SCOTTISH POLICE
AUTHORITY

Meeting	Public SPA Board Meeting
Date and Time	15 December 2016
Location	Assembly Room, Tulliallan, Alloa
Title of Paper	SPA Strategic Police Plan Delivery Review
Item Number	7
Presented By	Tom McMahon, SPA
Recommendation to Members	For Noting
Appendix Attached:	Yes

PURPOSE

To provide Board Members with information on Quarter Two SPA performance as contained in SPA Strategic Police Plan Delivery Review.

1. BACKGROUND

1.1   This review document provides an assessment of performance evidence from Quarter Two 2016/17, enabling a current summary of delivery of the SPA Strategic Police Plan. The evidence comes from operational policing performance from Police Scotland and SPA Forensic Services and corporate performance activity.

1.2   The Delivery Review's aim is to present a current assessment of policing performance, reflecting on the efficacy of the partnership between SPA and Police Scotland to continuously improve policing and deliver the overall benefits of police reform.

1.3   Conducting a regular evidence review reflects a similar approach taken by the Scottish Institute for Policing Research (SIPR), Scot Cen and What Works Scotland in their 4-year evaluation of Police and Fire Reform, commissioned by Scottish Government.

2.   FINANCIAL IMPLICATIONS

2.1   There are no direct financial implications associated with this paper.

3.   PERSONNEL IMPLICATIONS

3.1   There are no personnel implications associated with this paper.

4.   LEGAL IMPLICATIONS

4.1   There are no legal implications associated with this paper.

5.   REPUTATIONAL IMPLICATIONS

5.1   There are no reputational implications associated with this paper.

6.   SOCIAL IMPLICATIONS

6.1   There are no social implications associated with this paper.

7.   COMMUNITY IMPACT

7.1   There are no community impact implications associated with this paper.

8. EQUALITIES IMPLICATIONS

8.1 There are no equalities implications associated with this paper.

9. ENVIRONMENTAL IMPLICATIONS

9.1 There are no environmental implications associated with this paper.
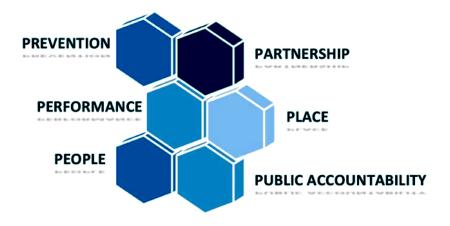

RECOMMENDATION

It is recommended that Members note the information presented in the attached SPA Strategic Police Plan Delivery Review.

SCOTTISH POLICE AUTHORITY

STRATEGIC POLICE PLAN - DELIVERY REVIEW

QUARTER TWO : JULY TO SEPTEMBER 2016

"To provide the people of Scotland with the
very best police service possible and to strive for excellence
in everything that we do"

SPA Vision

INTRODUCTION

This document provides an assessment of performance evidence that enables a second quarterly review for 2016/17 of policing delivery in support of the SPA Strategic Police Plan. The evidence comes from operational policing performance from Police Scotland and SPA Forensic Services and corporate performance activity.

SPA has access to an increasingly wide range of evidence from both specialist and local policing divisions in Police Scotland, gathered and assessed every month by officers and staff, building a significant and valuable evidence-base of policing in Scotland year-on-year.

The Delivery Review's aim is to present a current assessment of policing performance, reflecting on the efficacy of the partnership between SPA and Police Scotland to continuously improve policing and deliver the overall benefits of police reform.

Conducting a regular evidence review reflects a similar approach taken by the Scottish Institute for Policing Research (SIPR), Scot Cen and What Works Scotland in their 4-year evaluation of Police and Fire Reform, commissioned by Scottish Government. The Year 1 Summary Report was published in May 2016 and has provided areas for evidence development in addition, and complementary to, areas already identified by Police Scotland and SPA.

