SCOTTISH POLICE AUTHORITY

Meeting	**SPA Board Meeting**
Date and Time	**25 February 2016, 10.00 – 17.00**
Location	**John McIntyre Conference Centre, Edinburgh**
Title of Paper	**SPA Strategic Police Plan - Delivery Review**
Item Number	**8**
Presented By	**Tom McMahon**
For Approval / For Information	**For Information**
Appendix Attached:	**Yes**

1. PURPOSE

1.1 To invite the Board to consider the content of the Quarter Three Strategic Police Plan Delivery Review. (Attached)

2. BACKGROUND

2.1 This review document provides an assessment of performance evidence from Quarter Three 2015/16, enabling a current summary of delivery of the SPA Strategic Police Plan. The evidence comes from operational policing performance from Police Scotland and SPA Forensic Services and corporate performance activity.

AIM OF THE REVIEW

2.2. The Delivery Review's aim is to present a current assessment of policing performance, reflecting on the efficacy of the partnership between SPA and Police Scotland to continuously improve policing and deliver the overall benefits of police reform.

2.3. Conducting a regular evidence review reflects a similar approach taken by the Scottish Institute for Policing Research (SIPR), Scot Cen and What Works Scotland in their 4-year evaluation of Police and Fire Reform, commissioned by Scottish Government.

SUPPORTING EVIDENCE

2.4. Evidence has been reported under each strategic policing priority and includes;
 a) Operational policing performance evidence provided by Police Scotland and reported publicly in their Quarter Three performance report. Additional information and detail is provided as requested during regular engagement with Police Scotland and SPA officers.

 b) SPA Forensic Services and Corporate performance information, reported through SPA's quarterly CEO report.
 c) External evidence references where appropriate – e.g. Survey publications; academic studies

ASSESSMENT OF DELIVERY OF STRATEGIC POLICING PRIORITIES

2.5. **Strategic Police Priority One - Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local level**

ACHIEVED: In Quarter Three there is qualitative evidence from Police Scotland of prevention and partnership initiatives as well as planning for new multi-agency public protection legislation; SPA evidence includes Forensic Services support to policing and review activity to support local scrutiny of policing performance;
YTD there is a large evidence base ("the what") of how policing is contributing to making communities safe.

AREA FOR EVIDENCE DEVELOPMENT: An assessment of what the figures/statistics/management information on recorded crime is telling us ("the so what") is required so that we can assess if Scotland is safer because of policing and support activity. Despite an overall decrease in crime, Groups 1, 2 and 4 crimes have all increased and this requires a more detailed, evidence-based explanation, linked to impact and evaluation assessment of what works in current crime prevention and harm reduction activity being carried out across Police Scotland. These subsequent evaluation outcomes should then inform next steps – for example, decisions to launch a national rollout of a successful pilot or to change direction/allocate scarce policing resources elsewhere if impact cannot be evidenced.

2.6. **Strategic Police Priority Two - Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats**

ACHIEVED: In Quarter Three there is evidence of Operational Support resource deployment in support of national and local policing priorities; SPA evidence included Forensic Service process improvements enabling better service delivery and activity to support localism and related scrutiny.

YTD there is a large evidence base detailing Police Scotland major events planning and delivery, activity to support counter-terrorism (Q2) and SPA engagement with local authority partners.

AREA FOR EVIDENCE DEVELOPMENT: Operational support evidence needs to include how specialist resources are dispersed across the country in relation to requests for support, so that an assessment can be made with regard to equitable access. This would also help SPA in its scrutiny of specialist support services (SPA Strategic Police Plan Commitment 2.2)

2.7 **Strategic Police Priority Three - Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform and promoting continuous improvement**

ACHIEVED: In Quarter Three Police Scotland provided high level information on measures achieved within their benefit realisation programme as well as a YTD summary of selected corporate strategy indicators; SPA provided evidence of development of their performance framework (SPA Strategic Police Plan Commitment 3.1).

YTD there is an evidence base that includes Police Scotland's Benefit Realisation Milestone Reports, business improvement examples, a description of Police Scotland's new LEAN approach to continuous improvement (Q2), as well as SPA's performance framework development to take into account national policing activity that can provide evidence of benefit realisation.

