

**SCOTTISH POLICE
AUTHORITY**

Meeting	SPA Board Meeting Public Session
Date and Time	25 August 2016
Location	Stirling Court Hotel, Stirling
Title of Paper	SPA Strategic Police Plan - Delivery Review
Item Number	6
Presented By	Tom McMahon, SPA
Recommendation to Members	For Noting
Appendix Attached:	Yes

PURPOSE

To invite the Board to consider the content of the Quarter One 16/17 Strategic Police Plan Delivery Review. (Attached)

1. BACKGROUND

1.1 This review document provides an assessment of performance evidence from Quarter One 2016/17, enabling a summary of delivery of the current SPA Strategic Police Plan. The evidence comes from operational policing performance from Police Scotland, SPA Forensic Services and corporate performance activity. This quarter a wide range of evidence has been presented that demonstrates delivery of the SPA Strategic Police Plan, in support of the Strategic Police Priorities.

1.2 This review acknowledges the current work by the SPA through the Chair's Review of Governance in Policing to set out how it intends to hold the Chief Constable to account through a governance performance framework.¹ It is intended that performance standards that will be set out by the Authority will enable Police Scotland to develop both their current performance framework for 16/17 - "Now and Next"² – and inform development of a new performance framework that will complement the next Strategic Police Plan 2017-20.

1.3 This review also acknowledges SPA's 16/17 Corporate Performance Framework "Performance Matters" – a development on the Year One baseline year 15/16 - that focuses on exception reporting on planned corporate delivery and includes reporting on SPA's statutory obligations and progress reporting on specific areas of work – for example, Forensic Services support to policing and SPA assessment of local engagement arrangements.

1.4 The opportunity has been taken to condense the reporting format of the review to present more of an assurance snapshot, based on exception reporting, given that Police Scotland performance reporting now includes additional qualitative evidence with an accompanying assessment. SPA's Performance Matters model is already focused on exception reporting so lends itself to presentation of performance information in a succinct way.

1.5 The assessment evidence contained in this review and performance evidence presented by Police Scotland and SPA in their respective reports will inform quarterly development of the next Annual Review of Policing for 2016/17.

1.6. In relation to areas identified for evidence development, these have come from areas already identified by Police Scotland and SPA and also

¹ Recommendation 21 of Chair's Review of Governance in Policing – The SPA should clearly set out how it intends to hold the Chief Constable to account through a governance performance framework. This should set out clear performance standards against both the regulatory framework and operational performance. This should then be the basis on which performance reviews and assessment are conducted.

² This is a developing model to improve data and qualitative performance evidence during 2016/17

incorporate evidence gaps identified in the Police and Fire Reform Year 1 Summary Report published in May 2016.

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), ScotCen and What Works Scotland in their 4-year evaluation of Police and Fire Reform, commissioned by Scottish Government. The SPA CEO is a member of the Police and Fire Reform Governance Board.

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 associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 It is SPA's responsibility to hold the Chief Constable to account for policing performance, measuring delivery against stated outcomes within the Annual Police Plan and the SPA Strategic Police Plan. There are no reputational implications with this paper as evidence has been presented to support delivery against both Plans.

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

STRATEGIC POLICE PLAN - DELIVERY REVIEW

QUARTER ONE: APRIL TO JUNE 2016



“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

INTRODUCTION

This document provides an assessment of performance evidence that enables a first quarterly review for 2016/17 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.

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.

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 Year 1 Summary Report was published in May 2016 and has provided areas for evidence development in addition, and complementary to, areas already identified by Police Scotland and SPA.

These combined areas for evidence development will be taken forward with progress reported throughout the year as current joint work is undertaken by SPA and Police Scotland to further develop the performance framework for 2016/17 and a new framework for 2017/20. The new framework will complement and enable reporting on the new Strategic Police Plan for 2017/20 to be launched in March 2017.

An Assessment Matrix has been used to evaluate the evidence collected by Police Scotland and SPA. The Matrix has been developed from assessment criteria previously used for the SPA Annual Review of Policing, a statutory document delivered every year and laid before Parliament. Evidence from Quarters One, Two, Three and Four will form production of the Annual Review of Policing for 2016/17.

The Matrix supports our assessment process as SPA asks the following questions;

How has this combined evidence from SPA and Police Scotland enhanced delivery against each strategic objective?

Does the new evidence meet a certain standard in terms of its quality, depth and coverage?

Is there consistency across Scotland and across each crime or harm grouping?

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 at a national and local level

Recorded Crime Headlines - Total crime is **down** by 0.2% compared to the previous year; Sexual crimes **increased** by 10.5% with indecent/sexual assaults at their highest since 2011/12; Crimes of Dishonesty **reduced** by 1.3%; **No significant increase** in recorded hate crimes compared to last year or in the period immediately prior to and after the EU referendum (25% current increase in England and Wales).

