



Meeting	Authority Meeting
Date	22 February 2024
Location	Merchants House, Glasgow
Title of Paper	Committee and Oversight Group Reports
Presented By	Committee and Oversight Group Chairs/Members
Recommendation to Members	For Discussion
Appendix Attached	Yes – Performance Executive Summary

PURPOSE

To provide the Authority with an update on business progressed through the following meetings which have met since the last Authority Meeting:

- People Committee
- Policing Together Oversight Group
- Policing Performance Committee
- Resources Committee
- Forensic Services
- Audit, Risk and Assurance Committee

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Committee	Chair/Member	Meeting Date	Page
People Committee	Fiona McQueen	27.11.23	3
Policing Together Oversight Group	Tom Halpin	5.12.23 + 15.1.24	6
Policing Performance Committee	Alastair Hay	6.12.23	9
Resources Committee	Grant Macrae	19.12.23	12
Forensic Services Committee	Paul Edie	5.2.24	16
Audit, Risk and Assurance Committee	Mary Pitcaithly	6.2.24	19

Summary report from People Committee

27 November 2023

Fiona McQueen, Chair

The formal minute of the public items of business will be available at the meeting scheduled for 28 February 2024. This will also be published on the SPA's website.

A full recording of the public items of business taken at this meeting can be accessed here [Scottish Police Authority People Committee - 27 November 2023 | Scottish Police Authority \(spa.police.uk\)](#)

MAIN ITEMS OF BUSINESS

- Your Voice Matters Survey Implementation Plan Progress Update
- Wellbeing (including progress update on Ill Health Retirement and Injury on Duty Review)
- Health and Safety
- Policing Together
- Evaluation Outcomes of MyCareer, People Management Development Programme and Your Leadership Matters Phase 2
- Succession Planning

KEY ISSUES RAISED

Overall Reporting

There continues to be a focus on ensuring reporting can focus more on insight and impact and less on description of activity. Confirmation was provided that work is ongoing to support this through the development of outcome focused measures for the recently approved People Strategy and Strategic Workforce Plan. Only once improved reporting is in place will assurance be evidenced.

You Voice Matters

Members were provided with an update on progress on the Your Voice Matters Survey Implementation Plan. Members requested that Police

Scotland review and make clearer the expected timescales for actions to be completed. Clarity was also sought on the planned approach to surveying going forward.

Wellbeing

Against the context of reducing budget and reports of increased staff pressure, members asked for future assurance in relation to activity to seek to mitigate the adverse impact to officer and staff wellbeing through ensuring a meaningful and manageable workload. Members were updated on recent and planned improvements related to Ill Health Retirement and Injury on Duty awards, which will be progressed through the Scottish Police Consultative Forum.

Policing Together

Members commended the breadth and extent of activity, however noted the importance of understanding the impact of this activity to ensure that all the effort is supporting the intended outcome. During the private session members discussed data related to the recruitment process and protected characteristics. This will be discussed in the public session in February 2024.

Health and Safety

Police Scotland provided an assurance that individuals impacted by the pause in Officer Safety Training would receive this as soon as possible after the pause has been lifted.

Leadership and Talent

Members received an update (including recommendations and next steps) on the following evaluations conducted in 2023:

- MyCareer (Post Year 1 of implementation)
- People Management Development Programme (Post Pilot)
- Your Leadership Matters Phase 2 (At end of initial six months)

The Director of People and Development highlighted the importance of being able to demonstrate that processes work through evidence, as well as showing how this work supports culture change. Succession planning and talent management was discussed in the private session with an emphasis placed on the importance of the People Strategy and Strategic Workforce Plan to progress this.

CONCLUSIONS/ACTIONS REACHED

- Your Voice Matters (YVM): Police Scotland to review and make clearer the expected timescales for actions to be completed which appear in the appendix of the report.
- Wellbeing Report: Police Scotland to provide a report to the next committee detailing the actions being taken to ensure prioritisation of workload is fair and reasonable for both officers and staff in the light of budgetary reductions.
- Policing Together: Police Scotland to strengthen reporting on the impact of activity undertaken under the banner of Policing Together.
- Sex Equality and Tackling Misogyny: Police Scotland to ensure performance measures capture all the activity in progress and evidence of impact.
- Health and Safety: Police Scotland to report back to the committee on the progress made to fully implement the use of Surefire earplugs and considering the associated risks if not implemented.
- Your Safety Matters: Police Scotland to provide Members with a report on the benchmarking undertaken and key lessons learned.

Summary report from Policing Together Oversight Group

5 December 2023 and 15 January 2024

Tom Halpin, Chair

MAIN ITEMS OF BUSINESS

- Equality, Diversity, Inclusion and Human Rights Independent Review Group (IRG) Interim Report and progress of Final Report
- Policing Together Programme Activity and Impact Overview
- Assessment of the quality of Police Scotland policies and EQHRIAs
- Impact of publishing misconduct results
- Part-time working for officers
- Review of outstanding grievances
- Communications planning

KEY ISSUES RAISED

Over the 2 meetings, Members of the Oversight Group considered several updates on the Policing Together Programme of work. The Director of Forensic Services, SPA Corporate staff, colleagues from Police Scotland's People & Development and representatives from Learning Training and Development were welcomed to the meetings. Their attendance and contributions underpinned the ambition of the Group to ensure this work encompasses all areas of the organisation.

