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SCOTTISH BORDERS COUNCIL THURSDAY, 25TH MAY, 2017

A MEETING of the SCOTTISH BORDERS COUNCIL will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST. BOSWELLS on THURSDAY, 25TH MAY, 2017 at 10.00 AM

J. J. WILKINSON,
Clerk to the Council,
19 May 2017

BUSINESS		
1.	Apologies for Absence.	
2.	Order of Business.	
3.	Declarations of Interest.	
4.	Scheme of Remuneration Consider report by Chief Executive on Scheme of Remuneration for Members. (Copy to follow.)	15 mins
5.	Interim Scheme of Administration Consider adoption of revised Interim Scheme of Administration. (Copy to follow.)	15 mins
6.	Membership of Committees Consider appointments to Committees in accordance with the Interim Scheme of Administration. (Copy schedule to follow.)	30 mins
7.	Appointments to Outside Bodies Consider appointment of Members to Outside Bodies. (Copy schedule to follow.)	
8.	Scottish Police Authority Consultation Paper on 'Our 10 Year Strategy for Policing in Scotland' (Pages 1 - 14) Consider report by Chief Executive seeking approval for a response to Police Scotland and the Scottish Police Authority Consultation Paper on 'Our 10 Year Strategy for Policing in Scotland'. (Copy report attached.)	10 mins
9.	Allowances Paid to Members 2016/17 Consider report by Chief Executive on the allowances paid to Members during 2016/17. (Copy to follow.)	10 mins

10.	Kirking of the Council Consider arrangements for Kirking of the Council.	
11.	Any Other Items Previously Circulated	
12.	Any Other Items Which the Convener Decides Are Urgent	

NOTES

- 1. Timings given above are only indicative and not intended to inhibit Members' discussions.**
- 2. Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.**

Please direct any enquiries to Louise McGeoch Tel 01835 825005
email lmcgeoch@scotborders.gov.uk



REPORT ON THE RESPONSE TO POLICE SCOTLAND AND THE SCOTTISH POLICE AUTHORITY'S CONSULTATION PAPER ENTITLED 'OUR 10 YEAR STRATEGY FOR POLICING IN SCOTLAND'

Report by Chief Executive

SCOTTISH BORDERS COUNCIL

25 May 2017

1 PURPOSE AND SUMMARY

- 1.1 The purpose of this report is to seek approval for a response to Police Scotland and the Scottish Police Authority Consultation Paper on 'Our 10 Year Strategy for Policing in Scotland'.**
- 1.2 Police Scotland and the Scottish Police Authority have developed jointly and collaboratively a proposed ten-year strategy to ensure that Scottish policing remains fit for the future. Within the plan it is indicated that the police service needs to adapt and transform as the pace of change across society accelerates. The deadline for the consultation period is the 29 May 2017.
- 1.3 The key messages are that this is a long term strategy that ensures that the police service: shows continued improvement; is relevant to the issues that it needs to address; maintains public consent; enhances its legitimacy; and shows financial stability. The need to operate within available funding is a particular requirement. Mention is also made of the strategy improving the outcomes for people, communities and places; and developing a diverse workforce with the right balance of experience, skills, professionalism and capabilities.
- 1.4 The proposed Council response is supportive of the Strategy for Policing in Scotland. However issues are raised about how the national Strategy relates to policing in rural areas and small towns, local police plans, community approaches, and cross borders issues; and the need for more explanation about the role expected by partners to support the outcomes envisaged in the national Strategy particularly in relation to prevention and early intervention and how this should be resourced.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Council approves the response as set out in Appendix 1 to Police Scotland and the Scottish Police Authority Consultation Paper on 'Our 10 Year Strategy for Policing in Scotland'.**

