



LERWICK COMMUNITY COUNCIL

www.lerwickcc.org

CHAIRMAN

Mr Jim Anderson
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CLERK

Mrs Marie Sandison
Community Council Office
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27th April 2017

Dear Sir/Madam,

You are requested to attend a meeting of Lerwick Community Council to be held in **Solar House**, North Ness, Lerwick at **7pm** on **Monday 1 May 2017**.

The next meeting of Lerwick Community Council will be on Monday 5 June 2017.

Yours faithfully,

Marie Sandison

Marie Sandison
Clerk to the Council

LCC Members Literature in Office

None

BUSINESS

1. Hold the circular calling the meeting as read
2. Apologies for absence
3. Approve minutes of the meeting held 3 April 2017
4. Business arising from the minutes
5. Police Scotland Monthly Report and Policing 2026 Strategy Consultation
6. Correspondence
 - 6.1 Improving Parking in Scotland Consultation - Humza Yousaf MSP, Minister for Transport and the Islands (**consultation paper to be sent separately**)
 - 6.2 Ferry Service Procurement – Policy Review, Transport Scotland
 - 6.3 Pre-application Consultation – Proposed Radio Base Station, Holmsgarth, Lerwick – Jodie Kane, Planning Consultant, Gallifordtry
 - 6.4 Community Renewable Energy Scheme – Mr Eric S Peterson, Tait & Peterson Solicitors & Notaries, Bank of Scotland Buildings, Lerwick, ZE1 0EB
 - 6.5 Proposed Lerwick History Group – Meeting Monday May 8th 7pm
 - 6.6 ACSS Support – Michael Duncan, External Funding Officer, SIC
 - 6.7 VAS Membership
 - 6.8 Quote for erecting signpost at Sandy Loch/Cunningham Way – Frank L Johnston (Shetland) Ltd, Green Acres, Gott, Shetland, ZE2 9SG
7. Finance
 - 7.1 Core Funding Remittance – SIC Finance
 - 7.2 Core Funding Report 25th April 2017
 - 7.3 Main Annual Running Costs 2017-2018 & Comparison 2016-2017
 - 7.4 Annual Grants & Projects 2017-2018 & Comparison 2016-2017
 - 7.5 Grants & Projects 2016-2017
8. Grant Applications
 - 8.1 Living Lerwick – Flower Scheme 2017 – Mrs Christena Irvine, Manager BID, Living Lerwick
9. Planning Applications
 - 9.1 2017/090/PPF - Erect two 50,000 litre external hot water storage tanks, install electric charging point, district heating and electricity supplies including electrical distribution housing, external stairs, security fencing and vehicle parking - Lower Blackhill Industrial Estate, Gremista, Lerwick - North Fish (Shetland) Ltd
 - 9.2 2017/093/PPF – Change of use of shop to residential – 41 Norstane, Lerwick, ZE1 0QG – Mr Tadas Zebrauskas
 - 9.3 2017/096/PPF – Two storey garage/store with external staircase. Remove boundary wall and build up to car park boundary – Gate Hus, Mitchells Walk, North Ness, Lerwick, ZE1 0LX – Michael Stewart
 - 9.4 2017/104/SCO – Proposed Wind Farm – Mossy Hill, Hill of Dale, Hill of Tagdale – Peel Energy Limited
10. Marine Licence
 - 10.1 Marine (Scotland) Act 2010, Part 4 Marine Licensing - JWG Plc (per Mott MacDonald Ltd) - Reclamation of foreshore - Gremista Yacht Marina, Lerwick North Harbour
11. A.O.B

MONDAY 3 APRIL 2017

At a meeting of LERWICK COMMUNITY COUNCIL held in Board Room, Solar House, North Ness, Lerwick, at 7.00pm

Members

Mrs A Simpson	Mr J Anderson
Ms K Fraser	Mr D Ristori
Mr A Johnston	Mr P Coleman
Mr E Knight	Mr J Fraser
Mr S Hay	

Ex-Officio Councillors

Cllr M Stout	Cllr C Smith (left 8.00pm)
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Co-opted Members

Mr B Johnston	Mrs M Hall
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Additional Co-opted Student Members

Miss E Thomson

In Attendance

Mr Ross Jones, CARES Development Officer, Local Energy Scotland
Mr Stephen Leask, Director, Northmavine Development Company
Mrs M Sandison, Clerk to the Council

Chairman

Mr J Anderson, Chairman to the Council presided.

04/17/01

Circular

The circular calling the meeting was held as read.

04/17/02

Apologies for absence

Apologies for absence were received from Mr A Wenger, Mr A Carter, Cllr J Wills, Cllr M Bell and Cllr A Wishart.

04/17/03

Minute

The minute of the meeting on 6 March 2017 was approved by Mrs A Simpson and seconded by Mr D Ristori.

04/17/04

Business Arising from the Minutes

Minute ref 03/17/7.3 – Review of Support to Association of Community Councils (ASCC) - Feedback from Sub-group meeting

Mr Anderson informed members that there had been five options, one of which had been removed by the time they met. VAS had confirmed that they were not in a

position to carry on the administration for the ASCC. The preferred option had been to go for the in-house council committee clerks to take on the role.

There was a decision at the Association of Community Councils Bi-Annual meeting last month that a meeting of the community council Chairs would take place and this would be fed back to the council.

(Action: Chairman)

04/17/05 **Police Scotland Monthly Report**

Mr Anderson noted that no representatives were in attendance.

04/17/06 **Potential Community and Renewable Energy Scheme Supply to Sandy Loch Water Treatment Works – Ross Jones, CARES Development Officer**

Mr Anderson welcomed Mr Ross Jones from CARES, a Community and Renewable Energy Scheme to the meeting.

Mr Jones introduced himself and informed members that he worked for a consortium called Local Energy Scotland. He had recently approached the community council with the potential idea of exploring a community renewal supply at the Sandy Loch Water Treatment Works.

He explained that the Scottish Government had set up Community Energy Scheme, it had been running for some time and they delivered it. They were a consortium of social enterprise organisations supported by an environmental consultancy.

The scheme had been established to increase the local benefit of renewable energy. It was about the community being able to develop schemes themselves or form some form of shared ownership into the schemes so they could ultimately benefit from the income themselves rather than the developer. To do this the Scottish government would fund through a loan, at the most risky part of the development, where you would struggle to find another investor, to enable community groups, local authorities, businesses, housing associations, co-operatives or ben comms [society for the benefit of the community] get involved in the scheme and develop it themselves or take a stake from a commercial development scheme.

In Shetland they had been involved in quite a few projects. At Garth Wind Farm, the community had done the work around planning consent, and they had funded it with an initial loan in 2013 and a second loan to take them through a lengthy and difficult process to then attract bank funding and through to completion. The recent opening was a great celebration for the community and also for them. Ultimately they were an enabler, they had worked with Fetlar Green Energy, both with development of their micro-grid which provides heat and power to the local school and other buildings, but also to help set up a Ben Comm to build the turbines, to power it and create a demand and supply within that system.

They had also supported Foula Electricity Trust in terms of the upgrade to their system and Shetland Island Council, as they look to do a thermal storage. Also in Unst to look at the opportunities around what they could do to better utilise the supply and demand that they have on the island.

He stated that Scottish Water already had renewable energy powering many of their assets in terms of solar PV, wind and hydro and were keen to have renewable projects on land adjacent to their asset to supply them. It could be a commercial developer or the preference being for a community providing their supply. They were supportive of communities as developers to look at the feasibility and if it was compatible with what Scottish Water were trying to do, on the various sites.

Sandy Loch had a significant demand, so potential for a renewable resource, and with a guaranteed demand it was only necessary to see if it was financially viable.

Any scheme supported by Scottish Water to supply their site would be developer led, they did not want to have the risk, but were happy to talk to a developer around how they could utilise that supply, how that would relate and if they were happy around how that would work. The supply would be via a private wire, a cable coming into the site and to reduce the cost it would have to be right next door to the site. They would then take that renewable energy and consume it taking away demand from the local grid. This would be done by a formal Power Purchase Agreement set for a 20 year period, so have a guaranteed demand and allow a financial business case, to take the risk and develop it.

Two communities had taken the step forward; Strathaven Town Mills Arts and Heritage Centre who were quite well developed now, in terms of developing the hydro scheme and the agreement with Scottish Water to supply Strathaven Water Treatment Works.

Also the Carloway Estate Trust in Lewis, they put out an invitation to tender a couple of weeks ago, setting out exactly what they were looking for a potential contractor to do in terms of full feasibility on that, with a view to providing a supply to West Harris Water Treatment Works.

Mr Jones said it was an opportunity to work with Scottish Water to determine whether a local renewable supply was feasible and financially viable and if interested and wished to progress or perhaps realise it was not viable for various reasons.

It was an opportunity to commit some limited resource, putting an application through with some support, with a view that should the feasibility become successful then looking to find an appropriate vehicle, probably not the community council, but something that would sit alongside the community council, to take forward to actually creating a generation supply.

It was necessary to establish if the community council were interested, and if the owner of adjoining land would be interested in leasing. In terms of their offer of grant funding it required there being no 'show stoppers' with planning, and if anything prohibited some form of wind turbine or solar PV array on the land. Following that they would be happy to receive an application that would allow a proper feasibility study to be carried out.

Mr Anderson thanked Mr Jones and asked if anyone had any questions.

Mr Knight asked what sort of land area was needed.

Mr Jones replied that land suitable for a turbine, two or three or an area sizable enough for a solar array. He mentioned the solar array down by the lighthouse and suggested the need for a sizable chunk of land.

Mr Anderson asked about the number of turbines.

Mr Ross said that it could be just one turbine, but probably better to have two, if one was not working. Smaller turbines would mean more and at the same time not having such a large turbine towering over the site. He said provision would be only part, so perhaps the decision there to have one or two small ten kilowatt turbines which would only give you so much in return or whether you could put something larger and have a number of fifty kilowatt turbines or whatever else it may be to. It could be a mixture of a turbine and a solar array.

Cllr Stout asked about risk to the supply due to equipment failure and the resulting mitigation due to the contract with Scottish Water.

Mr Jones replied that the contract with Scottish Water would pay for what was supplied. The risk came down to the known reliability of the equipment. He suggested that a lot had been learnt as to what stood the test in Shetland and mentioned the West turbines re-engineered in Foula which they had funded a loan for. It had a technical problem that had stopped it working, but had stood up to gales it still had to do its test of time. They were not for sale and not something to consider.

Cllr Stout enquired if their targets made them more sympathetic to wind turbines or solar arrays.

Mr Jones replied that this was something for the community council to decide. Scottish Water would have a view on supply and preferred type of power and the reliability of it. He explained that this would be where the feasibility would come in. Ultimately it came down to their decision about whether as a community it felt right to explore, as an income generator and ability to take those steps that were required, to then be in a position to make an application. He offered support with questions to planning and drafting of the application form.

Ms Fraser queried about the 'vehicle' required to run the scheme and if a company would have to be established.

Mr Jones replied that some form of special purpose vehicle would have to be formed to do it. He suggested that income would be dependent on the technology used but expecting in the region of a four figure sum each year of generation for it to be worthwhile, requiring some volunteer time as well as paid project management to push that forward.

Mr Anderson informed members about the discussion at the recent ASCC meeting regarding planning and locally the exclusion of a three hundred metre radius.

Mr Jones agreed this was something to be discussed with planning and the with regard to decisions to made over technology, distance of wind turbines based on costs.

Mr Anderson asked if it was something members wanted to further explore.

Mrs Simpson suggested they find out more information before deciding.

Mr Anderson asked Mr Jones' advice on the next steps to be taken.

Mr Jones said the first step was to establish if there was interest from the landowner and to send any further questions to him. He suggested talking to other groups. Following a look around he had seen the potential for it to work and possible reasons why it may not.

Ms Fraser enquired if he envisaged something been near to the waterworks building and the dam.

Mr Jones replied that it needed to be on land adjacent due to the costs of putting in a private wire. He suggested the feasibility study would look into that and provide the information on whether to take it forward or not and the income that could be used for the benefit of the community.

Cllr Stout expressed his thoughts on the scheme fitting in with community empowerment and an opportunity for the community council to develop its capacity to be of benefit to the community.

Mr Jones agreed and advised they talked to those who had gone down this route not to produce renewable energy, but for the income.

Mr Fraser asked if as a community council they were allowed to hold fundraising assets such as this. He suggested that it was grey area regarding holding funds, assets, property and staff.

Cllr Stout clarified that the community council couldn't directly do any of those things as it was currently constituted, but it was simple to set up a vehicle to take that forward.

Mr Anderson added that the new community empowerment act might allow that to happen.

Mr Stephen Leask informed members that he was a director with a community based company that dealt with wind turbines. He said that the company was established for the benefit of the community and this was what they needed to do. They had many different avenues for the community.

Mr Jones explained the benefit of the community council looking into the feasibility and if it was worthwhile first then the establishment of a vehicle to take that forward.

Mr Leask explained the formation of various groups or management committees within the company to take things forward.

Ms Fraser asked if they applied for a grant would it entirely fund the feasibility study.

Mr Ross said the grant would cover the cost of the feasibility study up to ten thousand pounds.

Mr Jones left the meeting at 730pm.

Mrs Simpson asked what they were to do.

Mr Anderson suggested firstly approaching the landowner. He mentioned that Scottish Water had planning in that would result in substantially less power being used.

Mr A Johnston said that he had passed details of the landowner to the clerk.

(Action: Clerk to the council)

04/17/07

Correspondence

(Item included in agenda documents)

Damaged Wall at Brevik House – Inspector Lindsay Tulloch

Mr Anderson pointed out the damaged wall and said the police had been informed.

7.1 Lerwick Speed Limits Gilbertson Road – Dave Coupe, Executive Manager, Roads, SIC

Mr Anderson noted the correspondence from Roads regarding the speed limits.

Mr Ristori mentioned the need for a 20mph zone near to the new Anderson High School.

Discussion took place on the different speed limits on the map from Roads.

Cllr Stout commented that there had been much on-going discussion regarding the situation at Bell's Brae School. He said that there was much sympathy around the problems, there was no single solution, but the starting point had to be how to alter folks' behaviour. He suggested that this response be passed to the concerns that had come in to the community council.

Mr Anderson said that the issue had been raised by a resident and they had approached Roads with the concerns.

Mr B Johnston suggested that it was education that was needed.

Cllr Stout informed members that the council were limited to what they could do and it came down to evidence as opposed to folks' perception. The Esplanade was the only area that had statistics and shown potential to do something. He said a lot of thought had gone into the balance between safety and traffic flow. It was important to keep traffic flowing and visibility was a key issue.

Cllr Stout added that the Police present on the street had shown to effect folks' behaviour and as soon as they knew that the Police were not there their old behaviour

had come back. He stated it was not about engineering or signs, but was an opportunity for the community council to be visible and vocal.

Mr Anderson replied that most people would probably agree with that.

Discussion ensued about the possibility of having a 20mph blanket speed limit in the town.

Mr Anderson didn't agree that this or traffic calming measures would go anywhere towards changing the situation and it came down folks' behaviour.

Cllr Stout stressed the responsibility of the community council in informing the community and having a broader understanding of what the situation was.

Ms Fraser suggested that they forward their support to Roads for the proposed introduction of further 20mph speed limits. She enquired about also replying to the resident at Gilbertson Road.

Mr Anderson proposed that they copy the letter from Roads to the resident and any reply the community council make to Roads. He asked if anyone had any comments or if they would happy to welcome the proposals from Roads.

Mr B Johnston agreed they welcome the proposals and perhaps also make the comment about the need for education.

Members agreed they write to Roads and welcome the proposals.

Mr Knight remarked that educating drivers was useless unless physical reasons were in place to stop speeding nothing was going to happen.

Cllr Stout suggested asking for representation from Roads.

(Action: Clerk to the council)

7.2 Scottish Fire & Rescue Service – Local Plan Shetland Review

Mr Anderson said that unfortunately the questions had not been noted before the on-line portal had closed but suggested the clerk ask for them and circulated to members and if anyone had comments then these could then be submitted.

(Action: Clerk to the council)

7.3 Scottish Ambulance Service – Registration to Resuscitation

Mr Anderson noted that the PADs [Public Access Defibrillators] were being promoted.

Ms Fraser suggested that they check that defibrillators were registered on the Scottish Ambulance website.

Mr Anderson agreed that members could feedback and forward to the clerk and they could check they were on the system. He commented that it was a wonderful idea.

(Action: Clerk to the council)

7.4 Housing Land Audit – Briefing Note – I. McDiarmid, Executive Manager, Planning, SIC

Mr Anderson asked if any members had any questions, concerns or comments on the document.

It was noted as an interesting document and that Lerwick had the highest rate of depopulation during the period.

7.5 Employment Land Audit – Briefing Note – I. McDiarmid, Executive Manager, Planning, SIC

Noted.

7.6 SSE Networks – Kirsty Wood, Lead Engagement & Submarine Policy Officer

Mr Anderson pointed out that an Open Day was to be held at the Museum about the new cable to be laid from Yell to Mossbank, if anyone wanted to go along.

7.7 Da Voar Redd Up – Sita Goudie, Environmental Improvement Officer, S.A.T.

Ms Fraser asked if members were interested in taking place on Sunday 23rd April at 11.00am. Some members were able to attend and names were noted.

Mrs Hall pointed out the area she had suggested at Gremista and the advice given by the Amenity Trust.

Ms Fraser mentioned areas near to Holmsgarth in need of clearing.

Mr Anderson agreed they would agree the areas with the Amenity Trust along with the number of bags and bids required and let everyone know the meeting arrangements.

(Action: Clerk to the council)

7.8 Northern Isles Digital Forum – Sally Ritch, Secretary to Tavish Scott, MSP

Mr Anderson pointed out the event to be held on the 22nd April from 1130 until 130pm if anyone wanted to attend.

7.9 Daffodils at Hillhead – Karen Anderson

Mr Anderson said he had not actually seen the daffodils looking bad and not received the photographs. He said he would chase up the photographs and have them circulated for information.

(Action: Chairman)

7.10 Charitable Exemption Approved – Business Stream

Noted.

7.11 Community Capacity & Resilience Fund – Michael Duncan, External Funding Officer

Mr Anderson noted the money to be made available later this year and suggested the clerk circulate the link and it be included on the agenda for next month.

(Action: Clerk to the council)

(Item 7.12 was held over to the end of the meeting)

03/17/08

Finance

8.1 Core Funding Financial Report 30th March 2017

Noted.

8.2 Invoice for Staney Hill Sign – SIC Finance

Mr Anderson informed members the sign was up at Staney Hill and Paths for All had offered additional funding if we could use it. Plans were moving ahead for putting a back on that sign and additional sign further up the hill at the other end of Cunningham Way. He suggested checking with landowners.

Ms Fraser suggested a sign at the cattle grid as folk did walk up there from the Clickimin, but were not sure if they could get back into Lerwick that way. The sign could point to the view point and down the hill showing the way back to Lerwick and the other pointing along to Cunningham Way.

(Action: Clerk to the council)

8.3 CDF (Distribution & Project) Acknowledgements – Elsa Manson, Community Planning & Development

Mr Anderson said that they had applied for three thousand pounds for a small PB event and one thousand pounds a bit of scoping research for the around Lerwick walk. He suggested they could walk around and take photographs to see where all the gaps were.

(Action: Clerk to the council)

8.4 Living Lerwick – Confirmation of Winter Christmas Lights '16 Grant – Christena Irvine, Manager, Living Lerwick

Noted.

04/17/09

Any Other Business

Road over Staney Hill

Ms Fraser asked what could be done to discourage traffic from using the road over the Staney Hill following it been opened up after the Anderson High School works were completed.

Mr Anderson mentioned the barrier at the bottom near the former campsite which had not lasted long.

Ms Fraser added that gates in the past had prevented it from becoming a through-fare. It was something that they had brought up during the planning of the new school for safe walking routes. She wondered if they could write to the project manager and ask about the plans were to keep the route safe for walkers

Lerwick History Group

Mr Anderson informed member that Monday 8th May had been suggested for a meeting regarding the proposed formation of a Lerwick History Group. The clerk was to send out the information to members. He asked if members could pass this on to anyone who might be interested.

(Action: Clerk to the council)

7.12 SIC Salary Scales – Clerks wages

It was agreed that the clerk’s salary increased in line with the local government pay award with effect from April 2017.

There being no further competent business the meeting concluded at 9.00pm.

Minute ends.

MR J ANDERSON
CHAIRMAN
LERWICK COMMUNITY COUNCIL

Chairman.....

Date.....

Shetland Policing Report March 2017

Date 10/04/2017

To Shetland Community Councils

From T/Chief Inspector Lindsay Tulloch

“Serving a Changing Scotland” - Our 10 Year Strategy for Policing

On behalf of Police Scotland, I am pleased to introduce the Draft 10 Year Strategy for Policing in Scotland and seek your views as part of our consultation.

Policing in Scotland has a long and successful record of adapting to the changing demands and needs of the people and communities it serves. To ensure we remain current, and sustainable, we have jointly developed a 10 year strategy which seeks to promote continued service improvement and delivery.