The Chair and Vice Chair of the Equality, Diversity, Inclusion and Human Rights Independent Review Group (IRG) informed Members on their recent work via an interim update at the meeting of 5 December, followed by a summary of their draft final report, supported by IRG colleagues on 15 January. Members welcomed the updates and agreed that the final report would be presented by the IRG to the Authority meeting of 21 March alongside a written response to its findings by Police Scotland.

The work to deliver effective training was considered and an assurance was provided that ongoing evaluation and impact assessment will ensure the training offerings are cognisant of any lessons identified and training will be refreshed when it is identified as necessary.

A comprehensive review of Police Scotland policies and EQHRIAs continues and a report of the findings will be considered by the Oversight Group early in the coming months. Members anticipate the report will

provide oversight of the steps taken to address unconscious bias and assurance that, where it has been found, steps have been taken so that published documents are free from bias and support improved practice along with shared learning.

Oversight Group Members welcomed a report which provided positive feedback on new Professional Standards Department internal publications, namely "The Standard" and "Gross Misconduct Outcomes". These publications describe trends and patterns seen in complaint and disciplinary matters in order to highlight to officers and staff the standards of behaviour required of them. The publications also share the outcomes of actual gross misconduct cases to increase awareness across the organisation.

The need to create a shift in the organisational culture to move to focus on early engagement, mediation and resolutions was discussed by the Oversight Group. The importance of communications to achieve this shift was understood by all and Members welcomed an assurance that steps are being taken to create a more positive environment in this regard.

Finally, the Head of Corporate Communications updated Members on the various components of the Policing Together Communications Strategy. Members were encouraged by the range of activities being undertaken and level of staff and officer engagement with the intranet site.

CONCLUSIONS/ACTIONS REACHED

- While there has been some discussion on the performance framework and the development of dashboards for the Policing Together programme, members continue to reinforce the need for clear reporting on progress (activities, outcomes and impact) that demonstrates appropriate prioritising and pace of delivery. Future meetings will consider Police Scotland's ongoing work on data development and reporting.
- Further to the update on part-time and flexible working, members are seeking a clear statement of intent in this space, as it is seen as an area of significant potential. It is expected that a position on probationer recruitment will be confirmed shortly.
- The Oversight Group has actioned a paper which will provide an assessment of the quality of policies and EQHRIAs that have been reviewed along with a timeline for the completion of the review. Members expect that the most impactful policy changes will be

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accelerated, with demonstrable progress reported back to the Oversight Group at the next meeting.

- Similarly, an Internal Audit of Grievances will be considered by this Group at a future meeting.
- Overall, The Policing Together Oversight Group continues to seek assurances from Police Scotland, working with SPA Forensics and SPA Corporate, that it can, and will deliver high-impact outcomes at pace, and is prepared to prioritise its resources to ensure the success of the programme.



Summary report from Policing Performance Committee

6 December 2023

Alastair Hay, Chair

The formal minute of the items of business will be available at the meeting scheduled for March 2024. This will also be published on the SPA's website. A full recording of the items of business taken at this meeting can be accessed at [Policing Performance Committee - 6 December 2023 | Scottish Police Authority \(spa.police.uk\)](https://www.scottishpolice.gov.uk/policing-performance-committee-6-december-2023)

MAIN ITEMS OF BUSINESS

- Performance and Improvement Reporting
- Public Confidence and Partnership Activity
- Operational Policing Issues

KEY ISSUES RAISED

Performance Reporting and Improvement Activity

- The Q2 Performance report was discussed at length and Members welcomed the inclusion of an increased level of disaggregated data which had been requested to provide additional insight to support their oversight and scrutiny.
- The Committee welcomed the inclusion of local experience captured by the Your Police Survey in the development of revised Local Police Plans.
- The increase in acquisitive crimes was highlighted as a concern. Police Scotland gave assurance that they were engaging with retailers to explore ways in which shoplifting, anti-social behaviour and violence against retail staff can be tackled. The Committee supported this approach and endorsed coordination between Local Policing Teams, Local Authorities and local businesses to develop action plans.
- Members sought assurance on actions to address the increase in online fraud cases and decreased detections whilst recognising the growing volume of demand and the complexities in detecting these crimes. Police Scotland committed to a continued focus on these crimes.
- Police Scotland colleagues agreed with Members reflection that the update on delivery of the Annual Police Plan needed to be improved through better tracking of progress milestones and achievements to demonstrate continuous service improvement. Building on previous comments in this regard Members were clear that the next iteration of the Plan must be specific in its alignment with what the organisation aims to achieve, what

it has achieved, and articulates recovery actions when progress is not as planned.

- Members endorsed the paper which provided local authority level detail on key crime groups and detection rates, recognising the value of understanding local variation often hidden by national statistics. Police Scotland colleagues recognised this set the bar for reporting and committed to increased local reporting going forward and acknowledged the value of this data to local command teams in resource planning and sharing best practice.
- The Committee congratulated the Independent Custody Visiting Team on winning a Gold Accreditation Award from the Independent Custody Visiting Association. Members valued the vital contribution to upholding detainee human rights brought by volunteers and thanked all visitors.
- Members expressed concern that access to washing and showering facilities remained an issue within the custody estate. Police Scotland agreed this was not acceptable and committed to work to identify a solution to this issue as a matter of the highest priority.

