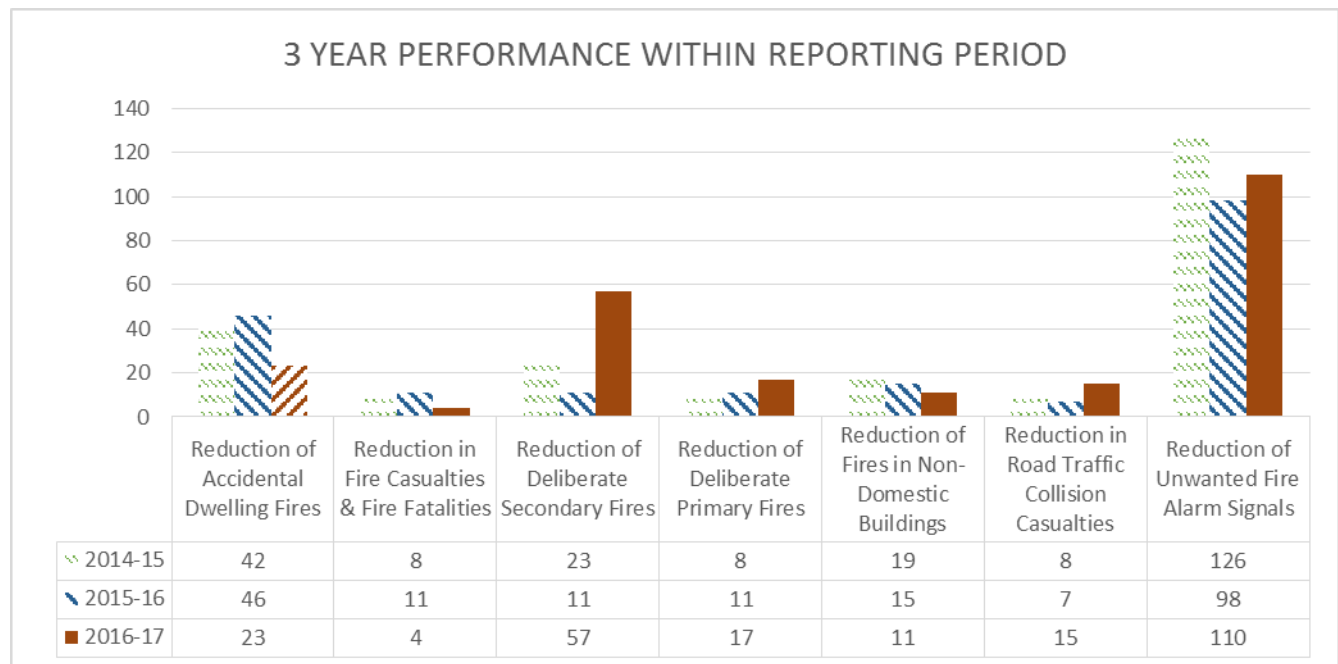
RECOMMENDATIONS

Housing and Community Safety Board members are asked to note the contents of this report and the attached appendix.

APPENDIX A

4

The graph below provides a comparative overview of the activity levels within the reporting period over the last 3 years.
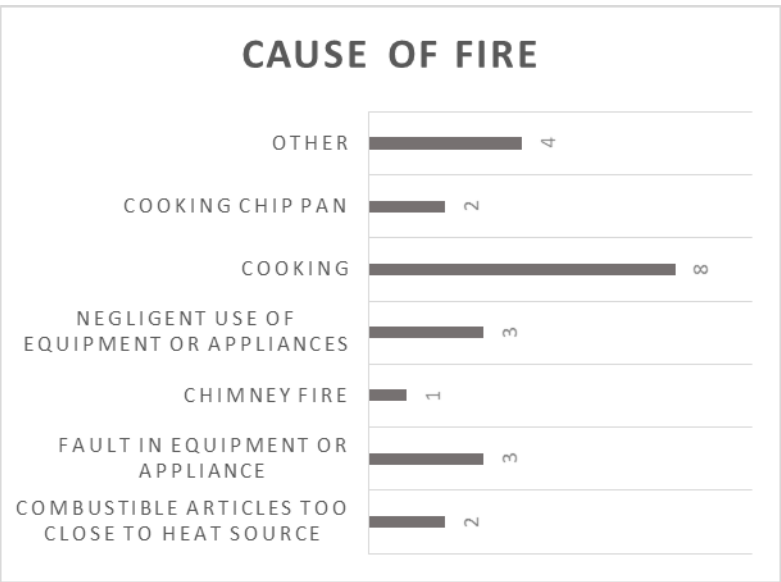
1. THREE YEAR PERFORMANCE OVERVIEW

3 YEAR PERFORMANCE WITHIN REPORTING PERIOD

	Reduction of Accidental Dwelling Fires	Reduction in Fire Casualties & Fire Fatalities	Reduction of Deliberate Secondary Fires	Reduction of Deliberate Primary Fires	Reduction of Fires in Non-Domestic Buildings	Reduction in Road Traffic Collision Casualties	Reduction of Unwanted Fire Alarm Signals
2014-15	42	8	23	8	19	8	126
2015-16	46	11	11	11	15	7	98
2016-17	23	4	57	17	11	15	110

5

2. REDUCTION OF ACCIDENTAL DWELLING FIRES

2.1. Incidents by Ward

1ST DECEMBER 2016 TO 31ST JANUARY 2017

- RENFREW AND GALLOWHILL — 8
- PAISLEY SOUTH — 4
- PAISLEY EAST & RALSTON WARD — 7
- JOHNSTONE AND LOCAL VILLAGES — 1
- HOUSTON, CROSSLEE AND RIVERSIDE — 3

The slightly higher level of activity in a number of wards is a direct correlation to the number of residents and homes within each locality.
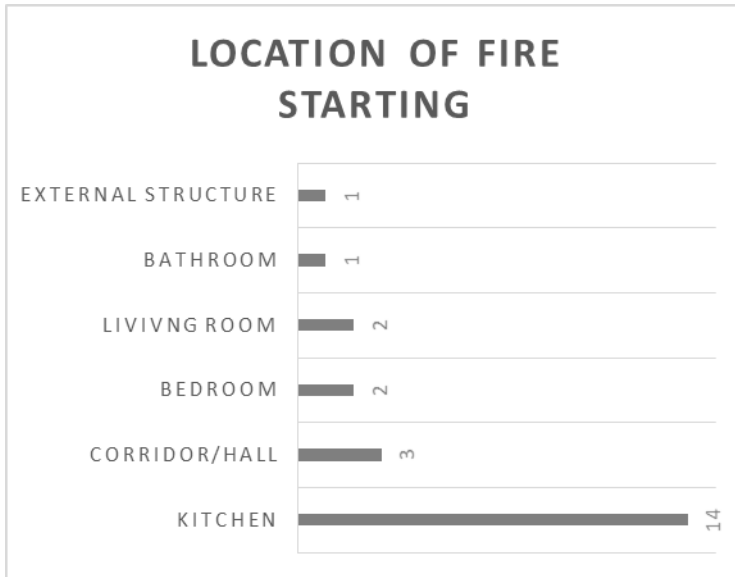
2.2. Cause of Fire

CAUSE OF FIRE

- OTHER — 4
- COOKING CHIP PAN — 2
- COOKING — 8
- NEGLIGENT USE OF EQUIPMENT OR APPLIANCES — 3
- CHIMNEY FIRE — 1
- FAULT IN EQUIPMENT OR APPLIANCE — 3
- COMBUSTIBLE ARTICLES TOO CLOSE TO HEAT SOURCE — 2

As is evident from graph 2.2 cooking remains the most significant cause of accidental dwelling fires in Renfrewshire.

However further analysis of the information has shown that the majority of the incidents are small in nature and require no action by the Scottish Fire and Rescue Service (SFRS). The increase in detectors within homes has provided early warning and intervention.

2.3. Location of Fire

LOCATION OF FIRE STARTING

Location	Count
EXTERNAL STRUCTURE	1
BATHROOM	1
LIVIVNG ROOM	2
BEDROOM	2
CORRIDOR/HALL	3
KITCHEN	14

The information within this graph links directly to 2.2 above where cooking was identified as the most common cause of fire and this is further confirmed with 14 fires starting within the Kitchen.

2.4. Human Factors

IMPAIRMENT DUE TO DRUGS/ALCOHOL

Response	Count
DON'T KNOW	2
NO	16
YES	5
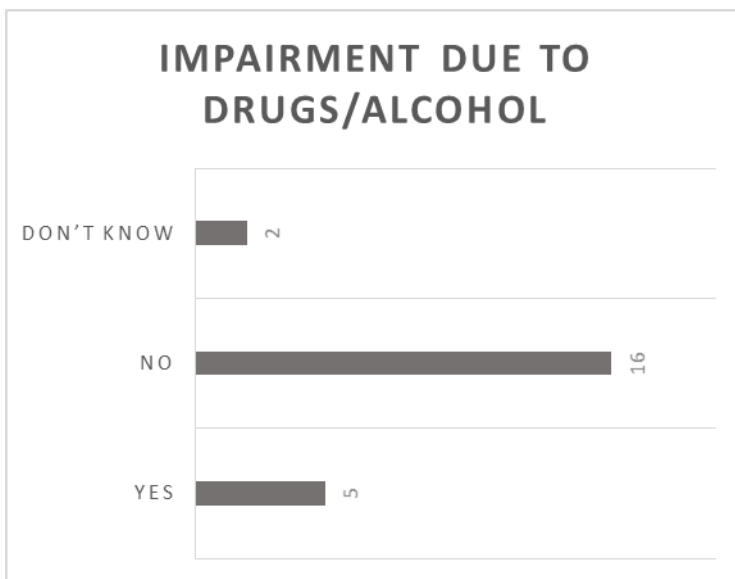
It is encouraging to see that in 18 out of the 23 incidents that alcohol or drugs were not a factor.

However distraction still has a bearing on accidental fires and this is a hard factor to resolve.

Partnership working to address alcohol and drug related incidents is central to reducing the risk to the individuals identified as well as their neighbours.

7

3. REDUCTION OF FIRE CASUALTIES

FACTORS CONTRIBUTING TO FIRE STARTING

Factor	Count
DISTRACTION	8
NONE	8
OTHER	2
FALLING ASLEEP/ASLEEP	4
NOT KNOWN	1

Distraction includes conditions such as alcohol/ drug (prescibed or other) use, mental health, capability and individuals dealing with other matters and forgetting that they have left something cooking.

The 8 fires having no known contributory factors are considered purely accidental.

3.1. Casualties by Ward

There were only 4 recorded casualties during the reporting period and these were in the Renfrew North, Paisley North and Renfrew South & Gallowhill Wards . In comparison to the same period last year this is a reduction of 7 less recorded fire casualties.

3.2. Casualties by Age and Gender

One casualty was male in the 40 to 49 age range. The other casualties's were female in the 20 to 39 age group category. This fire casualty profile is not reflective of the Scottish profile, which over the past two years has seen a growing trend of older females being the most at risk of harm from fire.
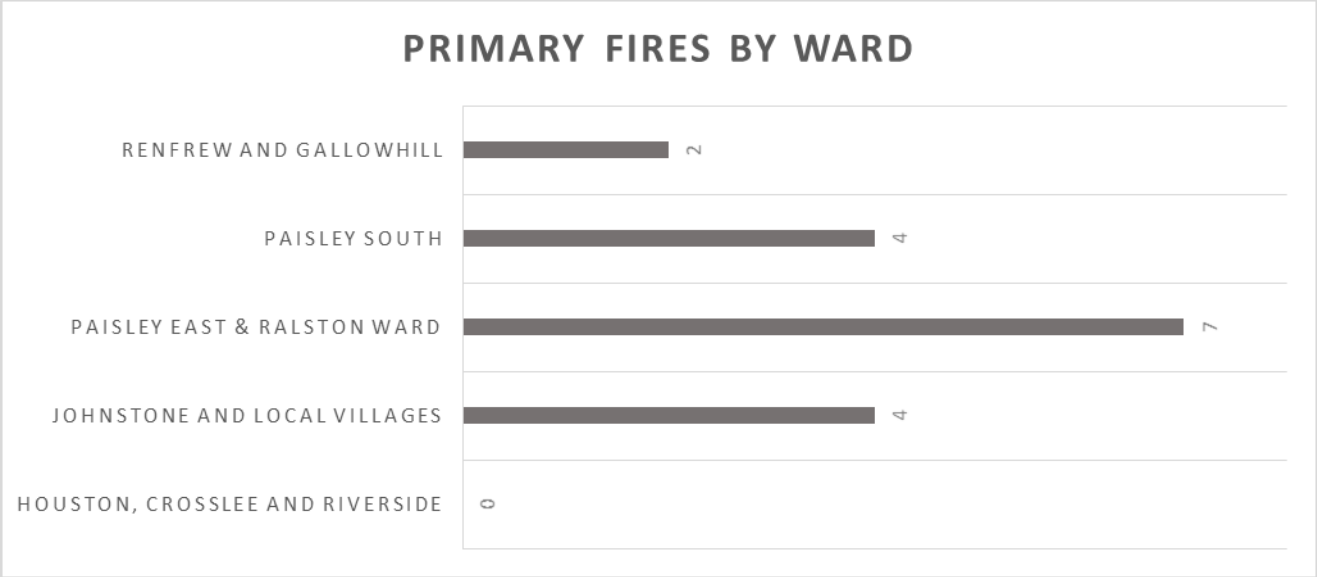
3.3. Extent of Harm

All of the inicidents resulted in slight injury or requirement for a precationary at the scene. The positive impact of early warning of fire provided by either standalone or linked smoke alarms is evident in terms of the reduction in the number of severe dwelling fires and the associated level of fire related injuries compared to 10 years ago.
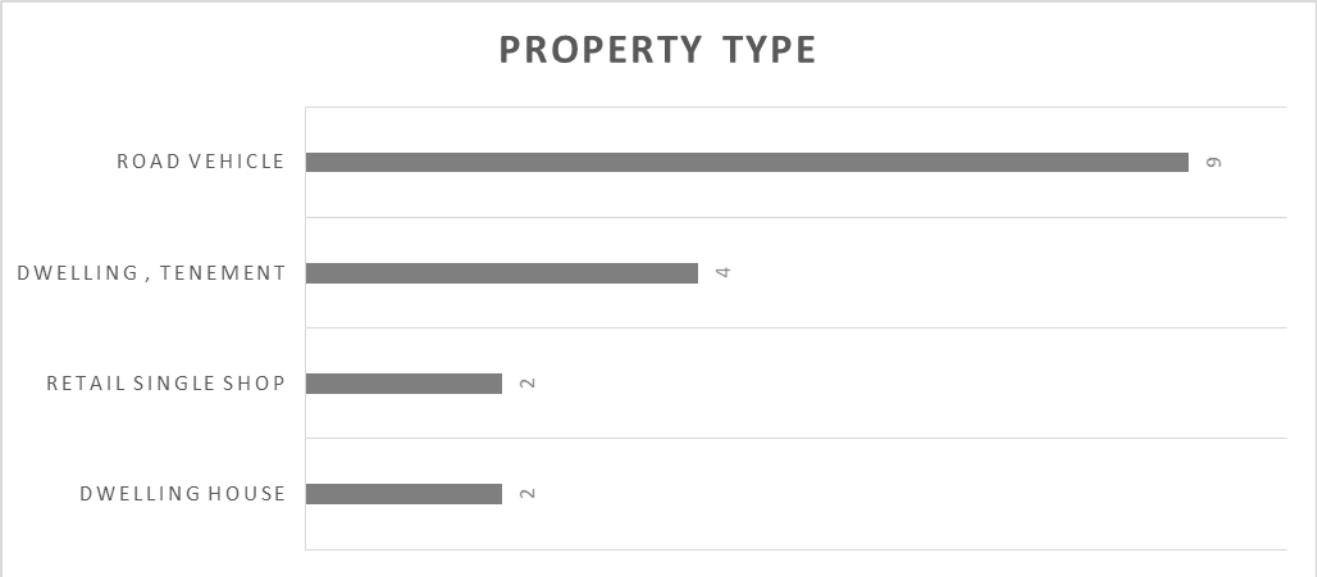
8

4. REDUCTION OF DELIBERATE FIRE SETTING

4.1. Primary Fires

Primary fires are classed as those involving property which has a specific private or commercial value; and generally relates to building, structures or vehicle fires. During the reporting period there were a total of 17 deliberate primary fires; this is an increase when compared to the same period in 2015/16 when there were 11 deliberate primary fires.
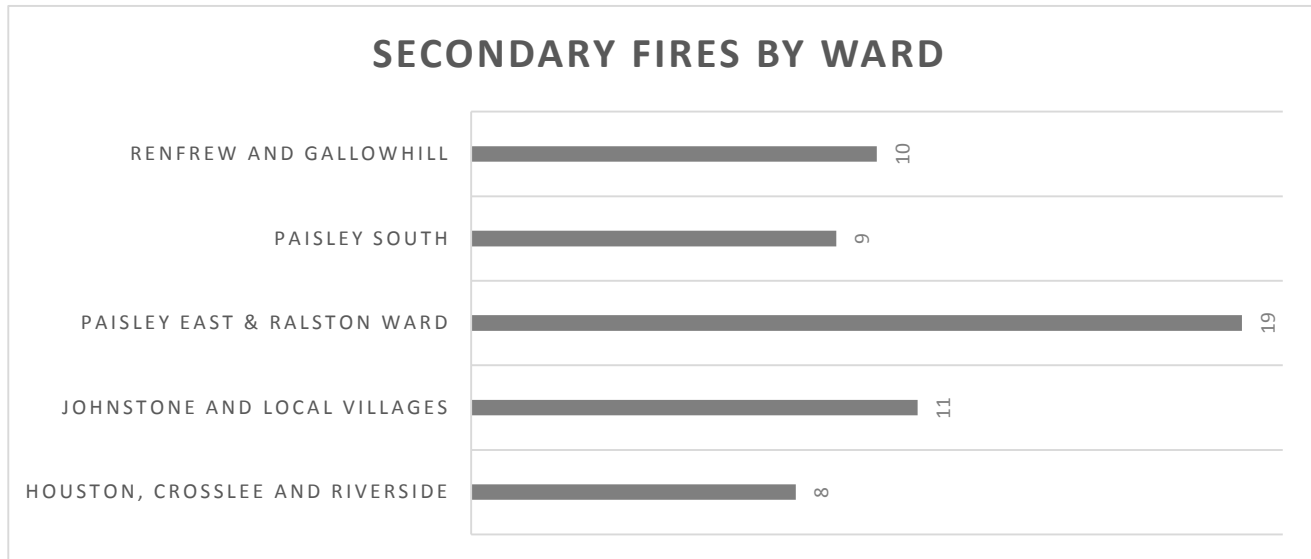
4.1.1. Incidents by Ward

PRIMARY FIRES BY WARD

Ward	Count
RENFREW AND GALLOWHILL	2
PAISLEY SOUTH	4
PAISLEY EAST & RALSTON WARD	7
JOHNSTONE AND LOCAL VILLAGES	4
HOUSTON, CROSSLEE AND RIVERSIDE	0

4.1.2. Property Types

PROPERTY TYPE

Property	Count
ROAD VEHICLE	9
DWELLING , TENEMENT	4
RETAIL SINGLE SHOP	2
DWELLING HOUSE	2

9

Deliberate fire setting is a criminal offence and SFRS will request Police Scotland to attend suspected deliberate primary fires when deemed appropriate. The SFRS Local Area Liaison Officer (LALO) attends the Daily Tasking meeting in Renfrewshire to provide fire activity overviews for action as appropriate.

SFRS officers will also complete Community Intelligent Reports at incidents where deliberate fire setting occurs; these are passed to Police Scotland where relevant information is gathered and used to support further investigation.

4.2. Secondary Fires

Secondary fires are classed as those involving derelict property (structures or vehicles), refuse, grassland and scrubland. During the reporting period there were a total of 57 deliberate secondary fires; this is an increase when compared to the same period in 2015/16 when there were 25 deliberate secondary fires.

4.2.1. Incidents by Ward

SECONDARY FIRES BY WARD

Ward	Count
RENFREW AND GALLOWHILL	10
PAISLEY SOUTH	9
PAISLEY EAST & RALSTON WARD	19
JOHNSTONE AND LOCAL VILLAGES	11
HOUSTON, CROSSLEE AND RIVERSIDE	8

SFRS works closely with our partners to provide appropraite engagement, education and intervention approaches. Schools in areas identified as having higher fire incidents are targeted and the CAT officers actively engage with the pupils to educate them on the dangers and subsequences of wilful fire setting.
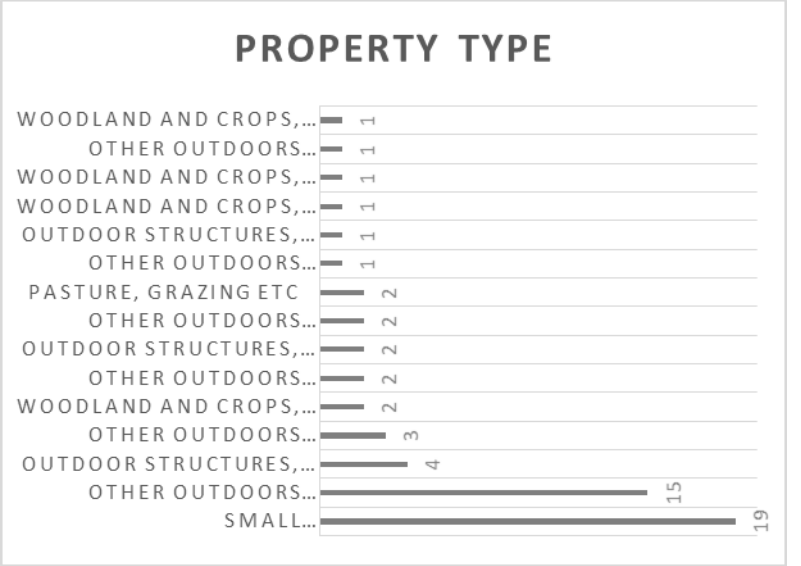
4.2.2. Time of Day

DELIBERATE SECONDARY FIRES BY HOUR OF DAY

Hour	Count
00:00	2
01:00	0
02:00	1
03:00	2
04:00	2
05:00	0
06:00	0
07:00	0
08:00	0
09:00	0
10:00	0
11:00	0
12:00	0
13:00	1
14:00	0
15:00	1
16:00	6
17:00	5
18:00	7
19:00	6
20:00	6
21:00	9
22:00	5
23:00	2
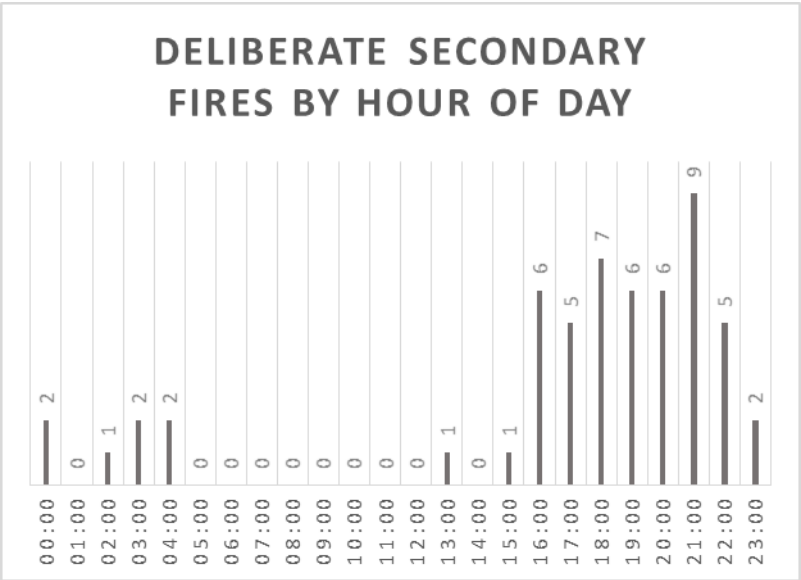
Graph 4.2.2 shows it is evident the vast majority of fires occurred between 16:00hrs to 21:00hrs; this pattern leads us to believe the majority of these fires have been started by school age young people who outwith these times will either be in bed or at school.

