

<b>Meeting</b>	<b>SPA Board Meeting Public Session</b>
<b>Date and Time</b>	<b>Tuesday 28<sup>th</sup> November 2017</b>
<b>Location</b>	<b>Stirling Court Hotel, University of Stirling FK9 4AE</b>
<b>Title of Paper</b>	<b>SPA Strategic Delivery Review</b>
<b>Item Number</b>	<b>8</b>
<b>Presented By</b>	<b>Stephen Jones, SPA</b>
<b>Recommendation to Members</b>	<b>For Noting</b>
<b>Appendix Attached:</b>	<b>Yes – Quarter Two SPA Strategic Delivery Review</b>

**PURPOSE**

To provide Board Members with a Quarter Two 2017/18 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 Annual Police Plan and Strategic Police Priorities. This report will be subject to change once the new policing performance framework has been agreed by the SPA Board.

## **1. BACKGROUND**

1.1 This review document provides an assessment of performance evidence from Quarter Two 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.

1.3 At the SPA Board meeting on 7 June an action was given for SPA to provide a reformatted report to enable strategic assessment of Annual Police Plan delivery pending agreement by the Board of the new Strategic Performance Framework that will accompany the Policing 2026 Strategy Implementation Plan.

1.4 In addition, SPA were asked to ensure that Evidence Development Areas were brought forward to next quarter to show what improvement actions had been taken and provide a linkage between each quarter. Thought was also to be given to identify how the report can be used to monitor performance against delivery of the strategy going forward.

1.5 As a starting point, and to reflect how the report could monitor performance against the strategy in the future, performance information submitted by Police Scotland and SPA has been organised under the Five Areas of Focus of the strategy; Protection, Prevention, Communities, Knowledge and Innovation.

1.6 These 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 Two version is a detailed assessment against outcomes, however this will be included in the future once the forthcoming performance framework has been agreed.

1.7 Areas of evidence development identified throughout 2016/17 have been summarised and organised thematically by Police Scotland and are presented at the rear of the report. For Quarter Two, evidence presented in

each of the five areas of focus includes specific reference to particular evidence development areas.

1.8 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. 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 interim SPA Strategic Delivery Review.

**NOT PROTECTIVELY MARKED**

**NOT PROTECTIVELY MARKED**

# SCOTTISH POLICE AUTHORITY

## STRATEGIC DELIVERY REVIEW

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

## 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 is an interim version of the Strategic Delivery Review and has been produced pending the introduction of the new performance framework that will report on progress to deliver Policing 2026 strategy outcomes. **This version of the Strategic Delivery Review will be revised once this new performance framework is in place.**

**1.2.** For Quarter Two, performance evidence from Police Scotland and SPA Corporate and Forensic Services is again presented under the five areas of focus of Policing 2026; **Protection, Prevention, Communities, Knowledge and Innovation.** The five areas of focus cover Annual Police Plan 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.**

