

Meeting	SPA Board Meeting
Date and Time	25 February 2016, 1400hrs – 1600hrs
Location	John McIntyre Centre, Edinburgh
Title of Paper	SPA Chief Executive Report
Item Number	9
Presented By	John Foley
For Approval / For Consultation	For Consultation
Appendix Attached:	Yes - SPA Chief Executive Report

1. PURPOSE

- 1.1 To provide Board Members with information on Quarter Three SPA performance as contained in CEO's report

2. BACKGROUND

- 2.1 As part of the SPA's evolving performance framework, a corporate performance report has been developed for the 2015/16 financial year. This captures activity conducted across the breadth of the Authority's corporate directorates and forensic services on a quarterly basis. Performance evidence also feeds into the Authority's Strategic Police Plan Delivery Review as well as informing the Annual Review of Policing.

AIM OF THE REPORT

- 2.2 The report presents the SPA CEO's strategic engagement and governance activity during Quarter Three as well as;
- a. SPA corporate performance including Forensic Services;
 - b. Fulfilment of SPA's statutory obligations;
 - c. Meeting commitments laid out in the annual business plan;
 - d. Demonstrating continuous improvement and a commitment to best value;
 - e. Providing strategic direction, oversight and support to policing in Scotland.
- 2.3 Furthermore, the report aims to be forward looking; while the majority of content is informed by activity that has occurred in the past quarter, the report considers what the next steps and envisioned outcomes of this activity will be, whether as a tangible output or result, or as a contribution to a wider objective.
- 2.4 The report should deliver the following outcomes to Members;
- i. Provide a cross-section of SPA corporate and forensic services activity and performance;
 - ii. Demonstrate work in support of the Authority's business plan

- and strategic objectives;
- iii. Serve as a repository of evidence that can be synthesised alongside Police Scotland's own operational report as part of the SPA's wider strategic performance framework.

REPORT CONTENT

- 2.5 The report leads with performance information relating to the Authority's longer term and strategic plans, including a business plan status update, strategic governance and engagement work, and continuous improvement actions. Combined, these provide high level indications as to how well progress towards outcomes is being made, what has been achieved, which strategies the Authority is implementing to support and deliver outcomes, and where the SPA may have to take recourse to address slippages or dips in performance.
- 2.6 The report is subsequently structured to provide performance information from across the Authority's five directorates, including Forensic Services. This is intended to satisfy members and the Authority's own senior management team that specific corporate directorates, functions, and forensic services are undertaking activity and work streams which align with, and contribute to, the Authority's commitments and plans.
- 2.7 The format of this report will be subject to review during Quarter Four.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications associated with this report.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no direct personnel implications associated with this report.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications associated with this report.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are no direct reputational implications associated with this report

7. SOCIAL IMPLICATIONS

7.1 There are no direct social implications associated with this report.

8. COMMUNITY IMPLICATIONS

8.1 There are no direct community implications associated with this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no direct equalities implications associated with this report.

10. ENVIRONMENTAL IMPLICATIONS

10.1 There are no direct environmental implications associated with this report.

11. RECOMMENDATIONS

11.1 It is recommended that Members note the information presented in the attached CEO's Report.

Chief Executive's Report

February 2016

Presented to: SPA Board Members, 09 February 2016
Reporting Period: Q3 2015/16

1. INTRODUCTION

1.1 The SPA Chief Executive's Report provides performance information regarding delivery of the Authority's objectives during Quarter 3 of 2015/16 (October to December). Discharge of statutory duties, delivery of the annual business plan's objectives, implementation of continuous improvement actions, and strategic oversight and governance of Police Scotland are all essential activities conducted by the Authority and which are captured within this report.

1.2 SPA corporate performance is driven by the Strategic Police Plan's four strategic police priorities, and evidence captured within the following report has been used to inform this quarter's accompanying Strategic Delivery Review.

2. KEY DEVELOPMENTS

2.1 Programme for Government – Police Governance Review

Following the announcement of the Programme for Government in September, the Chair of the Authority commenced a review of police governance at national level in Quarter 2. This is to ensure accountability arrangements for policing take account of the lessons learned during the operation of the single force to date.

The remit of the review includes four work streams (Localism and Community Accountability; SPA Structures and Skills; Information Requirements and Processes; and Wider Stakeholder Engagement Requirements).

These work streams were progressed by a SPA Project Team over Quarters 2 and 3, consisting of officers involved in information gathering and analysis; and the collation and consideration of feedback from local authorities and stakeholders gained through interviews, written submissions, workshops, and personal meetings with the Chair of the Authority.

Further to this, the Reference Group convened by the Chair met in Quarter 3 to agree upon the methodology of the approach to the Review, and share best practice examples from the Group's breadth of experience.

Three further meetings of the Reference Group have been scheduled for Quarter 4. These will focus on the findings presented by the SPA Project Team, and potential recommendations arising from the Review. The final meeting will be used to review the draft of the Governance report, which is due for completion in March 2016.

2.2 Appointment of Chief Constable

In Quarter 3, the Authority announced the appointment of Phil Gormley QPM as the Chief Constable of Police Scotland. This followed a recruitment campaign launched by the SPA in October 2015, and subsequent selection process in November 2015. The appointment panel was chaired by the Authority's Chair and included SPA Board Members, the Scottish Government Director General for Justice and Learning, and the East Lothian Council Chief Executive. The Chief Constable took up post in January 2016.

2.3 Annual Report and Accounts

The SPA [published](#) its 2014-15 Annual Report and Accounts in December 2015. These accounts were unqualified. However the audit of accounts identified a number of areas for strengthening and improving financial processes and controls.

In response to Audit Scotland's findings, the Chair of the Authority has announced steps to strengthen financial management, and the SPA will appoint an interim Chief Financial Officer (CFO) to oversee the financial improvement required within both SPA and Police Scotland. The CFO will report directly to the Accountable Officer.