We are consulting on our strategy to ensure that our workforce, partners and the public are meaningfully involved in the future delivery of policing services. Your comments will assist and inform the final strategy, due for publication in June 2017, and we encourage you to take part in this important process.

It is our intention to publish responses to the consultation, if you do not wish your response to be seen publically, you will be given the opportunity to opt out when completing the online consultation. We will also be publishing information on how the feedback has influenced the strategy, so it will be clear how we have adapted our strategy based upon the responses received.

Our 10 Year Strategy for Policing in Scotland and our consultation can be found online at:

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

The following is a summary of some of the reported incidents attended by Police Scotland in your ward area during the month of March. Not all incidents attended will be included in the summary due to anonymity but hopefully this will provide an indication of the ongoing police activity in your area.

Bressay

There were 1 incident recorded for Bressay of a routine nature.

Yell

There was nine incidents recorded for Yell which included two reports of theft. The other calls were of a routine nature.

Unst

There was six incidents recorded for Unst this included one driver being charged with a number of motoring offences. The other calls were of a routine nature.

Fetlar

There was no incidents recorded for Fetlar.

Whalsay

There was seven incidents recorded for Whalsay all of a routine nature.

Scalloway

There was sixteen 16 incidents reported for Scalloway which included;
Three separate vehicle collision whereby no-one involved any serious injury.
A driver charged with wearing no seatbelt
One driver charged driving whilst disqualified, no insurance and careless driving
One person reported being victim to an on-line Fraud (scam call)
All other calls were of a routine/minor nature

Burra & Trondra

There have been four incidents recorded for Burra & Trondra which included a driver charged for a speeding offence and all other calls were routine.

Sandsting & Aithsting

There was six incidents recorded for Sandsting and Aithsting including report of a vandalism and a road traffic collision whereby no one was injured.

Walls & Sandness

There were 6 incidents recorded for Walls and Sandness, these incidents were of a routine/minor nature

Dunrossness

There have been 20 incidents reported in the area of Dunrossness. This has included one person being arrested for driving while over the drink drive limit, neighbour disputes and other incidents of a more routine nature.

Sandwick

There have been five incidents recorded in Sandwick. These were routine calls.

Nesting and Lunnasting

There have been thirteen incidents were recorded for Nesting and Lunnasting and include a vehicle collision involving one vehicle, a driver charged with no MOT, three drivers charged with speeding offences and other calls of a routine nature.

Delting

There have been 37 incidents recorded for Delting area which has included two separate vehicle collisions, a driver charged with not wearing a seatbelt, two drivers charged with speeding offences and report of an assault. All other incidents were of a routine nature.

Northmavine

There have been seven incidents have been recorded for Northmavine. All are of a routine nature and a report of stolen property.

Tingwall, Whiteness and Weisdale

There have been nine incidents recorded for Tingwall, Whiteness and Weisdale which includes a vehicle collision and a driver charged with a speeding offence. Other calls have been routine.

Gulberwick, Cunningsburgh & Quarff

There have been fourteen incidents reported in the Gulberwick, Cunningsburgh and Quarff areas. This includes one vehicle collision and a driver arrested for failing to provide a breath specimen.

Lerwick

There have been 228 incidents recorded for the Lerwick area.

A summary of the incidents of note can be broken down to the following categories

1. Noise Neighbour – 12
2. Drink Driving - 1
3. Assaults – 7
4. Breach of the Peace/Disorder – 8
5. Vandalisms – 6
6. 2 houses searched under warrant and drugs recovered.
7. Theft – 1.
8. Drunk Person – 1

The remainder of the calls and incidents have been of a routine nature. There has also been a number of road traffic offences detected in and around Lerwick which have included one charged with using a mobile phone, two charged with no MOT, one charged with no seatbelt, one charged with no insurance and a number of other road traffic offences.

If anyone has any information relating to any of the police enquiries or incidents highlighted in your area please pass this on to your community council officers or on the number provided.

Contact can be made with Police Scotland through the 101 national number, or Crime Stoppers which is anonymous on 0800 555 111.
Alternatively you can use Contactus@scotland.pnn.police.uk

Lindsay Tulloch
Area Commander



2026

SERVING A CHANGING SCOTLAND



OUR 10 YEAR STRATEGY FOR POLICING IN SCOTLAND

FOR CONSULTATION



SCOTTISH POLICE
AUTHORITY

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

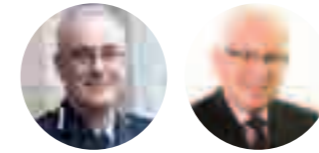
Our Long Term Strategy

- 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?

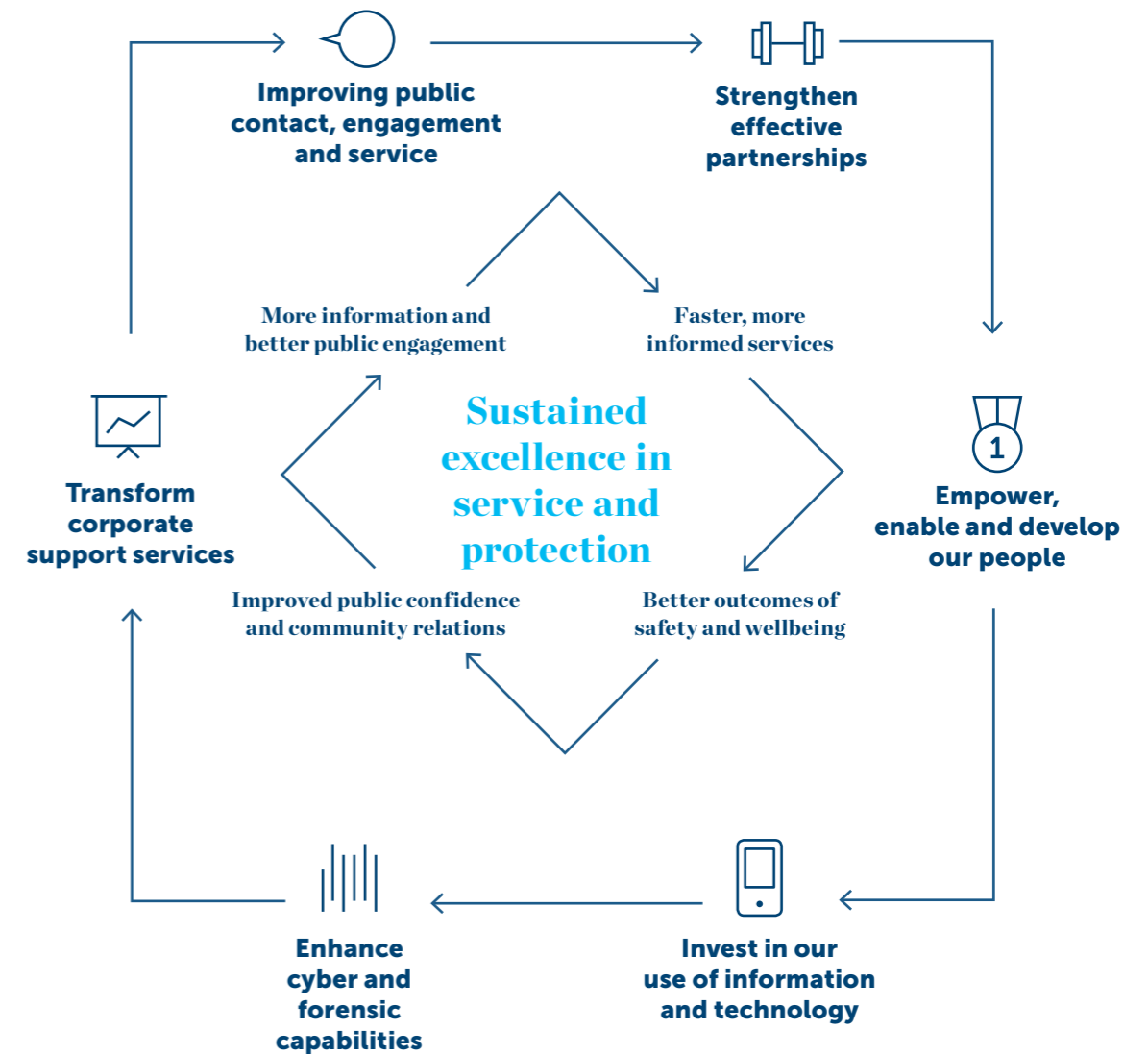
This ten year strategy sets out the Strategic Objectives we will focus on to deliver service improvement, continued relevance to communities and individuals, maintained public consent, enhanced legitimacy and financial sustainability. We believe that by focussing action across six Strategic Objectives, 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.

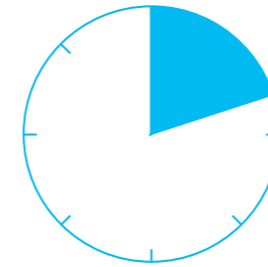
Artificially intelligent agents are likely to play a trusted role in our lives. Advanced chat-bots are likely to provide an alternative to human-to-human interaction, and process automation is likely to have standardised and automated manual processes.

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.



PEOPLE IN MENTAL HEALTH CRISIS ARE LIKELY TO INCREASE IN NUMBER

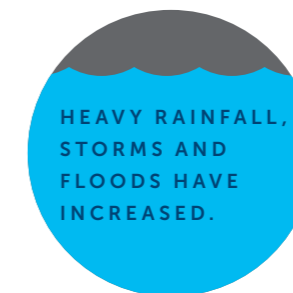


SMART DEVICES, ANALYTICS, AI AND ROBOTICS PLAY AN INCREASING ROLE IN OUR EVERY DAY LIVES.



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

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



HEAVY RAINFALL, STORMS AND FLOODS HAVE INCREASED.



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

60% OF POPULATION GROWTH HAS RESULTED FROM INTERNATIONAL MIGRATION.

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

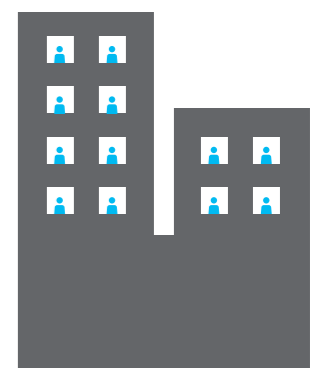
English
Chinese
Polish
Urdu
Punjabi



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



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



LIVING ALONE IS MORE COMMON.



CYBER ENABLED CRIMES HAVE INCREASED.

'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.

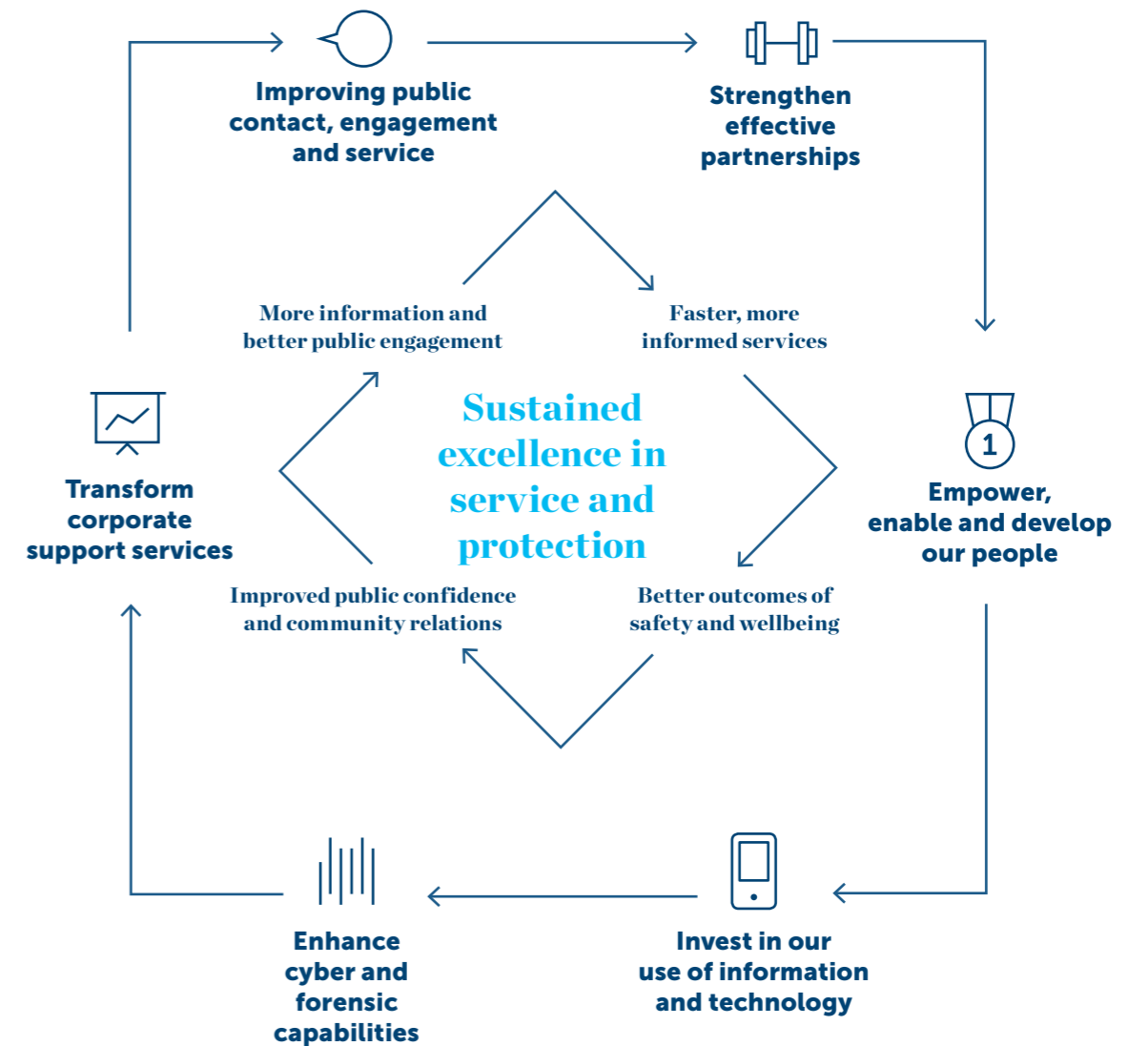
We will need to create the environment, culture and capacity to deliver these sustained changes by working with our people and in partnership. Delivery of this strategy will provide enhanced capability and increased capacity which will allow for a more effective frontline and ability to focus on the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

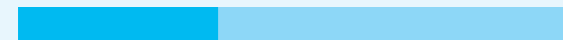
LOCATION

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



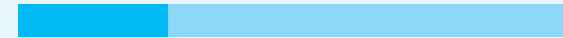
OPERATIONAL EXPERIENCE

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.



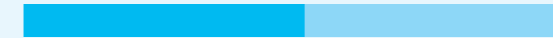
OPERATIONAL EXPERIENCE

High



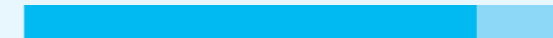
CYBER KNOWLEDGE

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

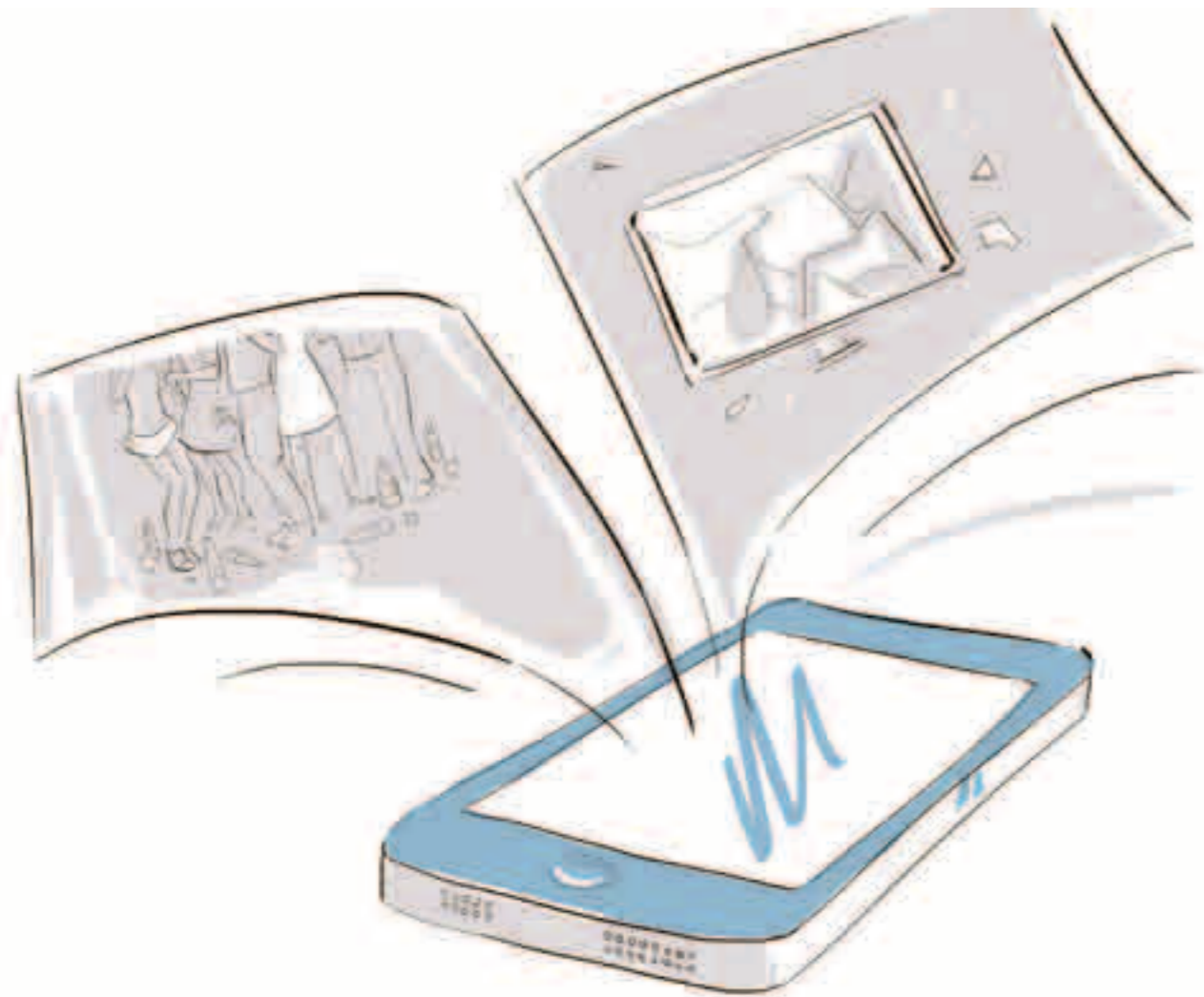
Over the coming months only one of the two offenders has re-offended and this was a minor public order offence. Incidents of anti-social behaviour and theft in the centre and surrounding area decrease with the number of customers and revenue increasing. Demand has reduced on criminal justice partners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



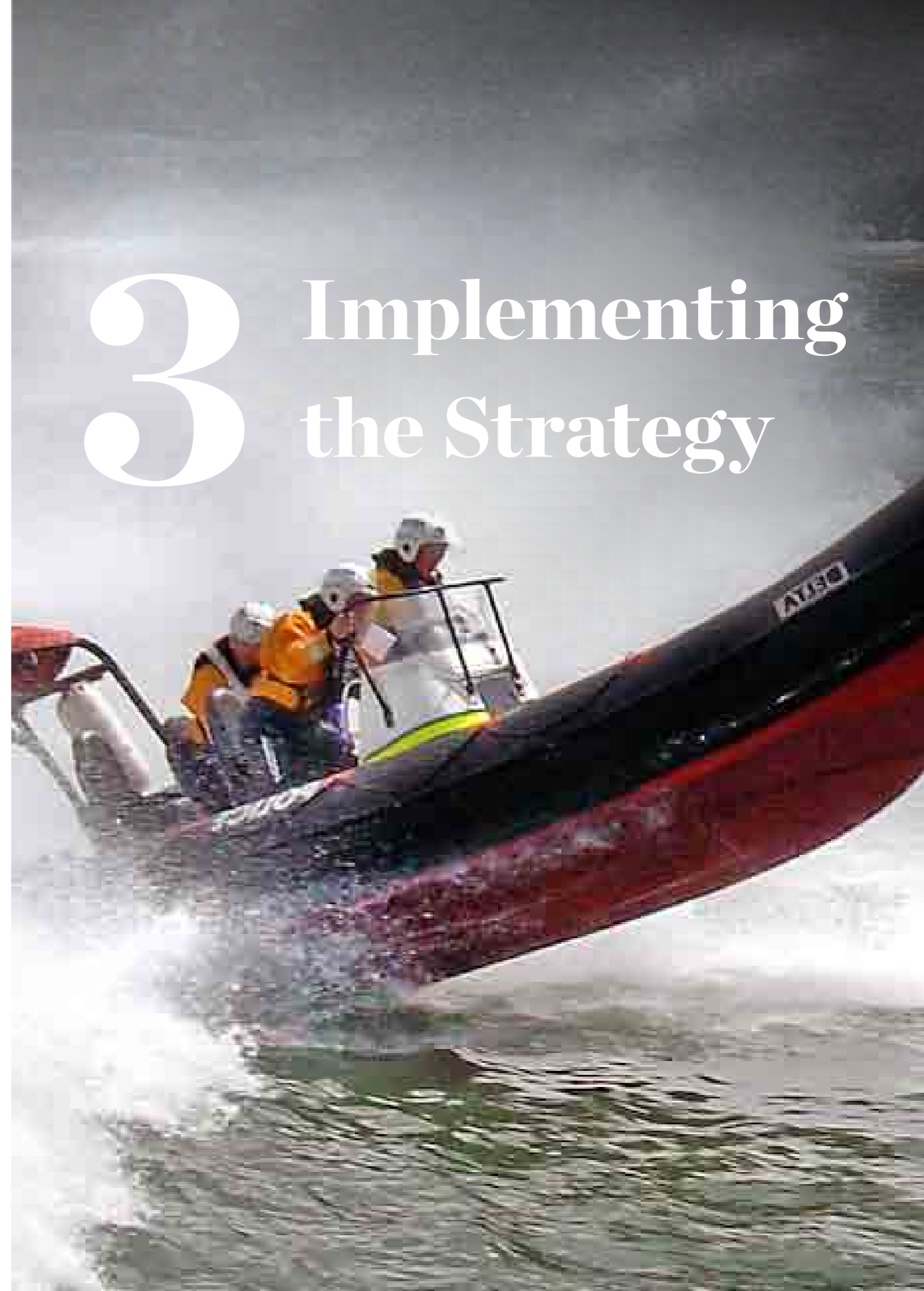
Stabilising and Improving Corporate Services, Creating an Efficient Shared Service and Developing an Innovation Capability

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

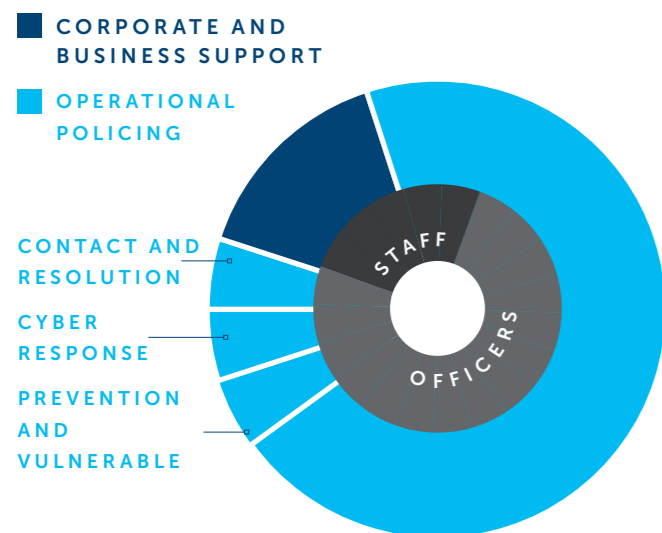
Our transformational plan will create capacity to generate 'policing hours' that are more productive for police officers by reducing administration and freeing their time to focus on operational matters such as effective prevention and partnership working. The changing makeup of the police workforce 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.