**1.3.** 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;

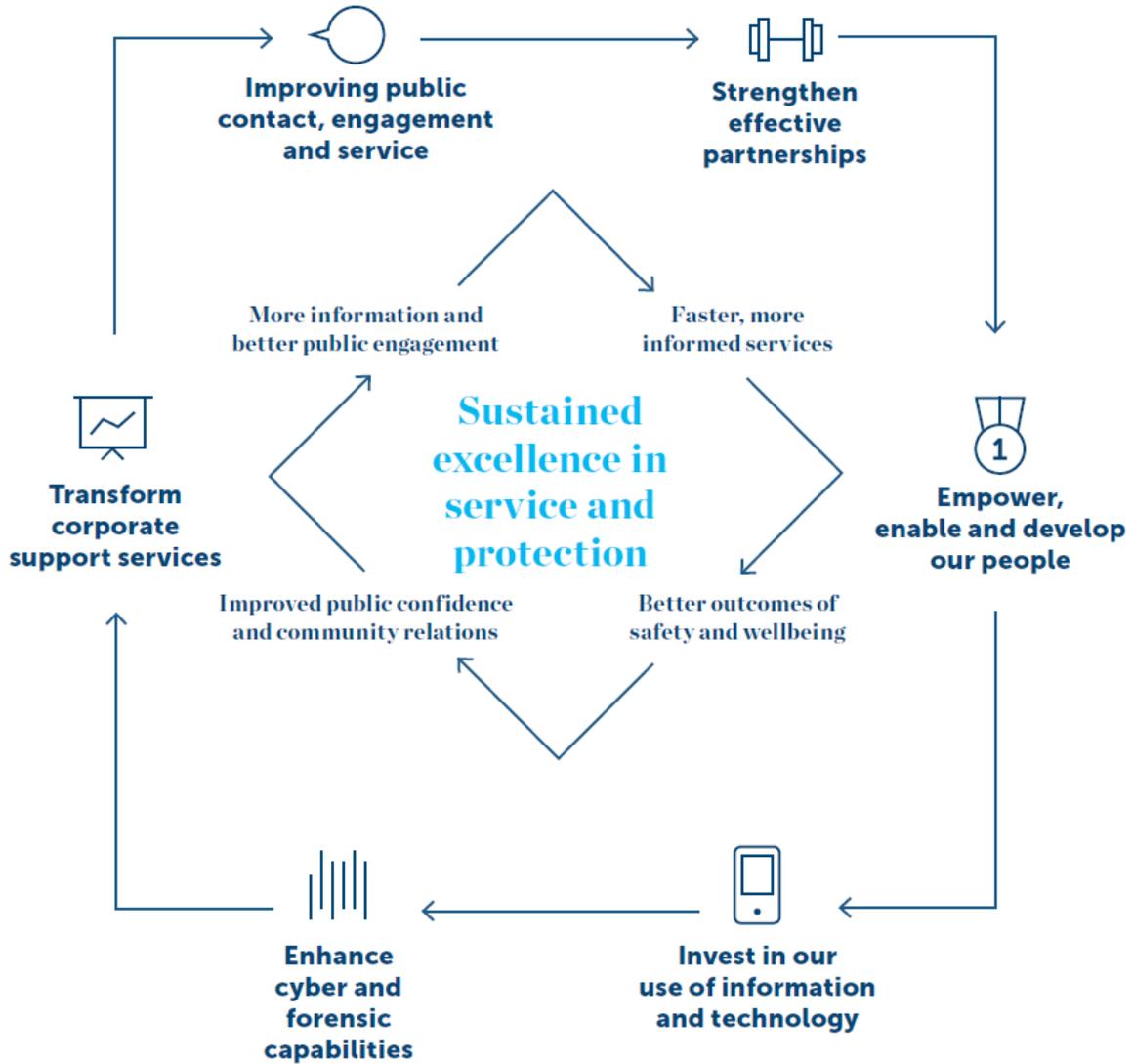
- **Evidence development areas identified in the Strategic Delivery Reviews throughout 2016/17** (SPA Board action 003 from 7/6/2017)
- **Recommendation 25 from the Review of Governance in Policing** (status ongoing as reported in End of Project Review to SPA Board 22/6/17): *"In setting our information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

**1.4.** 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. Consideration of relevant external evidence can challenge and support the existing policing evidence base and is a valuable means of triangulating evidence that we currently have.



# 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 TWO

**2.1 In summary**, over the reporting period, there is a wide range of operational policing evidence, undertaken in support of Annual Police Plan priorities, aligning to Strategic Police Priorities. There is also evidence of Police Scotland corporate delivery, including improvements to technology and people development.

**2.2 Both Police Scotland and SPA's evidence lacks detailed assessment of how these activities support strategic outcome delivery.** This will not be possible until outcomes are specified, together with key measures and indicators of progress. In addition SPA should consider how evidence and examples of good governance and assurance can be better captured and presented. Both organisations are actively considering how delivery of their respective Equality Outcomes can enhance the policing evidence base and contribute to the Annual Review of Policing.

