

**SCOTTISH POLICE
AUTHORITY**

Meeting	SPA Board Meeting Public Session
Date and Time	20 June 2016
Location	Stirling Court Hotel, Stirling
Title of Paper	SPA Strategic Police Plan - Delivery Review
Item Number	7
Presented By	Tom McMahon, SPA
Recommendation to Members	For Consultation
Appendix Attached:	Yes

PURPOSE

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

1. BACKGROUND

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

2. FURTHER DETAIL ON REPORT TOPIC

2.1 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.

2.2 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.

SUPPORTING EVIDENCE

2.3 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 Four performance report. Additional information and detail is provided as requested during regular engagement with Police Scotland and SPA officers. In addition, for the end of 2015-16, Police Scotland have provided an assessment of delivery of commitments against Annual Police Plan commitments – where commitments have been delivered in full, renewed commitments have been taken forward for further action in 2016-17 and commitments that have now been assessed as new business as usual (BAU). This has been helpful to SPA in our assessment of performance for this Q4 Delivery Review as well as for the Annual Review of Policing 2015-16.

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

2.4 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 Four there is a range of quantitative and qualitative evidence from Police Scotland of initiatives to prevent reoffending, preventative and partnership working on road safety and road crime around Scotland's Serious & Organised Crime Strategy; SPA evidence includes contribution to the development of products for the new Policing 2026 Programme.

YTD there is a large evidence base ("the what") of how policing is contributing to making communities safe.

OPPORTUNITIES FOR 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.

For example, we want to show in the future the link between sexual crime awareness, preventative and partnership work carried out by Police Scotland that has resulted in increased sexual crime reporting (potentially through 3rd party reporting) because victims of these crimes are more confident in the police's ability to tackle these crimes.

2.5 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 Four there is evidence of training and exercises undertaken to improve preparedness for diverse planned and unplanned situations; SPA evidence included Forensic Service process improvements enabling better service delivery and dialogue with local authorities around policing's contribution to local scrutiny.

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

OPPORTUNITIES FOR DEVELOPMENT: More evidence is required of how learning outcomes from the various training programmes and exercises are put into practice to strengthen the Police Scotland response to major events.

2.6 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 Four, Police Scotland provided evidence of strategies and programmes, now being utilised nationally using standardised processes and procedures. SPA provided evidence of the review of the Strategic Police Plan that contained summary evidence of how the aims of reform have been delivered since 2013 at the start of the national force.

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 as well as SPA's performance framework development that takes into account national policing activity to provide evidence of benefit realisation.

OPPORTUNITIES FOR 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). It is envisaged that joint work between SPA and Police Scotland from Quarter One 2016/17 will begin to deliver this evidence.

2.7 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: Police Scotland provided evidence of external recognition for efforts to increase equality and diversity in the workplace and be more

accessible to diverse communities; SPA provided evidence of research undertaken in support of policing and various scrutiny and assurance functions;

YTD there is a large evidence base of activity that demonstrates support to diverse groups and communities as well as work to enhance access to the police service by communities. Evidence also exists of continuous improvement for employees of Police Scotland.

OPPORTUNITIES FOR DEVELOPMENT: Results from Police Scotland's user satisfaction/public confidence measurement require to be read in the context of national surveys such as the Scottish Criminal Justice Survey and Scottish Social Attitudes Survey (with specific question-sets on Stop and Search and the impact of police reform commissioned by SPA and Police Scotland) to obtain as comprehensive a picture as possible. This evidence will be subject to analysis during 2016/17 in support of development the new performance frameworks for 2016-17 and beyond into 2017-20 when the new Strategic Police Plan is launched.

