

<b>Meeting</b>	<b>SPA Board Meeting</b>
<b>Date and Time</b>	<b>16 December 2016, 1300hrs – 1545hrs</b>
<b>Location</b>	<b>Tollcross International Swimming Centre, Glasgow</b>
<b>Title of Paper</b>	<b>Briefing on SPA Performance information contained within CEO's Report</b>
<b>Item Number</b>	<b>7</b>
<b>Presented By</b>	<b>John Foley</b>
<b>Recommendation to Members</b>	<b>For Information</b>
<b>Appendix Attached:</b>	<b>SPA CEO's Report</b>

**PURPOSE**

1. To provide Board Members with information on Quarter Two SPA performance as contained in CEO's report

**BACKGROUND**

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

**AIM OF THE CEO's REPORT**

1. The report presents the SPA CEO's strategic engagement and governance activity during Quarter Two as well as;
  - a) SPA corporate performance including Forensic Services;
  - b) Fulfilment of SPA's statutory obligations;
  - c) Meeting commitments laid out in the annual business plan;
  - d) Demonstrating continuous improvement and a commitment to best value;
  - e) Providing strategic direction, oversight and support to policing in Scotland.
2. Furthermore, the report aims to be forward looking; while the majority of content is informed by activity that has occurred in the past quarter, the report considers what the next steps and envisioned outcomes of this activity will be, whether as a tangible output or result, or as a contribution to a wider objective.
3. The report should deliver the following outcomes to Members;
  - (i) Give Members a sense of the direction of travel around SPA corporate and forensic services performance;
  - (ii) Provide Members with assurance that activities conducted support the Authority's business plan and strategic objectives;
  - (iii) Serve as a repository of evidence that can be synthesised alongside Police Scotland's own operational report as part of the SPA's wider strategic performance framework.

## **REPORT CONTENT**

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

## **RECOMMENDATION**

6. It is recommended that Members consider the information presented in the attached CEO's Report.

**SPA Strategy & Performance Team November 2015**

# Chief Executive's Report

December 2015

Presented to: SPA Board Members, 16 December 2015  
Reporting Period: Q2 2015/16 Performance

## 1. INTRODUCTION

1.1 The SPA Chief Executive's Report provides performance information regarding delivery of the Authority's objectives during Quarter 2 2015/16 (July to September). Discharge of statutory duties, delivery of the annual business plan's objectives, implementation of continuous improvement actions, and strategic oversight and governance of Police Scotland are all essential activities conducted by the Authority and which are captured within this report.

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

## 2. HIGHLIGHTS

### 2.1 Programme for Government – Police Governance Review

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

The remit of the review includes four work streams (Localism and Community Accountability; SPA Structures and Skills; Information Requirements and Processes; and Wider Stakeholder Engagement Requirements). These are being progressed by a SPA project team consisting of officers who are involved in information gathering and analysis, which includes requesting contributions to the Review from Scotland's 32 local authorities.

As part of the review, a Reference Group comprising a range of stakeholders and expertise from the public and private sector has been established. This wide range of views, experience, and expertise will assist and advise the Authority's Chair in the delivery of the final report by the end of March 2015.

The Reference Group met on the 18th November 2015 and is scheduled to have further meetings over the intervening period. The chair of the Authority has advised the Cabinet Secretary of progress.

### 2.2 HMICS Independent Assurance Review of Police Call Handling

HMICS published its final report into Police Scotland call handling on 10th November. The key findings have resulted in 30 recommendations, with themes covering processes, evaluation, performance and project management, partnership engagement, and strategy development.

The Authority will develop robust governance, including internal and external programme management review. We will take this forward in early consultation with HMICS.

Furthermore, the Authority continues to receive weekly call-handling data from Police Scotland, providing an avenue for the SPA to scrutinise performance and seek assurance over potential dips in, or barriers to, service delivery. The scope of this function is anticipated to expand, in consultation with Police Scotland and Scottish Government, as we move into Quarter 3.

### 2.3 Advisory Group on Stop and Search

The report of the Independent Advisory Group (IAG) on Stop and Search, chaired by John Scott QC, was published in August 2015. The report contained 10 recommendations regarding the implementation of the stop and search policy and practice. Recommendation 5, in particular, had a direct bearing upon the Authority, as it called for stop and search data to be publicly provided by Police Scotland and the Authority,

allowing for scrutiny. In addition to fulfilling its obligation to deliver this recommendation, the Authority's Audit and Risk Committee will maintain oversight of Police Scotland's Stop and Search Improvement Plan.

#### **2.4 IOCCO**

In November, the Scottish Police Authority was informed that the Interception of Communications Commissioners' Office (IOCCO) had concluded its investigation into breaches made by Police Scotland in contravention of the requirements set out in the 'Acquisition and Disclosure of Communications Code of Practice'. The determination made clear that there have been clear failings in terms of following the code of practice and Police Scotland has confirmed that it accepts the terms of that determination.