Public Confidence and Partnership Activity

- The Committee endorsed the ongoing partnership approach with SIPR and other research agencies in order to inform horizon scanning and evidence-based decision making. Members highlighted the Joint Evidence and Research Forum as the key coordinating forum for prioritisation and driving impact in this area.
- Members recognised the ongoing focus on children's rights demonstrated in both the SPA and Police Scotland Corporate Parenting plans and acknowledged that there has been much progress in this area, particularly regarding those in conflict with the law and those from a care experienced background.
- Key areas of focus highlighted by COSLA included the financial challenges across public service and in particular the impact of anti-social behaviour in communities.
- Members reflected the HMICS Thematic Review on Policing Mental Health in Scotland was consistent with the call for a whole system approach emerging from the Authority event convened in December 2022. The report recognises the complexity, challenges and interdependencies which need to be addressed when preventing crisis and in supporting those at mental health crisis points. All agreed that a whole system approach is required. Police Scotland will report on progress against the recommendations as part of this system wide partnership approach.

Operational Policing Policy

- Members considered progress against the recommendations resulting from recent Custody Inspections in Lanarkshire and Tayside. Members sought and received assurance that work to reshape the current custody estate will be aligned to the Local Policing Service Delivery Review and the Estates Improvement activity.

- Members were updated on the progress being made through the Local Policing Service Delivery Review to assess the as is state of local policing to support a future improvement programme underpinned by the learning from this extensive discovery phase. Members highlighted the importance of ensuring this work was coordinated with the improvement activity under other ACC led portfolios.
- Members considered updates on the effectiveness of several operational or tactical approaches including, the National Approach to Missing Persons and Reducing Demand, use of TASER and the use of Stop and Search. In considering all these updates, the Committee encouraged Police Scotland to focus on demonstrating these tactics were consistent with the rights-based approach, the relevant code of practice and to bring forward evidence that these approaches improved safety and wellbeing and are subject to appropriate safeguards and checks and balances.

Conclusions Reached

Performance reporting to this committee continues to develop and increasingly promotes public trust, confidence and understanding of the challenges facing Police Scotland and the prioritised actions being taken forward.

The oversight and scrutiny of the Committee will focus on challenging and supporting decision making in respect of the coordinated and prioritised allocation of resources and policing priorities in Scotland.

A clearer articulation of what the organisation is seeking to achieve, how it is addressing the challenges, how this work is coordinated, what the benefit to the public has been through delivery of improvement activity and what remains to be done, will further enhance trust confidence and understanding of both the public and key strategic partners.

Summary report from Resources Committee

19 December 2023

Grant Macrae, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 20 February 2024. This will also be published on the SPA's website.

A full recording of the public items of business taken at this meeting can be accessed at <https://youtu.be/OM61ofkD918>

MAIN ITEMS OF BUSINESS

- Financial Monitoring and planning
 - o Financial Monitoring Report P7 2023/24
 - o Financial Regulations – Post Implementation Review
 - o Financial Regulations – pre approval reporting
- Financial Implications Updates
 - o Pensions Update
 - o Legislative Change Financial Impacts Update
- Estates Improvement Planning
- Procurement
 - o Procurement Performance
 - o Contract awards x 2
- Business Cases Scrutiny
 - o Project Updates – Forensic Service - Operating Model Project and Criminal History System (CHS) Refresh Project
 - o

KEY ISSUES RAISED

Members welcomed ACC Middleton who attended to provide operational insight across several matters. It was agreed these insights and explanations aided members of the Committee in their scrutiny and oversight of financial planning matters and Members look forward to representation from other senior operational colleagues at all future committee meetings.

Financial Monitoring and planning

- The Committee discussed the P7 Financial Monitoring Report which reported that mitigating actions and savings continue to be managed and delivered. While progress has been made, a significant risk in terms of delivery of the overall budget remains which remains an area of concern for the Committee.
- It was highlighted that, as reported at the Authority meeting in November, the Accountable Officer has written to Scottish Government seeking £5m contingency funding to support a balanced budget position.
- Members sought and received an assurance that there was robust management of risks resulting from the decision not to commit any further capital in this financial year. The Head of Finance provided assurance the impacts would continue to be closely monitored by the organisation at the most senior level and of course, to this Committee.
- The Post Implementation Review of changes to the Financial Regulations was considered and Members commended the work which had resulted in added clarity on governance and approval levels and improved processes. The Committee was interested to hear that the SPA has shared details of this work with partners including the British Transport Police Authority and the City of London Police Authority. Members also considered the 6 monthly update which gives details of the approvals and decisions made under these Financial Regulations. This reporting gives a proportionate line of sight for the Resources Committee.

Estates Improvement Programme Update

- Members were updated on the wide-ranging estates improvement activity currently underway. Resources Committee and thereafter, the Board will be invited to consider detailed Estates Improvement Plan in early 2024 which will include an update on how the strategic plan is developing. Members sought and received assurances that when it is presented, the more developed plan will provide timescales and milestones for the activity.
- Members agreed internal and external comms would be crucially important as this work progressed and urged Police Scotland colleagues to ensure this was a priority area of planning.

