

<b>Meeting</b>	<b>Public SPA Board Meeting</b>
<b>Date and Time</b>	<b>7 June 2017</b>
<b>Location</b>	<b>Crowne Plaza, Glasgow</b>
<b>Title of Paper</b>	<b>SPA Strategic Delivery Review</b>
<b>Item Number</b>	<b>7</b>
<b>Presented By</b>	<b>John Foley</b>
<b>Recommendation to Members</b>	<b>For Noting</b>
<b>Appendix Attached:</b>	<b>Yes</b>

**PURPOSE**

To provide Board Members with information on 2016/17 Quarter Four evidence of delivery of the SPA Strategic Police Plan.

## **1. BACKGROUND**

1.1 This review document provides an assessment of performance evidence from Quarter Four 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 Delivery Review.

# SCOTTISH POLICE AUTHORITY

## STRATEGIC POLICE PLAN - DELIVERY REVIEW

### QUARTER FOUR: JANUARY—MARCH 2017



“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 fourth 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 are being taken forward in current joint work being undertaken by SPA and Police Scotland to develop a new shared performance framework to 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 is currently informing content 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**

## Quarter 4 Evidence Highlights - Police Scotland

**Police Scotland** and partner agencies including Home Office Immigration Enforcement, Trading Standards and Her Majesty's Revenue & Customs undertook an intelligence led day of action targeting business linked to or facilitating serious organised crime. The day of action was carried out across Scotland and was coordinated from the multi-agency Joint Operations Centre at the Scottish Crime Campus, Gartcosh. A number of offences were detected with significant evidential seizures and intelligence identified to support ongoing operations.

**In March 2017**, Police Scotland in collaboration with the Procurator Fiscal published a joint protocol in response to domestic abuse. This included an expanded definition to include non-physical and on-line abuse, revised guidance on undertaking and custody procedures, recognition of the impact on children of domestic abuse, updated information on counter allegations and ultimately guidance on information to be included in all domestic abuse police reports.

In **Fife Division** the "Inkredible Creative Project" was devised by Police Scotland and education partners to deter young people from criminality, encouraging each child involved to become a more confident individual, an effective contributor and learner at school and ultimately a responsible citizen. A multi-agency School Liaison Group supported the application of Scottish Government's "Getting it Right for Every Child" principles during the 10-week programme, culminating in a showcase of the children's art products. A local College will now run a similar course through the College/School Partnership Agreement.

## Quarter 4 Evidence Highlights - SPA

Over the quarter and across the year, **Forensic Services** have shown evidence of continuous improvement and innovation in addition to meeting routine demand. A National Image Management Solution was rolled out, providing policing colleagues access to images from crime scenes. Scientific capability and has been enhanced by rolling out Y-STR DNA Analysis and STARMIX software.

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

1. Describe more fully the process used to identify criminal trends to be addressed
2. Detail the methods used to formulate remedial actions, including interactions with partner organisations

## Assessment of Strategic Police Plan Delivery

Wide and varied evidence provided in Q4 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 4 Evidence Highlights - Police Scotland

Officers from **Specialist Crime Division**, supporting a UK wide operation involving other UK police forces and the police in Slovakia. This action in Scotland was carried out with the assistance of partner agencies including Europol, Home Office Immigration Enforcement, Glasgow City Council Social Work Department, and the Trafficking Awareness Raising Alliance (TARA). A total of 16 women were traced, who were identified as potential victims of human trafficking, with their safety secured and assistance provided. Following this operational activity in Glasgow, on 16 February 2017, a further 4 arrests were made in Slovakia, as part of this Europe wide operation to tackle a serious organised crime group involved in human trafficking.

In **Dumfries & Galloway Division**, a scheme aimed at improving the driving standard of those aged over 65 received recognition as good practice from Her Majesty’s Inspector of Constabulary in Scotland. Not only did participants refresh their old skills in driving sessions, they were encouraged to contact their GP regarding health concerns that may affect their driving ability.

