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| <b>Meeting</b>                   | <b>Public SPA Board Meeting</b>       |
| <b>Date and Time</b>             | <b>24<sup>th</sup> August 2017</b>    |
| <b>Location</b>                  | <b>Stirling Court Hotel, Stirling</b> |
| <b>Title of Paper</b>            | <b>SPA Strategic Delivery Review</b>  |
| <b>Item Number</b>               | <b>8</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 2017/18 Q1 evidence of delivery of the Annual Police Plan and Strategic Police Priorities.

To show what action has been taken on evidence development areas identified in the previous quarter's review.

To identify how this review format could be used to monitor performance against delivery of the 2026 strategy going forward.

## **1. BACKGROUND**

1.1 This review document provides an assessment of performance evidence from Quarter One 2017/18, enabling a current summary of delivery of the Annual Police Plan and against Strategic Police Priorities. The evidence comes from operational and corporate policing performance from Police Scotland and SPA Forensic Services and corporate performance activity.

1.2 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. EVIDENCE DEVELOPMENT AREAS**

2.1 At the SPA Board meeting on 7 June an action was given for SPA to ensure that Evidence Development Areas highlighted in the Strategic Delivery Review were brought forward to the next quarter to show what action had been taken and provide a linkage between each quarter.

2.2 For this quarter, the Strategic Delivery Review cross refers to the relevant sections of the 2016/17 Annual Review of Policing to show the action taken to address Evidence Development Areas highlighted in the Strategic Delivery Review for Q4 of 2016-17.

2.3 Going forward, the intention is that this review will report quarterly on work to address the evidence development areas listed on an ongoing basis. It would be helpful to receive feedback from members on what format they would find most useful to monitor tracking of these development areas.

## **HOW THIS REPORT CAN BE USED TO MONITOR PERFORMANCE AGAINST DELIVERY OF THE 2026 STRATEGY**

2.4 In addition, an action was given at the 7 June SPA Board meeting for SPA to identify how this strategic delivery review can be used to monitor performance against delivery of the 2026 strategy going forward. To help illustrate how this report could monitor performance against the strategy in the future, the format for this quarter has been altered from the format previously used. Performance information submitted by Police Scotland and SPA has been organised under the Five Areas of Focus of the 2026 strategy; Protection, Prevention, Communities, Knowledge and Innovation.

2.5 The five areas cover Annual Police Plan policing commitments, corporate business and improvement activity, as well as SPA governance, statutory and regulatory activity. The Scottish Government's Strategic Police Priorities are cross-cutting in nature and are presented within the document for reference. Omitted from this Quarter One version is an assessment against outcomes, however this will be included in the future once the forthcoming performance framework has been agreed.

2.6 Areas of evidence development identified throughout 2016/17 have been summarised and organised thematically by Police Scotland and are presented at the beginning of the report, after the Executive Summary. Referenced evidence from the 2016/17 Annual Review of Policing has been used to demonstrate how it is meeting evidence development needs. For Quarter Two this section will be further updated through collective work by both Police Scotland and SPA officers.

2.7 The evidence presented within this document will contribute to the development and delivery of the 2017/18 SPA Annual Review of Policing, a statutory requirement, to be laid before Parliament every year.

2.8 The format of this review will be subject to change once the performance framework to accompany the strategy has been agreed by the SPA Board.

### **3. FINANCIAL IMPLICATIONS**

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

### **4. PERSONNEL IMPLICATIONS**

4.1 There are no personnel implications associated with this paper.

### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications associated with this paper.

### **6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications associated with this paper.

### **7. SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with this paper.

### **8. COMMUNITY IMPACT**

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

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equalities implications associated with this paper.

**10. ENVIRONMENTAL IMPLICATIONS**

10.1 There are no environmental implications associated with this paper.

**RECOMMENDATION**

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

# SCOTTISH POLICE AUTHORITY

## STRATEGIC DELIVERY REVIEW

QUARTER ONE 2017/18



2026

SERVING A CHANGING SCOTLAND

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

## INTRODUCTION

**1.1.** The Strategic 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 against the Strategic Police Priorities. It also contributes to the evidence contained in the Annual Review of Policing. This version of the Strategic Delivery Review has been produced pending the introduction of the new strategic performance framework which will report on the progress to delivering Policing 2026 strategy outcomes, **therefore this version of the Strategic Delivery Review will be revised once the new performance framework is in place.**

**1.2.** For Quarter One, whilst we await the new overall framework, the opportunity has been taken to present a wide selection of performance evidence from Police Scotland and SPA Corporate and Forensic Services under the five areas of focus of Policing 2026; **Protection, Prevention, Communities, Knowledge and Innovation.** At page 3 a strategy visual is presented, demonstrating linkage to the five areas of focus and the six strategic objectives, aimed at delivering sustained excellence in service and protection. The five areas of focus cover Annual Police Plan policing commitments, corporate business and improvement activity, as well as SPA governance, statutory and regulatory activity. The Scottish Government's Strategic Police Priorities are cross-cutting in nature and are presented at page 4. Still to come in future versions will be an assessment against outcomes. This will be included once the forthcoming performance framework has been agreed by the SPA Board during Quarter Two of 2017/18.

