

Meeting	Public SPA Board Meeting
Date and Time	24 February 2017
Location	Stirling Court Hotel, Stirling
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 Three Police Scotland and SPA performance as contained in the Police Scotland Q3 Performance Report and the SPA CEO's Report.

1. BACKGROUND

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

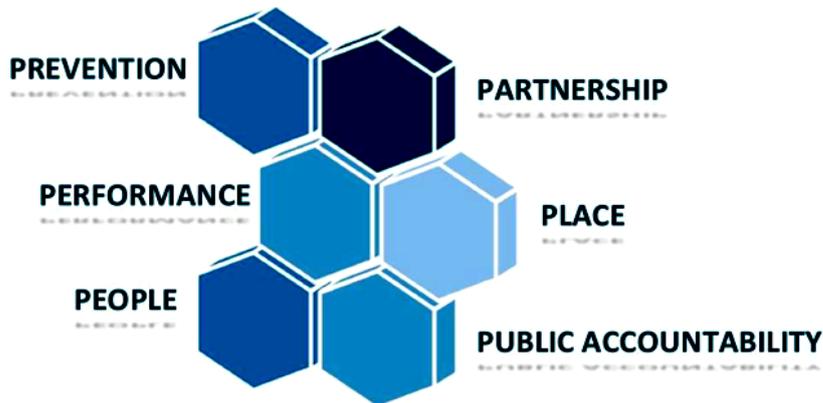
9.1 There are no environmental implications associated with this paper.

RECOMMENDATION

It is recommended that Members note the information presented in the attached Delivery Review.

SCOTTISH POLICE AUTHORITY

STRATEGIC POLICE PLAN - DELIVERY REVIEW QUARTER THREE: OCTOBER—DECEMBER 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 third 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 in 2017/20. The new framework will complement and enable reporting on delivery of the Policing 2026 Strategy to be launched in June 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 level

Recorded Crime Headlines - Total crime is **down** by 2.1% compared to the previous year to date. Violent crime **increased** by 6.2%; sexual crimes **increased** by 5.5%; Crimes of Dishonesty **decreased** by 1.4%; recorded Hate Crime **decreased** by 4.4%.

Quarter 3 Evidence Highlights - Police Scotland

Lanarkshire Division identified a trend in vehicle diagnostic equipment being utilised for cloning car keys, disguising vehicle identity and amending data held in its electronic control unit. This enables the theft of vehicles to be carried out more easily. In October 2016 officers from Lanarkshire arranged for an industry expert to deliver a presentation to officers from territorial divisions across Police Scotland. The presentation was filmed for learning and a briefing paper disseminated to relevant fora.

Dumfries and Galloway Division highlighted a spate of domestic housebreakings to rural communities by utilising the Divisional Social Media Officer to appeal for witnesses, provide crime prevention advice and reassure communities through video appeals, photographs and written 'posts' communicated via social media accounts. Additional victims and witnesses came forward as a result of the media appeal and positive lines of enquiry were generated.

In **Highland Division** activity associated with drug misuse was reported in the vicinity of a secondary school in Tain involving drugs being passed between pupils travelling to and from the school. Multi-agency prevention and education approaches were implemented as well as robust enforcement actions. Drugs charges were proffered against those involved and the community was kept informed of activities in relation to the issue throughout.

Forth Valley Division Domestic Abuse Unit ran a campaign during the festive season providing reassurance and advice to potential victims and warning identified perpetrators prioritised by risk and offending behaviour. None of the identified perpetrators required apprehension at a time of year which often sees an increase in such crimes.

Quarter 3 Evidence Highlights - SPA

Forensic Services are currently developing a Biometrics Strategy with Police Scotland and Scottish Government. This follows consultation with the Home Office. A subsequently briefing was provided to the Forensic Services Strategic Partnership Forum outlining various options to consider.

In October 2016 the new Joint FS National Gateway was launched with all partners working together to ensure best value in relation to forensic investigations. Progress will continue to be reported through the FSSPF.

SPA worked with Police Scotland to develop assurance criteria for stop and search. This approach references the Code of Practice for Stop and Search which will come into force in early 2016/17.

Evidence Development Areas - incorporating Police and Fire Reform Evaluation findings

1. Outline process by which new crime trends are identified and acted on to ensure best practice re this is made available across the Force.
2. Provide explanations for continuing geographic patterns whereby levels of violent crime remain above the expected range in certain divisions.

Assessment of Strategic Police Plan Delivery

Wide and varied evidence provided in Q3 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 3 Evidence Highlights - Police Scotland

Officers from **Ayrshire Division** participated in a multi-agency live play Exercise Quattro at Glasgow Prestwick Airport in November. This exercise is a divisional event of the West of Scotland Regional Resilience Partnership and is undertaken with the aid and assistance of emergency services to test the contingency plan and preparedness to deal with a major incident at the Airport. 50 Police Officers took part alongside 150 personnel from the Airport, other Emergency responders and partner agencies. A number of learning points were highlighted for emergency responders, including Police Scotland.

In **Lothians and the Scottish Borders Division**, as part of a compulsory day of action focusing on Counter Terrorism, offers were made to partners to carry out integrity testing of building security. Three Midlothian Council premises were identified for the testing and after the tests, reports were submitted to Local Authority SPOCs. This has resulted in three Local Authorities reviewing their security arrangements for premises and identifying training needs for staff.

In December a connectivity and communications exercise took place at **Force Training Centre Jackton** with partner agencies to test IT connectivity and mobile reception. This was as a result of a Glasgow Local Resilience Partnership workshop which had highlighted a need for such testing. Local authorities, emergency services and the West of Scotland Regional Resilience Partnership attended.