These combined areas for evidence development will be taken forward with progress reported throughout the year as current joint work is undertaken by SPA and Police Scotland to further develop the performance framework for 2016/17 and a new framework for 2017/20. The new framework will complement and enable reporting on delivery of the Policing 2026 Strategy to be launched in March 2017.

An Assessment Matrix (p.7 Appendix One) has been used to evaluate the evidence collected by Police Scotland and SPA. The Matrix has been developed from assessment criteria also used for the SPA Annual Review of Policing, a statutory document delivered every year and laid before Parliament. Evidence from Quarters One, Two, Three and Four will form production of the Annual Review of Policing for 2016/17.

The Matrix supports our assessment process as SPA asks the following questions;

How has this combined evidence from SPA and Police Scotland enhanced delivery against each strategic objective?

Does the new evidence meet a certain standard in terms of its quality, depth and coverage?

Is there consistency across Scotland and across each crime or harm grouping?

Strategic Policing Priority 1 — **Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local at a national and local level**

Recorded Crime Headlines - Total crime is **down** by 1.3% compared to the previous year to date; Violent crime **increased** by 9.1%; Sexual crimes **increased** by 5.5%; Crimes of Dishonesty decreased by 1%. Recorded Hate Crime decreased by 2.2% (compared to a 19% rise in England and Wales).

Quarter 2 Evidence Highlights - Police Scotland

National Offender Management Unit led the introduction of monitoring software which will allow Offender Managers in Local Divisions to remotely monitor the online activity of Registered Sex Offenders. This will be piloted in November and will deliver better management and more efficient use of resources.

The Lothians and Scottish Borders Division undertook work with partners including registered landlords, housing authorities and local authority trades persons and retailers to highlight the signs of cannabis cultivations in houses. This has led to an increase in seizures and raised awareness amongst partners.

In Greater Glasgow Division officers worked with a Safe Zone run by Street Pastors. This enables greater police involvement in preventing violence by allowing Street Pastors to deal with drunk and incapable people thus freeing up resources. Debriefs from Street Pastors have assisted in identifying possible licensing issues to be addressed.

Road Policing have amended patrol matrices to deal with people without authority to be in the country attempting to get arrested by walking on the motorway. This has enabled officers to monitor and respond more effectively with four individuals safely removed and detained on behalf of immigration authorities during Q2.

Argyll & West Dunbartonshire Division ran an acquisitive crime reduction operation to address significant increases in crimes of dishonesty in Clydebank. Officers were deployed in areas most affected and known local offenders were monitored. Working with West Dunbartonshire Council and Police Scotland Youth Volunteers, social media was used to deliver local crime prevention messages. The level of acquisitive crime was reduced, 2 persons arrested, several crimes detected and stolen property recovered.

Quarter 2 Evidence Highlights - SPA

Forensic Services implemented an improved scene examination reporting process throughout the West of Scotland in August 2016, following a successful pilot in Dumfries and Galloway and Ayrshire divisions. The process allows more dynamic and more detailed reporting on examinations to be provided to Police Scotland than was previously available; a full national roll-out is being considered.

Forensic services continues to innovate using new technology; in Q2 a new system—the ne Image Management System (IMS) — went live, delivering a centralised databases for images captured by forensic scene examiners.

Evidence Development Areas - *incorporating Police and Fire Reform Evaluation findings*

1. More evidence of localised patterns for crimes which are increasing to justify involvement of specific partners and actions.
2. Where crime levels are fluctuating evidence that seasonal trends occur and the reasons for this.
3. Where multi-agency work has been undertaken, evidence what specific agencies have undertaken roles which have freed up police resources.

Assessment of Strategic Police Plan Delivery
Wide and varied evidence provided in Q2 in support of Policing Priority 1, demonstrating how policing is contributing to keeping communities safe.

STRATEGIC POLICING PRIORITY 2 — Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats.