2.4 Local Policing Restructure

Police Scotland has concluded a review of changes to divisional policing structures which commenced in late 2014, aimed to strengthening local policing. This concerned two proposals: to merge the existing Aberdeen City and Aberdeenshire & Moray police divisions into one, and to also merge the Argyll and Bute, West Dunbartonshire, Renfrewshire and Inverclyde areas ('K' and 'L' divisions) into one police division. The Authority has had oversight of the engagement and consultation process for the review, with three SPA Members also contributing feedback to the consultation through their relationship with the relevant local authorities. In October 2015, Police Scotland's Senior Leadership Board approved the proposal to merge Aberdeen City and Aberdeenshire and Moray divisions into a single policing division, and retained the existing structure of K and L divisions. The Authority set out a number of expectations where evidence and assurance was sought, which Police Scotland thereafter presented to the Authority's Board. The CEO of the Authority subsequently [wrote to the Cabinet Secretary for Justice](#) to provide assurance of the engagement undertaken regarding the proposal. The newly formed North East division subsequently came into effect in January 2016.

2.5 Continuous Improvement

As part of the self-evaluation process adopted by the SPA, a number of improvement actions have been developed in consultation with HMICS, under four key themes, which mirror the Public Service Improvement Framework (PSIF).

3. STRATEGIC ENGAGEMENT AND GOVERNANCE

3.1 Governance Meetings

The Authority continues to deliver effective governance through its Board, Committees and other regular meetings. The following meetings will have taken place since the last meeting of the Board in December 15.

- Audit and Risk Committee
- ICT Governance and Assurance
- Business Change Working Group
- Finance and Investment Committee
- Forensic Services Partnership Forum

4. BUSINESS PLAN

There are no significant issues regarding Quarter 3 deliverables within the SPA's Business Plan. One output, the review of existing Business Plan deliverables, forms part of the development process for the 2016-17 SPA Business Plan.

A second deliverable, a progress update of the SPA Perception Survey, is being aligned to the forthcoming 2016-17 plan; this exercise is expected to take place on an annual rather than six-monthly basis (the baseline perception survey was carried out in August 2015).

The draft Reform Collaboration Group Strategy has been completed and is now awaiting final approval from all partners, before final publication.

Work by Forensic Services to achieve two of Quarter 2's deliverables (Fingerprints and DNA 24 accreditation) has been completed, and final sign-off is awaited pending the outcomes and any feedback following UK Accreditation Service assessments.

SCOTTISH POLICE AUTHORITY - BUSINESS PLAN - 2015/16							
Q1		Q2		Q3		Q4	
SPA Performance Framework review complete		Fingerprints national accreditation complete		Business Plan deliverables reviewed		Strategic Police Plan Review published	
Perception Survey benchmark completed		Complete DNA24 rollout		Assessment of Equality Outcomes published		Strategic Risk Register developed	
Resource Management Plan in place				Perception Survey progress update completed		Publish assessment of performance for ICV visits	
Annual Policing Review delivered				Annual Accounts approved and provided to Scottish Government		Assessment of Governance Arrangements complete	
Draft Annual Accounts prepared				Reform Collaboration Group Strategy published		SPA & Policing budgets approved and published	
Completed recruitment to fill permanent posts in SPA structure						Delivery of agreed HR Scrutiny and Performance reports	
Publish assessment of performance for ICV visits						Delivery of agreed HSR Scrutiny and Performance reports	
						Forensic Service Partnership delivery against agreed KPIs	
						SPA Business Plan published	

	Delayed – Slippage anticipated and likely to be > 4 weeks or a critical milestone which has no slippage permitted.		At risk of delay – Some slippage anticipated < 4 weeks. Potential to recover some time.		On target – no slippage anticipated. No resource consequences.		Deliverable complete. No residual consequences.		Absorbed within continuous improvement plan.
RED		AMBER		GREEN		BLUE		BLACK	

5. FORENSIC SERVICES

The Authority's Forensic Services Directorate provides an end-to-end service to the criminal justice process in Scotland, from Crime Scene to Court, supported by its key stakeholders UKAS (UK Accreditation Service) and the Forensic Science Regulator. Forensic Services is organised into four distinct functions: Scene Examination, Biology, Physical Sciences and Business Support. These national functions deliver forensic science technologies and expertise in the investigation of crime to Police Scotland, Crown Office and Procurator Fiscal Service, and Police Independent Review Commission.

5.1. KEY SERVICE INITIATIVES

The following outlines key service initiatives that Forensic Services (FS) have undertaken within Quarter 3 2015/16.

Forensic Services Seminars to Scottish Government Police Division

Presentations on DNA Technologies and Multimedia were delivered to Scottish Government Police Division, St Andrews House, on 21 December 2015. This was a follow up to an initial presentation on Forensic Services delivered in October 2015.

Biometric Database Development

A meeting to discuss the Biometrics Strategy and Database Development was hosted by FS on 3 November 2015, with attendees from the Home Office Biometrics Programme, Scottish Government, and Police Scotland. There is still a requirement to make a strategic decision on the integration of Scotland into the programme.

Healthy Working Lives

Following submission of a portfolio of evidence, Forensic Services have been awarded the Bronze Healthy Working Lives award, recognising the commitment to the health, safety and wellbeing of our people. Forensic Services continue to be committed to the maintenance of the Bronze Award.

Forensic Services Business Plan Development

The development of the Forensic Services and associated Functional Business Plans has commenced, with a review of ongoing projects, findings from the Capability and Capacity Review and the priorities for 2016/17. The key priority for Forensic Services has been identified as - Maximising Casework Capacity to Meet Demand, with identification of three key groups of objectives:-

- Statutory / legislative requirements- e.g. health and safety, compliance, finance
- Organisational objectives- e.g. Job Evaluation
- Linked to Maximising Capacity - e.g. Enhancement of Services

An initial engagement session with Police Scotland and the Crown Officer and Procurator Fiscal Service was held on 12 January 2016, with the aim of developing a more collaborative approach to business planning.

Job Evaluation

There has been a significant level of activity around the planning, co-ordination and delivery of actions relating to Job Evaluation. The timescales for delivery of phase 1 benchmarking and Job Description review continue to be challenging and will have a negative impact on service delivery during this period.