AREA FOR EVIDENCE DEVELOPMENT: Evidence provided requires better linkage of policing performance and improvement information across all Strategic Policing Priorities, with relevant Operational and Intermediate Benefits, to begin to tell a joined-up story of the reform journey that can enable an assessment of how far along the road we are to delivering the End Benefits of Reform (owned by Scottish Government). This approach will be used for the Annual Review of Policing 15/16 and will be introduced for Quarter Four reporting, so that from Quarter One 2016/17 there is a clear line of sight between performance and improvement evidence linked to related Intermediate and Operational benefits. In addition, from a wider assurance perspective SPA has to consider how Intermediate Benefits should be externally validated.

2.8. **Strategic Police Priority Four - Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing**

ACHIEVED: Evidence of working with diverse groups and examples of how knowledge of new legislation and crime types is disseminated to wider audiences was provided by Police Scotland; Police Scotland also presented quarterly results of regular surveys that showed a small decrease in public confidence of users of the service; SPA provided evidence of continuous improvement through their assurance activity, work to support findings from the employee opinion survey and the launch of a governance review;

YTD there is a large evidence base of activity that demonstrates support to diverse groups and communities as well as work to deliver strategies on prevention and cybercrime. Evidence also exists of development of people and skills.

AREA FOR EVIDENCE DEVELOPMENT: Police Scotland's user satisfaction/public confidence measurement is narrow in focus (only users of the service) and thus cannot provide a wider picture of the population's confidence in policing. External evidence from national surveys on public confidence and fear of crime will provide that wider view. In Quarter Four we will take account of findings from both the Scottish Criminal Justice Survey and initial findings from the Scottish Social Attitudes Survey (with specific question-sets on Stop and Search and the impact of police reform commissioned by SPA and Police Scotland). As for Strategic Policing Priority One, work is needed to evaluate outcomes and impacts of various initiatives and pilots delivered under Strategic Policing Priority Four.

"WHAT NEXT" FOR BOARD TO CONSIDER:

a. The difficulty in assessing impact is due to a lack of outcome-based measures in the current Police Scotland Annual Police Plan (APP). It is critical that the proposed APP for 16/17 identifies what will be measured to demonstrate progress and confirm that Police Scotland is on track to deliver. The Plan should set out specific commitments and objectives that will be achieved over a defined period of time referencing who does what, with whom, and by when. Quarterly reporting would then provide evidence of delivery that provides a measurable and demonstrable improvement in outcomes - from a defined baseline position.

b. Police Scotland's corporate strategy delivery should include relevant costing and benchmarking information so that performance can be compared and contrasted, in order to drive best value and identify continuous improvement and good practice. In particular it is critical that policing activities and projects have costings built in so that resources utilised/deployed can be included in an overall assessment of impact – How much did it cost and how do we know it was worth it?

c. SPA's Corporate delivery plan currently under development for 16/17 will include outcome-based objectives and appropriate evaluation measures that will be reported upon quarterly, evidencing delivery of key deliverables in the SPA Business Plan for 16/17. This approach will strengthen SPA's performance framework for 16/17 from this baseline year 15/16.

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3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications as a consequence of publication this Strategic Police Plan Delivery Review.

4. PERSONNEL IMPLICATIONS

4.1 There are no direct personnel implications as a consequence of this document.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications as a consequence of this document.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no direct reputational implications as a consequence of this document.