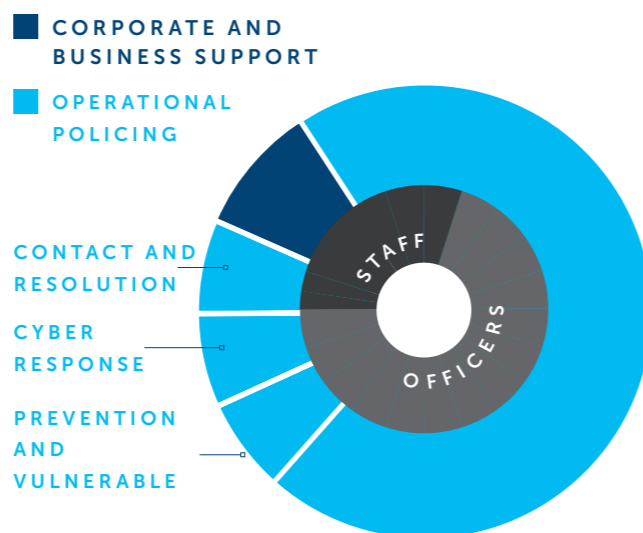
The final diagram is therefore illustrative to emphasise this flexibility and demonstrates that this will be assessed by the Chief Constable at the time when a more precise determination can be made.

OUR CHANGING WORKFORCE MIX: INDICATIVE AND ILLUSTRATIVE PROPORTIONS

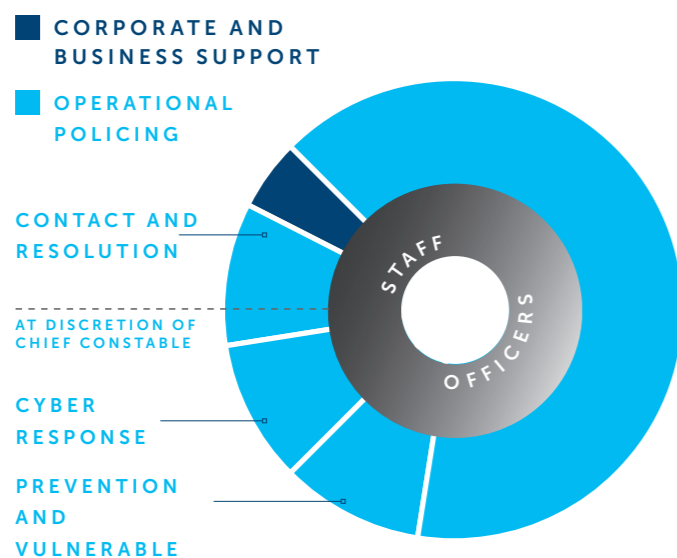
2016



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.

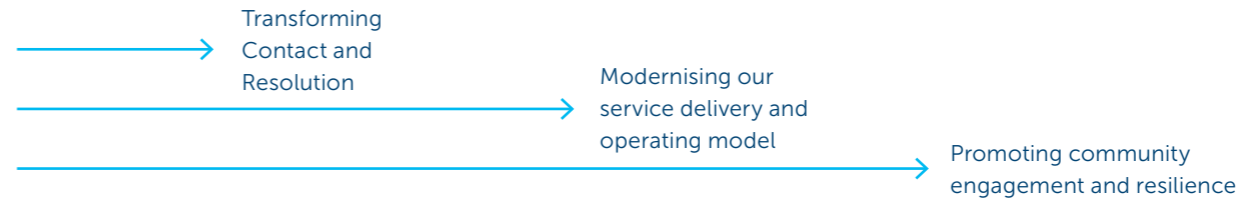
Our transformation portfolio and implementation priorities will be set out in the 3 year plan that will follow the finalisation of this strategy.

**Sustained excellence
in service and protection**

2026

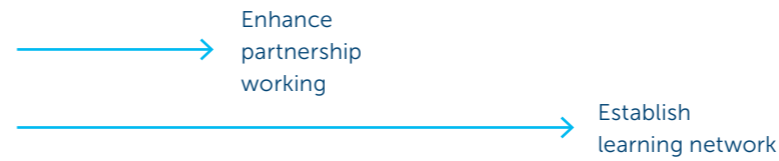
 **Improving public contact, engagement and service**

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



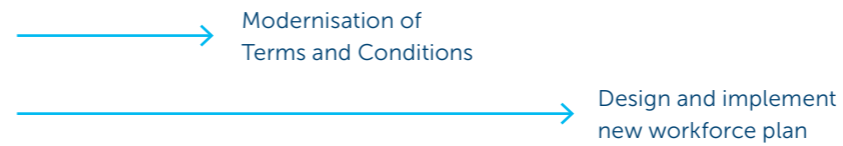
 **Strengthen effective partnerships**


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.



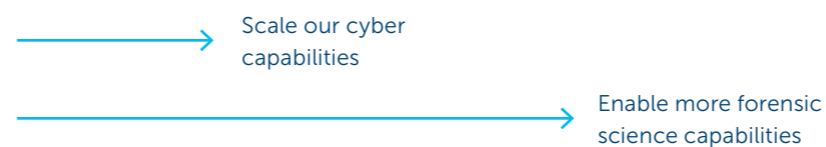
 **Invest in our use of information and technology**

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



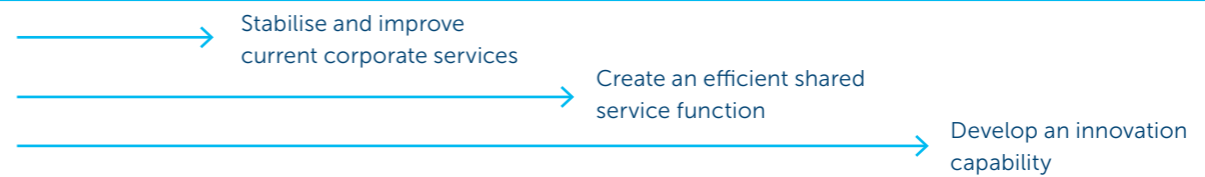
 **Enhance cyber and forensic capabilities**

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.

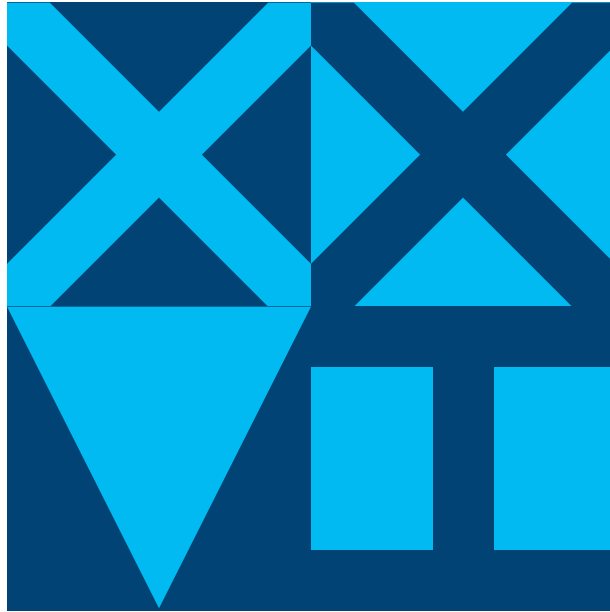
I can contact the police in a way and at a time that suits me and they will work to help me quickly and effectively.

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

Improving Parking in Scotland Consultation Launched

On 31 March, Humza Yousaf MSP, Minister for Transport and the Islands, announced the launch of the public consultation on improving parking in Scotland. The consultation explores how parking is managed across the country, and invites views on how we can deliver a consistent approach to managing and enforcing parking on public roads, including trunk roads, while improving accessibility for all.

Since obtaining powers to legislate on parking matters in the Scotland Act 2016, the Scottish Government is undertaking a detailed review of parking. The Scottish Government recognises the detrimental impact that irresponsible and obstructive parking can have on local communities, including restricting access for emergency services and putting the safety of pedestrians and other motorists in jeopardy.

The impact of parking goes further than governing where people can leave their vehicles. The rules can have a direct impact on town centre regeneration and on accessibility, including the provision of disabled spaces, so it is important that that communities, businesses and interest groups from across Scotland have an opportunity to put their views across to create a set of policies that can help make our roads safer, greener and available to all.

The consultation paper seeks views on a number of aspects, including:

- how Scottish Government can make parking laws clearer
- what parking restrictions and exemptions should apply
- the best approach for managing parking, and
- how to manage the placement of vehicles in today's town centres, including improving accessibility for all, while incorporating new technology.

The consultation is open to all and all interested parties are encouraged to take part in the consultation via the Scottish Government's consultation platform, Citizen Space, at <https://consult.scotland.gov.uk/road-policy/improving-parking-in-scotland/> and will run until **30 June 2017**. The consultation paper can be found here - https://consult.scotland.gov.uk/road-policy/improving-parking-in-scotland/user_uploads/improving-parking-in-scotland.pdf

For further information about the consultation or to request different formats of the document, please email parkingconsultation@transport.gov.scot

Ferries Procurement
Aviation, Maritime, Freight & Canals

Victoria Quay, Edinburgh EH6 6QQ
T: 0131-244 1539
Carol.nowbaveh@transport.gov.scot



Community Council

26 April 2017

Ferry Services Procurement – Policy Review

You may be aware that Humza Yousaf MSP, Minister for Transport and the Islands, made a statement to the Scottish Parliament on 2nd February announcing a policy review into the legal, policy and financial implications relevant to the future procurement of the Scottish Government's lifeline ferry services.

The terms of reference for the review were published on Transport Scotland's website on 15 March, a copy of which is attached to this letter. In summary, the policy review will consider:

- the possible application of the Teckal exemption (which, under strict conditions, might allow for a direct award of contract to an inhouse operator);
- the requirement to ensure compliance with State aid rules; and
- all other legal, policy and financial implications relevant to the procurement of ferry services in future.

Without prejudging the outcome of the policy review, the Minister made it clear in his statement that, should the policy review conclude it would be possible to apply the Teckal exemption and meet state aid rules, the Government would be minded to provide the ferry services through an in-house operator. This would be subject to wider policy and value-for-money implications and, crucially, the views of the communities affected.

The purpose of this letter is to invite you to a meeting to be held in Shetland between 11:00 and 14:00 on 18 May in the Clickimin Leisure Centre, Lerwick. The meeting will involve a presentation from Transport Scotland setting out the specific context, purpose and remit of the policy review. Representatives from local authorities, community, tourism and business groups will then be afforded an opportunity to discuss and feedback views on the future approach to the procurement of the lifeline ferry services.

Please confirm by **6 May** if you or a representative from your organisation will be able to attend the Shetland meeting on 18 May.

If you require to discuss any aspect of this letter or require further information, please do not hesitate to contact me on 0131 244 1539, email carol.nowbaveh@transport.gov.scot

Yours sincerely

Carol Nowbaveh

FERRY SERVICES PROCUREMENT POLICY REVIEW TERMS OF REFERENCE

Purpose

The Policy Review will examine the future approach to the procurement of the Scottish Government's lifeline ferry services, in accordance with European and domestic legislation.

The Policy Review's primary purpose is to ensure the continued provision of safe, efficient and effective ferry services that meet the needs of island and remote rural communities and which provide value for money to the taxpayer.

Remit

The Policy Review will identify and consider in detail the legal, policy and financial implications relevant to the procurement of ferry services, including:

- the possible application of the Teckal exemption
- the requirement to ensure compliance with State aid rules, and
- all other legal, policy and financial implications relevant to the procurement of ferry services in future

The review will examine alternative models to the current organisational structures and governance of David MacBrayne Ltd and Caledonian Maritime Assets Ltd. within the context of meeting the conditions of Teckal and State aid rules.

The review will produce a report on the sustainable provision of ferry services in future. It will be made available to Parliament and be published on Transport Scotland's website.

Structure and Process

The Minister for Transport and the Islands will oversee the review which will be conducted by officials with the relevant expertise from across Transport Scotland and Scottish Government, including:

- Transport Scotland Ferries Unit
- Transport Scotland Analytical Services
- Transport Scotland Finance
- Scottish Government Finance
- Scottish Government Legal Directorate
- Scottish Government European Union Office
- Scottish Government State aid Unit
- Scottish Government Procurement and Commercial Directorate

The review will be structured around three workstreams:

- Legal – including such elements as consideration of the Teckal exemption, the Maritime Cabotage Regulation and State aid rules
- Policy – including such elements as operational implications, consideration of future operating models, key stakeholder engagement and implications of Brexit
- Financial – including such elements as consideration of costs, benefits and value for money associated with procurement of ferry services in future

Stakeholder Engagement

The review will engage closely with stakeholders through a series of key stakeholder reference groups and bi-lateral meetings, including:

- Regional Transport Partnership Ferry User Groups involving local authority, community, business and tourism stakeholders
- Constituency MSP and Transport Spokespersons
- Trade Unions
- European Commission
- Existing Public Service Contract Operating Companies

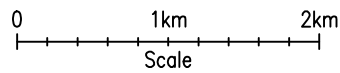
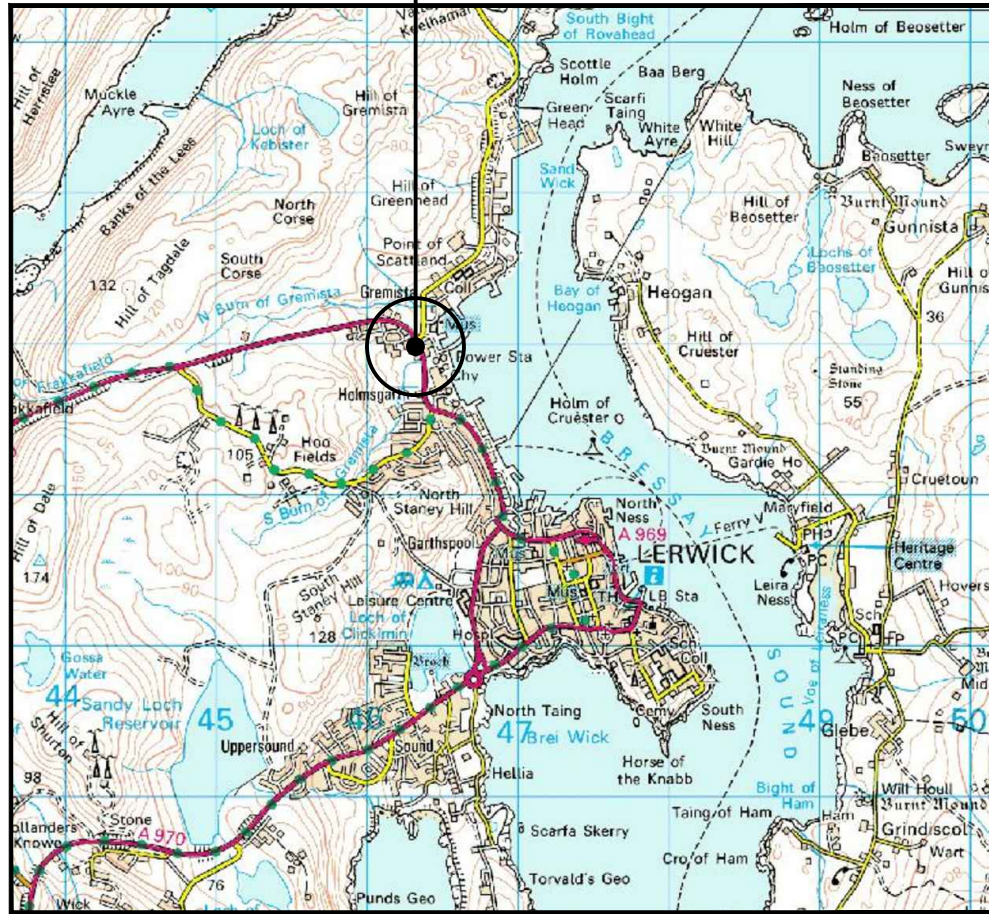
Provisional Timeline

The requirement to consider complex and detailed legal, policy and financial information means that the outcome of the review cannot be prejudged. Emerging findings could influence both the direction and timeline of the review.

A provisional timeline is presented for information purposes only at this early stage in the review process and may be subject to amendment as the review progresses.

