

Dates of 2017 Meetings

17 March

16 June

15 Sept

17 Nov

DUMFRIES AND GALLOWAY STRATEGIC PARTNERSHIP

Lecture Theatre,
Garroch Training Centre, Dumfries, DG2 8PN
Friday 17 March 2017

Members

- Chair** - Leader
Ronnie Nicholson Dumfries and Galloway Council
- Vice Chair** - Chairman
Philip Jones NHS Dumfries and Galloway
- Jeff Ace** - Chief Executive
NHS Dumfries and Galloway
- Colin Cook** - Location Director for Dumfries and Galloway
Scottish Government (observer)
- Andy Ferguson** - Councillor
Dumfries and Galloway Council
- Ivor Hyslop** - Councillor
Dumfries and Galloway Council
- Sue Irving** - Dumfries and Galloway Third Sector
- Brian Johnstone** - Dumfries and Galloway Further and Higher
Education Sector
- Jane Maitland** - Councillor
Dumfries and Galloway Council
- Hamish McGhie** - Local Senior Officer, Scottish Fire and Rescue
Service, Dumfries and Galloway Division
- Gary Ritchie** - Temporary Chief Superintendent, Police Scotland,
Dumfries and Galloway Division
- Tom McAughtrie** - Chair, SWestrans
- Alistair McKinnon** - Regional Director, Scottish Enterprise
- David McMillan** - Dumfries and Galloway Housing Sector

Dumfries &

Galloway

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Ronnie Ogilvie - Councillor
Dumfries and Galloway Council

Gavin Stevenson - Chief Executive
Dumfries and Galloway Council

Robin Wishart - Dumfries and Galloway Third Sector

DUMFRIES AND GALLOWAY STRATEGIC PARTNERSHIP

LECTURE THEATRE,
GARROCH TRAINING CENTRE, DUMFRIES, DG2 8PN
FRIDAY 17 MARCH 2017
10.00am - 12.30pm

9.45am

WHITE RIBBON SCOTLAND CAMPAIGN -

Before the meeting begins there will be an award presented from the White Ribbon Scotland Campaign and a photo call for members of the Strategic Partnership and the Dumfries and Galloway Domestic Abuse and Violence Against Women Partnership, in recognition of our area reaching White Ribbon Status.

AGENDA

- 10.00am 1. **FUTURE MODEL FOR COMMUNITY JUSTICE IN DUMFRIES AND GALLOWAY – Report dated 7 March 2017 by Head of Children and Families, Dumfries and Galloway Council** (attached) – *The Strategic Partnership is invited to: (1) endorse the Dumfries and Galloway Community Justice Outcomes Improvement Plan 2017 (Appendix 1) for submission to Scottish Government by 31 March 2017; (2) and Note the progress of the CJOIP in meeting its identified priorities which will see an annual report on progress submitted to the Executive Group and reported to the Strategic Partnership as part of the Community Planning Performance Framework.*
- 10.30am 2. **DRAFT MINUTE OF MEETING OF DUMFRIES AND GALLOWAY STRATEGIC PARTNERSHIP ON 18 NOVEMBER 2016** (attached) – *for approval*
- 10.40am 3. **EXECUTIVE GROUP BUSINESS BRIEFING – MARCH 2017– Report dated 3 March 2017 by Chair of the Community Planning Executive Group** (attached) – *The Strategic Partnership is invited to note the position of issues recently considered by the Executive Group.*



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- 11.00am 4. **CURRENT KEY STRATEGIC ISSUES UPDATE – Report dated 7 March 2017 by Community Planning and Engagement Manager** (attached) – *The Strategic Partnership is invited to note the position of current key strategic issues: Regional Economic Strategy Action Plan; Children’s Services Plan; Tackling Poverty Action Plan; Health and Social Care Strategic Plan; and the Regional Transport Strategy.*
- 11.30am 5. **DUMFRIES AND GALLOWAY LOCAL OUTCOMES IMPROVEMENT PLAN AND LOCALITY PLANS – Report dated 7 March 2017 by Community Planning and Engagement Manager** (attached) – *The Strategic Partnership is invited to: (1) agree the detailed engagement programme for the development of the Dumfries and Galloway LOIP as detailed in Appendix 2; (2) note the ongoing work in relation to the evidence and data; and (3) agree the lead officers for the key current strategies work together to prepare for the LOIP and Locality Plans Workshop on 16 June 2017.*
- 12noon 6. **DUMFRIES AND GALLOWAY STRATEGIC PARTNERSHIP RESPONSE TO POLICE SCOTLAND CONSULTATION ON “SERVING A CHANGING SCOTLAND” - OUR 10 YEAR STRATEGY FOR POLICING – Report dated 10 March 2017 by Director Communities** (attached) – The Strategic Partnership is invited to review and agree **Appendix 2** as the Dumfries and Galloway Strategic Partnership response to the Police Scotland consultation on “Serving a Changing Scotland - Our 10 Year Strategy for Policing”.



DUMFRIES AND GALLOWAY STRATEGIC PARTNERSHIP – 17 March 2017

Item 1

Author: Vikki Binnie, Community Justice Partnership Manager.	Responsible Senior Officer: Lillian Cringles, Head of Children and Families, Social Work
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Report Title: FUTURE MODEL FOR COMMUNITY JUSTICE IN DUMFRIES AND GALLOWAY

1. Situation:

The shadow structure for the Future Model for Community Justice has been ongoing since April 2016. Full functions and responsibilities will transfer to local arrangements on 1st April 2017. A Community Justice Partnership Manager for Dumfries and Galloway was appointed in May 2016, commencing duties in July 2016.

Following extensive research and engagement with partners, the first Dumfries and Galloway Community Justice Partnership met in January 2017 with a draft local Community Justice Outcomes Improvement Plan (CJOIP) shared widely for consultation purposes in February 2017 prior to submission by 31st March 2017. To date 13 written responses to the consultation have been received.

Future funding for community justice post March 2018 remains a concern.

2. Background:

2.1 In September 2013 Scottish Government first announced a new model for managing Community Justice, based on the 32 local authority areas and delivered through the relevant Community Planning Partnership. A new National Body, Community Justice Scotland would also be established.

2.2 A Chief Executive Officer for Community Justice Scotland was appointed in August 2016. Recruitment is ongoing for the remaining posts.

2.3 The Community Planning Executive Group have received three previous reports (December 2014, August 2015, January 2016); and the Strategic Partnership in March 2016 approved the establishment of a Community Justice Partnership (CJP) for Dumfries and Galloway, a Transition Plan for the shadow year 2016/17 and the use of £50k transition funding toward a Lead Officer for Community Justice.

2.4 The Scottish Government sent correspondence in 2016 which outlined the responsibilities of the Dumfries and Galloway Strategic Partnership to share the following information by 31 March 2017:

- Local CJPs undertake a strategic needs assessment for their area to identify local priorities for their partnership.
- Using evidence from the strategic needs assessment, CPPs share with Scottish Ministers their local CJOIP (**Appendix 1**).
- CJP to complete a 'Participation Statement' to evidence local consultation, particularly with the third sector.
- CJP to complete an 'Equality Impact Assessment for their Local Plan.
- CPPs make their local CJOIP for 2017 available to the Scottish Government and Community Justice Scotland for comment.

3. Assessment:

Staffing Structure

3.1 A Community Justice Partnership Manager has been appointed to lead and support the work of the local Dumfries and Galloway Community Justice Partnership. The local Community Justice Partnership Manager represents Dumfries and Galloway on the National Community Justice Coordinators Steering Group.

Dumfries and Galloway Community Justice Partnership

3.2 The partnership is now in place with representation from all statutory partners as well as Dumfries and Galloway College, Third Sector Dumfries and Galloway, Communities Directorate, Dumfries and Galloway Chamber of Commerce and relevant third sector justice service providers.

3.3 The first meeting took place in January 2017 which established a short life working group to produce the first Dumfries and Galloway CJOIP.

3.4 Future Chairing arrangements will be agreed in April 2017 to oversee the strategic direction of the partnership.

3.5 The development of a robust local Community Justice Partnership which effectively meets actions identified within the CJOIP will remain a priority for the first year.

Community Justice Outcomes Improvement Plan

3.6 The draft CJOIP in **Appendix 1**, aims to provide the information requested by Scottish Government and subject to approval will be submitted on the 31 March 2017.

3.7 The Community Justice Partnership will report through the Community Planning Executive Group and Dumfries and Galloway Strategic Partnership. The Community Justice Partnership Manager will be the responsible officer for ensuring the CJOIP is delivered, along with establishing relevant short life working groups and linking effectively with Public Protection partners to achieve particular outcomes.

3.8 It is important that a strong and connected relationship remains with the new national structures for Community Justice in the Scotland. This may enhance delivery of various projects, engagement of national organisations, strategic commissioning and promote the interests of Dumfries and Galloway.

4. Next Steps

4.1 CJOIP updated to reflect feedback and submitted to Scottish Government 31st March 2017

4.2 The focus for this first year must be on establishing a strong and effective partnership in which those involved take accountability for the actions identified within the plan

4.3 Establish short life working groups to achieve local outcomes throughout 2017/18

5. Recommendation

The Strategic Partnership is invited to:-

5.1 endorse the Dumfries and Galloway Community Justice Outcomes Improvement Plan 2017 (**Appendix 1**) for submission to Scottish Government by 31 March 2017; and

5.2 Note the progress of the CJOIP in meeting its identified priorities will be see an annual report on progress submitted to the Executive Group and reported to the Strategic Partnership as part of the Community Planning Performance Framework.

APPENDIX – Draft Community Justice Outcomes Improvement Plan

7 March 2017

Community Justice Outcomes, Improvement Plan 2017/18

Just Communities –
strengthening
relationships, building
resilience and reducing
reoffending

Vikki Binnie, Community Justice
Partnership Manager, Dumfries and
Galloway

Contents

1	Foreword	3
2	Background	5
3	What this means for Dumfries and Galloway	7
4	Links to other Strategies	9
5	Local Governance.....	9
6	Dumfries and Galloway Local Priorities and Themes for 2017/18	11
6.1	Create a clear and distinct Community Justice identity with a simple definition of what this means in Dumfries and Galloway.....	11
6.2	Create more effective links between Children and Families Social Work, Youth Justice and Community Justice.....	12
6.3	Increasing Health Input to address Cross Cutting Issues including Justice	12
6.4	Multi Agency Approaches and consideration of the benefits of a Community Justice Hub.....	12
6.5	Map the availability of local support services, including prevention and early intervention as well as throughout the justice journey.....	13
6.6	Early Intervention, Prevention and Engagement with Education.....	13
7	National Outcomes	14
8	Local Fit with National Outcomes	15
8.1	Structural Outcomes	15
8.2	Outcomes for People	15
9	Dumfries and Galloway Community Justice Partnership Improvement Actions 2017/18	18
	APPENDIX 1	23
	FURTHER AREAS FOR DEVELOPMENT – Local actions to meet national outcomes	23

Just Communities

strengthening relationships, building resilience and reducing reoffending

A Community Justice Outcomes, Performance and Improvement Plan for Dumfries and Galloway

1 Foreword

Dumfries and Galloway is one of the most rural areas of Scotland¹, the third highest ranked of all Scottish mainland areas, with 19.6% of our population living in remote rural locations. Despite this creating challenges to both our local communities and the services and partnerships that operate within them, Dumfries and Galloway remains well known, and indeed proud, of its arts and cultural activities. As well as being an area of outstanding natural beauty hosting Scotland's most southerly point, the Mull of Galloway in the west of the region.

Whilst we recognise the consequences of offending behaviour can be far reaching and problematic for many areas, we must also remember that the total number of people with convictions in Dumfries and Galloway has fallen, from 1676 (2006/07) to 1319², just 0.88% of the entire local population. Having been part of South West Scotland Community Justice Authority for the last ten years, working in partnership with the Ayrshires, this is an exciting opportunity for us to decide on our own priorities, driving them forward in ways that we know best suit the needs of our very diverse communities. Whilst embracing this diversity we recognise flexibility is required to achieve our goals and help everyone in Dumfries and Galloway understand what we mean by community justice.

Many people have heard of Criminal Justice and think they know what that is. In general they think about people committing crime, police, courts and prisons but whilst this is part of Community Justice, this is also where it's different.

Community Justice helps to support people at an early stage, trying to divert them from going down the wrong path and help them to make better choices. It also tries to connect people who have been in trouble (and their families) and victims of crime back with their community, and includes a wide range of community based services which help in reducing reoffending, not just Criminal Justice, Police, Courts and Prison. Other services which impact on the way people behave and their communities include education, employment services, jobs and employers, health, housing, the fire service and lots of third sector/voluntary organisations, but the most important thing that influences people are their families and the communities within which they live.

Once people become involved in the justice system they find out it is complicated, with different options available at each stage. There are many decisions to be made from the point of arrest to the decision to charge, to proceed to court and what type of sentence to give. Yet there are lots of

¹ Scottish Government Urban Rural Classification 2013-14. Data zone classification identifying urban and rural areas based on settlement size and drive times. Available at <http://www.gov.scot/Publications/2014/11/2763>

² Scottish Government Reconviction Figures released May 2016. Available at <http://www.gov.scot/Publications/2016/05/2243>

things that we as communities could do before people even get to the stage of formal involvement in the system.

Strong, connected communities working together can have a much greater effect on the lives of people than services alone ever could. We need to start thinking differently and stop doing what we've always done, giving people labels that we never let them leave behind. Ultimately many of those who get caught up in the system are:

“A person like you and me: with intelligence, with dreams, with hopes, with ability. Not a person apart”³.

A Community Justice Partnership in Dumfries and Galloway is simply that, a partnership. To make it work we need to start talking to each other about things that aren't always easy to talk about, be accountable for our actions, and challenge our own and others thinking. Hopefully this is just the start of a dynamic, robust partnership in Dumfries and Galloway that puts communities at its heart.

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³ Taken from The Apex Annual Lecture 2012 delivered by Jeanne Freeman available to download from: http://www.apexscotland.org.uk/docs/apex_annual_lecture_2012.pdf or view at: <http://www.apexscotland.org.uk/video-lect-2011/155>

2 Background

The Community Justice (Scotland) Act⁴ was passed by the Scottish Parliament on 11 February 2016, receiving Royal Assent on 21 March 2016.

This sees the disestablishment of Scotland's eight Community Justice Authorities on 31 March 2017 with the establishment of a national body, Community Justice Scotland, and arrangements for local strategic planning and delivery of community justice now undertaken within local Community Planning Partnership structures, in Dumfries and Galloway this will be through the development of a local Community Justice Partnership. This legislation clearly establishes **"a new model for community justice which puts local delivery, partnerships and collaboration at its heart"**.

The following bodies are statutory "community justice partners" for the purposes of this Act. In Dumfries and Galloway this is:

- Dumfries and Galloway Council
- NHS Dumfries and Galloway
- Police Scotland
- Scottish Fire and Rescue Service
- Skills Development Scotland
- The Integration Joint Board⁵
- The Scottish Courts and Tribunals Service⁶
- Scottish Ministers; that is the Scottish Prison Service (linking with HMP Dumfries and HMP Kilmarnock), and Crown Office and Procurator Fiscal Service

The new model for community justice requires statutory partners at a local level to prepare, implement and review a community justice outcomes improvement plan (CJOIP) for the local authority area. Locally this will be coordinated by the Dumfries and Galloway Community Justice Partnership Manager.

Community Justice is defined in the National Strategy for Community Justice as:

'the collection of individuals, agencies and services that work together to support, manage and supervise people who have committed offences, from the point of arrest, through prosecution, community disposal or custody and alternatives to these, until they are reintegrated into the community. Local communities and the third sector are a vital part of this process which aims to prevent and reduce further offending and the harm that it causes, to promote desistance, social inclusion, and citizenship'.

Community Justice in Scotland has the following vision: **Scotland is a safer, fairer and more inclusive nation where we:**

- Prevent and reduce further offending by addressing its underlying causes.
- Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens.

⁴ The legislation is available at the following link <http://www.legislation.gov.uk/asp/2016/10/contents/enacted>

⁵ Established by virtue of section 9 of the Public Bodies (Joint Working) (Scotland) Act 2014

⁶ *The Community Justice (Scotland) Act 2016 does not require statutory partners to carry out their duties in a way that would conflict with existing statutory duties. For example, the role of Scottish Courts and Tribunals Service is carried out to the extent that it does not conflict with its role of supporting the courts, or influence sentencing decisions.*

This will be achieved by effectively implementing the Scottish Government’s plans for a community justice mission which:

- Delivers a decisive shift in the balance between community interventions and the use of custody
- Improves the reintegration from custody to community.

The national vision and mission are underpinned by a set of principles as follows:

- People must be held to account for their offences, in a way that recognises the impact on victims of crime and is mindful of risks to the public, while being proportionate and effective in preventing and reducing further offending.
- Reintegrating those who have committed offences in to the community and helping them to realise their potential will create a safer and fairer society for all.
- Every intervention should maximise opportunities for preventing and reducing offending as early as possible, before problems escalate.
- Community justice outcomes cannot be improved by one stakeholder alone. We must work in partnership to address these complex issues.
- Informed communities who participate in community justice will lead to more effective services and policies with greater legitimacy.
- High quality, person centred and collaborative services should be available to address the needs of those who have committed offences, their families and victims of crime.

3 What this means for Dumfries and Galloway

Considering all of the national developments, a decision was made to widen our local Dumfries and Galloway Partnership to include Dumfries and Galloway College, Dumfries and Galloway Chamber of Commerce, Dumfries and Galloway Communities Directorate, Strategic Housing Services, relevant third sector partners, as well as Third Sector Dumfries and Galloway. Service user involvement is also crucial to the success of this plan, including consideration of those involved, their families, victims of crime and the wider community. This will be built in to our future planning and add further areas of development once the partnership is established.

Following initial consultation and two local stakeholder events the message that came across strongly was that while there was a strong tradition of partnership working across Dumfries and Galloway there remained a lack of understanding regarding community justice and what was involved. A paper was then developed⁷ that has been cascaded throughout the partnership and will be used more widely over the next twelve months by all partners.

A Community Justice Strategic Assessment for the area was undertaken which sets the Dumfries and Galloway context, examining many different areas and looking at provision in the region, from universal services available to everyone within their communities, work on prevention and early intervention and detailing the justice journey from the point of arrest. The strategic assessment was used to help identify priorities and provide baseline data for this initial plan and we will continue to build on and update the assessment as a living document throughout the lifetime of our partnership.

It was clear from this that Dumfries and Galloway has produced some extremely effective services and partnerships which benefit people at each stage, however we need to build on our achievements to date and highlight more effectively the positive work already underway to raise community awareness. Our communities need to know and understand that all partners within the Community Justice Partnership are working hard, and working together, to support the communities they serve. This can only be strengthened and enhanced with greater community involvement and awareness ultimately leading to better, more effective relationships and designing future services in a coproductive way.

Areas of improvement were identified within the strategic assessment which we see as opportunities. We are in a much stronger position to tackle any gaps as a strong and effective Dumfries and Galloway Community Justice Partnership, recognising that we understand our own communities best whilst appreciating the differing needs and approaches across the region; bearing in mind the rurality and geographical spread of the area.

As a single local authority and health board area there are fewer barriers for us to overcome. Criminal Justice Social Work and Community Justice already have established relationships with our local prison, HMP Dumfries, and our local Police Division. We intend to capitalise and build on this to enhance local provision and explore options to promote the increased use of diversion at the beginning of the justice journey and the mentoring model at the end. We

⁷ 'Community Justice in a Nutshell' this has been shared with all partners as well as more broadly.

know by working more collaboratively with our partners in the third sector opportunities for funding and securing additional funds are increased, offering us the prospect of exploring innovative ways of working in partnership and changing process which will more effectively meet the needs of our communities.

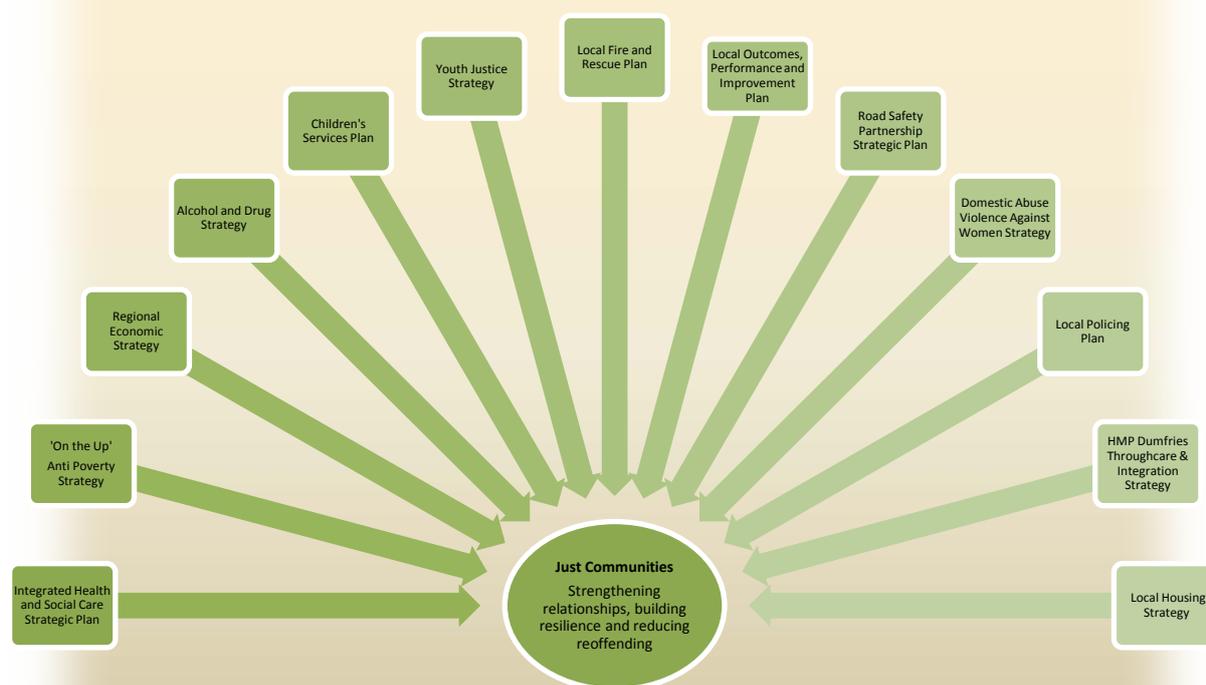
Just Communities

strengthening relationships, building resilience and reducing reoffending



4 Links to other Strategies

Community Justice cannot be viewed or addressed in isolation. There are many existing partnerships and strategies throughout Dumfries and Galloway that are working towards and achieving outcomes that relate to community justice and vice versa. Details of these are included in our Community Justice Strategic Assessment and the main strategies, plans and partnerships considered are highlighted below.



5 Local Governance

This plan has been developed by the Dumfries and Galloway Community Justice Partnership who will continue to oversee the progress of the plan throughout the next twelve months. Reporting arrangements will be through Dumfries and Galloway Community Planning Partnership structures; for the purposes of this plan that will be the Community Planning Executive Group (CEG) and Dumfries and Galloway Strategic Partnership.

The plan will be reviewed at each meeting of the Dumfries and Galloway Community Justice Partnership whilst actions driven forward through the establishment of focused short life working groups which will change and evolve as actions are achieved.

The Community Empowerment (Scotland) Act 2015 required local Community Planning Partnerships to publish a local outcomes improvement plan (LOIP). The Community Justice Outcome

Improvement Plan (CJOIP) must demonstrate clear alignment to this plan. In Dumfries and Galloway an interim LOIP identified five outcomes as part of a ten year vision for the area:

1. We will have better paid employment for working people in our region⁸.
2. There will be positive destinations for vulnerable children and young people⁹.
3. Older and vulnerable people are able to look after their own health and wellbeing¹⁰.
4. People are supported to get out of poverty¹¹.
5. Our minority groups make a strong contribution to the planning, delivery and improvement of services and their communities¹².

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⁸ Led by Economic Leadership Group

⁹ Led by Children's Services Executive Group

¹⁰ Led by Integration Joint Board

¹¹ Led by Tackling Poverty Coordination Group

¹² Led by Community Development Executive Group

6 Dumfries and Galloway Local Priorities and Themes for 2017/18¹³

This initial 12 month plan will concentrate on the development of a robust Community Justice Partnership in Dumfries and Galloway, with all partners working together to achieve time bound goals and local outcomes which will effectively evidence and help meet the national structural, and subsequent person centric outcomes.

In order to achieve ‘Just Communities’ within Dumfries and Galloway it is recognised that our local partnership has to be built on strong foundations, with each partner recognising their contribution to the community justice agenda and being accountable for actions within the plan. It is only by taking this approach that we as a partnership can begin to make changes to processes and systems which will have a positive impact on our communities and improve outcomes for local people. There is much work currently taking place across the region that contributes to and meets the outcomes for community justice, as a partnership we intend to continue to build on this, recognising opportunities for further collaboration and highlighting the good work underway throughout our own organisations and communities.

It is crucial that local communities throughout Dumfries and Galloway understand what community justice means, feel involved and included, and recognise their role and contribution in the local community justice agenda. Communication at all levels will be the key to this and the partnership will develop a meaningful and fit for purpose communication strategy to provide consistency and a clear message over the coming year.

As a partnership we will work across the region over the next twelve months, engaging with communities and community groups, informing and raising awareness and promoting the work of the Dumfries and Galloway Community Justice Partnership.

From local stakeholder events and consultation to date, the following themes regularly emerged throughout the region. These themes are reflected in our local improvement actions for 2017/18

6.1 Create a clear and distinct Community Justice identity with a simple definition of what this means in Dumfries and Galloway

In order to achieve this, we will create a Dumfries and Galloway Community Justice website and a robust communication strategy. The website will contain links to all partners involved in the local partnership as well as a link to national developments and research.

The website will be also be used to highlight the positive impact and work being undertaken by statutory and third sector partners and those on Community Payback Orders; encouraging communities to nominate projects within their own area, helping to strengthen community cohesiveness whilst raising awareness of community justice more generally.