7. SOCIAL IMPLICATIONS

7.1 There are no direct social implications as a consequence of this document.

8. COMMUNITY IMPACT

8.1 There are no direct community implications as a consequence of this document.

9. EQUALITIES IMPLICATIONS

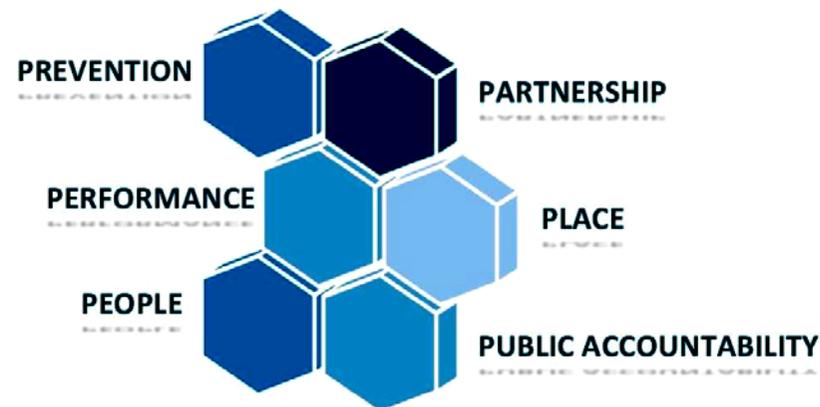9.1 There are no direct equalities implications as a consequence of this document.

10. ENVIRONMENTAL IMPLICATIONS

10.1 There are no direct environmental implications as a consequence of this document

11. RECOMMENDATION

11.1 It is recommended that Members note the contents of both this paper and the Delivery Review document.

"To provide the people of Scotland with the very best police service possible

and to strive for excellence in everything that we do" - **SPA Vision**

STRATEGIC POLICE PLAN - DELIVERY REVIEW

QUARTER THREE: OCTOBER TO DECEMBER 2015

INTRODUCTION

This review provides an assessment of performance evidence from Quarter Three 2015/16, enabling a current summary of delivery of the SPA Strategic Police Plan. The evidence comes from operational policing performance from Police Scotland and SPA Forensic Services and corporate performance activity. In addition relevant external evidence sources have been accessed, for example academic and government publications, to provide additional and wider information to supplement the existing evidence picture.

Conducting a regular evidence review reflects a similar approach taken by the Scottish Institute for Policing Research (SIPR), Scot Cen and What Works Scotland in their 4-year evaluation of Police and Fire Reform, commissioned by Scottish Government.

The evidence review's aim is to present a current assessment of policing performance, reflecting on the efficacy of the partnership between SPA and Police Scotland in continuously improve policing and deliver the overall benefits of police reform.

An Assessment Matrix (Appendix One) has been used to evaluate the evidence collected by Police Scotland and SPA. The Matrix has been developed from assessment criteria previously used SPA'S Annual Review of Policing, a statutory document delivered every year and laid before Parliament. Evidence from Quarters One and Two and subsequent quarters will build to inform production of the next Annual Review of Policing for 2015/16.

The Matrix supports assessment as we ask the following questions;

1. How has this combined evidence from SPA and Police Scotland *enhanced* delivery against each strategic objective?
2. Does the new evidence meet a certain *standard* in terms of its quality, depth and coverage?
3. Is there *consistency* across Scotland and across each crime or harm grouping?

EXECUTIVE SUMMARY – QUARTER THREE STRATEGIC ASSESSMENT OF EVIDENCE

1. STRATEGIC POLICING PRIORITY ONE - **Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local level**

FINDINGS: Total Recorded Crime[1] is less than this time last year, although there are increases in crimes of violence and those of a sexual nature. In continuing support of this priority, during Quarter Three Police Scotland provided qualitative evidence of many varied preventative initiatives conducted in partnership with national and local community agencies, keeping people safe across Scotland. SPA presented evidence of how Forensic Services supports investigative policing, as well as commissioning examples of best practice for benchmarking purposes, and conducting a landscape review of local policing performance reporting that will support local scrutiny.

YEAR TO DATE - A large evidence base exists, demonstrating how policing is contributing to making communities safe.

EVIDENCE DEVELOPMENT: Work is still required to improve impact and evaluation outcome reporting so that an assessment can be made of how much safer Scotland is as a result of the many preventative and collaborative initiatives undertaken.

2. STRATEGIC POLICING PRIORITY TWO - **Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats**

FINDINGS: Police Scotland provided evidence in relation to Operational Support resources, deployed to support both national and local priorities. SPA evidenced improved processes for Forensic Services and participation by officers in local engagement fora throughout the country.

YEAR TO DATE - There is a large evidence base that provides information on how Police Scotland prepares for major events and threats.