Code of Conduct

A draft code of conduct for Forensic Services has been prepared and is currently out for staff consultation. The intention is that this will dovetail into SPA people policies while meeting the requirements of UKAS and the Forensic Science Regulator.

Staff Survey- progress

Staff engagement sessions have taken place during December and January following the publication of staff survey results. This has resulted in the identification of actions which will be collated and delivered as a Forensic Services Action Plan, linking in with Health, Safety and Wellbeing activities across the organisation. A significant amount of feedback has been received from staff across the organisation regarding the lack of visibility of the key issues relevant to Forensic Services given that staff responses formed only 3.4% of total respondents.

UKAS

Evidence from the UKAS assessment visits to Forensic Services in October and November 2015 was submitted to UKAS on the 15 January 2016. It is anticipated that a response will be received during February or March 2016, confirming that Forensic Services have maintained accreditation at all four sites.

Capability and Capacity Review

A Short Life Working Group has been established and draft terms of reference prepared to take forward the Capability and Capacity review recommendations for the Joint National Forensic Gateway. The next meeting is scheduled on 2 March 2016.

Packages of Work

Packages of Work went live on 23 November 2015 and enhanced management information is now being prepared. The process has been positively received by staff and managers and will be utilised to more effectively manage work within Forensic Services. In addition work is ongoing to ensure there are a series of management information reports available from April 2016

Process Optimisation using LEAN Sigma

Following a review of Lean Sigma training options, an external provider has been identified to deliver the training. It is anticipated that this will commence in March, firstly with "Yellow Belt" training of Forensic Services Senior Management Team and Operations Managers, with consideration of phase 2 training for other managers across Forensic Services.

EMS Roadmap

The EMS Roadmap has been signed off by both ICT and Forensic Services for 2015/16 and a dialog to develop the Forensic Services / ICT Business Plan for 2016/17 is ongoing.

FS Response to Major Incidents

A proposal for the implementation of the Scene Examination Co-ordinator and Single Point of Contact (for the lifetime management of the case) roles within Forensic Services in response to Major Incidents will be discussed at the February FPOG Meeting. It is anticipated that this will be introduced in a phased approach during Q1-Q3 of 2016/17.

Bar Coding

Procurement activity to align with Phase 1 of the programme is ongoing and implementation within Forensic Services is a key part of the 2016-2017 Business Plan

Forensics Service Performance

The charts below illustrate Forensic Services performance with supporting narrative for Q3 2015/16.

Forensic Services has also been scrutinising performance as the type and complexity of casework demand for FS has changed significantly in comparison with previous years.

To understand the impact of this change, and to ensure the organisation can meet future demands, plans are being developed to further consider the current capacity within the organisation. Thereafter, a gap analysis will be undertaken, considering capacity against priority and demand for specific types of forensic science.

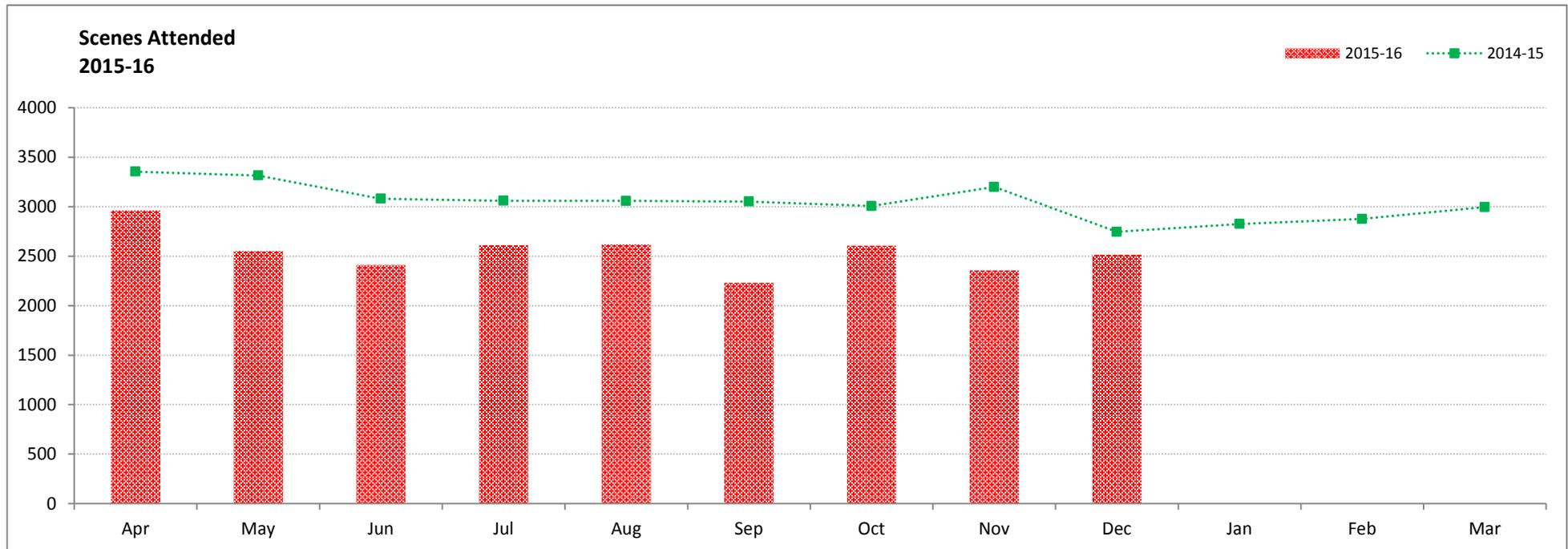
In addition to this, the Packages of Work functionality that is now available within the Evidence Management System will allow more detailed and relevant reporting of management information.

All of the above information will allow full consideration of the implications of changing demands on Forensic Services.