The Authority has since written to HMICS to request that a review of the effectiveness and efficiency of Police Scotland's counter corruption practices is undertaken. HMICS has agreed that it will prioritise this review within its 2015-16 Scrutiny Programme. A follow up meeting has been arranged with Derek Penman, HMICS, to discuss the terms of reference for this review.

#### **2.5 Continuous Improvement**

As part of the self-evaluation process adopted by the SPA, a number of improvement actions have been developed in consultation with HMICS, under four key themes, which mirror the Public Service Improvement Framework (PSIF). Overall progress remains steady at around 85% of actions either complete or on track for completion – there are a number of actions which will need to be aligned to the review of police governance.

### **3. STRATEGIC ENGAGEMENT AND GOVERNANCE**

The Authority continues to deliver effective governance through its Board, Committees and other regular meetings.

The following meetings will have taken place since the SPA Board meeting in October.

- Special Board Meeting
- Finance and Investment Committee
- Human Resources and Remuneration Committee
- Audit and Risk Committee
- Business Change Working Group
- ICT Governance and Assurance Forum
- Forensic Services Partnership Forum
- Performance Steering Group
- Reform Collaboration Group
- Justice Board

### **4. BUSINESS PLAN**

Six of the SPA Business plan's Quarter 1 deliverables have been achieved, including the SPA Perception survey benchmark, which reached completion within Quarter 2. One further Quarter 1 deliverable was absorbed within the Authority's continuous improvement plan.

Two key deliverables in Quarter 2, both aligned to SPA Forensic Services, are as follows:

- Fingerprints Accreditation: The scope of Forensic Services' accredited products and services will extend to include Fingerprints.
- DNA 24: DNA 24 accreditation will be delivered and rolled out to all four Forensic Service Centres.

Both are still moving towards completion, but have slipped beyond the anticipated Quarter 2 delivery. Following UKAS assessment in Quarter 2, SPA Forensic Services received a recommendation for Fingerprint

accreditation. The recommendation has been implemented and Forensic Services are providing evidence in support of the recommendation, with a final sign-off now expected during January 2016.

Regarding DNA 24, the rollout is complete at three of the four centres in Scotland, with user acceptance testing currently underway in the fourth. Following three months of steady state use, a UKAS visit will then take place in March. Since rollout has already been completed at three of the four centres, any delay to the final phase of rollout does not represent a risk to service delivery, as DNA 24 demand can be subsumed by the remaining three centres.

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

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

## 5. FORENSIC SERVICES

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

### 5.1. KEY SERVICE INITIATIVES

The following outlines key service initiatives that Forensic Services have undertaken within Quarter 2 2015/16.

#### **Scottish Institute of Policing Research (SIPR) Funding Application Process**

Following the Forensic Research and Development day in March 2015, Executive members of the Scottish Institute of Policing Research (SIPR) have agreed to allocate a dedicated amount of funding to support forensic research initiatives. Forensic Services have evaluated applications as part of the SIPR funding initiative and the SIPR Board have now approved research funding for two research programmes, one which relates to creating a Proficiency Scale for Scene Examination in Scotland and the second is a series of Knowledge Exchange workshops to establish the current state of RNA profiling research.

#### **Biometric Database Development**

Forensic Services continue engagement with representatives from the Home Office Biometrics Programme and a further meeting which also includes representation from the Scottish Government and Police Scotland has been scheduled to consider the strategic way forward for the Biometrics Database in Scotland.

#### **Packages of Work**

The Packages of Work module successfully went through the second User Acceptance Testing with a number of issues being raised which have enhanced the product. Packages of Work will go live on during November 2015 and the product itself will deliver significant benefits including improved management information.

#### **Role of Forensic Services in the Joint National Forensic Gateway (JNFG)**

A successful workshop for the development of the JNFG took place in September 2015 with delegates from SPA Forensic Services, Police Scotland and COPFS. The session was successful with key decisions being made and there is a clear mandate to move ahead in a number of areas which will be incorporated in an action plan to progress developing the JNFG.

#### **Benchmarking in Scene Examination**

Forensic Services is currently reviewing data from Forces in England / Wales as part of a benchmarking exercise on scene examination activities. An interim report was provided to SPA Board in August and further work has been ongoing since then. An opportunity for a collaborative approach to the data analysis has been highlighted. It is anticipated that this work will be undertaken during Q3 of 2015/16 with a report to be submitted at a future Board Meeting.

### **Forensic Services - Management Development Event**

Forensic Services held a management development event highlighting the requirements of Forensic Services within the Memorandum of Understanding with Criminal Justice Partners to Forensic Services staff. The event also demonstrated the new Packages of Work Module within the Evidence Management System which will facilitate improved reporting against the Memorandum of Understanding Key Performance Indicators.

The event was also supported by Police Scotland with a presentation being delivered on the importance of reliable and consistent performance from a partner's perspective.

### **Forensic Services response to Major Incidents**

The enhancement and development of Forensic Services approach to responding to major incidents continues. A principle has been established to structure joint working activity in regard to major incident investigations across Police Scotland.

To ensure Forensic Services contributes in a consistent and corporate manner, Forensic Services will assign a Single Point of Contact (SPOC) for each Major Incident who will provide lifetime management to a particular event.