The Firereach programme also addresses wilful fire setting and educates young people on the impact of available front line emergency resources attending secondary fires and not being available for life threatening emergencies.

4.2.3. Property Type

PROPERTY TYPE

Property	Count
WOODLAND AND CROPS,…	1
OTHER OUTDOORS…	1
WOODLAND AND CROPS,…	1
WOODLAND AND CROPS,…	1
OUTDOOR STRUCTURES,…	1
OTHER OUTDOORS…	1
PASTURE, GRAZING ETC	2
OTHER OUTDOORS…	2
OUTDOOR STRUCTURES,…	2
OTHER OUTDOORS…	2
WOODLAND AND CROPS,…	2
OTHER OUTDOORS…	3
OUTDOOR STRUCTURES,…	4
OTHER OUTDOORS…	15
SMALL…	19

Work has been on-going through daily tasking to identify specific area of activity through sharing of information. This has resulted in an increased presence of Wardens, SFRS personnel and Police Scotland in the areas identified. There has also been on-going work with operational staff during the SFRS Winter Thematic Action Plan.

11

5. REDUCTION OF FIRES IN NON-DOMESTIC PREMISES

This category includes commercial premises, private lockups/ garages and other structures. These incidents are included in the Deliberate Primary Fires referred to in section 4.1.

5.1. Incident by Ward

There were a total of 2 recorded deliberate fires in non-domestic premises during the reporting period in:

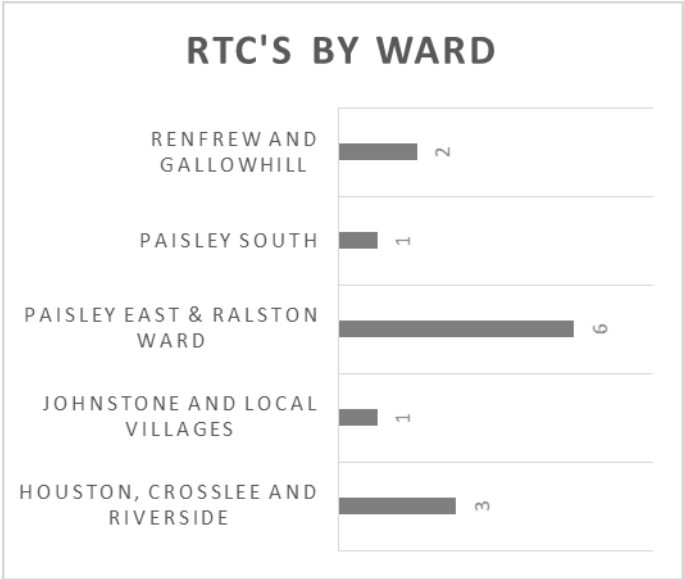- Paisley East and Ralston Ward(1)
- Paisley South Ward (1)

5.2. Property Types

Both incidents were linked to rubbish at the rear of retail outlets.

All fires in non-domestic premises which are classed as relevant premises under The Fire (Scotland) Act 2005 will be subject to a post fire audit. These are conducted by specialist Fire Safety Enforcement Officers (FSEO) who will carry out a full inspection of the premises and all paperwork required under the Act; where deficiencies in fire safety management arrangements are identified the 'duty holder' will be issued with a notice as appropriate.

6. REDUCTION OF CASUALTIES IN NON FIRE EMERGENCIES

6.1. Road Traffic Collision Incidents by Ward

RTC'S BY WARD

RENFREW AND GALLOWHILL — 2
PAISLEY SOUTH — 1
PAISLEY EAST & RALSTON WARD — 6
JOHNSTONE AND LOCAL VILLAGES — 1
HOUSTON, CROSSLEE AND RIVERSIDE — 3

There were a total of 13 Road Traffic Collisions (RTC) which SFRS attended in the reporting period; this will no reflect the numbers attended by Police Scotland which will potentially be higher. This is due to the fact SFRS only attends incidents of this nature when requested to assist in extrication of casualties or to make the scene safe.

6.2. Road Traffic Casualties by Ward

There were 15 RTC related casualties recorded by SFRS during the reporting period within Renfrewshire. Of the 15 casualties, 1 was deemed to have serious injuries requiring hospital treatment, 8 others had slight injuries which required precautionary check at hospital the remainder were treated at the scene.

13

7. REDUCTION OF UNWANTED FIRE ALARM SIGNALS

SFRS attends a range of false alarm incidents which include system faults, accidental actuation of fire alarm, malicious calls and good intent calls. SFRS is focused on reducing the associated road risk posed by 'blue light' journeys linked to our attendance at Unwanted Fire Alarm Signals (UFAS) incidents. There is a national policy in place which ensures we are adopting a standardised approach to positively engage and educate duty holders at premises which have fire alarm system actuations which are not due to an actual fire.

7.1. Incidents by Ward

UFAS BY WARD

Ward	Count
RENFREW AND GALLOWHILL	31
PAISLEY SOUTH	14
PAISLEY EAST & RALSTON WARD	37
JOHNSTONE AND LOCAL VILLAGES	7
HOUSTON, CROSSLEE AND RIVERSIDE	21
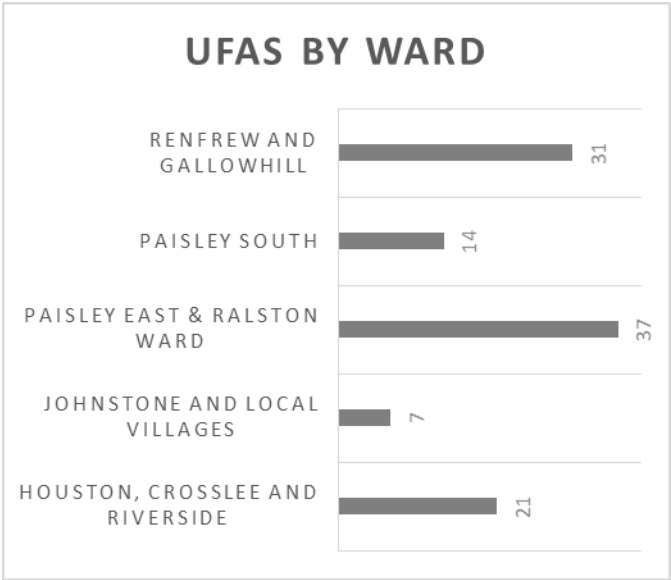
Paisley and Ralston Ward has the highest volume of UFAS incidents which has a direct correlation with the number of commercial premises in this locality.

14

7.2. Property Types

UFAS PREMISES TYPES

Premises Type	Count
FACTORY	10
PRIMARY/SECONDARY…	6
SINGLE SHOP	3
RESIDENTIAL HOME	8
SHELTERED HOUSING -…	6
SHOPPING CENTRE	4
WAREHOUSE	6
HOTEL	14
LEISURE CENTRE	2
LARGE SUPERMARKET	4
COMMUNITY CENTRE	2
PRIVATE NON-…	1
SURGERY (GP)	1
OFFICES - CALL CENTRE	8
SPORTS AND SOCIAL CLUB	4
HOSPITAL AND MEDICAL…	14
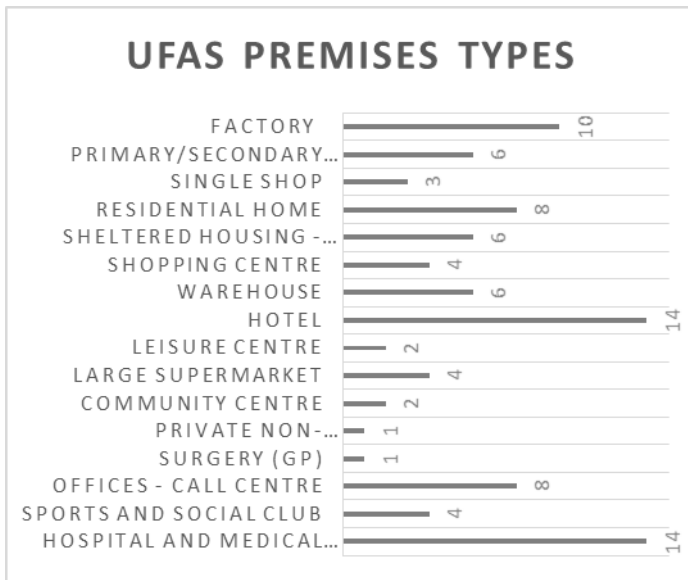
From graph 7.2 it is evident that hospital, medical establishments and hotels account for the majority of UFAS incidents in Renfrewshire.

7.3. Cause of Actuation

CAUSE OF UFAS

Cause	Count
OTHER	10
HUMAN/ SMOKING	6
HUMAN/ACCIDENTAL	8
DUST	15
ACCIDENTALLY/CARELESSLY SET OFF	13
SYSTEM FAULT	8
TESTING	14
COOKING/BURNT TOAST	16
CHEMICALS/AEROSOLS	8
STEAM	3
UNKNOWN	6
MALICIOUS	3
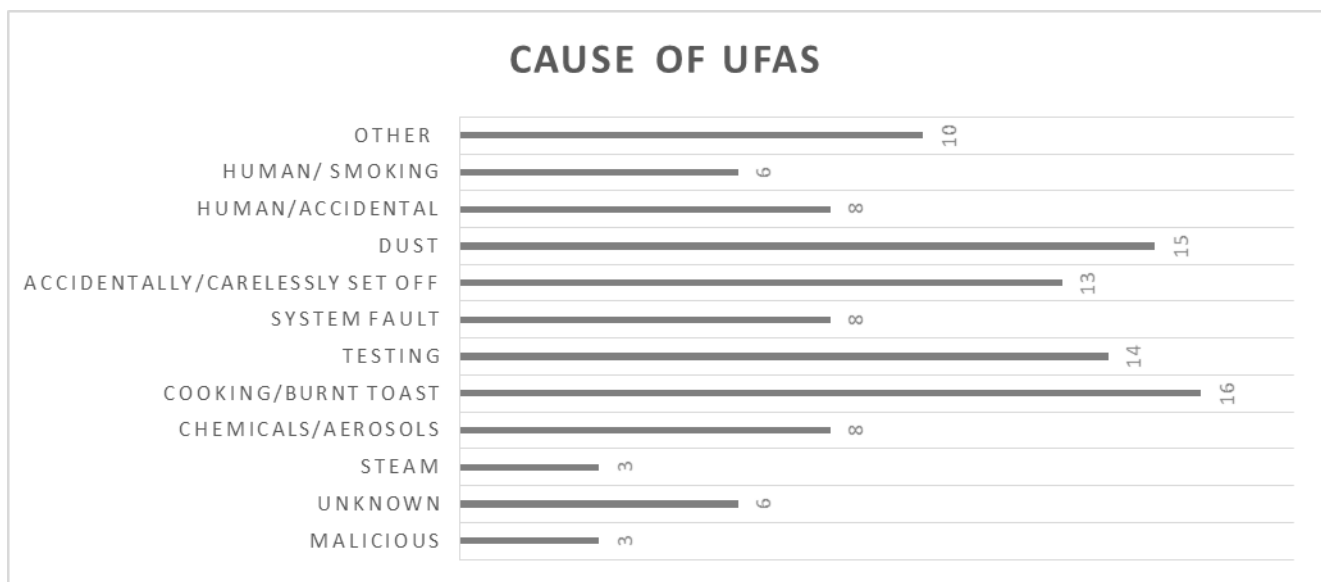
The SFRS works closely with all relevant premises where UFAS occur and each incident is monitored locallly through operational personnel and the area UFAS champion.

15

Renfrewshire

Local Fire and Rescue Plan

Review 2014 - 2017

Contents

Introduction

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

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

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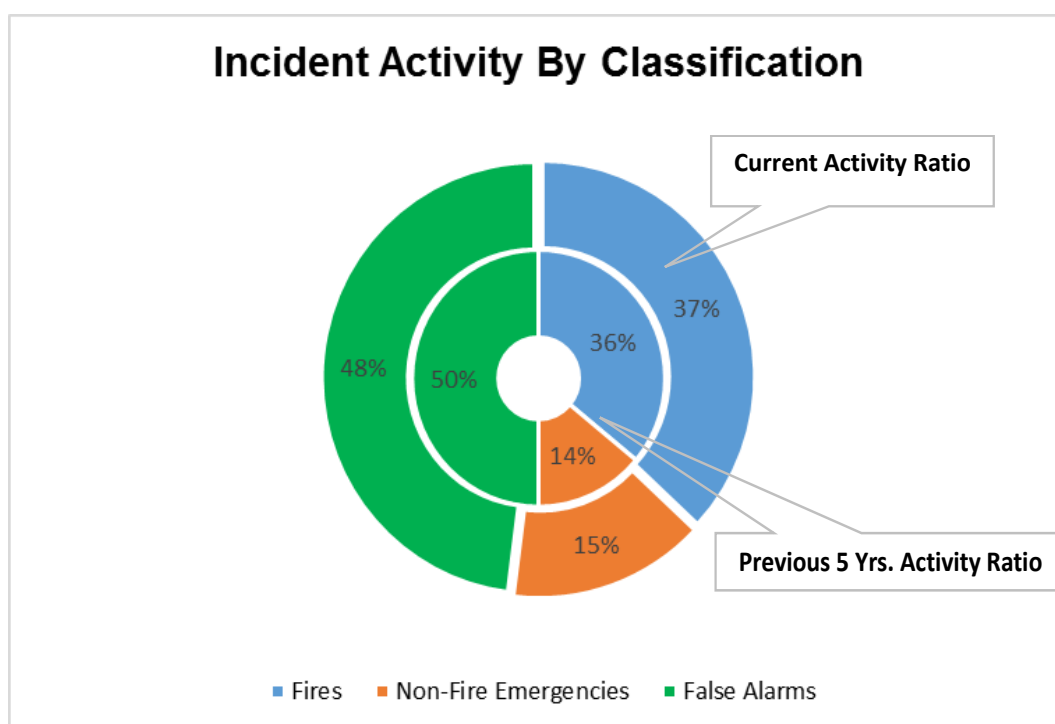
Performance Data – what the figures told us

Over the past five years within Renfrewshire, the SFRS responded to an average of 2832 incidents each year. Review of operational demand has indicated a downward trend overall, with activity levels decreasing by 3% between 2011 and 2016. For the current fiscal monitoring period, activity levels reviewed on the 30 January 2017 indicated a 10% increase when compared to the same period last year.

Renfrewshire Operational Activity

Legend: Fires, Non-Fire Emergencies, False Alarms, Total Incidents
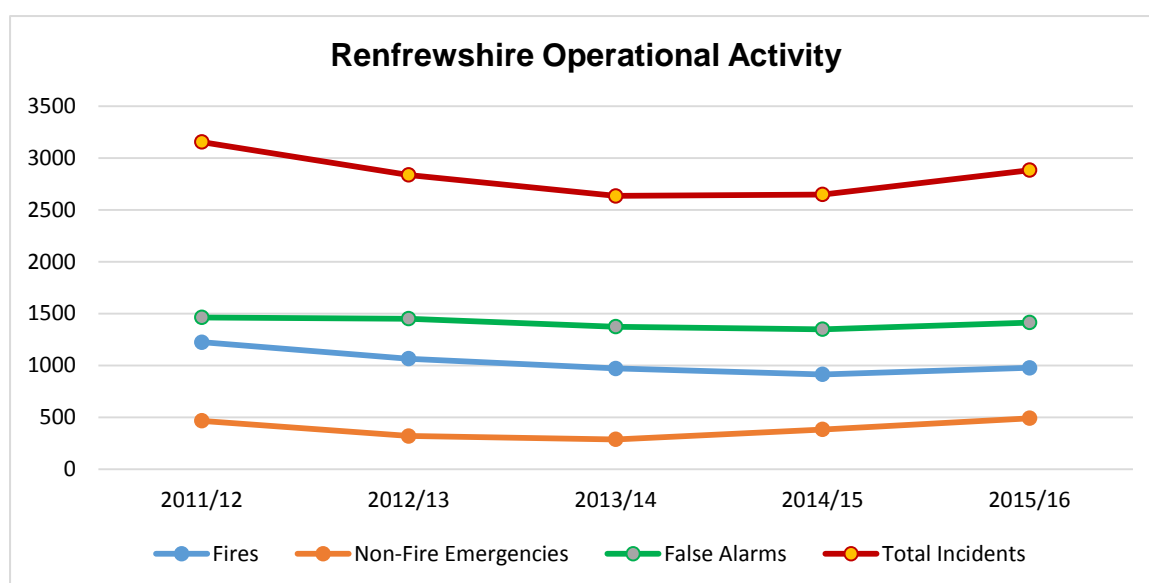
Incident Numbers 2011 to 2016

	2011/12	2012/13	2013/14	2014/15	2015/16
Fires	1225	1066	972	914	977
Non-Fire Emergencies	467	320	288	384	492
False Alarms	1463	1451	1374	1350	1414
Total Incidents	**3155**	**2837**	**2634**	**2648**	**2883**

The review of operational demand has identified False Alarms being the most common type of incidents attended within Renfrewshire and have accounted for 50% of mobilisations with Fires and Non-Fire Emergencies (Special Services) accounting for 36% and 14% respectively. Review of activity during the current fiscal monitoring period (Apr 2016 – March 2017) has determined minimal change in the demand ratio across these incident classifications.

Incident Activity By Classification

Current Activity Ratio

37%

36%

48% 50%

14%

15%

Previous 5 Yrs. Activity Ratio

■ Fires   ■ Non-Fire Emergencies   ■ False Alarms

As part of the process of scrutiny the SFRS are responsible for the submission of performance reports to Renfrewshire Council Housing and Community Safety Policy Board. The basis of these reports is to report on the progress the SFRS is making against the priorities contained within the Local Fire and Rescue Plan 2014-17 for Renfrewshire. The first two targets set (Table1) followed the High Level Performance Indictors set within the

Fire and Rescue Framework for Scotland 2013, with the remaining four targets defined at a local level.

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

Table 1

Current Local Fire and Rescue Plan Priorities for Renfrewshire	2013/14	2014/15	2015/16	Target*	RAG**
1 - Reducing Accidental Dwelling Fires by 10% each year	223	221	207	195	🟢
2 - Reducing Fire Casualties and Fire Fatalities by 5% each year	60	32	39	41	🟢
3 - Reducing Casualties From Non-Fire Emergencies by 5% each year	68	82	127	88	🔴
4 - Reducing Deliberate Fire Setting by 5% each year	604	543	627	562	🔴
5 - Reducing Fires in Non-Domestic Property by 5% each year	76	84	88	79	🟢
6 - Reducing Unwanted Fire Alarm Signals by 5% each year	1374	1350	1414	1310	🔴

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

Reducing Accidental Dwelling Fires by 10% each year   `GREEN`

Performance Explained

Current progression towards the three year average target for 2016/17 is classed as **Green** due to a positive reduction in the number of accidental dwelling fires this year.

Analysis of accidental dwelling fires over the past 5 years have determined the most common cause being attributed to cooking related activity, accounting for 65% of all accidental dwelling fire incidents. The kitchen as a room of origin accounts for over 70% of all domestic fires.
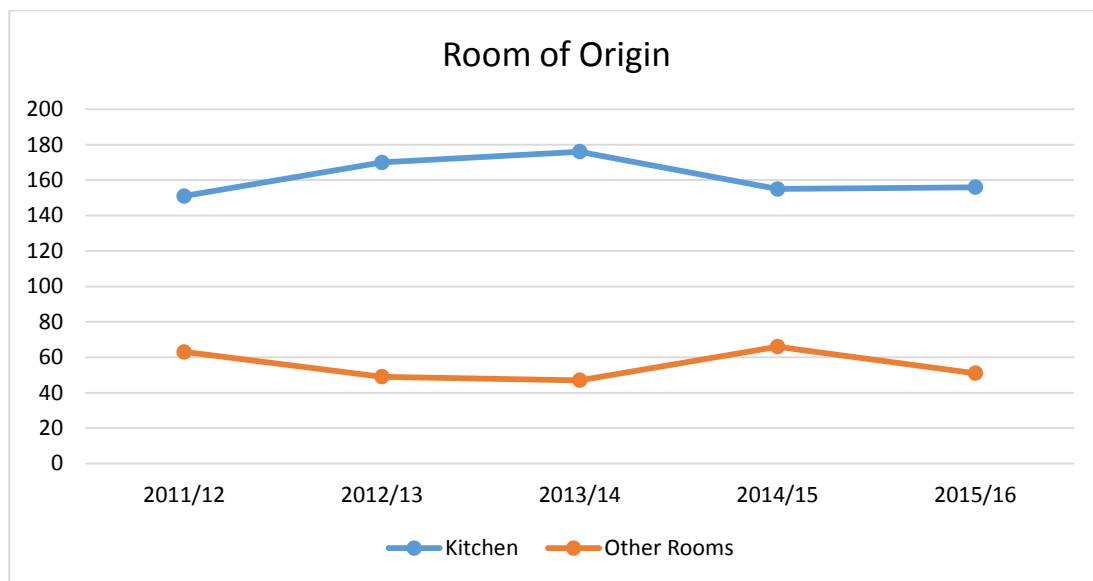
The severity of fires within the home can vary from the incident being dealt with by the occupier with little or no damage occurring to incidents where direct firefighting is undertaken by the SFRS. On average in Renfrewshire only 1 in 5 incidents require the SFRS to undertake direct firefighting.

Early warning is key to alerting occupants and over the last five years, 83% of properties affected by fire had smoke or heat detection present which has raised the alarm on 60% of occasions with 20% originating from domestic linked alarm systems. On average just under 65% of incidents attended by SFRS resulted in no fire damage to properties; this positive trend in reduction of fire damage is in direct correlation to the increased level of fitted smoke and heat detection.

Performance Explained

Current progression towards the three-year average target for 2016/17 is classed as **Green** as current activity is below the three year average. On average 89% of all fire fatalities and casualties within Renfrewshire arose from accidental dwelling fires.