Quarter 1 Evidence Highlights - Police Scotland

New Cybercrime facility opened with state-of-the-art forensic and investigative facilities to detect and disrupt cyber criminals. To date, Operation Latisse has resulted in recovery of more than 30 million sexual images and 77 arrests.

Tayside Division worked with partners within the night-time economy in Dundee and Perth to improve tasking and coordination of policing resources. This approach contributed to a variety of outcomes, including reduced violence and stronger partner relationships. In Quarter 1 Purple Flag status, a national accreditation, was awarded to Perth City. Next step is a bespoke city centre policing team for Dundee.

Edinburgh City Division established a Human Trafficking Partnership with City of Edinburgh Council and provided awareness training for council staff to support new "duty to notify" legislation. Successful operation in Quarter 1 including supporting a victim of human trafficking seeking to return to her home country — individuals were arrested in Scotland for Human Trafficking and Prostitution offences.

The National Advocacy Project has gone live to support survivors of sexual violence to engage with the criminal justice system. In Quarter 1 recorded rapes increased by 7.4% (31 additional crimes of rape reported).

Quarter 1 Evidence Highlights - SPA

Forensic Services support to investigative policing in Operation Screenplay—a multi-agency drug operation led by the National Crime Agency that involved capture of a vessel off Scottish shores. All disciplines played their part — Scene examiners on the vessel to recover productions; DNA recovery and drug-sampling and analysis; Chemistry and document analysis on material used to conceal drugs; Fingerprint and handwriting analysis.

Publication of SPA's Independent Custody Visiting Scheme Annual Review - provides a summary of the ICVS function to monitor the care and welfare of people in custody.

Publication of the SPA's Annual Review of Policing - provides a summary of the varied policing, preventative, partnership and support service delivery during 2015/16 that kept people in Scotland safe and highlights areas for improvement.

Evidence Development Areas - incorporating Police and Fire Reform Evaluation findings

1. More evidence of the impact of multi-agency activity on crime and harm reduction
2. Where crime has reduced, evidence to support the role played by policing and partnership-working
3. Development of local baseline data to support improvement assessment

Assessment of Strategic Police Plan Delivery

Wide and varied evidence base in support of Policing Priority 1, demonstrating how policing is contributing to making communities safe.

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.

Quarter 1 Evidence Highlights - Police Scotland

Putting training on Violent Extremism Risk Assessment into practice in Renfrewshire and Inverclyde Division where a “Grey Space” Group with representatives from diverse groups now monitors community tension, facilitates inter-community discussion, cascades information and acts as an outreach body for new community groups.

Best practice improvement findings shared in June with UK-wide Centre for Protection of National Infrastructure as a result of Police Scotland review of security at major sports stadia. This work is part of Police Scotland’s response to the increased threat from international terrorism, now judged to be SEVERE (highly likely).

Continuation of multi-agency exercises to test emergency responses and readiness for major incidents. During Quarter 1 exercises have taken place in relation to; nuclear establishments; off/onshore energy industry sites; a military air crash site.

Quarter 1 Evidence Highlights - SPA

Forensic Services achieved ISO 17025 accreditation for Fingerprint Comparison which was acknowledged as a significant achievement by Sir Anthony Campbell, author of the Fingerprint Inquiry Report, who visited the Scottish Crime Campus in June to receive assurance from Forensic Services that core recommendations from his report were fully implemented.

Scrutiny of Local Police Plan implementation — As part of the annual review of policing SPA asked for feedback from local authorities. Responses offered examples of highly valued local practice and initiatives. Most often these focused on successful partnerships between policing, the local authority, and community planning partners, co-location and sharing resources to meet local priorities. Examples include; Joint work on emergency planning and domestic violence; Partnership initiatives to reduce reoffending; Police officers working with young people in local schools and with young and elderly drivers; Engagement with farmers in rural crime prevention; and an overall strengthening of community engagement, consultation, and local involvement in priority setting.

Evidence Development Areas—incorporating Police and Fire Reform Evaluation findings

1. More lower-level evidence and subsequent analysis and evaluation in relation to outcomes delivered by specialist teams and areas
2. More evidence from both Police Scotland and communities about the impacts of developments to make access to service equitable

Assessment of Strategic Police Plan Delivery

A range of evidence in support of Policing Priority 2 that demonstrates the continuous activity, built-in reviews and valuable new engagement with communities 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.