The partnership in Dumfries and Galloway will also produce a short, easy to read version of our local Community Justice Outcomes Improvement Plan which will be shared with communities to help raise awareness and help people to see where they fit, how they can support the work of the partnership and the added value we can bring.

¹³ These themes have been taken from the Strategic Needs Assessment for Community Justice

6.2 Create more effective links between Children and Families Social Work, Youth Justice and Community Justice

We will strengthen our links with Dumfries and Galloway Youth Justice Partnership, exploring the transition of young people from youth to adult criminal justice services and promoting the use of diversion.

As a partnership we will take cognisance of the work of the Early Years Collaborative, exploring the impact of adverse childhood experiences and resilience building/support for young people.

We will raise awareness of and encourage all partners to consider use of the [Framework for the support of families affected by the Criminal Justice System](#). This will help to better support the families of those involved in the justice system at every stage, recognising the impact of imprisonment on all of those involved and linking more effectively with the Girfec agenda.

6.3 Increasing Health Input to address Cross Cutting Issues including Justice

There is an expectation from Scottish Government that community justice partnerships consider and support opportunities to include health improvement interventions at every stage of the justice system.

Our Dumfries and Galloway Community Justice Partnership will look at current health input throughout the justice journey and identify changes to processes and service delivery which recognise the vulnerability of many of those involved in the justice system and explore more effective ways of working to meet their particular needs.

We will work alongside the local Alcohol and Drug Partnership to train staff and promote the use of alcohol brief interventions for those engaging with all justice services. The partnership will also give consideration to developing a Health and Justice sub group which will feed in to both the Community Justice Partnership and the Health and Social care agenda.

6.4 Multi Agency Approaches and consideration of the benefits of a Community Justice Hub

The Dumfries and Galloway Community Justice Partnership will explore opportunities and assess the feasibility of the development of a local community justice hub to better support people at any stage of the justice journey. This would provide faster and more effective access to services, including health, whilst offering advice in relation to housing, finance and employability.

Opportunities for collaborative funding bids will be investigated and a partnership model developed to enhance current practice and improve effectiveness. Cognisance will be given to ongoing developments around the female custodial estate and gender specific groups/days considered as part of the model.

The Dumfries and Galloway Community Justice Partnership understand that this is a longer term development however the initial scoping exercise will be our focus over the next year. If successful, this single development will impact and evidence all seven national outcomes making a real difference to our ways of working in Dumfries and Galloway and positively impacting on the lives of those involved.

6.5 Map the availability of local support services, including prevention and early intervention as well as throughout the justice journey

Effective information sharing and an awareness of local service provision enhances the work of all partners within our local partnership. However the disparate nature of funding means that providers and services change making it difficult for both services and individuals to access the support they need.

The Dumfries and Galloway Community Justice Partnership will undertake a mapping exercise, considering all justice and wider support services.

In order to be effective and fit for purpose this map of service provision must be maintained, updated and shared on a regular basis. The Community Justice Partnership Manager will retain overall responsibility for this.

6.6 Early Intervention, Prevention and Engagement with Education

As a partnership we will encourage and support the continued use of diversion and early intervention for young people in Dumfries and Galloway in accordance with the National Strategy for Community Justice.

We recognise that there is much work already taking place across Dumfries and Galloway around prevention and early intervention. Our partners, Scottish Fire and Rescue and Police Scotland actively engage with school age children, having at least three contacts with each child throughout the lifetime of their education at school. This also extends to further education and work with Dumfries and Galloway College who are also represented on our local partnership.

The Community Justice Partnership will explore opportunities to include information on justice and the impact of offending, adding value to current provision and raise awareness of the impact of crime on the individuals¹⁴, their family and their community.

There are currently established links between community justice and the University of the West of Scotland. We will enhance this further through engaging with social work students to provide an annual input around wider partnership working in justice.

¹⁴ Both those causing harm and the victims of crime

7 National Outcomes

As stated the overall Community Justice vision is: *Scotland is a safer, fairer and more inclusive nation where we: prevent and reduce further offending by addressing its underlying causes; and safely and effectively manage and support those who have committed offences to help them reintegrate in to the community and realise their potential for the benefit of all citizens.*

Underpinning this vision are the principles previously highlighted, which should ensure delivery of the seven national core outcomes, comprising four structural outcomes which should lead to the achievement of three person centric outcomes, or outcomes that make a difference to the people and communities involved. Evidencing these four structural outcomes will form part of the focus of our local developments for year one whilst we ensure our identified local themes and improvement actions also feed in to the five LOIP outcomes; as well as the work of other strategic partnerships in Dumfries and Galloway.



The seven National outcomes were used as a basis for discussion at two local stakeholder events in Dumfries and Stranraer and the feedback received collated and included in this Community Justice Outcome Improvement Plan for Dumfries and Galloway.

Consultation and focus groups with service users is also considered and included¹⁵, as increasing service user involvement will lie at the heart of this plan with a local vision for the partnership of:

Just Communities strengthening relationships, building resilience and reducing reoffending

¹⁵ Service user engagement and involvement will continue to be an area of focus as the partnership develops

8 Local Fit with National Outcomes

There are a number of suggested Indicators¹⁶ included in the National Outcomes, Performance and Improvement Framework.

Whilst we will take cognisance of these the most appropriate local measures for Dumfries and Galloway are included in our improvement actions section of this plan. The improvement actions are based on the emerging themes and areas of priority directly identified through local consultation and are collated in to a single table and cross referenced against multiple outcomes ensuring their reach is wide and the approach holistic.

8.1 Structural Outcomes

The four structural outcomes are:

- Communities improve their understanding and participation in community justice
- Partners plan and deliver services in a more strategic and collaborative way.
- Effective interventions are delivered to prevent and reduce risk of further offending
- People have better access to the services they require, including welfare, health and wellbeing, housing and employability.

As this is a one year plan and we are a partnership in its infancy we understand that some of the national outcomes will be longer term ambitions for Dumfries and Galloway, therefore our focus will remain on our locally identified themes whilst evidencing on going work which helps to meet the national community justice agenda. Areas for development and how we intend to take these forward to meet the national and person centric outcomes over the longer term are included in appendix 1 of this plan.

8.2 Outcomes for People

The Dumfries and Galloway Community Justice Partnership understands that by working towards a robust and effective partnership model and by seeking to evidence and develop these 4 structural outcomes we should have an impact on, and begin to achieve, the 3 Person Centric Outcomes included in the national outcomes, performance and improvement framework.

Ultimately these outcomes are the ones that make real changes for the people involved, at every stage of the system and within every community. These outcomes will link to the three Quality Ambitions of:

- Every person with lived experience of community justice has a positive story to tell of support for their desistance or integration in to the community.
- All partners work together in delivering improved community justice outcomes to achieve lasting change.
- Interventions have a sound evidence base and are proportionate to the need to prevent and reduce further offending and protect the public

These ambitions are underpinned by the principles that services will be connected, person centred and effective. However the Dumfries and Galloway Community Justice Partnership believes that we can go further than this by creating a set of Quality Principles for Justice Services which reflect the Quality Principles: Standard Expectation of Care for Alcohol and Drug Services¹⁷. This will be an area

¹⁶ Taken from the National Community Justice Outcomes, Performance and Improvement Framework

¹⁷ Available at <http://www.gov.scot/Publications/2014/08/1726>

for development for the partnership over the next year and will not only support the three person centric outcomes making changes that affect people, but will also ensure a consistency of approach and expected standard of service for those delivering services.



All of these outcomes will be effectively evidenced through change and impact indicators¹⁸ and will straddle the 4 structural outcomes, enabling the partnership to consider changes made in practice or activities carried out, and how this has brought about positive change for local service users, communities and organisations in Dumfries and Galloway.

The use of case studies, provided by partners will be encouraged. This will demonstrate real life change, empowering the partnership to build on the most successful, evidence based ways of working. The local case studies we include at the review stage should capture the involvement of all partners and evidence effective collaboration and partnership working as well as the satisfaction of those involved in the system.

¹⁸ Change and impact indicators will also be cross referenced against the structural outcomes as applicable

9 Supporting Information

9.1 Local Information

Community Justice Strategic Assessment for Dumfries & Galloway (*to be added*)
Participation Statement (*to be added*)
Equality Impact Assessment (*to be added*)

9.2 National Information

[Community Justice \(Scotland\) Act 2016](#)
[Community Justice Outcomes, Performance and Improvement Framework](#)
[National Strategy for Community Justice](#)
[Guidance for Local Partners in the New Model for Community Justice](#)
[A guide to self-evaluation for community justice in Scotland](#)
[Useful information and quick tips for using the self evaluation guide](#)

10 Dumfries and Galloway Community Justice Partnership Improvement Actions 2017/18

	Improvement Action	How we will achieve this	Lead	Evidence	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcomes for People
1	Establish the effective Chaining arrangements and running of the Dumfries and Galloway Community Justice Partnership and ensure full engagement with all partners	Clear governance structure in place. Meeting schedule agreed with short life working groups to drive forward actions. Partners take responsibility for actions within the plan.	Community Justice Partnership Manager supported by all partners	Local actions identified and agreed with lead partners. Short life working groups established. Actions monitored recorded and achieved. Local plan updated	✓	✓	✓	✓	✓
2	Review wider public protection arrangements to streamline the way in which all local partnerships within this remit work together and avoid duplication and work together more effectively.	Review current structures and partnerships	Public Protection Manager	Implement review findings Duplication reduced Joint working groups/meetings for cross cutting themes established. Facilitate increased multi-agency engagement	✓	✓			✓
3	Create and implement a set of Quality Principles for Justice Services which reflect the Quality Principles: Standard Expectation of Care for Alcohol and Drug Services	Use learning from the Dumfries and Galloway Alcohol and Drug Partnership	Community Justice Partnership Manager ADP Lead Officer	Draft Quality Principles prepared and consulted on. Quality Principles for justice services agreed. Community Justice Partners sign up to use within their own service delivery.	✓	✓	✓	✓	✓
4	Develop a communication strategy/plan to raise the profile of community justice and the work of <u>all partners</u> across the partnership and to the wider community. This will also create and communicate a clear community justice identity and provide a simple definition of what this means in Dumfries and	Use all available media, including partners' websites. Quarterly newsletter or e bulletin	Community Justice Partnership Manager supported by all partners	Communication strategy completed. Quarterly newsletter, e bulletin format agreed and cascaded throughout the partnership and their associated workforce.	✓	✓	✓	✓	✓

	Galloway.								
		Build a Dumfries and Galloway Community Justice Website. Make effective use of social media	Community Justice Partnership Manager	Community Justice website publicised and utilised with links to all partners, community justice information, examples of good practice (number of hits to the site will be monitored for reporting purposes)	✓	✓			✓
		Undertake service mapping exercise supported by information from all partners and distribute widely	Community Justice Partnership Manager will coordinate	Service mapping complete and database shared quarterly. Mapping information maintained and updated as required. Feedback from partners recorded	✓	✓		✓	✓
		Increase community awareness and understanding of community justice and the work of the wider partnership.		Number of local community engagement activities with justice involvement will be monitored. Local community surveys to measure public perception of crime. Community satisfaction surveys following the delivery of unpaid work as part of community payback orders.	✓	✓	✓	✓	✓
		Link with Community Learning and Development teams and locality officers to increase community capacity. Carry out awareness raising using existing tools such as 'Let's just talk...justice' and familiarise staff with the resource.		Community Learning and Development using the tool for community engagement. Evaluation form in use to collate feedback and measure increased awareness.	✓	✓			✓
5	Ensure wider community justice issues are considered as part of early intervention and prevention work in Dumfries and Galloway.	Explore existing opportunities from other partners community engagement work, for example adding value to	Scottish Fire and Rescue Service Police Scotland	Short life working group established to drive this forward. Opportunities identified. Community justice information included and disseminated.	✓	✓	✓		✓

		Scottish Fire and Rescue and Police Scotland prevention initiatives in schools.		Sessions evaluated to measure increased awareness.					
		Develop a simple easy to read version of the Dumfries and Galloway CJOIP to use with communities	Dumfries and Galloway College	Publication produced.	✓	✓	✓	✓	✓
		Identify Community Justice Champions from evaluations of local stakeholder events and local consultation.		Community Justice Champions Network established and supported East and West of the region.	✓	✓	✓	✓	✓
6	We will contribute to ensuring that children and young people in Dumfries and Galloway are safe and free from harm.	Develop closer links with Children’s and Families Social Work, Child Protection and Youth Justice to ensure the vulnerability and needs of children affected by parental imprisonment are considered As well as considering the needs of young people transitioning from youth to adult justice	Youth Justice Partnership Criminal Justice Social Work. Third Sector.	Links established. Specific areas of action identified and short life working group in place to drive these forward. Effective changes made to processes and practice. Increased use of early intervention and diversion.	✓	✓	✓	✓	✓
		Inclusion of the above as an action point in the Children’s Services Plan for Dumfries and Galloway ensuring an integrated approach is taken.	Public Protection Manager Community Justice Partnership Manager		✓		✓		✓
		Ensure Community Justice representation on the Youth Justice Partnership.			✓	✓			
		All partners will be more	Families	Framework for the support of families			✓	✓	✓

		aware of and ensure support for children and families affected by the Justice system. We will achieve this by sharing and encouraging the use of the Framework for the support of families affected by the Criminal Justice System	Outside Community Justice Partnership Manager	affected by the Criminal Justice System shared across the partnership. Monitor numbers attending 'Out of the Shadows' training					
		Support the work of Families Outside and Victim Support through joint delivery of training and awareness raising, for example 'The Ripple Effect' 'Leaves on the Track' and 'Out of the Shadows'	Families Outside Victim Support	Monitor the number of training sessions delivered. Community Justice Partnership Manager involved in training of Victim Support volunteers.	✓		✓		✓
7	Increase health input throughout the justice journey and identify changes to processes and service delivery which recognise the vulnerability of many of those involved in the justice system	By giving consideration to the development of a Health and Justice sub group including forensic mental health, public health and addictions	NHS Dumfries and Galloway	Health and Justice sub group established. Improvements to processes identified and implemented. Service user feedback collated. Case studies		✓	✓	✓	✓
		Increase the number of justice sector staff trained to deliver alcohol brief interventions and ensure these are offered at engagement with services.	Dumfries and Galloway Alcohol and Drug Partnership Third Sector Criminal Justice Social Work	Increase in trained staff (database of trained staff will be maintained) Increase in ABIs delivered.		✓	✓	✓	✓
8	Dumfries and Galloway Community Justice Partnership will continue to support multi agency approaches including the commissioning and	Develop closer links with local Throughcare Support Officers across the prison estate (including HMP	HMP Dumfries Third Sector.		✓	✓	✓	✓	✓

	further development of effective mentoring and through the gate models.	Kilmarnock) to ensure all people returning to Dumfries and Galloway (including their families) are supported.							
		Support and add value to the ongoing development of HMP Dumfries local Directory of Support services.	HMP Dumfries supported by all partners.	Up to date Directory of Support services available and maintained. Referral for onward support increased.			✓	✓	✓
		Scope the feasibility of developing a community 'hub' (justice centre). This approach would better meet the needs of all those involved in the justice journey at all stages.	Criminal Justice Social Work. Health. Third Sector Housing. Skills Development Scotland	Identify potential funding. Dumfries and Galloway model produced.	✓	✓	✓	✓	✓

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APPENDIX 1

FURTHER AREAS FOR DEVELOPMENT – Local actions to meet national outcomes

Outcome 1: Communities improve their understanding and participation in community justice	Outcome 2: Partners plan and deliver services in a more strategic and collaborative way
<p><u>Increase communities’ awareness and understanding of community justice</u> Dumfries and Galloway Community Justice Partnership will develop a robust and consistent communication strategy. This will outline our local plan to raise awareness of community justice issues within our own staff groups, across communities and with local media. Awareness raising will also take place with local decision makers such as the judiciary.</p> <p><u>We will review and capitalise upon existing engagement mechanisms and good practice.</u> Through our Community Justice Strategic Assessment we have begun to develop an evidence base to help improve understanding of community justice issues in Dumfries and Galloway and identify gaps as well as areas of good practice; we will build on this over the next twelve months while taking advantage of existing research infrastructure and including contributions from academics, statutory and third sector partners. Links have already been established between Dumfries and Galloway College who are represented on our local partnership and the University of the West of Scotland locally.</p> <p><u>Strengthen community participation in the planning, delivery and evaluation of community justice services and policy:</u> Through the development of our local communication strategy, and utilising the strengths within our partnership we will involve communities, including service users, in community justice planning, delivery and evaluation; as well as co designing and co delivering services to fit locally identified needs. The Dumfries and Galloway Community Justice Participation Statement will become a living document which will be updated on a regular basis to evidence ongoing engagement.</p> <p>The Dumfries and Galloway Community Justice Partnership will support communities on any capacity building required to enable their participation, linking effectively with other established networks such as Community Learning and Development and locality officers.</p> <p><u>Change the conversation to support reintegration and reduce stigma:</u> The Dumfries and Galloway Community Justice Partnership will lead by example, using language that is inclusive to people with convictions, their families and victims of crime. It is important that every partner within our local partnership becomes a Community Justice Champion within their own organisation, as well as in their contacts with the wider community.</p>	<p><u>Increased collaboration and co ordination</u> The Dumfries and Galloway Community Justice Partnership will endeavour to integrate non statutory partners such as local businesses, service users, citizens and community bodies in to community justice planning structures and processes. Indeed the partnership has already begun to work towards this through the inclusion of Dumfries and Galloway Chamber of Commerce/Developing the Young Workforce on our local partnership. This will be developed further throughout 2017/18 and links made between existing service user groups involved in mutual aid and recovery and looked after and accommodated young people.</p> <p><u>The Dumfries and Galloway Community Justice Partnership will increase information sharing</u> We will achieve this by mapping local interventions and services to improve community justice outcomes. We will work together to agree protocols to enable us to share individual level data where appropriate.</p> <p><u>Focus on prevention and early intervention to minimise both future demand for services and future costs to the public sector¹⁹:</u> The Dumfries and Galloway Community Justice Partnership will identify partners already carrying out work and activities in this area to establish whether as a partnership we can add value to current provision. We will also create more effective links between Children and Families Social Work and Youth Justice to identify future areas of collaborative working and focus on transitions for those young people involved in services.</p> <p>The Dumfries and Galloway Community Justice Partnership will support and assist the development of strong multi agency public protection arrangements (MAPPA) as necessary, in order to help identify good practice, drive improvement and increase consistency across the region.</p> <p><u>Strong leadership at National and Local Level:</u> The Community Justice Partnership Manager will support the local partnership whilst linking effectively with National developments and ensuring the community justice agenda within Dumfries and Galloway is considered at a national level.</p> <p><u>Strategic Approach to Commissioning:</u> The Dumfries and Galloway Community Justice Partnership will contribute to the development of a more strategic approach to commissioning in Dumfries and Galloway which will more effectively meet the needs of our</p>

¹⁹ Links to Strategic Police Priorities for Scotland, October 2016: Priority 3 Prevention and Priority 6 Collaborative Working. Available at <http://www.gov.scot/Resource/0050/00506835.pdf>
DGCJOIP/VB/V3

	<p>local area. This will include considering more innovative and collaborative use of funding and working together on collaborative funding bids if appropriate.</p> <p>The partnership will continue to make the best use of resources by sharing staff (if appropriate), expertise, information, property and finance while building on existing areas of good collaborative working. This will also increase flexibility in our service delivery ultimately improving services to our local communities.</p> <p><u>Workforce Development</u>: All partners within Dumfries and Galloway Community Justice Partnership will ensure their workforce understand how they and other partners contribute to community justice outcomes in their local area as well as nationally. Partners will be encouraged to share training and development opportunities with the wider partnership to increase awareness.</p> <p>We will take every opportunity to contribute to the development of the Strategy for Innovation, Learning and Development.</p>
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Outcome 3: People have better access to the services they require, including welfare, health and wellbeing, housing and employability	Outcome 4: Effective interventions are delivered to prevent and reduce the risk of further offending
<p><u>Ensure the delivery of effective, evidence based interventions:</u> The Dumfries and Galloway Community Justice Partnership will encourage opportunities for early intervention²⁰ and consider the impact of areas such as health, on improving community justice outcomes. Opportunities to include health improvement interventions at every stage of the justice system will be explored and supported. Organisations will be expected to carry out service evaluations to monitor effectiveness.</p> <p><u>The local partnership will focus on alternatives to prosecution including diversion and other direct measures:</u> We will encourage and maximise opportunities for the use of diversion through engagement with the judiciary and Crown Office and Procurator Fiscal Service. Partners will work together to ensure fast and effective alternatives to prosecution and the provision of suitable services by Criminal Justice Social Work and the third sector working collaboratively. Awareness raising regarding the decision making process by the Procurator Fiscal will be explored to increase understanding across the partnership.</p> <p><u>Community disposals and Alternatives to remand:</u> The Dumfries and Galloway Community Justice Partnership will look for opportunities to engage with the local judiciary and Crown Office and Procurator Fiscal Service to encourage the use of alternatives to remand and maximise the use of community disposals. We will also ensure alternatives to both remand and custody are of high quality, providing a credible and consistent community alternative.</p> <p><u>Community Justice partners in Dumfries and Galloway will capitalise on third sector interventions</u> to improve community justice outcomes and add value at every stage of the justice journey.</p> <p><u>Community Justice partners will deliver high quality, person centred interventions</u> which meet specific criteria²¹. It is recognised that we can only achieve this by taking a partnership approach with each partner providing support and interventions reflecting their own area of expertise.</p> <p><u>Community Justice partners providing services and support to individuals undertaking orders should work with those individuals to encourage and support compliance</u> with the requirements of their order.</p>	<ul style="list-style-type: none"> • <u>The Dumfries and Galloway Community Justice Partnership will actively encourage collaboration and coordination between both statutory and non statutory partners at a national and local level</u>. This will include housing, health and wellbeing, financial inclusion and employability (including removing barriers to the recruitment of those with convictions) at all stages of the justice journey and beyond. • <u>We will encourage effectively managed person centred transition where the needs of the individual is assessed and addressed.</u> This will include transitions from custody to community but will also consider transitions for those completing orders as well as the needs of young people transitioning from youth justice to adult criminal justice services. • The Dumfries and Galloway Community Justice Partnership in collaboration with the Scottish Government, SPS and Community Justice Scotland will support the commissioning and development of effective mentoring and through the gate models using a range of approaches to help manage effective transitions to positive destinations²².

²⁰ Links to Strategic Police Priority 3 Prevention

²¹

- Are matched to an individual's level of risk, focused on their specific needs, and matched to their responsivity characteristics.
- Focus on **how** interventions are delivered just as much as **what** is being delivered.
- Both **flexible** and **innovative** in response to varying and complex needs.
- Develop services aimed at addressing the **complex** needs of differing cohorts (e.g. women, young people, those with substance misuse issues, learning difficulties etc.).
- At the **earliest** point possible, and is only as invasive as it needs to be in order to deliver the change needed.
- Develop and nurture the **assets and skills** of people who have been involved in offending.
- Provided by staff who can build appropriate relationships with individuals who have offended through **positive and genuine engagement**, and to act as co-agents of change.
- Incorporate **support from friends, families and communities** to develop positive relationships

²² The evidence on what works to reduce reoffending is clear; standalone interventions and access to services are unlikely to reduce reoffending on their own so mentoring should be seen as part of a holistic service where offenders are offered a range of services and interventions to meet their needs (Scottish Government (2011) What works to reduce reoffending: A summary of evidence).

Communication should be maintained with Criminal Justice Social Work to report progress, whilst difficulties raised at the earliest opportunity.

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Item 2

**DUMFRIES AND GALLOWAY
STRATEGIC PARTNERSHIP
Room 2 Council Offices
English Street, Dumfries
Friday 18 November 2016**

Members

- Ronnie Nicholson (Chair)** - Leader
Dumfries and Galloway Council
- Jeff Ace** - Chief Executive
NHS Dumfries and Galloway
- David Coulter (substitute)** - Dumfries and Galloway Third Sector
- Ewan Green (substitute)** - Dumfries and Galloway Council
- Ivor Hyslop** - Councillor
Dumfries and Galloway Council
- Brian Johnstone** - Dumfries and Galloway Further Education
- Jane Maitland** - Councillor
Dumfries and Galloway Council
- Hamish McGhie** - Local Senior Officer, Scottish Fire and Rescue
Service, Dumfries and Galloway
- David McMillan** - Dumfries and Galloway Housing Sector
- David Rennie (substitute)** - Scottish Enterprise
- Gary Ritchie** - Chief Superintendent, Police Scotland, Dumfries
and Galloway
- Ronnie Ogilvie** - Dumfries and Galloway Council
- Robin Wishart** - Dumfries and Galloway Third Sector

Apologies

Philip Jones (Vice Chair) - Chairman
NHS Dumfries and Galloway

Keith Connal - Natural Resources Division
Directorate for Environment and Forestry
Scottish Government (observer)

Andy Ferguson - Councillor
Dumfries and Galloway Council

Sue Irving - Dumfries and Galloway Third Sector

Alistair McKinnon - Regional Director, Scottish Enterprise

Gavin Stevenson - Chief Executive
Dumfries and Galloway Council

In attendance

Liz Manson - Community Planning and Engagement Manager
Communities Directorate

Carol Marshall - Partnership Support – Administrative Assistant

Sharon Ogilvie - Third Sector, Dumfries and Galloway (Item 5)

10 Members present from 7 partners**1. MINUTES OF STRATEGIC PARTNERSHIP OF 16 SEPT 2016**

APPROVED as a correct record

ACTION: COMMUNITY PLANNING AND ENGAGEMENT MANAGER

Jane Maitland entered the meeting - 11 members from 7 partners

2. EXECUTIVE GROUP BUSINESS BRIEFING**NOTED**

2.1 the minutes of the Executive Group meeting of 6 September 2016;

2.2 significant progress in a number of aspects of the implementation of the Enabling Community Empowerment Delivery Plan, and in particular: the five day training programme in participation and engagement which has eight different partner organisations involved; the creation of a team of 12 Council Ward officers across the region with responsibility for engagement, empowerment and partnership working; and the development of a region-wide Participation and Engagement Network

ACTION: COMMUNITY PLANNING AND ENGAGEMENT MANAGER

Jeff Ace entered the meeting - 12 members from 7 partners

3. CURRENT KEY STRATEGIC ISSUES UPDATE

3.1 Regional Economic Strategy 2016 – 2020

NOTED the comprehensive update on the progress being made in delivering the Regional Economic Strategy and the work of the Economic Leadership Group.