Analysis of accidental dwelling fire fatalities and casualties has identified a link to fires within the kitchen accounting on average for 50% of incidents where injuries arise. Most common human contributory factor has been identified as 'Distraction'. Whilst the number of persons recorded as accidental dwelling fire casualties has seen an increase in the previous two years, review of the nature of injuries has determined the majority of recorded casualties (53%) were treated at the scene and did not require to attend hospital for treatment.
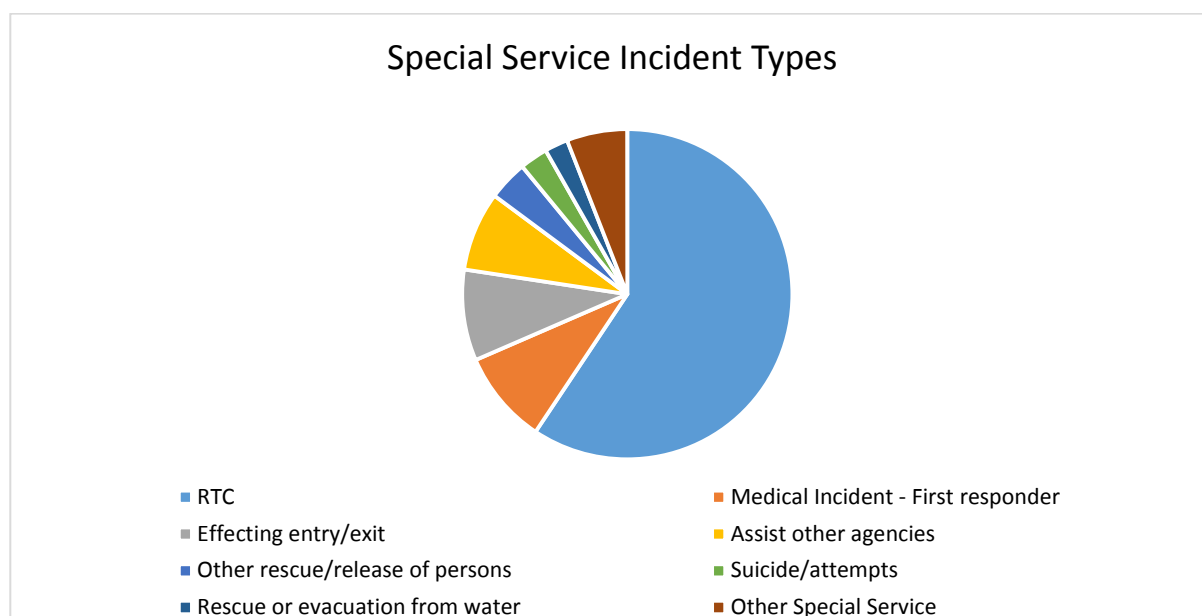
Of the 170 casualties recorded at accidental dwelling fires, only 5 have attended hospital having sustained serious injuries. Smoke inhalation has been identified as the most common cause of injury. Nearly half of all accidental dwelling fire casualties are aged 50 years and over with males accounting for the majority of all accidental dwelling fire casualties. This profile does not reflect the current Scottish trend which shows females over the age of 50 years of age to be the highest risk group related to fire.
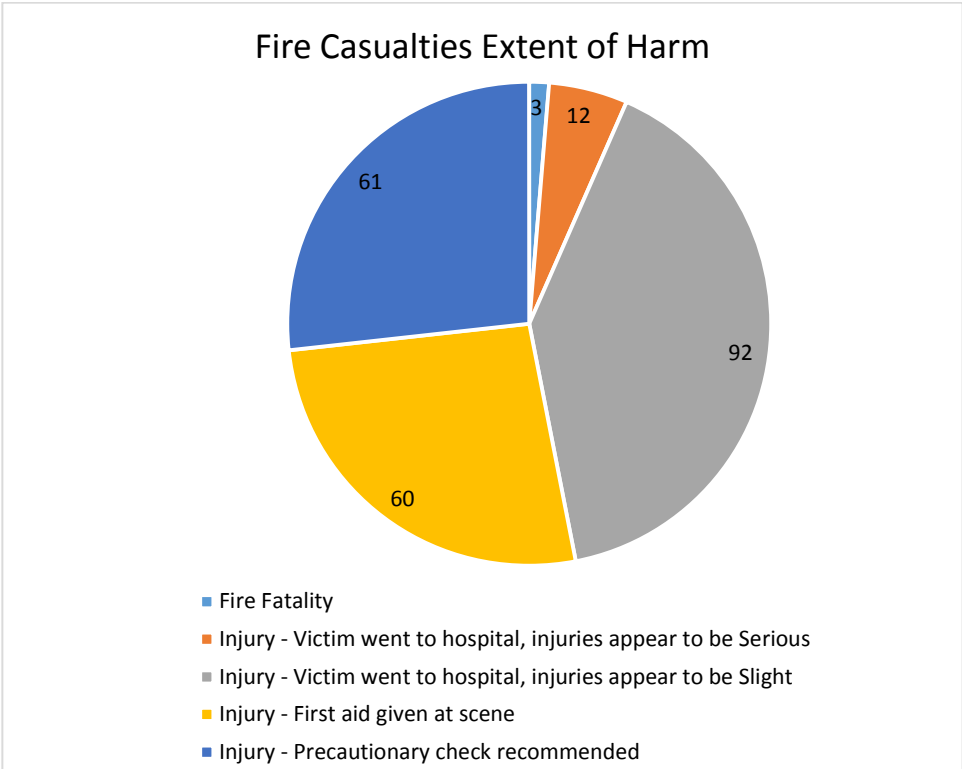
Fire Casualties Extent of Harm

3
12
61
92
60

- Fire Fatality
- Injury - Victim went to hospital, injuries appear to be Serious
- Injury - Victim went to hospital, injuries appear to be Slight
- Injury - First aid given at scene
- Injury - Precautionary check recommended

6   Scottish Fire and Rescue Service

Reducing Casualties from Non-Fire Emergencies by 5% each year `RED`

Performance Explained

Current progression towards the three-year average target for 2016/17 is classed as **Red** with an upward trend evident at this time. Whilst overall the number of Non-Fire Emergency (Special Service) incidents is low compared to Fire and Unwanted Fire Alarm incidents, fatal and non-fatal casualties arising from Special Service incidents exceed those from accidental dwelling fires. In reviewing data over the last 5 years, the rate of special service fatal and non-fatal casualties is showing an increase trend line.

In reviewing the previous special service activity, attendances at Road Traffic Collisions accounted for 57% of all special service casualties within Renfrewshire. An additional 29% of casualties have been recorded over the last five years as a result of attending incidents to either assist other agencies, forcing entry into premises to render assistance to occupants, the provision of medical response or to assist in body recovery.

Special Service Incident Types

- RTC
- Medical Incident - First responder
- Effecting entry/exit
- Assist other agencies
- Other rescue/release of persons
- Suicide/attempts
- Rescue or evacuation from water
- Other Special Service

Unlike accidental dwelling fire casualties, the majority of special service casualties (70%) attend hospital; of these 48% are deemed to have sustained slight injuries with 14% deemed to have serious or life threatening injuries. Of all recorded injuries, both fatal and non-fatal, males accounted for 60% of all recorded casualties with all persons between the ages of 20 and 59 being the most prevalent age group for special service fatalities and casualties.

Reducing Deliberate Fire Setting by 5% each year　　　RED

Performance Explained

Current progression towards the three-year average target for 2016/17 is classed as **Red** as current activity is above the three year average, and a continued upward trend has been noted at this time. On average deliberate fire raising accounts for 66% of all fire related activity within Renfrewshire.
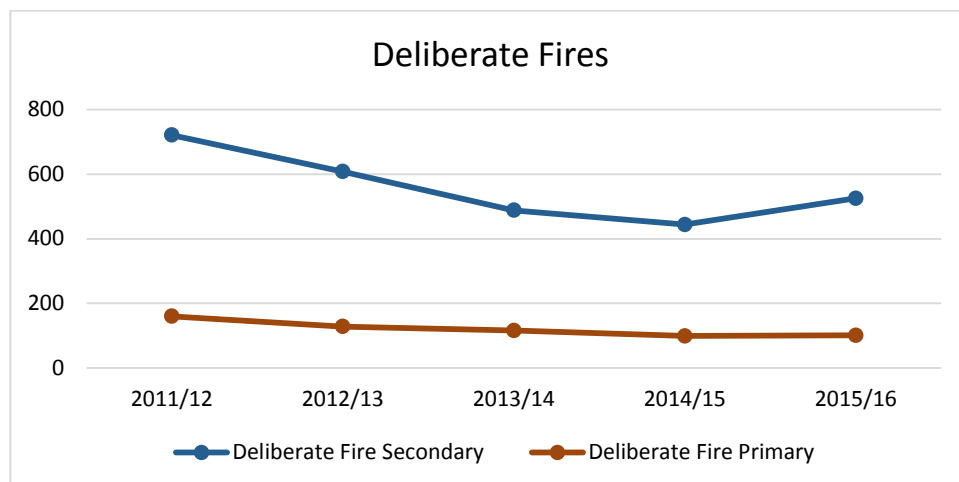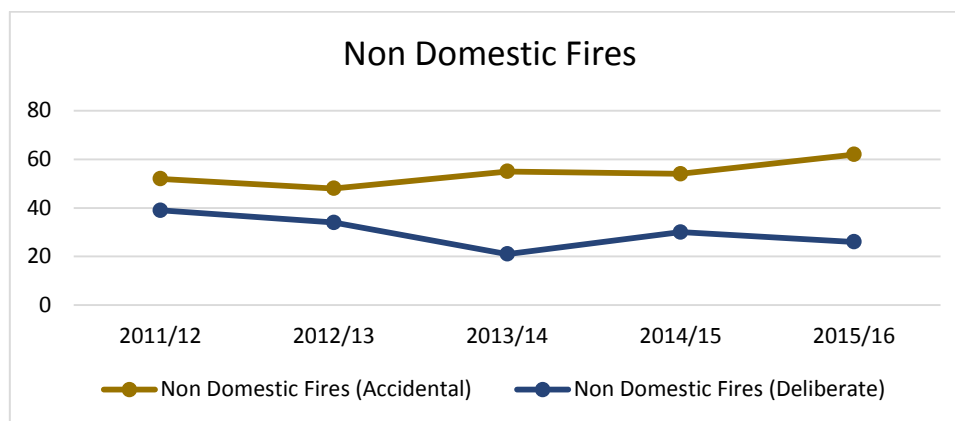
Deliberate Fires

In terms of total activity deliberate fires have accounted for 24% of all operational incidents within Renfrewshire, with 20% of all mobilisations being to secondary fire incidents. Deliberate refuse fires account for just under 45% of all secondary fire activity within Renfrewshire with other outdoor fires involving wildland, trees and vegetation being the second most common (34%) secondary fire types. Deliberate primary fires have seen a reduction of 37% over the past five years with current activity slighly under the five year average.
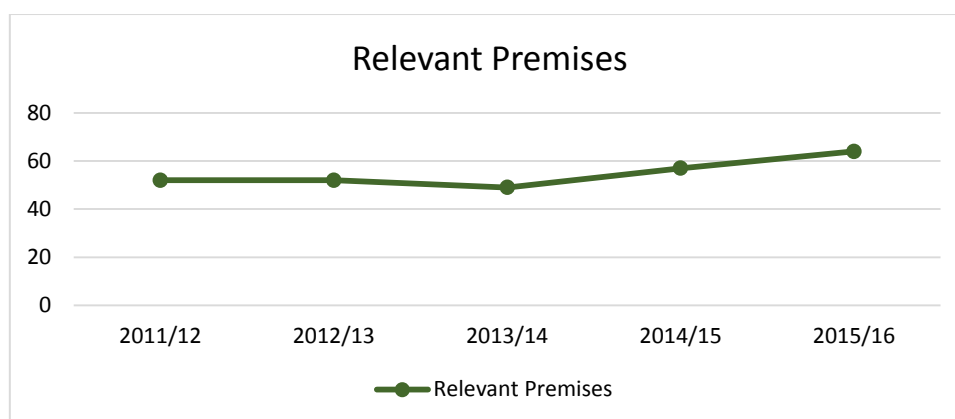
Reducing Fires in Non-Domestic Property by 5% each year   `GREEN`

Performance Explained

Current progression towards the three-year average target for 2016/17 is classed as **Green** with a downward trend evident at this time. Whilst overall the number of non-domesitc fires account for only 3% of all operational mobilisations, just over 85% of all non-domestic fires involve premises within the Business or Service sectors.

In reviewing the previous 5 years activity for non-domestic fires, just under three quarters of all incidents (74%) are classed as accidental in origin.

Non Domestic Fires

Non Domestic Fires (Accidental): 2011/12 ≈ 52, 2012/13 ≈ 48, 2013/14 ≈ 55, 2014/15 ≈ 54, 2015/16 ≈ 62

Non Domestic Fires (Deliberate): 2011/12 ≈ 39, 2012/13 ≈ 34, 2013/14 ≈ 21, 2014/15 ≈ 30, 2015/16 ≈ 26

Business and Service sector premises normally fall within the scope of Part 3 of the Fire (Scotland) act 2005 as amended and are classed as 'Relevant Premises'. Given the importance of the protection of the local economy, monitoring of activity within Relevant Premises is ongoing in conjunction with a programme of fire safety enforcement audits. Current analysis identified a year on year increase in fires within Relevant Premises since 2013/14; however 73% of all incidents have resulted in no or very limited fire damage. Minor electrical faults in light fittings causing smell of burning and contained damage are one example of the incident type attended by SFRS within relevant premises.

Relevant Premises

Relevant Premises: 2011/12 ≈ 52, 2012/13 ≈ 52, 2013/14 ≈ 49, 2014/15 ≈ 57, 2015/16 ≈ 64

Reducing Unwanted Fire Alarm Signals by 5% each year   `RED ▶`

Performance Explained

Current progression towards the three-year average target for 2016/17 is classed as **Red** with a slight increase in the three year average noted at this time and the year on year figure also slightly increasing. In total, all false alarms account for 50% of all operational mobilisations. Various types of false alarms fall into this category with Unwanted Fire Alarm Signals (UFAS) having been identifed as the cause of 56% of all false alarms. In reviewing data over the last 5 years, the rate of UFAS incidents have fluctuated year on year with a notable increase over the two previous reporting periods. (2015 to 2017)

UFAS Analysis

Y-axis values: 0, 200, 400, 600, 800, 1000, 1200, 1400, 1600

X-axis categories: 2011/12, 2012/13, 2013/14, 2014/15, 2015/16

Legend: —●— UFAS   —●— All False Alarms
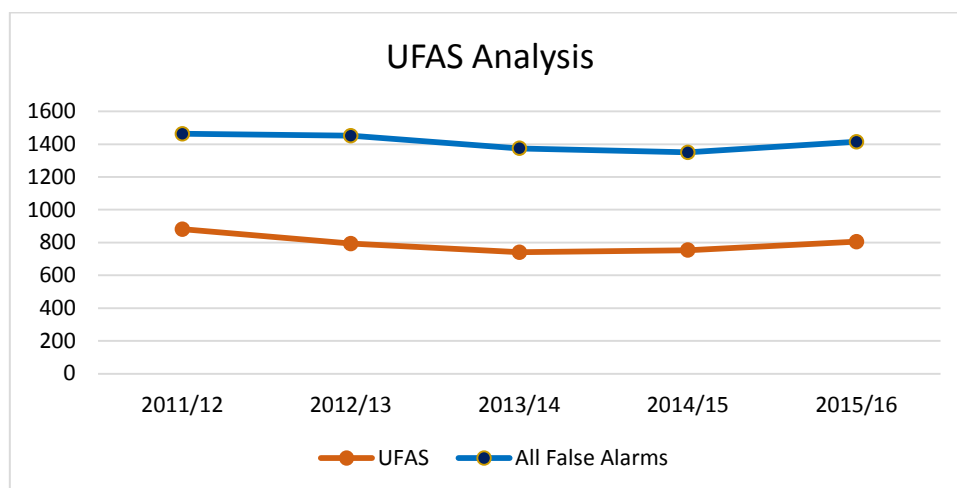
In reviewing the previous 5 years activity for UFAS incidents, weekdays indicate the greatest prevalence of UFAS incidents with the period between 0800 hours and 1600 hours being the most common time period for UFAS incidents. Review of the data suggests these instances, on a general basis may be related to the most frequent periods of when buildings are occupied. In examining the cause of alarms, a number of factors may be attributed to the building occupants contributing to the alarm operating such as cooking, testing of the system, or accidently/carelessly setting off the alarm, which over the previous 5 years has accounted for 40% of all alarm activations.

Review of the property types responsible for UFAS incidents has identified residential homes, hospital/medical care facilities and schools as the most common property types which the SFRS attend, which collectively over the past 5 years has been responsible for 40% of all UFAS incidents.

Engagement – what our stakeholders told us

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

Feedback identified the SFRS's engagement with young people and our communities as a strength and whilst the SFRS is a national organisation it is seen as having the ability to deliver its services on a local basis. Comments also suggested the SFRS should consider how it can develop further opportunities to share resources and further strengthen its partnership links including those within the Third Sector.

It was recognised that persons at risk are often known to other organisations therefore areas such as information sharing; joint training and an integrated joint response within a partnership environment could enhance the safety and well-being of those at risk within our communities. Feedback also highlighted the need to consider the provision of services and support to persons who are sensory impaired and this was highlighted as a common challenge across organisations. Overall an underlying theme was one where the SFRS should continue to promote the safety and well-being within the home environment.

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

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

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

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

On examining the published Local Area Inspection Reports, we noted that HMFSI generally felt that there was a need to identify unique characteristics for each local area and provide clearer use of risk-based evidence to identify and shape priorities across our Local Plans.

HMFSI would also like to see a stronger emphasis made on specific local priorities and contribution supported by an appropriate level of local performance measures. Local priorities and measures should be balanced against our national needs as well as aligned to the collaborative partnership working requirements of Local Outcome Improvement Plan delivery.

Conclusion

In reviewing the progress against the priorities within the Local Fire and Rescue Plan for Renfrewshire (2014 – 2017), it has been identified that operational demand in the longer term has been reducing, however review of activity during the current fiscal year indicates fluctuations in operational demand has been occurring.

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

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

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

Recommendations

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

Priority 1: Domestic Safety

Priority 2: Unintentional Injury and Harm

Priority 3: Deliberate Fire Setting

Priority 4: Non-Domestic Fires

Priority 5: Unwanted Fire Alarm Signals

Priority 6: Operational Resilience and Preparedness

Not Protectively Marked

To: **Housing & Community Safety Policy Board**
            Renfrewshire Council

On: **14 March 2017**

Report by: **Chief Superintendent Jim Downie, Police Scotland, 'K' Division**

Heading: **Police and Fire Reform: Local Scrutiny and Engagement**
             Renfrewshire Local Policing Area
             Performance Results 1st November 2016 – 3rd January 2017

1.   Summary

1.1   The Police and Fire Reform (Scotland) Act 2012 sets out that the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland. It ensures an enhanced focus on local delivery of policing with a designated local commander for each local authority area accountable for local service provision.

1.2   Each local commander is required to prepare a local policing plan that meets the needs of the local area and is approved by the local authority. In response to this the local authority has a statutory power to monitor the delivery of police services and to provide feedback to the local commander.

2.   Recommendations

2.1   The data within this report, which relates to the period 1st April 2016 to 3rd January 2017, is extracted from Police Scotland internal systems and is correct as of 3rd January 2017. The data is a year to date comparison with the previous year. It includes both recorded and detected crime data and covers all priority areas as set out in the local police plan. Members are asked to scrutinise policing performance for the period outlined and provide feedback where appropriate.

3.   Background

3.1   The local commander is required to provide reports at an agreed timescale for scrutiny by elected members. Formal scrutiny of the Renfrewshire Police Plan falls under the governance of the Renfrewshire Police and Fire Scrutiny Sub Committee under the auspices of the Housing and Community Safety Committee (HACS) which meets five times per year. The information is contained at Appendix 1.

Author   Chief Superintendent Jim Downie, Police Scotland, 'K' Div

LOCAL AUTHORITY SCRUTINY BOARD - Renfrewshire
December 2016

	Violence, Disorder & Antisocial Behaviour				
		Apr 2016 - Dec 2016	Apr 2015 - Dec 2015	Victims	% Change
1	Total No Group1: Crimes of Violence	201	191	10 more	5.2%
	There have been 10 more victims of violent crime. Police patrols continue to be directed into areas that have been highlighted as having a rise in violent crimes. We work closely with partnership agencies to share information and ensure all is being done to safeguard the victims of violent crime.				
2	Murder	1	2	1 fewer	-50.0%
	There has been no change in this category from the previous reporting period. The one recorded murder is detected.				
3	Attempted Murder	12	15	3 fewer	-20.0%
	There are currently 3 fewer attempt murders in this reporting period than the previous year. These enquiries are thoroughly investigated by CID Officers and scrutinised daily by Senior Detective Officers. The majority of these have been detected with a high amount occurring indoors with the accused knowing the victim in majority of incidents.				
4	Culpable Homicide (common law)	0	1	1 fewer	-100.0%
	100% decrease in Culpable Homicide with no incidents reported this year to date.				
5	Culpable Homicide (other)	0	0	None	-
6	Serious Assault detection rate	79.2%	80.4%		-1.2%
	The detection rate for serious assaults remains high.				
7	Serious Assault	101	112	11 fewer	-9.8%
	There have been 11 less serious assaults in this reporting period. All serious assaults are investigated by CID and reviewed weekly by a Detective Inspector.				
8	Robbery detection rate	94.6%	86.1%		8.5%
	There has been an 8.5% increase in the detection rate of robberies this year to date.				
9	Robbery	56	43	13 more	30.2%
	Of the 56 robberies reported this year, 35 have occurred within the Paisley area and 21 in the Johnstone and Renfrew area. Renfrewshire has a robbery strategy in place which includes an ongoing proactive approach throughout the year and includes regular visits to vulnerable premises particularly those with lone workers or those that are vulnerable due to location. The Alcohol and Violence Reduction Unit carry out daily checks on nominals with known bail conditions. The Community Investigation Unit carry out weekly violent offender warning notices (VOWN) on repeat offenders. Extra measures to prevent robberies and crime of violence were implemented over the Festive period which entailed a number of additional Officers deployed within the town centre areas as part of our Festive Policing plan. The plan included a number of proactive visits by the Alcohol and Violence Reduction Unit to commercial and license premises throughout December. Premises staff were offered safety and preventative advice.				
10	Common assault detection rate	74.6%	81.8%		-7.2%

3

Produced by Police Scotland Analysis & Performance Unit on 18/01/2017.
All statistics are provisional and should be treated as management information. All data are sourced from Police Scotland internal systems and are correct as at 3rd January 2017.

