



Meeting	Authority Meeting
Date	22 February 2024
Location	The Grand Hall, Merchants House, Glasgow
Title of Paper	Chief Constable's Report
Presented By	Jo Farrell Chief Constable
Recommendation to Members	For Noting
Appendix Attached	Appendix A – Chief Constable's Report February 2024

PURPOSE

The purpose of this report is to provide the Authority with information relating to the Police Service, policing and the state of crime.

This report is submitted as a Standing Agenda Item.

1. BACKGROUND

1.1 The attached Chief Constable's Report provides the Authority with information relating to the Police Service, policing and the state of crime.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 There are no further details on this report.

3. FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications in this report. Any financial implications relating to subjects referenced are fully considered at the time.

4. PERSONNEL IMPLICATIONS

4.1 There are no direct personnel implications in this report. Any personnel implications relating to subjects referenced are fully considered at the time.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications in this report. Any legal implications relating to subjects referenced are fully considered at the time.

6. REPUTATIONAL IMPLICATIONS

6.1 Given the nature of the report there are reputational implications however all reputational implications relating to subjects referenced are fully considered at the time.

7. SOCIAL IMPLICATIONS

7.1 There are no direct social implications in this report. Any social implications relating to subjects referenced are fully considered at the time.

8. COMMUNITY IMPACT

8.1 Given the nature of the report there is potential community impact implications however community impact relating to subjects referenced have been fully considered at the time.

9. EQUALITIES IMPLICATIONS

9.1 There are no direct equalities implications in this report. Any equalities implications relating to subjects referenced are fully considered at the time.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no direct environment implications in this report. Any environment Implications relating to subjects referenced are fully considered at the time.

RECOMMENDATIONS

Members are invited to note the information contained in this report.

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Chief Constable's Report

February 2024

Chief Constable's Report February 2024

Overview

We move into 2024 with greater clarity about the funding available to keep the people and communities of Scotland safe.

An overall improvement on flat cash for 2024-25, when not all asks could be met and some budgets are being cut, is important recognition of Police Scotland's value and the contribution policing makes to Scotland being a safe place to live and work.

A revenue uplift of £74.5m allows us to restart and maximise officer recruitment with 200 recruits due to begin their initial training next month and further intakes planned throughout the year.

Our allocation allows us to fund the cost of this year's agreed 7% pay award for officers and staff and make a credible pay offer in 2024-25.

A pension rebate in the region of £17m next year will support us to progress a programme of voluntary retirement and voluntary redundancy.

Our capital allocation was enhanced by £13m - a welcome improvement, although our capital allocation has been a challenge over a number of years and remains low compared to other police services in the UK.

We welcome the settlement but recognise that policing must evolve to live within projected funding and with an operating model that's fit for the challenges of today, and those coming down the line.

We are already setting out some of those necessary, at times difficult, changes - including consulting on proposals to close police buildings and programmes of voluntary early retirement and voluntary redundancy.

Some of our evolution will be in our structures and working practices, but everything we do will be about prioritising the frontline and tackling areas of high harm.

We are putting in place a three-year programme of work to design and implement a new operating model so that we can prioritise operational policing, remove back-office duplication, and create capacity to deal with new and increasing threats.

We are also playing our part in wider criminal justice reform and this must be prioritised across the system. I have been meeting with key partners and I believe there is a shared recognition that innovation and improvement must be prioritised

and accelerated to support better and quicker court outcomes for victims and to provide efficiency and value for the public.

The overtime cost of officers being cited for court – with very few of them being called to give evidence – is £3m. This not a sustainable position financially, or operationally. We must reduce cancelled rest days and leave so that we can improve the wellbeing of our officers and increase the time they can spend in communities.

The Summary Case Management pilot which expanded to Glasgow at the end of January is an example where through closer collaboration and planning we can achieve better outcomes for victims and reduce inefficiencies in the system, including unnecessary days lost at court for police witnesses.