Further training against **Marauding Terrorist Firearms Attacks** (MTFA) for Police Incident Officers (PIO) was launched across the force wide. This training also serves as an awareness package for all front line officers irrespective of role or location. Assistant Chief Constable Steve Johnson said “The terrorist attacks seen across Europe and other parts of the world in recent years have been extremely violent..... If confronted with this situation you will need to be able to respond effectively and play your part in dealing with such an atrocity.....The training pack will aid your understanding ... and explain the actions that will be expected of a PIO so that you are better prepared to respond and support each other.”

### Quarter 4 Evidence Highlights - SPA

The SPA’s **Health, Safety, and Resilience** specialist has been seconded to the Health and Safety Team in Police Scotland, temporarily covering the role of Health and Safety manager, and taking forward actions plans, and ensuring compliance within the service.

### Evidence Development Areas—incorporating Police and Fire Reform Evaluation findings

1. More evidence of the learning outcomes from major exercises, with examples of practices that have changed as a result
2. More evidence to show the decisions that led to specific major event exercises being held, including the scheduling decision protocols

### Assessment of Strategic Police Plan Delivery

A range of evidence is presented in Q4 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 4 Evidence Highlights—Police Scotland

**Create more equal access to specialist support and national capacity** — A significant amount of work has gone into resolving issues in **North East Division** around the use of the Police helicopter, including a multi-agency meeting with a view to amending a noise abatement order at Aberdeen Airport and over Aberdeen City. External partners have offered to do all they can to assist such as; a parking area for the helicopter, the use of facilities for air crew, refuelling and the council looking to have amendments made as soon as practical thereby allowing its use as a tactical tool.

**Efficient, effective and improving service**—In March, the first National Acquisitive Crime Workshop was held in Stirling, with representatives from various Divisions. A number of presentations were provided, highlighting good practice being carried out across the country. A mini-site on the Police Scotland intranet is being planned to enable sharing between police officers and members of police staff is planned. Key contacts will be available to advise on different aspects of acquisitive crime, providing relevant updates and important changes to procedures, whilst allowing officers to share key learning throughout the organisations.

#### Quarter 4 Evidence Highlights— Joint Police Scotland & SPA Evidence

**Benefits of Reform—Policing 2026 strategy** March saw the launch of the public consultation which is the final stage in the most comprehensive analysis ever undertaken of the demands policing faces and the sort of organisation we need to become to protect the people of Scotland over the next decade. The strategy is about identifying the current and future demand for policing, ensuring that we have the right staff, skills and technology to meet the challenges of today and over the next ten years. Once the consultation feedback is considered, a final strategy document will be presented to Ministers in June.

#### Quarter 4 Evidence Highlights— SPA

The development of an **Assurance framework** surrounding **Stop and Search** culminated in an assurance report being presented to SPA Members at the new Policing Committee. This provides enhanced oversight of the practice by the Authority, particularly regarding the monitoring and application of the tactic as the Code of Practice on Stop and Search comes into force in May this year. The framework will also serve as a basis on which to build future SPA assurance work on other aspects of policing.

The Authority convened a **Partners in Scrutiny event**, which saw representation from 20 local authorities, HMICS, SG and COSLA. The meeting provided an opportunity to engage at an early stage on key themes emerging in **Policing 2026** prior to the launch of formal consultation; and to gather support for locally promoting and participating in the consultation process. It also provided an opportunity to capture and share priority learning on good local scrutiny, drawing on the experience of current elected members.

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

##### Assessment of Strategic Police Plan Delivery

Further evidence has been presented in Q4 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 progressing towards delivery of the End Benefits of Police Reform.



**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 4 Evidence Highlights — Police Scotland

The **National Missing Persons Unit** (NMPU) updated the national missing person database with additional capability for statistical reports. Divisional missing person co-ordinators can now auto-generate local missing person statistics for the use of management and officers in their own area, improving oversight of people who may be at risk of harm while also reducing the work required for research.