The detection rate for common assaults has lowered slightly by 7.2%. This figure also includes outstanding historic domestic abuse crimes.
11	Common assault	1,324	1,314	10 more	0.8%
There has been a slight increase this year to date, a number of assaults have taken place within private dwellings which makes prevention more difficult to address. A number of these assaults also take place against Police Officers throughout the course of their duty. Within KB sub division (Johnstone, Renfrew and surrounding villages) there has been a 12.9% decrease in common assault from last year.
12	Number of complaints regarding disorder	7,138	6,334	804 more	12.7%
This period is susceptible to a rise in disorder due to the Festive Period. The highest proportion of reports of disorder relate to complaints of public nuisance. Paisley North West was the most predominantly affected ward in Renfrewshire, accounting for approximately 20% of all reports of disorder. These figures allow us to identify 'hot spot' areas for disorder and inject directed patrols into the area to act as a deterrent. The KB sub division (Johnstone, Renfrew and surrounding villages) has seen a 20.8% rise in anti-social behaviour this year to date, although this figure still falls below the 5 year average. Work is continuously ongoing with partner agencies to target youth disorder, noise complaints and disorderly behaviour.

Produced by Police Scotland Analysis & Performance Unit on 18/01/2017.
All statistics are provisional and should be treated as management information. All data are sourced from Police Scotland internal systems and are correct as at 3rd January 2017.

LOCAL AUTHORITY SCRUTINY BOARD - Renfrewshire
December 2016

		Apr 2016 - Dec 2016	Apr 2015 - Dec 2015	Victims	% Change
	Violence, Disorder & Antisocial Behaviour (continued)				
13	Number of Domestic Abuse Incidents Reported to the Police	1,687	1,591		6.0%
	We continue to uphold a zero tolerance towards domestic abuse. This increase is a positive reflection of peoples continued growing confidence in reporting incidents of a domestic nature and includes both criminal and non-criminal incidents.				
14	Total Crimes and offences in domestic abuse incidents	1,004	1,036		-3.1%
	The number of crimes and offences in domestic abuse incidents has fallen. Due to the robust management of perpetrators and ensuring they adhere to bail conditions set by the courts we are working to reduce repeat offences.				
15	Percentage of Domestic Incidents that result in a crime being recorded	44.2%	50.1%		-5.9%
	All reported crimes/incidents of a domestic nature are fully investigated to establish sufficiency to prove a crime has occurred.				
16	Total crimes and offences in domestic abuse incidents detection rate	76.6%	85.7%		-9.1%
	Although this has reduced slightly, we continue to maintain regular visits to both victims and offenders.				
17	Total Detections for Domestic Bail Offences	60	112		-46.4%
	The recording mechanisms for bail offences have been altered whereby if additional crimes occur the bail offence is not raised separately.				
18	Ensure 95% of domestic abuse initial bail checks are conducted within a prescribed timeframe (24hrs)	95.0%	-		-
19	Hate Crime and offences detection rate	72.8%	80.7%		-7.9%
	The majority of recorded hate crime offences in the period considered involved a racial aggravator (75%), with crimes aggravated by sexual orientation representing the second highest proportion (16%). Reported crimes targeting other protected characteristics were comparatively infrequent, with less than ten reports of hate crimes motivated by a religious, transgender or disability aggravator. At least six hate crimes were identified as targeting on-duty police officers, although this number may be higher.				

		Apr 2016 - Dec 2016	Apr 2015 - Dec 2015 Positive	Victims	% Change
	Violence, Disorder & Antisocial Behaviour - Stop and Searches				
20	Number of stop and searches conducted (total)	1,582	570		
21	Number of statutory stop and searches conducted	1,539	568		
22	Number of consensual stop and searches conducted	43	2		

Produced by Police Scotland Analysis & Performance Unit on 18/01/2017.
All statistics are provisional and should be treated as management information. All data are sourced from Police Scotland internal systems and are correct as at 3rd January 2017.

23	Number of consensual stop and searches refused	0	-		
24	Number of seizures made	410	-		

An enhanced version of the National Stop & Search Database commenced on 1 June 2015. The enhanced database brought significant changes in the process of data capture and the methodology for recording data items. No previous year to date figures are provided as it has been previously acknowledged this data is not 100% accurate, therefore comparisons will provide misleading results or invalid conclusions.
Management Information and data in respect of stop and search can be found on the Police Scotland website via http://www.scotland.police.uk/about-us/police-scotland/stop-and-search-data-publication

LOCAL AUTHORITY SCRUTINY BOARD - Renfrewshire
December 2016

	Additional Identified Local Priorities	Apr 2016 - Dec 2016	Apr 2015 - Dec 2015	Victims	% Change
25	Number of detections for drugs supply, drugs productions, drugs cultivation	110	167		-34.1%
The most predominant drug type featured in Renfrewshire in the period considered was cannabis, suspected to be involved in approximately 69% of drugs offences (either solely or in combination with other seized commodity types). This was followed by benzodiazepine seizures, which featured in approximately 18% of all drugs seizures. Class 'A' substances, diamorphine and cocaine featured in comparatively few drugs offences (each of these seized in approximately 10% of all drugs offences), while amphetamine and MDMA ('ecstasy') each accounted for approximately 3% of the total. We are providing a greater focus on Serious and Organised Crime and large scale operations to disrupt their activities. We continue to utilise proactive intelligence lead investigations to target the sale and supply of drugs.					
26	Theft by housebreaking (including attempts) detection rate	24.9%	20.8%		4.1%
The detection rate has risen by 4.1%. We have dedicated Officers who review all housebreakings and attempts and revisit complainers offering security prevention advice.					
27	Theft by housebreaking (including attempts)	301	428	127 fewer	-29.7%
In the period considered, 48% of crimes of housebreaking targeted domestic dwelling houses, while a moderate proportion involved outbuildings such as garden sheds (18% of the total). Meanwhile, 35% of crimes targeted commercial or other non-dwelling premises. 20% of the total number of crimes of housebreaking were classed as 'attempted housebreaking' – meaning the targeted property's security was not overcome. Paisley North West accounted for the highest proportion of crimes of housebreaking, with 22% of crimes of this type relating to this ward.					
28	Theft by shoplifting detection rate	82.2%	77.4%		4.8%
The detection for shoplifting has risen by 4.8%.					
29	Theft by shoplifting	646	594	52 more	8.8%
Our dedicated town centre teams continue to monitor known shoplifters and engage with security staff to ensure they do not re-offend. Throughout this period there was a group of prolific shoplifters targeting the elderly which accounted for a rise in this crime type. The Town Centre Team worked tirelessly to ensure they were brought to court for these offences.					
30	Vandalism & Malicious Mischief detection rate	23.3%	17.9%		5.4%
The detection rate has risen by 5.4%.					
31	Vandalism & Malicious Mischief	1,110	1,099	11 more	1.0%
We continue to engage with partnership agencies and educational facilities to educate people about the effects of these offences on both the victims and the surrounding community.					
32	Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist)	846	1279		-33.9%
The number of people consuming alcohol in a public place has reduced by 33.9%. We continually engage with both licenced premises and the local council to promote responsible drinking in order to reduce anti-social behaviour. Throughout the festive period we deployed extra resources to conduct licenced premises					

checks to ensure they were complying with guidelines.

	Public Protection				
		Apr 2016 - Dec 2016	Apr 2015 - Dec 2015	Victims	% Change
33	Number of Sexual Crimes	219	185	34 more	18.4%
More than a third (37%) of sexual crimes reported since 1st April were non-recent, meaning they occurred one year or more prior to the date of the report being made to Police Scotland. In the case of rape, this proportion rose to 50%. Our dedicated Public Protection Unit work tirelessly to ensure these investigations are conducted to the highest degree and that all evidential avenues are explored.					
34	Sexual Crimes detection rate	52.5%	63.2%		-10.7%
Sexual crimes continue to be highlighted heavily in the media, allowing for more people to come forward to the Police about past experiences. Enquiries of this nature are often complex and lengthy which in turn means they take longer to achieve a detection.					
35	Rape detection rate	53.7%	32.5%		21.2%
These investigations are conducted by the Divisional Rape Investigation Unit who strive to ensure the victim is safe and feels supported throughout the process. Senior Management scrutinise all rape investigations to ensure that all evidential opportunities are explored.					

LOCAL AUTHORITY SCRUTINY BOARD - Renfrewshire
December 2016

Road Traffic Casualty Statistics	Apr 2016 - Dec 2016	Apr 2015 - Dec 2015	Victims	% Change
People Killed	2	1	1 more	100.0%
People Seriously injured	39	32	7 more	21.9%
People Slightly Injured	217	206	11 more	5.3%
Children (aged<16) Killed	1	0	1 more	-
Children (aged<16) Seriously Injured	5	4	1 more	25.0%

In December the number of serious Road Traffic Casualties in the Paisley area had risen considerably (67%) from the previous year. The Divisional Roads Policing Unit have directed patrols to Paisley and surrounding areas which has since impacted the figures which now show a drop. The DRPU continue to investigate all fatal and serious road traffic incidents and these are then scrutinised by senior management.

Road Safety & Road Crime		Apr 2016 - Dec 2016	Apr 2015 - Dec 2015	Victims	% Change
36	Dangerous driving	57	60		-5.0%
37	Speeding	507	1,075		-52.8%
38	Disqualified driving	8	18		-55.6%
39	Driving Licence	157	165		-4.8%
40	Insurance	379	389		-2.6%
41	Seat Belts	109	164		-33.5%
42	Mobile Phone	213	204		4.4%

The Divisional Roads Policing Unit continue to listen to community concerns highlighted through the community council meetings and by direct contact from the public regarding certain driving offences and conduct speed checks as well as checks to influence driver behaviour in line with these concerns. The Unit work with local policing colleagues, and numerous partner agencies carrying out high profile road checks in relation to national campaigns and identified road safety concerns. They continue to support divisional resources for special events with traffic management and investigate serious and fatal road incidents.

More Divisional Officers are being trained in speed detection by the Divisional Roads Policing Unit which will assist to address community concerns relating to speeding.

The Unit continued to perform at an exceptional level dealing with protracted enquiries in relation to serious RTCs as well as increasing the number of detections for drink/drug driving, dangerous driving, careless driving and the road safety concerns such as construction and use and vehicle safety offences. The Unit has increased detections in relation to commercial and HGVs, checks on school buses as well as positively

impacting on a number of Serious and Organised Crime Groups via intelligence led operations.

LOCAL AUTHORITY SCRUTINY BOARD - Renfrewshire
December 2016

Public Confidence			
		Apr 2016 - Dec 2016	
		Number of Complaints about the Police	Number of Complaints per 10,000 Police Incidents
43	Complaints received about the Police	152	34.5
(Context)			

		On Duty Allegations	Off Duty Allegations	Quality of Service Allegations	Total Number of Allegations
44	Total Allegations Recorded	185	0	45	230
(Context)					

Scottish Crime Recording Standard **Quarter 3 & 4 Audit 2015/16** *(not available at Local Authority level but detailed at Divisional and Force level for information purposes)*							
45	Audit 1 - Crime Related Incidents and Associated Recorded Crime Audit 2015/16 - Quarters 3/4 (October to March)	Test 1 - Incidents			Test 2 - Recorded Crime		
		Incidents Audited	No. of errors	SCRS Compliance	Crimes Audited	No. of Recording Errors	SCRS Compliance
	K Division	149	9	94.0%	124	16	87.1%
	Force	2,360	129	94.5%	1,814	126	93.1%
Details of the methodology for Audit 1 can be found in Appendix A							

		Crimes Audited	No. of Recording Errors	SCRS Compliance
46	Audit 2 - Divisional Crime Audit 2015/16 - Quarter 4 (January to March)			
	K Division	224	18	92.0%
	Force	3,500	212	93.9%
Details of the methodology for Audit 2 can be found in Appendix A				

47	Audit 3 - "No Crime" Audit 2015/16 - Quarters 3/4 (October to March)	Number of "No Crimes" Audited	No. of errors	SCRS Compliance
	K Division	52	1	98.1%
	Force	973	47	95.2%
Details of the methodology for Audit 3 can be found in Appendix A				

APPENDIX "A" - AUDIT METHODOLOGY

Audit 1 - Crime Related Incidents and Associated Recorded Crime

The audit sample was selected from Command and Control incidents over a specific four day period with initial call types CR-60 to CR-79 within the Crime category, and incidents with initial call types AB-57 Communications, AB-58 Hate Crime, PW-40 Domestic Incident and PW-76 Child Protection. The incident sample selected for audit ensured, working to a 95% confidence level with a confidence interval of +/-3%, that the sample audited was statistically representative of all incidents of this type recorded during the four day audit period. A formula was applied to the total number of incidents per Command Area and apportioned out between Divisions in that Command Area in order to obtain sample sizes. These were subject to a minimum of 150 and a maximum of 300 per Division.

Compliance in each of the two Tests is achieved with a result of **95%** or above.

The audit tested:

Test 1 – Crime Related Incidents

- That incidents initially inferring a crime or apparent criminal activity and closed as a non-crime contained a satisfactory narrative to eliminate any inference of criminality and fully justify a non-crime disposal.
- That each incident clearly indicated a crime or non-crime as a disposal on the incident text.
- Where an incident was closed as a crime, the corresponding crime record was traced.

Test 2 – Recorded Crime

- The correct application of SCRS on recorded crimes in respect of the Scottish Government Counting Rules and the correct classification of crimes. In terms of compliance with SCRS each individual crime over or under-recorded, or incorrectly classified was counted as having failed the audit.

Audit 2 - Recording of Specific Crime Types (Divisional Crime Audit)

To ensure that a number of different areas of crime recording are represented by Audit 2, samples were obtained from the following categories:

- Assault (Common Assault only)
- Group 1 Crime (Crimes of violence)
- Group 2 Crime (Sexual offences)
- Group 3 Crime (Crimes of dishonesty)
- Group 4 Crime (Damage to property)

- Other Crimes from Groups 5, 6 and 7

While not as statistically representative of all records within the audit period as Audit 1, the sample sizes in Audit 2 were weighted to take into account higher volumes of crime being recorded in some Divisions subject to a minimum of 100 records and a maximum of 300 records.

The audit tested the correct application of SCRS on recorded crimes in respect of the Scottish Government Counting Rules and the correct classification of crimes. In terms of compliance with SCRS each individual crime over or under-recorded, or incorrectly classified was counted as having failed the audit.

Compliance in this audit is achieved with a result of **95%** or above.

Audit 3 - Crime Records Reclassified to "No Crime"

The third principle of SCRS states "once recorded, a crime will remain recorded unless there is credible evidence to disprove that a crime had occurred".

The audit tested the correct application of this principle in respect of recorded crime which was reclassified to "No Crime" following Police enquiry into the reported circumstances. In terms of compliance with SCRS each individual crime reclassified incorrectly was counted as having failed the audit.

The sample sizes in Audit 3 were weighted to take into account the higher number of records reclassified to "No Crime" in some Divisions subject to a minimum of 50 and a maximum of 100.

Compliance in this audit is achieved with a result of **95%** or above.

In order to allow Divisions a reasonable period of time to ensure that records are complete and compliant with SCRS, audits are generally undertaken once a period of three months from the date of the incident/crime has elapsed. Any record incomplete at the time of audit will be audited based on the information available at the time.

APPENDIX 'B' – LOCAL INITIATIVES

We continue to positively promote partnership working within all possible areas of Policing. We engage with and support other agencies in promoting safer practises whether it be educating young people on lifestyle choices or educating drivers on road safety.

Some local initiatives we have been involved in recently include:

- **Exercise Agora Archway -** Building on the success of the Grey Space Community Tension Monitoring Group (which is unique to Renfrewshire and Inverclyde Division) a bespoke exercise is under construction that will aim to look at information flow between partners and this community group in a hypothetical critical incident. Police Scotland, Renfrewshire Local Authority, the Scottish Fire & Rescue Service and the Scottish Ambulance Service have been heavily involved in drawing this proposed exercise together. Engagement with academia has resulted in 3 universities (including the University of West of Scotland) becoming involved in a design and evaluation capacity, with senior academic staff describing the possibilities presented by the interaction from the exercise as extremely positive. The Scottish Multi Agency Resilience, Testing and Exercising Unit (Smarteu) are now commencing logistical planning, supported by the Civil Contingencies Service and staff from K Division. The exercise is scheduled to take place on 22/06/17. If successful this exercise is seen as a potential national program, addressing some of the recommendations contained within the Scottish Government report by the Independent Advisory Board on Hate Crime, Prejudice and Community Cohesion.

- **Safer Communities –** Officers from the Safer Communities team in Paisley, alongside the Trading Standards Department, have been attending numerous events and groups to raise awareness, particularly during the vulnerable months of October/November and December, of Bogus Crime. This has led to an increase in reported incidents and an increase in intelligence gathering.

- **Road Safety for Older Adults –** The Divisional Roads Policing Unit continued to attend events throughout November to promote safe driving for this vulnerable road user group. They worked in conjunction with Road Safety Scotland, Age Scotland, Alzheimers and NHS and continues to receive positive feedback.

- **BE Safe Event at UWOS Paisley –** The Divisional Roads Policing Unit ran an event on 5th December 2016 with regards to their Festive Safety Campaign. This was run in partnership with Renfrewshire Health and the Social Care Partnership Team to highlight the important message around drink driving.

- **Acquisitive Crime Team** – The team carried out a proactive action plan in the Renfrewshire area in relation to vehicle crime. The team identified a large number of high value vehicles stolen from domestic dwelling houses all by the same or similar MO and that these crimes had been carried out during the hours of darkness. From this, they conducted extra nightly patrol utilising local Officers, DRPU and a dog station at the end of November.

- **PSYV** – The Police Scotland Youth Volunteers now consists of 22 youths with an extensive waiting list. From the 22 youths PSYV Paisley now has one Head Youth Volunteer who was successful through interview in being awarded the highest rank a Youth Volunteer can achieve, 4 Senior Youth Volunteers and 17 youth volunteers. The PSYV's conducted a leaflet drop within Renfrewshire and delivered 1,000 leaflets highlighting safety advice with regards to theft by housebreaking. In November, they assisted in collecting food for the

Trussell Food Bank and collected 5,970kg of food which amounts to 17,057 meals for people in crisis in Renfrewshire.

- **Renfrewshire Special Constables –** Throughout the month of November, 23 SPCs contributed 473 hours and in December 24 SPCs contributed 586 hours. Alongside this, they also helped at recruitment events held throughout November and December at various locations across Renfrewshire.

- **Renfrewshire Youth Forum –** on 29th November Officers from Renfrewshire and Inverclyde attended the Renfrewshire Youth forum and presented Policing related inputs.

- **Renfrewshire Hunt** – Throughout November and December, rural Officers attended and policed weekly protests at the Renfrewshire Hunt.

- **SMARTWATER –** Throughout November and December the role out of SMARTWATER technology as a crime prevention tactic was completed in Langbank and now continues in Houston.

- **Festive Policing Campaign** – Throughout December saw additional uniform patrol across communities in Renfrewshire in an effort to highlight a greater Police presence and prevent crime.

To: **HOUSING & COMMUNITY SAFETY POLICY BOARD**

On: **14 MARCH 2017**

Report by: **DIRECTOR OF COMMUNITY RESOURCES**

Heading: **POLICE 2026 – 10 YEAR STRATEGY FOR POLICING IN SCOTLAND CONSULTATION**

1.   Summary

1.1   Police Scotland and the Scottish Police Authority (SPA) launched the *Police 2026 – 10 year strategy for policing in Scotland* consultation on 27 February 2017. The consultation ends on 8 May 2017 with the final strategy being launched in June 2017.

1.2   In October 2016, the Scottish Government published the priorities for Scottish policing and the 10 year strategy is the foundation to fulfilling these strategic priorities.

1.3   The police priorities are:
- Localism
- Inclusion
- Prevention
- Response
- Collaborative working
- Accountability
- Adaptability

1.4   Policing will continue to be based on fairness, integrity and respect with the strategy focusing on 5 key areas:
- Protection
- Prevention
- Communities
- Knowledge
- Innovation

1.5   The consultation letter to Renfrewshire Council's Chief Executive from the Chief Constable, Police Scotland and the SPA was received at the end of February 2017.

1.6 The live consultation is available at https://consult.scotland.police.uk/consultation/2026/ and is attached as Appendix 1.

2. Recommendations

2.1 It is recommended that the Housing and Community Safety Policy Board:

    i. Notes the consultation on the Police 2026 strategy.

    ii. Notes that the consultation is currently open with responses required by the closing date of 8 May 2017.

    iii. Delegates authority to the Director of Community Resources to submit a response to the consultation on behalf of the Council by 18th May 2017, thereafter to be homologated by the next relevant Policy Board.

3. Background

3.1 Police Scotland came into force as a single body in 2013 under the Police and Fire Reform (Scotland) Act 2012. Police Scotland acknowledge that whilst a lot work has been done on reform since 2013, there is a lot more work that still needs to be achieved and hence the development of a 10 year strategy.

3.2 Within the strategy Police Scotland and the SPA acknowledge that Scotland's communities are changing, growing and continue to diversify, leading to Police Scotland requiring to change. There will be 3 yearly reviews throughout the period of the strategy to ensure the focus and priorities remain accurate and valid.

3.3 Police Scotland and the SPA acknowledge that Scotland's communities are changing, growing and continue to diversify, leading to Police Scotland requiring to change.

3.4 Demands on policing are growing and increasingly focused towards addressing vulnerability and the consequences of inequalities. The strategy details how Police Scotland will respond to this change, including by empowering and developing staff.

Implications of this Report

1. **Financial** - none.

2. **HR and Organisational Development** – none

3. **Community Planning**

    Safer and Stronger Renfrewshire – The 10 year policing strategy and the priorities contained within will lead to a Safer and Stronger Renfrewshire by preventing and tackling crime, protecting the public and allowing Communities a voice in how policing is undertaken.

    A Greener Renfrewshire – none

Renfrewshire forum for Empowering Communities – none

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 and Safety** – none.

9.   **Procurement** – none.

10.   **Risk** – none.

11.   **Privacy Impact** – none.

List of Background Papers - none

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

2026

SERVING A CHANGING SCOTLAND

OUR 10 YEAR STRATEGY FOR POLICING IN SCOTLAND

FOR CONSULTATION

POLICE SCOTLAND
Keeping people safe

SCOTTISH POLICE
AUTHORITY

Policing 2026:
Our 10 year strategy for policing in Scotland

2026

Strategic Police Priorities

- Inclusion
- Prevention
- Localism
- Response
- Adaptability
- Accountability
- Collaborative Working

Policing principles

- the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland

- the Police Service, working in collaboration with others where appropriate, should seek to achieve that main purpose by policing in a way which—

  (i) is accessible to, and engaged with, local communities, and

  (ii) promotes measures to prevent crime, harm and disorder.

Foreword

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

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

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

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

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

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

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

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

PHIL GORMLEY QPM,
CHIEF CONSTABLE

ANDREW FLANAGAN,
SPA CHAIR

1

Executive Summary

1.1

Our Journey so Far

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

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

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

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

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

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

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

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

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

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

The Strategic Police Priorities

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

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

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

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

Page 71 of 150

1.2

Our Approach

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

In developing this strategy, we have considered the following:

- **Our purpose,** to improve the safety and wellbeing of people, places and communities in Scotland and **our vision,** which is sustained excellence in service and protection.

- **The current demands** on policing in terms of crimes, incidents and internal demand created as a result of our processes and structures.