2.8 "WHAT NEXT" FOR BOARD TO CONSIDER:

a. Within the context of a new policing performance framework Police Scotland's Corporate delivery information should seek to 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 can 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?

b. SPA's Corporate delivery plan for 16-17 includes outcome-based and evaluation measures that will be reported upon quarterly, evidencing delivery of key objectives in the SPA Business Plan for 16/17. This approach will strengthen SPA's performance framework for Year 2 in 16/17 from the baseline Year One 15/16.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications associated with this paper.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications are associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications associated with this paper.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

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

9. EQUALITIES IMPLICATIONS

9.1 There are no equalities implications associated with this paper.

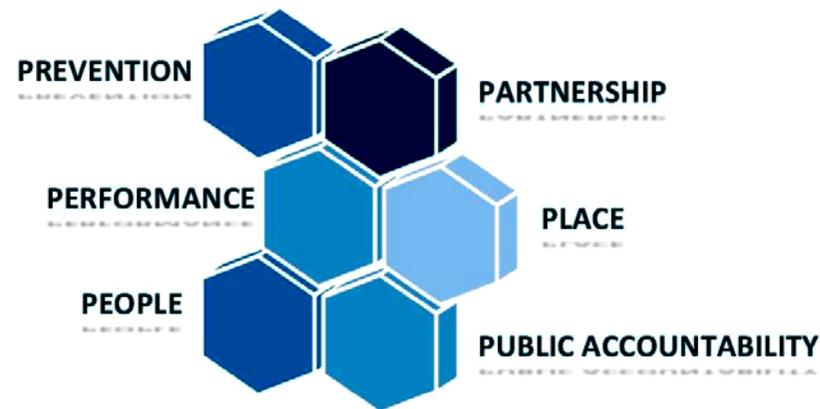
10. ENVIRONMENTAL IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATION

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

SCOTTISH POLICE AUTHORITY



“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 FOUR: JANUARY TO MARCH 2016

INTRODUCTION

This Strategic Delivery Review provides an assessment of performance evidence that enables a final quarterly review for 2015-16 of policing delivery in support of the SPA Strategic Police Plan. The evidence comes from operational policing performance from Police Scotland and SPA Forensic Services and corporate performance activity. 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. In addition SPA has considered Police Scotland's own assessment of their delivery of Annual Police Plan Commitments for 2015-16, where commitments have been delivered in full, renewed commitments have been taken forward for further action in 2016-17 and commitments that have now been assessed as new business as usual (BAU).

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 in continuously improve policing and deliver the overall benefits of police reform.

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

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 in SPA'S Annual Review of Policing, a statutory document delivered every year and laid before Parliament. Evidence from Quarters One, Two, Three and Four will now form production of the Annual Review of Policing for 2015/16, that will be laid before Parliament at the end of June 2016.

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?***

Areas for evidence development have been highlighted throughout the year and will be taken forward in joint work being undertaken by SPA and Police Scotland to develop an interim performance framework for 2016/17 and a new framework for 2017/20, to complement and enable reporting on the new Strategic Police Plan for 2017/20 that will be launched in March 2017.

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 Crime¹ 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 Four 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 engagement with local scrutiny bodies, continued development of a balanced performance reporting framework for Contact, Command and Control Division in partnership with Police Scotland and the development of new strategy and performance products to support the Policing 2026 programme due to begin in June 2016.

YEAR TO DATE – Evidence presented each quarter has resulted in a wide and varied evidence base for 2015/16, demonstrating how policing is contributing to making communities safe.

EVIDENCE DEVELOPMENT: Work is still required to improve impact and evaluation outcome reporting so that accurate assessments can be made of how much safer Scotland is as a result of policing's many preventative and collaborative initiatives. This will be a joint priority for 2016/17 as both Police Scotland and SPA develop the policing performance framework.

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 Counter Terrorism preventative activity. SPA evidenced the development of new Forensic business processes to improve service delivery, as well as requesting feedback from local authorities on local scrutiny processes and how this can be developed in line with key improvement recommendations in the Review of Governance in Policing published in March 2016.