ACTION: LEAD OFFICER, ECONOMIC LEADERSHIP GROUP

3.2 Children's Services Plan

NOTED

3.2.1 the Children's Services Executive Group (CSEG) have directed a multi-agency steering group to lead on the development of the next Plan - this will replace the current Children's Services Improvement Plan which was produced following the 2014 Joint Inspection of services for Children and Young People

3.2.2 It is anticipated that the new Children's Services Plan will be submitted to Dumfries and Galloway Council and NHS Dumfries and Galloway Board for approval in March 2017.

ACTION: CHAIR, CHILDREN'S SERVICES EXECUTIVE GROUP

Brian Johnstone entered the meeting - 13 members from 8 partners

3.3 Tackling Poverty

NOTED

3.3.1 Progress being made in implementing the Anti-Poverty Strategy; Living Wage is now being paid to all social care workers that are commissioned by the Council; and

3.3.2 all partners have been invited to attend the Poverty Alliance Networking event next week and as visibility and giving this work a high profile in our organisations is important, representation from all Partnership organisations is encouraged.

ACTION: HEAD OF CUSTOMER SERVICES, DGC

3.3.3 Arising from the discussion, **AGREED** that payment of the Living Wage, and in particular any differences in the Wage level and approaches between Scotland England should be discussed by the Economic Leadership Group.

ACTION: LEAD OFFICER, ECONOMIC LEADERSHIP GROUP

3.4 Health and Social Care Integration

NOTED the very comprehensive performance report,

ACTION: CHIEF OFFICER, HEALTH AND SOCIAL CARE INTEGRATION

3.5 Regional Transport Strategy

NOTED that the development of the refreshed Regional Transport Strategy was discussed at the SWestrans meeting on 11 November 2016.

ACTION: LEAD OFFICER SWESTRANS

4. DUMFRIES AND GALLOWAY LOCAL OUTCOMES IMPROVEMENT PLAN (LOIP) AND LOCALITY PLANS

NOTED

4.1 the progress in the development of the Dumfries and Galloway LOIP and in particular the improvements in securing the necessary evidence and data to assist the prioritisation of actions through the new Improvement Service Portal;

4.2 an inter-agency session to look at research and evidence on 17 January 2017; and

4.3 that key Strategies and Plans are due to be updated in early 2017 and would provide a sound foundation for the LOIP;

4.4 **CONSIDERED** the approach to Locality Plans and **AGREED** that as place based plans have not secured any significant improvement in the socio-economic picture of our region over the last four decades that a more radical approach could be preferable, with communities of interest as the focus of Locality Plans instead of communities of place.

ACTION: COMMUNITY PLANNING AND ENGAGEMENT MANAGER

5. SOCIAL/COMMUNITY TRANSPORT

5.1 **NOTED** tabled paper which set out the four steps to creating and sustaining a successful Public Social Partnership

5.2 **AGREED** to recommend to Dumfries and Galloway Council, NHS Dumfries and Galloway and Third Sector, Dumfries and Galloway that:

5.2.1 they seek authority through their individual governance/decision-making routes to take a Public Social Partnership (PSP) forward on the basis of both existing relationships and a more wide-ranging selection process (stakeholder analysis), inviting interest from Third and public sector representative bodies facilitated through collaborative procurement process;

5.2.2 they ensure that the PSP remains sustainable and strategically focused by setting up a Memorandum of Understanding between the lead partners: and

5.2.3 they provide support to Third Sector organisations, through Ready for Business, to ensure that they are tender ready and have support in completing the paperwork; and

5.2.4 they continue to investigate partnership opportunities between SWestrans and SPT and the West of Scotland Community Transport Network.

ACTION: TRANSPORT MANAGER DGC/LEAD OFFICER SWESTRANS; NHS D&G PROPERTY MANAGER; AND THIRD SECTOR, DUMFRIES AND GALLOWAY

6. FUTURE ARRANGEMENTS

6.1 **AGREED** dates of meetings and practical Workshop events as required on 17 March; 16 June; 15 September and 17 November 2017; and

6.2 **NOTED** the arrangements for reviewing the membership, remit and operating arrangements of community planning structures during 2017.

ACTION: COMMUNITY PLANNING AND ENGAGEMENT MANAGER

EXECUTIVE GROUP BUSINESS BRIEFING – MARCH 2017

1. Purpose of report

This note provides the Strategic Partnership with an update on issues considered by the Executive Group.

2. Recommendation

The Strategic Partnership is invited to note the position of issues recently considered by the Executive Group.

3. Background

This Briefing highlights the main issues that the Executive Group dealt with in its meetings on 30 November 2016 (full minutes attached as **Appendix 1**); along with updates on matters that relate to issues in the Community Planning Operating Protocol and the Performance Management Framework.

4. Updates

4.1 Community Planning Improvement Plan

The Executive Group undertook the annual scrutiny of the Community Planning Improvement Plan agreed its submission to the Strategic Partnership for approval (attached as **Appendix 2**)

4.2 Annual Report on activity at local level and Review of locality partnerships

The Executive Group received the annual report on local activity and noted the development particularly of the Health and Social Care Locality Partnerships over the last year; community resilience groups; and the introduction of Ward officers.

The need to review and update our local community planning structures of Local Rural Partnerships was agreed, with useful pre-consultation dialogue having taken place with members of the Nith and Stewartry Local Rural Partnerships in recent months about their view of the purpose, remit and membership.

4.3 Inequalities Framework and Toolkit

NHS Dumfries and Galloway undertook a comprehensive consultation period on a draft Health Inequalities Framework and Toolkit, which have now been finalised, and are being promoted to senior management groupings in the Council, NHS, Health and Social Care Partnership and Third Sector Interface.

This Framework and Toolkit will be of assistance in the development of the LOIP as they assist with the identification of areas where inequalities are experienced and how to address them.

4.4 Implementation of the Enabling Community Empowerment Review

4.4.1 The next group of 20 trainees from across six partners have started the five day programme with the Consultation Institute, following a very positive Evaluation Report of the first programme. This is the beginning of a shared expert resource.

4.4.2 The Community Planning Participation and Engagement Working Group held its first meeting on 15 December 2016 with eight partners participating and an Action Planning Day to determine its work programme took place on 20 February 2017. A key proposal is the creation of an online 'Consultation Hub' where all partners will post their consultations and sharing of best practice around the use of social media.

4.4.3 The Council's 12 Ward officers are now all in post and good connections have already been made with partners' local officers and Elected Members within the respective Wards. Post Local Government Elections (Thursday 4 May 2017) the Ward officers are hosting Orientation Sessions where Ward Profiles and introductions to local colleagues (including Health and Social Care Locality Managers and Community Constables) will take place.

4.4.4 An initiative to promote leadership through joint asset planning has been developed (known as 'The Collaboration Project') between the Council, NHS, Police Scotland and Scottish Fire and Rescue Service, facilitated by the Scottish Futures Trust drawing on similar work in other Community Planning Partnerships. The initial focus has been on developing a shared approach for property mapping between the Health Board and the Council; and as a pilot, working with a community group in Moffat which has a well-developed Community Plan and was already engaged with partners about the potential for alternative use of their assets in the town. The Executive Group is to act as the Project Board and receive updates at each meeting to maintain momentum.

4.5 Public Social Partnership on Social Transport

4.5.1 Following the Strategic Partnership decision on 18 November 2016 (Item 2, paragraph 5 on this agenda) Dumfries and Galloway Council is to consider its agreement to the approach at a [Committee meeting on 9 March 2017](#). The outcome will be reported at the Strategic Partnership meeting.

4.5.2 In addition Policy Development funding of £100k was agreed for the PSP as part of the [Council's Budget for 2017/18](#)

Liz Manson Community Planning and Engagement Manager 01387 260074 3 March 2017	Gavin Stevenson Chair Community Planning Executive Group
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Appendix

1. Minutes of the Executive Group meeting of 30 November 2016
2. Dumfries and Galloway Community Planning Improvement Plan as at 1 December 2016.

Item 3 Appendix 1**DUMFRIES AND GALLOWAY
COMMUNITY PLANNING EXECUTIVE GROUP**

Wednesday 30 November 2016
Room 2, Council Offices, English Street, Dumfries

Members

- Jeff Ace
in the Chair** - Chief Executive
NHS Dumfries and Galloway
- Graham Bartlett** - Operations Managers
(substitute) Third Sector, Dumfries and Galloway
- Derek Crichton** - Director Communities
(substitute) Dumfries and Galloway Council
- Hamish McGhie** - Group Manager, Prevention and
Protection, Scottish Fire and Rescue
Service
- Hazel Mathieson** - Head of Region,
Skills Development Scotland
- Gary Ritchie** - Chief Superintendent and Local
Commander for V Division
Police Scotland
- Carol Turnbull** - Principal
Dumfries and Galloway College

Apologies

- David Coulter** - Chief Executive Officer
Third Sector, Dumfries and Galloway
- Gavin Stevenson** - Chief Executive
Dumfries and Galloway Council

In Attendance

Liz Manson - Community Planning and
Engagement Manager
Dumfries and Galloway Council

Carol Stewart - Programme Manager Keep Well and
Living Life to the Full
NHS Dumfries and Galloway (Item 2
only)

1. MINUTES OF EXECUTIVE GROUP OF 6 SEPTEMBER 2016

1.1 **NOTED** that the Minute had been approved by correspondence and submitted to the Strategic Partnership at its meeting on 18 November for noting, in line with usual practice.

ACTION – COMMUNITY PLANNING AND ENGAGEMENT MANAGER

2. INEQUALITIES ACTION FRAMEWORK AND TOOLKIT

2.1 **ENDORSED** the Inequalities Action Framework and Toolkit;

2.2 **ENCOURAGED** and supported the embedding of its use across Dumfries and Galloway including the addition of the Dumfries and Galloway Council Management Team to the list of organisations invited to endorse the Framework and receive progress reports.

2.3 **AGREED** that the Interim LOIP be updated to reflect this final framework; and

2.4 **NOTED** the Framework was complementary to Equality Outcomes of public sector partners and its contribution to that overall agenda.

**ACTION: PROGRAMME MANAGER KEEP WELL AND LIVING LIFE TO
THE FULL, NHS D&G**

**3. SCOTTISH FIRE AND RESCUE SERVICE, DUMFRIES & GALLOWAY,
ANNUAL PERFORMANCE REPORT****NOTED**

3.1 The publication of the Dumfries & Galloway Annual Performance Report for the year 2015 – 2016;

3.2 That the future performance framework for the local plan for SFRS and the strategic plan would be different as the focus was on outcomes for people rather than statistics; and

3.3 **HIGHLIGHTED** that SFRS had worked exceptionally well with DAGCOL during recent industrial action

3.4 Arising from the discussion **AGREED** that the Community Planning Partnership offered a meaningful and constructive forum to share performance information and improvement actions **RECOGNISING** that there was a formal reporting route through local authorities.

3.5 **RECOMMENDED** that Police Scotland and Scottish Fire and Rescue Service hold a Briefing Session for Elected Members to explain the new performance framework and their role within it.

ACTION: LOCAL SENIOR OFFICER, SCOTTISH FIRE AND RESCUE SERVICE AND FOR 3.4 and 3.5 LOCAL COMMANDER POLICE SCOTLAND

4. ANNUAL REPORT ON LOCALITY ARRANGEMENTS AND NEXT STEPS –

4.1 **NOTED** the activity at local level over the last year;

4.2 **AGREED** not to proceed with the establishment of the Area Based Teams; and;

4.3 **AGREED** the scope for the Review of locality partnerships to include all inter-agency partnerships operating on a geographic basis and that the Review be concluded during 2017.

ACTION: COMMUNITY PLANNING AND ENGAGEMENT MANAGER

5. ANNUAL REPORT ON THE DUMFRIES AND GALLOWAY COMMUNITY PLANNING IMPROVEMENT PLAN

5.1 **NOTED** the progress made in the Dumfries and Galloway Community Planning Improvement Plan during 2015/16.

5.2 **AGREED** to amendments and additions for 2016/17 as follows:

Page 1 replace the SOA reference with the LOIP appropriate level of financial information be obtained – primarily budget information of individual partners and identified project funding relating to the LOIP outcomes;

Page 4 discussions to take place at the next meeting about the change to our arrangements following the new statutory duty for NHS, Scottish Enterprise, Police Scotland and SFRS to promote community planning;

Page 10 a workshop on alternative/possible future models of public sector be held in 2017, with individual organisations each making a contribution about their organisation/sector; and

Page 10 Consideration be given to a joint forum to meet our MPs and MSPs to evidence our shared agenda and clear asks of our Parliamentary representatives.

5.3 **FURTHER AGREED** its submission to the Strategic Partnership at its next meeting.

ACTION: COMMUNITY PLANNING AND ENGAGEMENT MANAGER

6. EXECUTIVE GROUP WORK PROGRAMME 2017

6.1 **APPROVED** the outline Work Programme for the Executive Group 2017 as set out in the Appendix and with additional items identified at the meeting; and

6.2 **AGREED** the dates of meetings in 2017 as 25 January; 1 March; 24 May; 16 August; 18 October; and 13 December.

ACTION: COMMUNITY PLANNING AND ENGAGEMENT MANAGER

7. SCOTTISH POLICE AUTHORITY – 2026 SERVING A CHANGING SCOTLAND

7.1 **NOTED** Presentation by Gary Ritchie, Chief Superintendent and Local Commander for V Division; (Page 4) a tangible shared project around partners property assets and offer an opportunity to develop our shared leadership and so an item on the next Agenda about the Asset Board (see Minute of meeting of 2 September 2015) and the contribution of the Scottish Futures Trust be added to the next meeting;

7.2 **DISCUSSED** the operating and financial context for Police Scotland and other public sector organisations in the coming years;

7.3 **AGREED** that the Executive Group and the Strategic Partnership be invited to comment on the key questions identified, **NOTING** that a special session would take place in January 2017 for elected Members in view of their scrutiny role for local policy.

**ACTION: CHIEF SUPERINTENDENT AND LOCAL COMMANDER
POLICE SCOTLAND**

8. ROAD SAFETY PARTNERSHIP

8.1 **ENDORSED** the tabled Strategic Road Safety Plan, **NOTING** that its formal launch will be on 14 December 2016;

8.2 **HIGHLIGHTED** the focus on education and data analysis within the Dumfries & Galloway area;

8.3 **NOTED** the significant contribution by Ian Anderson (SFRS), Cameron Black (SFRS); and Julian Gillespie (DGC) in delivering a professional and understandable document.

8.4 **NOTED** that DAGCOL offered an opportunity to do work with young, male drivers on road safety.

**ACTION: LOCAL SENIOR OFFICER, SCOTTISH FIRE
AND RESCUE**

**Dumfries and Galloway Strategic Partnership
Improvement Plan progress as at 1 December 2016**

Issue	Improvement Action	Notes on current position 2016/17	Next action 2016/17
<p>1.Improve the Local Outcomes Improvement Plan (LOIP)</p>	<ul style="list-style-type: none"> <li data-bbox="427 352 759 496">• Develop long term, stretching performance targets <li data-bbox="427 871 759 1198">• Develop a fuller picture of partners' resources, in particular financial resources, and identify where and how discretionary spend can be aligned 	<p data-bbox="786 352 1400 528">Our Interim LOIP contains Indicators and projects drawn from partners' performance frameworks. The Executive Group has met with lead officers for key issues on an annual basis</p> <p data-bbox="786 568 1400 783">The Finance leads of the Council and NHS developed a model for Health and Social Care Integration which is intended to be a model for other services and activities. Limited information was made available for the Interim LOIP.</p> <p data-bbox="786 871 1400 1118">A good example of presenting partners' financial information was identified in the Alcohol and Drugs Partnership Annual Performance Report in November 2015 and was recommended to other Partnerships for inclusion in their reports and Plans</p> <p data-bbox="786 1158 1400 1302">The SOA contained a number of Actions to reduce inequalities across the six Priorities. There were Performance Indicators or Projects for each Action.</p>	<p data-bbox="1426 352 2040 600">The Interim LOIP has been agreed and an initial set of performance measures identified. The Improvement Service Community Planning Outcomes Profile will assist with identifying longer term ambitious targets by making trend and comparator information easily accessible</p> <p data-bbox="1426 871 2040 1046">The development of financial information for the LOIP will require contributions from financial experts from across partners; and a leadership commitment to allocate resource for this work during 2017.</p>

Issue	Improvement Action	Notes on current position 2016/17	Next action 2016/17
	<ul style="list-style-type: none"> Establish baselines and targets (including gap targets) to measure the impact of actions that are designed to reduce inequalities in Dumfries and Galloway 	<p>The Interim LOIP agreed in September 2016 is focused on tackling inequality and has a performance framework of 24 projects and indicators, all of which are focused on inequality.</p> <p>The Impact Assessment materials used by the Council and NHS have been updated to incorporate new Guidance from Health Scotland about inequalities and these are also used by thematic partnerships to assess and improve their plans and strategies.</p> <p>NHS Dumfries and Galloway has developed a Social Capital Index; and an Inequalities Framework.</p>	<p>The development of the LOIP by 1 October 2017 and the Locality Plans will require more detailed performance measures and targets for tackling inequality.</p> <p>A new Community Planning Tackling Poverty Group is being established and it is intended it will have a role in performance monitoring of the Strategy's projects and indicators.</p>
2. Improve the operation of the Strategic Partnership	<ul style="list-style-type: none"> Ensure the membership of the Strategic Partnership reflects its role and remit by considering its size and appropriate representation from all key sectors 	<p>A review of membership was undertaken January-March 2014 and Housing and Further/Higher Education representatives were added in June 2014. In September 2016 it was agreed that private sector representation should be secured through the Economic Leadership Group.</p> <p>In response to the Community Empowerment (Scotland) Act 2015, a number of organisations and partnerships listed in Schedule 1 have been considering their appropriate engagement in CPP structures.</p>	<p>The Community Empowerment (Scotland) Act 2015 and Guidance promotes shared leadership and this will provide an opportunity to refresh our approach and partners' commitment.</p>

Issue	Improvement Action	Notes on current position 2016/17	Next action 2016/17
	<ul style="list-style-type: none"> <li data-bbox="427 683 730 826">• Review the membership, role and remit of the Executive Group <li data-bbox="427 979 757 1310">• Review the arrangements for Thematic Partnerships and in particular the relationship with the Strategic Partnership and Executive Group 	<p data-bbox="786 204 1379 379">At present their engagement is in appropriate thematic structures with Further/Higher Education; Skills Development Scotland; and Housing also represented on the Strategic Partnership.</p> <p data-bbox="786 424 1402 639">Locally we contributed to, and have reflected on, recent Guidance Notebooks and Checklist from the Improvement Service about the information, support and guidance required by CPP Board members to effectively fulfil their role.</p> <p data-bbox="786 683 1402 898">The current Performance Framework was updated in September 2016 and provides for an annual report to the Executive Group by identified Lead Officers about each of the five LOIP Outcomes, Environment and Transport.</p> <p data-bbox="786 979 1379 1377">Individual thematic partnerships report to the Executive Group with their Annual Report/future work programme. The Executive Group then provides an update in its Business Briefing to the Strategic Partnership on key issues and areas receiving attention. Guidance has been produced and promoted for effective partnership working, drawing on work by the Improvement Service, Audit Scotland and Getting It Right for Every Child.</p>	<p data-bbox="1426 683 2042 938">The Community Empowerment (Scotland) Act 2015 sees five public sector bodies, not just the Council, having the same statutory responsibility; and Third Sector Interfaces referenced in Guidance - and so consideration of our arrangements is required.</p> <p data-bbox="1426 979 2031 1195">A strategic level Public Protection Partnership is to be created as part of the new Community Justice arrangements, rationalising the strategic groupings for alcohol and drugs, domestic abuse and violence against women and youth justice.</p> <p data-bbox="1426 1238 2020 1342">The IJB is considering its position and relationship with the Strategic Partnership and may request membership.</p>

Issue	Improvement Action	Notes on current position 2016/17	Next action 2016/17
	<ul style="list-style-type: none"> • Set out how communication takes place from the Strategic Partnership • Members of the Strategic Partnership set out how they communicate decisions of the Partnership within their own organisations/ sectors • Update the induction pack/process for members who have recently joined/will join the Strategic Partnership. 	<p>The minute of each meeting is publicly available on the community planning webpages; an enewsletter is produced after each meeting communicating the key decisions; and a press release is issued where appropriate</p> <p>Members of the Strategic Partnership have established arrangements with their sector/organisation e.g. feedback at Management Team meetings; housing sector representative has an item on a forum where the Chairs of all local housing providers attend to give an update on the previous Strategic Partnership meeting. The FE/HE sector representative meets on an individual basis with local University Principals.</p> <p>The Community Planning team provide assistance on request e.g. attendance at meetings for general update</p> <p>The Induction Pack has been updated and a face to face briefing is offered to all new members.</p>	<p>The Community Planning webpages are to be revamped by spring 2017. In the meantime, old information is being deleted so that it is factually up to date.</p> <p>Changes within partners management arrangements indicate that there is no longer 'standing items' on agendas in the same way and so new approaches are required to ensure an effective cascade throughout organisations.</p>

Issue	Improvement Action	Notes on current position 2016/17	Next action 2016/17
	<ul style="list-style-type: none"> <li data-bbox="427 205 741 459">• Ensure the programme of meetings and formats reflect the role and remit of the Strategic Partnership <li data-bbox="427 906 741 1090">• Develop a CPP risk register and set out how the Strategic Partnership will manage the risks <li data-bbox="427 1169 741 1385">• Engage with neighbouring strategic level Boards to identify best practice and any shared issues 	<p data-bbox="786 205 1402 643">The role of the Strategic Partnership was also given consideration and the operating arrangements/format of meetings was amended in 2015 to provide for a short business meeting and a Workshop, with the topic and programme developed by the Executive Group, drawing on areas where our performance was below target. However attendances at the Workshops were not always high and some members have expressed a desire for new arrangements.</p> <p data-bbox="786 906 1402 1121">A Risk Register was developed and agreed by the Executive Group in September 2014 and there are quarterly updates to the Executive Group, with the headline information reported to the Strategic Partnership.</p> <p data-bbox="786 1161 1402 1345">Material and information from neighbouring Boards has been part of the Reviews referred to above, the development of the Risk Register, engagement programme and support for the Third Sector.</p>	<p data-bbox="1424 205 2045 419">The Strategic Partnership agreed at its meeting in September 2016 that individual interviews and an online survey be undertaken in 2017 about the membership, format and remit of the Strategic Partnership.</p> <p data-bbox="1424 459 2045 571">It also agreed in November 2016 that the practical Workshops take place around aspects of the LOIP and Locality Plans.</p> <p data-bbox="1424 611 2045 786">The Community Empowerment (Scotland) Act 2015 and Guidance promotes shared leadership and this will provide an opportunity to refresh our approach and partners' commitment.</p> <p data-bbox="1424 906 2045 1082">A new Risk Register will be developed in November 2017 to reflect the requirement for the LOIP and Locality Plans; and the outcome of the Review of locality partnerships</p> <p data-bbox="1424 1161 2045 1409">The Community Planning Network provides a regular opportunity for lead officers across partner organisations to engage with other CPPs and bring examples of good practice and developments to the Executive Group and Strategic Partnership.</p>

Issue	Improvement Action	Notes on current position 2016/17	Next action 2016/17
	<p>and activity and specifically Glasgow, Cardiff, Edinburgh and Scottish Borders CPPs</p>	<p>The engagement with neighbouring Boards has been through desk based research; one-to-one discussions with the Chairs and Community Planning Managers; and visits to the other areas.</p>	
<p>3.Improve the empowerment of individuals involved in Community Planning forums</p>	<ul style="list-style-type: none"> • Set out the expectations and behaviours of individual members in championing Community Planning and the SOA within their own organisations/ sectors • Identify support for individual members to assist them in fulfilling their role in collective decision-making and being held accountable for decisions made by the Strategic Partnership 	<p>The expectations and behaviours were identified during the updating of the Strategic Partnership arrangements - Board members as leaders/champions of the region - and are highlighted at Workshops and during Induction discussions.</p> <p>The Operating Protocol sets out the remit for the Strategic Partnership.</p> <p>Support was identified during the updating of the Strategic Partnership arrangements - Board members as leaders/champions of the region - and highlighted at Workshops and during Induction discussions.</p> <p>Background information and expert advisors are available at Strategic Partnership Workshops and for scrutiny sessions.</p>	<p>The Community Empowerment (Scotland) Act 2015 Guidance on shared leadership requires us to update our arrangements in terms of the champion role of members of the Executive Group and Strategic Partnership.</p> <p>An Executive Group workshop is to take place to allow discussion around the forthcoming changes to public sector including structures and the Review of Third Sector Interfaces and Voluntary Action Scotland.</p>

Issue	Improvement Action	Notes on current position 2016/17	Next action 2016/17
	<ul style="list-style-type: none"> Support the capacity building of the Third Sector, in particular for its contribution to the SP, EG and other CP partnership groupings 	<p>The Third Sector representatives on the Strategic Partnership are Third Sector, Dumfries and Galloway Board members and the Chief Executive of Third Sector, Dumfries and Galloway is a member of the Executive Group. All thematic partnerships and Working Groups have third sector representation in their membership.</p> <p>The CPP budget and staff team gives sponsorship and has display material at Third Sector conferences and events as required and there is representation by the team, and other community planning partners, at Conferences – including the annual Third Sector, Dumfries and Galloway event in November each year.</p> <p>In November 2015 the Executive Group endorsed a number of actions taken by Third Sector, Dumfries and Galloway including its move to locality events; work around innovation as part of its integration role; and the development of a communications strategy with public sector partners before commencing work on joint projects or new innovation to improve involvement and engagement with public sector partners.</p>	