5.2 FORENSIC SERVICES

5.2.1 – Scenes Attended

Key performance delivery for Forensic Services is summarised as follows;

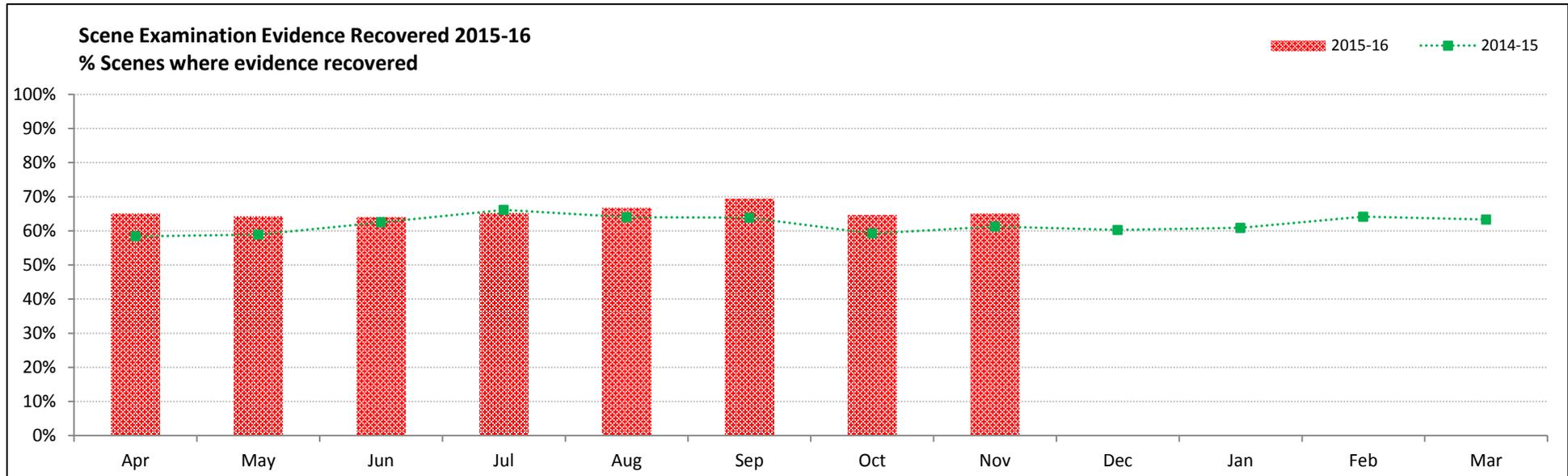


Scenes Attended

During 2014, FS implemented revised and consistent data recording rules for scene attendance. Only actual attendance at a locus is recorded as a scene attendance. This change in procedure goes part way to accounting for the 17.9% drop in scenes attended year to date (YTD) compared to the previous year.

Police Management Information (MI) indicates that recorded housebreakings and auto crimes have reduced by 15.8% year on year; as these crime types typically constitute a large proportion of demand for scene attendance, a fall in these crimes would partially account for the fall in scenes attended.

5.2.2 – Scenes Examined

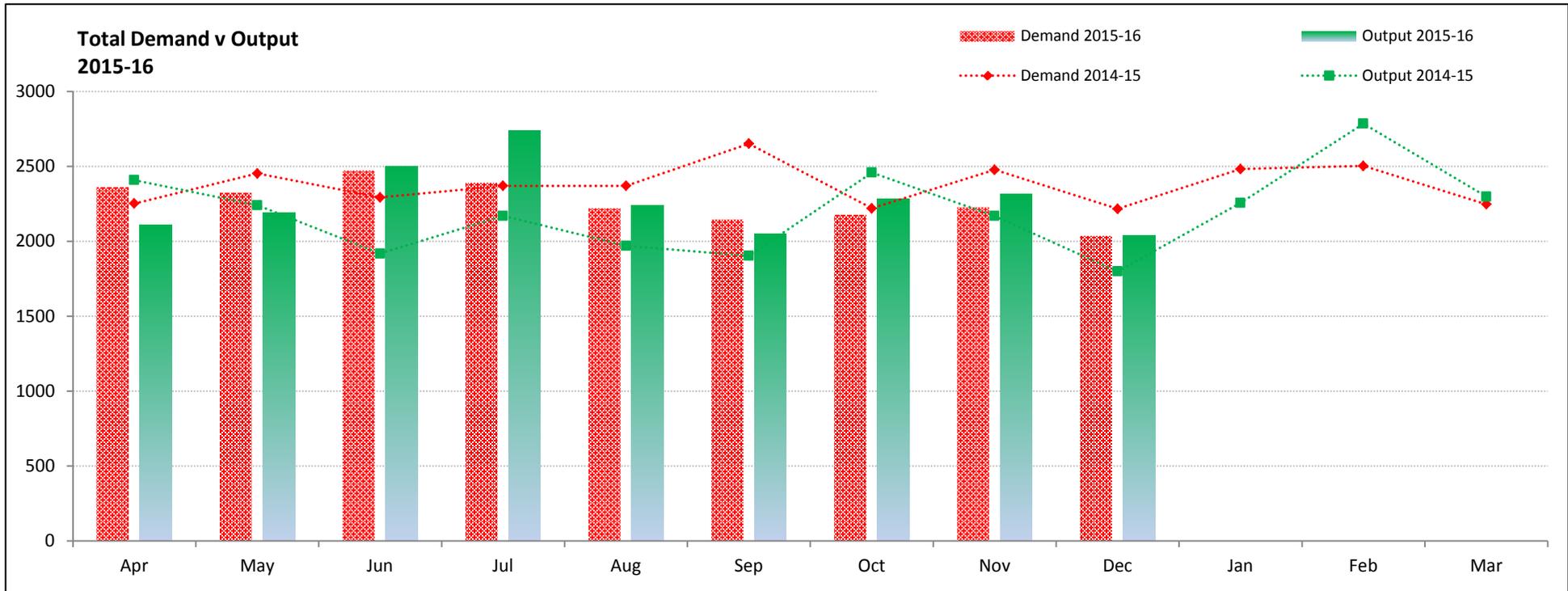


Evidence Recovered

Although the number of scenes attended has reduced in 2015-16, the recovery rate has remained fairly consistent with an average figure of 65.6% YTD.