**1.3.** The Strategic Delivery Review highlights evidence of key performance activity each quarter. When the new performance framework is in place, the Review will provide an opportunity for the SPA Board to;

- assess the relevant evidence and hold the Chief Constable of Police Scotland to account for policing performance delivery;
- assess the relevant evidence of SPA's statutory delivery and regulatory responsibilities and hold the CEO to account for SPA performance delivery;
- assess overall progress against delivery of Policing 2026 outcomes, evidenced through performance, strategy milestone and project delivery, and continuous improvement.

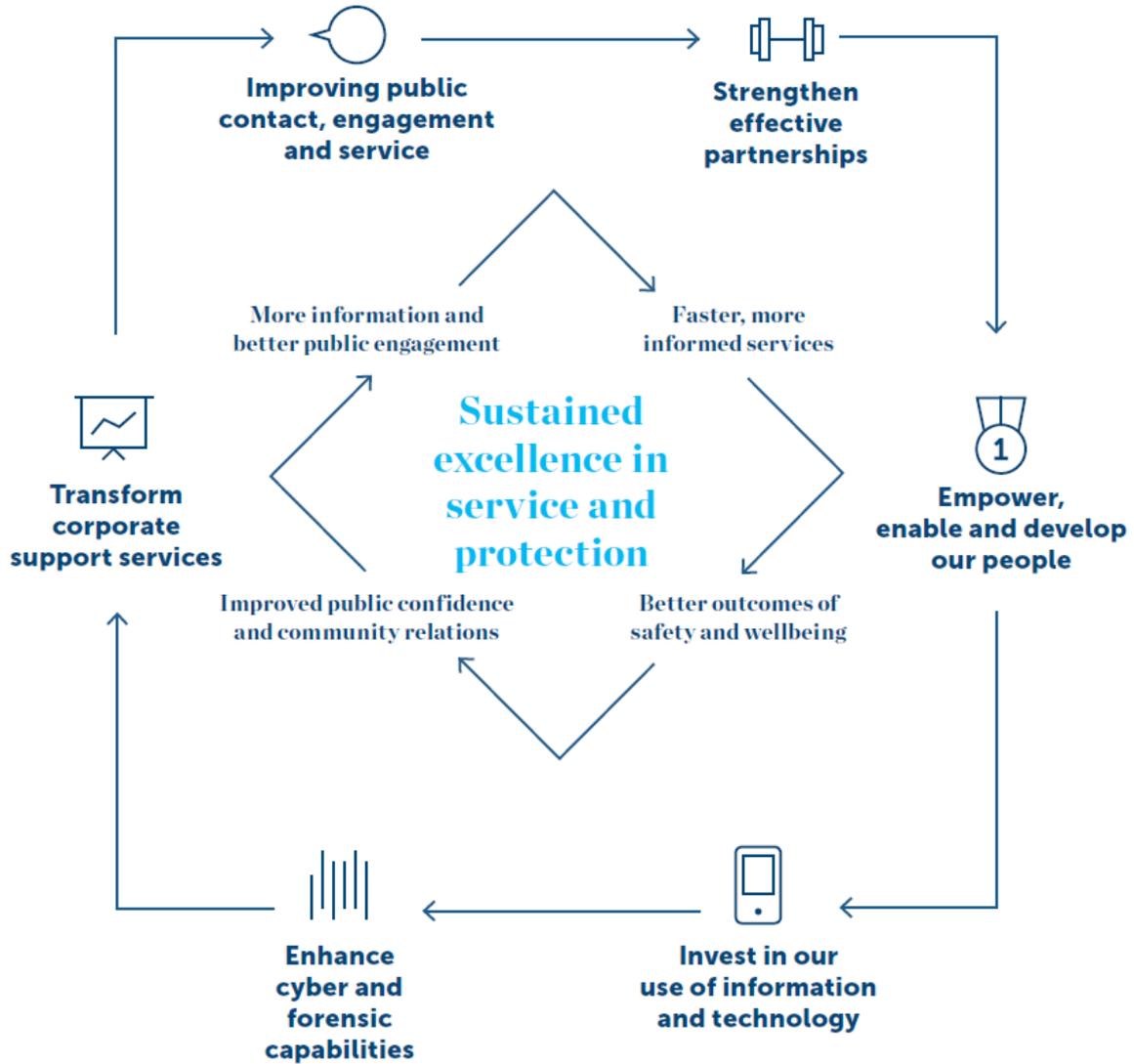
**1.4.** SPA has access to an increasingly wide and varied policing evidence base. Improving this evidence base is a key objective for policing and SPA, given that continuous improvement, driven by the strategy, is a central theme across the five areas of focus of Policing 2026. An Assessment Matrix is used to evaluate the evidence collected by Police Scotland and the SPA. (Annex I) It has been developed from assessment criteria also used for the SPA Annual Review of Policing. Evidence from this quarterly report will inform the content of the Annual Review of Policing for 2017/18. The Matrix has been updated for 17/18 and also takes into account the following;

- **Evidence development areas identified in the Strategic Delivery Reviews throughout 2016/17** (SPA Board action 003 from 7/6/2017)
- **Recommendation 25 from the Review of Governance in Policing** (status ongoing as reported in End of Project Review to SPA Board 22/6/17): *"In setting our information requirements, emphasis should be given to ensuring that the SPA can demonstrate improvements in the quality of service that Police Scotland is providing."*
- **Alignment to the Policing 2026 Implementation Plan:** due to be presented to the SPA Board in Quarter Two 2017/18.