Quarter 2 Evidence Highlights - Police Scotland

Multi-agency testing of the response to a potential Marauding Terrorist Firearms Attack (MTFA) was undertaken with Scottish Fire and Rescue (SFRS), Scottish Ambulance Service (SAS) and other partners. Training to Police Incident Officers around MFTAs is ongoing and is being shared with SFRS and SAS. Issues identified in previous exercises are being addressed by a multi-agency group.

Operation Summer City—officers from several divisions assisted E Division with the policing of the Edinburgh Festival. Specialist officers including those experienced in working with sex offenders, acquisitive crime, drug dealing and identifying hostile reconnaissance were deployed as well as uniformed patrols during the Festival. This enabled E Division to maintain local policing in areas out-with the Festival footprint. Violent crime, anti-social behaviour and acquisitive crime all reduced compared to 2015.

Operation Kingshill—Battle of Jutland Centenary Commemoration in Orkney— This was the largest WWI commemoration event in the UK and took place over two islands. This posed challenges in terms of traffic, visitor numbers, crowd control, maintaining business as usual and the attendance of five protected persons. Over 50 specialist personnel from Police Scotland and the Met Police assisted in the event itself as well as a rehearsal day and were present for several days preceding. Local and national resources cooperated fully and the event went to plan.

Quarter 2 Evidence Highlights - SPA

The Authority provided expertise and support through the planning and policing of "T in the Park." As part of the SPA's Emergency Planning Scrutiny, the Authority's Health, Safety, and Resilience Specialist attended a police table-top exercise to observe how a number of potential scenarios were handled and the factors considered to be of a high standard. As with 2015 "T in the Park", the 2016 event itself was also attended by the Authority's specialist, and a number of improvements over the previous year were noted.

Forensic Services supported the policing operation, and indeed public safety at the event by providing dedicated staffing through an on-site examination and drugs-testing service, thus providing an enhanced access to specialist expertise, and mitigating potential logistical issues.

Evidence Development Areas—incorporating Police and Fire Reform Evaluation findings

1. Evidence of dissemination of good practice from previous exercises or major events being incorporated into planning for future events.

2. More evidence from both Police Scotland and communities about the impacts of developments to make access to service equitable.

Assessment of Strategic Police Plan Delivery
A range of evidence is presented in Q2 to support delivery of Policing Priority 2. The evidence demonstrates the continuous activity, built-in reviews and new engagement with communities—all enabling Police Scotland to provide ongoing assurance of their readiness to manage both planned major events and deliver a flexible and effective response to unpredictable threats.

Strategic Policing Priority 3 — **Deliver efficient, effective, improving service, delivering the benefits of reform and promoting continuous improvement**

Quarter 2 Evidence Highlights—Police Scotland

Delivering the benefits of reform - During Quarter 2 the C3 Integration and Remodelling (C3IR) programme implemented a system upgrade to ASPIRE, C3 customer relationship management system. This involved an update to software that manages call histories, geographical information, force databases and directories. Training on the new system changes was delivered to over 400 staff and during the upgrade, staff were supported by system experts and training staff. Since then, taking into account user feedback, performance of the system has been assessed to have significantly improved – with faster and better capability.

Efficient, effective, improving service — Police Scotland's Events Standard Operating Procedures (SOP) has been reviewed and the introduction of an overarching Cost Recovery Register to support existing divisional templates, has been submitted for ACC consideration. Discussions around cost recovery take place at regular meetings with Events Scotland. This will address potential negative reputational and financial implications for Police Scotland.

Continuous Improvement – Support was given to an academic review by Scottish Centre for Crime and Justice Research (SCCJR) of SOCG Mapping processes to ensure coverage of immature threats such as child sexual exploitation, organised immigration crime and cybercrime.

Continuous Improvement — Phase 1 of the roll-out of the single National Custody System (NCS) is underway. Positive feedback has been received by users experiencing NCS for the first time. It will go live across Divisions from November. It is a national solution to previous different legacy systems—streamlining the process.