Key Milestones	Provisional Timeline
Key Stakeholder engagement	February – June 2017
Consideration of legal, policy and financial implications	February – August 2017
Publication of Report	Autumn 2017

SITE LOCATION

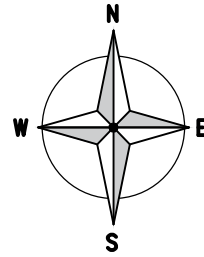


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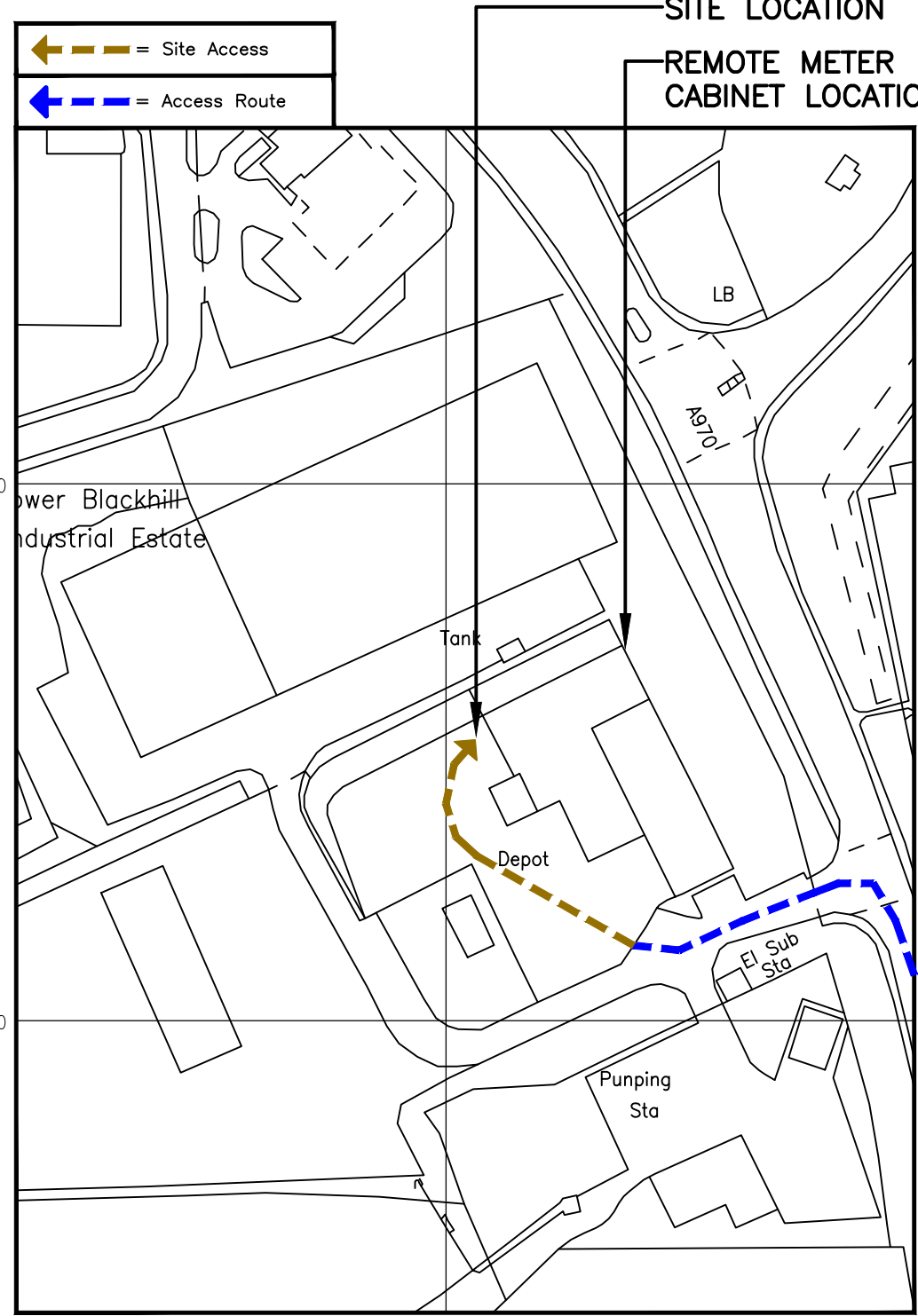
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SITE PHOTOGRAPH

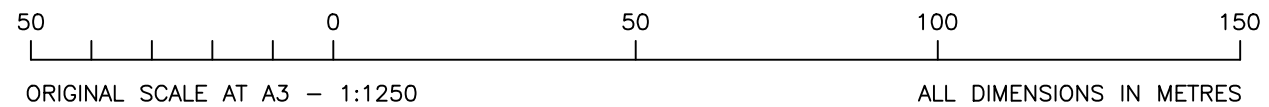


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DETAILED SITE LOCATION
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REMOTE METER CABINET LOCATION

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REV	MODIFICATION	BY	CH	DATE

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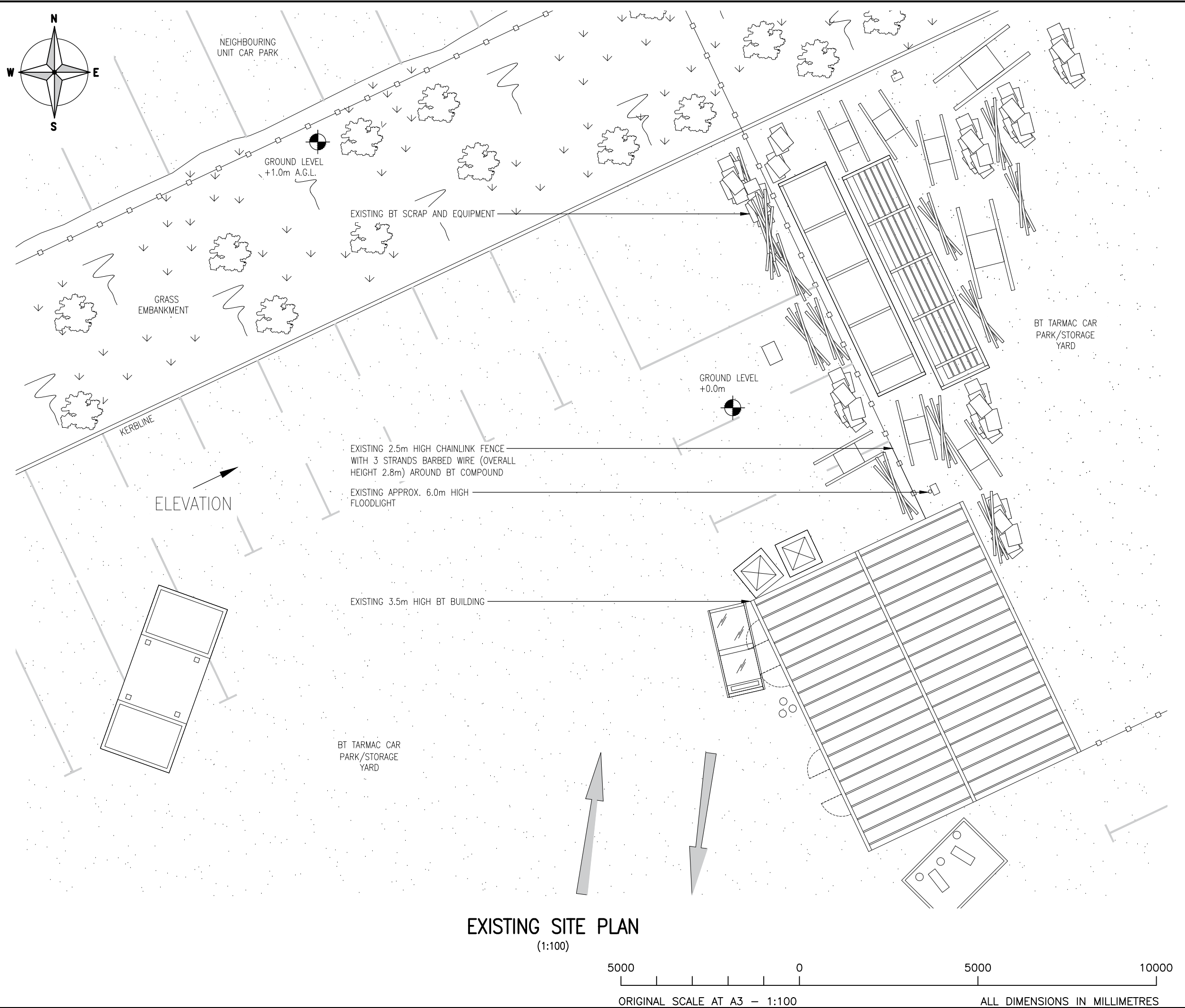
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Purpose of issue: PLANNING

Drawing Number: 100

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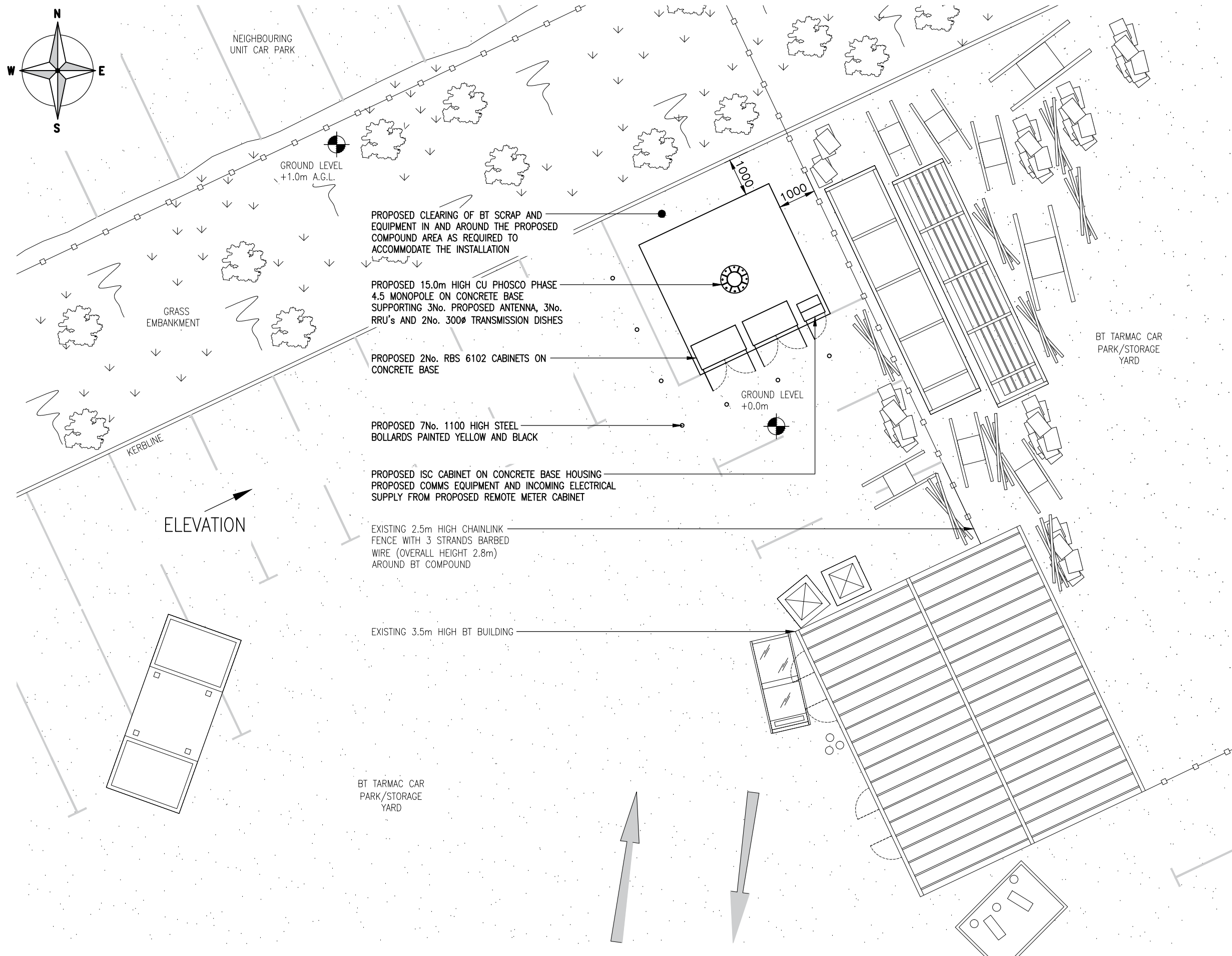
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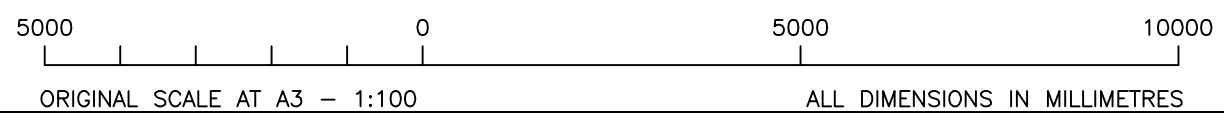
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PROPOSED SITE PLAN
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207641	076982	N/A

Site Address / Contact Details

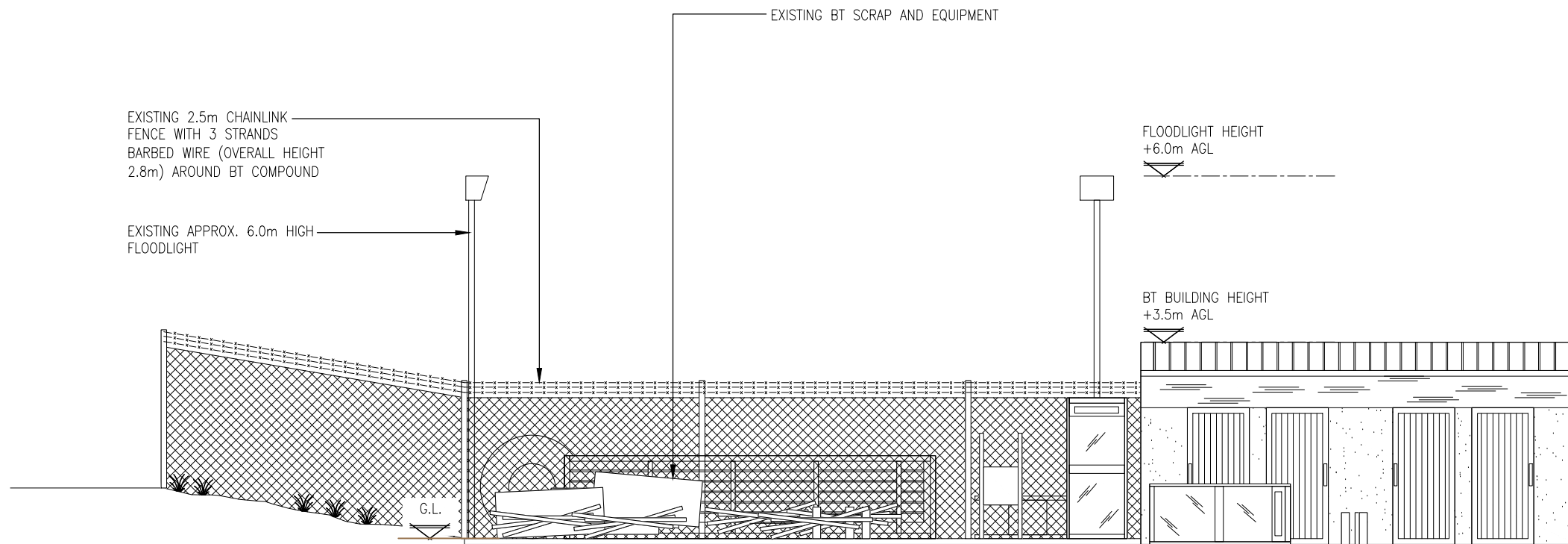
BT COMPOUND
HOLMSGARTH
SHETLAND ISLANDS
ZE1 0TA

Drawing Title: EXISTING SITE ELEVATION

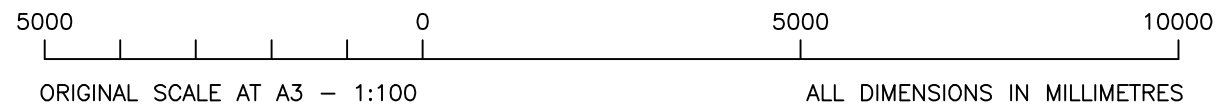
Purpose of issue: PLANNING

Drawing Number: 300

Surveyed By: NDS	Original Sheet Size: A3	Issue: A
Drawn: SSC	Date: 23.03.17	Checked: NDS
		Date: 23.03.17



EXISTING SOUTH WEST ELEVATION
(1:100)



ALL DIMENSIONS ARE IN mm UNLESS NOTED OTHERWISE

N.G.R E: 446305 N: 1142953


CONCESSION REQUIRED NO

NOTES:
 - GEOTECH REQUIRED
 - REC QUOTE REQUIRED
 - STATUTORY SERVICES INFORMATION REQUIRED

A	Issued for Approval	SSC	NDS	23.03.17
REV	MODIFICATION	BY	CH	DATE



WOLVEY - HINCKLEY - LEICESTERSHIRE - LE10 3JF
 Tel: +44 (0)1455 222792 Fax: +44 (0)1455 222758



Cell Name	Opt.
HOLMSGARTH	D

Cell ID No		
CTIL	TEF	VF
207641	076982	N/A

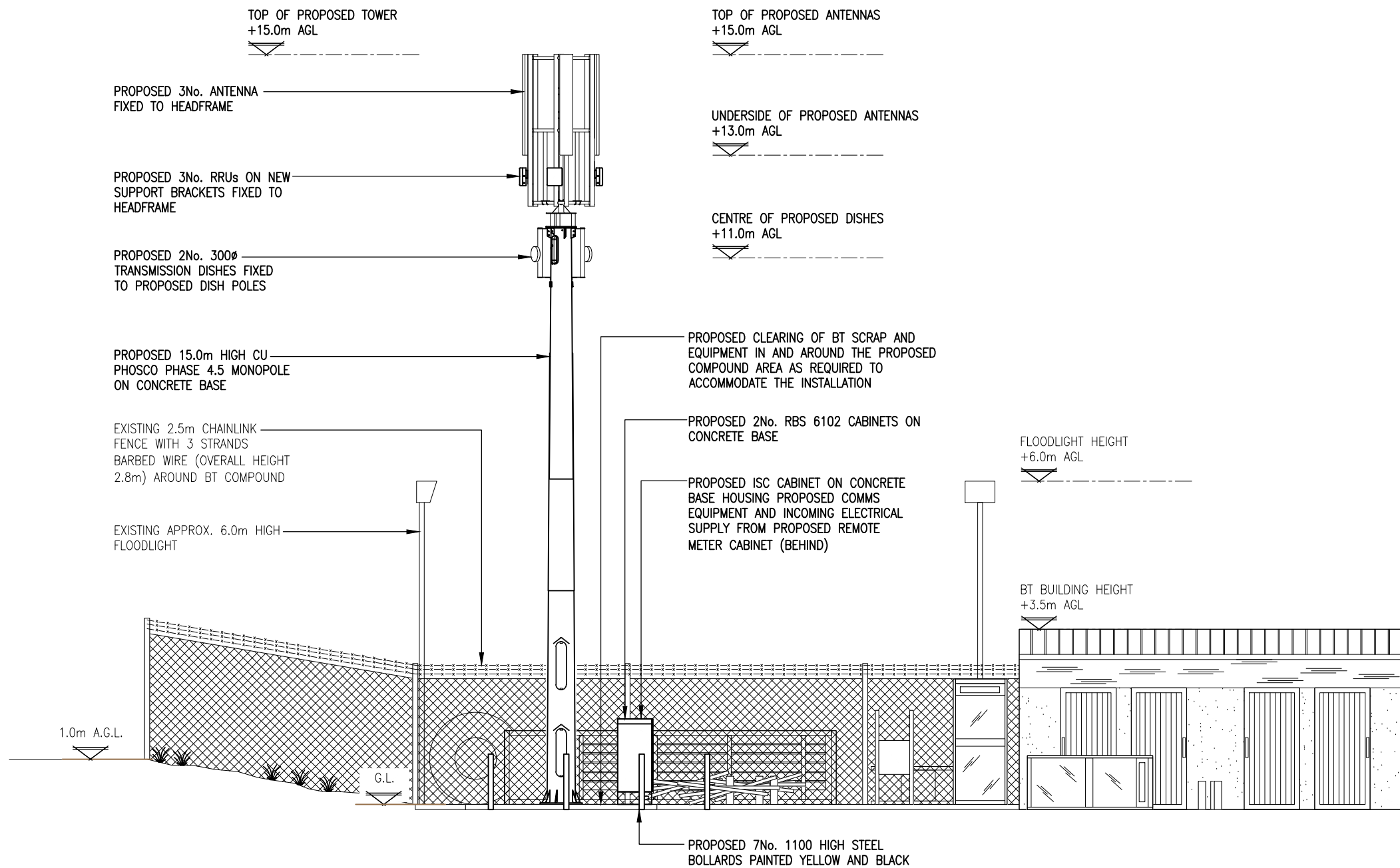
Site Address / Contact Details
 BT COMPOUND
 HOLMSGARTH
 SHETLAND ISLANDS
 ZE1 0TA

Drawing Title: PROPOSED SITE ELEVATION

Purpose of issue: PLANNING

Drawing Number: 301

Surveyed By: NDS	Original Sheet Size: A3	Issue: A
Drawn: SSC	Date: 23.03.17	Checked: NDS Date: 23.03.17



PROPOSED SOUTH WEST ELEVATION
 (1:100)



The drawings comply with CTIL Beacon Standard ICNIRP guidelines.
 Designed in accordance with CTIL Beacon documents: SDN0008 & SDN0009 'ICNIRP Compliance Summary'

Lerwick Community Council
c/o Chairperson, Jim Anderson

Sent via email to: jim@filsket.me.uk

12 April 2017

Dear Chairperson

Proposed base station installation at:

Site Ref: CTIL207641 / TEF076982 / VF N/A
Address: Land at BT Compound, Holmsgarth, Lerwick, Shetland Islands, ZE1 0TA
Grid Ref: 446305, 1142953

Pre-application consultation

Telefónica UK Limited has entered into an agreement with Vodafone Limited pursuant to which the two companies plan to jointly operate and manage a single network grid across the UK. These arrangements will be overseen by Cornerstone Telecommunications Infrastructure Ltd (CTIL) which is a joint venture company owned by Telefónica UK Limited and Vodafone Limited.

This agreement allows both organisations to:

- pool their basic network infrastructure, while running two, independent, nationwide networks
- maximise opportunities to consolidate the number of base stations
- significantly reduce the environmental impact of network development

Telefónica is in the process of progressing a suitable site in your local area for a radio base station. The purpose of this letter is to consult with you and seek your views on our proposal before any planning submission is made. We understand that you are not always able to provide site specific comments, however, the operator is committed to consultation with communities on our mobile telecommunications proposals and as such would encourage you to respond. Consultation has been undertaken with the Development Control Department, Councillors, Community Council, MP, MSP and neighbours.