# 2026

## SERVING A CHANGING SCOTLAND



# 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



## STRATEGIC POLICE PRIORITIES

Published October 2016

**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.

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

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

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

**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.

**Accountability:** Continuously improve public confidence in policing and inspire trust by being transparent, accountable and acting with integrity, fairness and respect.

**Adaptability:** Ensure our police service takes advantage of new opportunities and meets emerging threats and challenges.

## EXECUTIVE SUMMARY: QUARTER ONE

**2.1 In Quarter One policing was impacted by the terror attacks** in Stockholm, France, Manchester and London, with Police Scotland providing a coordinated operational policing response in support of national law enforcement partners. The national threat level was raised to Critical in the immediate aftermath of the Manchester bombing and during what was an anxious and uncertain time for the public, the Force rolled out national prevention mechanisms and communications to ensure people across Scotland were aware of the potential ongoing threats and how to report their suspicions. This had a direct impact on calls to Police Scotland as people responded to the request to “Run, hide, tell” messages. The threat level continues to be judged Severe. Recent General Election and Local Government elections also demanded security and policing considerations during this reporting period. Local elections provided a welcome opportunity for local policing commanders to engage with those newly elected, with council scrutiny committees themselves being refreshed, bringing fresh perspectives to their scrutiny function.

**2.2 The SPA laid the joint Policing 2026 Strategy** before Parliament on 20 June after a consultation period that focused on weekly themes e.g. Creating a Fairer Scotland, resulting in over 21,000 visits to the consultation webpage and over 1700 responses. The consultation period for local authorities was extended to take account of local elections, allowing the new administrations to respond. These responses have helped adjust the strategy, which now has a greater emphasis on recognising the needs of remote and rural communities. More specific references are now included in relation to staff welfare and wellbeing.

**2.3 The SPA Annual Review of Policing 2016/17** was also laid before Parliament in June and included a more varied and diverse range of performance evidence than ever before, with this year’s edition including views of improved policing and engagement both from local authorities and wider evaluation findings from academic work undertaken through the Scottish Institute for Policing Research. Specific case study evidence was also presented in relation to the challenges and results of the improvement journey of both C3 Division (Contact Command and Control) and Stop and Search.

**2.4 The SPA Independent Custody Visiting Review 2016/17** was published, and for the third consecutive year, no significant issues regarding care or ill treatment were raised. The review includes evidence of the positive impact volunteers are having on continuous improvement to custody services delivered to detainees.

**2.5 Significant organisational change was announced at leadership level** in Police Scotland and SPA with internal staff changes including the appointment of new Force Executive Senior Officers as well as four new members appointed to the SPA Board to bolster the existing range of expertise, including diverse areas such as cyber and change management. A deputy SPA Chair was appointed to support strategic leadership of the Board, while the Chair announced his resignation, a successor to be announced by autumn. These changes will provide an opportunity for re-invigorated internal governance, scrutiny and leadership with new relationships being forged with HMICS, Audit Scotland, COSLA, staff representative groups and Scottish Government Committees.

**2.6 Railway policing will come under the command of Police Scotland in 2019** after legislation was passed by the Scottish Parliament. The expertise of British Transport Police officers and staff will be backed by the specialist resources of Police Scotland. A key priority of integration will be to strengthen the already high standards of safety and security on Scotland’s railways.

## EXECUTIVE SUMMARY: *CONTINUED*

**2.7 Police Scotland and SPA submitted a wide range of evidence** organised under the five areas of focus of Policing 2026. SPA Forensic Services and SPA corporate performance evidence is included under the most appropriate area of focus.

**Protection evidence** this quarter was significant and varied, with its emphasis on keeping people safe from threat, risk and harm, included policing enforcement and crime investigative activity, supported by Forensic Services, as well as evidence of public protection for vulnerable people, with reference to valuable partnerships helping delivery. Given the context of Quarter One, examples of policing against the threat and impact of terror attacks were judged as effective indicators of policing contributing to public confidence during a time of uncertainty and fear.

**Prevention evidence** was thought-provoking and impactful, with an emphasis on policing to support diversion of young people away from crime, and a multi-agency approach to health and wellbeing of people with mental health and addiction problems. Some real-time evaluation responses from school and parents in relation to “Kick Start”, a collaborative diversion project are included to provide a flavour of the impact of this type of approach.

**Communities evidence** was wide-ranging, with its emphasis on building resilience against the likes of doorstep and bogus caller crime, as well as the importance of meeting local policing needs, also including SPA evidence on engagement with new local authority partners post-election.

**Knowledge evidence**, with its focus on improvement, included the collaborative work between Police Scotland, SPA and academia to identify research proposals that will help to inform an improvement in public confidence in policing.

**Innovation evidence**, with its focus on dynamism and adaptability as services are developed, included work already being carried out to improve existing ICT systems and maintain the Force’s defences against global cyber attack as well as SPA Forensic Services’ ongoing efforts to improve their scientific technology.