This concept has already been captured as part of Forensic Services management information through Packages of Work reporting and will enable Forensic Services to contribute and report more proactively to ensure all partners are informed on forensic contribution to add value to responding to major incidents.

### **Evidence Management System (EMS) – Development Roadmap**

During Quarter 2 2015/16, Forensic Services continued dialogue with Police Scotland ICT and Abbots Informatics where the priorities for Forensic Services EMS development were appraised. In addition other ICT key enabling projects were identified and shared. All representatives have made a commitment to support resource and technical requirements for both and ongoing joint engagement will continue in the delivery of the EMS Roadmap.

### **United Kingdom Accreditation Service (UKAS)**

UKAS completed their annual surveillance assessment of Forensic Services. The assessments at Dundee, Edinburgh, Aberdeen and the SCC laboratories concluded forty seven cumulative assessment days. Accreditation to ISO 17025 was successfully maintained across all Forensic Services laboratory sites.

Agreement by Forensic Services Senior Management has been reached to progress with multi-site accreditation as a key objective for 2016 – 2017. This will bring all Forensic Services laboratory accreditations under the one schedule.

### **Healthy Working lives (HWL)**

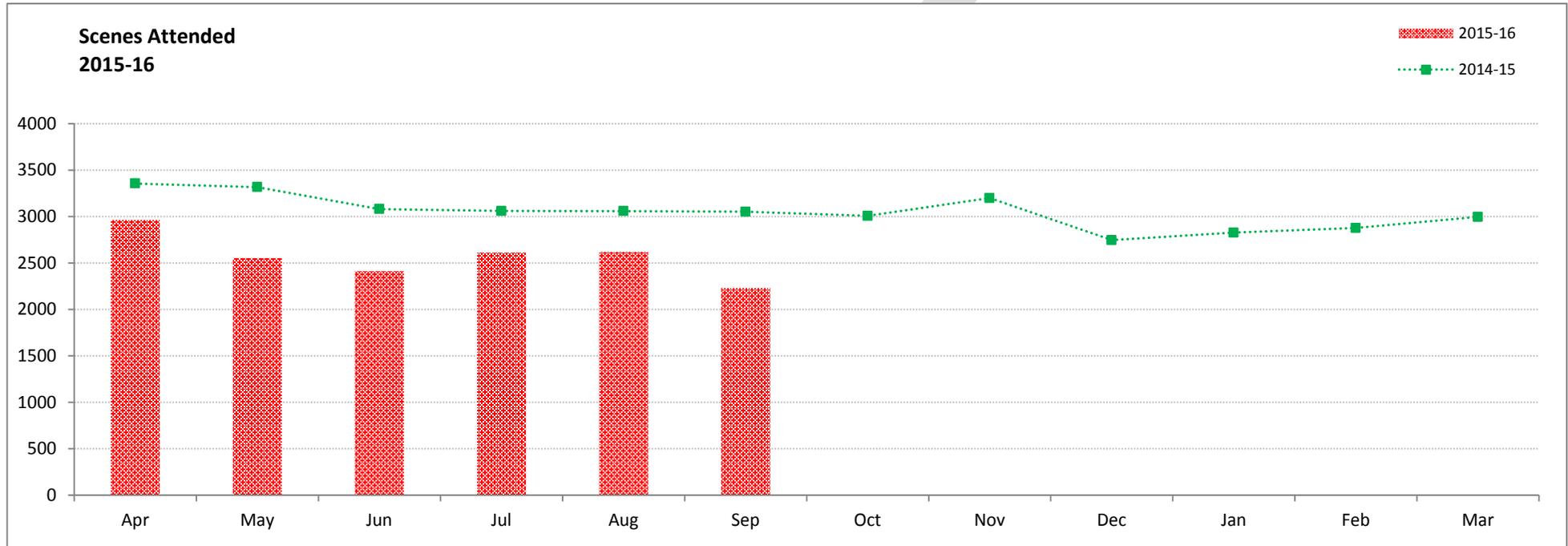
Progress is being made relating to the outstanding actions and the portfolio for submission for a Healthy Working Lives award is nearing completion.

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## 5.2 FORENSIC SERVICES

### 5.2.1 – Scenes Attended

Key performance delivery for Forensic Services is summarised as follows;