We continue to work through considerations around the cross-system Digital Evidence Sharing Capability (DESC) - a crucial capability to share evidence captured, for example by officers through Body Worn Video, to help prosecutors and courts make quicker decisions about proceedings and secure swifter resolutions.

One of my first commitments to my fellow officers and staff when I joined Police Scotland was that we had to push-on with the roll-out of Body Worn Video. We are moving at pace and I expect roll-out of body worn video to frontline officers and staff to begin in the late summer.

Another clear challenge is that policing must reset the parameters of our role in responding to people living with poor mental health. Each year, officers deploy to well over 100,000 mental health related incidents - the equivalent work of between 500 and 600 full time officers. In over 87% of these incidents, no crime has taken place.

Resetting those parameters will help ensure the most appropriate help is provided and allow officers to return to preventing crime and responding to threat, harm and risk as soon as possible after the moment of crisis has passed and public safety is assured.

I need to give courage to frontline sergeants and inspectors that they are able to say to officers, we need to come away from that incident now, we have taken that individual to Accident and Emergency and they are waiting to be seen or we have taken them to see a health care professional.

Police Scotland must focus intensely on our core duties and what matters to the people we serve. If what we do doesn't protect the vulnerable from harm, prevent

crime or support our officers and staff, we will challenge that and redirect resources to prioritise the front line.

As Chief Constable, my operational focus is in three areas - first, addressing threat, harm, and risk; second, prevention, problem solving and proactivity; and third, looking after the wellbeing of officers and staff so they can deliver for the public.

With the Authority's support and challenge, I want to shine a light on that work whether it's investigating the more serious offences and securing important court outcomes; seizing illegal drugs; road traffic enforcement or picking out the unsung proactive community policing and prevention we know the public values.

Since the last Board meeting, important police work by officers and staff has been prominently underlined by the life sentences handed down to three people responsible for the murder of Caroline Glachan in 1996.

The death of Ann Coll in Rutherglen in December, 2023, and of Keith Rollinson following an assault in Elgin earlier this month were tragic deaths. An arrest has been made in relation to both deaths and my thoughts are with the families and loved ones of Ann and Keith and everyone who has been affected.

During the first weeks of 2024, in action right across Scotland, officers seized cannabis plants worth a combined total of over £10 million, sending a clear message to criminals that we will relentlessly pursue those who cause harm in our communities.

I want to recognise a few examples of the day-to-day policing highlighted during Neighbourhood Policing Week last month. Officers in Tayside met with children at a primary school in Arbroath to build relationships and talk about respect. In Edinburgh, officers ensured road safety at drop off zones outside another school. We've been patrolling the River Clyde to tackle anti-social behaviour and responding to reports of bogus workmen in Kilmarnock with high-visibility presence.

We listen carefully to what matters to communities and take action at a local level to address concerns. This daily policing may not catch headlines, but it's invaluable and highly valued by the public.

We will draw focus and celebrate the bravery and excellence of officers and staff and members of the public on Friday, 23 February, during my Bravery and Excellence Awards hosted at our headquarters, Tulliallan.

At the same time, it is vital we continue to build on the cultural progress which has been made in recent years through investment in leadership and a focus on our values and standards driven through our Policing Together Programme.

Our safeguarding of values and standards has never been stronger. Our participation in the NPCC's Historic Data Wash exercise for all officers, staff and volunteers, along with the additional checks we carried out in Scotland reflects that the integrity of the organisation remains strong.

Similarly, the Police Investigations and Review Commissioner's Annual Report, published in December and presented to the Authority this week, illustrates continued improvement in our handling of complaints from the public with 74% of complaints found to be reasonably handled by the police, the highest since the establishment of the single police service.

Lastly, I have directed that we approach change differently - and have asked Deputy Chief Constable Jane Connors to lead key experts from different functions across the Service to deliver effective change at speed.

Ensuring Scotland continues to be a safe place to live and work is my commitment and priority as Chief Constable.