**2.8 Looking ahead**, the impact from a number of policing initiatives begun in Quarter One should provide robust evidence for future assessment of delivery of Annual Police Plan commitments, for example Safe Summer and Reducing Summer Violence initiatives. Many initiatives and pilots are subject to evaluation, and again, results of these evaluations, and how they have informed either national rollout as best practice, or informed improvement to next stages will be valuable learning to share. In addition, the Year Two report on the Evaluation of Police and Fire Reform is published by SIPR in August, on behalf of the Scottish Government, and will offer valuable insight, with views and evidence on how reform has and is continuing, to make a difference to policing.

## AREAS FOR EVIDENCE DEVELOPMENT

Throughout last year, areas for improvement to the evidence-base for both Police Scotland and SPA were identified in each quarterly Strategic Delivery Review, with other areas highlighted in the review of the previous Strategic Police Plan, now Policing 2026. Work to improve this evidence is ongoing, with some of these improved areas of evidence featured in the recent 2016/17 Annual Review of Policing. Police Scotland has organised these evidence development areas under key themes and will take them into account when submitting future quarterly evidence. SPA will also review their evidence before submission against these themes where appropriate.

Evidence development improvement will be reported upon quarterly and will also be used as a benchmark for the selection of Annual Review of Policing evidence. **Evidence contained within the 2016/17 Annual Review of Policing that fulfilled particular improvement areas is cross-referenced in red below.**

### MULTI-AGENCY & PARTNERSHIP ACTIVITY

1. More evidence of the impact of multi-agency activity on crime and harm reduction. (p. 77 Operation Forseti)
2. Provide a more demonstrable connection between the nature of local and national police-partnership activity and the effect on local and national outcomes.
3. Where crime has reduced, evidence to support the role played by policing and partnership working.
4. Where multi-agency work has been undertaken, evidence what specific agencies have undertaken roles which have freed up police resources.
5. Detail the methods used to formulate remedial actions, including interactions with partner organisations. (p. 61 Project Jackal matrix)
6. More evidence of policing and partnership improvements and their impact on public perceptions and experiences, thus contributing to public safety and wellbeing.
7. Demonstrate stronger relationships between local policing and third-sector organisations in both a collaborative problem-solving capacity, and in terms of general advocacy. (p. 46 Impact project; p. 50 Tackling hate crime; p. 52 Tackling bigotry; p. 53 "Cinebus" project; p. 77 NCAIU; P. 83 Divisional examples)

### ANALYSIS & ASSESSMENT

8. More evidence of localised patterns for crimes which are increasing to justify involvement of specific partners and actions.
9. Where crime levels are fluctuating evidence that seasonal trends occur and the reasons for this.
10. Development of local baseline data to support improvement assessment.
11. Provide explanations for continuing geographic patterns whereby levels of violent crime remain above the expected range in certain divisions.
12. More lower-level evidence and subsequent analysis and evaluation in relation to outcomes delivered by specialist teams and areas.
13. More in-depth analysis and assessment work undertaken with respect to emerging, more complex forms of criminality and the resourcing demands they are expected to place on the Service geographically in future years.
14. Make benefits realisation reporting more accessible (i.e. less technical) and streamlined within Police Scotland and the SPA, and for consumption by wider partners, stakeholder and public audiences. (p.93: Estates)
15. Develop a set of performance measures that can be used to better assess Best Value in policing.

## AREAS FOR EVIDENCE DEVELOPMENT: *CONTINUED*

### SHARING BEST PRACTICE & LEARNING

16. Outline process by which new crime trends are identified and acted on to ensure best practice re this is made available across the Force. (p.41 *Prevention First*)
17. Evidence of dissemination of good practice from previous exercises or major events being incorporated into planning for future events. (p. 68 *Response to the threat & p. 73 Exercise Running Bear*)
18. More evidence of the direct pathways from learning points of exercises / training to application at major events.
19. More evidence of the learning outcomes from major exercises, with examples of practices that have changed as a result.
20. Utilise benchmarking as a means of identifying comparative good performance and practice, and evidence the continuous improvement of policing through the adoption of good practice from elsewhere.

### EXERCISING, TRAINING & DEVELOPMENT

21. More evidence to show the decisions that led to specific major event exercises being held, including the scheduling decision protocols.
22. More evidence that engagement with local partners re major exercises are formalised. (P21/22 *Joined up approaches and early engagement*)
23. Evidence of planned evaluations for training programmes and initiatives.
24. Evidence of evaluation of impact of officers trained in new specialisms.
25. Evidence of methodologies for aligning the outcomes of training programmes and initiatives to public confidence measures.

### RESOURCE DEPLOYMENT

26. Clear and comprehensive evidence of the operational benefits of more routine, day-to-day flexible deployment of resources nationally to meet local needs and demand. (p.30 *Forensics Highland example*)
27. Ensure that there is equitable access to specialist resources across Scotland where and when needed. (p. 63 *Online safety awareness; p. 70 Major events*)

### PUBLIC CONTACT, ENGAGEMENT & SERVICE

28. Do more to capture and analyse the experiences and perceptions of service users (the voices of victims, complainers, witnesses, suspects and offenders) in order to tell a more holistic story of policing performance under the new single service arrangements, and drive further improvements in service delivery.
29. Improve our understanding of how policing services are perceived and are being experienced by different communities across Scotland.
30. Use of a broader range of consultation methods on a continual or frequent basis to capture a more diverse range of voices from across a wider range of geographic and social communities. (p. 37 *Use of SCJS survey evidence*)
31. Reflect the distinctiveness of the varied geographic communities across Scotland and the differing threats they face, and the various forms of community engagement.
32. Improve understanding and knowledge of communities across the country through the use of community/neighbourhood profiling techniques, social and demographic. (p.25 *Neighbourhood reporting; p.57 Understand communities; (p.80 Missing persons)*)
33. Provide more evidence in relation to the local perceptions of the outcomes of these processes on local services and, in particular, the extent to which service users perceive any improvements in local service provision. (p.23/24 *Local authority feedback*)