EVIDENCE DEVELOPMENT: More information is required on how specialist resources are dispersed across the country to enable SPA to assess the level and impact of equitable access to specialist support.

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[1] NB - All statistics quoted are calculated on provisional data and should be treated as management information.

3. STRATEGIC POLICING PRIORITY THREE - Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform and promoting continuous improvement

FINDINGS: Police Scotland provided an update on a number of Operational and Intermediate Benefits realisation measures as well as some business improvement measures. SPA gave an update of work to improve their strategic performance framework.

YEAR TO DATE - There is a partial evidence base to support delivery of this priority.

EVIDENCE DEVELOPMENT: Work is needed to improve overall reporting on the realisation of the benefits of reform that links to the diverse evidence bases across all four Strategic Policing Priorities. This will enable a wider performance story to be told that can contribute to an assessment of how far the end benefits of reform have been delivered. SPA should also consider how Intermediate Benefits can be externally validated.

4. STRATEGIC POLICING PRIORITY FOUR - Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing

FINDINGS: In order to support this priority and increase public confidence, Police Scotland evidence includes examples of delivery of knowledge of new legislation and crime types to officers and the public across Scotland, using a variety of communication and engagement methods. Work was also undertaken to identify improvement actions as a result of the recent Police Scotland and SPA employee opinion survey.

YEAR TO DATE - There is a large evidence base of activity that demonstrates support to diverse groups and communities as well as work to deliver strategies on prevention and cybercrime. Evidence also exists of development of people and skills.

EVIDENCE DEVELOPMENT: National crime and social attitude surveys due to be published in Quarter Four will provide a wide view of public confidence in the police. Work is still required to evaluate outcomes and impacts of various initiatives and pilots delivered under this priority.

POLICING PRIORITY ALIGNMENT

SCOTTISH GOVERNMENT NATIONAL OUTCOMES

National Outcome 5: Our children have the best start in life and are ready to succeed.

National Outcome 7: We have tackled the significant inequalities in Scottish society.

National Outcome 8: We have improved the life chances for children, young people and families at risk.

National Outcome 9: We live our lives safe from crime, disorder and danger.

National Outcome 11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

National Outcome 13: We take pride in strong, fair and inclusive national identity.

National Outcome 16: Our public services are high quality, continually improving, efficient and responsive to local people's needs, young people and families at risk.

SPA STRATEGIC POLICE PLAN			
STRATEGIC POLICING PRIORITY 1 - Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local level.	**STRATEGIC POLICING PRIORITY 2 -** Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats.	**STRATEGIC POLICING PRIORITY 3 -** Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform and promoting continuous improvement.	**STRATEGIC POLICING PRIORITY 4 -** Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.
SPA OBJECTIVES - **1.1** Work in partnership to improve safety for the citizens of Scotland and reduce crime **1.2** Ensure that all communities, including the most vulnerable, have access to the police service and are given the support they need to feel safe	**SPA OBJECTIVES** - **2.1** Enhance Scotland's global reputation as a safe place **2.2** Ensure that there is equitable access to services across all of Scotland's communities where and when needed	**SPA OBJECTIVES** - **3.1** Deliver the benefits of reform effectively and efficiently	**SPA OBJECTIVES** - **4.1** Increase public confidence in the police service by understanding and responding to the particular needs of Scotland's diverse communities **4.2** Promote a culture of excellence

POLICE SCOTLAND ANNUAL POLICE PLAN			
STRATEGIC POLICING PRIORITY 1	**STRATEGIC POLICING PRIORITY 2**	**STRATEGIC POLICING PRIORITY 3**	**STRATEGIC POLICING PRIORITY 4**
1. Violence, Disorder and Antisocial Behaviour 2. Road Safety and Road Crime 3. Protecting People at Risk of Harm 4. Serious Organised Crime 5. Counter Terrorism and Domestic Extremism 6. Prevention and Engagement Mainstreaming 7. Best Value	1. Road Safety and Road Crime 2. Serious Organised Crime 3. Counter Terrorism and Domestic Extremism 4. Major Events and Resilience 5. Prevention and Engagement Mainstreaming 6. Best Value	1. Serious Organised Crime 2. Continuous Improvement 3. Prevention and Engagement Mainstreaming 4. Best Value + Police Scotland Corporate Strategy including Transformation - Benefits Realisation	1. Violence, Disorder and Antisocial Behaviour 2. Prevention and Engagement Mainstreaming 3. Best Value