Mobiles can only work with a network of base stations in place where people want to use their mobile phones or other wireless devices. Without base stations, the mobile phones and other devices we rely on simply won't work. As part of Telefónica's continued network improvement program, there is a specific requirement for a radio base station to provide improved 2G, 3G and 4G coverage to those living, working and travelling within the Holmsgarth area of Lerwick.

Please find below the details of the proposed site and the alternative site options considered and discounted in our site selection process.

The technical network requirement is as follows:

Cell Ref: Telefónica 075982
Requirement: 2G, 3G & 4G network coverage

The proposal incorporates the installation of the following:

- 15m high monopole mast with headframe
- 3No. antennas
- 3No. Remote Radio Units (RRUs) (289x127x351mm)
- 2No. 300mm dish
- 3No. cabinets (1No. 1300x700x1450mm; 1No. 600x500x1535mm)
- Foundation
- 7No. Bollards
- 1.8m high chainlink fence
- Ancillary apparatus

All equipment will be coloured as per standard manufacturer specification. However, any suggested alternative that the Council may prefer could be incorporated.

Prior to settling on the option outlined above, several alternative site options were assessed but discounted. A table providing details of all previously considered sites has been appended to this correspondence. Should any party wish to make any further suggestions these would be gratefully received and all reasonable suggestions will be investigated.

The Local Planning Authority mast register and our records of other potential sites have already been reviewed, the policies in the Development Plan have been taken into account and the planning history of the site has been examined.

All Telefónica installations are designed to be fully compliant with the public exposure guidelines established by the International Commission on Non-Ionizing Radiation Protection (ICNIRP). These guidelines have the support of UK Government, the European Union and they also have the formal backing of the World Health Organisation. A certificate of ICNIRP compliance will be included within the planning submission.

In order to give you time to send your comments or request further information, we commit to allow at least 14 days before an application is submitted to the Local Planning Authority. This 14 day period starts from the date at the top of this letter.

We would also be grateful if you could please advise of any local stakeholders or groups that might like to make comments.

We look forward to receiving any comments you may have on the proposal.

Yours sincerely



Jodie Kane MRTPI
Planning Consultant
Email: Jodie.kane@gallifordtry.co.uk
Mobile: 07920110583

For and on behalf of CTIL and Telefónica UK Ltd

Enc.

Proposed base station installation at:

Site Ref: CTIL207641 / TEF076982 / VF N/A

Address: Land at BT Compound, Holmsgarth, Lerwick, Shetland Islands, ZE1 0TA

Grid Ref: 446305, 1142953

Discounted Site Information

Site ¹	Site Name and Address	NGR	Reason for not choosing ²
GF	Wireless Infrastructure Group Site Old Quarry Stanley Hill Road	446179, 1141606	Although identified as an available site for development as part of a multiple site opportunity, the property is located too far south west for the network planning team. This option has therefore been discounted on operational merit.
Gf	Blackhill Industrial Estate	445941, 1143053	This option is a viable development option but has been discounted as being slightly less preferable than the subject site which has an established telecommunication use.
GF	Gremista Waste Water Screening Plant	446325, 1142882	This option is a viable development option but has been discounted as being slightly less preferable than the subject site which has an established telecommunication use.
GF	Lerwick Power Station	446470, 1142744	Due to future redevelopment plans, Scottish Power do not wish to enter into lease negotiations for a new telecoms development upon their land.
ETS	Telefonica Cell Ref 003221 Vodafone Cell Ref 004749 Lerwick Police Office	447453, 1141528	This established base station currently provides a solution for the adjoining cell area and is not capable of addressing the current coverage deficit due to the presence of Stanley Hill.
GF	North Stanley Hill Reservoir	446336, 1142024	The land is due to be redeveloped and is not available for use.
GF	South Gremista Industrial Estate	Various	The low topography of the area poses an operational problem and any development here would be unable to address the current deficit.
GF	Gilbertson Park Gilbertson Road	Various	This land is located too close to the existing Police Station site, has a low topography and is in proximity to the New Town Conservation Area. As a result it has been discounted on operational and planning merit.
GF	Shetland Recreational Trust Grounds	Various	The low topography in a context of the target coverage area has rendered this property unviable for development.

¹ ETS – Existing Telecomm site, ES – Existing Structure, RT – Roof Top, GF – Greenfield

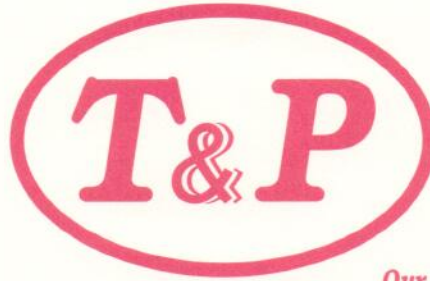
² SP – Site Provider, RD – Redevelopment Not Possible, T – Technical Difficulties, P – Planning, O - Other

GF	Shetland Islands Council Childrens Services Hayfield Lane	Various	Although a slightly higher topography than much of the south western section of the town, the removed location and presence of Stanley Hill would still prevent any development from providing the necessary coverage to the target area.
GF	Street furniture development options within settlement	Various	Viable street furniture development options are limited due to restrictive pavement widths, the presence of underground services and impact upon visibility splays. Those sites that are available for use are considered to be less preferable than the subject site which is in established telecommunications use.

Tait & Peterson

Solicitors & Notaries

Bank of Scotland Buildings,
Lerwick, Shetland, ZE1 0EB



Tel: 01595 693010

Fax: 01595 695999

Email: info@tait-peterson.co.uk

Website: www.tait-peterson.co.uk

Lerwick Community Council
Basement
Stouts Court
Lerwick
Shetland
ZE1 0AN

Our Ref:

BORLO01-12/ESP/DW

2017-005/MS

Your Ref:

24 April 2017

Date:

Dear Mrs Sandison

MRS OLIVE BORLAND COMMUNITY AND RENEWABLE ENERGY SCHEME

We thank you for your letter of 10 April 2017 and confirm we act on behalf of Mrs Olive Borland who owns the Lochend Estate.

It would be most helpful if you could give us some further information regarding the proposals for potential renewable energy generation for supply to the Scottish Water at the Sandy Loch water treatment works.

It would help when taking instructions if we were able to give some further information regarding the proposals.

Yours sincerely

Eric S Peterson



LERWICK COMMUNITY COUNCIL

www.lerwickcc.org

CHAIRMAN

Mr Jim Anderson
15 Twageos Road
Lerwick
Shetland ZE1 0BB

Tel. 01595 695648 or 07803 342304
Email: chair@lerwickcc.org.uk

CLERK

Mrs Marie Sandison
Community Council Office
1 Stouts Court
Lerwick
Shetland ZE1 0AN

Tel. 01595 692447 or 07762 017828
Email: clerk@lerwickcc.org.uk

10th April 2017

Dear Sir/Madam,

An inaugural meeting of a proposed 'Lerwick History Group' is to be held in **Solar House**, North Ness, Lerwick at **7pm** on **Monday 8 May 2017**.

Please come along and invite any interested members of the public to attend.

Yours faithfully,

Marie Sandison

Marie Sandison
Clerk to the Council

BUSINESS

1. Welcome
2. Note of those present
3. Introduction
4. Questions from the floor
 - a) What does Lerwick History & Heritage mean today?
 - b) Formation of a group
 - c) The way forward
5. Election of Office Bearers
6. A.O.B.
7. Date of Next Meeting

From: Michael.Duncan@shetland.gov.uk
To: CommunityCouncilClerks@shetland.gov.uk
Cc: Vaila.Simpson@shetland.gov.uk; catherine.hughson@shetland.org; anne.cogle@shetland.gov.uk; jan.riise@shetland.gov.uk
Subject: ASCC support
Date: 19 April 2017 14:20:48

Dear all,

I am writing to advise that Voluntary Action Shetland will continue to provide support to the Association of Shetland Community Councils (ASCC) until the end of September 2017.

This arrangement provides time to conclude the review of support to ASCC. It is anticipated that a report with proposals shall be presented to the Council early after the summer recess.

I trust this keeps you informed.

Best regards,

Michael D

Michael Duncan

External Funding Officer

Shetland Islands Council

Community Planning & Development

Solarhus

3 North Ness

Lerwick

Shetland

ZE1 0LZ

Tel: 01595 743828

Email: Michael.duncan@shetland.gov.uk

Facebook: www.facebook.com/shetland.community.hub

VOLUNTARY ACTION SHETLAND

Market House
14 Market Street
Lerwick
Shetland
ZE1 0JP

Tel: 01595743903 Fax: 01595696787
E-mail@ vas@shetland.org

Invoice

Page 1

Lerwick Community Council
Marie Sandison
1 Stouts Court
Lerwick
Shetland
ZE1 0AN

Invoice No.	11035
Invoice/Tax Date	20/03/2017
Order No.	
Account No.	CCLER

Quantity	Details	Unit Price	Net Amt	VAT %	VAT
1.00	Administration Fee	60.00	60.00	0.00	0.00
1.00	VAS Membership 2017 - Group	25.00	25.00	0.00	0.00

Please make cheques payable to:
VOLUNTARY ACTION SHETLAND

BANK TRANSFERS: Bank of Scotland
Sort Code: 80 08 82
Account No. 00716941

Total Net Amount	85.00
Carriage Net	0.00
Total VAT Amount	0.00
Invoice Total	85.00

From: [Alan Irvine](#)
To: [Clerk to Lerwick Community Council](#)
Cc: [Frank L. Johnston](#)
Subject: Re: Quote for erecting signpost Cunningham Way/Sandy Loch
Date: 17 April 2017 12:28:27

Hi Marie,

Further to your e-mails, please find below, our estimated costs for the erection of a sign pole at Sandy Loch/Cunningham Way, assuming pole is supplied by yourselves;

Labour £200.00

Plant £ 28.00

Materials £ 35.00

TOTAL £263.00 plus V.A.T.

I trust the above is of interest and look forward to your reply.

Best regards,

Alan.

Frank L. Johnston (Shetland) Ltd.

Green Acres

Gott

Shetland. ZE2 9SG

Tel/Fax: (01595) 840 605

My Email: peerieal@btinternet.com

Office Email: frank.johnston@btconnect.com

Mobile: 07748 131 763

From: [Clerk to Lerwick Community Council](#)
Sent: Friday, April 14, 2017 8:48 AM
To: '[Alan Irvine](#)'
Subject: RE: Quote for erecting signpost Cunningham Way/Sandy Loch

Hi Alan,

Yes that's the one. Look forward to hearing from you.

Regards,

Marie

--

Marie Sandison

Clerk

Lerwick Community Council

Tel: 07762 017828

From: Alan Irvine [mailto:peerieal@btinternet.com]
Sent: 13 April 2017 09:18
To: Clerk to Lerwick Community Council
Subject: Re: Quote for erecting signpost Cunningham Way/Sandy Loch

Hi Marie,

Apologies for the delay in replying, but am I correct in thinking that the sign which you had erected at the Staney Hill is a single post with a square sign showing "Sandy Loch", "Viewpoint" & "A.H.S./Leisure Centre"?

If it is something similar you require at the Sandy Loch end, I'll be able to price accordingly.

Many thanks,

Alan.

Frank L. Johnston (Shetland) Ltd.

Green Acres

Gott

Shetland. ZE2 9SG

Tel/Fax: (01595) 840 605

My Email: peerieal@btinternet.com

Office Email: frank.johnston@btconnect.com

Mobile: 07748 131 763

From: [Clerk to Lerwick Community Council](#)
Sent: Friday, April 07, 2017 12:13 PM
To: peerieal@btinternet.com
Cc: [Jim Anderson](#)
Subject: Quote for erecting signpost Cunningham Way/Sandy Loch

Dear Alan,

Can you provide us with a quote for erecting a public pathway sign?

The Lerwick community Council recently received funding from Paths for All to install a signpost at Cunningham Way. This has been installed.

Paths for All offered us an additional funding towards erecting further signage at the other end of Cunningham Way near the Sandy Loch.

The council erected the first sign and are now occupied with road works at the Esplanade, so unable to install the second one.

Regards,
Marie

Shetland Island Council
Corporate Services, Finance
Office Headquarters
8 North Ness Business Park
Lerwick
Shetland
ZE1 OLZ



Tel: 01595 744643/744642/744641
Fax: 01595 744667

LERWICK COMMUNITY COUNCIL
1 STOUTS COURT
LERWICK
SHETLAND

REMITTANCE ADVICE

ZE1 0AN

Remittance Date	18/04/2017
Supplier No	0142500

Date	Our Ref	Your Reference	Description	Total
13/04/2017	0035000055	VS/EM/58913/F6.1		20,923.00
Total Paid				20,923.00

Total amount was sent directly to your Bank by BACS transfer and will be received within 3 working days of the date of this remittance.

LERWICK COMMUNITY COUNCIL

Core Funding Financial Report as at 25 April 2017

<u>INCOME</u>	£	£
Balance at at 1 April 2017		4,615.68
SIC Core Funding Grant 2017-18		20,923.00
SIC Community Development Funds (Distribution & Project)'17/'18		0.00
Sale of Town Hall Guides		0.00
Paths for All Grant - Staney Hill Sign		400.00
		25,938.68

<u>EXPENDITURE</u>	£	£
Office Costs	-106.79	
Employment Costs	798.60	
Administration	99.55	
Accountancy	0.00	
Misc.	0.00	
Grants/Projects	264.00	
CDF Distrib & Projects	0.00	
(CDF Distribution '16/'17)	2,000.00	
		3,055.36
		22,883.32

<u>REPRESENTED BY</u>	£	£
Bank Balance as at 25.04.17		22,883.32

Indication of Free Funds:

Main Annual Running Costs - Amended Forecast - £15,458.20		
Amended Budget Remaining	14,666.84	
Annual Grants & Projects Amended Forecast £1,570.00		
Amended Budget Remaining	1,570.00	
Committed Funding:		
Paths for All - Staney Hill Sign (£408 spent)	464.00	
		16,700.84
Estimated Free Funds		6,182.48

LERWICK COMMUNITY COUNCIL - Main Annual Running Costs

Budget 2017-2018	Forecast	Amended	Actual to date	2016-17	Forecast	Amended	Actual to date
	£	£	£		£	£	£
SIC-Rent & Insurance	2,700.00	2,700.00	0.00		2,700.00	2,700.00	2,700.00
Data Protection Registry Renewal	35.00	35.00	0.00		35.00	35.00	35.00
Business Stream (Full exemption)	0.00	0.00	0.00		119.02	119.02	119.02
Hydro-Office	500.00	500.00	-106.79		725.00	600.00	434.96
Telephone & Broadband	550.00	550.00	99.55		550.00	550.00	326.35
SIC-Refuse Collection	0.00	0.00	0.00		0.00	0.00	0.00
Clerks Salary	9,583.20	9,583.20	798.60		9,309.60	9,561.60	9,561.60
Postage	45.00	45.00	0.00		45.00	45.00	16.50
Office/Liability Insurance	300.00	300.00	0.00		300.00	300.00	0.00
Accountants Fees	300.00	300.00	0.00		50.00	50.00	0.00
Membership of VAS	85.00	85.00	0.00		85.00	85.00	0.00
Solution X (Xerox)	350.00	350.00	0.00		250.00	350.00	260.64
Office Supplies	750.00	750.00	0.00		750.00	250.00	54.09
Rates-LCC Qualifies for 100% Business Rates Relief	0.00	0.00	0.00		0.00	0.00	0.00
Advertising	75.00	75.00	0.00		0.00	0.00	0.00
I.T Support	85.00	85.00	0.00		85.00	85.00	0.00
Misc	100.00	100.00	0.00		100.00	100.00	0.00
Total	15,458.20	15,458.20	791.36		15,103.62	14,830.62	13,508.16
Amended Forecast Costs	15,458.20				14,830.62		
Less Actual to Date	791.36				13,508.16		
Forecast Costs Remaining	<u>14,666.84</u>				<u>1,322.46</u>		
SIC Grant			20,923.00		SIC Grant		20,923.00

LERWICK COMMUNITY COUNCIL - ANNUAL GRANTS & PROJECTS

2017-18			
	Forecast	Amended Forecast	Actual to Date
	£	£	£
Lighting/Repairs Clickimin Broch	1,570.00	1,570.00	0.00
	1,570.00	1,570.00	-

2017-18			
	Forecast	Amended Forecast	Actual to Date
	£	£	£
Lighting at Clickimin Broch	5,100.00	5,716.19	5,716.19
Peerie Galley Ground Rent	81.07	-	0.00
	5,181.07	5,716.19	5,716.19

Amended Forecast	1,570.00
Less Actual to Date	0.00
Estimated Spend Remaining	<u>1,570.00</u>

Amended Forecast	5,716.19
Less Actual to Date	5,716.19
Estimated Spend Remaining	<u>-</u>

Lerwick Community Council Grnts/Projects 2016-2017

Date	Description	£	£	£	£
		Grants	Projects	CDF 15/16	CDF 16/17
18/04/16	Clickimin Broch - Electricity		266.62		
20/04/16	Injury Shetland			800.00	
15/06/16	Shetland Festival of Rembrance	100.00			
16/06/16	Clickimin Broch - New LED lights		4,524.00		
22/06/16	LOOT for Lerwick				10,437.20
29/06/16	Lerwick Boating Club - Crane	2,000.00			
07/07/16	Clickimin Broch - Electricity		224.24		
21/07/16	Clickimin Broch - Electricity		-394.74		
28/08/16	Living Lerwick - Planters 2016	1,000.00			
25/08/16	Clickimin Broch - Electricity		293.76		
10/10/16	Clickimin Broch - Electricity		242.32		
15/11/16	SAT - Cleaning War Memorial		960.00		
14/12/16	Clickimin Broch - Replace light		324.84		
06/12/16	Islesburgh Christmas Lunches	300.00			
03/01/17	Clickimin Broch - Electricity		235.15		
13/03/17	Painting Bank Lane Railings		41.33		
24/03/17	Living Lerwick - Winter 2016	1,000.00			
27/03/17	Staney Hill Signpost		144.00		
		4,400.00	6,861.52	800.00	10,437.20

TOTAL **22,498.72**

27/03/17	SIC - CDF Distribution (Returned)			600.00	
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LERWICK COMMUNITY COUNCIL

CHAIRMAN

Mr Jim Anderson
66 Breiwick Road
Lerwick, Shetland ZE1 0DB

Tel. 01595 693540 or 07803 342304
Email: chair@lerwickcc.org.uk

CLERK

Mrs Katrina Semple
Community Council Office
1 Stouts Court
Lerwick, Shetland ZE1 0AN

Tel. 01595 692447 or 07818 266876
Email: clerk@lerwickcc.org.uk
Website: www.lerwickcc.org

APPLICATION FOR GRANT

Name of group/organisation:	Living Lerwick Ltd
Contact name & position held:	Christena Irvine, BID Manager
Address:	7 Mounthooly Street, Lerwick, ZE1 0BJ
Mobile & telephone numbers:	07767 446617, 01595 696932
Email address:	manager@livinglerwick.co.uk

Details of project: *(This should include how the grant will be spent and what outcome(s) would be achieved should the grant be awarded)*

Living Lerwick Ltd is working towards a summer event. As part of this, we would like to improve the look and feel of the town centre for summer 2017. The intentions are to have:

Flower scheme – 43 half baskets, 27 full baskets, 18 window boxes, 16 small planters, 6 medium planters, 5 larger planters.

The cost of the flowers have been priced at £2,896.50

In addition to the cost of the flowers, for which we apply for a grant, there will be watering costs in the region of £1,200. This contract is currently being negotiated.

The flower scheme adds life and colour to the town centre, improving the look and feel of the town for locals and visitors alike.

Type of organisation (e.g. voluntary / charitable): Ltd Company (not for profit business improvement district)

Number of members in group/organisation: 167 and what percentage reside in Lerwick: 100%.

Number of residents in the Lerwick area likely to benefit from project - Adults: All Children: All

Current financial position of group/organisation: Businesses are contributing a levy of approximately £75,000 to achieve all aspects of the Living Lerwick Ltd Business Plan.

Costs of proposed project: £2,896.50

Funding/grants received from other sources (e.g. fundraising): Levy contribution £1,896.50

Grant requested from Lerwick Community Council: £1,000.

Details of last grant received from Lerwick Community Council: Date: 24/3/17 Amount: £1,000
Towards the hanging of the Christmas lights which was part of our Winter Festival.

CONDITIONS OF GRANT

- Established groups/organisations **must** submit a copy of their last audited accounts and a copy of their most recent bank statement.
- Applications from Shetland-wide groups will not be considered (except in exceptional circumstances).
- A new group/organisation may receive a small establishment grant.
- Applications should be made prior to project commencing, therefore no retrospective applications will be considered.
- Although grants will be approved in advance, no grant will be paid until the work is done and a receipted invoice is submitted to Lerwick Community Council.
- A written acknowledgement is required once you have received your grant.

IMPORTANT

Any funding offer made will be paid on a pro-rata basis and may be rescinded if funds are not claimed within 12 months of the offer letter date.

I (print name and position held): Christena Irvine, BID Manager

of (group/organisation): Living Lerwick Ltd

hereby apply to Lerwick Community Council for financial assistance towards the cost of the proposed project detailed on page one.