## PROTECTION - QUARTER ONE EVIDENCE

# I

### Protection

Based on threat,  
risk and harm

**Protection against the Terrorist Threat:** In response to terrorist incidents Police Scotland provided advice and guidance across the Force and with partners through the Cross Sector Safety and Security Communications network. This included a review of protective security for the French Consulate in Edinburgh and the three polling stations in Glasgow, Edinburgh and Aberdeen ahead of the first round of French Presidential elections in April 2017.

There were a series of coordinated communications through different media. 'Stay Safe' messaging and protective security advice continued to be provided across Scotland to identified "Crowded Places", partners and organisations including tourism locations, public buildings, shopping centres, sporting and entertainment venues. A Counter Terrorism Awareness Week was delivered during the middle of June with the overarching theme of 'Working Together' - focusing on busy transport hubs, events and festivals.

**Tackling the Threat of Human Trafficking:** The Scottish Government Human Trafficking strategy, detailing the approach to eliminate human trafficking within Scotland was launched during Quarter One, with Police Scotland given the lead for identifying perpetrators and disrupting their activity. From Monday 15 to Friday 19 May the National Human Trafficking unit coordinated Operation Acervose, Police Scotland's response to a European Union-wide joint action against criminals who traffic people for labour exploitation, in particular within the maritime and fisheries sector.

500 officers including 50 from partner agencies visited 80 premises and locations in all 13 geographical divisions of Scotland including fisheries, car washes and nail bars. Police Scotland officers were supported by colleagues from HM Revenue and Customs, Immigration Enforcement, British Transport Police and the Gangmasters and Labour Abuse Authority. During the multi-agency operation a girl aged 15 was identified working in a nail bar, suspected of being trafficked. Three individuals were also reported for immigration offences. An awareness element was also included, signposting the public and victims to support services and the newly introduced Modern Slavery Helpline, which has a UK wide remit.

2nd June saw the launch of a Human Trafficking Threat Desk, the National Intelligence Bureau's multi-agency approach to assessing threats. This will see all Human Trafficking information recorded and assessed under 'Operation Encounter', bringing together intelligence officers and experts from across Police Scotland, the National Crime Agency, Home Office and British Transport Police with the aim of safeguarding those at risk of harm and identifying those committing, facilitating and profiting from the exploitation.

**Protecting Communities from Crime Gang Violence:** During Quarter One Police Scotland and SPA Forensic Services continued large-scale investigative and forensic analysis to provide disruption opportunities against rival organised crime groups engaged in ongoing feuds. Supported by resources from both Local Policing and the Specialist Crime Division, further seizures of firearms and ammunition, illicit drugs and cash were made, as well as a significant number of arrests. In June 2017, a series of intelligence-led searches were carried out at industrial premises in Possilpark linked to SOCGs involved in these ongoing feuds. As well as Local Policing, Specialist Crime Division and Road Policing resources, there was multi-agency support from Department of Work and Pensions and the Scottish Environmental Protection Agency. Following extensive searches, firearms and components, controlled drugs and further items of evidential value were recovered.

## PREVENTION - QUARTER ONE EVIDENCE

### 2

#### Prevention

Tackling crime, inequality and enduring problems facing communities

**Local Approaches to Preventing Knife Crime:** In North East Division last year there were 207 incidents involving young people allegedly being in possession of a weapon, with 55 incidents involving a bladed weapon in primary or secondary schools, by males with an average age of 12. To prevent a similar number of incidents in the area North East officers are working with education authorities, urging parents and guardians to work with them to ensure young people are aware of the dangers of carrying weapons and that they understand the devastating consequences which could result.

All of these incidents result in a 'Trigger Plan' being put in place so that partners meet quickly to establish if there are any underlying welfare or other issues affecting the young person, so that a repeat incident can be prevented. To date there has been no repeat offending. The number of incidents recorded would suggest an upward trend in reporting, however this may be as a result of the increased focus by police and partners to address this issue, a much greater awareness of the dangers through media campaigns, contributing to a significantly lower tolerance of weapon-related incidents which has contributed towards this apparent rise.

**Local Approaches to Tackling Antisocial Behaviour:** During Quarter One evidence was submitted describing a number of local initiatives aimed at tackling youth disorder through a focus on prevention using creative diversionary approaches. An excellent example was provided by Fife Division where the "Kick Start" initiative was held, based around participants attending a signing ceremony at a local football ground and committing to attending twice-weekly learning and training sessions for eight weeks.

The format of each session consisted of a healthy-start breakfast, teacher input, partner agency health and wellbeing input and ended with a football training session provided by Cowdenbeath FC community coaches. Results have shown such improved behaviour that phase two is already planned to include those pupils about to transfer from primary to secondary school and will be expanded to cover the whole of West Fife. Extended feedback from teachers, councillors and parents provides evidence of real changes in behaviour of those who took part and is included at Annex 2.