- **How Scotland will continue to evolve to 2026** and what the implications are for policing. The key conclusion is that demand for our services will grow and we will need to be more agile and flexible to respond to threat, risk and harm in public, private and virtual spaces.

- **Our commitment to maintaining legitimacy and remaining relevant to changing needs.** We endeavour to meet communities' needs and expectations. This is a key focus moving forward and we understand that these can only be met by effective integration into community and partner networks.

- **Our whole workforce.** We are a people driven organisation, and have taken into account our workforce's views and futures through clear communication, engagement and workforce surveys. Our personnel are motivated by a strong desire to serve their communities and as an organisation we need to make sure that we look afresh at how we can motivate, enable, develop, empower and reward our people.

1.3

Why Change?

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

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

KEY POINTS

- The journey of police reform has started; much has been achieved but much still needs to be done to achieve long-term sustainability and our vision of **"sustained excellence in service and protection".**

- Scotland's communities are growing and continuing to diversify. Policing must adapt to remain **relevant and legitimate.**

- The **needs** of people in society are changing. The scale and shape of **demand** is changing. Demands on policing are growing and increasingly focused towards addressing vulnerability and the consequences of inequalities.

- In order to meet the evolving needs of all of Scotland's communities we must create the capacity to focus on prevention and prioritise protection based on threat, risk and harm in the **public, private and virtual space.**

- We need to focus on ensuring that we have the skills, tools and capacity to address future needs rather than focusing on the size or structure of our organisation.

- Failure to invest in our people and infrastructure will **compromise our ability to deliver** the policing service that Scotland needs.

1.4

What will Change?

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

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

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

KEY POINTS

- Our focus will be on **improving the impact** of our policing services by working more effectively with partners and the public to deliver **better outcomes for individuals and communities.**

- We will continue to drive improvements around protection based on a clear assessment of **threat, risk and harm.**

- We will make productive use of all resources to create capacity to focus on **prevention,** addressing **enduring problems facing communities.**

- We will demonstrate **leadership** in public service improvement and innovation by using the **knowledge and insight** our people have gained to influence and inform. We will work collectively and in collaboration with partner organisations and communities to **improve and develop new services.**

- We will constantly examine our performance and **innovate** to remain sustainable and effective.

- Despite a changing world, our values of **fairness, integrity and respect** will remain constant, as will our commitment to a **rights based approach** to policing, which will be based on maintaining public consent.

Throughout this change our values will remain constant.

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

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

We will develop our approaches in the following areas:

1
Protection
Based on threat, risk and harm

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

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

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

2
Prevention
Tackling crime, inequality and enduring problems facing communities

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

3
Communities
Focus on localism, diversity and the virtual world

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

4
Knowledge
Informing the development of better services

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

5
Innovation
Dynamic, adaptable and sustainable

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

Our responsibilities for policing in Scotland will not change, but the way in which we provide policing services will.
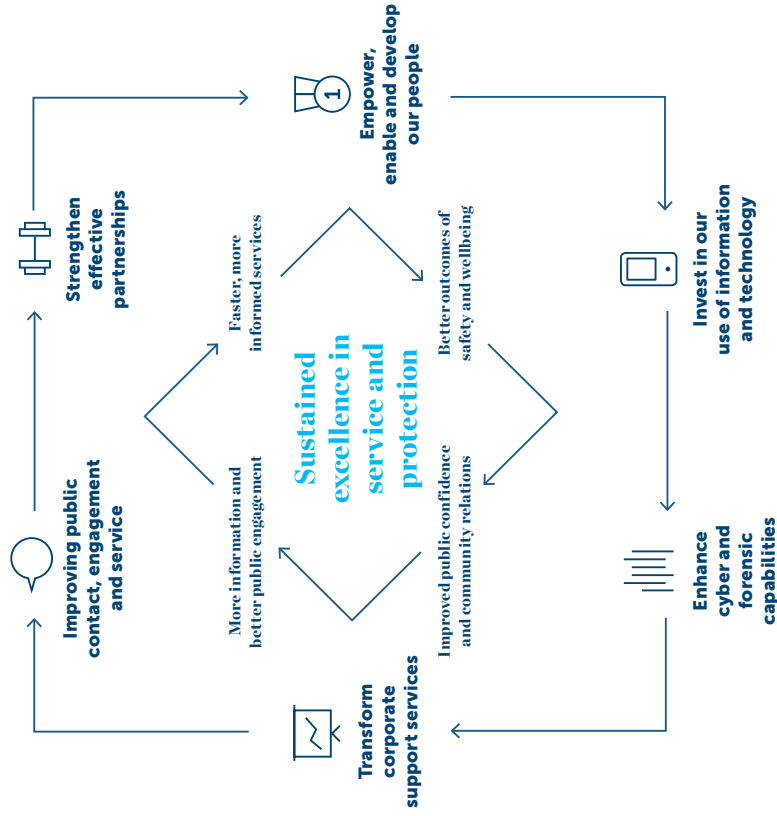
1.5
How will We Achieve this?

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

KEY POINTS

- We will **transform the way that people can contact us and how we resolve** their enquiries. This contact and resolution model will enable us to recognise and respond appropriately to the needs of individuals and communities, with a continued commitment to localism.

- We will **modernise our operating model** to ensure we achieve maximum impact with our available resources. We will enhance our culture to empower and support effective decision making at a local and national level.

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

- We will continue to recognise and invest in the **development and wellbeing of our workforce.**

- We will strengthen the **diversity** of our whole workforce and **change the mix** of skills and experience to address evolving needs.

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

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

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

OUR STRATEGIC OBJECTIVES

- Strengthen effective partnerships
- Improving public contact, engagement and service
- Transform corporate support services
- Empower, enable and develop our people — 1
- Invest in our use of information and technology
- Enhance cyber and forensic capabilities

Sustained excellence in service and protection

- Faster, more informed services
- Better outcomes of safety and wellbeing
- More information and better public engagement
- Improved public confidence and community relations

Our Strategy on a Page

WE WILL FOCUS ON

1
Protection
Based on threat, risk and harm

2
Prevention
Tackling crime, inequality and enduring problems facing communities

3
Communities
Focus on localism, diversity and the virtual world

4
Knowledge
Informing the development of better services

5
Innovation
Dynamic, adaptable and sustainable

OUR VALUES

Fairness Integrity Respect

OUR VISION

Sustained excellence in service and protection

OUR PURPOSE

To improve the safety and wellbeing of people, places and communities in Scotland.

HOW WE WILL ACHIEVE THIS: OUR STRATEGIC OBJECTIVES

- Improving public contact, engagement and service
- Strengthen effective partnerships
- Empower, enable and develop our people
- Invest in our use of information and technology
- Enhance cyber and forensic capabilities
- Transform corporate support services
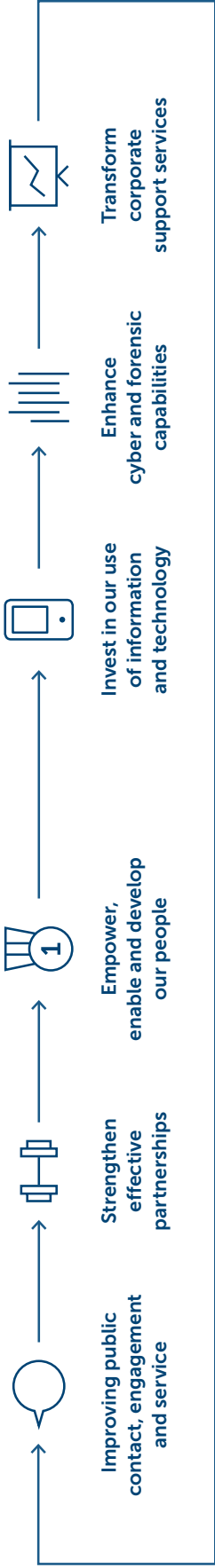
Our Long Term Strategy

2

2.1

Why Must We Continue to Change?

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

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

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

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

CHIEF CONSTABLE PHIL GORMLEY QPM.

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

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

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

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

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

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

The Demands We Face Every Day

Understanding Policing Demand

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

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

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

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

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

- **Crime figures are not an accurate measure of demand** only 1 in 5 incidents attended by police result in a crime being recorded. Many of the most time consuming incidents relate to concerns for persons, missing/absconded persons and dealing with sudden deaths. Considering recorded crime in isolation is therefore not an accurate measure of demand on policing services.

- **Vulnerability and people in crisis:** 1 in 4 people suffer from a mental health issue in any given year. As a result a proportion of these people come to the attention of the Police for various reasons. The most common marker on the police vulnerable persons database is mental health. As a result of attending various types of incidents last year officers recorded around 57,000 mental health entries on the database. Police Scotland investigates in excess of 30,000 missing persons every year.

- **Domestic incidents:** These are the most resource intensive type of incident attended by local policing officers. Domestic crimes account for 26% of all violent crime in Scotland.

- **The reporting of sexual crime is increasing:** Recorded crime statistics suggest that sexual offending continues to be a growing problem across Scotland with year on year increases since 2010/11. Media focus on sexual offending and increased confidence in reporting may account for the increase in reported crimes, which includes historic reporting.

- **Cyber Crime:** These crimes are a growing enabler to offending across Scotland. The majority of cyber crimes reported related to sending messages that were grossly offensive or of indecent, obscene or menacing character via text message or on a social media platform. The Home Office Review of Cyber Crime (2013) stated that 'under-reporting of both cyber dependent and cyber enabled crimes is an issue amongst the general public and businesses', meaning that Police Scotland is unable to quantify the true scale of this issue.

- **Complex investigations:** The service faces significant demand in respect of investigations into serious crimes such as murder, non-recent abuse and Serious and Organised Crime. Our analysis has highlighted that quantifying some of this demand is difficult, however its impact cannot be underestimated.

- **Major events:** As Scotland's international profile as a world class location for major events grows, demand on the police service will also grow. The current scale of our commitment both to planning for these events and policing them effectively is significant.

- **Counter terrorism:** The national threat level from terrorism remains at SEVERE. This critical area of focus is a growing area of demand for policing. The Contest Strategy aims to reduce the risk of a terrorist threat through the 4Ps – Protect, Prepare, Pursue and Prevent.

- **Internal demand:** Opportunities exist to reduce levels of internal demand. A primary enabler of this will be through the implementation of national ICT systems and processes, reducing duplication of effort and releasing additional capacity.

7063 calls

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

This leads to

4430 incidents

being recorded*

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

84 people

Are reported missing every day.

1 in 4 people

Suffer from a mental health issue every year.

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

1,138 crimes

are recorded every day*

158 domestic incidents

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

* Data recorded as per 2015/16 Management Information Reports

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

Recorded sexual crime is increasing and has been since 2010.

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

Alcohol is a prevalent factor in many crimes.

The Demands We May Face in the Future

Society is Changing

We understand that the demand on policing is changing, but also that society is changing. Scotland's population is growing in size and is getting older[1].

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

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

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

IMPACT ON POLICING

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

Inequality and Health

Income inequality may continue to increase, with some predictions suggesting the top 10% earning population will earn more than the bottom 40% combined[2]. Inequality will continue to be linked to poorer outcomes for those in the most deprived areas.

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

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

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

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

IMPACT ON POLICING

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

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

Changing Nature of Crime and Incidents

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

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

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

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

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

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

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

IMPACT ON POLICING

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

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

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

[3] *Alzheimer's Society data.*

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

WHAT MIGHT SCOTLAND LOOK LIKE IN 2026?

A Changing Workforce

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

Millennials (or Generation Y) will have become the largest group within the workforce and will have different priorities[5]. Few will plan to stay in one career for life, so employers will have to change how they attract and retain talent. Employees who enter, exit and then re-enter a single employer will be commonplace by 2026.

IMPACT ON POLICING

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

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

Changing Technology

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

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

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

It is likely that wearable technology will be commonplace. Personal analytics will help people achieve objectives in areas like personal healthcare (tracking fitness), safety (alertness and focus), and financial management.
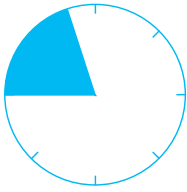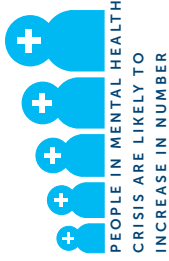
Artificially intelligent agents are likely to play a trusted role in our lives. Advanced chat-bots are likely to provide an alternative to human-to-human interaction, and process automation is likely to have standardised and automated manual processes.

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

IMPACT ON POLICING

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

The Environment is Changing

Climate change will continue at pace. Summer months are likely to be hotter and dryer, on average 1°C warmer, while winters are likely to be wetter and on average 0.5°C warmer. Heavy rainfall, storms and floods have increased in Scotland, and sea levels are rising — increasing risk and disruption across society[6].

IMPACT ON POLICING

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

---

[5] Deloitte HR Trends 2016.

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

SMART DEVICES, ANALYTICS, AI AND ROBOTICS PLAY AN INCREASING ROLE IN OUR EVERY DAY LIVES.

100%
OF SCOTLAND'S DATA IS STORED DIGITALLY IN THE CLOUD.

PEOPLE IN MENTAL HEALTH CRISIS ARE LIKELY TO INCREASE IN NUMBER

MORE POLICE TIME IS CONSUMED BY THOSE WITH MENTAL HEALTH OR VULNERABILITY ISSUES AT TIMES OF CRISIS.

30% MORE PEOPLE OVER 75, WITH 8% FEWER 16 – 29 YEARS.

English
Chinese
Polish
Urdu
Punjabi

HEAVY RAINFALL, STORMS AND FLOODS HAVE INCREASED.

THE TOP 10%
OF THE POPULATION EARN MORE THAN THE BOTTOM 40% COMBINED.

140+ LANGUAGES SPOKEN IN HOMES. THE MOST COMMON ARE:

60%
OF POPULATION GROWTH HAS RESULTED FROM INTERNATIONAL MIGRATION.

LARGE PARTS OF THE TRANSPORT SECTOR ARE NOW SEMI OR FULLY AUTONOMOUS.

CYBER ENABLED CRIMES HAVE INCREASED.

LIVING ALONE IS MORE COMMON.

AVERAGE TEMPERATURES ARE HOTTER BY 1°C IN SUMMER AND BY 0.5°C IN WINTER.
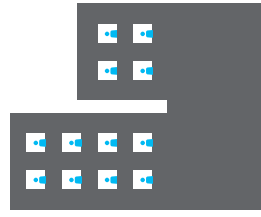
'Severe'
TERRORISM THREAT LEVEL REMAINS 'SEVERE'.

2.2

What will Change?

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

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

We will focus on five areas:

1

Protection
Based on threat, risk and harm

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

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

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

2

Prevention
Tackling crime, inequality and enduring problems facing communities

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

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

We will do this by making effective use of our own data and insight, integrating that of others' and by increased coordination with partner agencies in order to intervene at an early stage. We need to be in a position where our resources can focus preventative support on high-impact issues like vulnerability and mental health, domestic abuse and drug/alcohol abuse.

3

Communities
Focus on localism, diversity and the virtual world

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

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

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

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

4

Knowledge
Informing the development of better services

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

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

5

Innovation
Dynamic, adaptable and sustainable

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

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

- Using internal and external learning and success stories to continually improve our services.

- Collaborating with partners to design and test new services.

- Identifying opportunities to work with new partners or expand existing partner networks.

- Anticipating the key shifts in public behaviour that will impact enduring issues to ensure that collectively we are prepared to address them. Our front-line presence means that we are well placed to pick up and interpret any lead indicators.

Page 81 of 150

2.3

How will We Achieve this?

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

Our responsibilities for policing in Scotland will not change, but the way in which we provide policing services will be smarter.
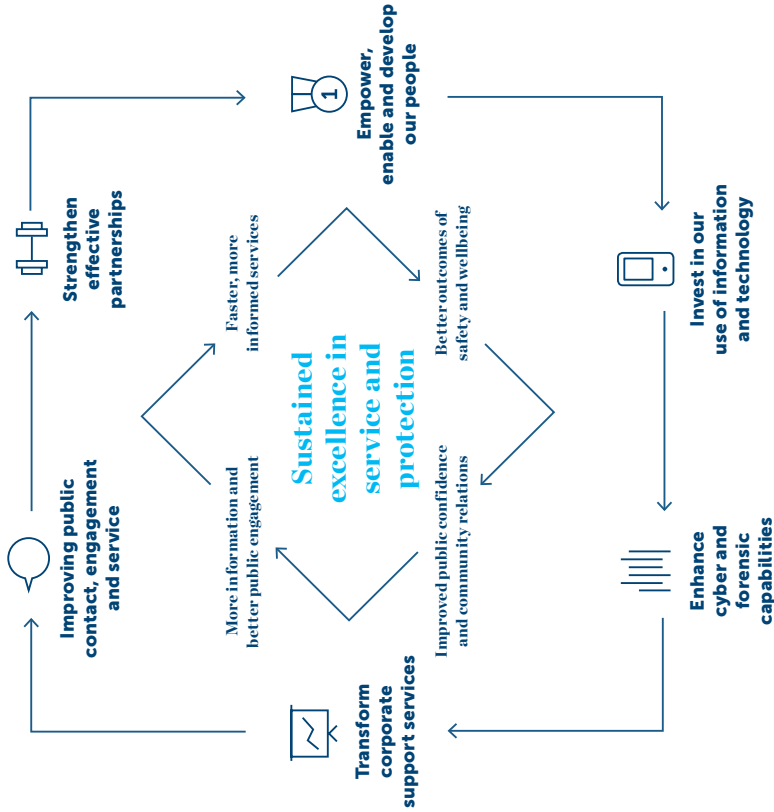
We will need to create the environment, culture and capacity to deliver these sustained changes by working with our people and in partnership. Delivery of this strategy will provide enhanced capability and increased capacity which will allow for a more effective frontline and ability to focus on the right activities.

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

OUR STRATEGIC OBJECTIVES

Strengthen effective partnerships

Improving public contact, engagement and service

Faster, more informed services

Sustained excellence in service and protection

More information and better public engagement

Better outcomes of safety and wellbeing

Improved public confidence and community relations

Empower, enable and develop our people

Invest in our use of information and technology

Enhance cyber and forensic capabilities

Transform corporate support services

Scottish Crime Campus - Gartcosh

31

30

2.3.1

Improving Public Contact, Engagement and Service

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

KEY POINTS

- We will recognise and respond to the individual needs of victims and the vulnerable. We will also respond to the diverse needs of individuals and communities.

- Key to this will be transforming the way we communicate with people through our contact and resolution model. By creating new ways of engagement, we will focus on improving trust and confidence and promoting community engagement and resilience.

- Our primary focus is on the needs of the public and effectively prioritising their needs in order to effectively deliver our services.

- Creating a dynamic deployment model that reflects demand and need will be critical, as will developing new approaches to threat, harm and risk.

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

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

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

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

Modernising our Service Delivery and Operating Model

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

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

Promoting Community Engagement and Resilience

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

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

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

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

Driving Improvement in Our Performance

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

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

Page 83 of 150

2.3.2

Strengthening Effective Partnerships

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

Enhance Partnership Working

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

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

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

A Learning Organisation

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

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

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

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

KEY POINTS

- We will share data, resources training and ideas. We will adopt and promote best practice and develop new shared services, including use of estate.

- We will use the knowledge that we gain to influence, inform and work with partners in order to develop and improve the services required to meet public needs. We wish to build effective networks in order to improve outcomes and reduce cost.

- In recognition of the increased diversity in Scotland, we will look to build partnerships for specific communities at a national and local level.

2.3.3

Empowering and Developing Our People and Culture

KEY POINTS

- Our people will drive the success of Scottish policing; we must recognise and value their development and wellbeing.

- We must strengthen the diversity of our whole workforce as well as change the workforce mix to address the evolving needs and complexities of our diverse communities.

- We will change our workforce size and composition to provide the right balance of resources and capacity across the organisation. To do so, we need to offer new flexible career paths and new contribution-based systems of recognition and reward.

- We will invest in the continuous development of our whole workforce and create new routes to enter, exit and re-enter.

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

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

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

Our workforce plan

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

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

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

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

Hi! I'm PC Sophie Robertson...

2016

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

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

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

2026

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

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

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

Page 85 of 150

PC Sophie Robertson

2016

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

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

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

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

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

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

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

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

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

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

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

70% ON SITE WORKING
30% REMOTE WORKING

OPERATIONAL EXPERIENCE
Limited

CYBER KNOWLEDGE
Low

CONFIDENCE WITH TECHNOLOGY
Medium

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

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

PC Sophie Robertson

2026

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

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

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

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

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

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

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

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

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

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

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

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

20% ON SITE WORKING
80% REMOTE WORKING

OPERATIONAL EXPERIENCE
High

CYBER KNOWLEDGE
Medium

CONFIDENCE WITH TECHNOLOGY
High

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

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

2.3.4

Investing in Our use of Information and Technology

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

KEY POINTS

- We will develop the national technology infrastructure and identify partnership opportunities for shared investment to improve services and enable our people to operate more effectively.

- We will introduce technology to enable workforce efficiency and use analytics, better data quality and wider sources to improve decision making, particularly on the front line.

- We will invest in connectivity and mobility for real time decisions and to enable this, we will shift the culture to create a technically enabled workforce.

Using Technology

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

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

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

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

Using Data to Inform Evidence Based Decision Making

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

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

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

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

Castle Shopping Centre

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

1. Series of thefts committed by multiple suspects

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

2. Crime reported via online self-service portal

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

3. First point of contact with Police Scotland

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

4. Facial recognition identifies suspect

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

5. Integrated offender and location management

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

6. Integrated response

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

7. Evidence reviewed, offender cautioned and charged

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

8. Digital evidence and criminal justice samples taken at scene

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

9. Reducing harm

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

10. Business and community resilience

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

11. Delivering benefits

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

BENEFITS

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

2.3.5

Enhancing Cyber and Forensics Capabilities

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

Scale Our Cyber Capabilities

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

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

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

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

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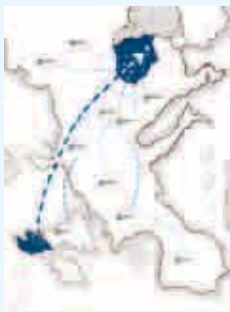
KEY POINTS

- We will scale our cyber capability and, by doing so, we will train our workforce to respond to emerging cyber related crimes.

- We will identify opportunities to collaborate with UK and international cyber capabilities and we will continue to invest in Scotland's forensic science capabilities.

Sue's Story

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

1. Unauthorised payments occur

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

2. Bank reports crime online

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

3. Victim contacted by police

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

4. Victim updated and safeguarded

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

5. Forensics identify a 'phishing' attack

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

6. Centre of Excellence identify crime source

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

7. Artificial intelligence used for pattern analysis

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

8. Critical evidence through proactive cyber investigation

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

9. International law enforcement disrupts criminals

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

10. Victim is updated

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

11. Preventative education campaign

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

BENEFITS

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

3 Implementing the Strategy

2.3.6

Transforming Corporate Support Services

- We will standardise and improve processes and systems capable of supporting and enabling a national service.

- Through the creation of an efficient single shared service, we will free up resources to reinvest in required capabilities.

- We will invest in technology streamlining processes through greater self-service and automation. Developing an innovation capability and environment, we will enable the workforce to generate ideas and identify leading edge technologies.