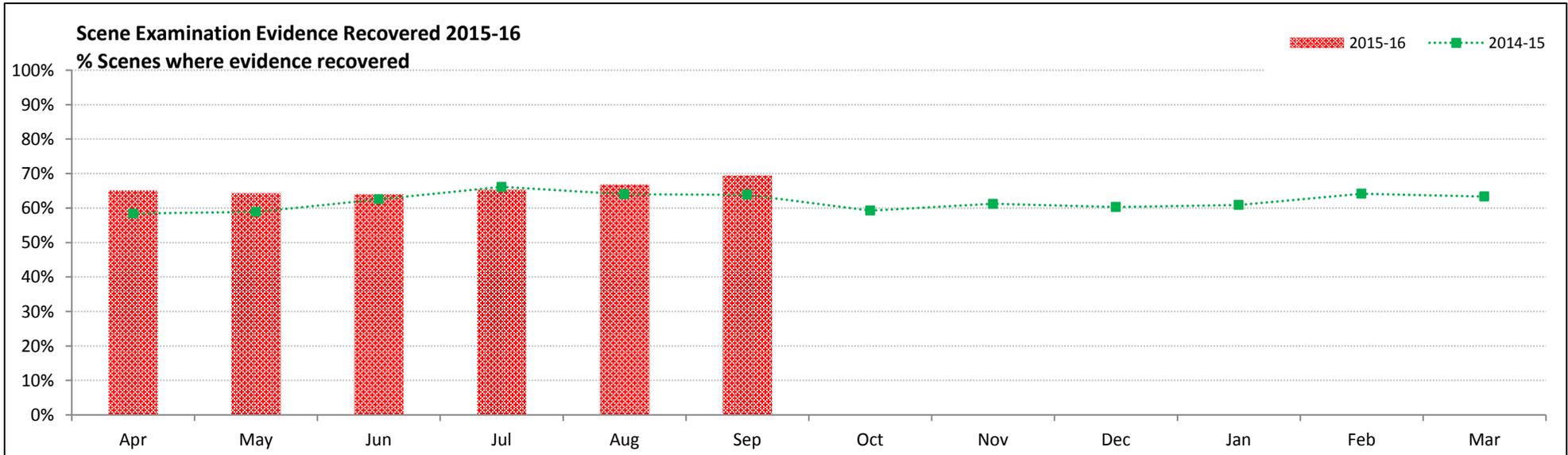


#### Scenes Attended

During 2014 Forensic Services implemented revised, consistent data recording rules for scene attendance. Only actual attendance at a locus is now recorded as a scene attendance. This change in procedure goes part way to accounting for the year to date (YTD) 18.7% drop in the number of scenes attended.

Data available as of Q2 2015/16 highlights that there have been sizeable decreases in housebreakings and motor vehicle crimes recorded by Police Scotland; incidents which typically result in Forensics attendance. Declines in these crimes types will therefore see some reduced demand for corresponding scene attendance.

## 5.2.2 – Scenes Examined

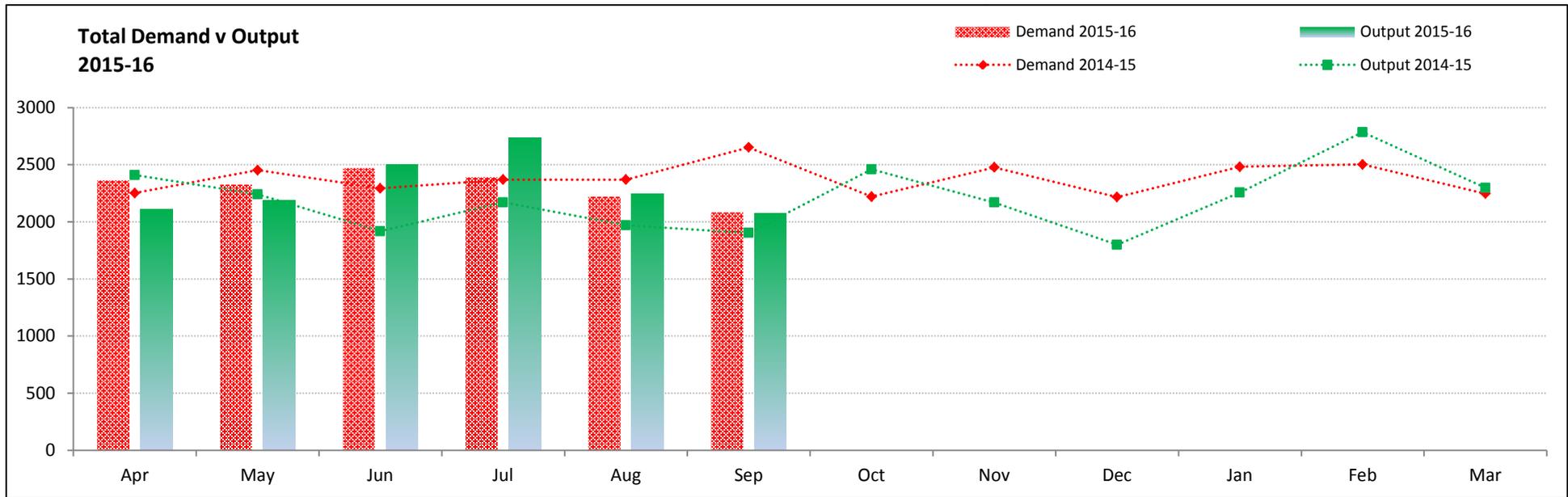


### Evidence Recovered

Although scenes attended have reduced in 2015/16 the recovery rate has stayed fairly steady with an average YTD figure of 65.88%.

At end of Quarter 2 the recovery rates are slightly above those for 2014/15. This may be attributed to an increased focus on recovery and improved engagement with Police Scotland at local Divisional level.