As of the end of Quarter 3, the recovery rates are slightly above those for 2014/15. This may be attributed to an increased focus on recovery and improved engagement with Police Scotland at local Divisional level.

5.2.3 – Demand and Output

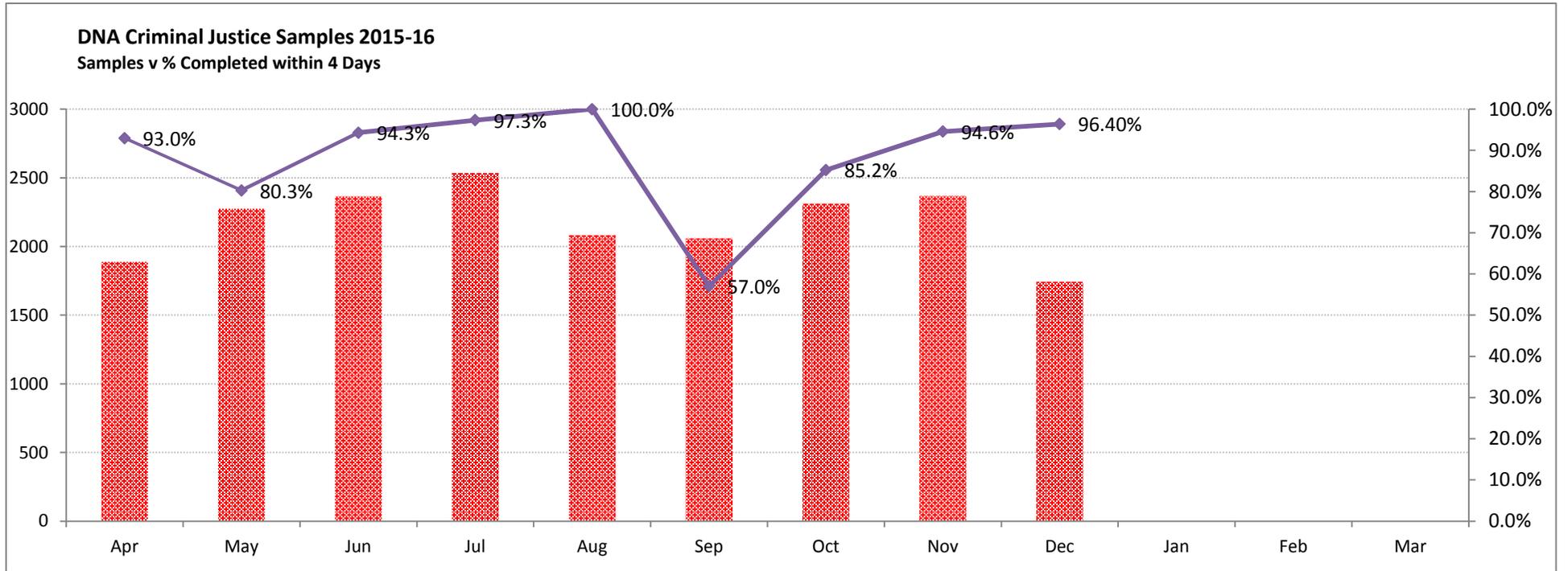


Laboratory Demand and Output

Overall demand YTD is down by 4.7% compared to last year's figures, but output shows an increase of 6.4%

Demand within Biology and Drugs remains high, and Forensic Services continues to receive a high level of urgent and complex cases in these two areas in particular..

5.2.4 – DNA Criminal Justice Samples



Criminal Justice Samples

The chart outlines sample demand compared with the percentage of samples processed within 4 days. During September 2015 the DNA Database went live with a new processing line to generate DNA 24 profiles, dropping the percentage processed within 4 days to 57%. During Quarter 3 this has returned to 96.4%.

The new CJ DNA 24 process will realise significant savings.

6. GOVERNANCE & ASSURANCE

6.1 Complaints Handling - The SPA is responsible for recording, processing and investigating complaints about the SPA board, SPA staff members, SPA policies and procedures, and senior police officers of Assistant Chief Constable rank or above; in a fair and appropriate manner.

Complaints Received by SPA

The department has received 67 new contacts this quarter, and ten were identified as within the SPA remit for complaint handling. Twelve enquiries/complaints were closed during the quarter.

Complaint Handling Activity	Q1	Q2	Q3
New Contacts received by SPA	51	75	67
New Allegations received by SPA	81	131	67
New Contacts out with SPA remit	44	68	56
New Contacts within SPA remit	7	7	10
Contacts closed	1	5	12

6.2 Human Resources & Health, Safety, Resilience - The SPA is the legal employer of all staff working within the SPA and Police Scotland, and retains statutory obligations and responsibilities to ensure the effective and fair employment, management and treatment of its staff. The SPA also has a statutory obligation to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all its employees.

SPA Scrutiny Plan

The SPA Human Resources (HR) Governance team have continued work on numerous elements of the 2015/16 scrutiny plan, which in Quarter 3 included themes such as police officer recruitment and retention and organisational change consultation. SPA concluded scrutiny work on Ill Health Retirement during the quarter, resulting in a number of recommendations. The Authority will work alongside Police Scotland in agreeing a timescale to implement these recommendations. In addition to HR Governance, work pertaining to Health, Safety, and Resilience were also progressed this quarter, including scrutiny on business continuity throughout Police Scotland and Forensic Services, Emergency Planning preparations, and Fire Safety.

With the Police Scotland Modernisation being progressed as a matter of priority, there has been a slight impact upon this year's scrutiny plan being completed by the Authority's HR Governance team. In respect of this, the Authority has agreed to consider carrying planned scrutiny of Attendance Management over to its 2016/17 scrutiny programme.

Equality and Diversity

SPA has been liaising directly with the Equality and Human Rights Commission (EHRC) in the pursuit of its Public Sector Equality Duties in relation to employment, service provision, and scrutiny of Police Scotland. The EHRC has also provided feedback on the SPA Mainstreaming Report (update report produced Q1 2015/16) which was positive on the progress of the SPA's employment related equalities duties (via the service back from Police Scotland). Following further engagement with the EHRC and approval by SPA Members, an SPA Equalities review has commenced. Furthermore, a series of improvement actions identified through the mainstreaming report are in place and are anticipated to be completed by March 2016.