Strategic Policing Priority 3 — Deliver efficient, effective, improving service, delivering the benefits of reform and promoting continuous improvement

Quarter 1 Evidence Highlights—Police Scotland

Efficient, effective, improving service — Review of both Aberdeen Community Safety Partnership to ensure it meets partner and community expectations, and weekend policing arrangements using national Police Scotland best practice, to ensure that the quality standard of Aberdeen City’s Purple Flag status is maintained.

Delivering the benefits of reform — Completion of improvements to the Police Scotland HR system that now provides a national overview of officer specialisms that can be searched quickly when officers with multiple specialisms are required in the event of a major incident. This improvement enables a process to ensure that equal access to specialist support is provided across Scotland, wherever and whenever needed.

Continuous Improvement — Introduction of the Domestic Abuse Improvement Plan with a key outcome to strengthen engagement with partners including Women’s Aid and Advocacy Services. Progress updates on the achievement of this and other outcomes - transparency and community confidence -will be reported in future quarters.

Quarter 1 Evidence Highlights— SPA

Continuous improvement — Forensic Services Image Management System (IMS) went live in July to deliver a centralised database for all images captured by Scene Examiners. Next phase for this innovative project will be remote upload of images from Scene Examination Offices directly into IMS. This will provide a more effective workflow and mitigate logistics and information security risks associated with the movement of digital media in CD format.

C3 Performance Framework development in partnership with Police Scotland in response to HMICS recommendation, enabling the Authority to provide an assurance assessment of C3 performance through a range of indicators, data and qualitative evidence. The C3 balanced performance framework is an opportunity to begin to tell an end-to-end story that starts with the first call to C3 Service Advisors and ends with local policing and partnership delivery that keeps people safe from harm.

Evidence Development Areas -incorporating Police and Fire Reform Evaluation findings

Gather more information—including case-study local evidence - about the outcomes and impacts of reform—including local perceptions - to enable assessment of how far services have improved since reform. This evidence should seek to cover all 3 Aims of Reform; **1. Protect and improve local services 2. Create more equal access to specialist support 3. Strengthen the connection between services and communities**

Assessment of Strategic Police Plan Delivery

Identified evidence development work by Police Scotland and SPA will add to the developing reform evidence base— enabling a wider, more detailed and reflective story of policing performance in relation to progress towards delivery of the End Benefits of Police Reform. In addition, ongoing work planned by the Scottish Government commissioned Police and Fire Reform Evaluation Project will provide additional assessment of evidence of the realisation of benefits.

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.

Quarter One Evidence Highlights—Police Scotland

Launch of Your Survey Counts (Polish Version now available) with over 10,000 responses on national and local policing between 7 April and 30 June. Survey analysis reveals that the main national issue of concern to people across Scotland is the threat of terrorism, followed by violent crime. Serious organised crime, drug dealing/drug misuse and child abuse all feature in the top five of the majority of divisions' national priorities. The survey also enables feedback on the level of confidence people have in the police.

First Senior Leaders Forum hosted by Chief Constable with a focus on how leaders shape the new Policing 2026 strategy and the critical role leaders have to develop a positive organisational culture. In support of this cultural aim Police Scotland has developed a new appraisal model that links to how an individual can contribute to the wider strategic aims of policing. The approach "Performance Development Conversations" was tested with staff during Quarter 1 and their feedback will inform the next stage of development.

Successful implementation of the National Command and Control system (Storm Unity) to Dundee Service Centre This has provided a link between West, East and Dundee, enabling the transfer of incidents between those Area Control Rooms and Service Centres. This will provide many operational benefits and has simplified current processes making the transfer of incidents quicker and safer. A lessons learned session with staff was held to capture initial learning points.

Quarter One Evidence Highlights — SPA

SPA Board member led a successful assurance review of the Storm Unity system implementation into Dundee, meeting with staff at the beginning of July. Findings indicated growing levels of confidence in using the new system, recognition by staff of the benefits of the new technology in enabling the transfer of incidents across different control rooms and service centres, as well as management commitment to support ongoing learning.

Publication of Stop and Search research commissioned by SPA to identify the short and long term impact of this tactic on groups and communities. The objective was to utilise external and independent studies, research and mixed methodologies to understand and develop a credible evidence base. The research will help to inform recent Scottish Government consultations on a draft Code of Practice for Stop and Search and Police Powers to search children and young people for alcohol.

Evidence Development Areas -incorporating Police and Fire Reform Evaluation findings

1. Use of a broader range of consultation methods on a continual or frequent basis to capture a more diverse range of voices from across a wider range of geographic and social communities
2. More evidence of policing and partnership improvements and their impact on public perceptions and experiences, thus contributing to public safety and wellbeing.

Assessment of Strategic Police Plan Delivery

Evidence of plans to engage people to effect positive cultural change and develop their skills and abilities. Evidence of work with diverse groups and communities.