**2.3** Police Scotland has submitted a wide range of evidence under the five areas of focus of Policing 2026, with activity undertaken in support of the six Annual Police Plan Priorities for 2017/18 - **Violence; Serious Organised Crime; Counter Terrorism; Protecting People; Road Policing; Acquisitive Crime.** Relevant SPA Forensic Services and SPA corporate performance evidence is included under the most appropriate area of focus. A selection of some of the best examples are included in this review. For Quarter Two Police Scotland also aligned this evidence, where appropriate, to areas for evidence development contained at Annex 3. Each example includes for ease, reference to the relevant development area.

**2.4 Protection evidence** presented by Police Scotland includes extensive evidence of operational policing in support of this area of focus. As expected, evidence of the policing responses to support many summer events was included, with examples of close collaboration with law enforcement and other partners that links to current Annual Police Plan priorities on tackling violence and anti-social behaviour. Reducing the risk from serious organised crime also features in this section, with policing operations aimed at reducing the potential risk of violence from these groups.

**2.5 Prevention evidence** is wide-ranging and multi-faceted, with examples of inclusive, creative work underway to support young people to move away from their past towards a better future. Varied collaborative working is evidenced on differing projects - for example, on diversionary and preventative initiatives with NHS partners and housing providers respectively.

**2.6 Communities evidence** is wide-ranging, with examples of extending policing reach to specific groups - for example students, providing them with support as they transition from home to college or university. Evidence is also provided on how local policing is engaging with banks and other businesses to prevent fraud and to help them identify potential victims. Examples are provided of successful open days at local police stations during the summer period - valuable opportunities for engagement between our communities and policing. SPA provides evidence of targeted member engagement with stakeholders and staff around the September board meeting, including with the North Police and Fire Forum; control centre staff in Inverness and members of the local policing team; and a meeting with the Council leader, senior councillors and officers in Highland Council focusing on the work of Contact, Command and Control Division and the National Database Enquiry Unit.

## EXECUTIVE SUMMARY: QUARTER TWO

**2.7 Knowledge evidence**, with its focus on learning and sharing of knowledge, includes an example of specialist training that has increased Police Scotland's capacity to tackle the threat of ever-changing New Psychoactive Substances. SPA Forensic Services evidence demonstrates their role, and that of Police Scotland, in a cross-sector justice project that aims to improve digital information capture at every stage of a criminal investigation. There is also corporate service evidence on the new programme launch of Engaging Leaders.

**2.8 Innovation evidence** includes examples of adaptability in the introduction of new ways of working. For example, in Fife, where a new Divisional Enquiry Unit makes better use of support staff to free up officer duties who are looking for Missing Persons. Corporate evidence in the form of improvements to the online learning platform and use of remote monitoring software to support offender management is also provided.

**2.9 Working towards delivery of Equality Outcomes:** During Quarter Two both Police Scotland and SPA worked together to develop a governance approach that ensures that both SPA People and Policing Committees receive regular updates in relation to progress made against Equality Outcome delivery. An assessment of Quarter One and Two evidence and where the gaps lie will be included in Quarter Three reporting. The challenge for both organisations is to link their operational and service delivery to performance evidence of positive outcomes, and in addition, for SPA to identify what constitutes good governance in the oversight of Police Scotland's delivery of equality outcomes.

### **2.10 Key external evidence during Quarter Two included;**

**a.** In August the Year Two annual report for the Evaluation of Police and Fire Reform was published. Report findings from field interviews and analysis undertaken during 2016 as part of the four-year evaluation programme, were initially presented to the Policing Committee in May by SIPR director, Professor Nick Fyfe. The report was commissioned by Scottish Government and used case study interviews to assess evidence against the benefits of Police and Fire reform. On Police reform, the report concluded that:

- From the perspective of local police officers there were positive achievements in relation to improvements in accessing national capacity and specialist expertise. There were also strong commitments to partnership working.
- However the perceptions of those involved in the routine delivery of local services was that they are operating with diminishing resources, that work to strengthen connections with communities was often hampered by other organisational pressures, and the reductions in the budgets of other public services sometimes frustrated attempts to work more collaboratively.