A Police Scotland Equality Impact Assessment (EIA) review group is leading work to amalgamate the EIA process with Human Rights assessments. The development of this Equality and Human Rights Assessment (EHRIA) was progressed in Quarter 3 through training sessions co-ordinated by the review group whereby representatives of the SPA and Police Scotland attended bespoke training events facilitated by the Scottish Human Rights Commission (SHRC), with the intention to enhance attendees' understanding in how both sets of assessment processes can be integrated and applied.

Employee Opinion Survey

The SPA has worked alongside Police Scotland in creating an employee opinion survey for all staff, the results of which were presented to the Authority and Police Scotland in Q2 2015/16. The survey is being followed by an engagement programme which is intended to address findings from the survey; engaging with police officers and staff to identify opportunities for change and improvement aligned to six key themes of communication, engagement, leadership, recognition, training and development, and wellbeing.

Workshops which will be attended by representatives of the SPA and Police Scotland have been arranged throughout Scotland in Quarter 3, with 36 events planned to be held over November and December, allowing up to 1000 participants to attend. A series of staff communications in support of these workshops have also been made. Due to the closure of the Forth Road Bridge towards the end of the year, a number of workshops were cancelled and have been re-arranged to take place in January. Outcomes of the workshops will be provided to the HRRC, and used to inform an action plan which will be presented to HRRC upon the conclusion of the workshop sessions.

Human Resources Policies and Guidance

A proposed SPA Policy Governance Framework is under development, being led on by the HR Governance Team in consultation with People and Development and Policy Support, Police Scotland. This is specifically being developed to ensure that policies which may impact upon staff and officers, but which do not fall under the remit of People and Development, are still the subject of appropriate oversight by HRRC to allow for an SPA scrutiny and assurance process.

Other key principles of the proposed framework include SPA HR Governance assessing alignment of Police Scotland SOPs with principles outlined in related HRRC-approved policies and that an approach is developed to allow SPA approval of SOP publication in instances where circumstances require a SOP to be published prior to the overarching policy. This proposed approach was provided to HRRC in Quarter 3 and subsequently approved.

Modernisation

A Staff Pay and Modernisation project is underway. Police Scotland – on behalf of the Authority as the employer – is conducting a review to modernise the pay, terms and conditions, and benefits of all those employed by the SPA, including Forensics Services and Police Scotland staff. SPA officers provide oversight of progress, reporting to the Authority's Human Resources and Remuneration Committee (HRRC). As one Work-stream of the project, external consultants were appointed to analyse and validate payroll data, and completed a report in November 2016, which will help inform appraisal work. The final consultant report will be presented at the Project Board in February, Q4 2015/16. Work is underway in developing the sample for the staff job evaluation.

6.3 Legal and Compliance– The SPA is responsible for ensuring that legal outcomes are achieved, whether in de-risking business as usual policies or dealing with third party challenge. Statutory obligations for the SPA also include data protection, records management, and freedom of information.

Freedom of Information (FOI) Requests

FOI is one of SPA’s statutory obligations. In Quarter 3, SPA resolved all but one FOI request within the 20 day statutory period. Two requests received in December have been carried over for completion in Quarter 4.

FOI Activity	Q1	Q2	Q3
New FOIs Received	26	41	37
Total FOIs Resolved	21	35	46
FOI responses exceeding 20 day statutory period	1	3	1
FOI Referrals to OSIC	3	0	1
SIC Decisions Reached	0	1	0
FOIs Carried to Next Quarter	6	11	2

Scottish Information Commissioner (SIC)

The SPA were notified of one new appeal lodged with the SIC in Quarter 3, concerning the decision the Authority had reached regarding an FOI request (and a subsequent review of this decision) earlier in the quarter. Two appeals held with SIC since Quarter 1 this year are also ongoing.

No decisions have yet been reached by SIC for any of these three items.

7. COMMUNICATIONS & RELATIONSHIPS

7.1 Community Accountability - SPA Members receive assurance, analysis and advice from the Community Accountability team on how local representatives perceive the Chief Constable and local commanders are working to engage with communities.

Engagement with local authority representatives and the communities they represent provides an invaluable input into the Authority's strategic performance. This work allows the Authority to play an important role in supporting local and national partnership working towards the delivery of shared outcomes; ensuring that appropriate information is shared and support available for local scrutiny; identify opportunities for improvement actions based on good local practice; build links and foster co-operative working between local and national engagement, planning and scrutiny arrangements; and seek assurance that Local Policing Plans are being delivered.

Assessing community perception of Police Scotland's delivery against local police plans, and support for local scrutiny arrangements

During the period, the Authority's community accountability officers attended or supported board member input and dialogue at 20 local scrutiny meetings. Officers and members also attended a range of other meetings with committees and local elected members. These engagements provided an opportunity to share information, deliver question and answer sessions, and seek assurance on the delivery of local plans.

Board Members participated in nine separate engagements including fora such as Highland Council Community Safety Committee, Aberdeen Community Planning Partnership, and a Renfrewshire Council Housing and Community Safety meeting, while the Authority's Community Accountability officers held 11 engagements with local authorities and COSLA.

Local Officers Meetings

In September 2015, the Chair and Authority Members and officers contributed to the Cabinet Secretary for Justice's Local Scrutiny Summit in Edinburgh. Outcomes of the summit informed local officer meetings convened by the Authority and COSLA in November and December 2015, providing a forum for local authority officers and councillors (with representation from 25 Scottish local authorities) to identify suggestions for improvement actions. Sessions focused on the following key themes ;

- i) Local and national engagement;
- ii) Scrutiny and governance processes;
- iii) Community engagement and partner approaches.

Findings from the events were collated and considered by the Chair as part of the supporting localism strand of the Review of Police Governance.

7.2 Communications and Engagement - The Communications and Engagement team supports the SPA's work in championing positive outcomes for policing in Scotland and communicating how good governance underpins public confidence in those outcomes.