The NMPU has secured agreement in principle from the Scottish Government for national access to NHS samples which may resolve up to 80 long-term missing persons by DNA, which will potentially relieve divisions of requirement for further annual review.

**In Glasgow City Centre division**, concerted action by Local Problem Solving Team resulted in the reduction of highly visible issues of violence, disorder and other forms of anti-social behaviour by young people at the four corner area of town, incorporating Union St, Jamaica St and Argyle St within Glasgow City Centre. In a 4-week period between January – February 2017 an action plan was implemented following partnership engagement with senior retail managers, policing presence and introduction of “Concern letters” issued to the parents of those young people identified, has proved effective with 40 police reports being submitted, 17 Recorded Police Warnings and 7 Anti-social behaviour notices being issued. A total of 8 warrants were also executed and people subsequently arrested. This targeted approach to a specific problem in a recognised “hot spot” as well as a individual interventions through contact with parents has proved to be effective. Reported incidents have reduced significantly and feedback from local businesses is positive.

In March, Police Scotland launched the **“Hate Crime Destroys Lives”** marketing campaign to highlight the impact that it can have on peoples’ lives and to encourage reporting by both victims and bystanders. Hate crime is defined as any crime which is perceived by the victim or any other person as being motivated by malice or ill-will towards their actual or presumed, sexual orientation, transgender identity, disability, race or religion. We know that hate crime is widely under-reported and that highlighting the impact of hate crime on people’s lives encourages reporting. Providing more information on this subject will help people to identify when a hate crime occurs, and how to report it to the police in order for the police to tackle it. The success of the campaign will be evaluated.

### Quarter 4 Evidence Highlights — SPA

The Authority produced its **Equality Mainstreaming Progress Report** and **Equality Outcomes** for 2017-2021. Significant progress has been over the last two years in how the Authority carries out its duties as an employer, governing body and service provider. The report also identified clear actions to be implemented to ensure improved progress towards our employer duties in the future.

### 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 Q4 working with and supporting diverse groups and communities.

<b>APPENDIX ONE – POLICING EVIDENCE ASSESSMENT MATRIX</b>			
<b>1. CONSIDER THE FOLLOWING QUESTIONS TO TEST THE EVIDENCE</b>			
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?
<b>2. CONSIDER RELEVANT ANNUAL REVIEW OF POLICING CRITERIA</b>			
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?
<b>3. IDENTIFY STRATEGIC POLICE PLAN ALIGNMENT</b>			
<b>STRATEGIC POLICING PRIORITY 1</b> 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. <b>SPA OBJECTIVES - 1.1</b> Work in partnership to improve safety for the citizens of Scotland and reduce crime <b>1.2</b> Ensure that all communities, including the most vulnerable, have access to the police service and are given the support they need to feel safe <b>STRATEGIC POLICING PRIORITY 2</b> - Strengthen Scotland’s reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats. <b>SPA OBJECTIVES - 2.1</b> Enhance Scotland’s global reputation as a safe place <b>2.2</b> Ensure that there is equitable access to services across all of Scotland’s communities where and when needed		<b>STRATEGIC POLICING PRIORITY 3</b> - Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform and promoting continuous improvement <b>SPA OBJECTIVES - 3.1</b> Deliver the benefits of reform effectively and efficiently  <b>STRATEGIC POLICING PRIORITY 4</b> - 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. <b>SPA OBJECTIVES - 4.1</b> Increase public confidence in the police service by understanding and responding to the particular needs of Scotland’s diverse communities <b>4.2</b> Promote a culture of excellence	
<b>4. IDENTIFY ANNUAL POLICE PLAN ALIGNMENT</b>			
<b>STRATEGIC POLICING PRIORITY 1</b>	<b>STRATEGIC POLICING PRIORITY 2</b>	<b>STRATEGIC POLICING PRIORITY 3</b>	<b>STRATEGIC POLICING PRIORITY 4</b>
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