Pensions Update

- The Committee considered an update on the Local Government Pension Schemes (LGPS) scheme valuations and the reduction in employer contribution rates and heard that there is no impact on employee contributions and this does not impact Police Officer pensions.

Legislative Change Financial Impacts Update

- Members welcomed the interim update and noted a comprehensive report, inclusive of validated financials, would be discussed in early 2024. The committee was assured that the final report would address the recommendation within the HMICS Inspection of Toxicology that "SPA and Police Scotland should consider an auditable mechanism to assess impact of new legislation in terms of resource, budget, policy and public confidence".

Procurement Performance

- The Committee congratulated the team for their recent success in winning 2 awards at the Scottish GO (Government Opportunities) Awards and agreed this was very welcome external validation of the good work done by the team.
- Members noted the continuing positive increases in compliance rates across various procurement functions and a clear theme of supporting delivery of savings.

Business Case Updates

- Following requests for additional oversight following consideration of the Initial Business Case, Members considered an update on the Forensic Service - Operating Model Project and heard this project continues to progress as planned. A Full Business Case will be available in Spring/Summer 2024 which is line with current planning.
- The Criminal History System (CHS) Refresh Project update provided assurance that resourcing risks around timescale delays are decreasing and project delivery appears to be mainly impacted by the complex nature of technical component upgrades.

CONCLUSIONS/ACTIONS REACHED

- In respect of contract awards the Committee asked for an understanding of what consideration is given to how new technical solutions impact the public, for example in cases such as the Cyberkiosk Licence contract award.

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- Estates Improvement Masterplan to be presented to the March Resources Committee with details of the timescales and key milestones for the planned activity.



Summary report from Forensic Services Committee

5 February 2024

Paul Edie, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 7 May 2024. This will also be published on the SPA's website. A full recording of the public items of business taken at this meeting can be accessed at [Forensic Services Committee – 5th February 2024](#)

MAIN ITEMS OF BUSINESS

- Forensic Services performance, including financial
- Drug Driving
- HMICS Assurance Review of Forensic Toxicology Provision – Improvement Plan and Timeline for Delivery
- Forensic Services Change Programme
- Digital Forensics – Next Steps and Timeline for Progression
- Operational Risk

KEY ISSUES RAISED

Forensic Services Directors Report

Members welcomed a significantly improved picture in relation to Post Mortem Toxicology and were assured that cases received towards the end of December 2023 onwards will comply with the 35 days turnaround time for non-priority cases. Members also welcomed and commended a positive assurance statement following a successful Biometrics internal audit.

Forensic Services Performance

Members sought and received assurance in relation to performance and delivery specifically around volume crime, firearms, scene examination and health and safety as a result of areas of 'red' performance highlighted in the report. Members were given assurance that outstanding UKAS issue in relation to management system audits and compliance with ISO

17025 were being addressed and offerend no significant risk to accreditation.

Drug Driving / Forensic Toxicology Improvement

Members noted the improvements in in house performance on drug driving toxicology while expressing concern on the timeliness of case turnaround from the outsourcing provider. Further detail was provided on the ongoing management of the outsourcing contract and the planned improvement in timeliness as well as the requirement to continue outsourcing into 2024/25 to support further internal service development. Members sought clarity on the position regarding the Statutory Time Limit and stressed the importance of being prepared for the time limit to reduce to 6 months at the end of November 2024. Police Scotland assured members that PS, Forensic Services and COPFS were all working collaboratively, with open and honest conversations as and when required in relation to this matter. Members have asked that future committee reports details the end-to-end process around achieving the 6-month statutory time limit. Members sought clarity around when they would have sight of the Long-Term Sustainable Model and were advised that work was required as part of their internal strategy before they refresh the work that has been done on the options for a Long-Term Sustainable Model and submit a business case to allow this piece to be part of budget discussions. Members were advised that this piece of work remains as Forensic Services highest risk.

HMICS Assurance Review of Forensic Toxicology Provision – Improvement Plan

HMICS advised that there had been good progress made in some areas of the business, however, had concerns around the Long-Term Sustainable Model and where the funding for that would come from. HMICS noted that keeping people safe on the roads of Scotland will require increased capability and capacity to ensure roadside testing is available to a wider range of police officers. HMICS stressed that preparation and planning should be underway for a reduction to a 6-month statutory time limit noting this as the view of members of the criminal justice committee. Crown Office are currently planning towards a reduction to a 6-month statutory time limit.

Forensic Services Change Programme Update

Members were provided with an update on progress against the Forensic Services Change Programme Plan and work to introduce a Benefits Realisation Management Framework & Plan. Members welcomed the

layout of the report, particularly the presentation of benefits realisation within the report. Members noted concerns around delivery timelines, particularly with the absence of a project manager and were assured that the current resource will ensure delivery and that the August deadline will be met. Members look forward to having sight of a detailed report to the next committee following the external review of the tasking and deployment processes carried the Metropolitan Police.

Digital Forensics – Next Steps and Timeline for Progression

Members received with a report on Police Scotland's progress towards obtaining ISO 17025 within Digital Forensics. The committee have been assured that a revised timeline will come within the next 6 monthly report which should hopefully include the UKAS timeline and steady state of work. Members were advised that there were no concerns over the March 2026 end date. Members have welcomed a handbook approach to setting up all sites by Summer 2025.