Tackling threat, harm and risk

Murder of Caroline Glachan - convictions

Caroline Glachan was 14 years old when her body was found on the water's edge of the River Leven on Sunday, 25 August, 1996. Caroline had been walking with a friend near shops in Bonhill, West Dunbartonshire, but never made it home.

During a reinvestigation in 2019, officers from our Major Investigations Team re-examined and researched all statements and documentation from the original inquiry. More than 200 statements were taken from people who had not previously provided one to police. From this, officers built up a picture of evidence which discredited the alibi of the accused and ultimately led to the convictions of Robbie O'Brien, Andrew Kelly and Donna Brand who were found guilty at the High Court in Glasgow.

We know that at the heart of this tragedy is a mother, a father, extended family and friends who have endured years of not knowing who killed Caroline. Nothing can undo that pain but I hope this important outcome provides some level of comfort.

Death of Ann Coll - arrest

The death of 61-year-old Ann Coll in Rutherglen just before Christmas shocked the community and extensive enquiries were carried out throughout the festive and New Year period. A 37-year-old woman was arrested earlier this month in connection with the death.

Death of Keith Rollinson - arrest

Our officers also responded to the death of 58-year-old bus driver Keith Rollinson, who died following an assault in Elgin at the beginning of February. A 15-year-old was arrested and charged in connection with the incident very quickly however we are aware of the ripple effect something like this has in a community and our officers continue to work with partners to ensure support is in place.

Death of Marc Webley - arrests

In Edinburgh on New Year's Eve 38-year-old Marc Webley lost his life, and a 39-year-old was injured, after a shooting in West Granton Road, Edinburgh. Four people have now been arrested in connection with this incident and enquiries remain ongoing.

Online sexual offences against children - conviction

On Wednesday, 20 December, 41-year-old Benjamin Young was convicted of serious sexual offences against children in the Argyll area following an investigation by our National Child Abuse Investigation Unit. He is due to be sentenced next month.

Young's horrific offending will have lasting impacts. This investigation and conviction underlines our commitment to supporting victims of sexual crime and protecting

children from harm and abuse. We know our duty to give victims of abuse confidence to speak to police knowing they will be listened to, treated with respect and fully supported.

Drug enforcement

During the early weeks of 2024, Police Scotland officers seized cannabis plants worth a combined total of over £10 million.

Action took place right across Scotland including four seven-figure seizures, including cannabis worth £3.6 million recovered in Greenock and a further quantity worth £2.25 million recovered in Dundee. There were also significant recoveries in Falkirk, Dumfries, Ayrshire, Glasgow, Lanarkshire, Aberdeenshire, Inverness and Shetland.

Arrests have been made in relation to the majority of the seizures and enquiries are ongoing into the remaining incidents.

In December, three men were jailed following the recovery of over £1 million in cash and drugs with a street value of almost £40,000 in Lanarkshire. This followed an intelligence led operation during which officers executed warrants at various addresses between Airdrie and Shotts and undoubtedly has caused significant disruption to the local supply chain of illegal substances.

Working in partnership with other others, including the members of the country's Serious Organised Crime Taskforce, our role is vital in preventing these drugs reaching our streets and adding to the terrible toll of drugs deaths.

Prevention, problem solving and proactivity

Drink and drug driving enforcement

Our festive drink and drug driving campaign took place from 1 December 2023 until 2 January 2024. Officers responded to concerns, carried out targeted patrols and organised road checks. The number of roadside tests carried out by police officers increased by 21 per cent compared to the previous year. There were 3,219 breath tests and 481 drug wipes at the roadside. Detected offences increased by 15% to 831.

Although this festive focus shines a light on drink and drug driving, I want to underline that officers are actively patrolling our roads all year round and support a national calendar of road safety campaigns. We are part of a crucial partnership approach to road safety.

I would like to thank everyone who did the right thing by telling us about potential offenders and encourage people to keep reporting. Intelligence-led enforcement is a vital part of what we do and saves lives.