Issue	Improvement Action	Notes on current position 2016/17	Next action 2016/17
<p>4. Improve the Strategic Partnership's approach to using evidence</p>	<ul style="list-style-type: none"> <li data-bbox="427 204 763 459">• Ensure all reports contain robust and sufficient evidence to support proper consideration by the Strategic Partnership. <li data-bbox="427 762 763 1273">• Prepare a programme of stakeholder engagement taking into account the activity of individual organisations/sectors of the Strategic Partnership and the CPP collectively to understand the needs of individuals/communities. 	<p>All reports are signed off by a Chief Officer and have a clear recommendation and sufficient information on which to make a sound judgment. Council Governance standards and processes are applied to ensure high standard of reports.</p> <p>The Interim LOIP contains some basic profile information – the LOIP and the Locality Plans to be in place for 1 October 2017 will require significant</p> <p>The agreement for the establishment of a Centre of Excellence in Community Participation and Engagement will provide for a clear framework and programme of work in this area; a Participation and Engagement Network, supported by NHS D&G has been set up; and the Community Planning Participation and Engagement Working Group has been agreed The programme of engagement for the development of the LOIP was agreed in September 2016.</p>	<p>A Briefing session is being arranged for end Jan/beginning February 2017 for a range of officers across partners to understand how to get best use out of the Improvement Service Outcomes Improvement Profile tool.</p> <p>The Centre of Excellence will be in place in 2017; and the Participation & Engagement Working Group is due to meet for the first time in December 2016.</p> <p>The LOIP Engagement Programme will be undertaken during Jan-September 2017; and an engagement programme for Locality Plans will be undertaken March-September 2017.</p>

Issue	Improvement Action	Notes on current position 2016/17	Next action 2016/17
	<ul style="list-style-type: none"> Develop a programme of research and data analysis to ensure the CPP has up to date and complete information to guide its decision making including area profiles. 	<p>Ward Profiles have been developed for the current 13 Wards of the Council.</p> <p>A number of community plans are in development, supported by a range of organisations, and these are being collated and collected by the Ward officers.</p>	<p>Detailed Ward Profiles will be prepared for the new 12 Wards of the Council from May 2017; and community plans for individual localities are also being developed</p> <p>A Briefing session is being arranged for end Jan/beginning February 2017 for a range of officers across partners to understand how to get best use out of the Improvement Service Outcomes Improvement Profile tool.</p>
5. Improve the Strategic Partnership's influence on the national agenda	<ul style="list-style-type: none"> Set out the collective activity and contributions of individual organisations/sector s particularly liaison with MPs, MSPs and Scottish Government. 	<p>MPs, MSPs, MSYPs are part of the CPP Stakeholder Group and therefore, as set out in the Operating Protocol, they receive invitations to CPP activities and updates on activities including the e-newsletter and SOA events.</p> <p>The Strategic Partnership has responded as a CPP to consultations on the Community Empowerment (Scotland) Act and the IS Outcomes Profiles.</p> <p>The CP Team participate in the Community Planning Network- in the Reference Group and the wider Network events and Knowledge Hub - to ensure that our voice is heard at national level.</p>	<p>Opportunities for engagement with national groups and key individuals are sought on an ongoing basis.</p> <p>A joint meeting (all local partners) with each of our MPs, MSPs and MSYPs to be arranged as part of our engagement programme for the LOIP.</p>

Issue	Improvement Action	Notes on current position 2016/17	Next action 2016/17
6. Improve Local Community Planning focus	Develop local community planning approaches, building on current area based work.	<p>There has been limited activity in the Local Rural Partnerships during 2015/16; however the Health and Social Care Local Groups are now established and reporting schedule to Council Area Committees is in place; Police Scotland and Scottish Fire and Rescue Service have also reported their performance to Area Committees.</p> <p>The Council's new Ward officers are now taking up post and have local community planning as a key aspect of their job remit.</p> <p>The scope for the Review of Locality Partnerships has been agreed to cover all inter-agency partnerships at local level..</p>	<p>Review of locality partnerships in 2017 and reporting to the Strategic Partnership in November 2017.</p> <p>Ward officers will be a co-ordination point for partners' staff resources working at a local level</p>

Annual Report 2016

Introduction

The vision set out in the Regional Economic Strategy (RES) established is:

“By 2020, Dumfries and Galloway will have a more diverse and resilient economy. One which is capable of taking advantage of opportunities by combining an appropriately skilled workforce and connected infrastructure to support more prosperous and inclusive communities where every member of every community has equality of access to that prosperity.”

We will know we have made progress towards the achievement of our vision because:

- We will have the highest youth employment rate in Scotland by 2020
- The number of businesses in the region has grown faster than in Scotland as a whole between 2015 and 2020
- We will reduce the wages gap between the regional and national average by 20%

This report provides an overview of progress in the delivery of the Strategy and provides detail on the activities undertaken by partners in support of this for the year 2015-16.

Our Key Indicators

We will have the highest youth employment rate in Scotland by 2020

JSA only	2015	2016	2017	2018	2019	2020
D&G	97%	97.2%				
Rank	20	16				
Scotland	96.8%	97%				

NOMIS

Adult Unemployment

The rate of adult unemployment (those claiming Job Seekers Allowance only) in Dumfries and Galloway has dropped by 50% in the last year from 1.6% to 0.8% and is a similar picture at national level with Scotland dropping from 2.1% to 1.1% in the last year. D&G currently sit at 0.3% lower than the Scottish average and rank 10th place (with Midlothian and Perth and Kinross) in comparison to all other Scottish Local Authorities, increasing our ranking from 13th.

Business growth in the region has grown faster than in Scotland as a whole between 2016 and 2020

	2013 £m	2014 £m	2015 £m	2016	2017	2018	2019	2020
D&G	2,527	2,728	2,802					
% change	+6.62	+7.95	+2.28					
Scotland	118,542	124,425	127,260					
% change	+4.58	+4.96	+2.71					

Regional Gross Value Added - Income Approach – published annually by Office for National Statistics
Regional GVA (Income Approach) – reference tables – Table 1



Dumfries &

Galloway

Together is
Better

We will reduce the wages gap between the regional and national average by 20%

	2015 £per week	2016 £per week	2017	2018	2019	2020
D&G	458.2	461.8				
% change	0.1	0.8				
Rank	32	32				
Scotland	527.0	536.6				
% change	1.6	1.8				

Annual Survey of Hours and Earnings (ASHE) – published annually by Office for National Statistics

RES Action Plan 2015-16

There are a number of specific performance indicators which are also measured in relation to the Regional Economic Strategy Action Plan.

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

1. More growing businesses

Code	Key Performance Indicators	2015/16				
		Value	Target	Status	Short Trend	Long Trend
P1C2EEI01	Number of new start-up businesses created	362	400			
P1C2EEI02	Number of new start-up businesses under the Young Entrepreneurs Programme	64	15			
P1C2EEI08	Number of direct business contacts through the Total Access Point Employer Engagement Programme	1147	800			

2. Developing Places

Code	Key Performance Indicators	2015/16				
		Value	Target	Status	Short Trend	Long Trend
P1C4EEI01	The average time (weeks) to deal with major development planning applications	32.54	35.00			
P1C4EEI04	Number of new homes across Dumfries and Galloway	347				
xDG08_PES	Capital Spending - Projected Capital spend as a % Agreed Capital Plan - EEI Services	98.17%	100%			

3. Better Skills, Better Opportunities

Code	Key Performance Indicators	2015/16				
		Value	Target	Status	Short Trend	Long Trend
P1C1EEI01	Number of unemployed people supported into a positive destination (education, training or employment)	379	330			
P1C1EEI02	Proportion of adults, in Dumfries and Galloway, aged 16-64 with low or no qualifications (SCQF level 4 or below)	14.5%	15.6%			
P1C1EEI03_E CON1	Percentage unemployed people accessing jobs via Council funded/operated employability programmes	19.6%	12.5%			
P1C1EEI04	Number of apprenticeships within Dumfries & Galloway for young people aged 16-24	753	707			
P1C5EEI02	Number of new jobs created through the Young Recruits Programme	125	135			
P1C5EEI03	Number of new jobs created through the Pathways to Employment Programme	70	70			

4. Well Developed Infrastructure

Code	Key Performance Indicators	2015/16				
		Value	Target	Status	Short Trend	Long Trend
P1C3EEI02	Broadband coverage	68.3%				

Employability

Developing Young Workforce provides a framework for young people, education and skills providers and the many businesses across the region to support the Regional Economic Strategy ambitions. Overall the Local Employability Partnership is making good progress in achieving the milestones identified in the strategy.

As a single college region working within one local authority there is a desire and commitment from community planning partners to maximise the opportunities for our young people. This is reflected in Dumfries and Galloway Single Outcome Agreement, Employability Partnership Action Plan, College Regional Outcome Agreement and partnership working with the schools. The Council has invested DYW funding into creating a central team with additional funding from Education and Economic Development for school-based posts to take forward this work. This is having a significant positive impact with Employability Coordination groups being set up in each post-16 school and schools increasing the range of work based learning opportunities for their pupils. In 2015-16, approximately 400 senior phase pupils from across the region will be undertook some form of vocational programme.

The D&G Chamber has accessed £540,000 Scottish Government funding to deliver a private sector led programme to forge greater links between employers, education and young people. The programme will operate across the region and will aim to increase the number of businesses working in partnership with schools to support young people into future employment.

Funding of £3.5m has been secured from European Social Fund (ESF) to deliver additional assistance to support young people into employment with local SMEs. Delivery of this programme allows companies to grow while accessing financial support for salaries for up to 6 months. This also helps encourage employers to offer a higher wage to help close the low wage gap in the region. There is also the offer a 6 month paid work experience programme to looked after young people age 16-24 that meets living wage for the over 25's.

Also, the Project Search programme is targeted at those with additional support needs and is delivered in partnership between Dumfries and Galloway College and the Council. The project gives 12 young people 9 months (academic) working in a variety of council departments through a work based learning programme that will support them towards sustained paid employment.

Skills Development Scotland (SDS) supported 765 new Modern Apprenticeships across the region and the national Employability Fund supported a further 420 training places. SDS has also led the development of a Regional Skills Assessment for Dumfries and Galloway which provides baseline information of skills which employers need. This is being used by partners to plan future service delivery, school based and further education opportunities.

Business

The Council Business & Enterprise Team has continued to deliver the Business Gateway service across the region and in 2016 to date the service has supported one business into Scottish Enterprise's Account Management programme with a further five businesses accepted onto the Growth Pipeline. The transition from new or micro business into the growth support provided by Scottish Enterprise is improving but remains low. Partners are actively working to address this and £1.3m funding has been secured from Europe (ERDF) to boost the services offered to the region's growing businesses. Through a Growth Accelerator Programme. This will take the form of specialist sectoral support delivered by for Tourism, Renewable Energy, Food & Drink and Creative Industries; all of which were recognised as key sectors within the RES. In addition new provision has been established to deliver specialist support in the areas of Procurement and Social Media, both of which have been identified as areas which can be exploited to support business growth.

Over the last year 5 companies in D&G have benefited from Scottish Enterprise Innovation support grants. 18 businesses have also undertaken manufacturing reviews with the support of the Scottish Manufacturing Advisory Service (SMAS), leading to reduced waste and improved cost, quality, and delivery performance.

In 2015/16 Scottish Development International (SDI) helped 42 D&G businesses to capitalise on global opportunities. During the year Scottish Enterprise worked with businesses to attract Regional Selective Aid (RSA) awards of £1.5m which created 100

new jobs in the region. Scottish Enterprise continued working with new and existing account managed companies to explore emerging opportunities both at home and abroad, that will enable them to meet their growth aspirations. The Rural Leadership Programme has once again been a success with 6 businesses from the region taking part.

Infrastructure and Regeneration Projects

£12.5m has been invested in our roads network across the region to improve resilience of our communities and support economic development. Dumfries and Galloway Council has invested £12.6m in the region's Broadband infrastructure and the region is benefiting from a share of a national investment of £264m. Our Council's investment, along with that of partners, has therefore significantly increased coverage from 26% to 68.3% and we expect this to continue to improve.

The Council successfully applied to the Scottish Government Regeneration Capital Fund for a £1.8m grant to support regeneration in Stranraer. The £3.49m project will deliver a range of improvements to key buildings, address empty or derelict property, offer a building improvement grant programme and improve areas of public realm. As part of delivering the regeneration priorities for Stranraer Waterfront and Loch Ryan, £2.65m investment to improve marina and leisure infrastructure has been progressed to provide new play equipment, a cafe and events facilities in Agnew Park and a slipway and boat storage area. A business case for further investment in the East Pier and the expansion of the marina is being developed.

In the M74 corridor area the Council, along with Scottish Enterprise and the Nuclear Decommissioning Authority, are working together to bring forward proposals for the regeneration of the Chapelcross site. The Chapelcross Development Framework was completed and this will provide the basis for future investment as partners recognised that the Chapelcross site represents a major opportunity to attract inward investment and create new jobs which will have a positive impact on the Dumfries and Galloway economy.

A study into the market conditions and strategic opportunities associated with the region's employment land sites has been commissioned and will be used to inform the forthcoming Main Issues Report as part of the Local Development Plan process, and will also be used to identify priorities for tackling market failure in the provision of sites for new and growing businesses.

Ewan Green
Head of Economic Development
22 February 2017

Item 4 Appendix 2

Dumfries and Galloway Health and Social Care Partnership are required to respond to the findings of the Joint Inspection of Health and Social Work Services for older people with a robust Improvement Action plan. The Improvement Plan will link locally with the delivery of the Dumfries and Galloway Integration Joint Board Health and Social Care Strategic Plan (2016-2019).

The Improvement Plan is based on five themes which respond to the ten recommendations outlined in the inspection report:-

1. Governance;
2. Performance Management
3. Leadership and Communication;
4. Quality and Delivery of Services;
5. Learning and Development.

The five themes are then broken down into objectives and actions. There is an identified senior lead for each theme who will report to the Chief Officer.

The commitment given by the Chief Officers Group to provide excellent services which will deliver better outcomes for people in our region will underpin sustained improvement into the future.

Improvement Action Plan to Address the Recommendations Outlined in Care Inspectorate Inspection Health and Social Work Services for older people in Dumfries and Galloway Jan 201

RECOMMENDATIONS

The Health and Social Care Partnership should:

1. Develop and implement a joint coherent approach to improvement that:
Supports early intervention and prevention, helps prevent hospital admission, and supports hospital discharge
2. Improve support to carers
Improvement should be measured within the partnership's Outcome Framework
3. Take action to improve the use of anticipatory care planning.
These plans should be accessible to all staff in all settings so that they have appropriate access to information.
4. Ensure older people and carers waiting to have their needs assessed or to receive services are: Kept informed of the reasons for the delay, given indicative timescales, and informed of who to contact if their needs increase in the meantime.
5. Make sure that all staff are given appropriate information plans on key changes such as budget arrangements and workforce developments as operational action plans are developed in localities.
6. Should put in place a coherent strategy on the use of community and cottage hospitals and intermediate care options as a priority. This should be carried out alongside the developments for the new hospital so that plans are managed effectively.
7. Should ensure that the necessary controls are put in place to avoid any potential instances of conflict between its responsibilities to the NHS board and the Integration Joint Board.

Joint Inspection Improvement Plan 2016 Version 5.4

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8. **Should put a plan put in place to ensure the most efficient and effective use of unallocated funds.**

Procedures and controls should be established to ensure that all funding allocations, including those delegated to locality managers, are made in accordance with national guidance.

9. **Should give timescales for the development and implementation of SMART locality action plans so that new models of care can be put in place.**

The partnership should be able to demonstrate how it will communicate plans with all staff across all agencies within the individual localities.

10. **Should ensure that the role of the public health workforce is made explicit within its strategic plans.**

This should also be made explicit within its focus on early intervention and prevention approaches.

DRAFT

The Senior Leads for the Themes will be:

Lillian Cringles – Chief Social Work Officer – Governance

Vicky Freeman – Head of Strategic Planning– Performance Management

Alice Wilson Depute Nurse Director – Leadership and Communication

Graham Abrines – Interim General Manager Community Health and Social Care – Quality and Delivery of Services

Linda Davidson – Deputy Director Human Resources Workforce and Organisational Development

The role of the Improvement Lead for each theme is to ensure that appropriate actions are identified and implemented within the context of the ongoing links to existing work across the partnership. This includes links to the Strategic Plan and the Locality Plans. The Improvement Lead will oversee the delivery of the agreed actions under the theme.

One of the key intentions of this action plan is to ensure there is no duplication of effort and that communication and co-ordination of activity is overseen by the Improvement lead group and the Chief Officer. The Support Officers will work across the Improvement Leads as required.

The Improvement Leads will report progress to the Chief Officer on a monthly basis. The Chief Officer will report progress of the Improvement Plan quarterly to the Health and Social Care Senior Management Team (HSCSMT) and each theme will be presented at the Clinical and Care Governance Committee of the IJB. The Chief Officer will also report to the Chief Officers Group (COG).

CURRENT KEY STRATEGIC ISSUES UPDATE

1. Purpose of Report

This report provides the Strategic Partnership with an update on five strategic policy issues.

2. Recommendation

The Strategic Partnership is invited to note the position of current key strategic issues: Regional Economic Strategy Action Plan; Children's Services Plan; Tackling Poverty Action Plan; Health and Social Care Strategic Plan; and the Regional Transport Strategy.

3. Background

3.1 This report on current strategic issues and evidences progress in five 'foundation' Strategies:

- Regional Economic Strategy
- Children's Services
- Tackling Poverty
- Health and Social Care Strategic Plan
- Regional Transport Strategy

4. Updates

4.1 Regional Economic Strategy (RES) 2016-2020

4.1.1 The RES was agreed by the Economy, Environment and Infrastructure Committee on 12 May 2015 and endorsed by the Strategic Partnership on 19 June 2015.

4.1.2 **Appendix 1** is the current Performance Monitoring Report for the Action Plan.

4.1.3 The Economic Leadership Group had its second meeting on 11 November 2016 and a detailed discussion on the regional priorities took place in line with its remit to oversee the RES.

4.1.4 'The [Enterprise and Skills Review Phase 1](#) published by the Scottish Government on 26 October 2016, contains an Action within it '*Recognising the unique challenges faced in the region, we will create a new vehicle to meet the enterprise and skills needs of the South of Scotland*'. This report and recommendation were referred to at the D&G Economic Leadership Group meeting in November 2016 and will be an ongoing topic at meetings

Lead Officer: Ewan Green, Head of Economic Development, Dumfries and Galloway Council

4.2. Children's Services Plan

4.2.1 Under the Children and Young People (Scotland) Act 2014, the Council and partner agencies have a statutory requirement to jointly produce a Children's Services Plan that sets out a jointly-agreed, shared vision and priorities for children's services across Dumfries and Galloway for a 3 year period from 1 April 2017.

4.2.2 In December 2016, the Scottish Government released Statutory Guidance on Children's Services Planning. The guidance contains direction on:

- The aims, purpose and scope of Children's Services Plans
- The process by which a plan should be developed
- Required content
- The range of stakeholders that should have the opportunity to participate in the development of the plan
- The process for review of the plan
- The duty of the Council and NHS to jointly report on the plan annually to the Scottish Government.

4.2.3 In Dumfries and Galloway, an 18 month Children's Services Improvement Plan was implemented after publication of the report on the 2013 -14 Joint Inspection of Services for Children and Young People in Dumfries and Galloway. This Improvement Plan was followed by an Interim Children's Services Plan in 2015 which continued to take forward and embed priority improvement activities that were identified in the Joint Inspection. The 2017-20 Children's Services Plan will replace the 2015 Interim Plan.

4.2.4 The 2015 Interim Plan maintained a focus on vulnerability as the priorities in the Plan continued to reflect the recommendations from the Joint Inspection, particularly with regard to child protection; corporate parenting; and early intervention. In May 2016, the Care Inspectorate led a second Progress Review of services for children and young people in Dumfries and Galloway and the findings from this Review were very positive. The Care Inspectorate advised us that they were confident in our ability to sustain improvement and that Dumfries and Galloway could return to the regular inspection schedule. While our improvement activity has had demonstrably positive results, there is still a need to maintain a focus on existing priorities while looking ahead to 2020 and broadening the priority areas in the 2017- 20 Children's Services Plan in order to reflect a more universal approach.

4.2.5 The process of developing the Children's Services Plan was as follows:

- i. The Children's Services Executive Group tasked a multi-agency Steering Group to lead on the development of the plan that included representation from the Third Sector and multi-agency strategic groups (Child Protection Committee; Early Years Group; GIRFEC Group; Corporate Parenting Group; Youth Justice Strategy Group).
- ii. A series of consultation events were held across all four locality areas.
- iii. Data was collected and analysed from a range of multi-agency sources including the Health Strategic Needs Assessment produced by Dumfries and Galloway Health Intelligence Unit.
- iv. Feedback was collated and analysed from consultations that had taken place with young people over the previous 12 months.
- v. A set of draft priorities were identified which were then agreed by CSEG.
- vi. Members of the steering group were asked to consult with their services and strategic groups to develop action plans under each priority.
- vii. The set of high-level indicators from the 2015 interim plan were reviewed through a process of consultation. This was to ensure they remain valid and whether, taken as a whole, they allow judgements to be made about the impact of improvement activity on the wellbeing of children and young people in Dumfries and Galloway.
- viii. An impact assessment has been arranged for 15 March.

- ix. The draft plan will undergo a governance and consultation process before being submitted to full Council on 28 March 2017 and to the NHS Board on 3 April 2017.

4.2.6 A six month update report on progress to date will be made to Dumfries and Galloway Council with joint annual reporting to both Dumfries and Galloway Council; NHS Dumfries and Galloway Board and the Scottish Government.

4.2.7 The Council and its partners have a duty to submit the Children's Services Plan to the Scottish Government and to publish the plan as soon after 01 April 2017 as possible. The plan will be published on the Children and Families webpages and a more accessible, young-people-friendly version of the document will be produced and publicised.

Lead Officer: Colin Grant, Director Children, Young People and Lifelong Learning, Dumfries and Galloway Council

4.3 Tackling Poverty

4.3.1 The first meeting of the Community Planning Tackling Poverty Co-ordinating Group, bringing everyone together (public and third sector representatives, expert advisors and service users) is scheduled for 30 March 2017 in the North West Resource Centre. A report to [Dumfries and Galloway Council on 15 December 2016](#) (Item 8) noted the very positive progress and the wide range of related activity being undertaken in implementing the Strategy Action Plan.

4.3.2 Dumfries and Galloway Council agreed its 2017/18 budget on 28 February 2017. A key focus of this budget was policy initiatives and investment that reinforces the Council's commitment to tackling poverty including increased learning support provision, all ability play areas, and "Links to Work" initiative.

4.3.3 The Budget also creates a Local Anti-Poverty Fund of £350,000 to be allocated by local Area Committees to events/activities/projects that help tackle poverty as quickly as possible. The local distribution is to ensure the monies will make the biggest positive impact on tackling poverty in their respective areas. A comprehensive programme of Breakfast Clubs is also being developed with an allocation of up to £400,000. As a minimum these will be free for children entitled to free school meals. Finally, the remaining £250,000 balance of funds will be used to support delivery of the agreed Anti-Poverty Strategy outcomes.

4.3.4 A region wide 'mapping exercise' was launched on 6 February 2017. This work is being completed in partnership by Third Sector, Dumfries and Galloway and the Council. When concluded analysis will take place to detail activity taking place across all sectors to either tackle poverty or support people to stay out of poverty. Findings will be used to provide evidence-based recommendations for future resource allocations and investment.

4.3.5 Dumfries and Galloway Council hosted one of ten national Poverty Alliance Regional Networking events on 24 November 2016. There was a high attendance from across partners. One of the agreed outcomes was the 'mapping exercise' detailed above which was highlighted as being beneficial to reduce duplication and improve service user experience.

4.3.6 An “Aspiring Communities” event was held in conjunction with the Scottish Government on 28 February 2017. 47 delegates attended. The purpose of the event was to highlight the availability of the Scottish Government funding and invite applications from organisations who are tackling poverty.

Lead Officer: Harry Hay, Head of Customer Services, Communities Directorate, Dumfries and Galloway Council.

4.4 Health and Social Care Integration

4.1 The Health and Social Care Partnership was subject to a joint inspection of services for Older People in early 2016. The findings of the inspection were published in October 2016 and the Health and Social Care Partnership was required to submit an Action Plan to meet the 10 recommendations from the Inspection Report. The Action Plan was approved locally by the Clinical and Care Governance Committee of the Integration Joint Board. Feedback has recently been received from the Care Inspectorate/Healthcare Improvement Scotland signing off the proposed Action Plan. Under the leadership of the Chief Officer, the actions will now be progressed by the Partnership. Key aspects of the Action Plan can be found in **Appendix 2**.

4.2 The Integration Joint Board continues to receive quarterly Performance Reports assuring members on progress with the commitments set out in the Strategic Plan. The first set of locality performance reports have been submitted to the four Area Committees in order that the Area Committees can effectively scrutinise the delivery of Locality Health and Social Care Plans.

4.3 The Integration Joint Board Finance and Performance Committee will be considering the draft budget for the Integration Joint Board at its forthcoming meeting. The committee will also be asked to consider a framework for budget reduction and management in order to make recommendations to the full Integration Joint Board meeting in March regarding the financial position.

4.4 Operationally the four localities continue to progress the implementation of the locality plans. Through engagement with our local committees, plans are being developed which will support older people to remain at home or in a homely setting being supported by our health and social care delivery teams. Examples of work include the plans to develop augmented community teams in DG1/2 and proposals to transform services for older people in the Esk Valley. Work is also being undertaken to review day services across the partnership.

4.5 The Health and Social Care Partnership is currently recruiting to the key role of General Manager for Community Health and Social Care. It is expected that a permanent appointment will be made in March.