Operational Risk

Members were provided with the opportunity to review FS Operational Risks.

CONCLUSIONS/ACTIONS REACHED

Drug Driving

Members **AGREED** the need for future reports to be restructured and detail the end-to-end process of achieving the 6-month statutory time limit.

Members **AGREED** the need for regular updates (fortnightly or monthly) in relation to the deterioration in the timeliness of provision of drug driving reports from the outsource partner during the latter part of Q3 2023/24.

FS Change Programme

Members **AGREED** the need for a report on the feedback on the external review of the tasking and deployment processes carried the Metropolitan Police.

Digital Forensics – Next Steps and timeline for progression

Members **AGREED** the need for the next report to include a revised timeline including the UKAS timeline and steady state of work.

Summary report from Audit, Risk and Assurance Committee

6 February 2024

Mary Pitcaithly, Committee Chair

The formal minutes of the public items of business will be available at the meetings scheduled for 9 May 2024. These will also be published on the SPA's website. A full recording of the public items of business taken at these meetings can be accessed at [Scottish Police Authority Audit, Risk and Assurance Committee | Scottish Police Authority \(spa.police.uk\)](https://spa.police.uk)

ITEMS OF BUSINESS CONSIDERED

- Internal Audit Update and report on New Legislation
- Annual Internal and External Audit Plans
- Police Scotland and SPA Audit and Improvement Recommendation Trackers
- ICO Audit of Police Scotland
- HMICS Inspection - SPA Validated Self-Assessment update SPA Public Duties
- Police Scotland, Forensic Services and SPA Risk Management Reporting
- Police Scotland DESC Update

KEY ISSUES RAISED

- **Internal and External Audit Reporting**
 - **Internal Audit Update.** Members expressed disappointment only one of four scheduled reports was completed and presented. The Chief Executive confirmed a meeting had been requested with relevant teams in SPA and Police Scotland to ensure draft reports are responded to.
 - **Internal Audit Report on New Legislation.** Members welcomed the report and discussed the wider impacts whilst acknowledging the main driver was to provide a financial perspective.

- **Annual Internal and External Audit Plans.** Members welcomed both reports and their approval was sought for the Internal Audit Plan. Discussion on the External Audit Plan focussed on materiality threshold and additional costs for pension audit work. Members were assured the materiality threshold is reviewed annually, and additional costs related to the complexity of Police Scotland pensions following an initial fee based on other public sector bodies.
- **Audit and Improvement Progress**
 - **Police Scotland Audit and Recommendation Tracker.** Discussion focussed on assurances that closed recommendations have the desired impact and high-risk recommendations are prioritised. Members encouraged indicative timelines are added to pending recommendations with no completion dates.
 - **SPA Audit and Recommendation Tracker.** Members shared the Chief Executive's concerns over the re-opening of two recommendations from the HMICS Toxicology inspection. The Committee supported the Chief Executive's reluctance to allocate resource to an area of work which Scottish Government have already ruled out.
- **Assurance Reporting**
 - **ICO Audit of Police Scotland.** The Committee received progress updates on work to complete ICO Audit recommendations, and the mobile phone data extraction project. The Committee were assured that recommendations from both were anticipated to be completed on time.
 - **Police Scotland DESC Update.** Members were provided with a progress update on the pilot and an overview of the Pilot Evaluation Report. The Committee acknowledged the system is working well but noted some compliance issues still needed to be fully resolved.
- **Risk Management Reporting.** Members received updates from Police Scotland, Forensic Services and SPA. Whilst the Committee's focus of the Forensic Services Risk Review is on trends, it was noted that the People Committee would be provided an update on the people and wellbeing impacts of risks. Discussion on the Police Scotland Risk Review focused on risk appetite and tolerance, and the Committee was asked to recommend the SPA Strategic Risk Review to the Authority.

CONCLUSIONS/ACTIONS REACHED

- The Committee approved the Annual Internal Audit Plan
- The Committee agreed to schedule an additional meeting in March to allow reporting of delayed Internal Audit reports.
- The Committee noted a report to the Authority may be required to gain a definitive SPA position on two re-opened recommendations from the HMICS Toxicology Inspection.
- The Committee recommended the SPA Strategic Risk Review to the Authority for approval.
- Police Scotland committed to updating the Committee on the outcome of their review of risk appetite.
- Members and Police Scotland leads agreed that timescales for DESC go-live may need to move to ensure compliance agreements are in place. The outcome of the SIRO review of DESC will also be reported to the SPA.

Executive Summary

Introduction

This is the second Quarterly report of the 2023/24 performance cycle, reporting on our [revised Performance Framework](#) and Measures of Progress. This report takes a more holistic approach on reporting against the five strategic outcomes as much of the activity reported will crossover and inform more than one strategic objective.