### 5.2.3 – Total Demand v Output

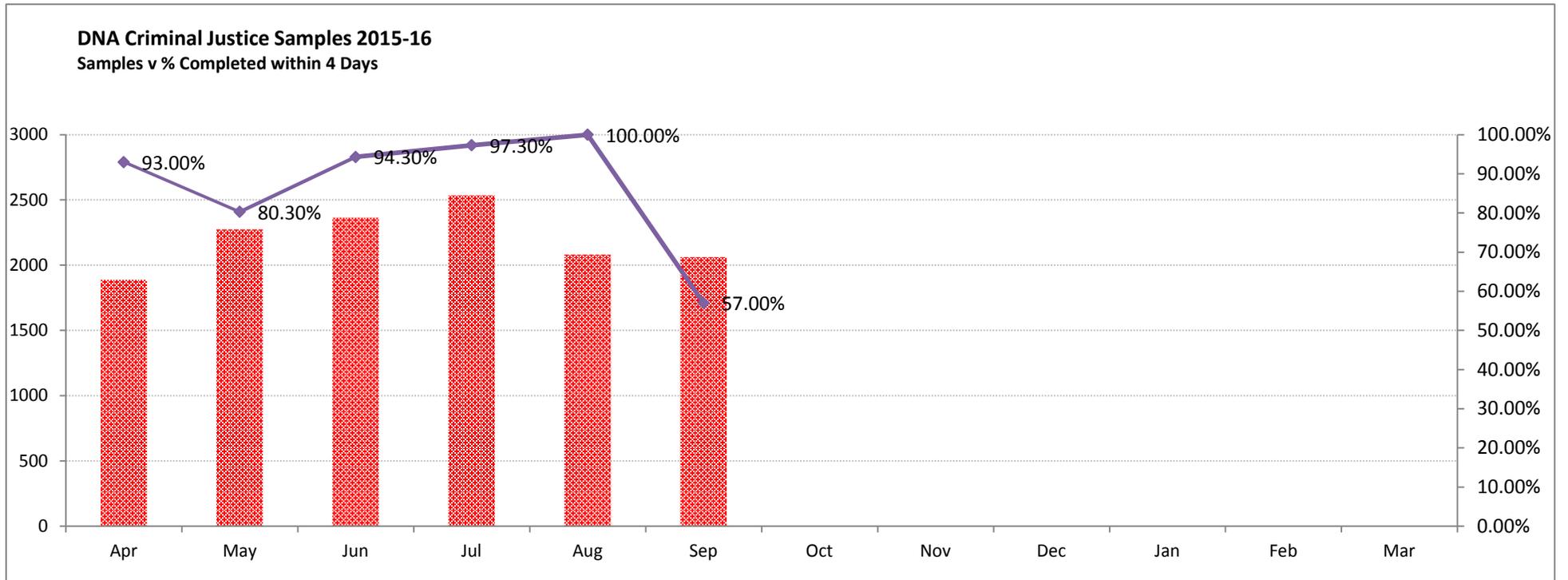


#### Laboratory Demand and Output

YTD Demand is 3.8% lower than last year's figures but Output shows an increase of 9.8%

For August and September 2015 Demand and Output cases are comparable; however, the increase in overall output for July 2015 is mainly due to increases in Drugs, Fingerprints and Chemistry and Documents output.

## 5.2.4 – DNA Criminal Justice Samples 2015-16



### Criminal Justice Samples

The chart outlines case demand compared with percentage processed within 4 days. During September 2015 the DNA Database went live with a new processing line to generate Globalfiler profiles, this also involved a significant upgrade to the software – resulting in the reported 57% of cases being processed within 4 days.

It should be noted that performance in processing timeliness has improved post the impact of the new profiling technology which will be illustrated as within Quarter 3 2015/16 reporting.

## 6. GOVERNANCE & ASSURANCE

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

### Complaints Received by SPA

The department has received 75 new contacts this quarter, seven of which were within the SPA remit for complaint handling. Five enquiries/complaints were closed during the quarter.

Five legacy complaints inherited by SPA on 1 April 2013 continue to be progressed.

An SPA Complaints Leaflet has been produced and will be uploaded, as a PDF document, on to the Complaints Page of the SPA Website, subject to final approval by the Authority's Complaints & Conduct Committee.

Complaint Handling Activity	Q1	Q2
New Contacts received by SPA	51	75
New Allegations received by SPA	81	131
New Contacts out with SPA remit	44	68
New Contacts within SPA remit	7	7
Contact closed during quarter	1	5

### Police Scotland Complaints Management

SPA engaged in a dip sampling test of complaints handled by Police Scotland's Professional Standards Department (PSD). Findings from the exercise were used to inform guidance in creating an SPA-led rolling programme of dip sampling which will commence this financial year, and was presented to the Authority's Complaints and Conduct Committee during Q2. This undertaking will provide SPA the opportunity to scrutinise the performance of Police Scotland's complaint management process, providing assurance and a mechanism to make improvements.

Police Scotland has produced, in liaison with the SPA, a more streamlined Performance Report to present relevant KPIs to the Authority's Complaints & Conduct Committee.