Dumfries and Galloway Division concentrated on drug abuse in its "Choices For Life" events held in collaboration with Education, NHS and Council Youth Work Services, attempting to change the outcomes for pupils with challenging behaviour.

#### **Operation Close Pass: Sharing good practice to ensure our roads are safe for all:**

Cycling Scotland launched their annual 'Give Everyone Cycle Space' campaign in Edinburgh in April. 398 cyclists have been injured in collisions in the capital over the past two years, 62 seriously, and one has died. Police Scotland Road Policing supported the event, using it to launch the Close Pass scheme, an initiative designed by West Midlands Police to educate drivers who don't give sufficient space to cyclists whilst overtaking them.

The scheme is funded by Road Safety Scotland and Cycling Scotland. A plain clothes officer rides a pedal cycle fitted with front and rear-facing video cameras. Where a vehicle passes too close to the pedal cycle a marked police vehicle stops the driver and a 10-minute roadside education package is offered as an alternative to prosecution. So far over 100 drivers have been educated in safer overtaking of pedal cycles. Social media has been a critical element of the pilot with in excess of 814, 000 views of the initial Facebook post. Cycling Scotland's aim is to see the scheme rolled out nationwide so that everyone will benefit.

## COMMUNITIES - QUARTER ONE EVIDENCE

### 3

**Communities**  
Focus on  
localism,  
diversity and  
the virtual  
world

**Partnership working to empower and inform our rural communities:** “Rural Watch Scotland” was launched at the Royal Highland Show in June, a partnership of Police Scotland, NFU Scotland and Neighbourhood Watch Scotland. It is an extension of the Neighbourhood Watch concept and a product of the \*Scottish Partnership Against Rural Crime (SPARC) designed specifically for the rural communities of Scotland. During the last six months a local Neighbourhood ALERT administrator network has been set up across all areas of Police Scotland. Rural Watch Scotland encourages people to sign up to receive alerts and advice by email, text or voicemail from local police officers and other approved information providers.

**Supporting communities to be aware of the threat from doorstep crime:** Police Scotland analysis indicates that doorstep and bogus caller crime is an increasing concern across Scotland, affecting areas to differing degrees. Analysis also found;

- Increases in incidents of cyber-enabled bogus crime, such as telephone frauds;
- Victims are becoming younger and the proportion of male victims is increasing;
- The financial impact on victims was more than £600,000; £250,000 more than last year.

Crimes can be divided into two categories. Opportunistic crime is generally carried out by local, low level criminals in the form of distraction theft, where the offender poses as an official or utility worker to gain access to property to commit theft. Organised bogus crime is committed by teams of career criminals, often with familial ties, targeting specific areas and travelling distances to do so. Operation MONARDA, designed to tackle such crimes, ran from 22 – 29 May 2017 and involved multi-media focus involving press releases, a social media campaign and information booklets for distribution. Presentations on doorstep and bogus caller crime were also given to community groups. For example, in the Highlands and Islands there was a joint initiative with NHS Highland that involved attaching information leaflets to repeat prescriptions dispensed at local pharmacies. This approach enabled elderly and vulnerable people, more likely to receive repeat prescriptions but less likely to use social media, to have access to this information.

**Changing policing delivery to meet community needs:** Renfrewshire and Inverclyde Division redesigned the way they deliver policing to their communities following an internal and external consultation exercise, allowing them to launch their new approach in April. The focus of the new Community Teams has been to engage with local communities, partners and newly elected council members. The deployment of resources is in line with operational demand, community need and local priorities. Inverclyde local officers were also involved in ‘Our Place, Our Future’ events throughout Inverclyde over a 10-week period ending on 30 June. The aim was to ask as many residents as possible about their views on their local area in order to capture their views and prepare a community plan which all agencies will work towards delivering. The use of the Place standard tool and questions such as ‘how safe do you feel?’ helped neighbourhood officers gain an understanding of their beat areas, talking to partners and residents to find out what are the real issues affecting their community.

**New opportunities for local authority engagement:** During Quarter One, following local government elections, SPA engaged with local partners and COSLA, ensuring local authority access to SPA information alerts on relevant business and board activity, as well as providing SPA members with early information on changes to local scrutiny leads and processes. SPA officers are maintaining the Community Accountability LSE Information Exchange within the Knowledge Hub, providing information updates and encouraging local partners’ participation. Introductory meetings will take place in Quarter Two between SPA members and newly appointed local authority leads for the scrutiny of policing.

## KNOWLEDGE - QUARTER ONE EVIDENCE

### 4

#### Knowledge Informing the development of better services

**Utilising consultation to improve current and future services:** In April Police Scotland Force Executive led "A Healthier Scotland" weekly theme as part of the 2026 consultation work, in recognition that mental health presents an ever-increasing proportion of daily activity conducted by the police, shifting the type of demand policing faces. Part of the work of Policing 2026 will be to develop a deployment model for policing that reflects demand and need. The weekly theme also included awareness of World Health Day, highlighting depression and the impact it can have on individuals and communities, including officers and staff. New guidance for employees on how to access occupational health services and assistance was communicated across the Service. Lanarkshire division has piloted the introduction of a team of twelve 'wellbeing champions' whose role involves listening, supporting and directing officers and staff to help and assist. The feedback was very positive, with people appreciating the opportunity to talk. As a result the national Health and Wellbeing Group have endorsed this approach as good practice, with a national initiative to be formally launched in September 2017.