Our outcomes focused Performance Framework is linked to our strategic planning processes and aligns to the Strategic Outcomes as detailed in the [2023/24 Annual Police Plan](#), these being:

- **Public Safety and Wellbeing** – threats to public safety and wellbeing are resolved by a proactive and responsive police service
- **Needs of Local Communities** – the needs of local communities are addressed through effective service delivery
- **Confidence in Policing** – the public, communities and partners are engaged, involved and have confidence in policing
- **Working Environment** – our people are supported through a positive working environment, enabling them to serve the public
- **Sustainable and Adaptable Service** – Police Scotland is sustainable, adaptable and prepared for future challenges

This approach provides a wider and more detailed picture of traditional policing performance measures, supplemented with additional insight and narrative to the many different aspects of policing and corporate support functions.

Our Performance Framework also reflects a renewed focus on Policing Together and Violence Against Women and Girls (VAWG). Development work is ongoing to progress and align new measures and insights in response to implementing strategies and achieving positive impacts and outcome.

As we move through 2023/24 the demand placed on officers within our operating environment becomes more challenging. Following the announcement of the Scottish Budget for 2023/24 it has been recognised that the delivery of effective policing will be demanding with reduced officer numbers and a reduced overtime budget. Improvements to our technology, buildings and vehicles will also continue to be challenging.

This report will continue to help the SPA Board and the public to understand the complexities of delivering an effective police service, how we are evolving as a service, how we face the challenges of modern policing and ensure we are delivering performance in line with our organisational values.

This report comprises of six sections:

- Policing Demand during Quarter 2 2023/24
- Measures of Progress towards Strategic Outcomes – Challenges & Responses
- Policing During Quarter 2 2023/24 – Key Insights
- Unlocking Insights – Local Focus
- Policing Together
- Measures of Progress towards Strategic Outcomes 1-5 – Full Picture

Policing Demand during Quarter 2 2023/24

In the current economic climate, policing performance has been impacted by the decrease in funding and resources coupled with an increase in call volumes, the number and complexity of crimes reported and increasing cyber enabled/dependant crime.

As we move forward through 2023/24, prioritisation is key to ensure our officer and staff wellbeing and our response will need to be focused towards the areas of highest threat, risk and harm. A review of corporate support functions and delivery models across the whole organisation is underway along with work led by Partnerships, Prevention and Community Wellbeing to reduce the level of demand coming to Police Scotland from other agencies.

The valuable contribution that police officers and staff continue to make in keeping people and communities across Scotland safe, has been recognised with a pay increase and a commitment to commission an independent review, considering police officer pay and benefits.

Police Scotland continues to lead work on our commitment to provide an environment that supports and enhances everyone's experiences at work. Tackling sexism and misogyny is a key strand of Policing Together, and the Oversight Board are using the lived experiences of colleagues to identify and tackle the issues faced within the Service and create an inclusive workplace, free from sexism and misogyny.

Multiple factors have attributed to the increase in call volumes including sporadic good weather which continued throughout the quarter, in addition to large scale events including the UCI Cycling World Championships and summer festivals. The National Police Chiefs Council (NPCC) noted record high 999 call volumes experienced by emergency services across the UK. Police Scotland remains committed to delivering efficient and timely responses to emergency calls and efforts continue to reduce call answer times and direct callers to the appropriate method of contact.

Crimes reported to Police Scotland have increased by over 10,000 compared to the same period last year (see **Key Insight 1**). Levels of overall crimes for Groups 1-5 have increased year to date, up 6.4% compared to last year and 4.8% compared to the five-year mean.

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Levels of Group 3 (acquisitive) crimes have increased in Quarter 2 2023/24, 10.9% increase compared to the previous year. Nearly all local policing divisions have seen an increase in acquisitive crime per 10,000 of the population compared to the previous year (see **Local Insight 1**). Shoplifting crimes continues to be the main contributor to this increase, with increases also been seen in domestic housebreaking and motor vehicle thefts. Further details on motor vehicle thefts can be seen in **Key Insight 2**.

In this report we have expanded on the disaggregated data with a local element, focusing on specific key areas including, shoplifting crimes, robbery and common assault (see **Local Insights**).

We are now approaching Bonfire Night, typically one of the most demanding periods for police and other emergency services. Our public order response, Operation MOONBEAM, supports local policing divisions to deter and address fireworks-related disorder and criminal activity. The lighting of bonfires and the use of fireworks can be highly disruptive and potentially dangerous, leading to a marked rise in antisocial activity and disorder along with associated criminality, during the Halloween and Bonfire season.

As we move into Quarter 3 2023/24, we welcome our new Chief Constable, Jo Farrell, who has set out her priorities and operational objectives for Police Scotland and the communities we serve.

Measures of Progress towards Strategic Outcomes – Challenges

Measures of Progress towards Strategic Outcomes have been identified by Police Scotland in collaboration with the Scottish Police Authority. This suite of key measures has been identified from the available management information and aims to support consistent reporting from the Performance Framework. The following is a synopsis of exceptions identified within the Quarter 2 report.

Outcome 1 – Drugs Harm ([see here](#))

Challenge: Police Scotland maintains a focus on tackling substance use and harms in our communities. Societal problems such as poverty, mental health vulnerabilities, and the ongoing increase in cost of living all add to the complexity of this challenge, and we acknowledge the need for a public health, whole system approach in addressing the harms caused by problematic substance use.

Our focus around drug related deaths is on identifying primary prevention and intervention opportunities. Through working with partners, we can reduce the harm caused by substance use to individuals and communities.