### Senior Officer Performance

A working group comprising representation from Scottish Government, Her Majesty's Inspectorate of Constabulary in Scotland (HMICS), the Scottish Chief Police Officers Staff Association (SCPOSA), and the SPA has produced guidance, aimed to aid application of the Police Service of Scotland (Senior Officers)(Performance) Regulations 2013. A formal consultation document has been produced and was submitted to Scottish Government by 27 November 2015.

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

#### **Equality and Diversity**

SPA has been liaising directly with the Equality and Human Rights Commission (EHRC) in the pursuit of its Public Sector Equality Duties in relation to employment, service provision and scrutiny of Police Scotland. The engagement has been extremely positive and will continue as we review our progress to date and plan future activities, monitoring and reporting of performance thereafter. The EHRC has also provided feedback on the SPA Mainstreaming Report which was positive on the progress of the SPA's employment related equalities duties (via the service back from Police Scotland). However, improved is required on the outcomes relating to SPA service delivery (Custody and Complaints) and also the SPA's governance and assurance of Police Scotland's compliance.

Based on engagement with the EHRC, a proposal for an SPA Equalities Review has been produced and shared with the SPA SMG and at a Members meeting on the 8th October 2015. The HR Governance Team has received approval to proceed with the review and provide monthly updates to the SMG. In addition, the HRRC will also receive updates on progress, however, as Equalities have wider scope than the HRRC, it is intended that Equalities will become an item at the full Board meeting. It has been agreed that the review and implementation of outcomes will be complete by the end of March 2015.

#### **Employee Opinion Survey**

The SPA has worked alongside Police Scotland in creating an employee opinion survey for all staff. After initial consultation with key stakeholders, the chosen provider, Axiom, delivered the survey in Quarter 1 of 2015/16 and in Quarter 2 presented the results to the Authority and Police Scotland.

SPA officers worked with Police Scotland on the outcome of the opinion survey, including meeting directly with Axiom to discuss the report, and attending numerous Steering Group meetings. The Authority has contributed to proposed engagement and communication plans in response to the findings of the survey, which will inform an action plan for presentation to the HRRC by Q3 2015/16. Ongoing governance has been agreed in terms of reporting progress back to the HRRC.

#### **Human Resources (HR) Policies and Guidance**

A proposed SPA Policy Governance Framework is under development, being led on by the HR Governance Team in consultation with People and Development and Policy Support, Police Scotland. This is specifically being developed to ensure that policies which may have an impact on staff and officers, but do not fall under the remit of People and Development, are still subject to SPA scrutiny and assurance process. The key principles of the proposed framework are being progressed to meetings with trade unions, Scottish Police Federation and ASPS to ensure that their views are considered before the framework is finalised.

#### **Modernisation**

A Staff Pay and Modernisation project is underway. Police Scotland – on behalf of the Authority as the employer – is conducting a review to modernise the pay, terms and conditions, and benefits of all those employed by the SPA, including Forensics Services and Police Scotland staff. SPA provides oversight and assurance of progress through its Human Resources and Remuneration Committee (HRRC).

**HR Statistics Pilot**

During Quarter 1 SPA led on a pilot to report a wider suite of HR statistics for Corporate and Forensic Services staff during the quarter, compiling a range of measures across themes such as staff resourcing, health and wellbeing, equality and diversity indicators, and employee relations. In Quarter 2, the functionality of the process was tested, culminating in an initial report which was presented to HRRC. The pilot was presented to HRRC in October and the decision taken to pause the production of the report until the collation and validity of data could be addressed.

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

**Freedom of Information (FOI) Requests**

FOI is one of SPA’s statutory obligations. In Quarter 2, SPA resolved 95% of FOI requests within the 20 day statutory period. Additionally, the Authority was notified that three appeals had been lodged by the Office of the Scottish Information Commissioner, following FOI decisions previously reached by the SPA. Six FOIs received in June continue will be progressed in July, still within the statutory period.

<b>FOI Activity</b>	<b>Q1</b>	<b>Q2</b>
New FOIs Received	26	28
Total FOIs Resolved	20	23
FOI responses exceeding 20 day statutory period	1	3
FOI Referrals to OSIC	3	0
SIC Decisions Reached	0	1
FOIs Carried to Next Quarter	6	11

**Scottish Information Commissioner (SIC)**

No appeals regarding FOI outcomes reached by the SPA were lodged with SIC during Quarter 2. However, one appeal received in Quarter 1 concluded, with SIC upholding the Authority’s original decision. The FOI request regarded a request for the raw data that were used to compile the Police Firearms Survey which was carried out by the research group TNS, commissioned as part of SPA’s Armed Policing scrutiny programme. The Authority had replied that it did not hold the information and was therefore unable to provide same.

## 7. COMMUNICATIONS & RELATIONSHIPS

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

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

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

During the period, the Authority's community accountability officers attended or supported board member input and dialogue at 28 local scrutiny and engagement meetings with committees and local elected members, sharing information, delivering question and answer sessions, and seeking assurance on the delivery of local plans.