Police Scotland **National Operational Support Division** participated in a COMAH (Control of Major Accident Hazards) site exercise at the Grangemouth petrochemical complex to test participation in Disaster Committee responses after an incident. The exercise, delivered by Falkirk Council, allowed Police Scotland to test operational and C3 responses to such an incident.

Quarter 3 Evidence Highlights - SPA

The SPA has provided specialist Health and Safety advice on fire safety matters, and contributed to the development of training packages as part of the Health and Safety Executive Action Plan. To further strengthen collaborative work between the Authority and Police Scotland, the SPA’s Health and Safety specialist is currently embedded within Police Scotland to help colleagues deliver objectives within action plans.

Evidence Development Areas—incorporating Police and Fire Reform Evaluation findings

1. More evidence that engagement with local partners re major exercises are formalised.
2. More evidence of the direct pathways from learning points of exercises / training to application at major events.

Assessment of Strategic Police Plan Delivery

A range of evidence is presented in Q3 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 3 Evidence Highlights—Police Scotland

Delivering the benefits of reform—The integration and virtualisation of the C3 East and West Service Centres began on 23rd November. From this date onward calls from East and West local policing divisions have been answered by the first available service advisor from Bilston, Motherwell and Govan. This will enhance the service to the public and improve resilience at times of high call volume. Already, improvements have been seen particularly in reductions in the numbers of discontinued calls and shorter average answer speeds, particularly for 101 calls.

Efficient, effective and improving service—The National Intelligence System Project (NISIP) undertook user requirement workshops, with feedback from prospective users, to identify means of adapting interfaces with other systems utilised in Police Scotland's current intelligence system. NISP team members work closely with the Digital Transformation Team (DTT), divisions and specialist departments to inform the design and training requirements of the new system.

Building on the employee opinion survey undertaken in 2015, Police Scotland undertook a Pulse survey. This survey was to assess progress made since the employee opinion survey and to assist managers in identifying areas for further improvement. Results of the survey are expected in Q4.

Delivering the benefits of reform—The 'Risk and Concern Project' is a national project tasked with developing national standards and processes for the identification, assessment and management of risk (protection issues) and lower level wellbeing concerns in a public protection environment, through management of risk and concern 'hubs'. The change business case was presented to SPA in December and was given approval which will result in a phased roll out in 2017.

Quarter 3 Evidence Highlights— SPA

Benchmarking—The SPA has supported Police Scotland in work to develop a performance framework and benchmarking methodologies. Liaison with a representative from the Improvement Service's Local Government Benchmarking Framework took place in Q3 at a workshop to discuss methods for internal and external benchmarking.

SPA Forensic Services received accreditation from the United Kingdom Accreditation Service (UKAS), becoming the first large scale forensic provider in the UK to do so. The accreditation comes as part of Forensic Services' wider programme of modernisation, and continuous improvement. External scrutiny of the provision will be evidence as part of UKAS' ongoing cycle of reassessment and reaccreditation.

Evidence Development Areas -incorporating Police and Fire Reform Evaluation findings

Demonstrate how the benefits of reform have impacted different areas across the country with differing policing requirements. Evidence how benefits are being reported to communities and how this is reflected in public confidence measures.

Assessment of Strategic Police Plan Delivery

Evidence has been presented in Q3 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 3 Evidence Highlights — Police Scotland

In December, officers from **Safer Communities** delivered an awareness session on bogus crime to delegates at an event run by the charity Deafblind Scotland. Practical safety advice was provided to delegates according to their impairment as part of Operation Monarda, Police Scotland's doorstep crime initiative.

Special Constables across Scotland received training in rural crime prevention in November and December as part of Police Scotland's ongoing drive to reduce crime in rural communities. Based around key priorities identified by the Scottish Partnership Against Rural Crime. This will enable Special Constables who reside in rural areas to engage more effectively with communities and provide resilience through the delivery of crime prevention advice tailored to this environment.

In October Police Scotland introduced **LGBT Liaison Officers** to enhance engagement with the LGBT community. The officers, who have received training from the Equality Network, can be deployed to specific incidents or utilised for advice regarding the LGBT community. It is anticipated that the LGBT Liaison Officers will encourage victims of hate crime to report such crimes to the police.

The training of detectives and specialist investigators is being redesigned into a programme based modular structure to better meet the operational needs of Police Scotland. The new Investigators Development Programme (IDP) has drawn on national and international good practice and will facilitate continuous development, widen the available pool of officers and staff and reduce reliance on residential training.

Quarter 3 Evidence Highlights — SPA

PS and SPA Equalities Mainstreaming Reports—There is a statutory duty for the Police Scotland and SPA Mainstreaming Progress Reports to be published no later than the end of April 2017. The initial drafts of both reports were presented to the HRRC on 1 December 2016. Members provided initial feedback and offered their ongoing support as the reports progress.

This approach represents a change as to how the SPA Mainstreaming Report has been reported in the past with SPA and Police Scotland now reporting separately. The SPA Equalities Review had identified the specific roles which SPA holds as the employer, a service provider and the governing body of Police Scotland. The new proposed mainstreaming report structure has been designed to better reflect those roles.

Strategic Police Priorities—The Scottish Government's consultation on new Strategic Police Priorities closed in August, with the Strategy and Performance team submitting detailed feedback to Scottish Government during the consultation phase. The final priorities were announced in October 2016 and will inform outcomes and objectives set within the strategic plans being developed for Police Scotland and the Scottish Police Authority. They are: **Localism, Inclusion, Prevention, Response, Collaborative Working, Accountability and Adaptability**.

Evidence Development Areas— incorporating Police and Fire Reform Evaluation findings

1. Evidence of planned evaluations of for training programmes and initiatives.
2. Evidence of methodologies for aligning the outcomes of training programmes and initiatives to public confidence measures.

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 Q3 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?	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?
	Are the Christie principles explicit?		
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