3 BACKGROUND

- 3.1 Police Scotland and the Scottish Police Authority have set out a proposed 10 year strategy for Policing in Scotland. The deadline for the consultation period has been extended until the 29 May 2017 to take account of the local government elections. The consultation paper is accompanied with a response template that has a series of questions.
https://consult.scotland.police.uk/consultation/2026/user_uploads/policing-2026-strategy-for-consultation.pdf
- 3.2 The Plan indicates that society is changing and the nature and approach to policing needs to adapt and transform in relation to these changes. This is illustrated by the significant reductions in recorded crime in public spaces in the last decade, particularly violent crime and crimes associated with anti-social behaviour. This is also the case in the Scottish Borders. The rise and use of the internet and widespread use of technology has led to new ways of offending with more online crime.
- 3.3 The Strategy reiterates the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland. To achieve effective outcomes for its service the Strategy emphasises the importance of working closely with individuals and communities to understand their needs; maximise talents and resources; support self-reliance; and build resilience. There is a need to place a premium on prioritising preventative measures to reduce demand and decrease inequalities.
- 3.4 There is recognition in the Strategy about the importance of ensuring the sustainability and effectiveness of the police service in the context of reducing budgets and changing threats. The importance of the police service working with other partners, particularly local authorities is emphasised in achieving its outcomes.
- 3.5 The Strategy builds on the Scottish Government's policing priorities published in October 2016 which focuses on seven themes and which are relevant in relation to the above context. These priorities are:
- Localism
 - Inclusion
 - Prevention
 - Response
 - Collaborative working
 - Accountability
 - Adaptability
- 3.6 In developing the Strategy the police service is looking to ensure that it shows continued improvement, is relevant to the issues that it needs to address, maintains public consent, enhances its legitimacy and shows financial stability. In particular it aims to:
- Improve the impact of the police service and achieve better outcomes for individuals and communities.
 - Ensure clearer assessments of threats, risk and harm in its service

delivery.

- Focus on prevention and address the enduring problems facing communities.
- Demonstrate leadership, knowledge and insight and improve and develop new services.
- Develop innovation in its services.
- Reflect values of fairness, integrity and respect and a 'rights based' approach to policing.

3.7 The proposed Plan indicates that this will be achieved by:

- Transforming the way people can contact the police and how the enquiries are resolved.
- Modernising the police operating model.
- Strengthening Partnership working.
- Recognising and investing in the development and well-being of the workforce.
- Strengthening the diversity of the workforce and changing the mix of skills and experience to address evolving needs.
- Introducing technology to enable workforce efficiency and operational effectiveness.
- Scaling and changing the police's cyber capacity to respond to emerging cyber related crimes and continue to invest in forensic science capabilities.
- Transforming corporate services.

4 RESPONSE BY SCOTTISH BORDERS COUNCIL

4.1 The proposed response is shown in Appendix 1. The response is supportive of the police transformation process envisaged in the plan. However a number of issues are raised in relation to:

- The links between the national strategy and local police plans and the locality approach developed by Police Scotland.
- The different policing needs in rural areas such as the Scottish Borders.
- The link between the aspirations of the national strategy and the future policing arrangements in neighbouring areas in England as this will be important in tackling cross border crime issues.
- Partnership working with its emphasis on prevention and early intervention. No consideration is given in the Strategy about how partners, particularly local authorities will find the resources to support preventative working. Given the reality of public expenditure constraints it is clear that there needs to be work undertaken on how the benefits achieved from prevention and early intervention for individuals and communities can be better shared between the police and partners.
- The need to give more detail on how financial stability and sustainability for the police service will be achieved going forward, particularly in relation to the funding gap in future years that was identified in Audit Scotland's '2015/16 Audit of Scottish Policing

Activity' published in December 2016.

- Technology and ensuring that it is not substituted too much for face to face or community contacts. Such contacts are vital for maintaining public confidence and intelligence.

5 IMPLICATIONS

5.1 Financial

There are no financial implications associated with this consultation response.

5.2 Risk and Mitigations

Policing is an important issue for the Scottish Borders and it is important that the Council responds to this consultation paper.

5.3 Equalities

Equalities issues are being addressed in the consultation paper.

5.4 Acting Sustainably

There are no direct sustainability implications arising from this consultation response.

5.5 Carbon Management

There are no effects on carbon emissions.

5.6 Rural Proofing

It has been indicated in the response that the needs of rural areas should be taken account of in the implementation of the Strategic Police priorities.

5.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made.

6 CONSULTATION

- 6.1 The Council's Corporate Management Team, the Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and any comments received have been incorporated into the final report.

Approved by

Tracey Logan
Chief Executive

Signature

Author(s)

Name	Designation and Contact Number
Douglas Scott	Senior Policy Adviser tel: 01835 825155

Background Papers:

https://consult.scotland.police.uk/consultation/2026/user_uploads/policing-2026-strategy-for-consultation.pdf

Previous Minute Reference: None

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Douglas Scott can also give information on other language translations as well as providing additional copies.