Officers provided targeted briefings to a number of local authorities on the range of local scrutiny and reporting arrangements across Scotland, to support their own internal process reviews and improvement plans.

### **Local Policing Summit**

On 23 September, the Chair, Authority Members and officers contributed to the Cabinet Secretary for Justice's Local Scrutiny Summit in Edinburgh. Participants included local scrutiny conveners, Police Scotland, CoSLA, the Police Investigations and Review Commissioner and Her Majesty's Inspectorate of Constabulary in Scotland.

The summit focused on good practice, increasing scrutiny, supporting engagement between Police Scotland and local partnerships and the SPA, and building links to community planning priorities.

In delivering next steps, the Authority's programme of linked engagement includes 2 SPA led follow up events with lead local authority officers and scrutiny conveners in Quarter 3. These events focus on identifying potential improvement actions, and are informed by outcomes from the summit and delivered in partnership with COSLA. Findings from the summit and both events will contribute towards the Chair's Review of Police Governance.

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

**Online Engagement**

A website survey to capture such feedback was launched in June 2015 and website users were invited to give feedback over 4-weeks. Results were synthesised during Quarter 2, allowing for a set of improvements to the website to be proposed and implemented based on feedback received. Improvements were made to both the website's content and its layout, taking into account accessibility from an equalities perspective.

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

**Corporate Support**

Communications activity in Quarter 2 continued to include support across multiple SPA work streams, including reviewing the Independent Custody Visiting and the SPA's Complaints department. Support was also provided to August's Board meeting – with the focus on highlighting the roll out of the new SPA performance framework.

The Authority's communications and engagement team has also been involved in a dedicated Forensic Services Communication's Group which was established in Quarter 2, to identify issues within forensic services which required support through internal and external communication. Preliminary meetings have assisted in identifying a requirement to update the Forensic Services section of the intranet, which will be progressed through Quarter Three.

Further support was provided by the team through issuing statements and responses regarding the findings and recommendations of the interim HMICS assurance review of police call handling and the report of the Advisory Group of Stop and Search.

**Organisational Change**

A significant amount of support was provided from the SPA Communications and Engagement team from a media perspective following the announcement of the new Chair of the Authority, and in publicising the Chief Constable recruitment process.

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

**ICV Activity**

375 separate visits have been carried out during Quarter 2. In total, 625 detained persons accepted a visit, and were seen by ICV volunteers. This represents 36% of all people detained in custody at the time visits were conducted, the same proportion as in Quarter 1.

Access to 3.5% of detainees was refused<sup>1</sup>. Of those detainees who were offered a visit, there was a 62.5% uptake (i.e. those who accepted the offer of a custody visit) almost level with the 2014/15 uptake level (63%).

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

**Legislation**

The Public Services Reform (Inspection and Monitoring of Prisons) (Scotland) Order 2015 came into force on 31 August 2015. This transferred responsibility for monitoring Legalised Police Cells to the SPA Independent Custody Visiting Scheme. Prisoners (rather than individuals taken into custody by the police) can be held in these cells for up to 30 days. These cells are in stations which are not near to prisons where these prisoners would otherwise be held.

The transfer of responsibility for Legalised Police Cells has required that more localised visitors are recruited in Orkney, Shetland and Lewis. In this regard, liaison has been maintained with local voluntary organisations and radio with positive feedback to date. The Authority’s ICV department is also developing and implementing a program of administration and training to reflect this additional remit.

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

## 8. STRATEGY AND PERFORMANCE - QUARTER 1 DELIVERY

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

### **SPA Strategic Development Programme**

The latest in a series of Strategic Engagement days was held for Authority Members on 30 September, as part of the initial stages of transitioning Strategic Development Programme outputs and outcomes into the planning cycle, including financial, around the next Strategic Police Plan. Topics discussed were Forensics Services – Medium-Term Transformation Plans, Near and Short-Term Horizon Issues for SPA, Developing a Longer-Term Vision for Policing, Intelligent Policing Performance Analysis and Strategic Drivers of the Vision for Policing

Engagement is continuing between SPA, Scottish Government and Police Scotland with respect to the programme of work moving forwards on the Strategic Police Plan, and includes reference to the Programme for Government commitment on assessing the implications of changing demands on Scottish policing.

**Research Programme** As part of its Strategic Development Programme, the Authority has commissioned several pieces of academic work, as follows:

**Commission 1** - in July 2015, SPA commissioned the New Zealand Police Foundation to undertake comparative research on Scotland's and New Zealand's approaches to crime prevention and harm reduction, workforce planning and skills development, ICT investment priorities, partnership working, and performance management. The aim of the comparative research is to identify whether there are any best practice lessons that might be learned from New Zealand, particularly from the perspective of development a more preventative policing model. Research findings are expected to be reported to the SPA in Q3.

**Commission 2** - in July 2015, SPA commissioned Dundee University and the New Zealand Police Foundation to undertake a rapid evidence review on how policing organisations internationally are responding to 'austerity' through workforce restructuring, re-sizing, re-balancing and re-skilling. The review will examine the evidence on how workforce reshaping and restructuring is known to impact on operational and organisational functioning. Research findings are expected to be reported in Q3.