**Improving public confidence and community relations:** This is central to the key aim of Policing 2026 in delivering sustained excellence in service and protection. A new Police Scotland Public Confidence Steering Group comprising a range of external community partners met in April. During Quarter One work began on the approach to support strategy delivery with a Scottish Institute for Policing Research "sandpit" event at Edinburgh University where academics presented eight research proposals to inform and influence the approach to improving public confidence in two thematic areas (1) Partnership and (2) Public Confidence. SPA officers and specialist officers in Police Scotland worked with the SIPR executive to appraise these research proposals. SIPR will be awarding up to four small grants in 2017/18 to support knowledge development in these two areas, as part of SIPR's alignment of its future research agenda to take account of the Policing 2026 Strategy. Successful proposals will be expected to deliver their findings in-year. SPA and Police Scotland has representation on the SIPR Board and the SIPR Executive Committee and contribute funding to SIPR on an annual basis.

#### HMICS Thematic Inspection into the SPA – Phase 1 Review of Openness and Transparency

This report was published in June with HMICS making eleven recommendations for improvement, the first one being that SPA should revert to holding Board and committee meetings in public and Board and committee papers should be made publicly available in advance of meetings. At the top of a list of key findings, HMICS identified positive signs of improvement in SPA Board operations and relationships which reflect a genuine commitment to good governance.

**Developing the improvement evidence base:** The objective behind the Knowledge area of focus is to provide a transparent evidence base to enable policing and partners to become more effective and efficient. Work began during Quarter One to identify all previously identified areas for evidence improvement, including those from 16/17 captured as part of regular performance reporting to SPA Board and the review of the Strategic Police Plan conducted during 2016. These areas have been organised under key themes, with progress made by both Police Scotland and SPA to be reported in subsequent quarters as part of this Delivery Review document.

## INNOVATION - QUARTER ONE EVIDENCE

### 5

#### Innovation

Dynamic,  
adaptable and  
sustainable

**Tackling the Hackers:** Establishing an innovation capability that will improve policing in the cyber and forensic worlds, as well as investing to improve policing's use of information technology is an important objective within Policing 2026. Work is already being carried out to improve existing systems and maintain the Force's defences against global attack.

During Quarter One Wannacry took place - the "largest ransomware attack observed in history"- according to Europol. Although the attack caused significant disruption to networks across NHS England and part of NHS Scotland, Police Scotland's network remained secure. The vulnerability that WannaCry exploited was identified in March 2017 and a security patch was issued by Microsoft.

Collaborative working by Police Scotland's ICT Team was critical; liaising with colleagues across UK policing and submitting Police Scotland's patching status to the National Police Technology Council, to identify any risk to UK policing. As a result there was no instance of the virus detected across UK policing systems. This was due in part to the planned investment in new security systems, put in place by Police Scotland ICT's Technical Audit and Assurance Team. Information Technology security products are consistently updated in line with the latest intelligence, mitigating the risk of malware attack. At the same time, Police Scotland continues its delivery of Project Alliance, replacing all Windows XP computers with a more modern version. This ensures maintenance of a modern, secure national desktop, a better user experience and ultimately, provides an enhanced service to policing partners and the public.

**Adapting to the Code:** The Code of Practice for Stop and Search was introduced in May, the final milestone in the delivery of Police Scotland's Stop and Search Improvement Plan launched in June 2015. It provides officers, including supervisors and senior managers with guidance on conducting, recording and monitoring the use of stop and search and puts individuals' rights at the centre of any decision to stop and search a person. Police Scotland and SPA are working on an enhanced assurance approach that takes account of compliance with the Code, and that will provide evidence to address central themes of *proportionality; alignment to local priorities and outcomes; stop and search driven by intelligence and linkage to legitimacy and public confidence.*

**Tackling the Emergence of New Psychoactive Substances:** During Quarter One Forensic Services led development of the NPS Centre of Excellence Working Group, bringing together partners across justice, health, academia and the third sector. The Centre for Excellence will deliver a multi-agency, assets-based approach to lead in the detection and identification of emerging drugs and NPS, disseminate information with relevant agencies on drug trends through appropriate information-sharing protocols, strengthen the evidence base and improve service provision.

**HMICS Thematic Inspection of the Scottish Police Authority Forensic Services:** This report was published in June with HMICS making twenty three recommendations for improvement, the first one being that SPA and Scottish Government should engage in the implementation of the Home Office Forensic Science Strategy to inform the approach in Scotland, explore common standards and support future interoperability. At the top of a list of key findings, HMICS identified the proven track record of Forensic Services in adopting cutting edge technology to support policing in Scotland.