Quarter 2 Evidence Highlights— SPA

C3 Performance Framework development continued in partnership with Police Scotland, with a Benefits Realisation workshop held in September where the C3IR programme benefits realisation plan was reviewed to consider how evidence of benefit realisation could be presented through existing and new performance indicators. SPA conducted a rapid desk-top review of the existing framework (Quality, Utilisation, Attrition, Timeliness, Organisation) and concluded that it intersects with and supports EFQM Fundamental Concepts of Excellence.

Evidence Development Areas -incorporating Police and Fire Reform Evaluation findings

Gather more information—including case-study local evidence - about the outcomes and impacts of reform—including local perceptions - to enable assessment of how far services have improved since reform. This evidence should seek to cover all 3 Aims of Reform;**1. Protect and improve local services 2. Create more equal access to specialist support 3. Strengthen the connection between services and communities.**

Demonstrate a clear journey between what each benefit is designed to deliver and how far along that journey it is. This will strengthen evidence under the other priorities and ideally show that the organisation is becoming more efficient and improving.

Assessment of Strategic Police Plan Delivery
Evidence has been presented in Q2 of improvement and realisation of the benefits of reform through improved performance. It is a developing evidence base — enabling a wider, more detailed and reflective story of policing performance in relation to progress towards delivery of the End Benefits of Police Reform. In addition, ongoing work carried out by the Scottish Government commissioned Police and Fire Reform Evaluation Project will provide additional assessment of evidence of the realisation of these benefits.

Strategic Policing Priority 4 — **Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.**

Quarter 2 Evidence Highlights — Police Scotland

Police Scotland launched its first National Child Sexual Exploitation (CSE) Public Awareness campaign on 7 September 2016.The campaign, 'Grooming a Child for Sex? We're on to you' specifically targeted perpetrators. The external communication strategy included outdoor, digital and social media messaging - stating that police and its partners are aware of the ways perpetrators target and exploit children.

Training on Stop and Search and Mental Health Awareness was launched in September. Stop and Search training will impact on over 17,000 staff across the country. The training was developed following inspection, reviews and research and it aims to deliver the improved use of Stop and Search and give officers confidence to use it in a way that is appropriate in their local communities and consistent with local priorities. The Mental Health Awareness training is designed to help officers identify signs of mental illness in people.

Police Scotland launched its Student Safety Campaign in September. Students across Scotland were provided with advice around home / property safety, online safety, party safety and identity safety. Engagement with students included group discussions and a mock crime scene. Positive feedback to the campaign was received, particularly from foreign students.

The Polish language version of the "Your View Counts" online public survey was launched in July. This will make it easier to gather opinions on Police Scotland from the estimated 61,000 Polish speakers in Scotland.

Quarter 2 Evidence Highlights — SPA

In line with its statutory obligations SPA produced a Gaelic Language Plan. Developed in parallel with Police Scotland's own GLP, and following public consultation and feedback, the plan was approved by Bord na Gaidhlig (BNG) and is due for publication. The Authority will provide a monitoring report to BNG on its implementation of the plan by October 2017.

The Authority used findings of its Strategic Development Programme to inform its engagement with the Scottish Government on the consultation for the Strategic Police Priorities for Scotland. The final priorities, announced in October 2016, encompass a number of themes which the Authority have already commenced work upon, and will also be addressed through the Policing 2026 programme in collaboration with Police Scotland.

Stop and Search Assurance– Working with Police Scotland's National Stop and Search unit, SPA has introduced a process to regularly dip-sample records of stop and search encounters, and to conduct analysis on stop and search activity and trends. Subsequent assurance findings will help provide evidence through operational police activity that recommendations made on stop and search practices are being implemented; this process will be conducted and reported upon every 6 months.

Evidence Development Areas— incorporating Police and Fire Reform Evaluation findings

1. Evidence of evaluation of impact of officers trained in new specialisms.
2. More evidence of policing and partnership improvements and their impact on public perceptions and experiences, thus contributing to public safety and wellbeing.