Response: The latest Police Scotland figures on drug related deaths, provided to the Scottish Government, show that between March and June 2023 Police Scotland recorded 302 suspected drug deaths. Over a 12 month period to June 2023 there were 1,130 suspected drug related deaths, a decrease of five (0.4%) compared to the same period the previous year.

Police Scotland has also finished the rollout of our naloxone program, with 12,500 officers and staff now equipped with the lifesaving equipment. Officers and staff have used naloxone a total of 372 times, and additional funding was recently received from the Scottish Government to ensure all non-front line officers are also equipped with naloxone in a high profile manner when attending policing events throughout the force.

We also continue to work in partnership with different organisations to meet our unified goals of assisting people in need. We are working with the University of Abertay on drug type analysis and with the charity I Am Me to educate children in schools to improve their knowledge on substance harm.

On 11 September 2023, the Lord Advocate for Scotland made public that they would be prepared to publish a statement of prosecution policy to the effect that it would not be in the public interest to prosecute users of such a facility for possession of illegal drugs in Safe Drugs Consumption Facilities. Therefore, Glasgow Health and Social Care Partnership is able to plan an implementation of a Safe Drugs Consumption Facility. Police Scotland will continue to work with Scottish Government and the proposers of the Safe Drugs Consumption Facility through their strategic and tactical working groups.

Outcome 1 – Serious Organised Crime (see here)

Challenge: Serious Organised Crime Group's prey on vulnerable members of society and young people can be particularly at risk of exploitation. They endeavour to exploit young and vulnerable people to sell drugs, carry cash and weapons – bringing violence, coercion and abuse.

County Lines, a method of dealing drugs which relies heavily on the criminal exploitation of children and vulnerable adults, is a crime which is prevalent in the North of Scotland. Police Scotland monitors and assesses Serious Organised Crime Groups involved in County Lines across the country and run various projects and operations throughout the year to tackle the issue.

Response: The Serious Organised Crime Task Force (SOC Task Force) took place on 05 October 2023 chaired by the Cabinet Secretary for Justice and attended by a number of partners. The meeting was productive with work being progressed in relation to early intervention for children involved in Serious Organised Crime and further development of Intelligence Sharing Agreements between partners.

Between 09 and 15 October Police Scotland were involved in the national County Lines Intensification Week, which saw 17 vulnerable people safeguarded and a further 650 people engaged with. In addition, 373 addresses believed to be used for cuckooing were visited. The Intensification week also saw 25 people arrested for a variety of offences and drugs worth an estimated street value of over £313,000 seized, along with over £220,000 in cash and numerous weapons.

Outcome 1 – Violent Crime ([see here](#))

Challenge: Overall violent crime has increased by 6.0% compared to the same period last year and is up 6.4% from the five-year mean. There were 34,154 crimes between April and September 2023 which fall under Overall Violent Crime. These are murder, culpable homicide (common law), attempted murder, serious assault, robbery and common assault.

Common assaults accounted for 91.5% of all violent crime. Common assaults rose by 5.6% compared to last year and 7.2% from the five-year mean.

Robberies have also seen a 35.8% increase from last year and 21.6% increase on the five-year mean. The 1,001 robbery crimes recorded during the six-month period accounts for 2.9% of overall violent crime.

Response: Despite the increased volume in violent crime being recorded, Police Scotland has been able to successfully detect higher levels of these crimes. 21,101 common assaults were detected during the six-month period, 856 more than last year. There have also been an additional 190 robbery detections compared to last year – 744 detections, up from 554.

As a result of the increased level of crimes being detected, the detection rates for overall violent crime, common assaults and robberies have decreased by less than 1.0% point compared to last year and five-year means despite the increased number of these crimes.

Additionally, the number of common assaults includes crime types such as common assault of emergency workers and common assault of retail workers.

Common assaults of retail workers, introduced in August 2021/22, accounted for 4.1% of all common assaults and has increased by 65.2% from last year.

Considerable work by Police Scotland and partner agencies has gone into encouraging emergency workers and retail workers to report assaults in recent years, so the increased volume of crime being reported may, in part, be linked to increased confidence and knowledge of the new retail workers legislation becoming more widespread.

This has included Police Scotland inclusion in a Scottish Government-led roundtable involving partners from across the retail sector and unions representing retail workers who have been very supportive of the police response to the new act. While few issues were raised, there has been some frustration at a lack of feedback around successful convictions and sentencing of crimes committed against retail workers, the provision of which could help promote the legislation.

Outcome 2 – C3 Demand ([see here](#))

Challenge: During the reporting period, Police Scotland received a total of 1,179,417 calls which is an increase of 3.0% compared to last year. 999 calls increased by 20.5% when compared to the same period last year (up from 378,959 to 456,561), however, the volume of 101 calls received decreased by 5.7% (down from 766,584 to 722,856).

The average answer time for 101 calls increased by 2 minutes 48 seconds to 7 minutes 16 seconds. Additional public contacts have also increased, up 14.9% when compared to 2022/23.

Partner demand increased by 25.9% compared to last year with 1,891 external force requests made compared to 1,502 last year.

Response: The National Police Chiefs Council (NPCC) noted record high 999 call volumes experienced by emergency services across the UK.