Police Scotland is committed to supporting the Scottish Government's Road Safety Framework to reduce road deaths and injuries. We will continue to make sure we are doing all we can to improve road safety.

Domestic abuse prevention campaign

Our officers answer a domestic abuse call every eight minutes on average, nearly 65,000 reports a year. It is a priority for us and we are committed to getting our approach right - from that very first call, right through to an outcome, putting victims at the heart of what we do.

Stopping domestic abuse, preventing people becoming victims, ensuring children grow up without being exposed to that harm and threat, has to be our focus.

Last December, we ran the second phase of our Is That Me? Campaign at the end of 16 Days of Activism to Tackle Gender-based Violence, a United Nations initiative we support.

Is That Me? targets young men, aged 18 – 25 years, to highlight behaviours that in new relationships are abusive and might indicate future, escalating abuse. It asks them to reflect on their actions and ask that question Is That Me?

Most importantly, it signposts them to support and help to address those abusive behaviour to stop domestic abuse before it happens.

We also aligned Is That Me? with a social media campaign about our Disclosure Scheme for Domestic Abuse in Scotland which enables people to ask if their partner has an abusive past. The scheme gives them the power to make a decision about the future of that relationship.

In the eight years since the scheme has been active, more than 20,000 disclosures have been requested (the majority by police officers or other professionals on behalf

of people they interact with). Nearly 12,000 people have been provided with information. Thousands have potentially been protected, lives saved, and futures lived free from domestic abuse.

This scheme and our prevention campaign is part of our commitment to tackle Violence against Women and Girls. We are continuing to develop this approach to our preventative campaigning, and I expect the next phases of both *Is That Me?* and our *That Guy* campaign, to launch later this year.

Tackling cybercrime

Our Policing in a Digital World Programme is transforming how the service responds to cybercrime. We are working with Cyber Scotland, the Scottish Cyber Coordination Centre, Cyber and Fraud Centre Scotland, Scottish Government and the banking and financial sector to tackle and prevent this escalating threat.

I want to congratulate those involved in our highly-effective multi-agency Fraud Triage Hub pilot. During the last year reported incidents of fraud valuing over £10million were investigated and over £3million was stopped from being taken or recovered. In December, the team won the Financial Fraud Team of the Year Award 2023 at the Scottish Cyber Awards.

Policing Together and working with communities

Criminal Justice Committee evidence session

Along with Deputy Chief Constable Jane Connors and Chief Financial Officer James Gray, I represented Police Scotland during an evidence session of the Scottish Parliament's Criminal Justice Committee in December.

During a wide-ranging session, I underlined how impressed I have been by Police Scotland since appointment as Chief Constable; outlined my initial response to the Scottish Government Budget which had been announced a day earlier; set out my priorities and vision for policing in Scotland; and gave my perspective on broader challenges including criminal justice reform and how public services support people who suffer poor mental health.

Historic Data Wash

Since my appointment, I have been hugely impressed by the quality of our officers and staff, their dedication to public service, and the high standards of professional behaviour and integrity they display on a daily basis.

In the final week of January, we published our results from the UK-wide Historical Data Wash, led by the National Police Chiefs' Council. Through this exercise, every police officer, member of police staff and volunteer was checked against national systems to ensure there were no criminal or suspected criminal issues relating to our workforce which we, as Police Scotland, were not already aware of.

The returns for Police Scotland were overwhelmingly positive, with only a very small number of instances where advice and guidance were provided to officers and staff in order to maintain their integrity and that of the organisation. One case has resulted in a criminal investigation concerning a member of police staff with regards to allegations of misuse of police systems, and enquiries are ongoing.

The safeguarding and promotion of our values and standards is an important aspect of maintaining and building the public trust required to for effective policing and our Policing Together programme drives a Service-wide focus to embed this approach across the organisation.