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

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

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

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

Page 91 of 150

3.1

Long Term Financial Planning Approach

Financial Strategy Development

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

Our current budget position

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

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

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

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

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

The 3 year horizon to 2020

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

Our changing workforce model to 2020

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

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

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

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

Page 92 of 150

Our changing workforce model – the 10 year picture

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

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

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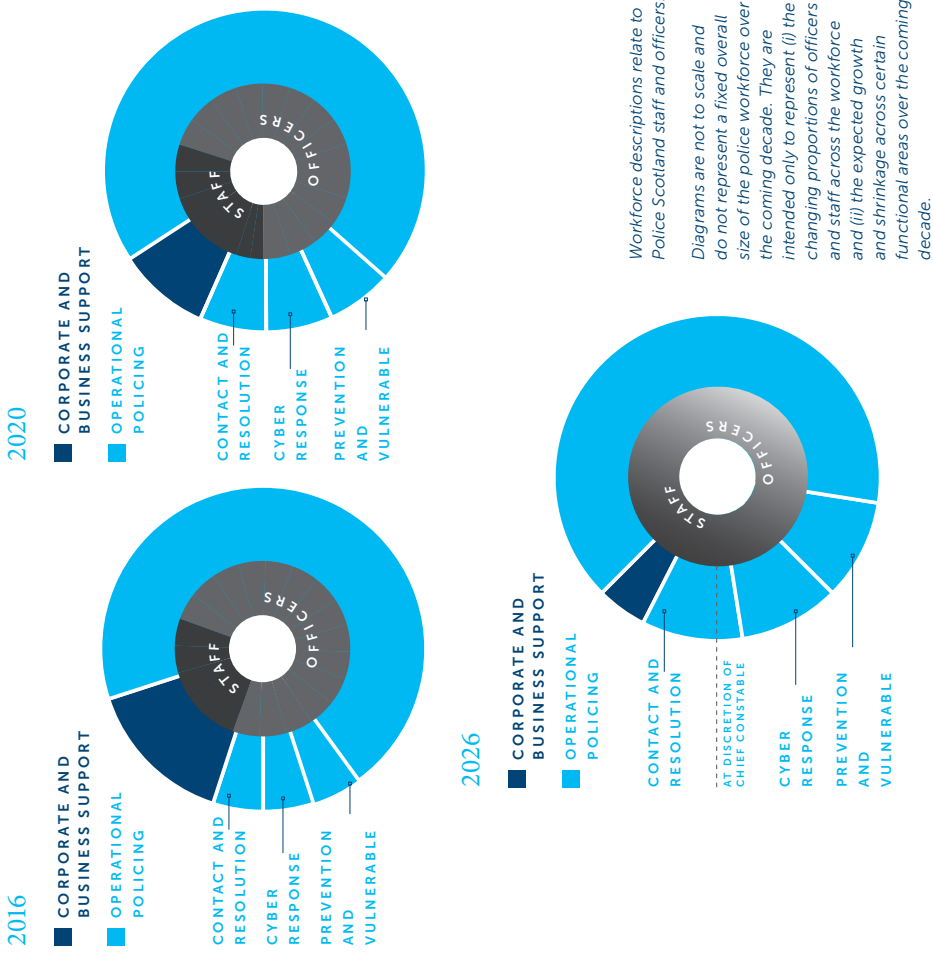
The need for action

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

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

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

Summary

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

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

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

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

OUR CHANGING WORKFORCE MIX: INDICATIVE AND ILLUSTRATIVE PROPORTIONS

2016

- **CORPORATE AND BUSINESS SUPPORT**
- **OPERATIONAL POLICING**
- **CONTACT AND RESOLUTION**
- **CYBER RESPONSE**
- **PREVENTION AND VULNERABLE**

STAFF / OFFICERS

2020

- **CORPORATE AND BUSINESS SUPPORT**
- **OPERATIONAL POLICING**
- **CONTACT AND RESOLUTION**
- **CYBER RESPONSE**
- **PREVENTION AND VULNERABLE**

STAFF / OFFICERS

2026

- **CORPORATE AND BUSINESS SUPPORT**
- **OPERATIONAL POLICING**
- **CONTACT AND RESOLUTION**
- **AT DISCRETION OF CHIEF CONSTABLE**
- **CYBER RESPONSE**
- **PREVENTION AND VULNERABLE**

STAFF / OFFICERS

Workforce descriptions relate to Police Scotland staff and officers.

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

3.2

Implementation Priorities

An Overview of the Six Strategic Objectives and Key Activities

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

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

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

Sustained excellence in service and protection

2026

Improving public contact, engagement and service

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

→ Transforming Contact and Resolution

→ Modernising our service delivery and operating model

→ Promoting community engagement and resilience

Strengthen effective partnerships

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

→ Enhance partnership working

→ Establish learning network

Empower and develop our people and culture

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

→ Modernisation of Terms and Conditions

→ Design and implement new workforce plan

Invest in our use of information and technology

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

→ Using technology to create capacity

→ Information led policing

Enhance cyber and forensic capabilities

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

→ Scale our cyber capabilities

→ Enable more forensic science capabilities

Transform corporate support services

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

→ Stabilise and improve current corporate services

→ Create an efficient shared service function

→ Develop an innovation capability

Page 94 of 150

3.3

Our Collaborative Approach

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

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

Implementing and Governing

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

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

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

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

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

- 2017 — 2020
- 2020 — 2023
- 2023 — 2026

Reviewing and Refreshing

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

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

How This Strategy will Fulfil the Strategic Police Priorities

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

Page 95 of 150

3.4

What will Success Mean for the Public and Our Workforce?

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

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

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

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

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

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

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

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

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

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

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

59

58

Publication Information

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

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

To take part in the consultation please visit:

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

Or submit written responses to us at:

Policing 2026 Consultation

Clyde Gateway

2 French Street

Dalmarnock

Glasgow

G40 4EH

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

Email: PoliceScotland2026Consultation@scotland.pnn.police.uk

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

This document will also be available in Gaelic upon request:

Please email us at: PoliceScotland2026Consultation@scotland.pnn.police.uk

Other languages, braille, large print, sign-language, audio or CD

Please contact us if you would like to receive a copy of this document in any of the above formats.

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

Twitter: @policescotland

Facebook: www.facebook.com/policescotland

To: **HOUSING & COMMUNITY SAFETY POLICY BOARD**

On: **14 MARCH 2017**

Report by: **DIRECTOR OF COMMUNITY RESOURCES**

Heading: **CONSULTATION ON HM INSPECTORATE OF CONSTABULARY IN SCOTLAND (HMICS) SCRUTINY PLAN 2017-18**

1. Summary

1.1 Her Majesty's Inspectorate of Constabulary, Scotland (HMICS) is in the process of developing their annual Scrutiny Plan to deliver a planned inspection programme for 2017/18.

1.2 As part of this process, HMICS sought the views of key stakeholders on the proposed inspections and any topical, high risk or emerging areas in Policing that could be included within the 2017/18 annual inspection programme.

1.3 In planning for 2017/18, HMICS had already committed to developing a self-assessment inspection process for local policing, which will be piloted in Tayside as well as thematic inspections on Forensic Services, Cyber Policing, Counter Terrorism and Undercover Policing. They will also undertake their first statutory inspection of the Scottish Police Authority, with a particular focus on its new governance arrangements and oversight of transformational change, finance, people, audit and policing. HMICS is also committed to a joint inspection of British Transport Police with HMIC in England and Wales and to their ongoing joint scrutiny of Children's Services with the Care Inspectorate.

1.4 These plans are consistent with previous years, and the focus is to be welcomed, with counter terrorism, cybercrime and serious and organised crime being high on the Public Protection agenda for Renfrewshire Council.

1.5 The final date for submissions to the consultation was 17 February 2017. The views of the Community Planning Partners were sought at the Safer & Stronger Thematic Board on 7th February 2017. A response from the Council was submitted within the timescales set by HMICS and is attached as Appendix 1.

2.   Recommendations

2.1   It is recommended that the Housing and Community Safety Policy Board:

(i)   Notes the consultation on the HMICS annual scrutiny plan.

(ii)   Homologates the Council's submitted consultation response as detailed in Appendix 1 to this report.

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 highlighted in the Council's response.

3.2   In accordance with their statutory obligation to keep this plan under review, HMICS are currently refreshing it to take account of necessary changes to scrutiny activities. The last updated HMICS Scrutiny Plan 2015-16, was issued in December 2015.

3.3   Scrutiny activity has focused around a rolling programme of Local Policing inspections together with thematic inspections and specific audit and assurance reviews. In addition HMICS have accommodated unplanned scrutiny activity as a result of ministerial direction and a specific request from the Scottish Police Authority. This has included a scrutiny report on the Counter Corruption Unit as reported to this Board on 23 August 2016.

3.4   HMICS intend to continue with Local Policing inspections during 2017-18, and have already committed in principle to the scrutiny of Forensic Services, Cyber Policing, Counter Terrorism and Undercover Policing. HMICS have some capacity to address any topical, high risk or emerging areas in policing and would welcome views on proposals or on any other areas which may benefit from scrutiny during 2017-18.

3.5   From a Renfrewshire perspective, local relationships with Police Scotland and with the Scottish Police Authority are excellent (as reported to this Policy Board via the Strategic Police Priorities and the Annual Review of Policing at the last Board) and the areas of thematic inspection activity that are set out in the current plan reflect the key areas of the Public Protection Agenda including counter terrorism, cybercrime and serious and organised crime.

3.6   The response submitted, and attached for homologation, welcomes the focus of the HMICS as set out in their proposed Scrutiny Plan for 2017-18.

Implications of this Report

1.   **Financial** - none.

2.   **HR and Organisational Development** – none

3. **Community Planning**

 Safer and Stronger Renfrewshire – The inspection activity detailed above by HMICS will scrutinise the work being undertaken by Police Scotland and ensure the activities are appropriately undertaken and reported by Police Scotland.

 A Greener Renfrewshire – none

 Renfrewshire forum for Empowering Communities – none

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 and Safety** – none.

9. **Procurement** – none.

10. **Risk** – none.

11. **Privacy Impact** – none.

List of Background Papers - none

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

Renfrewshire Council's response to the consultation on HMICS Plan 2017-18

HMICS annually consults with stakeholders regarding their scrutiny plan.

Renfrewshire Council and other Community Planning partners have reviewed the HMICs Scrutiny Plan through the Safer and Stronger Thematic Board and agree that the focus reflects the priorities for Renfrewshire.

Localism is a key driver for Renfrewshire Council therefore it welcomes the continued programmed inspection of local policing. The Cyber policing (of cyber-crime) and Counter Terrorism focus for HMICs are also welcomed as they link to the prevention of Serious and Organised Crime and CONTEST (Prevent) work that Renfrewshire Council are working alongside Police Scotland on.

To: **HOUSING & COMMUNITY SAFETY POLICY BOARD**

On: **14 MARCH 2017**

Report by: **DIRECTOR OF COMMUNITY RESOURCES**

Heading: **RENFREWSHIRE MULTI-AGENCY RISK ASSESSMENT CONFERENCE (MARAC) AUDIT BY SAFELIVES**

1. Summary

1.1 This paper provides an update to the Housing and Community Safety Policy Board on the outcomes and observations raised by a recent audit of the Renfrewshire MARAC process which was carried out by SafeLives as part of the Scottish MARAC Development Programme.

1.2 The audit was carried out in October 2016 a year after MARAC in Renfrewshire was established, with the audit being carried out by SafeLives, a national charity dedicated to ending domestic abuse.

1.3 SafeLives provide practical tools, training, guidance, quality assurance, policy and data insight to support professionals and organisations working with domestic abuse victims. The aim is to protect the highest risk victims and their children – those at risk of murder or serious harm.

1.4 The audit looked at all aspects of the working of the MARAC and covered the areas highlighted below, with observations, recommendations and examples of good practice being noted where appropriate:

- Identification of domestic abuse
- Referrals
- Multi-Agency engagement
- Support for victims
- Information Sharing
- Action Planning
- Number of cases
- Equality
- Operational Support
- Governance

1.5 Overall the audit was very positive and demonstrates the strong approach and excellent partnership working that is delivering real meaningful results in relation to tackling domestic abuse in Renfrewshire.

1.6 The audit report has been reviewed by the Gender based Violence Strategy Group and an action plan is currently being created to ensure recommended improvements are implemented. Progress against implementing the action plan will be overseen by the Community Safety and Public Protection Steering Group.

2. Recommendations

2.1 It is recommended that the Housing and Community Safety Policy Board:

(i) notes the findings of the recent audit of the Renfrewshire MARAC process which was carried out by SafeLives as part of the Scottish MARAC Development Programme.

(i) notes the identified areas of good practice.

3. Key Findings of Audit

Identification of Domestic Abuse

3.1 The report highlighted that the cases being considered by MARAC are relevant and do focus on cases where domestic abuse, that can pose a clear risk to the individuals involved is being considered. Referrals come largely from independent advocacy services and the Police, which reflects national trends.

Referrals

3.2 It was identified that the majority of cases were referred within the recommended timeframe and that all victims had the option of receiving support from an Independent Domestic Abuse Advocate (IDAA).

Multi-Agency Engagement

3.3 The audit noted that the meeting is well attended by the relevant partner agencies and showed a positive commitment of the agencies to addressing domestic abuse.

3.4 Cases involving children were heard first which allowed the children's representatives to leave early, demonstrating best use of professionals' time. **(Identified as an area of good practice).**

3.5 It was observed that at the particular meeting attended by the auditors there were no representatives from Housing or Children's Services. With the two services being considered core services within the MARAC process it was noted that this may have a detrimental effect on the information sharing within the MARAC meeting were this to be a regular event.

Support for Victims

3.6 All victims are offered the opportunity of support from an IDAA, with an area of good practice being identified that a number of IDAA services were in attendance, ensuring that victims have a choice of representation. **(Identified as an area of good practice)**

3.7 A development area was suggested around establishing what feedback the victim would receive from MARAC. This has been incorporated into the improvement action plan.

3.8 The report highlights that all representatives demonstrated a real understanding of the dynamics of domestic abuse. **(Identified as an area of good practice)**

Information Sharing
3.9 There is an up to date Information Sharing Protocol (ISP) which governs safe information sharing and is reviewed regularly. **(Identified as an area of good practice)**

3.10 It was generally noted that the level of information sharing was appropriate, relevant and risk focussed.

3.11 It was highlighted at the meeting that there was some discussion on corrections to the referral list (dates of birth, last contact etc). It was suggested that this should be clarified in advance of the meeting to ensure all representatives can prepare appropriately. This has been incorporated into the improvement action plan.

3.12 Nationally, MARAC's are struggling to have health professionals represented at the table and it was highlighted as an area of good practice that the Renfrewshire MARAC had ensured a health representative attends. **(Identified as an area of good practice)**

3.13 Although the health representative was in attendance, an area for future development would be around securing attendance from GP's and or A&E at the meeting.

Action Planning
3.14 It was recommended that timescales should be attached to all actions to increase the accountability of the MARAC.

Number of Cases
3.15 There is no cap on the number of referrals within Renfrewshire so the MARAC will be able to develop should the number of referrals increase. Although it was noted that the MARAC may encounter issues if the numbers increase significantly, this was seen as good practice.

Equality
3.16 In cases where victims had protected characteristics the Renfrewshire MARAC made additional efforts to ensure services understood the additional risks and barriers the victims may face e.g. the IDAA services have strong links with local LGBT specialists. This was also seen as good practice.

Operational Support
3.17 The operation of the Renfrewshire MARAC is one of its primary strengths with the Coordinator ensuring processes are closely aligned with the SafeLives model.

3.18 SafeLives are building a national picture of data to allow local comparisons and analysis and notes that Renfrewshire has been submitting data for almost a year which is another area of good practice. **(Identified as an area of good practice)**

Governance
3.19 It was noted that there is a clear commitment to MARAC in Renfrewshire, with the Chief Officers Group considering it one of its strategic priorities which demonstrates a

commitment to continual improvement and quality assurance which is considered an area of best practice. **(Identified as an area of good practice)**

Implications of this Report

1. **Financial** - none.

2. **HR and Organisational Development** – none

3. **Community Planning**

   Safer and Stronger Renfrewshire – The work undertaken by the Renfrewshire MARAC with regards to high risk victims of domestic abuse aligns directly with the Safer and Stronger outcomes of the Council Plan.

   A Greener Renfrewshire – none

   Renfrewshire forum for Empowering Communities – none

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 and Safety** – none.

9. **Procurement** – none.

10. **Risk** – none.

11. **Privacy Impact** – none.

List of Background Papers - none

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

Renfrewshire Council

To:	**HOUSING & COMMUNITY SAFETY POLICY BOARD**
On:	**14 MARCH 2017**
Report by:	**DIRECTOR OF COMMUNITY RESOURCES**
Heading:	**COMMUNITY SAFETY PARTNERSHIP, OPERATIONAL UPDATE**

1. Summary

1.1 This report provides an update for the Housing and Community Safety Policy Board on recent activities carried out by Renfrewshire Community Safety Partnership, including information on:

- environmental enforcement and improvement activities;
- protecting vulnerable residents;
- building safer communities;
- diversionary activities;
- strategic Police priorities.

2. Recommendations

2.1 That the Housing & Community Safety Policy Board notes the content of this progress update report.

3. Environmental Enforcement and Improvements

The Rapid Response Team

3.1 The Rapid Response Team continues to improve the environment by investigating and removing small scale flytipping throughout Renfrewshire, especially in town centres. This specialist team focuses on early intervention and faster resolution of potential problems by patrolling central locations 2-3 times per day. The team maintains regular contact with local businesses. If the team is unable to resolve an environmental issue immediately, they signpost the issue to the relevant service.

DVLA Audit of Abandoned Vehicle Procedures

3.2   Renfrewshire Council received over 300 reports of abandoned vehicles in 2016/17. However, after investigation only 10% of the vehicles were officially categorised as abandoned. There are strict criteria to assess if a vehicle is abandoned and this can include (but is not limited to) flat tyres or removed wheels, smashed windscreens or windows, missing number plates or graffiti. Most of the complaints related to cars that had not moved for a time period and were untaxed, however, they were not deemed to be abandoned once inspected. The DVLA enforce cars that are untaxed and remain on the road and complainers can check on the DVLA website to see if a car is untaxed.

3.3   To assist in the delivery of the service, the Council website has been updated to provide more information to the public as to what constitutes an abandoned vehicle.   One issue is that many of the complaints were anonymous which resulted in the Council being unable to advise why they were not abandoned and therefore there were a lot of repeat callers. This has been rectified and now to report an abandoned vehicle, the complainer must leave contact details to allow Renfrewshire Council to respond.

3.4   The Renfrewshire Wardens were externally audited by the DVLA Data Sharing Assurance Team in December 2016. The purpose of this audit was to confirm that the Council was recording and investigating abandoned vehicles to the required DVLA standards. In January 2017, Renfrewshire Council received an overall audit rating of 'Green', which demonstrates a high level of compliance. This allows the Renfrewshire Wardens continued access to DVLA vehicle keeper data which helps to identify abandoned vehicles at the earliest point in the process.

4.   **Protecting Vulnerable Residents**

Safe Kids

4.1   Safe Kids is an annual interactive educational programme involving Renfrewshire's Community Safety Partners, delivering messages relating to a range of safety issues to every Primary 6 pupil in Renfrewshire, ie 1,830 pupils in total.

4.2   The aim of Safe Kids is to reduce the number of accidents involving young people, promote positive behaviour and eliminate risks.

4.3   Safe Kids was delivered at St Mirren's Paisley 2021 Stadium during February-March 2017 with pupils transported to the stadium from their respective schools. Workshops were designed to be interactive and short in length (10-12 minutes) to enable partners to get vital messages across in subject areas that can be difficult to discuss.

4.4   Workshops this year included - antisocial behaviour; CCTV; alcohol and drug awareness; internet safety; fire safety; litter & dog fouling and Street Stuff. Some new workshops were also included for the first time this year, including raising awareness and encouraging kids to "back the bid" for Paisley - City of Culture 2021 and working with the Council's Civil Contingencies Team, to increase awareness of how to prepare for emergency situations.

The Street

4.5   'The Street' is an award winning drama project based in Hamilton that helps young people to address risky behaviour and keep themselves safe. This 20 minute drama is delivered by young people aged 14-24 with the target audience being other young people. Topics include knife crime; teenage pregnancy; domestic violence and alcohol misuse.

4.6   Renfrewshire Community Safety Partnership has visited the project on several occasions during January - February 2017 with groups of young people who come to the attention of the Community Safety Youth Team through their involvement in youth disorder. After watching the drama, the young people attend a 1 hour workshop to assess the impact of their behaviour on themselves and their community.

I Am Me/Keep Safe

4.7   The 'I Am Me' Cinebus continues to tour Renfrewshire primary schools to deliver a comprehensive programme which raises awareness of disability, bullying and hate crime. Over 5,000 children have participated in the programme, with a further 3,000 children booked to attend over the coming months. The programme has been designed to complement the curriculum for excellence and a progressive lesson plan is available for each school year (from P1 - P7). Feedback from over 2,000 participants highlights that 98% of participants have enjoyed the Cinebus visit, 98% know bullying is wrong and 96% would report an incident.

4.8   The Keep Safe Scotland "phone app" has now been launched and is free to download for iOS and Android phones. The app can be used to plan routes, highlighting all Keep Safe places and provide details including opening hours, website and telephone numbers. The app is linked to Police Scotland to dial 101 or 999 with an approximate location displayed allowing officers to find the app user if they are lost or in distress. A link is provided for all local authorities in Scotland, with the option to provide details for community safety events and contacts.

5.   Building Safer Communities

Monte Carlo Rally

5.1   Paisley town centre was one of the start points for the historic Monte Carlo Rally on 25 January 2017. Paisley was the sole British host out of seven European cities including Stockholm, Lisbon and Barcelona for a range of classic cars to make the 1300 mile trip to the south of France. Provost Hall flagged off nearly 100 competing cars from a special new start ramp. The cars included a Paisley 2021 branded Sunbeam which was going all the way to Monte Carlo as a support car to the main rally. Thousands of spectators attended creating a party atmosphere with lights, music, street food and fireworks. The event was supported by StreetScene services and the Renfrewshire Community Safety partnership, including Wardens and Civil Contingencies service.

Best Bar None

5.2   Best Bar None is an awards scheme which raises standards and rewards excellence for those venues that attain the award standard. This is delivered at a local level in partnership with the industry, local authorities and Police Scotland. Community

Resources' Trading Standards & Licensing Team is responsible for the local co-ordination and assessment of the scheme. Best Bar None Awards are based on core national standards relating to the five licensing objectives, which are:

- preventing crime and disorder;
- securing public safety;
- preventing public nuisance;
- protecting and improving public health; and
- protecting children from harm.

5.3　12 venues attained either gold or silver awards at the local Awards Ceremony on 12 January 2017. 7 venues were presented with awards in specialist categories such as "Best family establishment", "Most improved" or "Heart of the Community". The Best Bar None Scotland Awards will be held at The Hilton Hotel in Glasgow on 30 March 2017, and a number of local category winners have been shortlisted at this event.