Contact us at: Douglas Scott dscott@scotborders.gov.uk tel: 01835 825155

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Q1. Does the Policing 2026 strategy identify and acknowledge the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years?Yes No Not sure **We would welcome any view you have**

It is considered that the Strategy needs to give much fuller consideration to:

- The links between the national Strategy and local police plans and the locality approach developed by Police Scotland through the Local Authority Multi-Member Wards.
- The different policing needs in rural areas such as the Scottish Borders. Rural communities and small towns can have different priorities and thresholds of concern compared to city and more urban areas in relation to issues such as anti-social behavior; road traffic issues and car parking matters; and environmental crimes such as fly tipping. There is a need to empower local police to operate much more flexibly to deal with local priorities focusing on early intervention and prevention.
- The link between the aspirations of the national Strategy and the future policing arrangements in neighbouring areas in England, as this will be important in tackling cross border crime issues which are particularly important to the Scottish Borders.
- Partnership working with its emphasis on prevention and early intervention. It is clear from the strategic context and the examples of future policing in the national Strategy that a lot more support will be required from partners such as local authorities to achieve policing outcomes. For example many people committing crime and carrying out anti-social behavior experience mental health, drug/alcohol addictions and chaotic lifestyles. To achieve the better outcomes expected in the Strategy additional resources will have to be committed by partners, particularly local authorities to support these people. No consideration is given in the Strategy to how partners will find the resources for this preventative working. Given the reality of public expenditure constraints it is clear that there needs to be work undertaken on how the benefits achieved from early intervention for individuals and communities can be better identified and shared in financial resource terms between the police and partners.
- The national Strategy needs to give more detail on how financial stability and sustainability for the police service will be achieved going forward, particularly in relation to the funding gap in future years that was identified in Audit Scotland's '2015/16 Audit of Scottish Policing Activity' published in December 2016.
- That technology envisaged to deliver the transformation in the national Strategy does not substitute too much for face to face or community contacts. Such contacts are vital for public confidence and for intelligence.

Q2. Do you agree the main areas of focus proposed within the Policing 2026 strategy are the right ones to deliver an enhanced policing service?

<h1>1</h1> <p>Protection Based on threat, risk and harm</p>	<h1>2</h1> <p>Prevention Tackling crime, inequality and enduring problems facing communities</p>	<h1>3</h1> <p>Communities Focus on localism, diversity and the virtual world</p>	<h1>4</h1> <p>Knowledge Informing the development of better services</p>	<h1>5</h1> <p>Innovation Dynamic, adaptable and sustainable</p>
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Strongly agree Mostly agree Not sure Mostly disagree Strongly disagree

Please tell us why you think these are the right or wrong areas of focus?

It is the emphasis in these main areas of focus that will be important for rural areas such as the Scottish Borders. The areas of focus particularly Protection, Prevention and Communities need to be accompanied with an equitable distribution of resources to allow effective and responsive frontline and community policing to address the different priorities within each Police division, and to ensure that rural areas do not lose out to more urban areas. The areas of focus also need to link with policing on the English side of the national border i.e. in Northumberland and Cumbria in order to ensure close cross-border working.

Q3. Do you agree the methods proposed within this strategy are the right ones to deliver an improved policing service?



Strongly agree Mostly agree Not sure Mostly disagree Strongly disagree



2026

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Q4. The Policing 2026 Strategy states that public confidence will be a key measure of success and the effectiveness of Police performance. Do you agree with this approach?

Strongly agree Mostly agree Not sure Mostly disagree Strongly disagree

We would welcome any views you have

Public confidence is an essential measure of success. It will be important in the transformation process envisaged in the strategy driven by the use of technology, that does not substitute too much for face to face or community contacts. This is particularly important in rural areas where their more spread out communities and more ageing population.

Q5. The Policing 2026 strategy highlights that we will need to re-shape our organisation with a workforce focussed on having the right skills and capacity to meet future challenges. Do you agree with this approach?

Strongly agree Mostly agree Not sure Mostly disagree Strongly disagree

We would welcome any views you have

A reshaping of the organization and workforce is needed. The reasons for this are set out in the national Strategy. Society is changing with: the use of the internet; a more mobile population with a great deal more commuting to work and travelling for other purposes; and the greater incidence of terrorist activities etc. There are major opportunities to use advanced digital and mapping technology and scientific processes to assist policing work particularly in relation to gathering intelligence and improving responses to incidents. Also there is now greater awareness of the importance of prevention and early intervention, community engagement, and partnership working to gain better outcomes for policing. At the same time there are significant financial constraints that the Police needs to deal with.