Community engagement session

Our Policing Together programme is also driving engagement to ensure we are thoughtfully and deliberately maintaining and building trust and confidence with all communities.

As part of this, along with other officers and staff, I met with key individuals from religious and minority ethnicity communities at Dalmarnock police office, Glasgow, on Thursday, 11 January 2024. This event, where I led a question and answer session, contributed to our understanding and relationships as we build an effective and inclusive service for all communities.

We want people from all communities to see policing as a potential career. People from all communities must feel able to speak to the police, whether to report a crime or to share information.

Celebrating inclusion

Recognising the various cultural and religious events that are important to our people and the communities we serve is an important part of our commitment to becoming an anti-discriminatory service.

This month, the Service has joined together to celebrate LGBT History Month, which is an annual awareness campaign, originally founded in 2004 which recognises the contribution LGBT+ people have made to society, and the many challenges they have faced. Across Police Scotland we have marked the month by sharing content on our internal communication channels and hosting online events that will allow people to learn more.

Recently, we have also marked Race Equality Week, Lunar New Year, Christmas, Hannukah and Lent.

Building an anti-discriminatory service

Hearing directly from our officers and staff is crucial as we build an anti-racist, anti-discriminatory service. In January, I was pleased to attend an interactive, panel event for Black and Minority Ethnic colleagues hosted by Deputy Chief Constable Alan Speirs.

This session, was delivered in partnership between Police Scotland and SEMPER Scotland, and followed on from and build on a similar event held in May 2023.

Change to prioritise frontline policing

I have asked Deputy Chief Constable Jane Connors to lead a programme of change, focused on delivering service transformation at pace.

That work will allow us to develop a new operating model to live within projected funding while maintaining service to the public by prioritising the frontline, removing back-office duplication, and creating capacity to deal with new and increasing threats.

The change programme will be a three-year journey that will see us design and implement a new sustainable operating model while prioritising service delivery against areas of greatest threat, harm, and risk.

Change can be unsettling but we are building Police Scotland from a position of strength and we must clearly explain the changes to the public so they can be confident in their police service.

Technology to support frontline policing

In December, Police Scotland reached a significant milestone with the roll-out of a new national crime system.

The completion of the Core Operational Solutions project means officers all over the country have, for the first time in policing in Scotland, access to the same systems to manage crimes and report cases to the Crown Office and Procurator Fiscal Service, enhancing our ability to deliver justice for victims.

It represents a major step in the journey of the single national service as we continue to transform and introduce new technology designed to improve the service we provide to Scotland's communities.

Five new core policing systems - Case, Crime, Warrants, Direct Measures and Productions - replace 44 separate legacy systems, streamline processes, and provide efficiencies for our officers.

The new systems significantly reduce re-keying of information, improve access to information, provide easier information sharing between officers across Scotland and better insight into victims and perpetrators.

COS is also an important foundation for applications such as the cross-sector Digital Evidence Sharing Capability (DESC), which will give officers the capability to share evidence we have captured, for example by officers through Body Worn Video, to help prosecutors and courts make quicker decisions about proceedings and secure swifter justice outcomes for victims.

Summary Case Management

We are working closely with criminal justice partners to support the introduction of Summary Case Management for domestic abuse cases in Scotland's busiest court, Glasgow Sheriff Court. It reduces the number of witnesses required to give evidence minimising the impact on both victims and witnesses.

Addressing cases, especially domestic abuse cases, in this way creates a supportive environment for victims and witnesses as it reduces the requirement for them to attend court to give live evidence in the same room as their abuser.

In the courts where Summary Case Management is already live we have seen police officer citations reduce by one third and this is another positive, as it means we can deploy police resources more appropriately in their communities instead of having them sitting in court unnecessarily. This is a really positive initiative and I look forward to seeing further developments as it develops in Glasgow.

Estates transformation

In December, we announced plans to consult and engage the public on a number of police stations and other buildings which we considered surplus to requirements. These properties were identified following a review of the estate in accordance with the objectives of the Police Scotland Estate Strategy.