The report highlighted the following three strategic areas for improvement:

1. A need for improved internal communication;
2. A need for greater clarity for local personnel about career development and training opportunities within the new national organisations;
3. A renewed and refreshed commitment to localism in policing.

SPA concludes that the views contained in these findings correlate with those raised directly with the SPA, and acknowledged in a review of governance in policing published 18 months ago. Since then improvements have been implemented to ensure representatives of local communities feel sufficiently listened to regarding local policing and are able to input effectively into the development of national policy issues.

## EXECUTIVE SUMMARY: QUARTER TWO

Earlier this year, the SPA sought the views of local authorities in compiling its Annual Review of Policing, and received feedback that referenced significant progress in involving communities in the design and approaches to policing in their areas. During Quarter Two SPA contributed views to Scottish Government on the design of Year Three evaluation work, as well as supporting the plan to publish field-work findings earlier, so that recent improvements can be more clearly linked.

### **b. Publication of Scottish Government Statistics for Recorded Crime, 2016-17;**

<http://www.gov.scot/Publications/2017/09/3075> . Key findings included;

- Crimes recorded by the police in Scotland decreased by 3% from 246,243 to 238,651. This is the lowest level of recorded crime since 1974.
- Non-sexual crimes of violence increased by 6% from 6,737 to 7,164. The recording of these crimes remains at one of the lowest levels seen since 1974.
- Sexual crimes increased by 5% from 10,273 to 10,822. The recording of these crimes is at the highest level seen since 1971, the first year for which comparable crime groups are available.

So far for 2017-18 Police Scotland recorded crime information reflects the long-term trends highlighted above. Further analysis is being undertaken by Police Scotland.

## PROTECTION\*: Q2 EVIDENCE EXAMPLES

**I** **Protection against the Terrorist Threat during Edinburgh City Summer Events:** The population of Edinburgh increased during August, with the arrival of over 1.5 million visitors to the International and Fringe Festivals as well as the Royal Edinburgh Military Tattoo. Police Scotland's Operation Summer City 2017 ensured that there was an efficient local policing response, with resilience provided by national operational support. Although there had been no direct intelligence of a planned attack, given that the threat level is nationally based, this year's Edinburgh Festival crowds were protected from the possibility of a momentum vehicle attack with anti-vehicle street hardware (National Barrier Asset) on the Royal Mile. Protection was further strengthened by the deployment of Project Servator, first introduced during the Commonwealth Games in 2014. This summer, Servator was back in action, using cutting-edge policing techniques to deter, detect and disrupt all criminality from pick pocketing to terrorism. Counter Terrorism awareness sessions were attended by 400 people from the festival industry and briefings were given to festival event door staff on the need for additional vigilance. Social media was a strong contributor in promoting safety messages, along with police mascot Amanda the Panda. This planning and delivery policing model will be used to inform planning for Edinburgh's Winter City events. **Evidence Development Area 16, 17 & 27**

**Action Against Violence:** The "One Punch Can Ruin Two Lives" campaign, ran during August for four weeks, as part of Police Scotland's Safe Summer approach. It borrowed from on similar campaigns run by English police forces. Police Scotland identified 3,962 serious violent crimes recorded in 2015/16, with 481 (12%) as the result of a single punch. The campaign aimed to raise awareness of the consequences that one punch can have on two lives – the victim and the attacker. Posters were displayed in public locations across the country, including pubs, clubs and sports centres and also advertised on beer mats. Advertising was also displayed on ATM machines near off-licences. Social Media posts throughout the four weeks included the story of Adam Rogers, killed in 2009. The film included interviews with his friends and family and focused on their lives and the effect 'one punch' had on them, leading them to set up the charity 'Every Action Has Consequences'. An unrelated interview with someone who has been charged and is currently serving a prison sentence for culpable homicide with one punch was also available to view, delivering a powerful message of how a punch can drastically affect lives in very different ways. The impact of the campaign and its success across social media will be presented in future quarters. **Evidence Development Area 8**