4.6 The Integration Joint Board papers, the latest Integration news, documents and consultations, can be accessed on the Health and Social Care Integration pages of the dg.change website <http://www.dg-change.org.uk/>

Lead Officer: Julie White, Chief Officer Health and Social Care

4.5. Regional Transport Strategy

4.5.1 The “[Dumfries and Galloway Transport Summit – Final Report](#)” (linked here) which incorporates the results of the public engagement exercise, was published on 28 December 2016.

4.5.2 The report concludes with 13 actions and next steps which are provided below for information:

- A summit report will be issued in draft in four weeks for public comment. -This action has been completed.
- Final summit report to be published by the end of 2016. - This action has been completed.
- The summit recognised that organised pressure groups exist to further the cause of particular transport upgrades and engagement by the relevant organisations will continue to address their concerns.
- Transport Scotland will prepare a Springholm and Crocketford village traffic management study.
- Key partners will need to focus on what improvement can be made to improve the situation at Stranraer, looking closely at connectivity and access to road, rail and the ports at Cairnryan.
- Transport Scotland will work with stakeholders to discuss capacity and the condition of rail rolling stock on the Nith Valley line.
- Transport Scotland will continue to monitor progress on the rail station appraisal work which is underway, offering advice where appropriate.
- Transport Scotland will work with local authorities to consider ways in which congestion can be reduced to ease travel for bus services.
- Transport Scotland will bring forward proposals for a Transport Bill, including measures to improve bus services, and consult widely on those.
- Transport and travel aspects related to health and social care to be considered in the National Transport Strategy review.
- All partners should consider current legislation that limits council's to operate commercial bus services.
- SWestrans will refresh their Regional Transport Strategy.
- Progress on key road improvements, including improvements to the A77 south of Girvan, linking to Cairnryan Ferry hub and the A75 and improvements to connect Dumfries and the A74(M), will be considered in the forthcoming reviews of the National Transport Strategy and the Strategic Transport Projects Review.
- New Action: The final transport summit report will form part of the initial evidence base that will support the reviews of the National Transport Strategy and Strategic Transport Projects Review

4.5.3 The SWestrans Board, at its meeting on 13 January 2017, agreed that the Chairman writes to the Minister for Transport and the Islands welcoming the Dumfries and Galloway Transport Summit final report, offering full assistance in the delivery of the identified actions and seeking agreement that Transport Scotland will provide updates at future Board meetings on progress made.

4.5.4 Development of the draft Main Issues Report for the refresh of the Regional Transport Strategy (RTS) continues and once prepared will be made available for a 6 week public consultation period. The outcomes of this consultation will then feed into a draft RTS in step with the National Transport Strategy development which in turn will allow SWestrans to present a refreshed RTS shortly after the production of the final NTS.

Lead Officer: Douglas Kirkpatrick, Transportation Manager

Liz Manson Community Planning and Engagement Manager 01387 260074 7 March 2017	Derek Crichton Director Communities Dumfries and Galloway Council
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Appendix 1 – RES Performance Monitoring Report as at 22 February 2017

Appendix 2 – key aspects of the Improvement Plan following the Joint Inspection of Health and Social Work Services for older people

DUMFRIES AND GALLOWAY LOCAL OUTCOMES IMPROVEMENT PLAN AND LOCALITY PLANS

1. Purpose of report

This report provides the Strategic Partnership with an update on the development of the Dumfries and Galloway Local Outcomes Improvement Plan (LOIP) and Locality Plans.

2. Recommendation

The Strategic Partnership is invited to:

2.1 agree the detailed engagement programme for the development of the Dumfries and Galloway LOIP as detailed in Appendix 2;

2.2 note the ongoing work in relation to the evidence and data; and

2.3 agree the lead officers for the key current strategies work together to prepare for the LOIP and Locality Plans Workshop on 16 June 2017.

3. Background

LOIP

3.1 The Community Empowerment (Scotland) Act 2015 requires each Community Planning Partnership (CPP) to develop, agree, monitor and report on a LOIP. This aspect of the Act was enacted on 20 December 2016.

3.2 LOIPs are to be in place for 1 October 2017. As our Strategic Partnership has an Interim LOIP in place (agreed by the Strategic Partnership in September 2016 and attached as **Appendix 1**) we are in a good place to move forward.

3.3 The Outcomes of the Interim LOIP are around:

- economy and employability;
- protecting children;
- adult health and social care;
- tackling poverty; and
- equalities.

There are underpinning themes of transport and the environment.

Locality Plans

3.4 The Regulation for Locality Plans was also enacted on 20 December 2016. It states a maximum population size for a Locality Plan and the Guidance indicates that this need not necessarily be for a geographic community. Communities of interest could also be the population for a Locality Plan – the key issue is the identification of a group of people facing the greatest inequality and socio-economic disadvantage within the CPP area.

Current developments

3.5. Work is currently taking place in all aspects of the Interim LOIP theme areas – the report also on this agenda about the Current Key Strategies evidences the work in progress in the Children’s Services Plan (due for agreement later this month); the Regional Economic Strategy; the implementation of the Anti-Poverty Strategy Action Plan; the first progress reports on the Health and Social Care Locality Plans are being scrutinised this month; and the report on the Transport Summit held in December 2016 has been published and is currently being considered, and a meeting of the Strategic Housing Forum, which includes consideration of the Local Housing Strategy, takes place on 14 March 2017.

3.6 The LOIP Guidance highlights the importance of closer links between community planning and physical planning – the region’s Local Development Plan has to be produced by September 2019 and there is a detailed timetable for the key stages of its development. The ‘Main Issues Report’ is currently the subject of drop in sessions and online consultation with a deadline of 24 April 2017. The report arising from that consultation will assist in identifying issues for communities of place.

3.7 Finally, in addition, to these ongoing developments, the Public Sector partners are currently updating their Equality Outcomes and this will assist in identifying the communities of interest and the work that is needed to address the disadvantages they experience.

3.8 There are therefore a number of different strands that are coming together over the coming months. The next Strategic Partnership is scheduled for 16 June 2017 and so it would be helpful for the lead officers for these issues to prepare the Workshop content and materials for consideration by the attendees.

Engagement Programme

3.9 The Strategic Partnership on 16 September 2016 agreed the outline engagement programme for the development of the LOIP, to fulfil the requirements and the spirit of the legislation and the associated Guidance.

3.10 Recent developments including the inter-agency Consultation Institute training and the development of partners’ Participation and Engagement Strategies/Plans have assisted in clarifying the detail of our proposed approach which is attached as **Appendix 2**.

Longer term improvements

3.11 The LOIP and Locality Plans gives the Community Planning partners an opportunity to refresh its focus and purpose; and the new statutory duties for the five public sector partners, supported by the Third Sector Interface, also offer an opportunity for change; along with the partners’ commitment to increased community involvement in decision-making. The timescale for putting these new arrangements in place could usefully be after the LOIP and Locality Plans have been agreed.

3.12 The emerging model being developed by the Executive Group for the relationship between the LOIP and Locality Plans is attached as **Appendix 3**

Liz Manson Community Planning and Engagement Manager 01387 260074 7 March 2017	Derek Crichton Director Communities Dumfries and Galloway Council
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Appendix 1 – Dumfries and Galloway Interim LOIP 2016/17

Appendix 2 – Engagement Programme for the development of the Dumfries and Galloway LOIP by 1 October 2017

Appendix 3 – emerging Model for the community planning in Dumfries and Galloway based around the LOIP and Locality Plans



**Interim
Dumfries and Galloway
Local Outcomes Improvement Plan
2016/17**

Contents	Page
1. Foreword	3
2. Background to the Local Outcomes Improvement Plan	4
3. Our Community Planning Vision and Principles	5
4. Our ten year vision for Dumfries and Galloway	6
5. Our Outcomes	6
6. Our contribution to the National Outcomes	7
7. Our approach to tackling inequalities	8
8. Partnership working	9
9. Research and engagement	10
10. Our Performance Management Framework	11
11. Our Governance and accountability arrangements	12
12. Our Resources	13-15
13. Our Region's profile	16-19
14. Our Outcomes, examples of good practice and performance measures	20-31

1.Foreword

This Interim Local Outcomes Improvement Plan sets out partners' initial thinking about inequality in Dumfries and Galloway, how we are going to tackle it and what we are going to measure and monitor to demonstrate progress.

Its foundation is recent strategic plans that have been developed with engagement of a wide range of stakeholders, academic research and evidence and so we can be confident that it represents the current picture and aspirations.

We will use this Plan as the basis of our conversations with Scottish Government and others to secure their contributions to our activities.

We will develop the concepts in this Interim Plan over the coming year through a programme of engagement and further research to meet national Guidance and local aspirations, so that our first Local Outcomes Improvement Plan in October 2017 is a comprehensive, shared articulation of what we want for this region and how we will all contribute to achieving it.

Ronnie Nicholson
Chair
Dumfries and Galloway Strategic Partnership

September 2016

2. Background to the Local Outcomes Improvement Plan

The Community Empowerment (Scotland) Act 2015 Part 2 requires each Community Planning Partnership (CPP) to prepare and publish a Local Outcomes Improvement Plan (LOIP) which sets out

- (a) local outcomes to which priority is to be given by the CPP with a view to improving the achievement of the outcomes,
- (b) a description of the proposed improvement in the achievement of the outcomes,
- (c) the period within which the proposed improvement is to be achieved, and
- (d) a description of the needs and circumstances of persons residing in the area of the local authority to which the plan relates.

The Act also states that 'in carrying out its functions, 'the Community Planning Partnership must act with a view to reducing inequalities of outcome which result from socio-economic disadvantage'.

An individual's socio-economic status is a person's social and economic position in relation to others, based on income, education and occupation.

There are seven areas where significant inequalities exist within Scottish society: poverty/low income; access to services; employment; education; health; discrimination; and targeted violence and safety (*Equality and Human Rights Commission*).

Other definitions about health inequality and poverty are also relevant:

Health inequalities are the unfair and avoidable differences in people's health across social groups and between population groups. They are most commonly associated with socio-economic inequalities but can also result from discrimination. The fundamental causes of health inequalities are an unequal distribution of income, power and wealth. This can lead to marginalisation of individuals and groups. (*NHS Health Scotland*).

People are said to be living in poverty if their income and resources are so inadequate as to preclude them from having a standard of living considered acceptable in the society in which they live (*European Commission Joint Report on Social Inclusion*).

Therefore this Local Outcomes Improvement Plan is focussed on tackling the inequalities that exist in our region.

3. Our Vision and Principles

Our overarching Community Planning Vision is 'working together to create an ambitious, prosperous and confident Dumfries and Galloway where people achieve their potential'.

A number of Principles have been identified as important in guiding partners to achieve the Vision:

Best value

-providing the right services in the right place, at the right time and at the right price.

Engagement

-listening to, speaking and consulting with individuals and communities, following National Standards and Compact guidance where involving the public and ensuring participation are key elements.

Diversity

-treating people equally and respecting others irrespective of social or cultural differences.

Sustainability

-ensuring long-term economic, social and environmental wellbeing.

Working together

-finding ways of planning and delivering services in a better way that makes a real difference to people's lives.

4. Our Ten Year Vision for Dumfries and Galloway

Over the next ten years we want to make positive and tangible changes in our region. We want to see work at pace, identifying and making service improvements and achieving a significant shift towards preventing problems arising rather than tackling them after they have happened. We want all our people to fulfil their potential and make the most of our rural and urban places right across our region.

5. Our Outcomes

1. We will have better paid employment for working people in our region

Our region's economy is seen to be the key to unlocking the future potential of our communities and people. We will work towards ensuring that every member of every community has equality of access to a prosperous future. We need to address the low wage position of our region and ensure that barriers are removed for everyone who is able to work.

2. There will be positive destinations for vulnerable children and young people

We will ensure that we keep our children safe and free from harm. We want all of our children, young people and families to have a positive impact on what they will be able to do, who they may become and how they will contribute to society. We will give the right support to raise ambition, attainment and wellbeing for vulnerable and disadvantaged children, young people and their families.

3. Older and vulnerable people are able to look after their own health and wellbeing

We want a place where our ageing population is happy in mind and healthy in body, as independent, physically and economically active as they can be, and living in the type of housing and the community that they want to for as long as possible.

4. People are supported to get out of poverty

We want to ensure that people experiencing poverty are supported to escape from poverty so that they can lead independent, safe, happy and fulfilled lives. We recognise that to do this we need to ensure that information and services are available and easy to access and that we listen to, and respond to the people who have recent, lived experience of poverty

5. Our minority groups make a strong contribution to the planning, delivery and improvement of services and their communities

We want a region that maximises the contribution of everyone who lives here. Minority communities have barriers to overcome to enable them to contribute fully to life and work and we want to ensure that these barriers are removed or at least reduced so that they can reach their full potential.

6. Our contribution to the Scottish Government National Priorities and Outcomes

There are five national Outcomes with performance measured through 55 National Indicators (updated in March 2016). Our Local Outcomes contribute to these National Outcomes as detailed below.

Local Outcomes	1	2	3	4	5
National Outcomes					
We live in a Scotland that is the most attractive place for doing business in Europe	o				
We realise our full economic potential with more and better employment opportunities for our people	o				
We are better educated, more skilled and more successful, renowned for our research and innovation	o	o			
Our young people are successful learners, confident individuals, effective contributors and responsible citizens		o			o
Our children have the best start in life and are ready to succeed		o			
We live longer, healthier lives			o		
We have tackled the significant inequalities in Scottish society	o	o	o	O	o
We have improved the life chances for children, young people and families at risk		o	o		
We live our lives safe from crime, disorder and danger			o		
We live in well designed, sustainable places where we are able to access to amenities and services we need		o	o	O	
We have strong resilient and supportive communities where people take responsibility for their own actions and how it affects others			o		o
We value and enjoy our built and natural environment and protect it and enhance it for future generations	o				
We take pride in a strong fair and inclusive national identity					o
We reduce the local and global environment impact of our consumption and production	o				
Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it			o		
Our public services are high quality, continually improving, efficient and responsive to local people's needs				O	o

7. Tackling inequalities

Social, economic and environmental inequalities and their effects are pervasive locally as well as nationally. The Health and Social Care [Strategic Needs Assessment](#) has identified inequality as a current theme throughout the region. Many indicators show persistent inequalities, with poorer health outcomes in people living in more disadvantaged areas: those living in poverty are significantly more likely to experience ill health and premature death than those living in advantaged circumstances.

Tackling inequalities in Dumfries and Galloway is complicated by the rural nature of the area. It is widely acknowledged that geographic measures of deprivation are less suited to rural areas of Scotland. Deprivation is less concentrated in rural areas like Dumfries and Galloway, meaning that much deprivation is “hidden” by using these methods.

Our region’s Inequalities Action Framework looks at the key principles and questions in relation to:

- Needs assessment
- Outcome focussed planning
- Actions to reduce inequalities
- Measuring progress

The Framework is aimed at supporting all those involved in developing policies, guidelines, interventions, programmes and services by providing information and tools necessary to addressing inequalities. Its aims are:

1. To establish a shared understanding across partners of the causes of health inequalities with reference to the wider inequalities within society.
2. To support organisations and partnerships in identifying and agreeing the actions they can take to contribute reducing inequalities.
3. To support the shift to prevention and early intervention rather than dealing with problems in health and social care after they have arisen.
4. To ensure that policies tackle social, economic and environmental inequalities.
5. To support action to prioritise disadvantaged groups and areas of deprivation
6. To provide tools to ensure that those planning, designing and implementing policies and interventions identify the impact of their work on inequalities (and related health inequalities) and are able to take action to eliminate these

The Framework draws on national research around inequalities to identify the fundamental causes; wider environmental influences; individual experience and effects (Beetson et al) and the approach being to undo; prevent and mitigate.

8. Partnership working

The CE(S)A 2015 also supports a change to the culture and basis of Community Planning. It has a greater focus on shared leadership and will see empowerment of communities and individuals in a range of ways including through participation requests and asset transfers.

Our Community Planning Partnership values co-production as an assets approach which builds on skills, knowledge, experience, networks and resources that individuals and communities bring. It builds on equal relationships where individuals, families, communities and service providers have a reciprocal and equal relationship and an approach, where services do with and not to the people who use them and who act as their own catalyst for change.

Our volunteering network is a particular strength and continues to develop and grow.

We also appreciate that our private sector has a significant contribution to make. We therefore have a range of different models and types of partnership working between authorities, agencies, social enterprises, communities and businesses to maximise their input.

These approaches have been woven into the very fabric of our LOIP to ensure that there is a sustainable and tangible shift in what we do and the way we do it.

9. Research and Engagement

9.1 This Interim LOIP has been led by the members of the Strategic Partnership who bring with them the contribution of the individual partner organisations and sectors which they represent.

9.2 It is built on a sound foundation of ongoing research and engagement with communities and individuals through thematic and local partnerships, – particularly in the recent development of key strategies and plans:

- [Regional Economic Strategy](#) and the [Economic Baseline Study for Dumfries and Galloway](#)

- [Children's Services Plan](#)

- [Health and Social Care Strategic Plan](#)

[Anti-Poverty Strategy](#) and the research study [Poverty and Deprivation in Dumfries and Galloway](#)

It has also been informed by community engagement around the [Community Learning and Development Partners' Strategic Plan](#) and the [Empowering Communities Service Review engagement with communities](#)

9.3 In particular, our minority communities, through our Equality and Diversity Working Group, have been involved in supporting the co-design of the LOIP outcomes and feedback from discussion at Third Sector D&G Annual Conference has also influenced the outcomes.

9.4 We are developing a comprehensive model for ongoing engagement about the LOIP and pre-consulting work with equalities groups and Third Sector organisations has identified the value of using new approaches and methodologies.

9.5 Alignment with consultation on the [Local Development Plan](#) will provide useful research and feedback for the LOIP and the Health and Social Care Partnership [Participation and Engagement Strategy](#) and the Council's [Community Participation and Engagement Strategy](#) will underpin this work. External assessment and quality assurance will also assist in ensuring that our community engagement is best practice.

10. Our Performance Management Framework

10.1 Our Interim LOIP performance information features selected projects and indicators that are focussed on tackling inequality across our region.

10.2 Monitoring

On a partnership basis:

- There will be an annual report on the delivery of the Interim LOIP to the Strategic Partnership. This will include commentary and testimonies from community representatives.
- The performance targets are owned by individual thematic partnerships and, in the majority of cases, with lead partnership(s) for each Outcome taking on a co-ordination role:
Outcome One – Economic Leadership Group
Outcome Two – Children’s Services Executive Group
Outcome Three – Health and Social Care Partnership
Outcome Four – Tackling Poverty Co-ordination Group
Outcome Five – Community Learning and Development Executive Group
- Progress of individual projects and services is reported to the Strategic Partnership on an ongoing basis when there are significant developments or problems to be addressed
- A publication called ‘Broadcast’ is delivered to every household in Dumfries and Galloway once a year to tell local people about progress in achieving performance targets and there are quarterly Community Planning e-newsletters
- Local media, e-newsletters and the Community Planning web pages are employed to ensure information is available to public and all partners
- An annual performance report is submitted to the Scottish Government and under the CE(S)A 2015 our communities will be involved in annual reporting

On an individual basis:

- Partners will report progress on the delivery of their particular contribution to the LOIP through their own performance and reporting arrangements

10.3 Performance recording arrangements

Work has been ongoing throughout the duration of the four SOAs and so there is experience and expertise to draw on. Partners will continue to use the computer based Covalent system as the preferred tool for recording and reporting progress.

It is recognised that there is a need to improve trend and baseline information and comparison with national performance.

11. Our Governance and accountability arrangements

11.1 Dumfries and Galloway Community Planning partners evidence openness, inclusiveness and accountability through the formal decision making processes

Oversight of the LOIP is the responsibility of the Strategic Partnership. The detailed membership, remit and working arrangements are being reviewed and current arrangements are detailed in the [Operating Protocol](#). The Executive Group membership, remit and working arrangements can also be found in the Operating Protocol.

11.2 The five partners with a statutory duty to facilitate community planning continue to report through their governance structures as follows:

Dumfries and Galloway Council – Full Council

NHS Dumfries and Galloway – NHS Board

Scottish Enterprise – Scottish Enterprise Board

Police Service of Scotland – Scottish Police Authority

Scottish Fire and Rescue Service – Scottish Fire and Rescue Service Board

11.3 Impact Assessment

Our impact assessment has identified positive impacts in all Protected Characteristics; human rights, health and wellbeing, economic and social sustainability, environmental sustainability, climate change and energy management.

11.4 The CE(S)A sees an important shift in the statutory duties to facilitate community planning with five partners now responsible - local authority, health board, Scottish Enterprise, Police Scotland and the Scottish Fire and Rescue Service, supported by the Third Sector Interface, Third Sector, Dumfries and Galloway. Updated arrangements for community planning will be developed to reflect the focus of the LOIP on tackling inequality; and there will also be a redesign of our locality arrangements.

12. Our Resources

12.1 Partnership between the Scottish Government and the Community Planning Partnership

It is recognised that delivery of the LOIP is dependent on adequate funding and all local partners are committed to working constructively with the Scottish Government to secure that, as well as making operational efficiencies and maximising other funding opportunities.

12.2 Services and projects

Work is being undertaken to identify the resources that are being invested in each of the Outcomes. It is recognised that new ways of delivering services and supporting individuals and communities are required and there is a need to refocus budgets to support prevention activity and early intervention.

12.3 An indication of the resources available to partners is as follows

Dumfries and Galloway Council	Budget	Revenue £335.4M Capital £31.6M
	Staff	6762
	Schools	102 Primary 16 Secondary

NHS Dumfries and Galloway	Revenue Budget	£273M
	Staff	Approx 4,500 (does not include GPs and Dentists)
	Main hospitals	2
	Cottage hospitals	8
	GPs and surgeries*	178 GPs 34 GP surgeries

Scottish Police Service (D&G Division)	Staff*	342.17 FTE Police officers 33.89 FTE Police staff 50 Special Police Constables
	Police stations	15

Scottish Fire & Rescue Service (D&G Division)	Staff	340 (whole time, retained, auxiliary and support staff)
	Fire stations	16 + 2 training centres

Dumfries and Galloway College	Budget	£8,413,961 core grant from Scottish Funding Council £380,867 capital grant; and £302,720 from the European Structure Fund
	Campuses	2
	Staff	304

	Students	9,000
Third Sector	Interface Budget	£503,270
	Interface Staff	15 Full Time 3 Part Time
	Volunteers in D&G	44,000
	Charities in D&G	829
SWestrans	Budget	Revenue £252k Capital £823k £4M Public Bus Service
Housing Associations	Budget	Revenue £252k Capital £823k Public Bus Service£4M
Private Sector	Turnover	£4.23 billion
	Businesses	7445
Community Councils	Constituted	90

12.4 The most significant area of joint resource planning and integrated budget is in our health and social care arrangements with the Integration Joint Board (IJB) responsibilities and partner contributions as follows:

Summary IJB Budgets 2016/17	£k
NHS Delegated Budget	213,465
Council Delegated Budget	60,524
Social Care Fund (included within the council budget figures)	7,598
Subtotal	281,587
Delayed Discharge	640
Integrated Care Fund	3,040
New Medicines Fund	1,780
Subtotal	5,460
TOTAL	287,047

Council contributions	15/16 Baseline Budget	16/17 Budget
	£k	£k
Adult Social Work Services	5,550	5,633
Adults with Addict/Sub Misuse	291	291
Children & Families	103	104
Older People	23,401	23,802
People with a Learning Disability	17,135	16,915
People with Mental Health Need	2,316	2,292
People with Physical Disability	5,934	5,815
Non Social Work Budgets	7,367	7,460
Recurring 2015/16 Pressure	0	154
Balance of Social Care Fund	0	5,655
Total	62,097	68,122

NHS Contributions	Recurrent 2015/16 Baseline Budget	Inflation Uplift	Total
	£k	£k	£k
Acute & Diagnostics Directorate	86,136	2,346	96,475
Facilities & Clinical Support	18,552	324	18,866
Mental Health Directorate	20,247	862	20,814
Primary & Community Care	56,341	918	57,588
Women & Children's Directorate	19,029	807	19,722
Total Budgets	200,304	5,257	213,465

13. Our Region's Profile

Population and geography

- third largest region in Scotland covering 6,426 sq km (8.2% of the total land area of Scotland)
- population of 149,670 (National Records of Scotland (NRS) 2015, Mid-Year Population Estimates (2.8% share of the total population of Scotland)
- overall population is projected to decline from 150,828 in 2012 to 141,617 in 2037, a decrease of 6.1% (NRS population projections, 2012 based). The annual number of deaths per year is regularly 300-400 higher than the number of births, which means that the natural growth of the population is negative
- recent trends have shown the gap between in-migration and outmigration to be narrowing, with more people leaving than arriving in 2012 (NRS). The high migration projection shows the population increasing from 150,828 in

2012 to 150,135 in 2037, a decrease of 0.5%. The low migration projection forecasts that the population size will fall to 145,394 in 2037, a decrease of 3.6%

Rurality

- one of the most rural areas of Scotland (Scottish Government Urban Rural Classification 2013-14); third highest ranked of the mainland council areas, with 19.6% of the population living in remote rural locations, behind Argyll and Bute and the Highlands
- characterised by small settlements of 4,000 people or less spread across a large area
- nearly half of all people in Dumfries and Galloway (45.8%) live in areas classified as rural (areas with fewer than 3,000 people)
- nearly one third of people (47,538 or 31.5%) living in areas with fewer than 500 people (NRS Population Estimates for Settlements, 2012)
- more than one in five (over 3,000) of all older people (age 75 or older) live in remote rural areas (Census 2011 mapped to Urban Rural Classification 2013-14 for Datazones)
- population density 0.24 people per hectare (Scottish average: 0.68)
- largest town is Dumfries (population 39,240 including Lochaberbriggs), followed by Stranraer (10,510) and Annan (8,920) (NRS Population Estimates for Settlements, 2012)
- over a quarter of the population (27.2%) lives in an area considered to be remote (further than 30 minutes' drive away from a large town of population 10,000 or greater) Urban Rural Classification 2013-14
- seven secondary schools have fewer than 500 pupils; 43% of primary schools have fewer than 50 (source D&G Council)