Forensics Support

The Authority's communications and engagement team has been working with the Forensic Services Communication's Group, to identify any developments within forensics which required support through internal and external communication. In Quarter 3, this involved co-ordinating and facilitating a news feature promoting the role of Forensic Services and its contribution to cold cases.

Online Engagement	Q1	Q2	Q3
SPA website hits	22821	26557	22812
Social Media - Tweets	141	138	177
Social Media - Followers	1261	1352	1504
Livestream Events	2	1	2
Livestream visits	2510	4459	3443

Public Engagement

Communications supported and promoted a number of high-profile pieces of work throughout Quarter 3, including: requesting public views to help inform the Scottish Government's next set of strategic policing priorities; liaising with stakeholders and media to communicate the implementation of new standing orders for SPA board meetings; engagement surrounding the recruitment and appointment of the new Chief Constable; publishing the SPA's 2014/15 annual accounts; and the SPA Chair's announcement regarding steps being taken to strengthen financial management following Audit Scotland's report on the annual accounts.

Key Messages to Staff

Work continued through Quarter 3, alongside Police Scotland, in developing and communicating key messages and actions arising from the findings of the Staff Survey. Additionally, work has been undertaken in updating staff induction packs to ensure that an appropriate level of SPA messaging is disseminated to all new employees.

Gaelic Language Plan

SPA Communications supported the publication, launch, and promotion of the Authority's Gaelic Language Plan (2016-2021), in accordance with the Gaelic Language (Scotland) Act 2005 which aims to secure the status of Gaelic as an official language of Scotland. The plan sets out how the Authority aims to use Gaelic to deliver policing in Scotland, through both increasing understanding within the organisation and in engaging with Scottish communities. The plan underwent a consultation stage alongside Police Scotland's own draft Gaelic Language Plan for 12 weeks, concluding in early Q4 2015/16.

7.3 Independent Custody Visiting Scheme (ICV) - SPA has a statutory requirement to maintain and manage the Independent Custody Visiting, whereby volunteer members of the community make unannounced visits to police stations to check on the treatment of detainees, the conditions in which they are being held, and that their rights and entitlements are being observed.

ICV Activity

356 separate visits have been carried out during Quarter 3. In total, 623 detained persons accepted a visit, and were seen by ICV volunteers. This represents 36% of all available people detained in custody at the time visits were conducted, the same proportion as in Quarters 1 and 2.

ICV Activity	Q1	Q2	Q3
Total Visits Conducted	344	375	356
Number of people detained in police custody at time of visits	1928	1951	1950
Number of Detainees – Access Refused to Visitors	62	69	64
Number of Detainees – Not Available at time of visit	151	151	161
Number of Detainees Observed by Visitors	14	5	8
Number of Detainees offered a visit	1041	999	1070
Number of Detainees offered who were seen by visitors	623	625	623

Access to a small proportion (3.3%) of detainees continues to be refused¹, comparable to the rate of 3.5% in Quarter 2. Of those detainees who were offered a visit, there was a 58.2% uptake (i.e. those who accepted the offer of a custody visit), a drop of 4% from the previous quarter. The rate for the overall YTD sits at 60.2%.

National Conference

ICV officers attended the UK Independent Custody Visiting Association conference in Quarter 3. The Authority’s National Manager for ICV in Scotland spoke at the event, sharing learning and best practice from the work of the scheme in Scotland.

¹ The grounds on which access to detainees can be refused are determined within the Schedule for Independent Custody Visiting (Grounds for Refusal of Access) Determination 2013. These include public safety grounds, the visitor’s own safety, and access that could seriously interfere with the process of justice.

8. STRATEGY AND PERFORMANCE

8.1 STRATEGY - The Strategy Team works with Police Scotland, the Scottish Government Police Division, partners, community representatives and the public working together to develop the long-term vision and strategy for Scottish policing.

SPA Strategic Development Programme

Phase 1 of the SPA's Strategic Development Programme came to a close in Q3 2015/16, following on from the Strategic Engagement Day with Members held on 30 September 2015. The Strategy team worked throughout Quarter 3 on the development of a number of strategic products that will be used to round off Phase 1, and initiate planning for Phase 2 of the Programme (which commences in Q1 2016/17). These products include the development of a Draft Long Term Vision and Strategy for Policing 2016-2026, and a review of the current Strategic Police Plan 2013-16, using strategic analysis methodology. The first draft of the Long-Term Vision and Strategy for Policing 2016-26 will be produced during Q4 2015/16. The review of the Strategic Police Plan 2013-16, a statutory requirement for the SPA, will be completed and published by the end of Q4 2015/2016.

Research Programme

Three research commissions were completed during Q3. The Strategy Team is currently using these, alongside other information, to inform its review of the SPA Strategic Police Plan 2013-16, as well as shape various elements of the Draft Long-Term Vision and Strategy for Policing 2016-26.

Commission 1 – the SPA commissioned the Scottish Institute of Policing Research (SIPR) to undertake comparative research on Scotland's and New Zealand's approaches to crime prevention and harm reduction, workforce planning and skills development, ICT investment priorities, partnership working, and performance management. The aim of the comparative research was to identify whether there are any best practice lessons that might be learned from New Zealand, particularly from the perspective of development a more preventative policing model. The review was completed in Quarter 3 and is currently being assessed by the Strategy Team at SPA as part of its work to develop a Long-Term Vision and Strategy for Policing 2016-2026.

Commission 2 – the SPA commissioned SIPR to undertake a rapid evidence review on how policing organisations internationally are responding to 'austerity' through workforce restructuring, re-sizing, re-balancing and re-skilling. The review examined the evidence on how workforce reshaping and restructuring is known to impact on operational and organisational functioning. The review was completed in Q3 and is currently being assessed by the Strategy Team at SPA as part of its work to develop a Long-Term Vision and Strategy for Policing 2016-2026. The SPA expects to publish the research paper in Q2 2016/17 alongside the scheduled output from the work to better understand the impact of future changing demands on policing, and the implications of those for the police workforce. This is a Programme for Government 2015/16 commitment and will report in late Summer 2016.