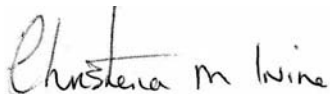
A copy of the last externally examined accounts and/or a copy of the most recent bank statement are enclosed.

(please tick appropriate box)

We have previously been through grant process with Shetland Islands Council (SIC) Education & Social Care Grants Unit and give permission for the Community Council to contact the SIC Grants Co-ordinator to confirm that we have the appropriate Child Protection Policy & Procedures in place.

We have not previously been through the grant process with SIC Education & Social Care Grants Unit and enclose a copy of our Child Protection Policy & Procedure. We give our permission for the Community Council to check with SIC Grants Co-ordinator to ensure the enclosed documents comply with Child Protection requirements.

Signed:



Date: 24 April 2017

For Official Use Only:

Date application received:

Date application approved: Minute reference:

Amount offered: Date grant paid: Cheque number:

Child Protection Criteria checked and approved by Community Council Clerk or her deputy

Name: Signed:

CHILD PROTECTION DETAILS

From 1st April 2010, if your organisation is applying for grant assistance from this scheme, and you provide services, activities or projects for young people up to the age of 18 years old, then you must comply with the requirements of the Protection of Vulnerable Groups (Scotland) Act 2007 which supersedes the Protection of Children (Scotland) Act 2003. The PVG Act introduces a new concept of 'regulated work' which covers both children and protected adult (for information on regulated work with adults guidance material can be sourced on the following web link www.scotland.gov.uk/topics/people/young-people/children-families/pvglegislation). Individuals doing regulated work qualify to apply to become members of the PVG Scheme.

Your group must have policies and procedures in place that adequately cover child protection and welfare issues. The following questions will help your decision.

Q1a Does your group organise activities for children and young people under the age of 18?

Yes No

Q1b Does your group arrange activities attended by children and young people under the age of 18 and have staff or volunteers carrying out regulated work as defined in the PVG Act.

Yes No

If you answered **no** to both question 1a and 1b, go directly to signatory section

If you answered **yes** to either, or both, questions 1a or 1b, please complete questions 2, 3 and 4: (Please note that if you have answered yes to either, or both, questions 1a and 1b, your organisation MUST have ALL of the following policies and procedures in place in order to receive any grant assistance.)

Q2a Does your organisation have an approved Child Protection Policy?

Yes No

Q2b Does your organisation have an approved Child Protection Procedure?

Yes No

Q2c Does your organisation have an approved Equal Opportunities Policy?

Yes No

Q2d Does your organisation have an approved Code of Conduct for staff and volunteers?

Yes No

Q2e Does your organisation ensure that staff or volunteers doing regulated work are scheme members? Check?

Yes No Not Applicable

Q2f Does your organisation take reasonable steps not to appoint anyone who is unsuitable to work with children or who is disqualified from working with children?

Yes

No

Q3 How does your organisation access Scheme Membership Checks for its volunteers? Please tick one of the following options:

(tick)

Voluntary Action Shetland (VAS)	
National Governing Body	
Other (please specify)	
Not Applicable (please let us know why. You should use the space below* to explain why your volunteers do not undertake Disclosure Checks)	

Q4 Are you satisfied that your organisation complies with the requirements of the Protection of Vulnerable Groups (Scotland) Act?

Yes

No

Signatory Section

I declare the information I have given in this form is true and correct to the best of my knowledge.

Signature

Christena M Irvine

Date 18/5/16

Print Name:

Christena Irvine

For more information on Child Protection requirements please refer to the attached guidelines. You may also wish to contact your local Community Office for advice or refer to the Shetland Inter-agency Child Protection Procedures that are available through a link from the Childsafe Shetland website:

<http://www.shetland.gov.uk/childsafeshetland/>

*Please use the space below to provide us with any additional information

Child Protection requirements - Guidelines

From 1 April 2010 any organisation seeking financial assistance from this grant aid scheme must comply with Child Protection requirements if they:

1. Organise activities for children and young people under the age of 18;

Or

2. Arrange activities attended by children and young people under the age of 18, and have staff or volunteers engaged in a 'childcare' position as defined in the Protection of Vulnerable Groups (Scotland) Act 2007*

If either of these conditions applies to your group, then you will need to ensure that you have in place **all** of the following: a Child Protection Policy and Child Protection Procedures; a Code of Conduct for staff and volunteers; an Equal Opportunities Policy.

Templates for these documents are available from the Education and Social Care Department or at www.shetland.gov.uk/childsafeshetland and must be approved and signed by committee members of your group. You must also carry out Scheme Membership checks for any individuals doing regulated work to ensure they are not barred.

* Staff or volunteers doing regulated work include those 'whose normal duties include caring for, training, supervising or being in sole charge of children' and would cover, for example:

- Instructors or coaches who work with children (even with other adults present)
- Adults who accompany children on visits (even if their own children are part of the group)
- Adults who supervise other people's children who are 'sitting out' of activities

Even if your group does not fall within this list, it might still be subject to the requirements of the Act. If this is the case, you may wish to seek further advice from either the Central Registered Body for Scotland (CRBS), who process Scheme Record checks for volunteers, on 01786 849777, or Disclosure Scotland on 0870 609 6006.

Contact details for local support on this subject and more information are available on the Child Safe Shetland website: www.shetland.gov.uk/childsafeshetland

From: development.management@shetland.gov.uk
To: Planning.Flooding.Drainage.Coastal@shetland.gov.uk; roads.traffic@shetland.gov.uk;
clerk@lerwickcc.org.uk
Subject: Planning Consultation 2017/090/PPF
Date: 26 April 2017 09:48:52

Dear Sir/Madam,

Planning Ref: 2017/090/PPF
Proposal: Erect two 50,000 litre external hot water storage tanks, install electric charging point, district heating and electricity supplies including electrical distribution housing, external stairs, security fencing and vehicle parking
Address: Lower Blackhill Industrial Estate, Gremista, Lerwick, Shetland
Applicant: North Fish (Shetland) Ltd
Date of Consultation: 26 April 2017

This e-mail is a formal consultation under the Town and Country Planning (Scotland) Acts. All plans can be viewed on:

<http://pa.shetland.gov.uk/online-applications/>

The consultation period is 14 days, but if you have any queries please contact Marion Bryant, Support Officer on development.management@shetland.gov.uk or 01595 744864.

Consultation replies should be sent to: development.management@shetland.gov.uk.

We appreciate that it may not always be possible to give a full response within the 14 days. If this is the case, please email development.management@shetland.gov.uk to indicate your continuing interest in the proposal.

If there are any problems with the e-consultation process, please get in touch.

Iain McDiarmid

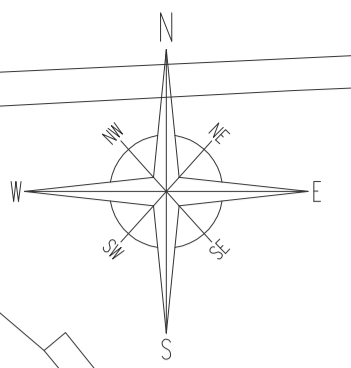
Executive Manager - Planning Service

Shetland Islands Council

Train Shetland, North Gremista Industrial Estate

Lerwick

ZE1 0LZ



Lower Blackhill Industrial Estate

Lower Blackhill Industrial Estate

New 2.8 x 2.8m electrical transformer housing colour Goose wing Grey

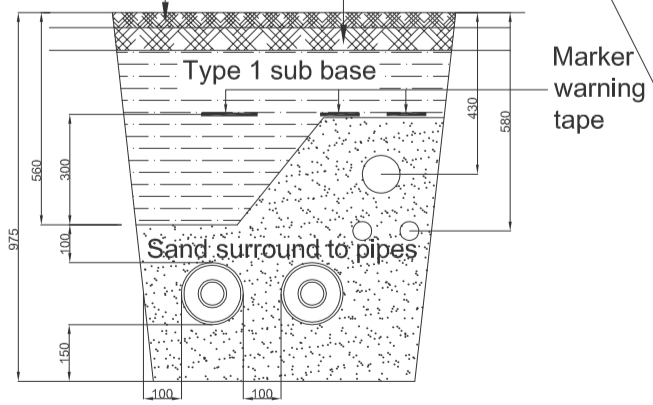
Underground services / connection comprising 2 no. 164mm dia heating pipes, 1 no. 100mm cable duct and 2no 50mm dia electrical cables.

Underground services / connection comprising 2 no. 164mm dia heating pipes, 1 no. 100mm cable duct and 2no 50mm dia electrical cables.

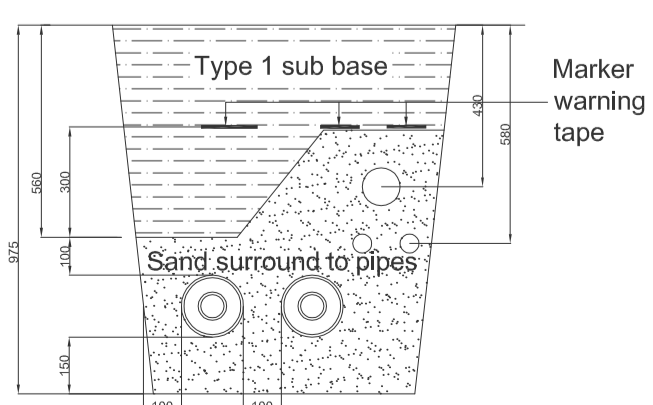
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Underground services / connection comprising 2 no. 164mm dia heating pipes, 1 no. 100mm cable duct and 2no 50mm dia electrical cables.

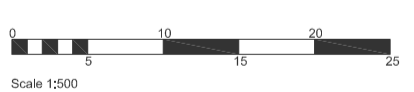
40mm Compacted thickness of dense bitumen macadam wearing course (10mm nominal aggregate size)
60mm Compacted thickness of dense bitumen macadam road base (20mm nominal aggregate size)



TYPICAL TRENCH DETAIL AT ROADWAY
SCALE - 1:20

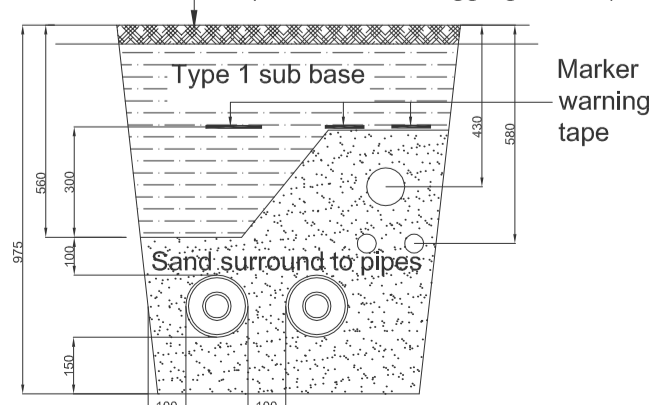


TYPICAL TRENCH DETAIL - GENERAL
SCALE - 1:20



Scale 1:500

50mm Compacted thickness of dense bitumen macadam wearing course (10mm nominal aggregate size)



TYPICAL TRENCH DETAIL AT FOOTWAY
SCALE - 1:20

Note
The SUDS drainage system as shown on the site plan is existing

NOTE. ALL DIMENSIONS MUST BE CHECKED ON SITE AND NOT SCALED FROM THIS DRAWING. ANY DISCREPANCIES TO BE NOTIFIED TO CA AS SOON AS POSSIBLE.

Planning issue

Job title	Rev. A	Date 12-Apr-17	Amended for Planning Application
Northfish Shetland Ltd	Drawing title	Site Plan	Scale 1:500, 1:20 @A2
Gremista Biomass	Date	March 2017	Drawn GB
			898 02



4 North Ness Business Park, Lerwick, Shetland, ZE1 0LZ
Tel: 01595 694880
email: admin@pjp.co.uk

PJP Architects LLP

www.pjparchitects.co.uk

Depot

Pumpin Sta

Proposed levels
Existing levels

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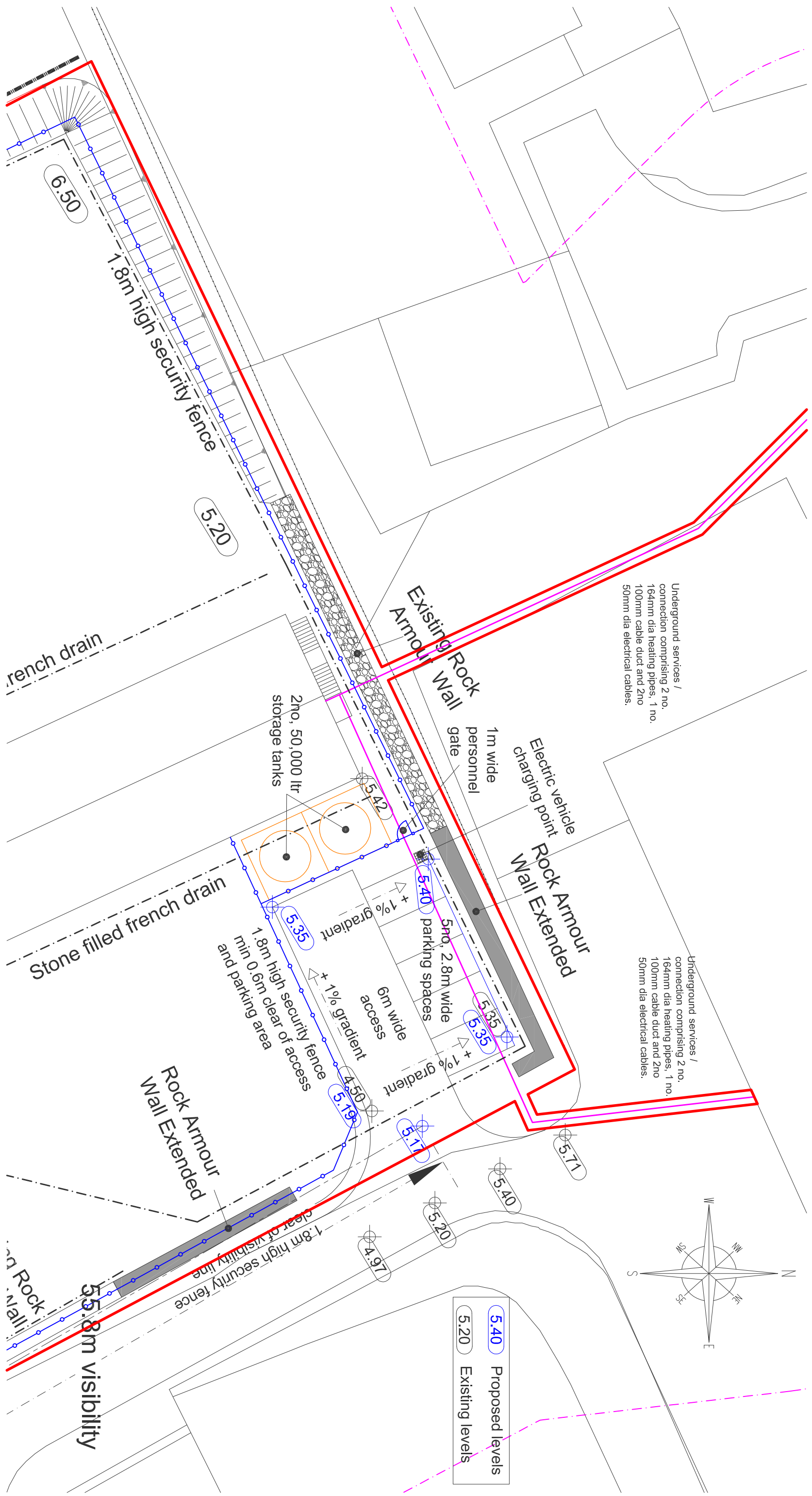
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NOTE. ALL DIMENSIONS MUST BE CHECKED ON SITE AND NOT SCALED FROM THIS DRAWING. ANY DISCREPANCIES TO BE NOTIFIED TO CA AS SOON AS POSSIBLE.

Planning issue

Job title	Northfish Shetland Ltd Gremista Biomass	Rev. A Date 12-Apr-17	Amended for Planning Application
Drawing title	Site Plan Parking Area	Scale 1:200	Date March 2017
Drawn	GB	898	03



4 North Ness Business
Park, Lerwick,
Shetland, ZE1 0LZ
Tel: 01595 694880
email: admin@p-j-p.co.uk

PJP Architects LLP

www.pjparchitects.co.uk

From: development.management@shetland.gov.uk
To: Planning.Flooding.Drainage.Coastal@shetland.gov.uk; Standards.Building@shetland.gov.uk;
roads.traffic@shetland.gov.uk; clerk@lerwickcc.org.uk
Subject: Planning Consultation 2017/093/PPF
Date: 07 April 2017 15:41:39

Dear Sir/Madam,

Planning Ref: 2017/093/PPF
Proposal: Change of use of shop to residential
Address: 41 Norstane, Lerwick, Shetland, ZE1 0QG
Applicant: Tadas Zebrauskas
Date of Consultation: 7 April 2017

This e-mail is a formal consultation under the Town and Country Planning (Scotland) Acts. All plans can be viewed on:

<http://pa.shetland.gov.uk/online-applications/>

The consultation period is 14 days, but if you have any queries please contact Marion Bryant, Support Officer on development.management@shetland.gov.uk or 01595 744864.

Consultation replies should be sent to: development.management@shetland.gov.uk.

We appreciate that it may not always be possible to give a full response within the 14 days. If this is the case, please email development.management@shetland.gov.uk to indicate your continuing interest in the proposal.

If there are any problems with the e-consultation process, please get in touch.

Iain McDiarmid

Executive Manager - Planning Service

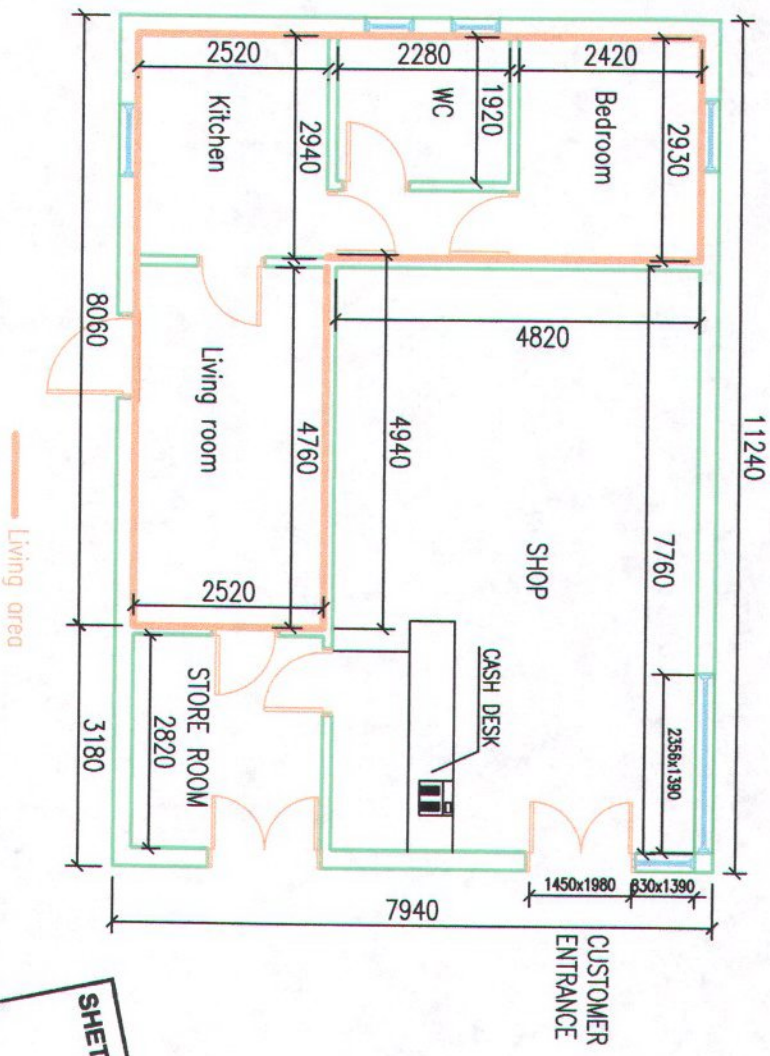
Shetland Islands Council

Train Shetland, North Gremista Industrial Estate

Lerwick

ZE1 0LZ

BUILDING PLAN STANLEY HILL SHOP



SHETLAND ISLANDS COUNCIL
PLANNING
 - 6 APR 2017
 PASS TO ACTION

ADDRESS : 41 NORSTANE, LERWICK, SHETLAND
 ZE1 0QG

M 1:100

From: development.management@shetland.gov.uk
To: kevin.serginson@shetland.gov.uk; roads.traffic@shetland.gov.uk; clerk@lerwickcc.org.uk
Subject: Planning Consultation 2017/096/PPF
Date: 24 April 2017 16:37:25

Dear Sir/Madam,

Planning Ref: 2017/096/PPF
Proposal: Two storey garage/store with external staircase. Remove boundary wall and build up to car park boundary
Address: Gate Hus, Mitchells Walk, North Ness, Lerwick, Shetland, ZE1 0LX
Applicant: Michael Stewart
Date of Consultation: 24 April 2017

This e-mail is a formal consultation under the Town and Country Planning (Scotland) Acts. All plans can be viewed on:

<http://pa.shetland.gov.uk/online-applications/>

The consultation period is 14 days, but if you have any queries please contact Marion Bryant, Support Officer on development.management@shetland.gov.uk or 01595 744864.