Transport infrastructure

- Local Roads Network comprises 2,590 miles
- approximately one in five of households do not have a car or a van (Census 2011)

Households/Housing

- 68,818 households (NRS households and dwellings estimates 2014). While the population has remained relatively static between 2001-2014 (+2,160 NRS population estimates time series), the number of households and the associated requirement for suitable housing options has increased by 4,930 (7.7%)
- 73,895 dwellings (as above); 94% occupied, 3.5% vacant, 2.5% second homes
- based on past trends, the total number of households in the region is predicted to increase up to 2025 by approximately 148 each year, decreasing by 2027 and the next ten years thereafter (NRS household projections 2012 based)
- between 2012 and 2037, the number of single person households is projected to increase by 22% (from 22,722 to 27,608) and single parent households are projected to increase by 23% (3,510 to 4,326) in the same period

over the next ten years the number of 2 parent family households is projected to decrease by 21% (from 12,661 to 10,030) in the same period (NRS Household projections 2012 based)

- the number of older person households is projected to increase notably from 2012 to 2037, particularly households headed up by someone aged 75 or older which are expected to increase by 73% to over 11,300 people, with those aged 85 and over who live alone projected to increase to almost 6,227 (+190%) people, nearly two thirds (60.6%) of all people in that age group (NRS Household projections 2012 based, NRS Population projections 2012 based)

10% (range 6-14%) of households have poor energy efficiency rating which is equivalent to 7,000 households (Scottish Housing Conditions Survey 2012-14, based on 223 cases)

49% (range 42-56%) of dwellings have "urgent disrepair" which is equivalent to 34,000 households (Scottish Housing Conditions Survey 2012-14, based on 223 cases)

Poverty and Deprivation

- Dumfries and Galloway has 16 datazones in the 20% most deprived in Scotland i.e. 1.2% national share of the most deprived areas in Scotland; this equates to 16 out of 193 datazones (8.3%) in the 20% most deprived in Scotland. In 2013, 7.7% of our population - 11,521 people - lived in these areas. (SIMD12 quintiles applied to NRS midyear population estimates for small areas; 2001 datazone based)
- there are five areas of relative deprivation in the region: central Dumfries, Northeast Annan, Northwest Dumfries, Upper Nithsdale, and Stranraer (SIMD12 national quintile 1)
- a minority of income-deprived and employment-deprived people live in areas of relative deprivation; the majority (82.4% of income-deprived and 82.8% of employment-deprived people) live outwith them (SIMD12 national quintiles)

Age

- almost a quarter of the population (24%) is aged 65 or over (NRS mid-year population estimates 2015)
- the gap between older and younger populations is likely to widen over time. The population aged 65-84 is forecast to increase by 25% (from 30,399 to 37,940) by 2037 while the most elderly residents aged 85 or older is to increase by 161% (from 3,938 to 10,276). This age group is projected to grow faster than any other segment of the population whereas the number of children and working age adults are projected to fall (NRS 2012-based Population Projections for Scottish Areas)
- the number of residents aged 90 years or over is projected to increase from 1,314 in 2012 to 4,771 in 2037 (NRS 2012-based Population Projections for Scottish Areas)
- the number of children aged 0-14 is expected to reduce by 9.2% between 2012 and 2037, declining from 22,899 to 20,795 (NRS 2012-based Population Projections for Scottish Areas)
- the working age population is predicted to decline by 14.3% by 2037. There will be a reduction in the size of the working age population from over 87,000 in 2012 to approximately 75,000 in 2037. These changes will result in a decrease in the size of the available workforce of almost 12,500 people over the next twenty years
- Dumfries and Galloway has the highest proportion of men of pensionable age (23.2% aged 65 or over) and the third highest proportion of women aged 60 and over (32.5%) of all local authorities in Scotland (NRS Population estimates 2015)

Race

the size of the minority ethnic population (including gypsy/travellers) was 1,873 or 1.2% of the population at the 2011 Census; this has doubled since the 2001 Census but still remains lower than the Scottish figure of 4.1%

More than half the total minority ethnic population resides in Nithsdale; just over 20% in Annandale and Eskdale; and around 11% for both Stewartry and Wigtownshire (Census 2011, data aggregated from datazones to match localities)

Disability

- adults with learning disabilities: 883, 7.1 per 1,000 population; Scotland 27,391, 6.4 per 1,000 population (March 2011)
- people registered as blind, partially blind and visually impaired: 1,924 (October 2010)
- employment rates for disabled people vary greatly across local authority areas e.g. 50% in Dumfries and Galloway, 70% in Shetland, 34% in Glasgow

Marriages and Civil Partnerships

there were 4,954 marriages in D&G in 2011, an increase of 1.5% from 2010
since 2000, the number of marriages has fallen by 23.3%

there were 73 civil partnerships in D&G in 2011, an increase from 61 in 2010; Scotland also saw
in increase from 465 in 2010 to 554 in 2011

Pregnancy and Maternity

number of births in D&G in 2014 was 1,286 (2.3% of all live births in Scotland 56,725) (NRS
Vital Events 2014)

rates of live births per 1,000 women aged 15-44 are decreasing (58.7 in 2011; 54.2 in 2014)
(Scotland: 56.4 in 2011; 54.7 in 2014) (NRS Vital Events 2014)

Religion and Belief

in the 2011 Census 56% of D&G population identified as Christian, (53% of Scotland)

37% of the Scottish population (35% of D&G population) do not regard themselves as belonging
to a religion.

D&G supports a much smaller religious minority population than the Scottish average with the
exception of a slightly higher than average Buddhist population

Gender

73,400 males 48.5% of the population; 77,900 females 51.5%

average age female population greater than males (D&G: females 45.1 yrs; males 42.9 yrs)
and both greater than the Scottish average (females 41.5 yrs, males 39.0 yrs)

female life expectancy at birth (81.5 yrs) greater than male life expectancy (76.7 yrs)

Sexual orientation

- large-scale social surveys put the lesbian, gay and bisexual LGB population at between 2
and 2.5% of the general population although it is recognised that the true percentage is likely to
be much higher and in D&G an estimate of 5% would be a reasonable assumption

Gender reassignment

- there are no reliable estimates of the transgender population in Scotland or the UK at present
although in 2012 LGBT Youth D&G supported over 40 transgendered people locally
- 53% of the survey respondents who have been known to be transgender by some of their
work colleagues stated that they have experienced transphobic discrimination or harassment at
work

Outcome 1: We will have better paid employment for working people in our region

Key issues for this Outcome are:

Wage levels

Wage levels for full-time workers are the lowest in Scotland and when the high proportion of part-time employment is taken into account, the gap in average earnings between Dumfries and Galloway and elsewhere increases. Figures from the Office of National Statistics show that Dumfries and Galloway is the lowest paid region in Scotland, with the average weekly earnings of just £443.80 (by workplace).

This falls short in comparison to the Scottish average of £527.00 and the UK average of £527.70. Around 17% of households in Dumfries and Galloway have average household earnings of less than £10,000 per year, higher than the 13% across Scotland. By contrast, just over a quarter of households (26%) have incomes above £30,000, compared to 31% across Scotland.

Local Community Planning partners are supportive of the Living Wage and see accreditation as an important contribution to this work because it has been proven to enhance the quality of work of staff and reduce absenteeism on addition to affording people the opportunity to provide for themselves and their families. It is recognised that it is part of the solution to tackling poverty, complementing other solutions in a package of measures across policy areas.

Employment and business opportunities

The percentage of economically active in D&G during 2015 is 75.6% (Scotland 73.1%) with a high percentage, 13% (Scotland 7.9%), of those being self employed. Dumfries and Galloway has a significantly low proportion of professionals, 11% of the workforce compared to 20% nationally. 32.2% of the population have an NVQ4 or above compared to 42.5% in Scotland. 67% of jobs in the region are full time, lower than the 74% in Scotland. 33% of all jobs in Dumfries and Galloway are part time, compared to 26% in Scotland.

Our top four business sectors are agriculture, forestry and fishing; retail; construction; and accommodation and food services. Our region has a concentration of employment in two of the Scottish Government's growth sectors, - food and drink and sustainable tourism, with employment in 2014 significantly above the Scottish average at 346% and 129% respectively.

The region has a number of economic sectors where there is scope for growth and where there already exists a strong record of cross-sectoral working.

Sectors identified as valuable, but which provide lower levels of productivity are: agriculture; creative industries (cultural business); food and drink; health and social care; and tourism/leisure/hospitality. The performance of these sectors ensures a level of resilience in the local economy.

Sectors which have identified growth potential and are in the position to provide more highly paid, skilled employment are: creative industries (digital business); energy – particularly renewables and their supply chain; and forest and timber technologies.

Unemployment

Youth unemployment has fallen from its February 2012 peak of 1,220 but the rate remains consistently higher than for other age groups, higher than Scotland as a whole and higher than comparative regions. The number of unemployed 16-24 year olds has fallen from 573 in 2014 to 306 in 2015, a 47% change against a Scotland wide figure of 34%.

The number of people in the region with a work limiting disability in 2015 was 15,400, or 17%. As at June 2016, 44% of disabled people were in employment.

The number of people not in employment, education or training (NEET) fell from 580 in 2013 to 460 in 2014, a rate of 7% against the Scotland figure of 6%. In April 2016, 90.6% of 16-19 year olds were in learning training or work; and at June 2016 of the 1,483 young people leaving school in 2014/15, 92.9% were reported in a positive destination

Around 17% of households have average household earnings of less than £10k per year, higher than the 13% across Scotland with over 10,000 workless households in the region.

Connectivity

Broadband uptake in Dumfries and Galloway is 59% of homes compared to 61% for Scotland as a whole. Scotland is low in UK terms. Dumfries and Galloway is near the bottom of the table for broadband availability at 31st out of 32 council areas.

Performance measures

- Wages gap between regional and national averages
- Number of Living Wage accredited employers
- Percentage of Job Seeker Allowance Claimants
- Number of unemployed people, people with a work limiting disability, young unemployed people
- Number of volunteers moving on to positive destinations
- Broadband coverage

Good practice examples of partnership projects that contribute to this Outcome

Major Events Strategy - Events toolkit

A user-friendly Events Toolkit has been prepared as part of the Major Events work: the toolkit is accessible to read and understand and is targeted at the voluntary sector to support the work of volunteer events organisers across Dumfries and Galloway. The toolkit comes with practical resources such as pre-formatted budget spreadsheets and event timeline planners.

Stranraer and Loch Ryan Regeneration Programme

In 2012 Stranraer was identified in the top 10 towns at risk within a Vulnerability Index which compares the vulnerability of 90 different settlements across Scotland. This programme aims to reverse this position and mitigate further economic and social disadvantage through a transformational programme that will reposition Stranraer as a gateway to Scotland and a visitor destination; develop Stranraer/Loch Ryan as a centre of excellence for marine leisure; make the waterfront a place where people choose to live, work, play and visit and create new opportunities for business, retail, leisure and employment.

Outcome 2: There are positive destinations for vulnerable children and young people.

Key issues for this Outcome are:

Child Protection

The Inspection of Services for Children and Young People has identified improvement activity in relation to 'protecting children and young people from abuse and neglect by appropriate and timely actions including the assessment of risk'. The Child Protection Committee arrangements have been updated to ensure effective scrutiny and monitoring and a range of other improvement actions have been identified and are being implemented.

Children experiencing poverty

The impact of poverty on educational opportunities continues to be a major issue to be addressed, and national reports emphasise the very real difficulties often faced by pupils living in areas of deprivation. Low attainment is strongly linked to destinations after school, with long-term effects on job prospects. Meeting this challenge requires a combination of targeted interventions and universal support for young people across Scotland.

- of the estimated 11,024 inhabitants of the most deprived datazones, 2,304 were children (aged under 16) and 855 were aged under 5. 11.29% of the under 5s in Dumfries and Galloway live in the most deprived datazones
- there are 201 children in Dumfries in Galloway who are known to the Educational Visitor Service in January 2013 and have Additional Support Needs/Co-ordinated Support Plan. Of these children, 170 are pre-pre-school/pre-school/deferred entry and 31 are under the age of 3

Attainment and achievement

In Dumfries and Galloway our pupils continue to perform well. Our exam results from the senior phase have shown continued improvement as is evident from the Audit Scotland analysis 2014. However this picture is not matched by children who require targeted support. Targeted support is any additional focused support which children or young people may require for short or longer periods of time to help them overcome barriers to their learning. The need for additional support can arise from, for example, specific learning difficulties, social, emotional or behavioural needs, bereavement or family issues. The percentage of pupils with additional support needs places Dumfries and Galloway 4.5% above the national average and 4.8% above comparator authorities. Wider achievement, health and wellbeing and life skills are also being developed through Curriculum for Excellence. Examples of this include accredited volunteering and financial education for pupils.

The development of Dumfries Learning Town, an investment of £72M, sees opportunities for pupils across the four secondary schools, linked in with the College and University partners on the Crichton Campus and local employers with an additional learning zone, 'The Bridge'. Dalbeattie Learning Campus will be completed during the lifetime of this Interim LOIP.

Looked After Children (LAC)

The region has high numbers of children looked after at home under compulsory supervision orders, this presents a major challenge to Social Work Services and our partner agencies in providing them with the personalised support they need to overcome difficulties and continue to benefit from more routine support provided under the Getting It Right For Every Child agenda. Our current picture is:

- 401 LAC
- 91.9% of our LAC are cared for in a community setting compared to the national average of 90%

The region also has high numbers of looked after children placed with third and independent sector providers by other Scottish and English Local Authorities.

Named Person

At national level the provisions of the Children and Young People (Scotland) Act 2014 have been delayed and in particular the nomination of a 'named person' for a particular child. Under our current 'Getting It Right For Every Child' arrangements the co-ordination of services through a single point of contact is already in place.

Physical Activity

- current Government guidelines recommend that children aged 5-18 years should engage in moderate to vigorous intensity physical activity for at least 60 minutes every day. 38% of Primary School pupils are meeting this. Pre school children (under 5) who can walk unaided should be active for at least 180 minutes while infants who are not walking should be encouraged to be active from birth

Performance measures

Attainment for vulnerable pupils

LAC school leavers' positive destinations

Education tariff score of school leavers from deprived areas

Children and young people achieving minimum 60 minute physical activity daily

Good practice examples of partnership projects

Child Protection Committee

Robust structures are now in place with an effective Child Protection Committee led by an Independent Chair. Faster and more effective decision-making when responding to concerns and risks about children has been introduced through new processes in Initial Referral Discussions (IRDs) and Pre-Birth Planning.

New reviewed multi-agency child protection procedures are being implemented from 1 April 2016 and tools for identification of risk and neglect have been introduced to support practice on the ground. Improved performance reporting has provided assurance that progress and improvement are being monitored. Single and multi-agency quality assurance frameworks are being further developed to sustain continuous improvement.

Corporate Parenting

The Strategic Group for Corporate Parenting is a multi-agency group that has developed an action plan to deliver improvements for Looked after Children, this includes supporting those coming into, currently in and leaving care. The plan is reported and updated monthly by the partners,

Key actions from the plan:

Key performance indicators are reported, along with an annual report which compares D&G performance against Scotland and similar authorities. Some of the Key indicators cover; attainment level, attendance rates (primary and secondary), exclusion rates, referrals to Employability and Skills services and percentage of children referred and attending Health and Wellbeing assessments (CEL16, GPs and Dentists)

As Corporate Parents, we have:

Established the Champions Board

Reviewed the provision of advocacy services

Established a specialist LAC Health Team to ensure that all looked-after children and young people have a health assessment.

Revised and re-published our Educational Guidelines for looked-after children.

Introduced evidence-based approaches for example the National Risk Framework and provided training and guidance on this.

Outcome 3: Older and vulnerable people are able to look after their own health and wellbeing

Key issues for this Outcome are:

Health and Social Care Integration

HSCI will create a single, responsive and flexible health and social care system for the region that will deliver better outcomes for those people who need care and support, their families and communities. The vision for HSCI is “Making our communities the best place to live active, safe and healthy lives by promoting independence, choice and control”.

The main purpose of integrating health and social care is to improve the wellbeing of people who use those services, particularly those whose needs are complex and who require support from health and social care at the same time.

The development of the new hospital in Dumfries presents a generational opportunity to shift the way we care for people in relation to acute in-patient facilities and community care. An international research project at the Crichton Campus in relation to End of Life Care offers a further opportunity to support our residents.

Enabling people to have more choice and control

We need to enable people to have more choice and control of their lives, drawing on support from their families, friends and communities to make the most of their potential and abilities. New approaches must be much more person-centred, with the person being in control of their own care and support and being an equal partner in making decisions about their care.

Prevention and health improvement

The biggest single factor influencing social care and health needs in the future is expected to be the substantial rise in the number of older people, particularly the projected increase in those over the age of 75. By the age of 65, two-thirds of people will have developed a long term condition, increasing to 73% in people aged 85 and over. There will be more cases of certain diseases associated with older age (for example, cancer, dementia, osteoarthritis, and diabetes)

We need to develop more services which support our ambition to help people remain independent in their homes and which help to prevent unnecessary admissions into hospital; continued focus is required on the delivery of sustainable improvements in person centred care for people living with long term conditions. We need to do everything possible to prevent people becoming ill, and to encourage people becoming ill to cope differently with ill health. People will need to be supported to self-care and become experts in managing their long term conditions, accessing services when required, increasingly through the use of technology. We need to do this by supporting parents in bringing up their children, by giving people more control over their lives, developing technological capacity and by building social capital in communities.

Performance Measures

Number of homecare hours

Adults accessing telecare

Number of domestic violence cases

Homeless households permanently rehoused

Number of private landlords registered

Number of lets through the Common Housing Register Homes 4D&G

Annual Local Housing Allowance for rented housing market

Number of people on the Homes4D&G waiting list

Number of alcohol interventions

Good practice examples of partnership working

Street Design project in Dumfries

The designation of an area of Queen Street, Brewery Street and Friars Vennel as a pilot Housing Renewal Area within Dumfries town centre produced an Action Plan to help regenerate these streets that goes beyond encouraging repairs to individual properties was put in place - specifically the project aims to:

- Make the streets more effective in supporting active and sustainable travel
- Inspire and support the community's interest in their immediate surroundings through the redesign of their neighbourhood
- Redesign streets and neighbourhoods to improve relationships between different users, make them safer, more attractive and more sociable
- Create an exemplar project to promote best practice
- Work with, and enhance, the streets existing infrastructure

Sustrans also got involved through a Street Design Project (Sustrans is a charity that works with local communities to make smarter travel choices enabling people to travel by foot, bike or public transport) means people are able to choose healthier, cleaner and cheaper journeys as well as creating better places to move through and live in. Local residents have embraced this work and have played a very strong role in the design process for the scheme.

The Street Design Project total cost is £860k.

Multi Agency Safeguarding Hub

There is to be a joint Hub involving Police, Council and NHS relating to child and adult protection all working from a single location, in Cornwall Mount Dumfries.

Community Safety Centre

To build personal and community resilience, a Community Safety Centre is to be located at Garroch, near Dumfries to improve inter-agency co-ordination and work together more effectively in the prevention of risk and the provision of information to the public. There will be meeting rooms and a learning area.

Outcome 4: People are supported to get out of poverty

Key issues for this Outcome are:

Our pattern of poverty

The picture of poverty in our region is one where there are a number of households within locality facing deep seated poverty and deprivation. The rurality of our region contributes significantly to that. Our research shows that that the pattern of poverty is complex and intricate' and therefore there tackling it needs to be addressed in a very focussed and individual way.

82.4% of income deprived and 82.8% of employment deprived people living in Dumfries & Galloway do not live in what are commonly identified as the most deprived areas (SIMD 2012). Therefore to identify people living in deprived circumstances, the use of individual indicators of deprivation such as personal income and employment, benefits status, educational achievement and socio-economic classification may be more accurate.

Maximising income

18,515 people in our region are classed as 'Income deprived'. We need to ensure that people are aware of their entitlements and are supported to manage their own financial affairs. There will be a particular challenge for us in helping our residents to understand the changes in welfare reform and what they mean for them. .Financial exclusion affects those on low incomes most and a major contributing factor is the failure of many people to claim all of the benefits and tax credits to which they are entitled. In other words, those who can least afford to do so are failing to maximise their potential income.

Sanctions

Sanctions are financial penalties for “not complying with welfare-to-work requirements” or “violating welfare’s rules” (Shaw and Moreno, 2009; Lens, 2008). DWP (2010) defines a sanction as “a penalty imposed... it is the removal of a proportion of benefit payment due to: loss of previous employment through the action of the benefit applicant, refusal to take up a reasonable opportunity of employment, or non-compliance by the customer with conditions placed on benefit receipt”. Research however, shows that claimants who face sanction are often unable to comply with conditions rather than unwilling. The reasons why claimants receive sanctions are complex and include: lack of awareness, knowledge and understanding of the sanction process; practical barriers and personal barriers.

The roll out of Universal Credit(UC) has been expanded to all new Benefit claims from May 2016 with all legacy Benefits to UC by 2021.

Fuel poverty

Fuel poverty (46% in 2011-2013) in the region. Fuel poverty is a particular problem for vulnerable consumers including pensioners and people with disabilities or long-term health problems. This is further exacerbated in Dumfries and Galloway due to the rurality of the region affecting fuel prices and mains gas access.

Tackling fuel poverty will involve overcoming physical barriers like low levels of energy efficiency in homes and social barriers such as the low levels of consumer engagement with the energy market.

The Home Energy Efficiency Programme Scotland – Area Based Scheme (HEEPS-ABS) has been running in our region for four years and has seen the allocation of £1.6M across the region to programmes particularly wall insulation to reduce fuel bills and carbon usage. Customer satisfaction levels have also been high – 88% saying good or excellent. Another initiative ‘Our Power’ is being led locally by Loreburn Housing Association which sees a new company enter the supply market as a licensed supplier of it expects to save 10% on household utility bills compared to standard tariff gas and electricity. It is also planning to develop renewable energy projects.

Performance Measures

- Dumfries and Galloway Social Capital Index
- Additional Benefit identified through income maximisation services
- Number of Universal Credit claimants
- % of population claiming JobSeekers Allowance (different ages)
- Saving in fuel bills

Good practice example of partnership working

The development of a group of people with recent, lived experience of poverty is important recognition of their voice and experience in shaping services. We are getting the views of a range of people from across the region, from different walks of life and experiences to tell us what barriers exist to getting out of poverty and how we can remove them. The Co-ordination Group also has public and third sector representatives and two national experts involved. Capacity building has taken place and preparatory discussions with public and third sector service providers so that we can work together effectively.

Outcome 5: Our minority groups make a strong contribution to the planning, delivery and improvement of services and their communities

Key issues for this Outcome are:

Engagement

Ensuring that barriers to involvement are removed needs to be a particular focus so that we fulfil the National Standards of Community Engagement and evidence best practice in return to involvement and participation. New approaches to community and engagement need to be initiated to maximise the contributions people can make to improving services.

Attitudes

Diversity awareness and attitudes are seen to be issues that require continuous attention. While hate crime is not a major problem for our region, it is important that people are aware of it and how to report and challenge it. There is a high detection rate (over 90%) for hate related crime and therefore resources can be targeted at offenders, repeat victims and locations, and supporting victims.

Hate Crime Awareness workshops are run regularly by Police Scotland and all Community Planning partners participate in an annual programme of over 30 campaigns and initiatives to tackle prejudice and inequality including for example 'Show Racism the Red Card'; displaying posters about international events; and having a presence at Fresher's Week, YouthBeatz and other events.

The number of Third Party Reporting Centres has increased to 13 across partners with work ongoing to increase this to 15.

Travel

Recent research carried out by SWestrans has highlighted specific issues around access to transport for particular minority groups – women, disabled people and young people in particular. Public transport is a particular issue but also taxi services. 'Travel/transport' came top in the Community Survey 2014 in answer to the question 'most important issues facing your community now and in the future'

Performance measures

- Number of community groups supported
- Number of awareness campaigns and initiatives facing prejudice and inequality
- Accessibility to transport for disabled people
- Number of accessible taxis
- Number of concessionary travel passes issued for Dumfries and Galloway
- Individuals and organisations participation in forums
- Individuals and organisations participation in events
- Percentage of people who feel that their voice is heard in Dumfries and Galloway
- Percentage of people who feel able to influence decisions in their area

Good practice examples of partnership working

Promoting diversity

The Equality and Diversity Working Group has a programme of campaigns and events that highlight information on issues for different Protected Characteristics throughout the year. This ensures ongoing visibility of these issues and gives minority groups greater confidence and empowerment in contributing to society.

Centre of Excellence in Community Participation and Engagement

Local community planning public sector partners have agreed to the establishment of a Centre of Excellence to ensure improvements to the way in which they engage communities of place and of interest within our region.

This innovative approach will support training and development, peer support and networking and shared projects where possible so that we improve the opportunities for local people to shape and share in decisions and also secure economies of scale.