| ANNEX 1: EVIDENCE ASSESSMENT MATRIX: SCOTTISH POLICE AUTHORITY & POLICE SCOTLAND  |   |  |  |
|---|---|--|--|
| 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?   | Does project and pilot evidence align to planned outcomes and support findings sought within the evaluation strategy?                                     | Is there additional external evidence - e.g. national survey publications or recorded data - to further support, validate and triangulate with, this evidence? | Is there enough evidence and is it accurate? Does the evidence meet planned expectations? Does it demonstrate improvement where evidence gaps have been identified?                  |
| 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 demonstrate alignment to strategic objectives and related outcomes of Policing 2026?   |
| <p><b>Does the evidence demonstrate realisation of the benefits of Policing 2026?</b></p> <ul style="list-style-type: none"> <li>• <i>Improved Access to Policing Services and Response to Meet the Needs of Scotland</i></li> <li>• <i>Greater Consistency and Quality of Service</i></li> <li>• <i>Better Value for Money, Targeted Investment and Reduced Operating Costs</i></li> <li>• <i>Greater Ability to Adapt and Expand our Approach to New and Emerging Crime</i></li> <li>• <i>Improved Demand Management and Response Mechanisms Relating to Police Officers</i></li> <li>• <i>Enhanced Corporate Service Delivery</i></li> <li>• <i>More Efficient Resource Utilisation and Reduced Duplication of Effort</i></li> <li>• <i>Improved Public Confidence in Policing</i></li> <li>• <i>Enhanced Partnership Working</i></li> </ul> |   |  |  |
| 2. CONSIDER RELEVANT ANNUAL REVIEW OF POLICING CRITERIA:  |   |  |  |
| SPA & PS -Does the evidence align with the appropriate Strategic Police Priority and answer effectively the commitments made within the Policing 2026 Implementation Plan?*   | SPA -Does the evidence reflect the legislative functions of the Authority?  | SPA -Has the evidence taken into consideration the Authority's commitment to the Governance Framework?   | SPA -Does the evidence adequately demonstrate the delivery of the Authority's Equality Outcomes as well as governance and oversight over Police Scotland Equality Outcomes delivery? |
|   | SPA & PS- Does the evidence align to the Christie principles of Prevention, Performance, People and Partnership?  |  |  |
| SPA & PS - Does the evidence demonstrate the promotion of the policing principles, fit within the aims of Policing 2016 and reflect Best Value?   | SPA & PS -Does the evidence demonstrate delivery of continuous improvement and can SPA demonstrate improvements in the quality of service provided by PS? | PS -Does the evidence answer effectively the commitments made within the Annual Police Plan?   | PS -Does the evidence content demonstrate the delivery of Police Scotland's Equality Outcomes?   |

## PREVENTION: ANNEX 2 “KICK START” EVALUATION AND FEEDBACK

# 2

### Prevention

Tackling crime, inequality and enduring problems facing communities

**Evaluation and Next Steps:** A post-initiative evaluation was conducted in order to capture the impact of the course from the perspective of the students, teachers, parents and partner agencies. Examples of the feedback received are documented below. The overall feedback regarding the course has been very positive and served to highlight that the impact made on the young people involved was significant. During the review period, community officers liaised closely with partners in Education including the learning and behavioural support unit at Beath High School.

**Hill of Beath Primary School Head Teacher Mr D Green:** “One of our pupils was put forward for the Kickstart initiative. The child previously had difficulties socialising with other children in class and the playground. On occasions all the pupils had to leave the class as a result of his behaviour. It could take between 20-40 minutes to settle the pupil and move forward. On other occasions there were incidents in the playground resulting in aggression to other pupils and intentional damage to property. After the pupil started attending Kickstart we saw a huge improvement in his behaviour. I was outside at break when there was an incident at the football match. I asked the pupil to come in straight away which he did. He then told me what had happened and that he had made bad choices. He then said that he should apologise to the other children for his actions. He did this and moved on. This issue was solved in less than 5 minutes with him recognising the bad choices he had made had led to the incident. This is a massive change in his behaviour. He has also spent a lot more time in class and is more able to deal with challenges. Previously he would hit an obstacle and leave the class and give up. Now he is more resilient, getting more work done and spending more time in class, He is also a much happier child and talks about Kickstart being the best thing that has happened in his life. I know that the Kickstart initiative has had a hugely positive impact on this child’s life. His mum is also full of praise for the programme and thanked me for putting him forward for it. I hope that this initiative will continue as it is changing lives for the better.”

**Cllr Darren Watt via public Facebook post:** “Really proud of the work PC Fiona Menzies and PC Calum McDougall have put into the Kick Start initiative. The aim of the initiative was to encourage positive behaviour and self-discipline to children who may be struggling in the classroom. They were offered an alternative educational outlet through football and worked closely with a number of local groups, organisations, schools and parents. I will certainly be taking an active interest in future as I had the pleasure seeing first hand the positive impact this had on everyone involved. Very well done to everyone, you should all be extremely proud of your achievements!”

### Kick Start Parents:

“Happier and noticeably chirpier in the mornings and has made many new friends”

“Now talks enthusiastically about what he has done at school and is much more open to conversation. Came out his shell and gained conversational skills and confidence in himself”

“More patience and understanding of others”

“More attentive and prepared to engage about wider consequences of his actions (both positive and negative). We have also seen him grow in stature (positive!)”

“Self-confidence, self control, happier, improvement of football skills, sense of belonging and being part of a team”

“Not been any issues at school since attending kick-start”

# SCOTTISH POLICE AUTHORITY

## STRATEGIC DELIVERY REVIEW

QUARTER ONE 2017/18



2026

SERVING A CHANGING SCOTLAND

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

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