Consultation replies should be sent to: development.management@shetland.gov.uk.

We appreciate that it may not always be possible to give a full response within the 14 days. If this is the case, please email development.management@shetland.gov.uk to indicate your continuing interest in the proposal.

If there are any problems with the e-consultation process, please get in touch.

Iain McDiarmid

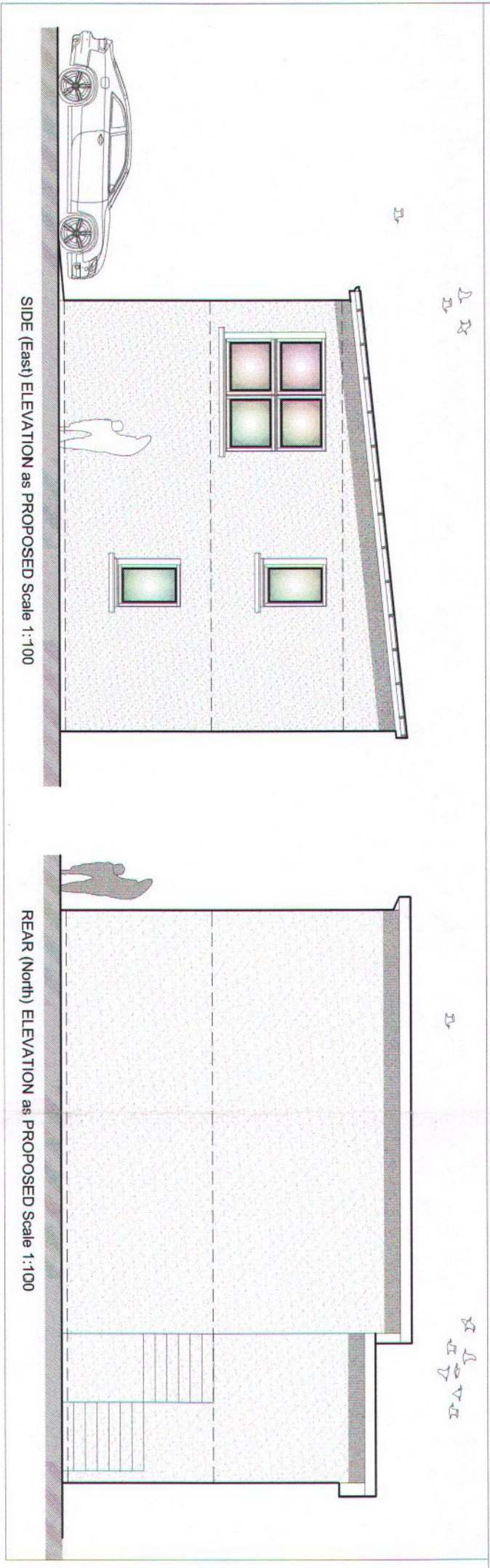
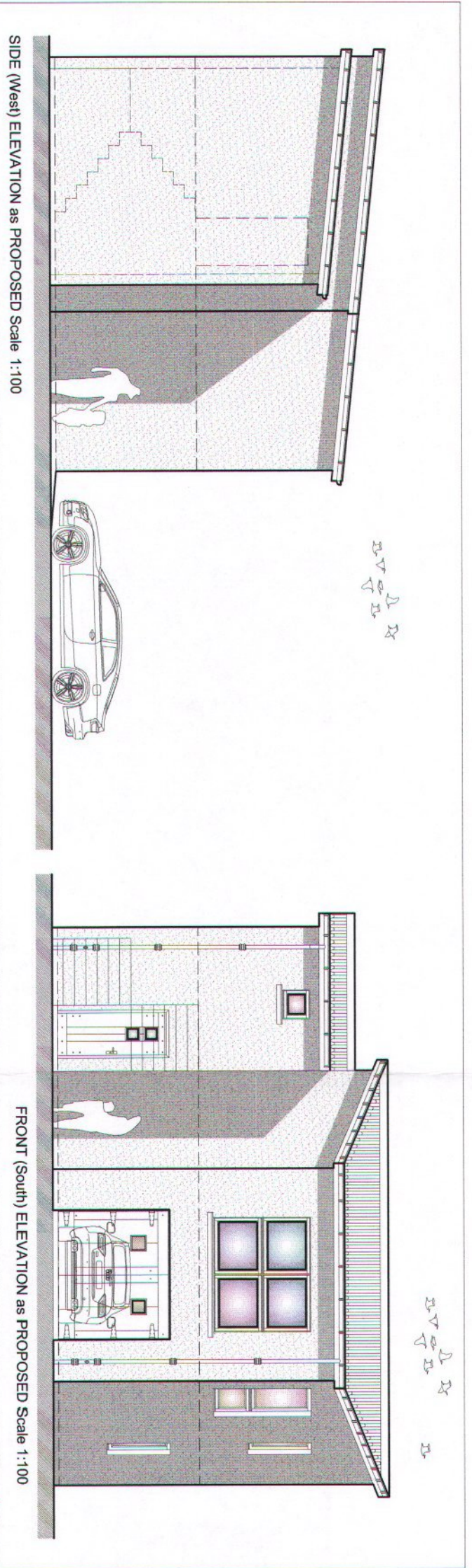
Executive Manager - Planning Service

Shetland Islands Council

Train Shetland, North Gremista Industrial Estate

Lerwick

ZE1 0LZ



SHETLAND ISLANDS COUNCIL
PLANNING
05 APR 2017
 PASS TO ACTION

ROOF COVERING OVER GARAGE: Pitch 6°
 Marley Everlit fixed to 50x50mm purlins at max. 925mm ctrs. fixed to 200x50mm rafters at 600mm ctrs. with 50x50mm m/s angles.
 Fascia and soffit to be 19mm treated plywood.
 Fixings of roof to be 8mm dia screw fixing with sela washer.
 Purlins fixed between rafters to be 47x145mm grade C16 jack rafter @800mm ctrs. fixed with expansion bat angle bracket 90x90x32x9 swg square twist nails, all holes filled.
 Profiled sheeting is manufactured from Portland cement and water, reinforced with natural and synthetic fibres.

Technical data:
 Overall width 782mm
 Net covering width 650.8mm
 Thickness (nominal) 5.8mm
 Minimum density 1400kg/m3
 Pitch of corrugation (nominal) 72.3mm
 Depth of profile 19.8mm
 Type of product NT
 Profile height category A
 Class 1X
 Side lap 131.2mm
 Minimum end lap 150mm
 Maximum purlin centres 925mm
 Maximum rail centres 1525mm
 Maximum unsupported overhang 250mm
 Approx. weight of roofing as laid with 150 mm end laps:
 single skin including fixings 14.5kg/m2
 Minimum roof pitch 5°.

FASCIA/SOFFT: Colour Black.
 Fascia to be 20mm external quality plywood with 12mm external quality plywood soffit fixed to 38x38mm treated soft wood frame.

GUTTERS: Colour Black.
 Gutters and downpipes to Black Marley deep flow gutters and downpipes.

EXTERNAL WALLS:
 External walls to be 200mm blockwork with blockwork piers as shown.
 White Smooth render applied to external wall.

EXTERNAL DOOR: Colour Dark Blue.
 External doors to be Ullie or equivalent. To be manufactured by local manufacturer. 1no. paint application prior to installation. (VALTTI or equivalent) D.p.c. to be dressed behind sub-frame as indicated.

EXTERNAL WINDOW: Colour Dark Blue.
 External window to be Ullie or equivalent. To be manufactured by local manufacturer. 1no. paint application prior to installation. (VALTTI or equivalent) D.p.c. to be dressed behind sub-frame as indicated.
 Window to be top hung fully reversible.

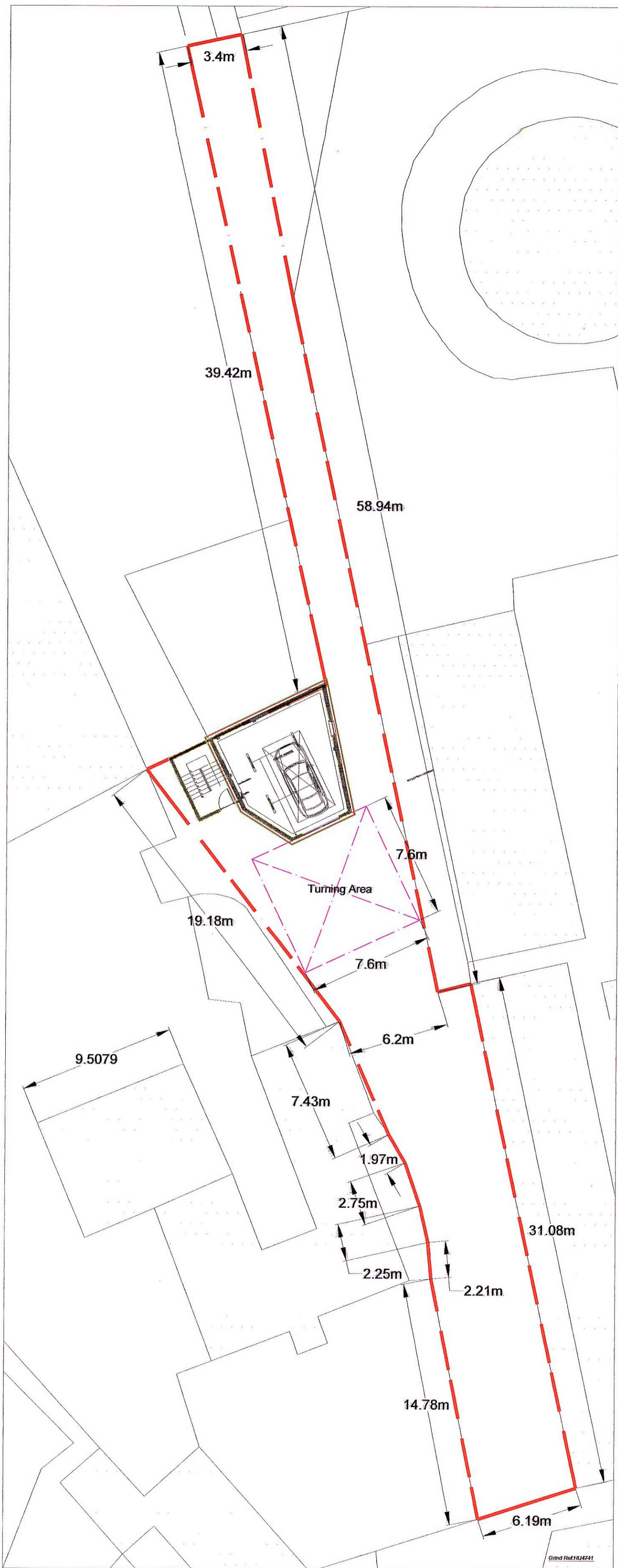
DRAINAGE:
 Drainage to connect into existing surface water connection. All drainage to be in strict compliance with the Local Authority.

D I S S I S I O N

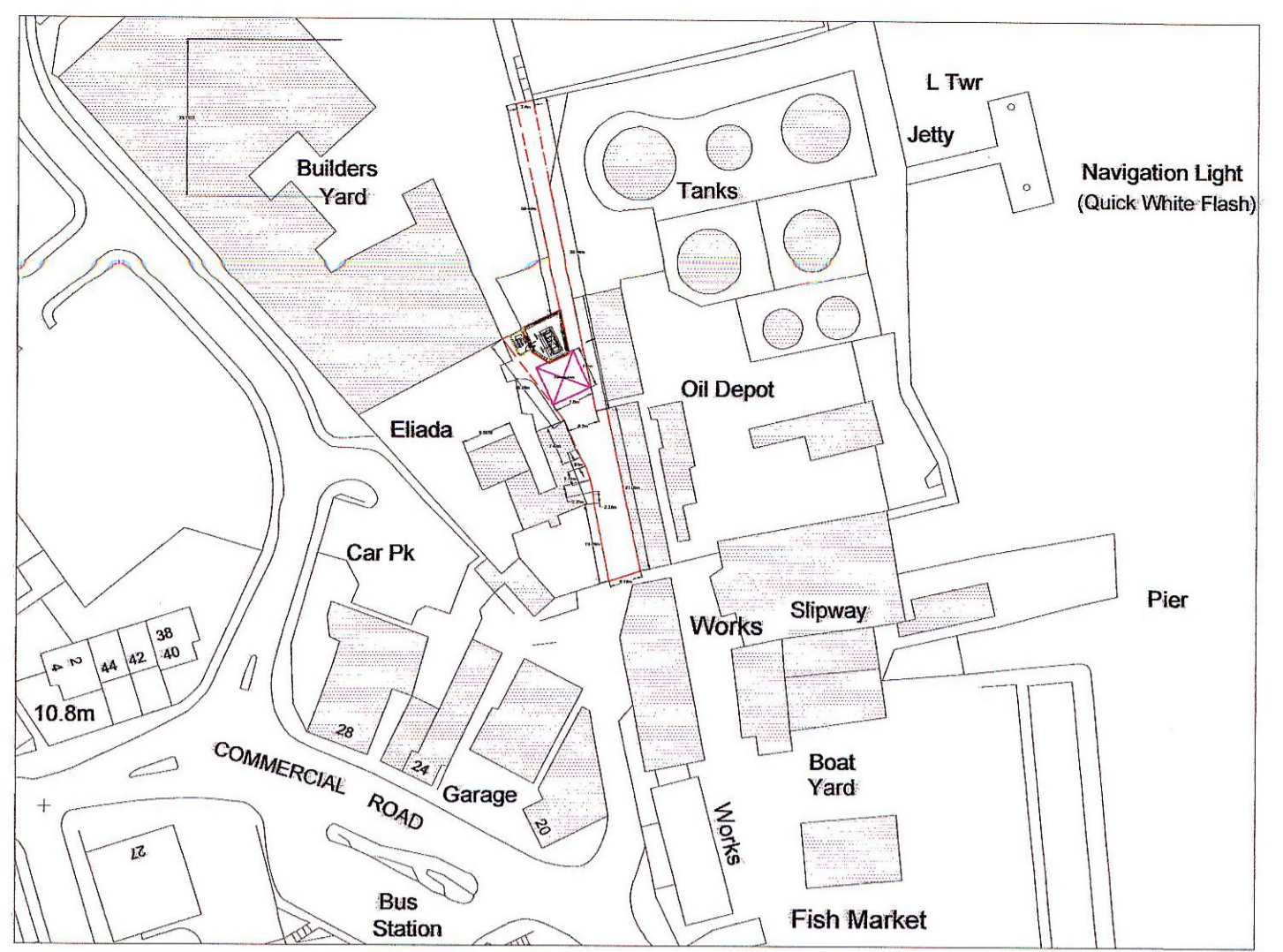
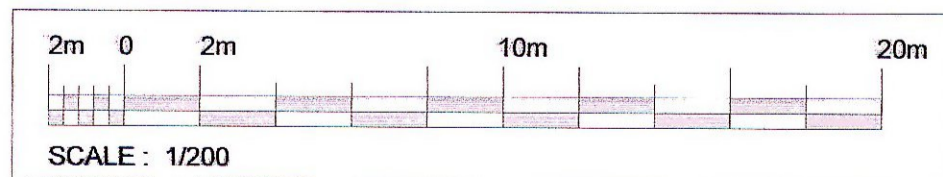
Rev	Description	Drawn	Chkd	Date

Proposed Workshop at North Ness, Lerwick, Shetland
 Previous Planning Submission: 2016/03/PPF.
 E-Mail: Telephone: 01595 69 6869.
 Client: Michael Stewart
 Project: Workshop at North Ness, Lerwick, Shetland.
 Title: Elevations as proposed.

Scale: 1:100	Drawn: -	Filename: .dwg
Date: March 2017	Checked:	Drawing No: L10X
Survey:	Job:	Rev:



SITE PLAN Scale 1:200.



SITE PLAN Scale 1:1250



**SHETLAND ISLANDS COUNCIL
 PLANNING**
14 APR 2017
 PASS TO ACTION

Rev	Description	Drawn	Chkd.	Date
Proposed Workshop at North Ness, Lerwick, Shetland Previous Planning Submission: 2016/003PPF.				
<i>E-Mail:</i>		Telephone: 01595 69 6969.		
Client: Michael Stewart.				
Property: Workshop at North Ness, Lerwick, Shetland.				
Title: Site Plan as Proposed.				
Scale: 1:200.	Drawn: -	Filename: - .dwg		
Date: April 2017.	Checked:	Drawing No: L(SP)1.		Rev:
Survey:	Job:			

From: development.management@shetland.gov.uk
To: foodsafety@shetland.gov.uk; TingwallAirportStaffInfrastructureServices@shetland.gov.uk;
clerk@lerwickcc.org.uk; twcommunitycouncil@googlemail.com; scallowayclerk@gmail.com; clerk@ggc-communitycouncil.co.uk; joyceadamson@btinternet.com; economicdevelopment@shetland.gov.uk;
safeguarding@hjal.co.uk; infoservices@caa.co.uk; Planningconsultations@scottishwater.co.uk;
NORTH@snh.gov.uk; ceu@gov.scot
Subject: Planning Consultation 2017/104/SCO
Date: 20 April 2017 15:08:46

Dear Sir/Madam,

Planning Ref: 2017/104/SCO
Proposal: Proposed Wind Farm
Address: Mossy Hill, Hill Of Dale, Hill Of Tagdale, Mainland Shetland
Applicant: Peel Energy Limited
Date of Consultation: 20 April 2017

This e-mail is a formal consultation under the Town and Country Planning (Scotland) Acts. All plans can be viewed on:

<http://pa.shetland.gov.uk/online-applications/>

The consultation period is 14 days, but if you have any queries please contact Marion Bryant, Support Officer on development.management@shetland.gov.uk or 01595 744864.

Consultation replies should be sent to: development.management@shetland.gov.uk.

We appreciate that it may not always be possible to give a full response within the 14 days. If this is the case, please email development.management@shetland.gov.uk to indicate your continuing interest in the proposal.

If there are any problems with the e-consultation process, please get in touch.

Iain McDiarmid

Executive Manager - Planning Service

Shetland Islands Council

Train Shetland, North Gremista Industrial Estate

Lerwick

ZE1 0LZ

Mossy Hill Wind Farm



Energy

Proposal of Application Notice - April 2017





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2. Submission of the PAN	2
3. The Proposed Development	3
4. The Applicant	4
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6. Summary	7
Commenting on the PAN	8

1 Introduction

This Proposal of Application Notice (PAN) has been submitted by Peel Wind Farms (No1) Ltd (Peel) to Shetland Islands Council on 7th April 2017 with regard to Peel's proposed "Mossy Hill Wind Farm" near to Lerwick on Shetland Mainland. This document has been prepared in accordance with §35B of the Town and Country Planning (Scotland) Act 1997 and Regulation 6 of The Town and Country Planning (Development Management Procedure) (Scotland) Regulations 2013 which stipulate that:

1. The prospective applicant must give notice to the planning authority that an application for planning permission for the proposed development is to be submitted (§35B(2));
2. That a period of at least 12 weeks must elapse between giving the notice and submitting any such application (§35B(3));
3. That the proposal of application must contain:
 - a. a description in general terms of the development to be carried out;
 - b. if the site at which the development is to be carried out has a postal address, that address;
 - c. a plan showing the outline of the site at which the development is to be carried out and sufficient to identify that site, and;
 - d. details as to how the prospective applicant may be contacted and corresponded with.

Peel has consistently adopted a community-focused approach to its onshore wind developments and always seeks to match and wherever possible exceed the consultation requirements for major proposals such as the proposed development.

Peel therefore seeks to achieve the following by way of its pre-application consultation:

- An improvement in the quality of the proposed application that will be submitted to the planning authority;
- A meaningful and constructive consultation with stakeholders
- Assist local residents, through the provision of information and resources, in understanding the proposed development as well as its benefits and likely impacts.

2 Submission of the PAN

Peel has provided copies of this PAN to the following:

1. Lerwick Community Council
2. Gulberwick, Quarff and Cunningsburgh Community Council
3. Scalloway Community Council
4. Whiteness, Weisdale And Tingwall Community Council
5. Councillors representing the following Wards:
 - a) Shetland Central
 - b) Shetland West
 - c) Lerwick North
 - d) Lerwick South
6. Confirmed Council election candidates for the above Wards.
7. Tavish Scott MSP
8. Alistair Carmichael MP
9. Scottish Natural Heritage (SNH)
10. Scottish Environmental Protection Agency (SEPA)

The PAN was provided in electronic and, where requested, hard-copy format.

In addition to this, copies of the PAN will be available at the public exhibitions planned as part of the pre-application consultation (detailed later in this document).