YEAR TO DATE - There is a significant and well-established evidence base that demonstrates the continuous activity and built-in reviews that enable Police Scotland to provide assurance of their readiness to manage both planned major events and deliver a flexible and effective response to unpredictable threats.

EVIDENCE DEVELOPMENT: More evidence is required of how Police Scotland coordinates, disseminates and evaluates the learning points from the many exercises run to enhance policing's response to different major incident scenarios.

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 strategies and initiatives that have been introduced both nationally and in pilot divisions as well as examples of continuous improvement delivered through change projects. SPA gave an update of the review of the current Strategic Police Plan and the SPA corporate performance framework – “SPA Performance Matters”.

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 workplace diversity and recognition from external bodies. SPA supplied updates on HR scrutiny, the recruitment of senior officers for Police Scotland, the Landscape Review of Stop and Search and progress on Audit Scotland recommendations.

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 criminal justice surveys will provide a wider view of public confidence in the police that can be considered as part of the evidence that informs development work on the new 16/17 performance framework and the longer-term 2017-20 performance framework that will complement the Strategic Police Plan 2017-20. Work is also still required to evaluate outcomes and impacts of various initiatives and pilots delivered under this priority.

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 Four that shows a decrease in total Recorded Crime compared to Quarter Four last year, with detection rates improving slightly over the same period. There has been an increase in violent crime compared to last year. The number of domestic abuse incidents recorded decreased at the end of Q4 compared to the same period last year by 3.1%. Complaints of disorder fell by almost 2% and reports of antisocial behaviour have fallen by 7.3% in comparison to the same period last year. The number of Group 2 sexual crimes at the end of Q4 increased from 9,761 in 2014/15 to 10,273 in 2015/16 with detection rates decreasing by 0.9%.

Qualitative evidence is provided for Quarter Four under Strategic Police Priority One with a focus on sexual crimes, support to victims, development of a prevention strategy for prostitution, missing persons protocols, road safety and road crime, violent crime prevention and serious organised crime 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

Q4 examples provided include;

- Initiatives addressing re-offending with estimated cost savings.
- Expansion of a pilot scheme of processes for addressing inappropriate sexual conduct
- Summary of media engagement of a rape awareness campaign.
- Working with partners to deliver activities and inputs as part of the divert strand of Scotland’s Serious and Organised Crime Strategy including national and local Choices for Life events.
- Local example from Highlands and North East Division around the detection of a Serious Organised Crime group involved in metal theft.
- Reductions in fatalities and injuries on Scotland’s roads (6% reduction from 2014/15) with a commitment outlined in the Annual Police Plan 2016/17 to align casualty reduction measures with categories of victim prioritized in the Scottish Government’s Road Safety Framework mid-term review.

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

Q4 examples provided include;

- Coordinated activities with stakeholders addressing diverse issues of concern to individual communities such as initiatives involving crime prevention surveys, targeted patrols and property security marking.
- Specific example of Police Scotland engagement with prisoners to address reoffending and reintegration into the local community where bespoke referrals to other agencies will take place for three months after release. Training events in respect of National “Ugly Mugs” scheme (an initiative

designed to reduce the risk of harm linked to prostitution) and an example of delivery of safety messages and appeals to sex workers through working with agencies such as NHS, Drugs Action, Cyrenians, COPFS and local authority criminal justice/social work departments.

- Training and phased rollout across A,N, G and J Divisions of the Risk and Concern Project to improve prevention and intervention processes with regard to managing child and adult welfare concerns.

SUPPORTING EVIDENCE – SPA – Evidence is provided from SPA Forensic Services and corporate performance from Quarter Four 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

Q4 examples provided include;

- How the SPA is contributing to the development of products to support Phase 2 of its Strategic Development Programme, which will commence in Q1 2016-17 and will support the Policing 2026 project.

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.