**Disrupting Serious Organised Crime:** During Quarter Two extensive operational and intelligence-led investigations were carried out by Police Scotland's National Organised Crime and Counter Terrorism Unit and Local Policing Division resources. As well as significant drug and cash seizures, issuing of Serious Crime Prevention Orders\*\* to members of crime gangs, a Skorpion sub-machine gun capable of firing 1000 rounds a minute was recovered in connection with an ongoing feud between crime gangs. A 43 year-old male found in possession of the weapon was arrested. **Evidence Development Area 5**

**Operation Package** identified the use of vulnerable young people being used as drug mules, ferried to Aberdeen from London. These young people were often reported as Missing Persons and once arrested in Aberdeen for drugs offences, they were identified quickly through liaison with policing partners at the London Gangs Unit. This information was shared with the National Crime Agency's Modern Slavery and Human Trafficking Unit. The principal of the Operation has since been jailed and to date no further instances have been detected. **Evidence Development Area 1**

\* Linkage to Annual Police Plan operational priorities; Violence, Disorder and Antisocial Behaviour; Serious Organised Crime, Protecting People, Acquisitive Crime

\*\* These orders restrict telephone and computer ownership, disabling encryption of devices-all in support of disruption of serious organised criminal activity

## PREVENTION\*: Q2 EVIDENCE EXAMPLES

### 2

#### Prevention

Tackling crime, inequality and enduring problems facing communities

**Breaking the Chain of Violence Together:** In September police officers, medical professionals, community workers and people whose lives have been affected by violence got on their bikes, cycling more than fifty miles along the canal network. The cycle started at Glasgow Royal Infirmary where the successful Navigator programme was first piloted in 2015 in association with NHS Greater Glasgow and Clyde, finishing in Edinburgh where Navigators are now working with partners NHS Lothian, embedded in the A&E department of the Royal Infirmary of Edinburgh. Navigator is a scheme aimed to help stop the revolving door of violent injury in hospitals. A team of four Navigators complement the work of medical staff. They use a wide range of contacts with services outside of

the NHS to offer support to help patients change their lives. Their aim is to break the cycle of violence for individuals and ease the pressure that violence places on the NHS. The Recycle campaign is raising money for a fund set-up by the Navigators to help with items that may be needed by those in immediate need of food, clothing and household items. Navigator Alan Gilmour explains that small items can have a big impact on people's lives as they try to break-free from lives blighted by violence - **"The funds raised in the Recycle will make a huge difference to the lives of people experiencing real difficulties and challenges. There is a vulnerability surrounding a person's journey toward a better and safer life."** Evidence Development Area 7

**Promoting the Positive Lifestyles Approach:** The Polmont Project attempts to break the cycle of reoffending, with officers working with young offenders and adult prisoners with the assistance of Scottish Prison Service partners. The Divert and Deter Team delivered a course designed to engage with offenders, helping them to overcome barriers and improve Teambuilding and Leadership skills. New modules were developed as a result of delegate input and now cover Decision-making & Risk-taking, Serious Organised Crime, Knife Crime and Substance Misuse. Evaluation information indicated that prisoners consider different action and attitudes as a result of the course. local events are being planned. Evidence Development Area 5 & 28

**Partnerships to Future-proof Homes from Crime:** Domestic housebreaking figures in Scotland are at their lowest level in 6 years, however this still remains a policing priority due to the traumatic experience for victims when their home is broken into. The work of Police Scotland Architectural Liaison Officers utilising the principles of Secured by Design remains a mainstay of the sustainable prevention programme intended to target-harden new developments against housebreaking and property crime. In September, Police Scotland Designing out Crime officers presented Kingdom Housing Association in Fife with a certificate of recognition. The association has over 50 developments accredited as Police Secured by Design - over 3000 dwellings in Fife. A comparative study found that 3000 similar houses not accredited had been subject to 87% more housebreaking crimes. Evidence Development Area 7

**Promoting Motorcycle Accident Prevention:** Police Scotland's seasonal initiative ran from March to Sept. A Mid-term Review of the Scottish Government's Road Safety Framework to 2020 identified motorcyclists as one of 3 Priority Focus Areas. Police Scotland's planned activity includes weekends of action linked to potential increased recreational motorcycle use of the roads. All RP officers contributed towards this 6 month campaign. High visibility patrols and enforcement are carried out on key motorcycling routes. Officers engaged with motorcyclists, offering advice and guidance where appropriate. Cognisance of dry, warm weather and the lighter nights were also a factor in Road Policing planning and deployment. Evidence Development Area 9

\* Linkage to Annual Police Plan operational priorities; Violence, Disorder and Antisocial Behaviour; Protecting People, Acquisitive Crime, Road Policing.