ENGAGEMENT PROGRAMME FOR LOCAL OUTCOME IMPROVEMENT PLAN (LOIP) and LOCALITY PLANS April - October 2017

	Actions	Sept -Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017	Sept 2017
1	Pre consultation including Place Standard information gathered for the Local Development Plan											
2	Participation and Engagement (PE) Working Group (WG) established											
3	Inter-agency Consultation Institute Training (20 officers on each Programme)											
4	Pre consultation with Tackling Poverty and Equality and Diversity WGs and Participation and Engagement Network											
5	Mapping of engagement activity undertaken for the 'foundation' Strategies and Plans											
6	Report on findings to Executive Group and Strategic Partnership											
7	Communicate the Engagement Programme											
8	Undertake 7 week engagement programme (after the SP meeting on 17 June 2017)											
9	Analysis by PEWG											
10	LOIP and Locality Plans agreed by Strategic Partnership											

Notes

Preparatory work

Engagement activity

Analysis and reporting

Decision making

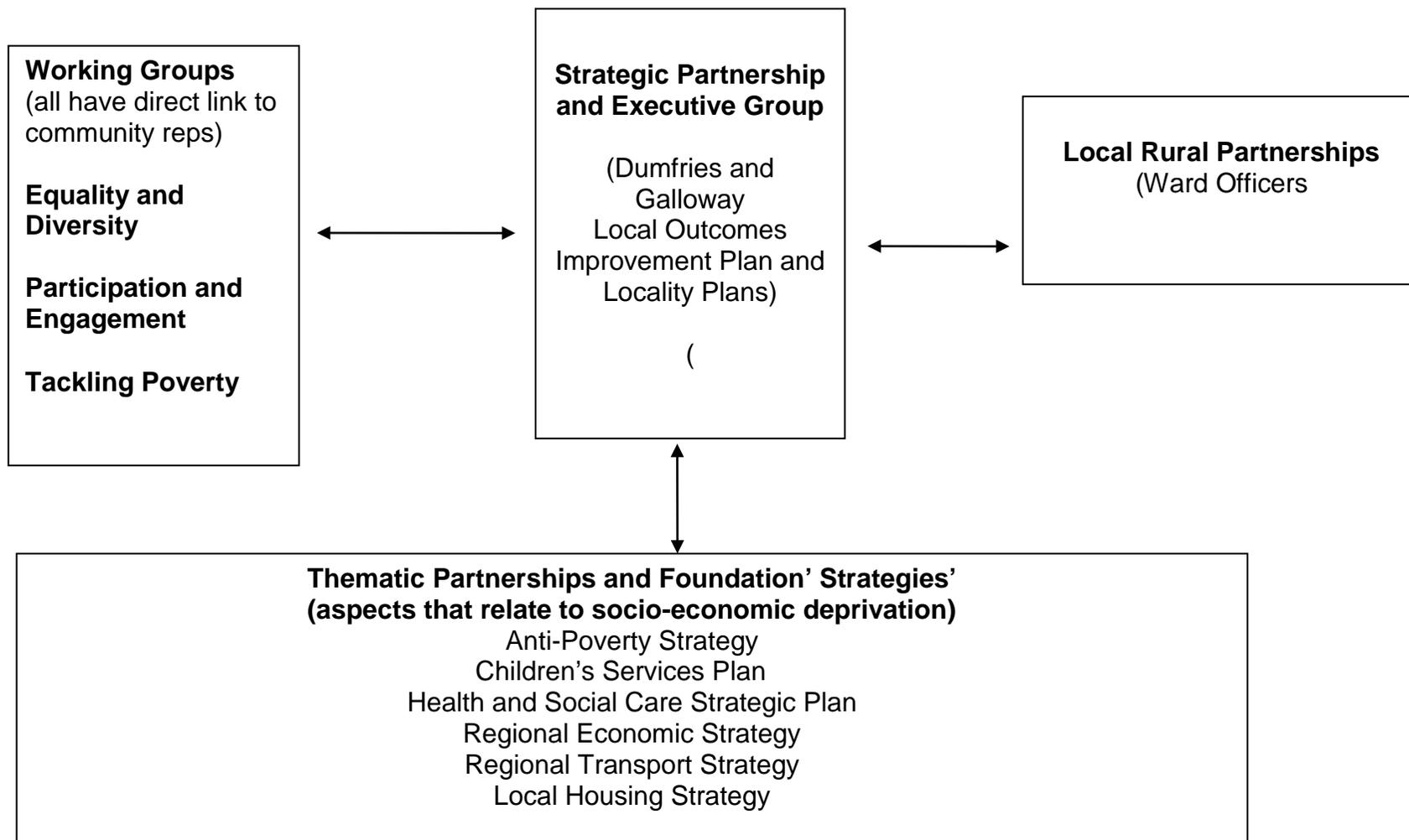
(6) The reporting to the Strategic Partnership on 17 June will be one aspect of the Workshop which will also see reports about the Evidence and emerging Outcomes from the work around the ‘foundation’ Strategies. Members of the Tackling Poverty and Equality and Diversity Working Groups and Participation and Engagement Network will also participate.

(8) 7 Week Engagement Programme

The primary approach will be for trained staff across all the partners to speak to people at scheduled events and meetings within public, third sector and private organisations; and also to lead convened sessions for people at higher risk of socio-economic disadvantage, drawing on the proposals from the pre-consultation work with the Tackling Poverty Working Group; the Equality and Diversity Working Group and the Participation and Engagement Network.

There will also be an online survey, available in hard copy in libraries and partners offices across the region.

(10) The LOIP and Locality Plans have to be agreed by 1 October 2017. However there is a scheduled Strategic Partnership on Friday 15 September 2017 and the programme is arranged to agree the Plans at this meeting. Individual partners’ governance arrangements or preferences may mean the Plans are endorsed after the Strategic Partnership has agreed it.





2026

SERVING A CHANGING SCOTLAND



OUR 10 YEAR STRATEGY FOR POLICING IN SCOTLAND

FOR CONSULTATION

Policing 2026: Our 10 year strategy for policing in Scotland



Policing principles

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



2026

SERVING A CHANGING SCOTLAND

Foreword

1.0

Executive Summary

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

2.0

Our Long Term Strategy

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

3.0

Implementing the Strategy

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



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

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

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

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

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

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

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

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

PHIL GORMLEY QPM, CHIEF CONSTABLE ANDREW FLANAGAN, SPA CHAIR

1

Executive Summary

1.1

Our Journey so Far

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

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

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

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

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

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

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

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

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

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



The Strategic Police Priorities

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

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

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

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

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

1.2

Our Approach

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



In developing this strategy, we have considered the following:

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



1.3

Why Change?

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

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

KEY POINTS

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

1.4

What will Change?

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

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

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

KEY POINTS

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

Throughout this change our values will remain constant.

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

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

We will develop our approaches in the following areas:

1

Protection

Based on threat, risk and harm

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

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

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

2

Prevention

Tackling crime, inequality and enduring problems facing communities

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

3

Communities

Focus on localism, diversity and the virtual world

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

4

Knowledge

Informing the development of better services

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

5

Innovation

Dynamic, adaptable and sustainable

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

1.5

How will We Achieve this?

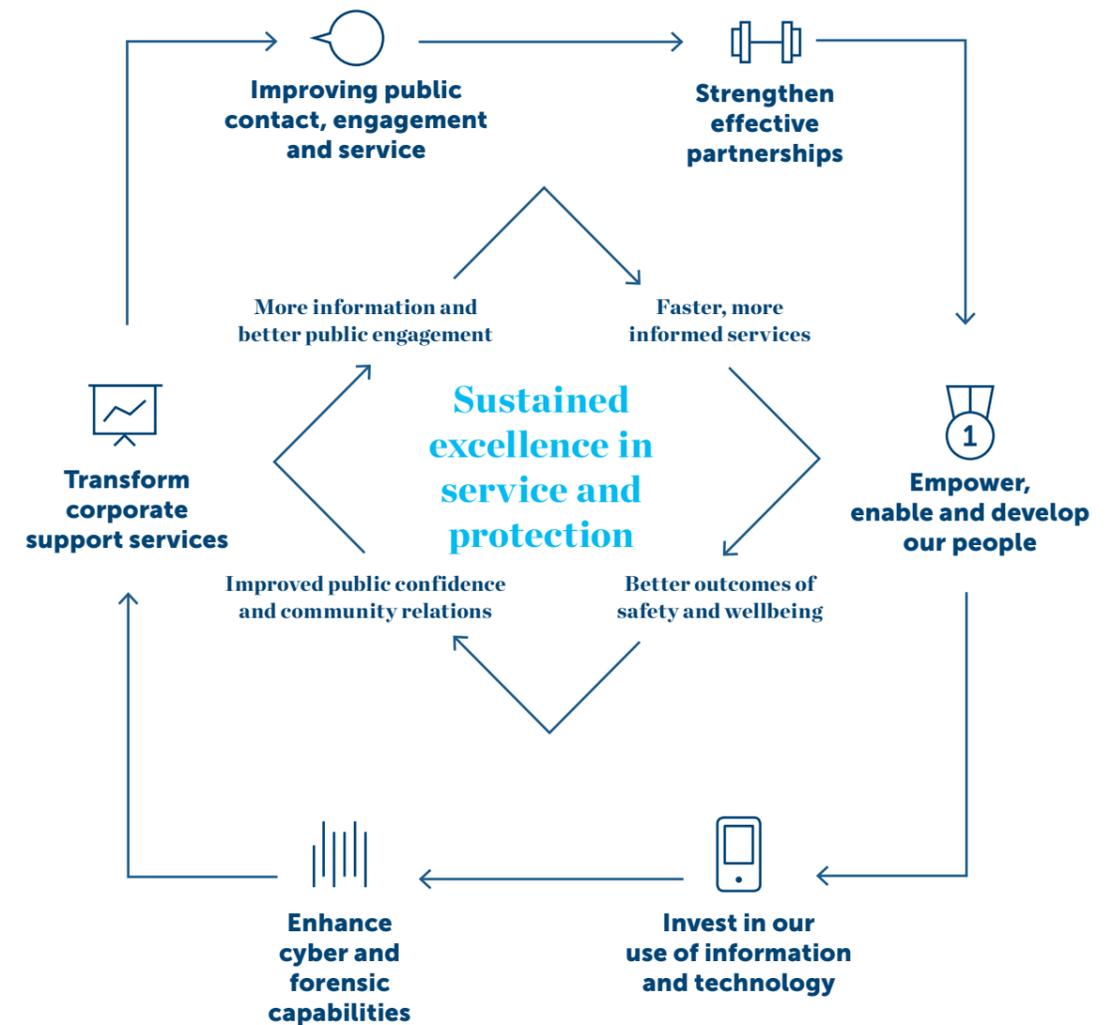
This ten year strategy sets out the Strategic Objectives we will focus on to deliver service improvement, continued relevance to communities and individuals, maintained public consent, enhanced legitimacy and financial sustainability. We believe that by focussing action across six Strategic Objectives,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

KEY POINTS

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

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

OUR STRATEGIC OBJECTIVES



Our Strategy on a Page

WE WILL FOCUS ON

1

Protection
Based on threat, risk and harm

2

Prevention
Tackling crime, inequality and enduring problems facing communities

3

Communities
Focus on localism, diversity and the virtual world

4

Knowledge
Informing the development of better services

5

Innovation
Dynamic, adaptable and sustainable

OUR PURPOSE

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

OUR VISION

Sustained excellence in service and protection

OUR VALUES

Fairness
Integrity
Respect

HOW WE WILL ACHIEVE THIS: OUR STRATEGIC OBJECTIVES



2

Our Long Term Strategy



2.1

Why Must We Continue to Change?

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

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

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



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

CHIEF CONSTABLE PHIL GORMLEY QPM.

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

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

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

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

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

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

The Demands We Face Every Day

Understanding Policing Demand

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

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

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

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

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

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



CALLS TO THE POLICE

7063 calls

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

This leads to

4430 incidents

being recorded*

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

84 people

Are reported missing every day.

CRIME AND VULNERABILITY

1 in 4 people

Suffer from a mental health issue every year.

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

1,138 crimes

are recorded every day*

158 domestic incidents

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

* Data recorded as per 2015/16 Management Information Reports

TRENDS

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

Recorded sexual crime is increasing and has been since 2010.

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

Alcohol is a prevalent factor in many crimes.

The Demands We May Face in the Future

Society is Changing

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

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

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

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

IMPACT ON POLICING

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

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

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

³ Alzheimer's Society data.

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

Inequality and Health

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

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

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

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

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

IMPACT ON POLICING

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

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

Changing Nature of Crime and Incidents

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

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

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

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

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

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

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

IMPACT ON POLICING

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



A Changing Workforce

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

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

IMPACT ON POLICING

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

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

The Environment is Changing

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

IMPACT ON POLICING

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

⁵ Deloitte HR Trends 2016.

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

Changing Technology

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

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

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

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

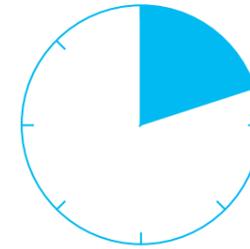
Artificially intelligent agents are likely to play a trusted role in our lives. Advanced chat-bots are likely to provide an alternative to human-to-human interaction, and process automation is likely to have standardised and automated manual processes.

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

IMPACT ON POLICING

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

WHAT MIGHT SCOTLAND LOOK LIKE IN 2026?



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

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

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.

PEOPLE IN MENTAL HEALTH CRISIS ARE LIKELY TO INCREASE IN NUMBER

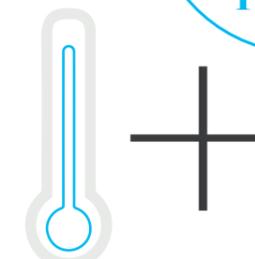


30% MORE PEOPLE OVER 75, WITH 8% FEWER 16 – 29 YEARS.

HEAVY RAINFALL, STORMS AND FLOODS HAVE INCREASED.

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

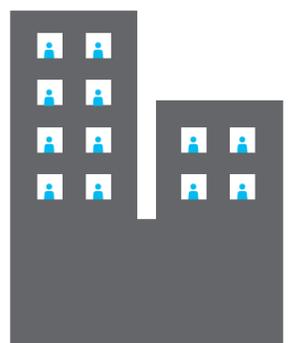
English
Chinese
Polish
Urdu
Punjabi



AVERAGE TEMPERATURES ARE HOTTER BY 1°C IN SUMMER AND BY 0.5°C IN WINTER.

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.



LIVING ALONE IS MORE COMMON.

'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.

2.3

How will We Achieve this?

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

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

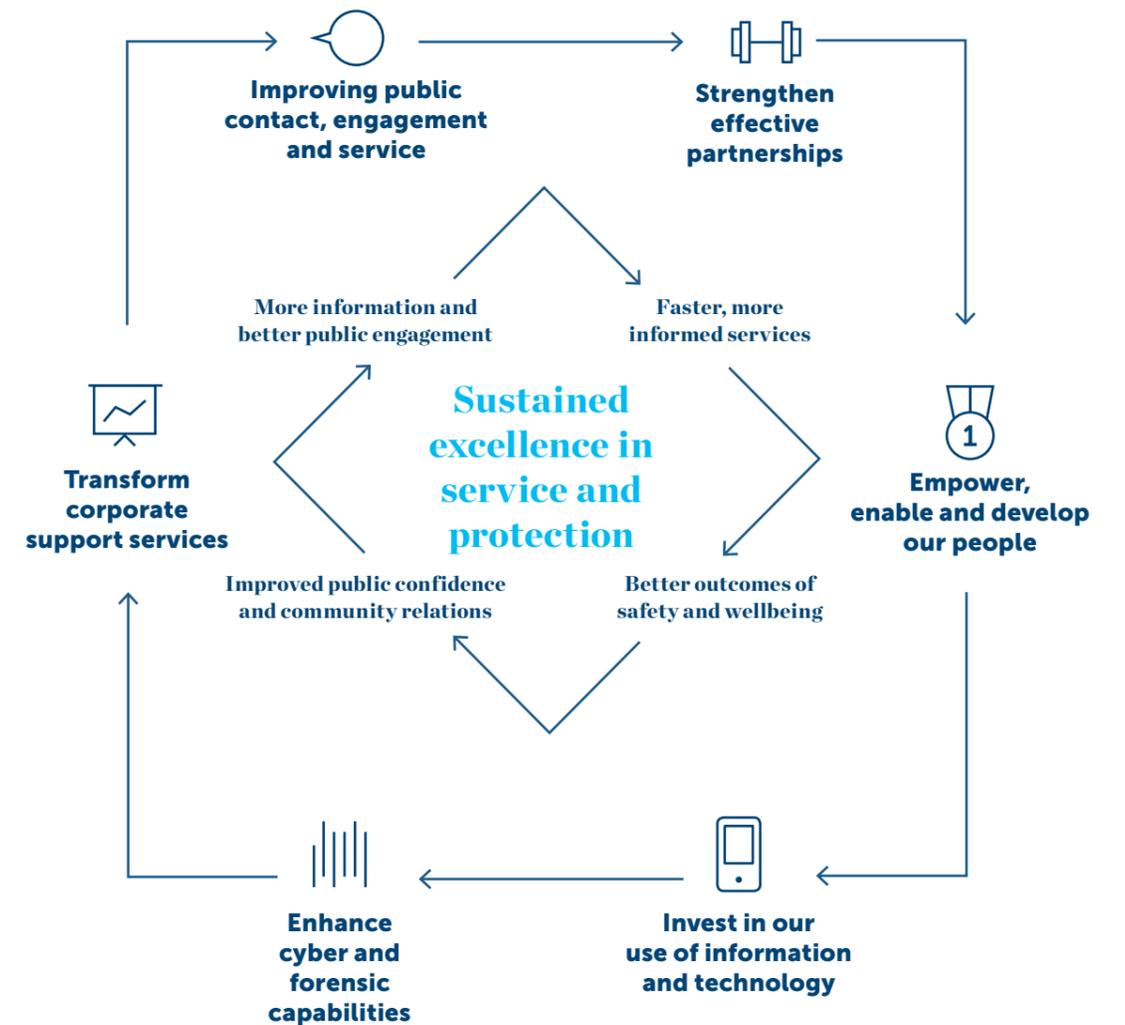
We will need to create the environment, culture and capacity to deliver these sustained changes by working with our people and in partnership. Delivery of this strategy will provide enhanced capability and increased capacity which will allow for a more effective frontline and ability to focus on the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



Scottish Crime Campus - Gartcosh

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

OUR STRATEGIC OBJECTIVES



2.3.1

Improving Public Contact, Engagement and Service

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

KEY POINTS



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



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

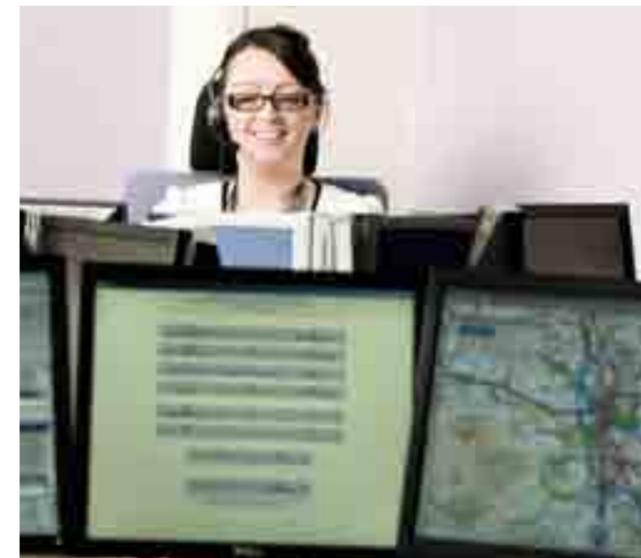
Effective processes will determine how we resolve, refer or respond to incidents in the first instance and will allow us to channel our resources where they are needed most.

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

Modernising our Service Delivery and Operating Model

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

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



Promoting Community Engagement and Resilience

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

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

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

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

Driving Improvement in Our Performance

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

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

2.3.2

Strengthening Effective Partnerships

KEY POINTS



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



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

Enhance Partnership Working

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

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

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

A Learning Organisation

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

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

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

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

2.3.3

Empowering and Developing Our People and Culture

KEY POINTS



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

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

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

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

Our workforce plan

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

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

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

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

DAY IN THE LIFE

Hi! I'm PC Sophie Robertson...



2016

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

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

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

2026

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

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

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



PC Sophie Robertson

2016

LOCATION

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



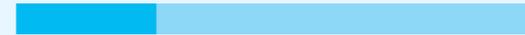
OPERATIONAL EXPERIENCE

Limited



CYBER KNOWLEDGE

Low



CONFIDENCE WITH TECHNOLOGY

Medium



KEY TASKS

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

CHALLENGES

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

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

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

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

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

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

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

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

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

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

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

PC Sophie Robertson

2026

LOCATION

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



OPERATIONAL EXPERIENCE

High



CYBER KNOWLEDGE

Medium



CONFIDENCE WITH TECHNOLOGY

High



KEY TASKS

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

CHALLENGES

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

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

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

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

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

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

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

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

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

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

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

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

2.3.4

Investing in Our use of Information and Technology

KEY POINTS



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

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

Using Technology

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

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

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

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

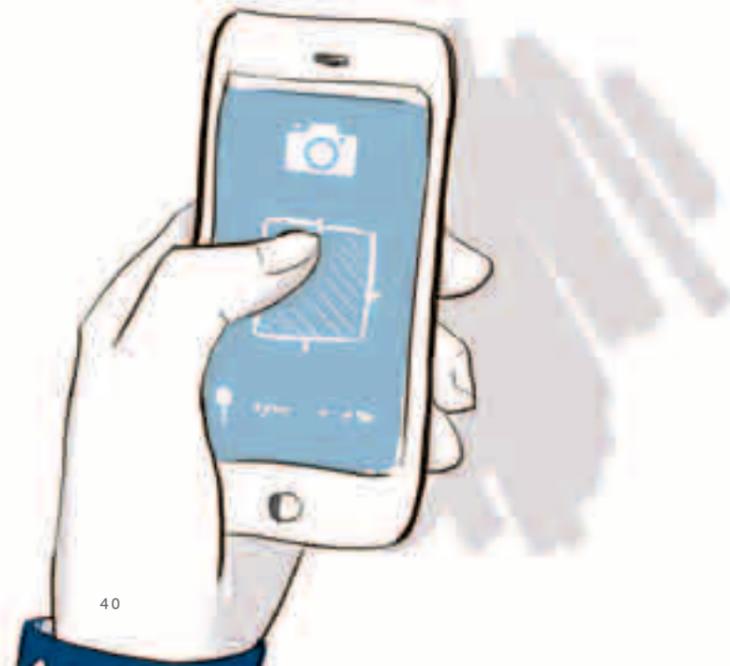
Using Data to Inform Evidence Based Decision Making

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

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

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

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



Castle Shopping Centre

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



1. Series of thefts committed by multiple suspects

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



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.



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.



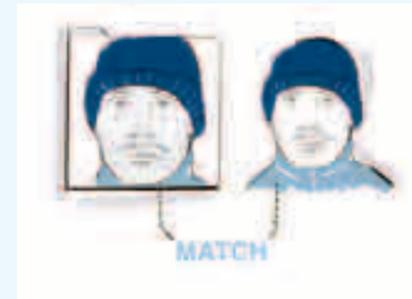
8. Digital evidence and criminal justice samples taken at scene

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.