Q4 examples provided include;

- SPA community accountability officers attendance at 23 local scrutiny meetings where they were able to share information, deliver question and answer sessions, and seek assurance on the delivery of local plans. Meetings were also held with key partners and stakeholders throughout the period including Scottish Government, Police Scotland, the Scottish Safer Communities Network, and COSLA, again for the purposes of sharing ideas and information, good practice and networking. Officers attended a local policing seminar at Govan alongside members, and the Building Safer Communities Board for the purposes of briefing on local developments in policing.
- Leading role for the SPA in developing a balanced performance reporting framework, working closely with Police Scotland Contact, Command, Control (C3) in support of HMICS Call-handling Review recommendations. The framework will enable the Authority to provide an assurance assessment of C3 performance and the accompanying C3 change programme delivery (C3IR). The data and evidence collation and reporting process will be in place for Quarter One 2016-17 and will be presented on a quarterly basis to the newly-established Governance and Assurance Group for C3, led by Members of the SPA. Performance information from the framework will also be included within Police Scotland's performance framework for 2016-17.

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 Four under Strategic Police Priority Two of Police Scotland's consistent approach to improving skills and readiness to respond to the changing nature of terrorist threats.

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

Q4 examples provided include;

- Exercise Darting Dolphins – multi-agency counter terrorism exercise that tested process and response to a simulated terrorist attack on a crowded shopping centre and other key targets.
- Further examples of training for specific scenarios and a diverse range of engagement with partners and stakeholders around PREVENT work and Emerging & Residual Threats.

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

Q4 examples provided include;

- The development of exercises for Police Scotland and partners to build on learning from the delivery of policing the Commonwealth Games 2014.
- Development and delivery of specialist training and a shadowing process at pre-planned events to ensure a cadre of officers with relevant skills exists.
- Police Scotland's response to New Year storms that devastated rural areas in January, working with other emergency service partners and communities with significant coordination input from Emergency, Event and Resilience Planning (EERP) department of Operational Support Division.

SUPPORTING EVIDENCE - SPA - Evidence is provided of SPA Forensic Services and corporate performance from Quarter Four 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.

Q4 examples provided include;

- Continued development of Forensic Services programmes, for examples the Biometric Database. Forensic Services have introduced a new business process - Packages of Work. This system will enhance service delivery to Police Scotland through more effective management of workload.

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

Q4 examples provided include;

- The Review of Governance in Policing published by the SPA Chair in March 2016 contains specific recommendations around improving local scrutiny, the policing needs of local communities and the role of the SPA in overseeing the relationship between Police Scotland and local communities. Work on implementing these recommendations has now begun will continue throughout 2016/17.
- Seeking views from local authorities about the level and nature of Police Scotland's engagement with local priority-setting, scrutiny and improving practice. Responses received provided suggestions for improvement around; support for examples of best practice in scrutiny; engagement with partners; clarifying roles of SPA and local scrutiny committees; and local authority involvement in the appointment of divisional commanders. This evidence will be included in the Annual Review of Policing as it contributes to key recommendations within the SPA Chair's Review of Police Governance.

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 Four under Strategic Police Priority Three with a high-level summary report on Operational and Intermediate Benefits realised or still awaiting realisation. An update was also provided on the recommendations made as part of Police Scotland's 2014 Post Implementation Benefits Review plus some examples of current business improvements.

Objective 3.1 - Deliver the benefits of reform effectively and efficiently

Q4 examples of the benefits of reform provided include:

- Development of the Campaign against Violence to ensure more targeted use of relevant skill sets in deployments across the whole of Scotland. The evolution of this initiative into Local Days of Action (LDA) has enabled Police Scotland to more effectively utilise resources to address all local and national priorities as well as violence. CAV deployments for 2015/16 increased by 2679 compared to 2014/15.
- The local policing rape investigation inspection process identified areas of improvement and good practice through a review of divisional responses to rape and sexual crimes. Areas for improvement identified included training and facilities, with actions being progressed with partners.
- The implementation of the Police Scotland Missing Person Strategy during 2016-18 will focus on three National Partnership Protocols around persons going missing from care environments. A pilot will be run in selected local divisions, leading to an evaluation to ascertain if national roll-out should proceed. The protocols will help Police Scotland and its partners to manage the significant issue of over 40,000 missing person incidents per year, equating to over 100 people going missing every day.
- The continuation of the Continuous Improvement programme incorporating Lean Six Sigma methodologies, Service Improvement Plans and SMART Thinking. Lean Six Sigma methodologies have realised savings in the region of £38,000 for one of the first projects completed - processes relating to the Criminal Justice Redesign project.