Assessment of Strategic Police Plan Delivery
Evidence of both internal and external engagement with people to effect positive cultural change and develop their skills and abilities. In Q2 working with and supporting diverse groups and communities.

APPENDIX ONE – POLICING EVIDENCE ASSESSMENT MATRIX

1. CONSIDER THE FOLLOWING QUESTIONS TO TEST THE EVIDENCE

Is the evidence quantitative (hard data) or qualitative (judgement & perception? If combined does the data support the evidence?	Projects or pilot evidence – what are the planned outcomes and evaluation strategy?	Is there additional external evidence - e.g. national survey publications or recorded data, to further support the evidence?	Is there enough evidence and is it accurate? Does the evidence meet planned expectations? (See alignment below)
Does it have a balance of positive and negative and where negative what is the mitigating action	If successful will it be rolled out across Force where appropriate – what are the timescales for this?	Has the evidence been externally validated or benchmarked? e.g. HMICS/Audit Scotland/ Other forces?	Does the evidence realise a benefit of reform? - Improved local service; access to specialists; strengthen connection between police and communities?

2. CONSIDER RELEVANT ANNUAL REVIEW OF POLICING CRITERIA

Does the evidence align with the Strategic Priority and Strategic Objective and answer effectively the commitments made within the Strategic Police Plan?	Does the evidence reflect the legislative functions of the Authority? Are the Christie principles explicit?	Has the evidence taken into consideration the Authority's commitment to the Governance Policy Statement?	Does the overall evidence content adequately demonstrate the Authority's responsibilities under the Equalities Act?
Does the evidence demonstrate the promotion of the policing principles, fit within the aims of reform and reflect Best Value?	Does the evidence demonstrate the delivery of continuous improvement by acting within corporate expectations?	Does the evidence answer effectively the commitments made within the Annual Police Plan?	Does the overall evidence content adequately demonstrate Police Scotland's responsibilities under the Equalities Act?

3. IDENTIFY STRATEGIC POLICE PLAN ALIGNMENT

STRATEGIC POLICING PRIORITY 1
Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local level.
SPA OBJECTIVES - 1.1 Work in partnership to improve safety for the citizens of Scotland and reduce crime
1.2 Ensure that all communities, including the most vulnerable, have access to the police service and are given the support they need to feel safe

STRATEGIC POLICING PRIORITY 2 - Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats.
SPA OBJECTIVES - **2.1** Enhance Scotland's global reputation as a safe place
2.2 Ensure that there is equitable access to services across all of Scotland's communities where and when needed

STRATEGIC POLICING PRIORITY 3 - Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform and promoting continuous improvement
SPA OBJECTIVES - **3.1** Deliver the benefits of reform effectively and efficiently

STRATEGIC POLICING PRIORITY 4 - Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.
SPA OBJECTIVES - **4.1** Increase public confidence in the police service by understanding and responding to the particular needs of Scotland's diverse communities
4.2 Promote a culture of excellence

4. IDENTIFY ANNUAL POLICE PLAN ALIGNMENT

STRATEGIC POLICING PRIORITY 1	STRATEGIC POLICING PRIORITY 2	STRATEGIC POLICING PRIORITY 3	STRATEGIC POLICING PRIORITY 4
1. Violence, Disorder and Anti-social Behaviour 2. Road Safety and Road Crime 3. Protecting People at Risk of Harm 4. Serious Organised Crime 5. Counter Terrorism and Domestic Extremism 6. Prevention and Engagement Mainstreaming 7. Best Value	1. Road Safety and Road Crime 2. Serious Organised Crime 3. Counter Terrorism and Domestic Extremism 4. Major Events and Resilience 5. Prevention and Engagement Mainstreaming 6. Best Value	1. Serious Organised Crime 2. Continuous Improvement 3. Prevention and Engagement Mainstreaming 4. Best Value + Police Scotland Corporate Strategy including Transformation - Benefits Realisation	1. Violence, Disorder and Antisocial Behaviour 2. Prevention and Engagement Mainstreaming 3. Best Value