3. First point of contact with Police Scotland

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



4. Facial recognition identifies suspect

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



5. Integrated offender and location management

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



9. Reducing harm

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



10. Business and community resilience

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



11. Delivering benefits

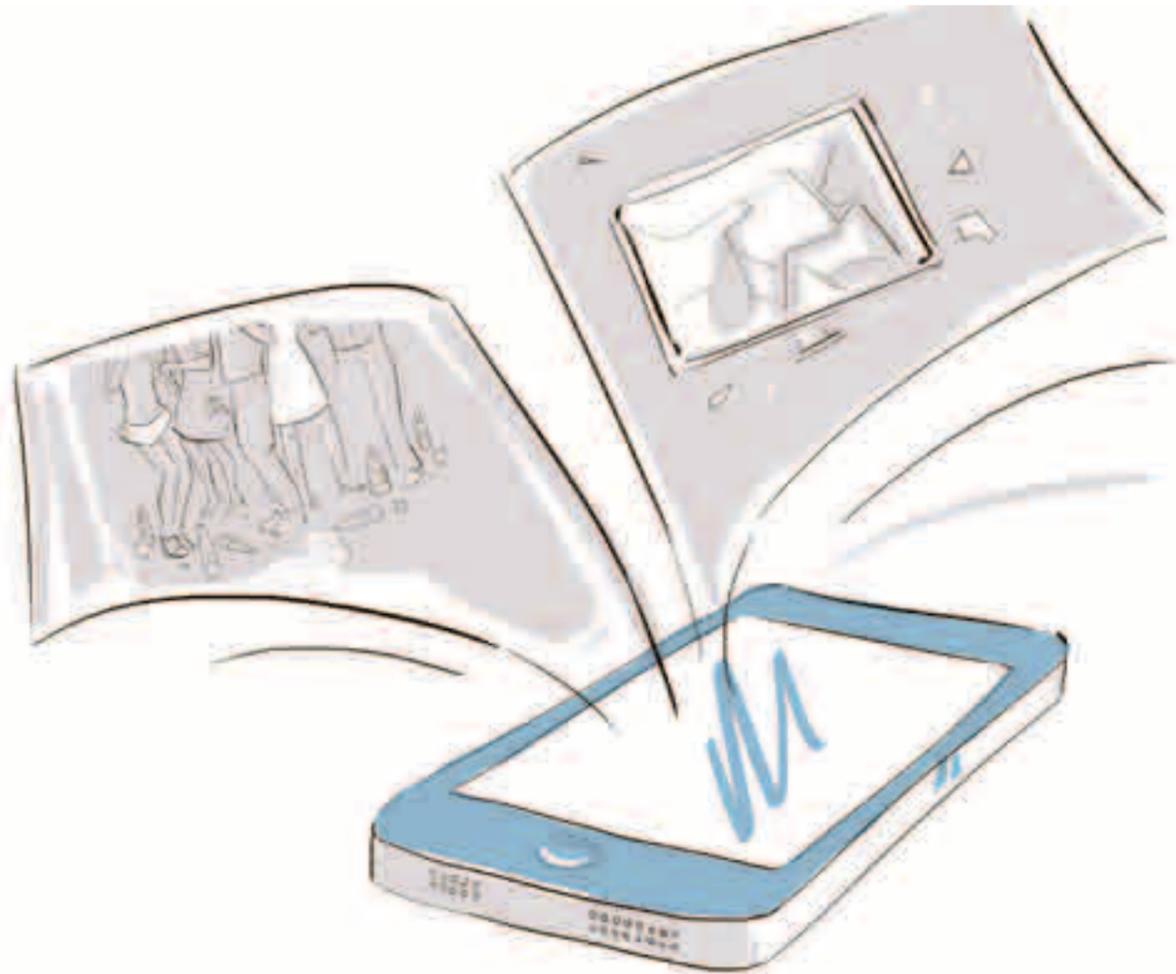
Over the coming months only one of the two offenders has re-offended and this was a minor public order offence. Incidents of anti-social behaviour and theft in the centre and surrounding area decrease with the number of customers and revenue increasing. Demand has reduced on criminal justice partners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

BENEFITS

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

2.3.5

Enhancing Cyber and Forensics Capabilities



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

KEY POINTS

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



Scale Our Cyber Capabilities

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

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

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

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

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

Sue's Story

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



1. Unauthorised payments occur

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



6. Centre of Excellence identify crime source

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



7. Artificial intelligence used for pattern analysis

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



2. Bank reports crime online

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



8. Critical evidence through proactive cyber investigation

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



3. Victim contacted by police

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



4. Victim updated and safeguarded

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



5. Forensics identify a 'phishing' attack

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



9. International law enforcement disrupts criminals

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



10. Victim is updated

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



11. Preventative education campaign

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

BENEFITS

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

2.3.6

Transforming Corporate Support Services

KEY POINTS

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



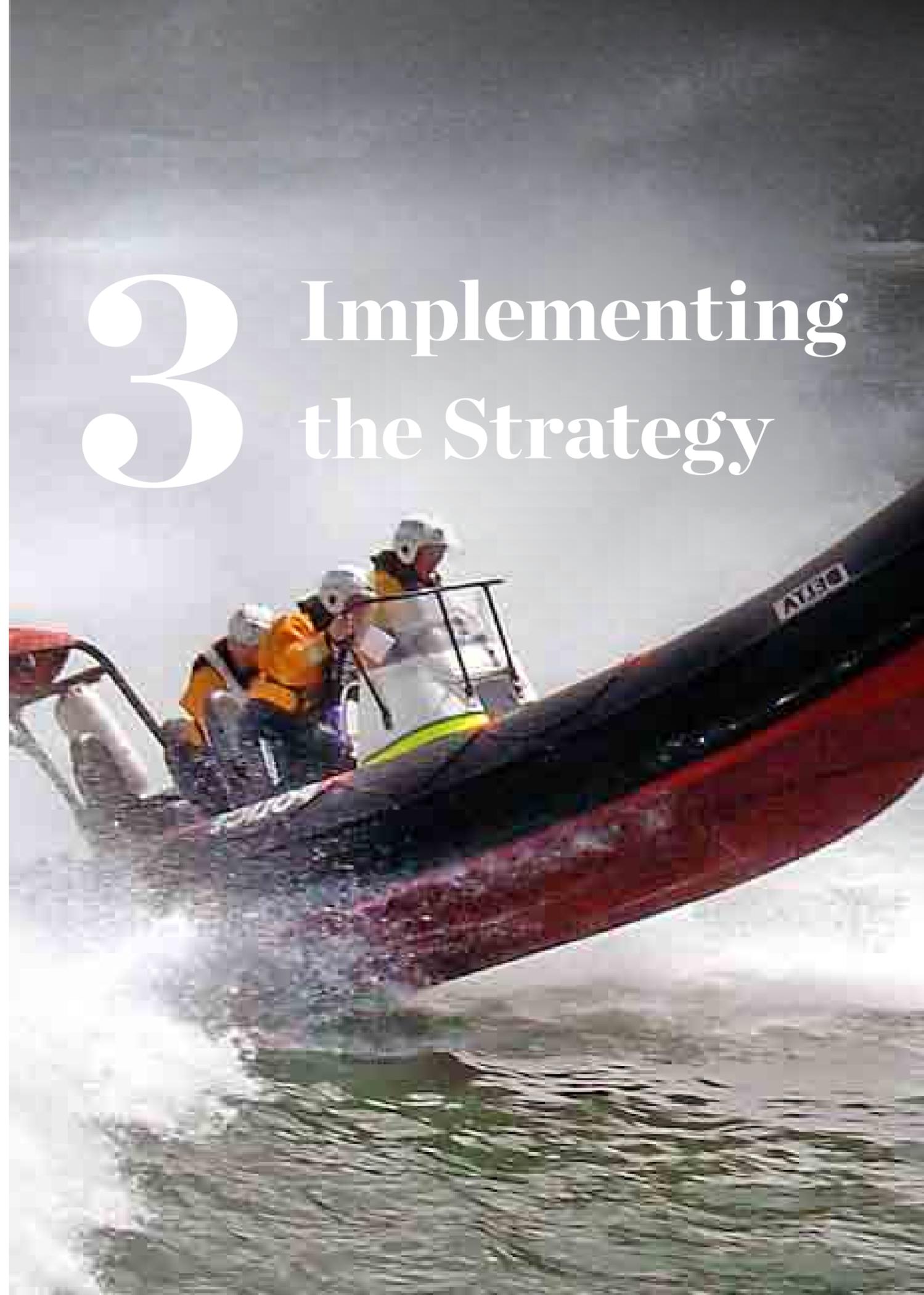
Stabilising and Improving Corporate Services, Creating an Efficient Shared Service and Developing an Innovation Capability

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

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

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

3 Implementing the Strategy



3.1

Long Term Financial Planning Approach

Financial Strategy Development

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

Our current budget position

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

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

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

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

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

The 3 year horizon to 2020

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

Our changing workforce model to 2020

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

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

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

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

Our changing workforce model – the 10 year picture

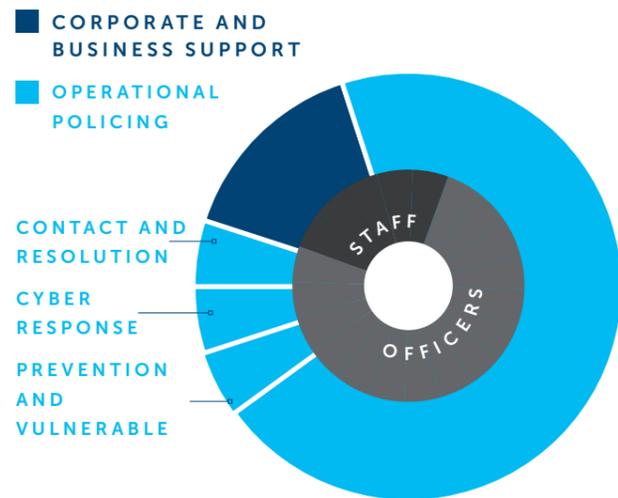
Our transformational plan will create capacity to generate 'policing hours' that are more productive for police officers by reducing administration and freeing their time to focus on operational matters such as effective prevention and partnership working. The changing makeup of the police workforce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

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

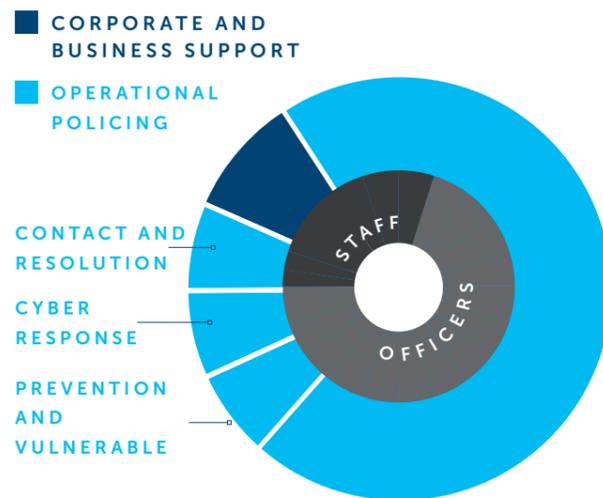
The final diagram is therefore illustrative to emphasise this flexibility and demonstrates that this will be assessed by the Chief Constable at the time when a more precise determination can be made.

OUR CHANGING WORKFORCE MIX: INDICATIVE AND ILLUSTRATIVE PROPORTIONS

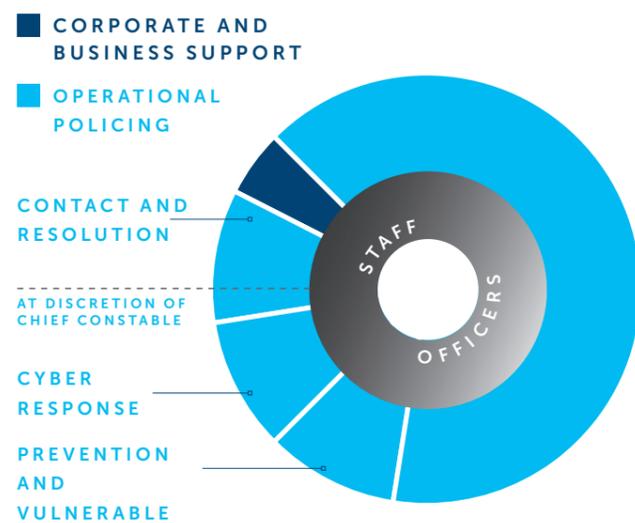
2016



2020



2026



Workforce descriptions relate to Police Scotland staff and officers.

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

The need for action

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

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

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

Summary

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

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

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

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



3.2

**Implementation
Priorities**

**An Overview of the Six
Strategic Objectives and Key
Activities**

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

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

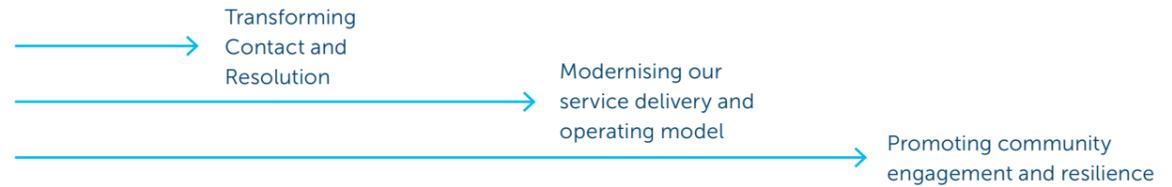
Our transformation portfolio and implementation priorities will be set out in the 3 year plan that will follow the finalisation of this strategy.

2026

**Sustained excellence
in service and protection**

 **Improving public contact, engagement and service**

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



 **Strengthen effective partnerships**

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



 **Empower and develop our people and culture**

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



 **Invest in our use of information and technology**

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



 **Enhance cyber and forensic capabilities**

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



 **Transform corporate support services**

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



3.3

Our Collaborative Approach

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

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

Implementing and Governing

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

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

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

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

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

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

Reviewing and Refreshing

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

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

How This Strategy will Fulfil the Strategic Police Priorities

PRIORITIES

ACTIVITIES – WHAT WE WILL DO

Localism

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

We will work to empower and support an increasingly diverse set of communities, of place, identity or those in the virtual space to increase their resilience and safety. Our commitment will also include listening more and responding to their diverse needs.

Inclusion

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

We will respond to the diverse needs of individuals and communities. Key to this will be transforming our contact and resolution models and the creation of new ways of engagement. We will focus on improving trust and confidence and promoting community resilience. Creating a dynamic deployment model that reflects demand and need will be key as will developing new approaches to threat, harm and risk.

We recognise that valuing and promoting diversity in our own workforce improves confidence in diverse communities that we understand their needs.

Prevention

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

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

Response

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

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

Collaborative Working

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

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

We will share data, resources, training and ideas; we will adopt and promote best practice and we intend to build and integrate new shared services. We wish to build effective networks in order to improve outcomes and reduce cost. In recognition of the increased diversity in Scotland we will look to build partnerships for specific communities at a local and national level.

Accountability

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

To maintain our legitimacy and relevance, as well as meeting our statutory obligations, we will continue to work positively with external scrutiny partners at local and national levels. Whilst our approaches will mature and develop, our values of fairness, integrity and respect will remain constant and be the basis on which we deliver services. We will have a broader understanding of success, with public confidence as our central measure. We will focus our services on delivering public satisfaction at a local and national level and provide a more complete understanding of our impact.

This will include our impact on communities and enduring issues facing communities. We will maintain traditional measures of crime and police activity, so that we do not lose sight of our performance in delivering our core services. We will enable a cycle of continuous performance improvement, identifying the root causes of problems, implementing informed solutions, evaluating results and learning from best practice.

Adaptability

Ensure our police service takes advantage of new opportunities and meets emerging threats and challenges.

As a learning organisation, we will constantly examine and evaluate the nature and effectiveness of our services while developing opportunities for innovation to flourish at all levels. Through establishing an innovation capability we will encourage and learn from tests of change at local level while identifying best practice nationally and internationally to enable us to design new services and prepare for the future.

3.4

What will Success Mean for the Public and Our Workforce?

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

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

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

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

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

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

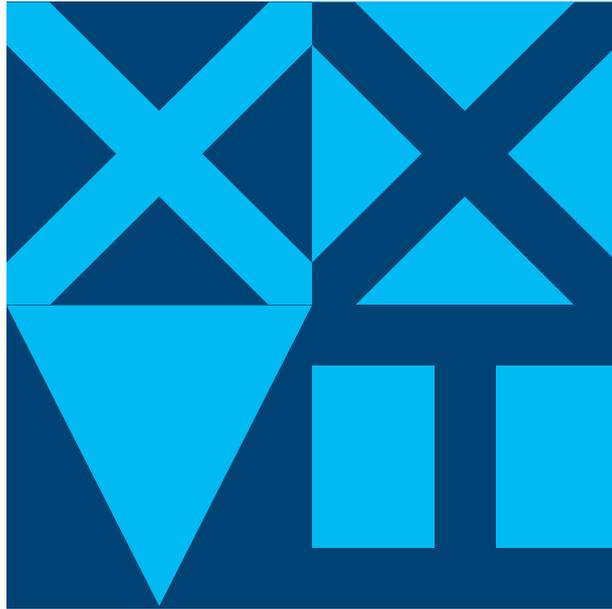
I can contact the police in a way and at a time that suits me and they will work to help me quickly and effectively.

I 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.



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](https://twitter.com/policescotland)

Facebook: www.facebook.com/policescotland

DUMFRIES AND GALLOWAY STRATEGIC PARTNERSHIP DRAFT RESPONSE

Police Scotland and Scottish Police Authority consultation on 2026 strategy

1. 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

The Strategy provides a comprehensive overview of the areas that are likely to impact on policing over the next 10 years.

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

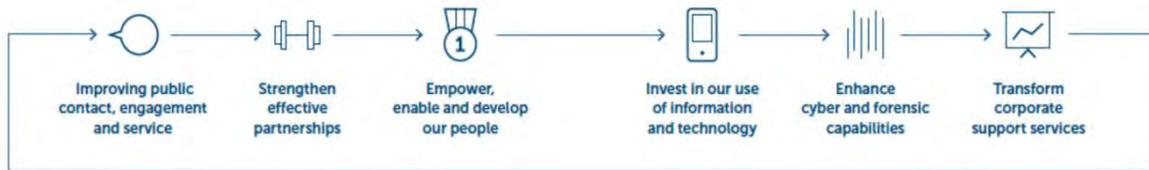


Strongly agree
 Mostly agree
 Not sure
 Mostly disagree
 Strongly disagree
 Please tell us why you think these are the right or wrong areas of focus?

The five main areas for focus are appropriate. Here in Dumfries and Galloway, we are committed to ensuring a focus on improving experiences for communities and basing action on evidenced need.

We fully support prevention as a key principle, this requires a commitment in resources for community policing and interactions with partner organisations, groups and schools.

3. 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

Please tell us why you think this is the right or wrong approach?

The coterminous structure of public, voluntary and independent services in our region serves the Dumfries and Galloway Strategic Partnership well in its work to develop effective partnerships. The good practice in terms of strong and effective partnership working this region should be harnessed by Police Scotland in informing its Strategy and future service delivery.

The roles and responsibilities of individual partners in the delivery of the Strategy must be clear. The draft Strategy for example, outlines the development of civic hubs: these will require to be jointly developed and jointly resourced.

The Strategic Partnership is working to improve mobile and internet coverage across the whole of our region; this is very challenging. It is therefore important that as Police Scotland moves towards a more agile workforce and working arrangements, the technology is accessible to, and able to be used by, communities across Scotland.

Community planning partner organisations are continuously working to improve public contact and engagement. There are opportunities to develop this jointly with Police Scotland. Early and honest discussion across partners will be critical in going forward.

4. 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 in police services is paramount; in terms of future policing arrangements one size does not fit all for Scotland. We have seen local people's confidence affected across Dumfries and Galloway due to the transfer of the Police control room and the difficulties experienced with the 101 service here. Police Scotland must be able to identify and understand the differences in the impact of crime for small, often rural communities, compared to those of large metropolitan areas.

5. 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.

This approach is supported and is relevant across all sectors. In previous responses to police consultations, we have clearly evidenced the need for the police workforce to be located in local communities and to be accessible to the public. The skills required for successful community policing necessitate direct and honest involvement and engagement with communities and community-based activity.

It is recognised within the Strategy that the millenials (Generation Y) may favour a career that can change. However, to build effective relationships and partnerships at local level there is a need for consistency, continuity and clarity within Police staffing structures. During the reform of policing in Scotland and the creation of Police Scotland, Dumfries and Galloway experienced a number of changes in both leadership and operational roles throughout V division. This has proved challenging both in terms of building and developing relationships and long term planning and agreements.

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

Yes No

We would welcome any views you have.

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

We would welcome any views you have.

We believe that community policing, with a clear presence and proactive engagement with the public, is vital to improving the confidence with the public and partner organisations. Dumfries and Galloway has been impacted by the centralisation of services, in terms of both specialist and corporate posts. Local circumstances, needs and aspirations must be considered when developing future models for delivering a police service for 2026.

It is important to restate that the co-terminosity enjoyed by the Local Authority, NHS and Fire Service helps ensure the robust partnership working that is necessary to fully progress the prevention agenda successfully.



DUMFRIES AND GALLOWAY STRATEGIC PARTNERSHIP 17 March 2017

Author: Andrew Reed, Policy and Performance Advisor	Responsible Senior Officer: Derek Crichton, Director Communities
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Report Title: DUMFRIES AND GALLOWAY STRATEGIC PARTNERSHIP RESPONSE TO POLICE SCOTLAND CONSULTATION ON “SERVING A CHANGING SCOTLAND” - OUR 10 YEAR STRATEGY FOR POLICING

1. Situation:

1.1 The Chief Constable of Police Scotland and the Chair of the Scottish Police Authority (SPA) have opened consultation on their 10 year draft Strategy for policing in Scotland.

1.2 The consultation opened on 27 February 2017. The consultation deadline for responses is 12 noon on 8 May 2017.

1.3 The consultation is available online and individual community planning partners can submit their own responses in addition to the Dumfries and Galloway Strategic Partnership response. Submissions can be made at: <https://consult.scotland.police.uk/consultation/2026>. Dumfries and Galloway Council will consider its response on 28 March 2017.

2. Background:

2.1 “Serving a Changing Scotland - Our 10 Year Strategy for Policing in Scotland” draft Strategy has been jointly developed by Police Scotland and the SPA, and is attached at **Appendix 1**.

2.2 The draft Strategy focuses on five key themes:

1. Protection
2. Prevention
3. Communities
4. Knowledge
5. Innovation

2.3 There are six strategic objectives to deliver the Strategy:

- 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

2.4 Section 3 of the draft Strategy outlines how Police Scotland and the SPA intend to implement their proposed changes. This includes the financial strategy to tackle the pressures on the service, and changing how the current workforce is deployed.

3. Assessment:

3.1 The five key themes are considered an acceptable approach towards policing in Dumfries and Galloway. Our priority is that Police Scotland continues to provide comprehensive support to people in this region and that this service provision addresses evidenced local need.

3.2 The strategic objectives highlight the need to “strengthen effective partnerships” to ensure the successful delivery of the Strategy. This is clearly an area where the Strategic Partnership plays a significant role. It is important that partnerships are committed to, and work towards, common goals and objectives. The roles and responsibilities of partners must be clear and supported.

3.3 The coterminous structure of public services in Dumfries and Galloway is fundamental in securing effective, joint and faster decision-making. This structure serves the region well and provides an enhanced ability to develop and deliver plans and activities in partnership.

3.4 The draft Strategy outlines that the workforce will move towards flexible working arrangements. This includes working towards a civic hub and a reduction in stations. The Strategic Partnership will wish to ensure commitment to continued joint resourcing.

3.5 There is a clear commitment in the draft Strategy to develop the use of information and technology to create a more mobile workforce. The challenges to, and concerns about, network coverage across Dumfries and Galloway in respect of broadband and mobile coverage must be taken into account in any future ICT developments.

3.6 A draft response has been prepared on behalf of the Dumfries and Galloway Strategic Partnership and is detailed in **Appendix 2**. This has been informed by previous responses to a number of police consultations.

4. Next Steps

4.1 The response will be amended as necessary and finalised following discussion at the Strategic Partnership meeting and submitted prior to the deadline on the 8 May 2017.

5. Recommendation

The Strategic Partnership is invited to review and agree **Appendix 2** as the Dumfries and Galloway Strategic Partnership response to the Police Scotland consultation on “Serving a Changing Scotland - Our 10 Year Strategy for Policing”.

March 2017

APPENDIX 1 – Serving a Changing Scotland” – Our 10 Year Strategy for Policing

APPENDIX 2 – Dumfries and Galloway Strategic Partnership draft response



Community Justice A Local Model

Just Communities – strengthening
relationships, building resilience and
reducing reoffending

What is Community Justice?

Scottish Government definition in the new
National Strategy for Community Justice is:

'the collection of individuals, agencies and services that work together to support, manage and supervise people who have committed offences, from the point of arrest, through prosecution, community disposal or custody and alternatives to these, until they are reintegrated into the community. Local communities and the third sector are a vital part of this process which aims to prevent and reduce further offending and the harm that it causes, to promote desistance, social inclusion, and citizenship'.

What is Community Justice

Dumfries and Galloway definition is much more straightforward. We think Community Justice is about:

**Just Communities:
strengthening relationships, building resilience
and reducing reoffending**



Changes

South West Scotland Community Justice Authority

- Established under Management of Offenders (Scotland) Act 2005
- South West Scotland model of four local authorities
- Reports directly to the Cabinet Secretary for Justice
- Formally disestablished 31st March 2017



South West Scotland
Community
Justice
Authority

Dumfries & Galloway Community Justice Partnership

- Established under Community Justice (Scotland) Act 2016
- Local model focussing on Dumfries & Galloway
- Reports to Dumfries & Galloway Strategic Partnership
- Takes on full responsibilities on 1st April 2017



South West Scotland
Community
Justice
Authority

Just Communities – strengthening relationships, building resilience and reducing reoffending

Transition Timeline

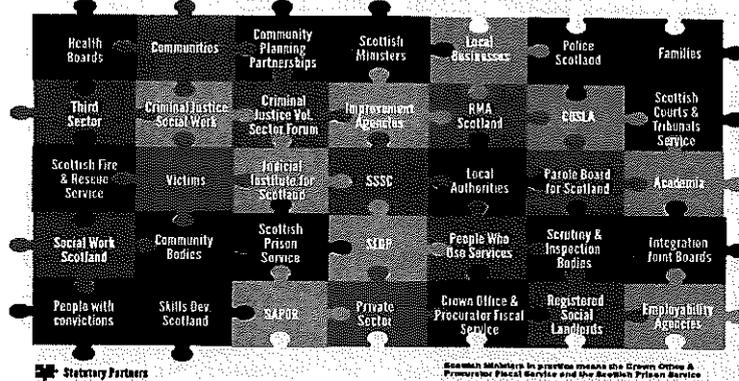
- 7th May 2015 Community Justice (Scotland) Bill introduced to Parliament
- 21st March 2016 received Royal Assent and became the Community Justice (Scotland) Act
- January 2016 Transition Plans made available to Scottish Government and CoSLA
- 1st April 2016 Shadow year commences
- June 2016 recruitment begins for Community Justice Scotland
- November 2016 Scottish Government launch new National Strategy, Guidance for Partners and Outcomes, Performance and Improvement Framework

Local Transition Timeline

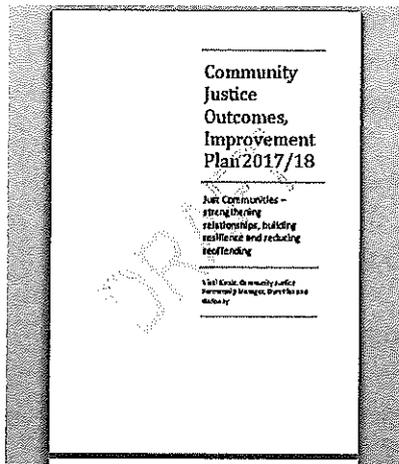
- May 2016 recruitment of Community Justice Partnership Manager
- August/Sept 2016 – Discussions/engagement with local partners
- Oct/Nov 2016 - 2 local stakeholder consultation events (East and West)
- Nov/Dec 2016 - D&G Community Justice Strategic Assessment undertaken
- January 2017 - First D&G Community Justice Partnership meeting takes place
- February 2017 – First draft of D&G Community Justice Outcomes Improvement Plan out for consultation
- 10th March – Consultation period complete
- 31st March 2017 – Local CJOIP, Participation Statement and Impact Assessment published and made available to Scottish Government.

Building a wider partnership!

Partners and Stakeholders



Dumfries & Galloway Outcomes Improvement Plan



12 month plan for 2017/18

8 identified priority areas for improvement including development of the partnership itself and a review of public protection

21 actions for achievement....lots to do!

Priority Areas for Improvement

1. Create a clear and distinct Community Justice identity with a simple definition of what this means in Dumfries and Galloway
2. Create more effective links between Children and Families Social Work, Youth Justice and Community Justice
3. Increase Health Input to address Cross Cutting Issues including Justice
4. Multi Agency Approaches and consideration of the benefits of a Community Justice Hub
5. Map the availability of local support services, including prevention and early intervention as well as throughout the justice journey
6. Early Intervention, Prevention and Engagement with Education

Feedback from Consultation

- CJOIP accessed over 500 times on social media
- 13 written responses received
- **Next Steps**
 - Update plan to reflect comments and submit to Scottish Government
 - Focus on building a robust and accountable CJ Partnership in Dumfries & Galloway
 - Establish short life working groups to achieve desired local outcomes