## COMMUNITIES\*: Q2 EVIDENCE EXAMPLES

### 3

#### Communities

Focus on localism, diversity and the virtual world

The Policing 2026 Strategy highlights that demands on policing are increasingly focused towards addressing vulnerability, meeting diverse needs and contributing to community-based solutions that tackle the wider inequality. Delivering the right policing service to communities means engaging virtually with traditionally hard-to-reach groups, in order to provide guidance and advice that can help prevent crime and injury. Local Policing Open days also provided opportunities for community-wide engagement, often in partnership with other public service partners. Some examples from Quarter 2 are demonstrated below;

**Social Media is now recognised as the most efficient means of interacting** with hard-to-reach groups, supported by conventional media. From July to September, Fife Local Policing Division issued snapshots of recent activity (within last 72 hours) on social media platforms, as well as highlighting the work carried out in different areas of policing, with a "Team of the Week", illustrating the variety of work carried out and how different crimes are responded to. Although there can be no definitive measurement of success, Fife Local Policing identified a steady post-reach that averages 200,000 people each week. This number increases significantly dependant on the occurrence of major incidents or the roll out of initiatives such as the recent 'Stop Hate' Campaign. **Evidence Development Area 28**

**Student Safety Campaign:** Every September over 500,000 students begin to settle into university and college life across the country, with many students leaving home for the first time. Police Scotland launched their annual safety campaign aimed at new students, including delivery of a series of safety advice presentations at Fresher week events, facilitated by Police Scotland's Student Liaison officers. The campaign provides preventative tips on how to enjoy student life whilst avoiding potential dangers, covering advice on home and property security, online, social and identity safety. Ongoing advice and guidance is available online via Police Scotland's Facebook and Twitter accounts. **Evidence Development Area 31**

**Local Fraud Prevention, Shared Nationally:** Victims of fraud and extortion generally withdraw money from their local high street banks and building societies. Local Policing Officers in Ayrshire visited banks to talk with staff, highlighting the signs that bank staff should be vigilant of, with information as to the actions they should take if they suspect a customer is vulnerable or potential victim of crime. This was followed by a seminar where carers, bank workers, council staff, trading standards and Voluntary Sector representatives heard speakers focusing on Bogus crime. This increased awareness across a number of different organisations which is aimed at preventing this crime occurring in addition to early detection should the worst happen. This work was shared with other Police Scotland Divisions at a national forum. **Evidence Development Area 7**

**Open Day at Fraserburgh Police Station:** Over 2,000 visitors were welcomed over 4 hours at the local station's open day and charity BBQ on Saturday 23 September. As well as enabling people to take a tour of station, try on uniforms and even get their fingerprints taken, it was a chance to meet and talk to local community and specialist officers including Roads Policing and Dive and Marine Units, the crime reduction team as well as our dog handler and police dogs. Police Scotland Youth Volunteers (PSYV) assisted in making the event a resounding success. Generous support was received from local businesses, with over £800 raised for charity. **Evidence Development Area 28**

\* Linkage to Annual Police Plan operational priorities **Protecting People; Acquisitive Crime**

## KNOWLEDGE\*: Q2 EVIDENCE EXAMPLES

### 4

**Knowledge**  
Informing the  
development  
of better  
services

**Shared Training to Tackle New Psychoactive Substances (NPS):** Police Scotland continuously looks at emerging trends within the manufacturing, sale and supply of illicit drugs and NPS. One identified trend is the establishment of clandestine or illegal synthetic drug laboratories, set up to circumvent legal requirements. With more chemicals being produced in China and Eastern Europe it is becoming increasingly attractive for criminals to purchase the chemicals required to produce the pre-cursors and end product of synthetic controlled drugs. Police Scotland has arranged for officers to attend a new course, Combating Clandestine Laboratories, at the European College for