6.　Diversionary Activities

Street Stuff

6.1　Street Stuff continues to deliver a variety of activities throughout Renfrewshire including the introduction of the new Street Stuff Culture Buses which were designed both internally and externally by the young people attending the programme. There are over 34,000 recorded attendances this year to date which is an increase in comparison with the same period last year.

6.2　Street Stuff continues to work in communities and all 5 local area committee areas 6 days a week. The Street Stuff buses are also out during the 6 evenings and are moved depending on need and the requirements of the young people.

7.　Strategic Police Priorities

7.1　At the Housing and Community Safety Police Board on 23 August 2016, Community Resources presented the Renfrewshire Council response to the Scottish Government consultation on the Strategic Police Priorities.

7.2　The strategic priorities have now been published are in line with Renfrewshire Council's consultation response.

7.3　The Scottish Government has now established seven strategic priorities for Police Scotland to drive their service over the coming years and these are:

- **Localism** – Ensure that the needs of local communities are understood and reflected in the planning and delivery of policing at a local and national level.

- **Inclusion** – Ensure our police service is accessible and responsive to the needs of all people in Scotland.

- **Prevention** – Ensure our police service works to protect people by preventing crime and reducing fear of crime through communication, education, innovation and partnership working.

- **Response** – Focus policing on improving the wellbeing of individuals and communities by tackling crime and responding to and investigating incidents effectively and efficiently.

- **Collaborative Working** – Ensure that our police service works productively with partners at local, national and international levels to deliver better outcomes for people in Scotland.

- **Accountability** – Continuously improve public confidence in policing and inspire trust by being transparent, accountable and acting with integrity, fairness and respect.

- **Adaptability** – Ensure our police service takes advantage of new opportunities and meets emerging threats and challenges.

7.4   Police Scotland and the Scottish Police Authority (SPA) launched a consultation on the 2026 Strategy on 27 February 2017. The Chief Constable has advised that the strategy is aimed at making police time more productive and that Police Scotland will work smarter. As part of this, Police Scotland are also introducing new Operational Area models, including across Renfrewshire from 4 April 2017. The focus of the new strategy and operational model is in line with the Strategic Police priorities above and will result in a focus on Community Policing.

Implications of this Report

1.   **Financial** - none.

2.   **HR and Organisational Development** – none

3.   **Community Planning**

      Safer and Stronger Renfrewshire – The Community Safety Partnership contributes towards Renfrewshire being a safe and secure place for those living, working or visiting the area, using intelligence led joint tasking arrangements. It addresses antisocial behaviour & crime and supports youth diversionary and education programmes.

      A Greener Renfrewshire – Through tackling environmental crime, community safety activities supports a cleaner and more attractive Renfrewshire.

      Renfrewshire forum for Empowering Communities – Engaging with communities and encouraging voluntary work to improve the local area.

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 and Safety** – none.

9. **Procurement** – none.

10. **Risk** – none.

11. **Privacy Impact** – none.

List of Background Papers - none

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

Renfrewshire Council

To: **Housing & Community Safety Policy Board**

On: **14 March 2017**

Report by: **Director of Finance & Resources**

Heading: **Disposal of land adjacent to 53 Spencer Drive Paisley**

1. **Summary**

1.1 The purpose of this report is to declare the area of land adjacent to 53 Spencer Drive, Paisley, shown on the attached plan, as surplus to requirements.

2. **Recommendations**

It is recommended that the Board:

2.1 Declare the area of land located adjacent to 53 Spencer Drive, Paisley, shown on the attached plan, as surplus to requirements.

2.2 Authorise the sale thereof to the adjoining proprietor of 53 Spencer Drive, Paisley, on such terms and conditions as may be negotiated by the Head of Property Services utilising delegated powers.

2.3 Authorise the Head of Corporate Governance to conclude the sale incorporating into the bargain such terms and conditions as may be deemed necessary to protect the Council's interest.

2.4 Note that the Head of Planning will place an advert in the local press in terms of the Town and Country Planning (Scotland) Act 1959 for the proposed sale of an area of open space.

1

2.5 Note that the disposal of this land will have deemed consent from Scottish Ministers in terms of the new regulations for proposed disposal of HRA land & property.

_____

3. **Background**

3.1. The area of land, which is held on the Housing Revenue Account, comprises a total of 120 sq m. This is an area of open space located between 53 Spencer Drive and Coruisk Way. It has been agreed in consultation with Roads and Housing that a 2m strip of land will be retained on either side of the footpath to retain a welcoming environment for users.

3.2. The area of ground concerned is such that the purchase price/value of the ground will be at a level upon which delegated powers granted to the Head of Property Services for the disposal of surplus property will be utilised.

3.3. The purchasers will be required to seek planning consent for the change of use from open space and to secure consent for the construction of any dwelling house extension.

3.4. The purchasers will be liable to meet the Council's reasonable professional and legal expenses in processing this transaction.

_____

Implications of the Report

1. **Financial** – The HRA will benefit from a capital receipt.
2. **HR & Organisational Development** - *None.*

3. **Community Planning –**

   Children and Young People – None

   Community Care, Health & Well-being -None

   Empowering our Communities - None

   Greener - None

   Jobs and the Economy - None.

   Safer and Stronger - None

4. **Legal** – Negotiation of the legal terms of the sale contract and completion of the sale.
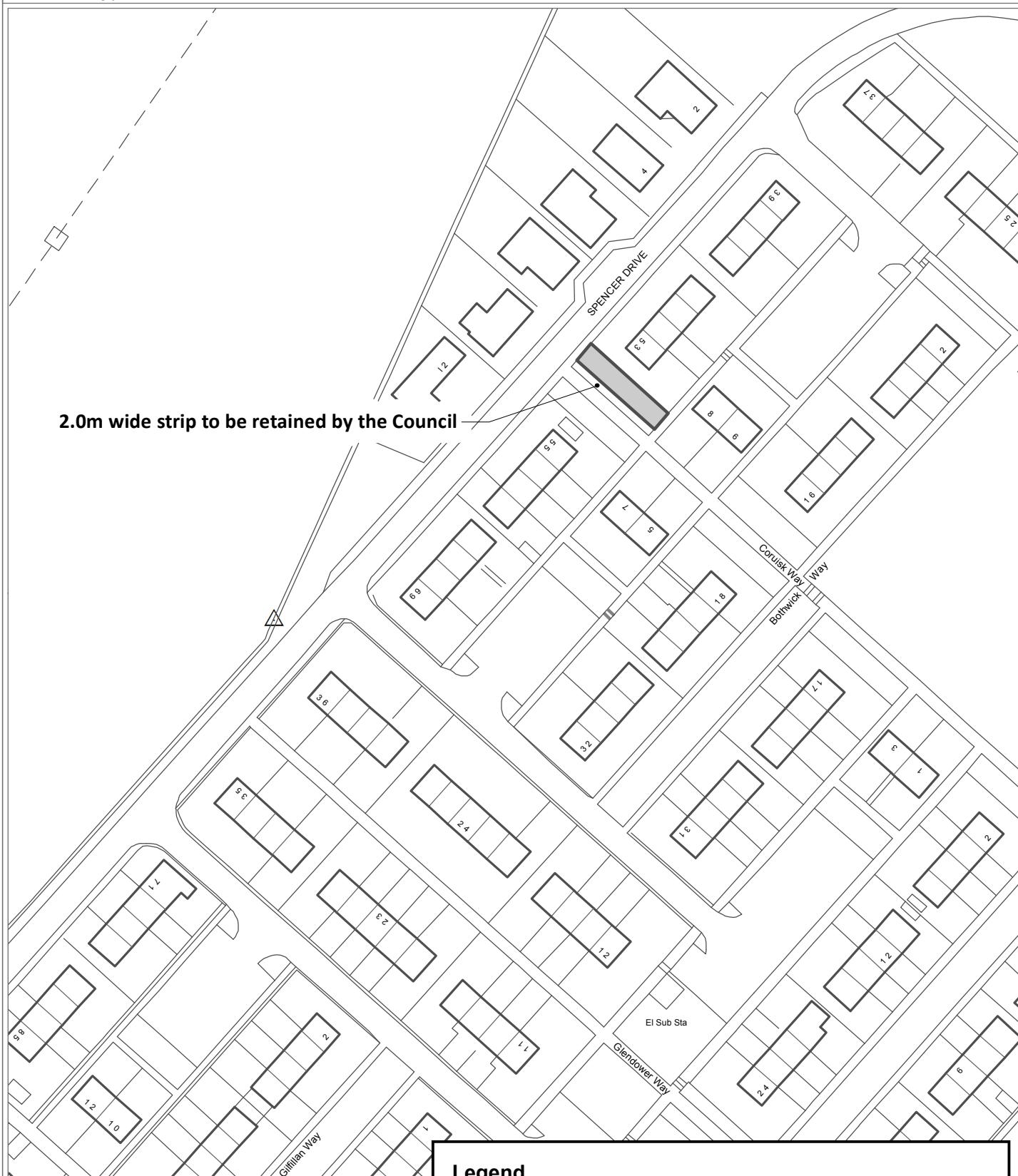
5.   **Property/Assets** – Negotiation of the commercial terms of the sale contract and completion of the property disposal.

6.   **Information Technology** – None.

7.   **Equality & Human Rights** -

       (a)   The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8.   **Health & Safety** – None.

9.   **Procurement** – None.

10.   **Risk** – None.

11.   **Privacy Impact** – None.

_____

List of Background Papers

(a)   None

_____

Author: Margaret Law
                Senior Asset & Estates Surveyor   **Ref:**   Document 1
                0141 618 4697
                margaret.law@renfrewshire.gov.uk   **Date:**   02/03/2017

3

User: howardhaughj2

Date: 09/02/2017

2.0m wide strip to be retained by the Council

SPENCER DRIVE

Coruisk Way

Bothwick Way

El Sub Sta

Glendower Way

Gilfillan Way

Legend

Proposed disposal to proprietor of 53 Spencer Drive (120sqm or thereby)

Notes:

To: Housing and Community Safety Policy Board

_____

On: 14 March 2017

_____

Report by: Director of Development and Housing Services

_____

Heading: Orchard Street Housing Renewal Area Designation Order 2017

_____

1.   **Summary**

1.1   A draft Orchard Street Housing Renewal Area (HRA) Designation Order was approved for consultation by the Housing and Community Safety Policy Board on 8th November 2016. The Order covered the tenements and communal areas at 33 Causeyside Street and nos. 3,5,7 and 9 Orchard Street.

1.2   Taking into account feedback received, the Director of Development and Housing Services now wishes to formally implement a finalised Orchard Street Housing Renewal Area Designation Order and Action Plan which is attached for approval. (appendix 1)

1.3   The HRA designation will allow for the comprehensive improvement in the condition and quality of housing and communal areas in the locality through a partnership project involving Renfrewshire Council and Paisley Housing Association, supported by grant funding from the Scottish Government's Affordable Housing Supply Programme.

_____

2.   **Recommendations**

2.1   It is recommended that the Policy Board:

(i)   notes the consultation activity and feedback received on the Orchard Street Draft Designation Order as detailed in section 4 of this report;

(ii)   authorises the Director of Development and Housing Services to make a Housing Renewal Area Designation Order and Action Plan covering 33 Causeyside Street, 3,5,7 and 9 Orchard Street in the terms attached at appendix 1;

1

(iii)   notes that grants to participating owners will be offered in line with the Council's Scheme of Assistance as set out in section 4.6 of this report;

(iv)   notes the estimated private sector housing grant required to support owners participating in the scheme and to support environmental work as set out in section 5 of this report; and

(v)   agrees that in circumstances where owners retain ownership of their property and do not voluntarily agree to fund their share of the common works or necessary repairs to their flat, the Council will enforce necessary works, by carrying out that work and putting in place measures to recover the cost of the same.

3.   **Background**

3.1   Under the terms of the Housing (Scotland) Act 2006 Renfrewshire Council has powers to deal with poor quality housing and can designate a Housing Renewal Area (HRA) where a significant number of houses in a locality are sub-standard, or the appearance or state of repair of any houses in the locality is adversely affecting the amenity of the area.

3.2   The five tenement blocks at 33 Causeyside Street, 3, 5, 7 and 9 Orchard Street have been identified as a priority for improvement for a number of years due to their particularly poor condition. Previous plans for a comprehensive tenement improvement scheme were not able to progress due to changes in the grant framework for affordable housing projects in 2011/12. The improvement of these blocks has remained a priority and is highlighted in Renfrewshire's Local Housing Strategy 2016 – 2021 and the Strategic Housing Investment Plan 2017/18-2021/22.

4.   **Consultation and Feedback**

4.1   The draft Orchard Street Housing Renewal Area Designation Order was approved for consultation by the Housing and Community Safety Policy Board on 8 November 2016. The Order included an Action Plan setting out the work required, details of how the action plan will be delivered and the grant assistance available to owners under the Council's Scheme of Assistance (which is: resident owners on certain benefits- 50%; resident owners – 35% and non resident owners- 25% (includes commercial owners)).

4.2   The following consultation activities were undertaken:

- Letter to all owners and residents with a copy of the Draft Designation Order and action plan

- Drop-in consultation session for affected owners and residents to discuss proposals and elicit feedback

2

- Notice in two local newspapers summarising plans and where to get further information

- Article on Renfrewshire Council website

- Survey monkey questionnaire on Renfrewshire Council website

- Further letter to all owners with an information leaflet and paper questionnaire

- Individual discussion via house/office visits, telephone calls and emails with affected owners and residents.

4.3 The ownership pattern is complex and includes non-resident landlords, resident owners and commercial owners. Contact has been made with owners of nearly 90% of all the affected properties and views discussed. In addition, 25 completed formal consultation questionnaires have been received (from owners, tenants and the factor of 33 Causeyside Street and 3 Orchard Street).

4.4 A summary of expressed views is noted below:

- Overwhelming agreement from owners, residents and the property factor that the elements of the communal areas including roofs and backcourts are in poor condition and improvements are needed.

- The vast majority of respondents agreed that there is a need for the Council to take action to address the poor quality housing issues.

- A few owners noted they had tried to secure improvements but expressed frustration that they had been unable to get agreement from all the other owners to contribute to the cost of communal works and works therefore had not been undertaken.

- A few owners noted they had themselves tried to deal with repair and condition issues within their own flats e.g. tackle dry rot, patch leaking ceilings, etc. However for many of these issues, it would not be possible to fully address the root cause of these problems on an individual flat basis.

- Some owners highlighted that they had undertaken internal improvements to their flat such as installing double glazing or a new kitchen and therefore thought that the extent of internal flat work listed on the Action Plan was somewhat excessive.

- The Action Plan sets out how the project would be delivered and notes that Paisley Housing Association would seek to acquire the majority of properties through voluntary acquisition. While the majority of owners at this point indicated their preference would be to sell to Paisley Housing Association, many also indicated that their willingness to sell would depend on the price offered.

3

- A number of owners expressed concern at the estimated high cost of works and what they saw as a low level of grant assistance available to them from the Council should they participate in the scheme.

4.4 Overall, responses confirmed agreement on the need for improvement action to address the poor quality housing and amenity of the area in a co-coordinated and comprehensive way. It is therefore proposed to implement a final Orchard Street Housing Renewal Area Designation Order. (attached as Appendix 1)

4.5 The draft Order has been amended slightly to take account of feedback in relation to circumstances were owners have previously carried out internal improvements and now includes a statement that the Association will be happy to enter into discussions with individual owners where they may have a desire to retain existing components and fittings. It does also note however that such arrangements may add to the overall cost of the proposed work and may, in some circumstance not be a practical proposition.

4.6 Given the financial pressures on Private Sector Housing Grant, the level of grant payable to owners will remain as set out in the Scheme of Assistance: resident owners on certain benefits- 50%; resident owners – 35% and non resident owners 25% (includes commercial owners).

5 **Funding**

5.1 It is anticipated that Paisley Housing Association will seek to acquire the majority of properties within the HRA for comprehensive tenement improvement. Improvement costs for properties acquired by Paisley Housing Association would be funded partly by grant funding from the Scottish Government's affordable housing programme and partly by the housing association through private borrowing.

5.2 Renfrewshire's Strategic Housing Investment Plan (SHIP) 2017/18 – 2021/22, includes provision for Scottish Government grant funding for this project of some £4.4 million.

5.3 A provisional estimate of £700,000 was included in the Private Sector Housing Investment Programme 2015 to 2018 reported to the Housing and Community Safety Board on 10 March 2015, to meet the costs of grants to residential and commercial owners and general common environmental works.

5.4 A recent review of possible grant requirements, based on more recent cost information and following engagement with owners, suggests that this remains a reasonable estimate. However, the actual requirement for grants to owners will become clearer over the next two years as Paisley Housing Association starts to conclude negotiations with owners. It should also be noted that provisional grant estimates are based on late 2015 costs. As work will not start on site for several years, inflationary pressures may push up works costs and subsequently grant requirements.

4

5.5 The allowances for grant support will be monitored and requirements reported to future Board meetings. The project will require grant support over several years and there will need to be sufficient flexibility in the funding programme to achieve this.

5.5 Some owners may choose to retain ownership of their property and may not voluntarily agree to fund their share of the common works and/or necessary repairs to their flat. In such circumstances and to ensure that the appropriate improvement works can be completed, the Council will utilise its powers under the terms of the Housing (Scotland) Act 2006 to enforce necessary repair and improvement works, by carrying out such work as is required and subsequently using all available mechanisms to pursue owners for recovery of their share of costs.

6 Next Steps

6.1 Following Board approval, owners and residents will be issued with the final Orchard Street Housing Renewal Area Designation Order. Paisley Housing Association will then commence negotiations with owners over acquisition of properties or participation in the project.

6.2 It is estimated that work will begin on site in 2019/20 and will be completed in late 2021.

_____

Implications of the Report

1 Financial – A provisional allowance of £700,000 was included in the Private Sector Housing Investment Programme 2015 to 2018 to support owner participation and environmental work. The Council may incur costs in relation to work carried out on behalf of owners who do not voluntarily agree to participate in the scheme, using all available mechanisms to recover these costs.

2 HR & Organisational Development - None

3 Community Planning:
Community Care, Health & Well-being – Housing contribution to improving health and well-being
Safer and Stronger – Increasing resident satisfaction with neighbourhoods and communities

4 Legal –The designation of the Housing Renewal Area will need to meet the requirements of the Housing (Scotland) Act 2006. There may be a requirement to issue Works Notices as provided for under the same Act.

5 Property/Assets – None

6 Information Technology – None

5

7   Equality & Human Rights –

(a)   The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report in that compulsory purchase will not breach the ECHR where it is authorised by law, is proportionate and where it can be demonstrated to be in the public interest. 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.   **Risks** –   There is a risk the project may not be able to progress if there is not sufficient co-operation from owners.

There is a risk that the Council may not be able to fully recover all the costs from owners where work has been carried out on their behalf, but all available mechanisms will be used to minimise any loss to the Council.

11.   **Privacy Impact** – None

_____

List of Background Papers

(a)   Report to Housing and Community Safety Board, 8 November 2016, "Orchard Street Housing Renewal Area Draft Designation Order 2016"

(b)   Report to Housing and Community Safety Board, 10 March 2015, "Private Sector Housing Investment Programme 2015 to 2018"

The foregoing background papers will be retained within Development & Housing Services for inspection by the public for the prescribed period of four years from the date of the meeting.

_____

Author: Lesley Muirhead, Planning and Housing Manager, 0141 618 6259, Lesley.Muirhead@renfrewshire.gov.uk

7 March 2017

6

HOUSING (SCOTLAND) ACT 2006

The Orchard Street Housing Renewal Area

Designation Order 2017

Renfrewshire Council make the following order in exercise of the powers conferred by section 1 of the Housing (Scotland) Act 2006.

This order may be cited as the Orchard Street Housing Renewal Area (HRA) Order.

The locality delineated in the map in schedule 1 is designated as the Orchard Street Housing Renewal Area.

The reason for the designation is that:

- A significant number of the houses in the locality identified in the map in schedule 1 are sub-standard; and

- The appearance or state of repair of houses adversely affect the amenity of the locality identified in the HRA.

A Housing Renewal Area Action Plan is included in schedule 2 to this order.

Executed on behalf of Renfrewshire Council at Paisley, on (*insert date*)

INSERT SIGNATURE

7

Schedule 1

Orchard Street Housing Renewal Area

Orchard Street Housing Renewal Area - Action Plan

The following houses within the Orchard Street Housing Renewal Area (HRA) are considered to be sub-standard and that their appearance or state of repair is adversely affecting the amenity of the locality:

33 Causeyside Street (shop G/F left, pub G/F right, 1/1,1/2,1/3, 1/4,2/1,2/2,2/3,2/4,3/1,3/2,3/3,3/4 and all their common parts)

3 Orchard Street (pub GF left, shop G/F right, 1/1, 1/2, 1/3, 2/1, 2/2, 2/3, 3/1, 3/2, 3/3 and all their common parts)

5 Orchard Street (shop G/F left, shop G/F middle,0/2,1/1,1/2,1/3, 2/1,2/2,2/3,3/1,3/2,3/3 and all their common parts)

7 Orchard Street (shop G/F mid, 0/1, 0/2, 1/1, 1/2, 1/3, 2/1, 2/2,3/1,3/2,3/3 and all their common parts)

9 Orchard Street (shop G/F mid, 0/1, 0/2, 1/1,1/2,1/3 ,2/1,2/2,2/3,3/1,3/2,3/3 and all their common parts)

These houses are required to have work carried out in or in relation to them for the purposes of bringing them into, and keeping them in, a reasonable state of repair and for the purposes of enhancing the amenity of the HRA.

Renfrewshire Council intends to implement this Action Plan within a 5 year period.

Property/Areas Which Requires Works

The work specified in this Housing Renewal Area Action Plan to the houses listed and their associated common areas is intended to comprehensively improve the houses to achieve a habitable standard and extension to the life of these properties of 30+ years and will:

- Improve the safety or security of the houses and persons living there;

- Reduce the long-term burden and costs to property owners of maintaining the properties and their common parts, in future years; and

- Enhance the amenity of the common backcourt areas and of the area in general.