SPP1 - Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local level
SUPPORTING EVIDENCE - POLICE SCOTLAND –Police Scotland has provided management information for Quarter Three that shows a decrease in total Recorded Crime compared to Quarter Three last year, with detection rates improving slightly over the same period. There has been an increase in violent crime compared to last year, largely driven by an increase in serious assault of almost 30%. Domestic abuse incidents are just over 4% less than last year with detection rates increasing to almost 82%. Sexual crimes have increased by 7.8%, although rapes have decreased by almost 5%. There are 24 less road deaths this year compared to the same time last year.   Qualitative evidence is provided for Quarter Three under Strategic Police Priority One with a focus on child protection, support to victims, offender management and violent crime prevention, as scheduled in the Annual Police Plan delivery road map.   **Objective 1.1 - Work in partnership to improve safety for the citizens of Scotland and reduce crime**   Q3 examples provided include;   • Initiatives within divisions incorporating extensive partnership engagement to address issues surrounding the investigation of child abuse.   • Training for licensing staff for specific events and the development of guidance and strategies.   • Working with numerous partner agencies to successfully deny Serious Organised Crime Groups access to legitimate businesses and income.   • Developing methodologies around the identification of problematic locations to prevent crime and protect vulnerable people.   • Provision of training to partner agencies in support of Serious Organised Crime Strategy.   **Objective 1.2 - Ensure that all communities, including the most vulnerable, have access to the police service and are given the support they need to feel safe**   Q3 examples provided include;   • National campaign and local examples to prevent domestic abuse during the festive period.   • A pilot protocol is being tested in three local divisions designed to keep vulnerable older people safe and reduce the risk of them going missing.   • Local examples of initiatives to assist victims (particularly of rape and sexual assault) that include cooperation with a diverse range of agencies and reference innovative research and best practice.   • Establishing an implementation team for the Children and Young People (Scotland) Act to ensure awareness of new legislation is embedded across Police Scotland.   • Stakeholder engagement and strategy development in respect of missing persons to ultimately support a national strategy.   • Enhanced procedures to improve victims' experiences in the criminal justice system.   • Awareness days for new crime types / emerging threats held to improve organisational knowledge.

SUPPORTING EVIDENCE – SPA – Evidence is provided of SPA Forensic Services and corporate performance from Quarter Three Chief Executive Officer's Report.

SPA Commitment 1.1 - The Authority will provide appropriate support to the Police Service of Scotland in its delivery of services and promote innovative, evidence-based, preventative approaches to policing tailored to local needs

Q3 examples provided include;
- Forensic Services development and implementation of improvements to processes for managing workloads as well as utilising innovative new techniques that add value to criminal investigations.
- SPA commissioning of SIPR to undertake research on best practice from policing practices and structures in New Zealand, law enforcement responses to austerity across the world and a landscape review of Stop and Search. These are informing the review of the SPA Strategic Police Plan 2013-16 and will contribute to the Draft Long-Term Vision and Strategy for Policing 2016-26.

SPA Commitment 1.2 - The Authority will hold the Chief Constable to account for the development and agreement, based on understanding local needs, of policing plans covering all 32 authorities. It will also hold the Chief Constable to account for the effective implementation of these plans through local and national partnership, and collaboration between the Police Service of Scotland and the public, private and third sectors.

Q3 examples provided include;
- Board members and officers attending local scrutiny meetings, engaging with local authorities and COSLA to enhance links between SPA and communities.
- SPA analysis of data to provide assurance undertaken for C3 and Stop and Search. Analysis for C3 has been provided regularly for the Cabinet Secretary and work is ongoing with Police Scotland to address recommendations made by HMICS. Scrutiny of Stop and Search has evolved that will involve beginning of a dip-sampling assurance process of stop and search records in Quarter Four as well as quarterly analysis of Police Scotland management information.
- SPA conducting a landscape review of available policing performance reports provided by Police Scotland for local authorities over Quarters 2 and 3. This was undertaken to examine the consistency of information provided to scrutiny committees, identify best practice and consider to what degree reporting measures and outcomes are aligned to both national and local priorities. The initial findings are being analysed and will provide support to the Community Accountability team who deliver SPA's commitment to ensuring policing plans are implemented effectively at a local and national level.