**Commission 3** - in August 2015, SPA commissioned Edinburgh University to undertake a rapid evidence 'landscape review' on Stop and Search. The aim of the Landscape Review was to summarise the extent and depth of the evidence base on Stop and Search (particularly in Scotland) with a view to identifying knowledge gaps. Findings from the Landscape Review will be submitted to the SPA in Q3 and shared with Police Scotland's REORG group (Research and Organisational Development regarding Stop and Search) as part of Police Scotland's ongoing Stop and Search Improvement Plan, with a view to wider publication of the Landscape Review later in Q3.

### **SPA Business Plan 2016/17**

The process to develop the SPA Business Plan for 2016/17 is now underway. Consultation is taking place with each of the Authority's Directorates to establish the key outcomes and measures for the next financial year. These early discussions include an assessment of the current plan and what has been achieved to date during this financial year. This work is on track to be concluded by March 2016. This assessment information will also feed into the review of the current Strategic Police Plan to identify where gaps exist or where further development will be required over the next financial year.

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

### **Call-Handling Performance**

The SPA Performance team continues to provide weekly assurance reports on Police Scotland call handling performance. To date, there have been no significant issues raised. Following the publication of the HMICS Independent Assurance Review of Call Handling, the Authority is seeking to widen the scope of regular information reporting received for call handling; this will be progressed throughout Quarter 3.

### **Stop and Search Analysis**

The Performance team have also undertaken to produce an analytical report based on high-level findings using data held on Police Scotland's National Stop and Search database. The report will consider stop and search activity from June 2015 onwards, with a particular focus on data linked to any issues identified within the report of the Advisory Group on Stop and Search, and the Authority's own scrutiny review of stop and search practices. Such themes include the volume of searches, the ratio of consensual to statutory searches, geographical variations, and demographic trends. The team are in contact with Police Scotland's National Stop and Search Improvement Delivery Unit, which has proven beneficial in understanding improvements already made to stop and search practice and recording methods. The team plan to produce a briefing in Quarter 3, which will be made publicly available as per Recommendation 5 of the Advisory Group's report.

### **Strategic Performance Framework Development**

Work to produce public performance reporting templates was the primary focus of the SPA's Performance team during Quarter 1, with a suite of products presented to August's SPA Board. In addition to preparing this set of reports for Quarter 2, the processes underpinning these reports continue to be improved, including officer meetings with Police Scotland colleagues to expand the breadth of evidence and performance information required from Police Scotland in order to inform SPA's review of Strategic Police Plan Delivery.

## **9. FINANCIAL ACCOUNTABILITY– QUARTER 1 DELIVERY**

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

#### **Governance and Oversight**

The Audit Scotland audit of the draft 2014/15 Annual Report and Accounts has been completed with the accounts presented to members for approval. In line with the 2013/14 timetable, the Annual Report and Accounts are expected to be laid before Parliament on the 18th of December 2015.

#### **Securing Best Value and Delivering Efficiencies**

Since the last Board meeting the work required to reduce the 2015/16 budget deficit has continued and further savings options developed to reduce the identified budget shortfall. The November F&IC meeting reviewed the progress of the budget action plan which has been further developed through meetings between Authority Members, SPA and Police Scotland senior executives. These discussions have assisted in the development of the required further savings options and subsequent actions necessary to take these opportunities forward.

Planning has been continuing on the 2016/17 budget as part of the current round of the Comprehensive Spending Review. SPA gave evidence on the future budget on the 1st of December 2015 to the Justice Committee. The Scottish Government Portfolio budgets are announced on the 16th of December when SPA will become aware of their Grant in Aid funding allocation for the future financial year.

#### **Internal Audit**

The Internal Audit team is continuing the programme of work as laid out in the 2015/16 Internal Audit Plan, which is monitored by the Audit & Risk Committee. In addition to audit work involving core financial processes, the audit plan also incorporates organisational processes, such as HR and organisational development (Police Scotland's employee vetting procedures), workforce planning and management; and information management and technology.

Looking forward it is anticipated that Scott Moncrieff, our co-source Auditors, will be fully engaged with the internal audit programme of work.

## 10. FORWARD OUTLOOK

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

- Holding Police Scotland to account through our Board, Committee structures and other regular governance engagements
- Chief Constable Recruitment and Induction
- Review of Police Governance
- British Transport Police integration programme board
- Evaluation of Police & Fire Reform governance board
- Reform Collaboration Group
- Justice Board
- IOCCO assurance review
- Delivery of our continuous improvement plan (aligned to the Review of Police Governance)
- Delivery of the 2015/16 Business Plan
- Strategic Development Programme including preparation of the Financial Strategy
- Preparation and laying the Statutory Accounts before Parliament
- Management of Budget 2015/16 challenges
- Commencing Budget and Business planning for 2016/17
- Engagement in Comprehensive Spending Review
- Local engagement on Policing
- Stakeholder Engagement – Police Scotland, PIRC , Crown, HMICS , SG sponsor division, Justice Board, Reform Collaboration Group, Justice leaders network