Policing's International Training Centre in Poland. The dangers that the various chemicals, gases and electricity that are present within these unregulated laboratories pose to officers and the public is significant. This training means that Police Scotland is better equipped to mitigate these dangers and capture the associated evidence. Police Scotland now has the capability to;

- **Assist** with planning to enter and disrupt illicit labs;
- **Advise** colleagues on illicit site control, safety and decontamination procedures;
- **Identify** production, tableting methods and synthetic drugs being produced;
- **Close down** chemical processes within an illicit lab safely, in the correct sequence;
- **Collate** essential evidence and carry out video-recorded narration for court presentation. **Evidence Development Area 13**

**Engaging New Leaders:** In September Police Scotland launched a new programme of development opportunities for Sergeants and First Line Managers, on the first of the Force's new talent development programmes. The Engaging Leaders Programme (ELP) is a values-based programme, designed to support the development of our most talented aspiring leaders. ELP seeks to develop potential through a broad range of opportunities, empowering, preparing and equipping participants for future leadership roles within Police Scotland, SPA and beyond. Three distinct phases will support an individual's leadership development journey: **Developing Yourself; Developing Your Leadership; Applying Your Leadership**. Participants will be encouraged to share insights, discuss ideas and propose new ways of working to increase understanding and personal development, grow their self-awareness and exercise critical thought. A mentoring programme and opportunities to network with peers will provide previously unrivalled opportunities to discuss and consider contemporary policing and leadership issues within a learning and development environment. The programme will be subject to evaluation, to enable improvement and revision of subsequent delivery.

**Digital Evidence Sharing Capability Project;** This is a collaborative and cross-sector justice project to develop and implement a way to capture, store and share evidence digitally at every stage of a criminal investigation and prosecution. Led by Scottish Government, SPA Forensic Services' objective in the project is to ensure that forensic digital workflow capabilities are taken into account. During September SPA Forensic Services provided a demonstration of current forensic systems (Evidence Management System, Image Management System and Multimedia Unit court presentation packages). Police Scotland are also part of the project, ensuring that ICT interdependencies between the two organisations are considered. The overall project is at the prototype Development Stage with an associated business case outlining benefits and investment costs anticipated by March 2018. Benefits of the project will be enhancement of evidence presentation in Court and a more efficient means of sharing information across the justice sector overall.

\* **Linkage to Annual Police Plan operational priorities - Serious Organised Crime**

## INNOVATION: Q2 EVIDENCE EXAMPLES

# 5

### Innovation

Dynamic,  
adaptable and  
sustainable

Improving communication and service delivery by investing in our systems is a key feature of 2026 and during August Police Scotland's internal Moodle learning platform was upgraded to simplify and enhance the user experience. Improvements such as 'Single Sign On', mean that the application will automatically recognise a user's windows login—so no need for separate user names and passwords. The new layout is more modern and responsive that allows even infrequent visitors to Moodle to navigate the site to find the courses and learning materials they need.

**New Ways to Learn** - On 10 August 2017 the National Stop and Search Unit hosted the very first Police Scotland webinar, a new way of attending seminars that allows users to view a live presentation, delivered through the Moodle learning platform from their desk. It gives people the ability to interact with the presenter using a live chat facility to share feedback and ask questions in real time. It enabled the opportunity to present to colleagues across the country simultaneously, more efficient than asking people to travel to a central point or sending a team to multiple locations to deliver the same presentation. The webinar was used to share and consult on a new analytical product that has been developed to support the effective use of stop and search in each divisional Area and to ensure adherence with the new Code of Practice.