SPP2 - Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats

SUPPORTING EVIDENCE - POLICE SCOTLAND - Evidence is provided for Quarter Three under Strategic Police Priority Two with a focus on Operational Support (OS), a national policing division that provides trained officers, equipment and advice to local divisions and business areas.

Objective 2.1 - Enhance Scotland's global reputation as a safe place

Q3 examples provided include;
- Facilitating the safe arrival of Syrian refugees to Scotland, with specific activities to maximise their safety as well as proactively engaging with receiving communities to provide reassurance and maintain community cohesion.
- Numerous instances of inter-divisional cooperation when dealing with vulnerable persons, dangerous offenders and major incidents - utilising a tasking and co-ordination environment to ensure appropriate prioritisation of resources.

Objective 2.2 - Ensure that there is equitable access to services across all of Scotland's communities where and when needed

Q3 examples provided include;
- OS support to local divisional priorities as part of targeted activities against the sale and supply of controlled drugs.
- Enhancing access to specialised knowledge for local officers when dealing with child protection issues by launching a Child Protection Intranet site.

SUPPORTING EVIDENCE - SPA - Evidence is provided of SPA Forensic Services and corporate performance from Quarter Three Chief Executive Officer's Report.

SPA Commitment 2.1 - The Authority will support the Police Service of Scotland in its work to prevent the most serious types of crimes from happening in Scotland and ensure that it is adequately equipped to deal with major events, emergencies and threats effectively. Where appropriate this experience and best practice will be shared with others.

Q3 examples provided include;
- Forensic Services developments such as the Image Management System and Packages of Work that will enable better information-sharing and increase effective caseload management.
- Improving Forensic Service processes for standardising contact and co-ordination during major incidents.

SPA Commitment 2.2 - The Authority will scrutinise the implementation of local police plans and the use of specialist support services.

Q3 examples provided include;

- Participation by board members and officers in local Community Safety and Community Planning meetings throughout the country.
- Development of outcomes of Local Scrutiny Summit activity by SPA and COSLA to inform the localism strand of the Review of Police Governance.
- Continuation of regular feedback exercises to ascertain the level of satisfaction of local authorities around Police Scotland's participation in local engagement processes and delivery of services.

SPP3 - Provide an efficient, effective service focused on protecting frontline services , delivering the benefits of police reform and promoting continuous improvement

SUPPORTING EVIDENCE - POLICE SCOTLAND - Evidence is provided for Quarter Three under Strategic Police Priority Three with a high-level summary report on Operational, Intermediate and End Benefits realised or still awaiting realisation. An update was also provided on the recommendations made as part of 2014's Post Implementation Benefits Review as well as some examples of business improvements.

Objective 3.1 - Deliver the benefits of reform effectively and efficiently

Progress reporting on specific benefit measures was provided for the following Intermediate and Operational Benefits;
- Intermediate Benefit One – Clarity of accountability and improved ability to respond to scrutiny – Measure Two complete.
- Intermediate Benefit Six - Greater consistency and quality of service delivery - Measure Two complete.
- Intermediate Benefit Nine – Re-engineering of business processes – Measure Three delayed.
- Operational Benefit Four – Introduction of Corporacy of Organisational Approach – Measure Nine delayed.
- Operational Benefit Six – Increased efficiency and demonstration of best value – Measure Three delayed.

SPA Commitment 3.1 - The Authority will develop and implement a performance framework to enable the monitoring and delivery of the Strategic and Annual Police Plans, and the Authority Business Plan with the Chief Constable. This will include the adoption of evidence-based standardised approaches to service delivery and the sharing of best practice

SPA officers continue to work to improve the policing performance evidence-base, in partnership with Police Scotland, academics and other key stakeholders. One of the outcomes of this work will be improved reporting on the benefits of reform for 2016/17 that will enable a "line of sight" across benefits in the process of being realised, taking into account performance and improvement evidence. In addition, from a wider assurance perspective SPA has to consider how Intermediate Benefits should be externally validated, a recommendation included in Police Scotland's Post Implementation Benefits Review.