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

Q4 examples provided include;

- A review of the current SPA Strategic Police Plan completed during Q4 and presented at the March-16 Board. The Authority will take account of organisational learning points raised by the review when developing the next Strategic Police Plan for 2017-20.
- The SPA corporate performance framework – **SPA Performance Matters** - has now been refreshed to ensure that performance reports reflect the deliverables within the 2016/17 business plan, the Authority's statutory obligations, and progress of key projects for the SPA over the coming year. This will take the form of regular performance reports for senior management, in addition to quarterly board reporting which will see a revised format for 2016/17.

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 Four under Strategic Police Priority Four with a focus on enhancing workplace culture and ensuring communities are further strengthened by the work of Police Scotland.

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 user satisfaction and public confidence during Quarter Four compared to 2014/15. Analysis is required over a longer time period 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.)

		FYTD Q1	FYTD Q2	FYTD Q3	FYTD Q4
User satisfaction	2014/15	83.4%	83.2%	83.1%	83.4%
	2015/16	81.1%	80.8%	80.8%	81.8%
Public confidence	2014/15	78.7%	78.7%	78.6%	79.1%
	2015/16	77.8%	77.4%	77.3%	78.2%

Q4 Examples provided include;

- Police Scotland being named as Most Improved Employer in recognition of its rise to 83rd in Stonewall’s Top 100 UK Workplace Equality Index. The award recognises efforts made by Police Scotland to enhance workplace culture for LGBT people by benchmarking against ten workplace criteria.
- Continued support for Scottish Women’s Development Forum and highlighting 100 years of women in policing.

Objective 4.2 - Promote a culture of excellence

Q4 Examples provided include;

- Police Scotland awarded Carers Positive award for its commitment to creating a positive working environment for employees with caring responsibilities.
- National Safer Communities (NSC) review of third-party reporting across Scotland with reference made to recommendations and monitoring.
- Policing in Practice database now available on the intranet to share best practice, including relevant documentation, from successful initiatives and projects. Managed by the Local Policing Development and Support Team the database will support local policing by developing consistent and efficient structures, systems and processes. This will ensure equality in service delivery throughout Scotland while allowing sufficient flexibility for localism.

SUPPORTING EVIDENCE – SPA - Evidence is provided from corporate performance from Quarter Four 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.

Q4 Examples provided include;

- Work to support the Policing 2026 Programme that will deliver a number of key strategic products and will determine the journey for Scottish policing over the next ten years.
- Commissioned research by SPA - a Landscape Review on Stop and Search In Scotland was published In January 2016, the findings of which have been examined and have led to the creation of the Stop and Search Research and Evaluation Operational Review Group (REORG).

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.

Q4 Examples provided include;

- SPA’s launch and management of the recruitment process for three Assistant Chief Constable posts in March 2016.
- Health, Safety and Resilience scrutiny carried out by SPA in the fields of Health and Safety, Emergency Planning, and Business Continuity
- Ongoing scrutiny work and assurance by SPA in relation to Equality and Diversity, Specialist Services, People Management, and Training and Development.
- The SPA Board approved the 2016-17 Internal Audit plan, prepared by Scott Moncrieff.
- As of Q4 15-16, 22 of the 55 recommendations made by Audit Scotland in their 2014/15 interim, year-end and Section 22 reports have been closed and 33 remain in progress.

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	