**Working Smarter:** During August Fife Local Policing Division put in place a Divisional Enquiry Unit to provide administrative support to Response Officers dealing with Missing Person enquiries. The unit is staffed by officers on modified duties, allowing Response Officers to get out into the community to carry out searches and checks required. The unit has already expanded its remit to include management and progression of incident and crime records. Officers were asked for feedback as part of the evaluation of this initiative;

*"The unit did loads for me, it was a great use of time. My staff were able to carry out checks more quickly and I could concentrate on tasking and risk assessment"*.

*"...allowed me to focus more on on-going incidents and risk .. prevented my time being taken up doing the administrative part...can't see this as being anything other than beneficial for both response teams and sergeants"*.

*"This prevented a protracted enquiry at this end and allowed local officers to get back to other priority tasks"*.

*"It's great that there's now a unit who can progress the often time consuming admin jobs associated with enquiries and in particular, MP enquiries"*.

**Using Technology to Support Pro-active Policing:** Remote monitoring software is being piloted as part of the approach to policing individuals who are currently the subject of Sexual Offences Prevention Orders (SOPOs). The software enables the gathering of everyday intelligence on lifestyle, on-line activity and habits of offenders that would previously not have been possible. As well as assisting in the development of a clear picture and understanding of the offender, the software enhances risk management arrangements.

### Evidence Development Area 12

**Progress on Recommendations from HMICS Inspection of SPA Forensic Services:** Following publication of the thematic review in June 2017 Forensic Services developed an Improvement Plan to address 23 recommendations. Key progress during Quarter 2 includes ongoing development of a Forensics 2026 Strategy ready for launch by March 2018; institution of a formal Forensic committee, with first meeting on 7; an enhanced engagement approach with staff, with an accompanying Performance Development Conversation process rolled out in late September. Work was also undertaken over this period to develop the new Crime Scene Attendance Policy due to be launched during Quarter 3. The policy outlines a national approach to scene attendance across Scotland.

<b>ANNEX 1: EVIDENCE ASSESSMENT MATRIX: SCOTTISH POLICE AUTHORITY &amp; POLICE SCOTLAND</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?	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?
<b>Does the evidence demonstrate realisation of the benefits of Policing 2026?</b>			
<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>			
<b>2. CONSIDER RELEVANT ANNUAL REVIEW OF POLICING CRITERIA:</b>			
<b>SPA &amp; PS</b> -Does the evidence align with the appropriate Strategic Police Priority and answer effectively the commitments made within the Policing 2026 Implementation Plan?*	<b>SPA</b> -Does the evidence reflect the legislative functions of the Authority?  <b>SPA &amp; PS</b> – Does the evidence align to the Christie principles of Prevention, Performance, People and Partnership?	<b>SPA</b> -Has the evidence taken into consideration the Authority's commitment to the Governance Framework?	<b>SPA</b> -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?
<b>SPA &amp; PS</b> - Does the evidence demonstrate the promotion of the policing principles, fit within the aims of Policing 2016 and reflect Best Value?	<b>SPA &amp; PS</b> -Does the evidence demonstrate delivery of continuous improvement and can SPA demonstrate improvements in the quality of service provided by PS?	<b>PS</b> -Does the evidence answer effectively the commitments made within the Annual Police Plan?	<b>PS</b> -Does the evidence content demonstrate the delivery of Police Scotland's Equality Outcomes?

## ANNEX 3: 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 now take them into account when submitting new quarterly evidence. SPA will also review their evidence before submission against these themes where appropriate. Evidence development will be used as a benchmark for the selection of Annual Review of Policing evidence.

### MULTI-AGENCY & PARTNERSHIP ACTIVITY

1. More evidence of the impact of multi-agency activity on crime and harm reduction.
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.
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. (

### 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.
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. **17.** Evidence of dissemination of good practice from previous exercises or major events being incorporated into planning for future events.
- 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.
- 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. **27.** Ensure that there is equitable access to specialist resources across Scotland where and when needed.

### 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. **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;
- 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.

# SCOTTISH POLICE AUTHORITY

## STRATEGIC DELIVERY REVIEW

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

PRODUCED BY SPA STRATEGY  
AND PERFORMANCE TEAM NOVEMBER 2017