This approach is also informing preparatory work for the Annual Review of Policing due to be laid before Ministers in June 2016. The Review will describe the journey of reform, at the end of Year Three. The Campaign against Violence officer deployment approach in support of violence reduction will be one such example of examination and reporting, incorporating scrutiny from the perspective of performance *and* improvement. Liaison with academics and participation in events to enhance skills in developing broader evidence bases will also take place during Quarter Four and continue as an essential part of continuous improvement.

SPP4 - Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing

SUPPORTING EVIDENCE - POLICE SCOTLAND - Evidence is provided for Quarter Three under Strategic Police Priority Four with a focus on development of crime prevention and cybercrime strategies, work with young offenders on preventing re-offending, delivery of events to support young people and students to make safe choices, and how partnership-working is supporting people with mental health issues – all as scheduled in the Annual Police Plan delivery road map.

Objective 4.1 - Increase public confidence in the police service by understanding and responding to the particular needs of Scotland's diverse communities - User satisfaction and public confidence data provided by Police Scotland points to a slight decline in both during Quarter Three compared to previous quarters and this time last year however analysis over a longer time period will be required to assess if there are any identifiable trends. (Police Scotland obtains this data using statistically representative samples of persons who have reported an incident or crime to Police Scotland.)

Q3 Examples provided include;
- A variety of local and national collaborative and educational events on cybercrime to maintain focus on what has been identified as a key enabler of serious organised crime, terrorism and child exploitation.
- National campaign to highlight student safety issues, in partnership with universities and local businesses.
- Progress on development of a national Community Engagement strategy that will help identify those most at risk of harm.
- Development of a new strategy for missing persons investigations to support Scottish Government's national missing person strategy

Objective 4.2 - Promote a culture of excellence

Q3 Examples provided include;
- Implementation of the Leadership Strategy complemented by reviews of supporting programmes to ensure ability to deliver the strategy.
- Enhanced training for special constables delivering a higher required standard of skills prior to operational deployment.
- Training sessions delivered by the Scottish Human Rights Commission to ensure Equality Impact Assessments are fully integrated with legislation.

SUPPORTING EVIDENCE – SPA - Evidence is provided of SPA Forensic Services and corporate performance from Quarter Three Chief Executive Officer's Report.

SPA Commitment 4.1 - The Authority will have a clear understanding of policing issues and challenges from talking to communities, including communities of interest, listening to what they say about how their local policing plans are being implemented, how the Police Service of Scotland is performing, and by championing a culture where local police are open, visible and accessible.

Q3 Examples provided include;
- Commissioned research into the outputs and direction of practices such as Stop and Search demonstrating a commitment to identify and share ways of enhancing or adapting these practices for the benefit of communities.
- Assurance processes for C3 business delivery which captures and reports relevant performance data and inform a developing comprehensive performance structure in response to HMICS report.
- Training sessions delivered by the Scottish Human Rights Commission to ensure Equality Impact Assessments are fully integrated with legislation.

SPA Commitment 4.2 - The Authority will promote this through the development of a culture of continuous improvement and by demonstrating and supporting development of leadership behaviours that reflect this aspiration.

Q3 Examples provided include;
- As stated by its legislative role in the Police, Fire and Reform (Scotland) Act, the SPA recruited and appointed a new Chief Constable for Police Scotland.
- SPA Board members fully supported additional engagement workshops for staff members following on from published results of the SPA-commissioned employee opinion survey. The workshops enabled senior managers to engage with officers and staff to discuss opportunities for improvement to address issues highlighted in the survey such as concerns regarding senior managers not taking action on the survey results; a belief that the organisation is not interested in their wellbeing; a perceived lack of support for good ideas; and nearly a third of staff wanting to leave.
- The Review of Police Governance which forms part of the "Programme for Government" was established during Quarter Three and will report in March 2016. There are four work streams within the project; Localism and Community Accountability; SPA Structures and Skills; Information Requirements and Processes; and Wider Stakeholder Engagement Requirements. Outputs from the work streams will be considered by a Reference Group including experts in public sector governance.