Some of those local consultations have now closed and we are in the process of reviewing the feedback we have received to help inform our decision making and next steps regarding each building.

Our national conversation will continue to run alongside consultations about each building to provide the public, our partners and colleagues with opportunities to contribute their feedback on the progress we have made so far towards our Estate Strategy and how these changes are being experienced by communities.

VR/VER update

A window for applications from eligible staff for voluntary redundancy/voluntary early retirement (VR/VER) was open between 8 January and 9 February 2024.

We are now assessing which roles could be supported for release.

Regular consultation with trade unions is ongoing and our commitment to no compulsory redundancies remains in place.

Supporting officers and staff

Recruitment

It is important that people know that despite the financial pressures on Police Scotland, that we are recruiting, particularly for police officers in rural areas and for Contact, Command and Control (C3) Division staff such as service advisers.

In December, I thanked more than 190 officers as they completed their initial training and prepared to deploy to communities across Scotland, with the next intake due to be welcomed at headquarters next month.

I believe passionately in the value that policing brings to our communities: keeping people safe from harm, protecting the vulnerable, bringing criminals to justice, solving problems and reducing offending. We stand up for and with our communities, which strengthens them, improves their wellbeing and allows them to prosper.

Policing is a fantastic vocation where you can make a real, positive, difference for people and communities and I would urge anyone interested in joining to visit our website to find out more.

New occupational health services and Employee Assistance Programme

Our people are the greatest asset we have and they must feel supported and included and I have set officer and staff wellbeing as a priority. Selecting and nurturing people well and giving them clear direction as well as the skills and modern equipment to do their jobs are essential elements of that support.

It's also important that we have resources and support available when officers and staff need help and we have a range of mechanisms to support our people across their psychological, physical, financial and social wellbeing.

We have a network of wellbeing champions, post-trauma risk assessment, and we are a key partner within Lifelines Scotland, a wellbeing resource tailored to our blue light emergency responders.

I am also really pleased that we have agreed new occupational health services and an enhanced Employee Assistance Programme, which enhances and improves our provision, both beginning in April.

Moving forward we must do more to protect and prevent the psychological wellbeing of our officers and staff. This new provision will include new trauma impact prevention techniques as well as dealing with trauma that has occurred.

Employee feedback has been vital in agreeing the new support which have an enhanced focus on mental health. For example, our neurodiverse colleagues can expect professional assessments to help ensure we best support them in delivering their duties; and, a new approach to mental health interventions will help ensure the least intensive clinical treatment is provided.

I am determined to continue to drive improvements to support our people and provide them with the tools they need to do their job.

National Association of Muslim Police Annual General Meeting

Last month I met with attendees at the National Association of Muslim Police's Annual General Meeting at Police Scotland Headquarters, Tulliallan on Friday, 12 January, 2024. This is the first time the NAMP has held their AGM in Scotland.

Staff associations and unions are a vital part of our policing family and I thanked the national association and the Scottish Police Muslim Association for their commitment, leadership and work to support policing and challenge senior officers so that, together, we improve our service for the public and for officers and staff.

Officers and staff recognised in New Year Honours

I want to thank and recognise the serving and former Police Scotland officers and staff who were recognised in the King's New Year Honours.

Chief Superintendent Faroque Hussain, Chief Superintendent Carol McGuire (retired) and Constable Stephanie Rose all received the King's Police Medal (KPM).

Detective Constable Jodie McFarlane received the British Empire Medal for services to children and families in Ayrshire for her work with the charity Night Before Christmas Campaign, while retired Child Protection Manager, James Duffy, was named a Member of the Order of the British Empire (MBE) for services to children.

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Investigation and Information Manager, Stuart Cossar, was honoured with the award of an MBE for services to the investigation and to the bereaved families of the Lockerbie Air Disaster.

These awards are testament to the dedication to public service and professionalism our officers show right across the country, day in, day out.