Multiple factors have attributed to the increase in 999 calls, including sporadic good weather which continued throughout July, August and into September, large scale events including the UCI Cycling World Championships and summer festivals.

Police Scotland aim to achieve an average speed of answer for 999 calls within 10 seconds, a target also required by all 44 UK Forces. Due to the increase in 999 call volumes this remains a challenge to sustain and achievable only by de-prioritising non-emergency 101 calls. Therefore, the performance of 101 average speed of answer is being affected as the same advisors answer all call types.

Service Advisors are attending a continuous professional development event to consolidate the approach to THRIVE which has contributed to an increase in the average call handling time.

Efforts continue to signpost callers to more appropriate methods of contact, including via "Contact Us" and the force website. This is evident in the increase in the use of "Contact Us" Emails, up by 17% compared to the same period last year.

Outcome 3 – Public Confidence **(see here)**

Challenge: Public confidence and trust and what affects our results for policing in Scotland is a complex area. We know that confidence is closely affected by how policing is experienced and perceived locally.

Confidence, trust and user experience, considered together, provide a rich story about how policing is perceived and experienced. Public confidence is about our legitimacy and how we police by consent, while trust is associated with organisational competence i.e. professionalism, responsiveness, reliability and knowledge. User experience measures how we perform when people contact us. These data sets enable the service to understand what we do well and where we need to focus efforts for enhancing confidence to report crime and other incidents.

Our data and evidence show that there are key drivers of public confidence in policing: police visibility and accessibility, keeping the public and communities engaged and informed, and how we police in line with our values, putting human rights, compassion and understanding, at the heart of what we do.

The challenge is with meeting public expectations around visibility in the physical space and keeping people informed on all reported incidents. This is partly due to the changing nature of crime which has moved increasingly online and our capacity to provide personal updates for all incidents reported to police.

Response: The Police and Fire Reform Scotland Act (2012) emphasises collaborative working and engagement with communities in developing approach to future service delivery. Police Scotland's strategic outcome three and our public engagement and participation framework enables the service to keep the public, communities and partners engaged and involved, so they continue to have confidence and trust in the service.

The Public Confidence Governance Board oversees our understanding of public confidence to embed change across the service. Public insights are considered at the Strategic Leadership Board for executive oversight, at Regional Delivery Boards and directly with local policing divisions for responding to local needs and scrutiny.

How we continue to maintain proactive, visible, and engaging policing in appropriate ways to support communities is being enhanced through our Local Policing Review Programme and Modernisation Contact and Engagement Programme. For example, how we communicate and engage with communities through fully accessible self-service so that we can spend time where this is needed most. How we engage with communities is focused on building relationships with police so that communities, particularly those who find police hard to reach, feel able to report crime and other incidents. These community engagement activities are also designed to work with communities to make their areas safer (see [Engagement Hub](#)).

Outcome 5 – Finance ([see here](#))

Challenge: The Estates and Sustainability Teams are collaborating on a number of projects that will assist Police Scotland in further reduction of utilities consumption across the estate. In many cases we have been supported by Greening the Public Sector Development Scheme (GPSEDS) funding from the Scottish Government to achieve these projects.

Response: We have provided a list of the work undertaken to date and will continue to update on a quarterly basis going forward:

- Lighting upgrades will be carried out at our Dalmarnock site following the securing of just under £540,000 of funding from this scheme. Work will include upgrading to standard LED technology, upgrade of outdated infrastructure and control software to support lighting throughout the building. High efficiency, low energy lighting will lead to substantial savings in Electricity costs.
- In line with our housing strategy, we have secured £1.7m funding to improve our housing stock across the country. This will make our rented homes warm and dry and both energy and cost efficient.
- We received £50,000 funding to assess our estate for suitability of installing solar panels with 16 buildings selected. We have submitted a funding application for this installation work which also includes lighting upgrades.

- We are making progress to ensure physical and IT security at 33 sites ahead of connection to a centralised building energy control system that will help us to take immediate action to address energy management issues at sites such as reduction of room temperature and boiler operation.

At the end of Quarter 2 2023/24, Police Scotland has reduced our gas consumption by 5.1% compared to the same period last year and by 13.0% compared to the five-year mean. Similarly, we have reduced our electricity consumption by 5.9% and 8.0% and our water consumption by 33.3% and 15.0% respectively.

Police Scotland is working towards implementing the move to an Ultra-Low Emission Fleet as part of the Scottish Police Authority (SPA) approved Fleet Strategy. At the end of Quarter 2 2023/24, ULEV vehicles currently make up 30% of Police Scotland's overall fleet (up 1.0% points from the previous quarter). 44% of the ULEV vehicles represent the unmarked fleet.

The total mileage of electric vehicles (green miles) during Quarter 2 2023/24 was 1,499,099 miles. This compares to 1,294,446 miles in Quarter 1 2023/24 and represents an increase of 204,653 miles (up 15.8%) compared to the previous quarter. Overall, the total mileage of green miles by our electric vehicles was 2,793,545 miles in the year to date.

The average age of the Police Scotland fleet in Quarter 2 2023/24 is 3.86 years. This is down 0.06 years from the figure reported last quarter. This will reduce further as new vehicles are introduced to the fleet and if the level of capital investment on the fleet is maintained in future years.