Commission 3 - in August 2015, SPA commissioned SIPR to undertake a rapid evidence 'landscape review' on Stop and Search. The aim of the Landscape Review was to summarise the extent and depth of the evidence base on Stop and Search (particularly in Scotland) with a view to identifying knowledge gaps. Findings from the Landscape Review were shared with Police Scotland's REORG (Research and Evaluation Operational Review Group) in November 2015, and REORG members are currently in the process of reviewing the key findings and recommended areas for further research with a view to constructing a forward programme of prioritised research. The Landscape Review was published on 27 January 2016 and can be found at: http://www.sipr.ac.uk/downloads/Landscape_review_stop_search_270116.pdf

SPA Business Plan 2016/17

The process to develop the SPA Business Plan for 2016/17 continues. The Authority's Directorates have proposed key outcomes and deliverables for their respective business areas over the next financial year. These submissions were received throughout Quarter 3 and have been used to inform a draft business plan which will be presented to the Authority's senior management for consideration in Quarter 4, and thereafter to the SPA Board Members for approval. The draft aims to build and develop on previous plans by specifying both strategic and corporate outcomes for the SPA. Work will also be undertaken to identify a suite of milestones and measures which can be used to track and assess progress across both levels of the plan over the course of the year.

8.2 PERFORMANCE - The SPA Performance Team provides analysis and assurance to members on the Strategic Performance Framework.

Call-Handling Performance

The SPA Performance team continues to provide weekly assurance reports on Police Scotland call handling performance. In line with recommendations from HMICS following the Independent Assurance Review of Call Handling, the Authority has worked alongside Police Scotland in Quarter 3 to develop a blueprint for enhanced assurance reporting, which will incorporate a wider suite of indicators across the Contact, Command and Control landscape. The agreed reporting format, expected to be finalised during Quarter 4, will form the basis of a monthly meeting between Police Scotland, the Authority, and HMICS, in conjunction with the findings of HMICS inspections, and developments concerning the C3 Integration and Remodelling project.

Stop and Search Analysis

The Performance team produced an analytical report based on high-level stop and search findings from June to August this year, using data held on Police Scotland's national database. The report was published in Quarter 4 and is available online at this [link](#). The report primarily focused on longitudinal findings across key themes identified through earlier academic research, external scrutiny, and public interest. It is intended to produce reports like these on a rolling basis in order to provide the Authority with assurance of trends in, and levels of, stop and search activity across Scotland, following a series of recommendations now being progressed through Police Scotland's Improvement Plan.

Local Policing Scrutiny Reports

Police Scotland produce police performance reports for scrutiny boards held across Scotland's local authorities. In conjunction with the Authority's Community Accountability team, SPA Performance officers conducted a landscape review of available scrutiny reports over Quarters 2 and 3. This review was not intended to determine, or dictate, what the content of reports presented by policing divisions should look like, but rather to ;

- Gain a sense of the breadth and depth of information presented to different scrutiny committees,
- Identify examples of best practice (particularly in terms of providing local contextual evidence),
- Consider how aligned reporting measures and outcomes are to both national and local priorities.

Initial findings demonstrate that there are considerable variances in the content, detail, and scope of performance information presented to local authority scrutiny boards, as well as numerous best practice examples of policing being tailored to meet the needs of locally identified priorities in specific communities. Following the first phase of the Authority's Governance Review, the Performance team are liaising with Community Accountability colleagues to determine how these initial findings may inform and support the Authority's commitments towards ensuring local policing plans are being effectively implemented.

9. FINANCIAL ACCOUNTABILITY

9.1 FINANCIAL ACCOUNTABILITY AND ASSURANCE - The Authority provides governance and oversight over financial matters within policing.

Governance and Oversight

Following completion of Audit Scotland's audit of the draft 2014/15 Annual Report and Accounts the Annual Report and Accounts were laid before Parliament and thereafter published in December 2015. Audit Scotland also presented its follow-up Section 22 Report, laid with the accounts, and reviewing the issues highlighted to the SPA in 2014. Following Audit Scotland's findings, the Authority has announced that it will undertake steps to strengthen financial management, with a Chief Financial Officer to be appointed in Quarter 4 for an interim period.

The focus from a financial perspective will be on work in consultation with Police Scotland to:

- Develop long term financial strategy and corporate plans for policing
- Improve financial processes to support the production and audit of the annual report and accounts, and;
- Ensure all appropriate accounting processes and controls are in place in relation to fixed assets (a fundamental part of the improvements required following Audit Scotland's audit report of last year)

Internal Audit

Internal Audit is an independent function within the SPA, providing assurance on the control environment across the whole of Scottish policing. It objectively examines, evaluates, and reports on the adequacy of existing checks and balances, working to an annual plan with appropriate risk assessment.

Through Quarter 3, the Internal Audit team has continued the programme of work as laid out in the 2015/16 Internal Audit Plan, which is approved and monitored by the Audit & Risk Committee. Further to this, Scott Moncrieff has recently commenced engagement with the SPA as its new co-sourced internal audit provider. Scott Moncrieff has reviewed and proposed revisions to the 2015/16 audit plan from December 2015 to March 2016, ensuring that the audit function and allocated resources focus on key risk areas through the remainder of the year.

10. FORWARD OUTLOOK

In the period leading up to the next SPA Board meeting the Authority will be pro-actively engaged in, but not limited to, the following activities:

- Holding Police Scotland to account through our Board, Committee structures and other regular governance engagements
- In collaboration with Police Scotland, deliver the long term financial strategy and corporate strategy
- Finalise budget planning for 2016/17
- Management of budget challenges for 2015/16
- Delivery of the Audit Scotland Recommendations Action Plan
- Complete the Review of Police Governance report to Cabinet Secretary
- Production of the SPA Business Plan for 2016/17
- Authority Member CPD programme
- Stakeholder engagement including Police Scotland, PIRC, Crown, HMICS, SG Sponsor Division, Justice Board, Reform Collaboration and Justice Network Leaders