3 The Proposed Development

The initial design envisages that “Mossy Hill Wind Farm” could comprise up to 21 wind turbines. This however, must not be taken as an indicator of the final scale of the project as it is recognised by Peel that this number may change as a result of consultation, technical, commercial and / or environmental factors that become evident during the pre-application and application process. The proposed development at this stage is therefore envisaged as the following:

- a) Up to 21 three-bladed horizontal-axis wind turbine generators of up to 145m tip height, with a total installed capacity of up to 49.9MW;
- b) at each turbine, associated low to medium voltage transformers and related switch-gear;
- c) turbine foundations (type to be determined);
- d) hard-standing areas for erection cranes at each turbine location;
- e) several on-site access tracks;
- f) a site-access connection to the main road network;
- g) borrow pits;
- h) a sub-station compound containing a control building (single storey);
- i) an on-site electrical and control network of underground cables;
- j) a temporary construction compound;
- k) one or more temporary guyed meteorological masts to be used for detailed wind definition and wind farm commissioning/acceptance testing;
- l) a permanent met mast with anemometers, wind vanes, pressure gauges, thermometers, rain gauges, solar cell and data loggers.

In light of the proposed location for the development, there is no ‘postal address’ as such. However, to assist interested persons in locating the site, the site-centre co-ordinates are: X=443435, Y= 1141935.

4 The Applicant

Peel Wind Farms (No1) Ltd is part of the Peel Energy group of companies. Peel Energy is at the forefront of delivering low carbon energy for the UK and believes that a mix of low-carbon technologies is the only way to meet the UK's growing energy needs. Peel has a balanced portfolio in generation or development including solar, wind, tidal and hydro power, and biomass. It has recently commissioned Frodsham Wind Farm in Cheshire, England's fifth largest onshore wind farm, for which it won the Wildlife Trusts 'Biodiversity Benchmark: Design in Construction' award.

Peel Energy is a division of The Peel Group, one of the leading infrastructure, real estate and investment enterprises in the UK. Peel's diverse network of businesses ranges from ports to airports; land to leisure; media to hotels; wind farms to shopping centers and a portfolio of investments in major public companies.

5 Pre-Application Consultation

5.1 Public Exhibitions

Peel will be holding a series of public exhibitions prior to submission of a planning application to the planning authority. Exhibitions are planned to be held on the following dates and locations:

1. Tuesday 25th April – Staneyhill Public Hall, Lerwick 2pm-7pm
2. Wednesday 26th April – Gulberwick Community Hall, 11am- 3pm
3. Wednesday 26 April – Scalloway Public Hall, 6pm-8pm
4. Thursday 27th April – Tingwall Public Hall, 2pm-7pm

The exhibitions are open to all and members of the Peel project team will be on hand to answer questions and, in the event that an answer cannot be provided immediately, obtain details so that further correspondence with that stakeholder may be continued after the exhibition.

Materials that will be available at each exhibition will include:

- More information about Peel and its onshore wind development history;
- The case for and place for onshore wind energy in the generation profile of Scotland and the UK in general;
- Interactive 3D computer visualisations of the proposed wind farm allowing people to see what the wind farm will look like from any part of the local area;
- Some initial ideas about how the community benefit fund and community ownership models might function to benefit the locality.

Peel will also provide feedback forms at the exhibition to allow interested parties to provide their views on wind farms generally and to provide their comments on the proposed layout of the Mossy Hill Wind Farm. These responses will feed into design iteration prior to the submission of the application to the planning authority. Representations may also be made electronically, either directly to Peel project team members or via the project website.

All exhibitions will be advertised in the Shetland Times at least seven days prior to the exhibitions taking place and notices will also be displayed in local shops and post offices. A press release will also be issued to local media before the exhibitions take place advising of the details.

Community leaflets including information about the proposed layout and the planned exhibitions will be sent to properties in Lerwick, Gulberwick, Quarff, Scalloway, Tingwall and intervening communities.

5.2 Other Activity

In addition to the series of public exhibitions, Peel will also:

- Run a regularly updated campaign website at www.mossyhillwindfarm.co.uk which will also provide phone and email contact details;
- Offer briefings / presentations to the four nearby community councils (Lerwick, Gulberwick, Quarff and Cunningsburgh, Scalloway and Whiteness, Weisdale and Tingwall)
- Offer to hold briefings and discussions with the local MSP and MP;
- Offer individual meetings to Councillors representing wards within or bordering with the Proposed Development.
- Offer meetings with all recipients of this PAN *before* any application is submitted to the planning authority;
- Send information updates to all recipients of the PAN at key points throughout the planning process, including pre-application consultation and submission of the application

In accordance with §35C of the Town and Country Planning (Scotland) Act 1997, Peel will also prepare and submit as part of the application, a Pre-Application Consultation (PAC) Report.

6 Summary

The proposed development will be regarded as a 'major development' under The Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009, Regulation 2(1).

Peel has indicated in this document what consultation will be undertaken in addition to the statutory minimum. The planning authority should (within 21-days of receipt of the PAN) advise the applicant whether the PAC is satisfactory or if additional notification and consultation above the statutory minimum is required in order to make it binding on the applicant.

In its proposed pre-application consultation, Peel has had regard to the nature, extent and location of the proposed development and to the likely effects, both at and in the vicinity of that location, of it being carried out (section 35B(8)).

Commenting on the PAN

Peel welcomes any comments that SIC, relevant statutory and non-statutory consultees may have in relation to this PAN. If you would like any more information or would like to discuss this matter further then please send your comments or questions to:

Bernadette Barry

Peel Energy Limited

Peel Dome

Intu Trafford Centre

TraffordCITY

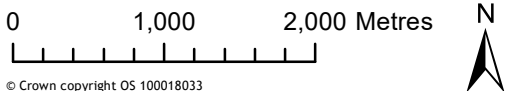
Manchester M17 8PL

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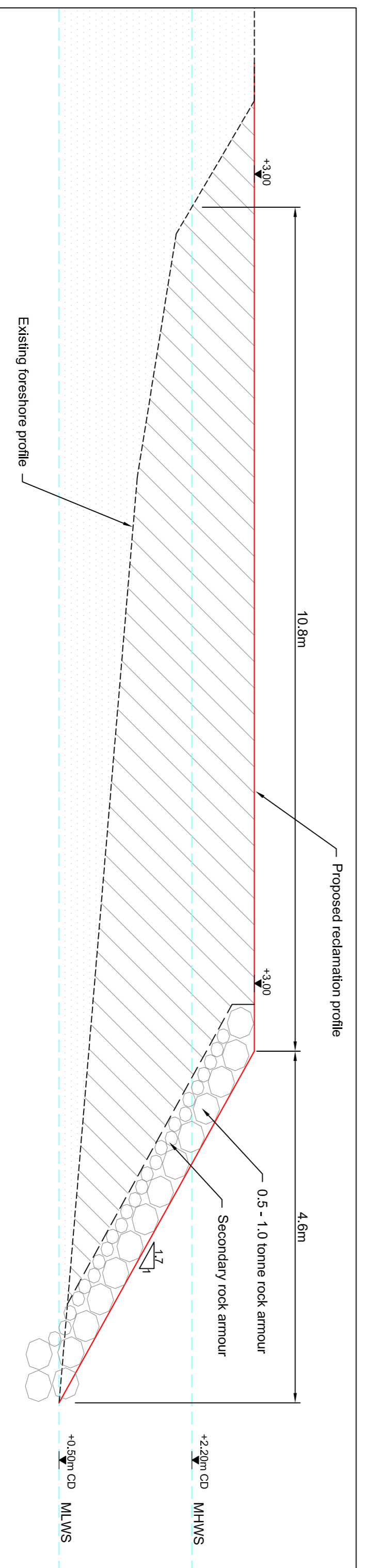
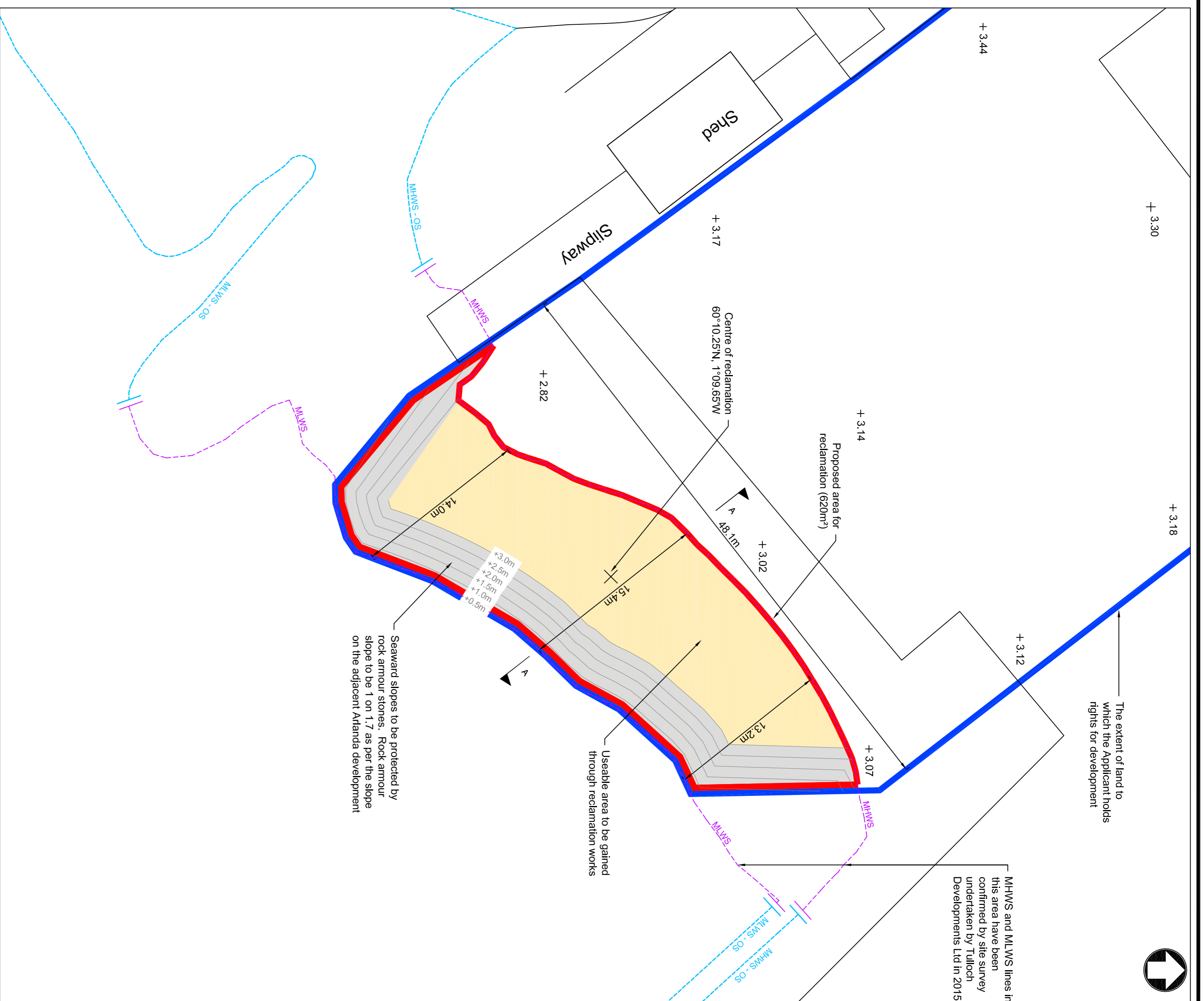
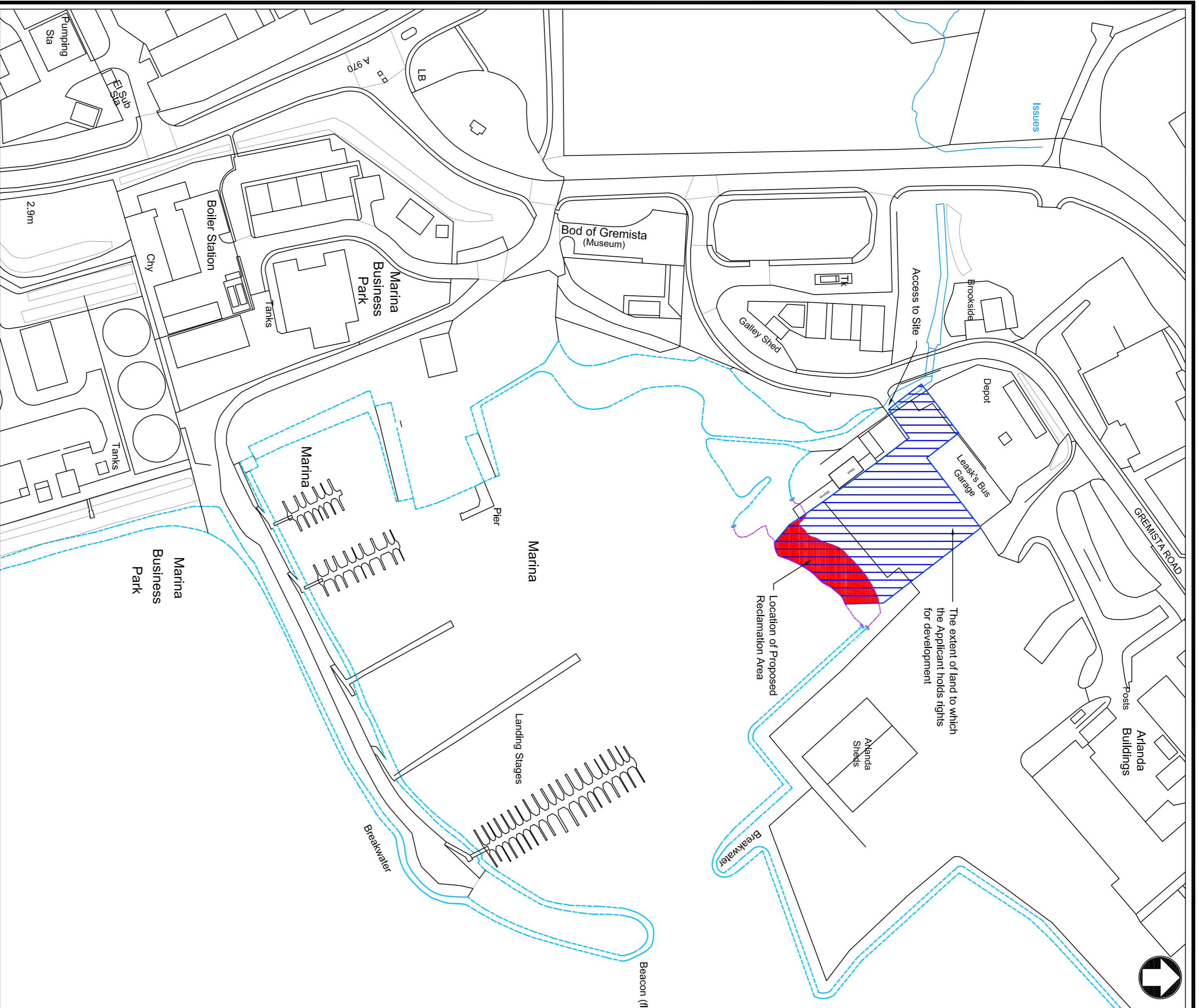
Legend
 [Red Outline] Proposed Application Area
 [Circle with X] Proposed Turbine Location



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Project Mossy Hill Wind Farm
Title Proposed Application Area and WTG Locations
Figure No. 1.1
Scale 1:50,000 @A3





LOCATION PLAN
SCALE 1:1250

SITE PLAN
SCALE 1:250

SECTION A-A
SCALE 1:50

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Rev	Date	Drawn	Description	CHK'd	App'd
P2	01:16	EJW	Revised Reclamation Area and Sections	AA	GCA
P1	04:14	LA	Preliminary Issue	AA	GCA



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Title
Proposed Reclamation Area at Todds Buildings, Lerwick - North Shore Opposite Gremista Marina

Location Plan, Site Plan and Section A-A

Designed	Drawn	Dwg check	Scale at A1	As Shown	Status	Rev	App'd
A. Adamson	E. Wishart	A. Adamson	As Shown	PRE	Rev	P2	G. Anderson

Drawing Number
MMD-319782-DA32-C-DR-00-XX-0001

Notes

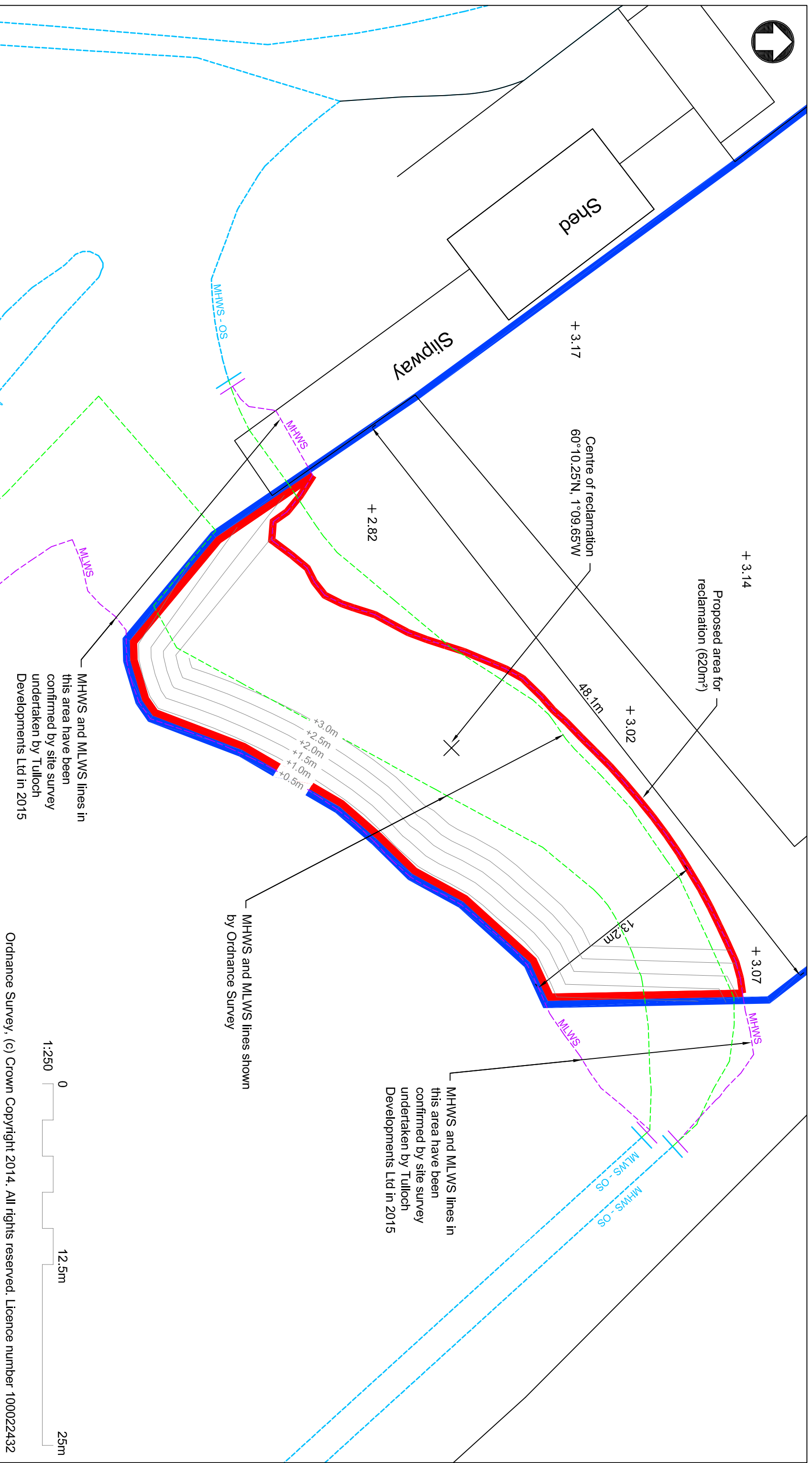
1. All dimensions are in metres unless stated otherwise.
2. All levels are in metres and are relative to Chart Datum.

Key to symbols

[Red hatched box]	Proposed Reclamation Area
[Blue hatched box]	Land to which the Applicant holds rights for development
[Yellow hatched box]	Useable Area Gained Through Reclamation
[Grey hatched box]	Rock Armour Slope
[Dashed blue line]	MHWS From Ordnance Survey
[Dashed blue line]	MLWS From Ordnance Survey
[Dashed purple line]	MHWS From 2015 Survey
[Dashed purple line]	MLWS From 2015 Survey

Reference drawings

P2	01:16	EJW	Revised Reclamation Area and Sections	AA	GCA
P1	04:14	LA	Preliminary Issue	AA	GCA



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Rev	Date	Drawn	Description	Ch'k'd	App'd
P1	01.16	EJW	Preliminary Issue	GCA	GCA

Title
Proposed Reclamation Area at Todds Buildings
Lerwick - North Shore Opposite Gremista Marina
Position of Tide Lines Following
Survey in 2015

Drawing Number
MMD-319782 DA32-C-DR-00-XX-0002

Drawn	E Wishart	E Wishart
Checked	G Anderson	G Anderson
Approved	G Anderson	G Anderson

Scale at A3
1:250

Security	Status	Rev
STD	PRE	P1



Photo 1 JWG Reclamation – Foreshore looking NE



Photo 2 JWG Reclamation – Foreshore looking SW