9

Work Required	Address of property	Standard Required
Environmental Works: • Clear out and remove overgrown vegetation to upgrade common backcourt areas, including boundary walls and fences. The formation of useable bin storage and refuse collection arrangements, in the interests of Public Health and new clothes drying provision, new paths, turf and shrub beds. • Repair/renew front footpath as required	All properties included within the proposed designated HRA: 33 Causeyside Street 3, 5, 7 and 9 Orchard Street	All work within the Orchard Street Housing Renewal will be carried out to a suitable standard to meet current Building Regulations (2015) and will ensure all houses will meet the Tolerable Standard, as well as enabling the properties to be maintained to a good standard of repair, in the longer term, at reasonable cost, via a traditional factoring regime
Common Property Repair and Improvement Works to be carried out as necessary including: • Renew / replace all defective roof coverings and rainwater goods with sarking and rafter repairs and replace all associated flashings and trims. • Structural repairs as required including rebuilding Crow-stepped gable at 33 Causeyside Street. • Undertake all necessary structural repairs as necessary to maintain the structural integrity of the properties. • Renew all external / internal and below ground soil, waste and rainwater stacks, with suitable runs and falls, proper fixings and means of inspection. • Repairs and re-building to stabilise main chimney heads/ removal of all minor chimneys. • Remove all lead water supply pipework and install new water mains serving all flats direct (complete with double check valve protection). • Remove all common water storage tanks to address the potential for legionella.	All common properties: 33 Causeyside Street 3, 5, 7 and 9 Orchard Street	

• Repairs/Improvements to common closes (including repairs to / renewal of treads, landings, handrails and balustrades, close floors, close wall finishes, close ceilings and soffit finishes and common stores, as well as provision of new and improved close lighting, windows, front and rear doors and door entry control system. • Install new mains electricity supply. • Install new gas mains pipework to all flats • New telecoms installation with wired broadband capacity • New common digital television system • Check all timbers for decay and repair/renew and undertake precautionary timber treatment works, as required. • Clean/repair/repoint all stonework, incorporating lead flashings, as required. • Install Damp proof course to specialist requirements. • Carefully take down and re-build defective oriel window stacks (2 no.) and associated front elevation stonework	Nos 5 and 7 Orchard Street	
Flat Repairs/improvements: • Eradicate/treat all Timber Decay, Woodworm and Dampness • Renew all windows. • Renew all kitchen fitments and bathroom sanitaryware. • Renew all skirtings, facings, door frames etc • Renew existing electrical system. • Install "hard wired" smoke / heat / carbon monoxide detection to all flats • Install central heating/hot water served from new Condensing Combi boiler.	Flats: Causeyside Street : 33 1/1,1/2,1/3,1/4,2/1, 2/2,2/3,2/4,3/1,3/2,3/3, 3/4 Orchard Street: 3 1/1,1/2,1/3,2/1,2/2,2/3, 3/1,3/2,3/3. 5 0/2,1/1,1/2,1/3,2/1,2/2, 2/3,3/1,3/2,3/3 7 0/1,0/2,1/1,1/2,1/3,2/1, 2/2,3/1,3/2,3/3	

11

• Provide mechanical ventilation to all kitchens and bathrooms. • Improve thermal performance, sound insulation, fire resistance, means of escape and provide enhanced safety and security features.	9 0/1,0/2,1/1,1/2,1/3,2/1, 2/2,2/3,3/1,3/2,3/3	
Commercial Premises • Eradicate/treat all Timber Decay, Woodworm and Dampness. • Renew existing electrical and water supplies.	G/F shop and pub at 33 Causeyside Street G/F shop and pub, 3 Orchard Street G/F shops, 5 Orchard Street G/F shop 7 Orchard Street G/F shop 9 Orchard Street	

How this Action Plan will be Delivered

This action plan describes the work required to deal with the sub-standard housing and amenity of the area.

To tackle the very poor condition of the buildings, to prevent further deterioration and to ensure that they are safe, secure and can be maintained in the future, it is considered necessary that a full comprehensive tenement improvement refurbishment is the only viable solution.

The estimated costs associated with promoting the necessary repairs and improvement works are, however, significant.

Renfrewshire Council has worked in partnership with Paisley Housing Association and the Scottish Government to secure a funding package that would allow a scheme to progress. Paisley Housing Association would seek to secure ownership of the properties through voluntary acquisition. Paisley Housing Association would commission an independent valuation of properties and offer owners the current market value based on this valuation.

Paisley Housing Association would organise and oversee works to the buildings and common areas.

Paisley Housing Association would retain ownership of acquired houses and on completion of works the houses would be let as social housing. In order to secure future maintenance to common areas, the Council would encourage owners to appoint a factor. Paisley Housing Association is currently willing to act as factor.

Paisley Housing Association and Renfrewshire Council will provide advice and guidance to owners of properties identified in this HRA Action Plan.

12

Renfrewshire Council and Paisley Housing Association will endeavour to help where possible any resident permanently displaced from their living accommodation as a result of the implementation of this action plan to secure alternative accommodation.

Where an owner decides not to sell to Paisley Housing Association they may decide to participate in the scheme and will therefore be liable for their share of the total cost of works.

In these circumstances, the Council may be prepared to offer grant assistance to owners who wish to participate in the scheme and who enter into a binding Minute of Agreement and mandate for the payment of grant with Paisley Housing Association, acting as agents of the Council. The Council's Scheme of Assistance (as provided in line with the Housing (Scotland) Act 2006) sets out the range of support the Council will provide for private sector owners to help them improve their properties. Grants are available to owners in mixed-tenure flatted blocks at the following levels:

- Resident owners on income support or other similar benefits - 50%

- Resident owners - 35%

- Non-resident owners - 25%

As non –resident owners, owners of commercial properties will be entitled to grant of 25%.

The Association will enter into discussions with individual owners where they may have a desire to retain existing components and fittings, but it should be recognised that such arrangements may add to the overall cost of the proposed work and may, in some circumstance not be a practical proposition.

Where an owner does not voluntarily participate in the scheme as outlined, the Council will utilise its powers under the terms of the Housing (Scotland) Act 2006 to enforce repair and improvement works to bring the property up to a reasonable standard and subsequently pursue these owners for recovery of their share of costs. For further information, please contact:

Renfrewshire Council
Development and Housing Services
Cotton Street, Paisley PA1 1JD
Email: strategyandplace@renfrewshire.gov.uk
Telephone: 0141 618 6148

Background

A significant number of the houses internally and all aspects of the common parts of these properties, at the addresses indentified above are sub-standard and have also been identified as affecting the amenity of the area. Evidence for this comes from a number of sources including; information from a study undertaken by ODS consultants in 2001; a feasibility study carried out by Assist Design, Allied Surveyors and the Structural partnership in 2007 and an update to that study undertaken in 2014/15; inspection by Renfrewshire Council of various flats, closes and communal areas; and information from Ross and Liddell factors concerning the roof at no. 3 Orchard Street.

The following issues have been highlighted:

Communal and Flat issues

The common parts of the building listed are in serious disrepair and require urgent action, in terms of both repair and improvement.

- None of the buildings meet current Building Standards in terms of access, safety, thermal performance, fire separation or fire detection.

- The common elements of all properties are in poor condition and internally, a significant number of properties either fail the Tolerable Standard as set out in the Housing (Scotland) Act 1987 or, where the tolerable standard is achieved, certain aspects of the work associated with achieving the standard, fall short of acceptable construction standards.

- Significant building defects exist at Nos. 5 and 7 Orchard Street and 33 Causeyside Street.

- At No.7 Orchard St (right hand side), the stone panel below the oriel has bulged with what appears to be the outer stone leaf separating from the main wall construction. The panel is currently shored and is stable. However as part of the works it will be necessary to dismantle the oriel and part of the front elevation to rebuild the area affected by the bulge. A similar defect is evident at No. 5 Orchard Street (right hand side).

- At 33 Causeyside Street the corner of the property is splayed and was originally constructed with a crow stepped edge that extended above the eaves line of the property. This has been removed due to past storm damage. As part of the works it will be necessary for this part of the elevation to be rebuilt.

- 5 Orchard Street has significant cracks at first floor landing and wall and the rear close floor is cracked and broken indicating the sub-base has washed away.

- Defective roof covering at No. 3 and no.7 Orchard Street

- Dry rot has been identified within the common close and 3 individual flats at 7 Orchard Street and Renfrewshire Council has served a Defective Buildings

Notice for this. It has also been identified at the top landing close ceiling wall and wall at no. 5 Orchard St. Given the general standard of the building fabric, it is anticipated that other instances of timber decay will be present elsewhere within these properties.

Amenity Issues

- The backcourt configuration is currently unattractive in use and provides no amenity at all. They do not provide adequate clothes drying or refuse storage facilities. This latter aspect is relevant in terms of public health.

- The backcourts are currently not being maintained and are seriously overgrown, which is negatively impacting on the appearance of the overall area.

- The grassed area is extremely overgrown and there is a problem with fly tipping.

- The paths and walls are in poor condition.

- Renfrewshire Council has served Dangerous Building Notices on two washhouses in the rear common area of no. 7 and 9. Orchard Street.

Assist Design Architects have drawn up plans for a reconfigured back court area.

Front footpaths will require to be renewed/repaired as required.

In addition it is considered that the houses listed adversely affect the amenity of the locality, as well as that of the surrounding Paisley Town Centre Conservation Area which has seen recent substantial public investment to improve the condition and appearance of a number of surrounding buildings.

15

To: Housing and Community Safety Policy Board

On: 14 March 2017

Report by: Director of Development and Housing Services

Heading: Housing Energy Efficiency and Carbon Reduction Programmes: 2017/18

1. **Summary**

1.1   This report sets out the projects which will be submitted for funding for financial year 2017/18 under the Scottish Government's Home Energy Efficiency Programme for Scotland: Area Based Schemes (HEEPS:ABS) initiative.

1.2   The report also updates members on the Scottish Government's Scotland's Energy Efficiency Programme (SEEP) pilot programme.

2. **Recommendations**

2.1   It is recommended that the Policy Board:

(i)   Note that Renfrewshire Council has been allocated £1,380,417 for 2017/18 for qualifying projects as part of the Scottish Government's HEEPS:ABS programme and authorise the Director of Development and Housing Services to bid for projects as set out in Section 3 of this report.

(ii)   Authorise the Director of Development and Housing Services to oversee delivery and operational management of the programme and note that a further report will be submitted to the Board confirming the outcome of the HEEPS:ABS application.

1

(ii)   Note the position with the SEEP pilot programme and approve the approach being adopted as set out in Section 4 of this report.

_____

3.   **Home Energy Efficiency Programme for Scotland: Area Based Schemes (HEEPS:ABS) 2017/18**

3.1.   The Scottish Government's HEEPS:ABS Programme was introduced in 2013/14 and is now entering its fifth year. The programme is targeted at private sector home owners to assist their participation and ensure projects to improve energy efficiency can proceed.

3.2.   The key objectives are to address fuel poverty, reduce carbon emissions and demonstrate an appropriate strategic fit and approach to improving energy efficiency.

3.3.   The potential benefits of HEEPS:ABS therefore complement and support a wide range of social housing initiatives including maintaining stock at the levels required by the Scottish Housing Quality Standard (SHQS) as well as the requirements of the Energy Efficiency Standard for Social Housing (EESSH).

3.4.   Local authorities act as coordinating agents for all HEEPS:ABS programmes in their area. Over the last four years, a total of £10.235m has been secured for Renfrewshire which has enabled a range of external wall insulation projects to be carried out in multi tenure blocks to support the Council's housing investment programme, as well as external wall insulation programmes by Linstone Housing Association, internal wall insulation by Williamsburgh Housing Association and energy efficiency projects of external wall insulation in Gallowhill, Lochwinnoch, Bridge of Weir, Renfrew, Johnstone and Kilbarchan.

3.5.   On 1st February 2017 it was confirmed that Renfrewshire's allocation of the £47m available nationally for HEEPS:ABS was £1,380,417. Local authorities are required to submit schemes for consideration for their allocation by 17th March 2017. Following consultation with Housing Association partners a bid of £1,380,417 will be submitted as set out in the table below:

Co ordinating Partner	Project	Value of HEEPS:ABS	No of Owners in Project	No of tenants in Project
Renfrewshire Council	External Wall Insulation	1,206,217	212	203
Paisley Housing Association	External Wall Insulation	59,800	8	136
Bridgewater Housing Association	External Wall Insulation	114,400	16	23
Total		**£1,380,417**	**236**	**362**

2

3.5   This year's bid focuses on mixed tenure blocks of solid wall construction type to support social landlords in meeting the requirements of the Energy Efficiency Standard for Social Housing (EESSH). Members should note that in addition to the HEEPS:ABS element noted above, each project will also require additional financial support both through partners' own financial resources and Energy Company Obligation (ECO).

3.6   Details of the Council's external wall insulation project are set out in Appendix 1 of this report and this will be delivered as part of our Housing Investment Programme (External Works) with resources allocated from our Housing Revenue Account (HRA) Capital Programme.

3.7   The Scottish Government has indicated that local authorities will be advised of approved HEEPS:ABS projects during week commencing 10th April 2017. A report will be submitted to the next meeting of this Board advising members of the outcome of the application process.

4   Scotland's Energy Efficiency Programme (SEEP)

4.1   The Scottish Government announced Scotland's Energy Efficiency Programme (SEEP) in January 2016. The aim of SEEP is to improve the energy efficiency rating of domestic and non domestic buildings over a 15 – 20 year period, contributing to the Scottish Government's broader ambitions around reducing fuel poverty, energy demand and carbon emissions to assist in reaching climate change targets.

4.2   SEEP will build upon the successful HEEPS:ABS and Low Carbon Infrastructure Transition Programmes (LCITP) and it is anticipated that local authorities will play a key leadership role in developing integrated and innovative approaches to deliver this.

4.3   The SEEP programme is organised in two phases of delivery; Phase 1 from 2016 – 2018 concentrates on the piloting of new approaches and programme scoping and Phase 2 which will commence in 2018 and will mark the initial phase of the integrated programme of support for domestic and non domestic sectors.

4.4   The Scottish Government has indicated up to £11m will be available in 2017/18 and will seek expressions of interest from local authorities in March for pilot projects. It is expected that these projects should demonstrate how existing privately owned properties can be retrofitted with insulation and renewable heating systems, in order to reduce carbon emissions and contribute to meeting climate change targets.

4.5   Members are asked to note that the Council is currently considering its strategy to respond to the requirements of the SEEP pilot programme for 2017/18 and seeking to identify whether the Council can support or deliver any potential projects that would meet the requirements of SEEPS funding. Any application for funding will be reported to a future meeting of this Board.

_____

3

Implications of the Report

1. **Financial** - HEEPS:ABS allocation of £1,380,417 for 2017/2018 to support owner participation in Council and partner projects within the Renfrewshire area, subject to confirmation of successful application.

2. **HR & Organisational Development** - None.

3. **Community Planning** -
   Community Care, Health & Well-being - Improving housing conditions benefiting tenants and private owners. Addressing fuel poverty.

   Greener - Protecting, caring and enhancing the built environment. Reducing carbon emissions.

4. **Legal** - None.

5. **Property/Assets** - Improvements in the energy performance of both social rented and private dwellings.

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** - There will be a requirement to procure a PAS2030 compliant contractor for the delivery of the Council's project, subject to confirmation of successful application

10. **Risk** - None

11. **Privacy Impact** - None

_____

List of Background Papers

(a) Report to Housing & Community Safety Policy Board on 8 November 2016 – Home Energy Efficiency and Carbon Reduction Programmes: 2016/17 Update

(b) Report to Housing & Community Safety Policy Board on 23 August 2016 – Home Energy Efficiency and Carbon Reduction Programmes: 2016/17 Update

(c) Report to Housing & Community Safety Policy Board on 15 March 2016 – Home Energy Efficiency and Carbon Reduction Programmes: 2016/17 Update

The foregoing background papers will be retained within Development and Housing Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Louise Feely, Housing Asset and Investment Manager, 0141 618 6049, louise.feely@renfrewshire.gov.uk

Author: Louise Feely, Housing Asset and Investment Manager, 0141 618 6049

7 March 2017

5

Renfrewshire Council External Wall Insulation Programme 2017/18			
Project Area	**No of Owners**	**No of Tenants**	**Total Properties**
Bridge of Weir	60	32	92
Elderslie	14	22	36
Houston	31	29	60
Kilbarchan	53	36	89
Linwood	27	45	72
Paisley South	7	29	36
Renfrew	20	10	30
Total	212	203	415

6

Renfrewshire
Council

_____

To: Housing and Community Safety Policy Board

On: 14 March 2017

_____

Report by: Director of Development & Housing Services

_____

Heading: Private Sector Housing Investment Programme 2017/18

_____

1.   **Summary**

1.1   The Housing & Community Safety Board of 10th March 2015, approved a report entitled 'Private Sector Housing Investment Programme 2015/18'. This report updates the programme requirements for 2017/18 to support owner participation on a range of programmes and includes carry forward of grant support for the proposed Housing Renewal project at Orchard Street which is subject to a separate report at this meeting of the Board.

1.2   The Private Sector Housing Grant (PSHG) report in March 2015 advised of the requirement to manage PSHG capital and revenue resource in a flexible manner across the period and this will continue to be the case in 2017/18.

_____

2.   **Recommendations**

2.1   It is recommended that the Policy Board:

(i)   approve the Private Sector Housing Grant Investment Programme for the period 2017/18 as set out in Appendix 1; and

(ii)   note the requirement to review the ongoing procurement, management and delivery of private sector adaptations with the Renfrewshire Health and Social Care Partnership (RHSCP) Integration Joint Board as a result of the expiry of the existing contract with Care & Repair Renfrewshire in October 2017.

1

3. Background

3.1 The Private Sector Housing Grant supports a range of services to private sector homeowners. This includes Disabled Adaptation grants, support costs for Care & Repair Renfrewshire and support for homeowners involved in Council Housing Investment Programmes, including common works carried out as part of ongoing external works programmes.

3.2 Appendix 1 sets out the proposed programme for 2017/2018 showing proposed expenditure of £2.926m based on resource availability of £2.5m for financial year 2017/18 as approved by the Council on 16th February 2017, augmented by a reprofiling of resources of £0.226m from financial year 2016/17 and £0.2m contribution from the Integration Joint Board.

3.3 The key elements of the proposed programme currently is as follows:-

(i)   Adaptation Grants (Assistance to older and disabled owners)

The Council provides grant to assist owners with adaptations to make dwellings suitable for a member of the household who is disabled. Responsibility for determining the strategy for support for disabled adaptations across all tenures (excluding Housing Associations) transferred to the Renfrewshire Health & Social Care Integration Joint Board with effect from 1 April 2016.

The Council is required by legislation to provide a minimum of 80% grant support to homeowners referred by HSCP, Occupational Therapy Services. Demand for adaptation grants continues to grow and an additional contribution of £200,000 is being provided by the Renfrewshire Integration Joint Board.

Care & Repair are due to complete their existing contract with Renfrewshire and East Renfrewshire Councils in October 2017. Renfrewshire Health and Social Care Partnership and Renfrewshire Council Development and Housing Services have agreed that a further short term tender be issued for the provision of adaptations, small repairs and handyperson service with East Renfrewshire Council for a period of up to two years. Members should note that small repairs and the handyperson service continue to be provided by Renfrewshire Council and were not delegated to Renfrewshire Integration Joint Board with adaptations.

The Renfrewshire Health and Social Care Partnership intend to undertake a comprehensive evaluation and review of future delivery options for the provision of housing adaptations within the next two years.

The Council estimate an outturn spend of £450,000 at the end of 2016/17 but have also approved a further £150,000 worth of grant to homeowners for installations that will not now be completed until during 2017/18 and will be shown as carry forward in Appendix 1 of this report.

(ii)   Housing Investment Programme and other projects

Since achieving compliance with the Scottish Housing Quality Standard (SHQS) in April 2015, there has been an ongoing requirement to ensure our housing stock continues to be maintained at this standard.

2

The next phase of external improvement works includes common works in blocks of mixed ownership. It is anticipated there will be a requirement to support up to 170 owners in mixed tenure blocks during 2017/18.

Accordingly, the PSHG programme will continue to support future external improvement works in mixed tenure blocks and offer grants to homeowners involved in these programmes. An allowance of £583,000 is included in the 2017/18 programme to support grants to homeowners.

As noted within this report, uncertainties around the exact timing of projects and the application of grants to owners will require programme flexibility to be maintained within this and future years.

(iii)   Salaries

Salaries for staff engaged on private sector investment within the Owner Services Team are funded through this budget. An annual allowance of £101,000 is included, reflecting the structure within the staff grouping responsible for delivery of the programme.

Renfrewshire Council continues to jointly fund a pilot project in partnership with Shelter Scotland and West Dunbartonshire Council to participate in an Empty Homes Initiative which, within Renfrewshire, focuses on making contact with owners who have longer term vacant property to investigate the reasons behind the property lying empty and consider strategies to bring these properties back into use. An allowance of £22,000 has been included to part fund a post of Empty Homes Officer until 31 March 2018.

(iv)   Support to the Private Rented Sector /Miscellaneous Fees

An allowance is included to fund the Private Landlord Forum and fees associated with the Council's partnership with Landlord Accreditation Scotland who provide training for private landlords and letting agents throughout the year and other related miscellaneous events.

3.3   The nature of the Private Sector Housing Investment Programme means that flexibility is required to adjust spend between projects during the financial year for a number of reasons, for example because of differences between the estimated and actual grant required once the test of resources is applied to individual owners, slippage in projects, difficulties securing the participation of some owners etc to ensure that full spend is achieved and thus best use is made of the resource available.

_____

Implications of the Report

1.   **Financial** The PSHG programme for 2017/18 totals £2.926 million

2.   **HR & Organisational Development** – None

3. **Community Planning –**
    Community Care, Health & Well-being - – Improving housing conditions and neighbourhoods

    Jobs and the Economy – investment in the refurbishment of housing stock

4. **Legal** - None

5. **Property/Assets** – Improving the condition of private sector housing

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. Some minor temporary impacts have been identified arising from the delivery of the proposed Private Sector investment Programme for 2014/15 to 2015/16. The significant investment detailed in Appendix 1 of the report will benefit owners in the long term. Equality implications will continue to be considered and mitigated as part of the implementation of the Investment Plan and these actions will be regularly reviewed and monitored.

8. **Health & Safety** - None

9. **Procurement** – Review of delivery of private sector disabled adaptations following expiry of Care & Repair Renfrewshire contract in October 2017.

10. **Risk** - None

11. **Privacy Impact** - None

_____

List of Background Papers

(a) Report to Housing & Community Safety Policy Board on 15 March 2016 – Private Sector Housing Investment Programme 2016/17
(b) Report to Housing & Community Safety Policy Board on 10 March 2015 – Private Sector Housing Investment Programme 2015/18

The foregoing background papers will be retained within Development & Housing Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Ian Mackinnon, Mixed Tenure Manager, 0141 618 5842, ian.mackinnon@renfrewshire.gov.uk.

_____

Author: Ian Mackinnon, Mixed Tenure Manager, 0141 618 5842,
ian.mackinnon@renfrewshire.gov.uk

7 March 2107

4

PROPOSED PRIVATE SECTOR HOUSING PROGRAMME 2017/2018

Category	2017/2018
Adaptation Grants	£700,000*
Care and Repair – Revenue Support - Contracted	£210,000
SHQS _ Common Works Programmes – Owners Grants **	£1,883,000
Capitalised Salaries	£101,000
Empty Homes initiative	£22,000
Miscellaneous Costs (including support for the private rented sector)	£10,000
Total	£2,926,000

Funding Financial Year 2017/18 (as per Capital Plan)	2,500,000
Funding b/fwd from Financial Year 2016/17 plus allocation from Integration Joint Board	426,000
Total	**£2,926,000**

* Includes carry forward committed grant approvals of approximately £150,000

** Includes carry forward of grant support for Orchard Street HRA and other future capital investment projects (£1.3m) and reprofiling of 226K from 2016/17

5