APPENDIX ONE – ASSESSMENT MATRIX

1. CONSIDER THE FOLLOWING QUESTIONS TO TEST THE EVIDENCE

Is the evidence quantitative (hard data) or qualitative (judgement & perception? If combined does the data support the evidence?	Projects or pilot evidence – what are the planned outcomes and evaluation strategy? If successful will it be rolled out across Force where appropriate – what are the timescales for this?	Does the evidence meet planned expectations? (See alignment below)	Has the evidence been externally validated or benchmarked? e.g. HMICS/Audit Scotland/ Other forces?	Does it have a balance of positive and negative and where negative what is the mitigating action?
Is there enough evidence and is it accurate?	Is there additional external evidence - e.g. national survey publications or recorded data, to further support the evidence?	Does the evidence realise a benefit of reform? - Improved local service; access to specialists; strengthen connection between police and communities?		

2. CONSIDER RELEVANT ANNUAL REVIEW OF POLICING CRITERIA

Does the evidence align with the Strategic Priority and Strategic Objective and answer effectively the commitments made within the Strategic Police Plan?	Does the evidence reflect the legislative functions of the Authority?	Are the Christie principles explicit?	Has the evidence taken into consideration the Authority's commitment to the Governance Policy Statement?	Does the evidence answer effectively the commitments made within the Annual Police Plan?
Does the evidence demonstrate the promotion of the policing principles, fit within the aims of reform, reflect best value?	Does the evidence demonstrate the delivery of continuous improvement by acting within corporate expectations?		Does the overall evidence content adequately demonstrate the Authority's responsibilities under the Equalities Act?	Does the overall evidence content adequately demonstrate Police Scotland's responsibilities under the Equalities Act?

3. IDENTIFY STRATEGIC POLICE PLAN ALIGNMENT

STRATEGIC POLICING PRIORITY 1 - Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local level.	STRATEGIC POLICING PRIORITY 2 - Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats.	STRATEGIC POLICING PRIORITY 3 - Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform and promoting continuous improvement.	STRATEGIC POLICING PRIORITY 4 - Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.
SPA OBJECTIVES - **1.1** Work in partnership to improve safety for the citizens of Scotland and reduce crime **1.2** Ensure that all communities, including the most vulnerable, have access to the police service and are given the support they need to feel safe	SPA OBJECTIVES - **2.1** Enhance Scotland's global reputation as a safe place **2.2** Ensure that there is equitable access to services across all of Scotland's communities where and when needed	SPA OBJECTIVES - **3.1** Deliver the benefits of reform effectively and efficiently	SPA OBJECTIVES - **4.1** Increase public confidence in the police service by understanding and responding to the particular needs of Scotland's diverse communities **4.2** Promote a culture of excellence

4. IDENTIFY ANNUAL POLICE PLAN ALIGNMENT

STRATEGIC POLICING PRIORITY 1	STRATEGIC POLICING PRIORITY 2	STRATEGIC POLICING PRIORITY 3	STRATEGIC POLICING PRIORITY 4
1. Violence, Disorder and Antisocial Behaviour 2. Road Safety and Road Crime 3. Protecting People at Risk of Harm 4. Serious Organised Crime 5. Counter Terrorism and Domestic Extremism 6. Prevention and Engagement Mainstreaming 7. Best Value	1. Road Safety and Road Crime 2. Serious Organised Crime 3. Counter Terrorism and Domestic Extremism 4. Major Events and Resilience 5. Prevention and Engagement Mainstreaming 6. Best Value	1. Serious Organised Crime 2. Continuous Improvement 3. Prevention and Engagement Mainstreaming 4. Best Value + Police Scotland Corporate Strategy including Transformation - Benefits Realisation	1. Violence, Disorder and Antisocial Behaviour 2. Prevention and Engagement Mainstreaming 3. Best Value