It is important in reshaping the organization and workforce that a focus remains on the priorities of local areas and communities, that this is matched with resources, and the importance of local police having relative autonomy to support local priorities. As mentioned above there is a need to empower local police to operate much more flexibly to deal with local priorities focusing on early intervention and prevention.

Q6. Is the strategy presented in a clear and understandable way?

Yes

No

There needs to be more of emphasis on how the national Strategy links to local police plans and communities with worked out examples of how the transformation of police services envisaged in the plan will support the needs of communities in rural areas such as the Scottish Borders.

Q7. We would welcome any additional views you have on our strategy and how it will affect you, or any other person.

It is considered that there are a number of good practices already occurring in rural areas such as the Scottish Borders that points to how policing might be improved in the future. In the Scottish Borders these include

- Police Scotland's close relationship with the Safer Communities Team located within Scottish Borders Council Headquarters.
- The Young and Older Drivers Initiatives.
- The Rural and Farm Crime Prevention Initiative.
- Engagement work with licensed premises.
- The Support for the Domestic Abuse Pathways Project to deliver transformed service responses to adults and children experiencing domestic abuse in the Scottish Borders.
- Operations tackling Serious Organised Crime particularly in relation to illegal drugs.

Q8. What is your name?

Scottish Borders Council

Q9. What is your email address?

dscott@scotborders.gcsx.gov.uk

Q10. Are you responding as an individual or an organisation? (Required)

I am answering as an individual

I am answering on behalf of an organization

Organisation Name
Scottish Borders Council

Q11. What is your postcode? Postcode (Required)

TD6 0SA

Q12. Police Scotland would like your permission to publish your consultation response. Please indicate your publishing preference: (Required)

Yes - Publish my responses, including my name and my organisation name.

Yes - Publish my responses. Do not include my name.

No - Do not publish my responses.

Info for organisations:

The option 'Publish response only (without name)' refers only to your name, not your organisation's name. If this option is selected, the organisation name will still be published.

If you choose the option 'Do not publish response', your organisation name may still be listed as having responded to the consultation in, for example, the analysis report.

Q13. We will share your response internally with Police Scotland / Scottish Police Authority policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for us to contact you again in relation to this consultation exercise? (Required)

Yes

No



2026

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Q14. How have you found completing this consultation?

It was very simple and easy

Some of the questions were hard to complete

I found the whole consultation hard to complete

Do you have any comments you wish to make about the consultation process?

Q15. Age (Required)

Under 16

16-24

25-34

35-44

45-54

55-64

Over 65

Choose not to disclose

Q16. Gender (Required)

Male

Female

Non-binary

Choose not to disclose

Q17. Are you transgender?

Yes

No

Choose not to disclose

Q18. Sexual Orientation

Bisexual

Gay/Lesbian

Heterosexual

Choose not to disclose

Q19. Do you consider yourself to have a disability? (Required)

Yes

No

Choose not to disclose

Q20. Ethnic and Cultural Origin

- African, African Scottish, African British
- Any Mixed Ethnic Group
- Arab, Arab Scottish, Arab British
- Bangladeshi, Bangladeshi Scottish, Bangladeshi British
- Black, Black Scottish, Black British
- Caribbean, Caribbean Scottish, Caribbean British
- Chinese, Chinese Scottish, Chinese British
- Indian, Indian Scottish, Indian British
- Other African, Caribbean or Black
- Other Asian
- Other Ethnic Group
- Other White Ethnic Group
- Pakistani, Pakistani Scottish, Pakistani British
- White British
- White English
- White Gypsy / Traveller
- White Irish
- White Northern Irish
- White Polish
- White Scottish
- White Welsh
- Choose not to Disclose

Other

Other (please specify)	<input type="checkbox"/>
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Q21. What religion do you identify with? (Required)

- Buddhist
- Church of Scotland
- Hindu
- Jewish
- Muslim
- None
- Other
- Other Christian
- Pagan
- Roman Catholic
- Sikh
- Choose not to disclose
- Other (please specify)
- Other

Q22. Are you an employee of Police Scotland? (Required)

- No
- Yes - I am a Police Officer
- Yes - I am a member of Police Staff

We would be grateful if you could complete this consultation questionnaire online at;

consult.scotland.police.uk/consultation/2026

In the event that this is not possible please complete and return this questionnaire to;

Policing 2026 Consultation

Clyde Gateway

2 French Street

Dalmarnock

Glasgow

G40 4EH
