SCOTTISH POLICE AUTHORITY

Meeting	Public SPA Board Meeting
Date	15 December 2016
Location	Assembly Room, Tulliallan, Alloa
Title of Paper	Police Scotland 2016/17 Q2 Performance Report
Item Number	6
Presented By	DCC Iain Livingstone
For Approval For Consultation	For Noting
Appendix Attached:	YES

PURPOSE

The purpose of this paper is to present the Police Scotland 2016/17 Quarter 2 Performance Summary.

1.   BACKGROUND

1.1   Police Scotland produces quarterly performance reports to account for progress towards delivery of the Annual Police Plan, the Benefits of Reform and agreed Key Performance Indicators covering operational and corporate business areas.

1.2   This is the second report of the new format this financial year which has moved away from a fixed roadmap of reporting and instead takes the form of exception reporting on areas of progress, examples of good practice and areas which are proving to be challenging.

2.   FURTHER DETAIL ON THE REPORT TOPIC

2.1   This 2016/17 Quarter 2 (Q2) Performance Summary report builds on developments of this report from Q1 and takes the form of a more graphically designed output than has previously been presented. All data provided are provisional and should be treated as management information.

2.2   SPA officers continue to have access to a shared bank of evidence with a much greater volume of information available to them to carry out scrutiny of performance. This collaborative process continues to evolve quarter on quarter.

2.3   This 2016/17 Q2 Performance Summary report reflects the ongoing development of the performance framework in collaboration between Police Scotland and SPA with the inclusion of new performance information as it becomes available.

3.   FINANCIAL IMPLICATIONS

3.1   There are no financial implications in this report.

4.   PERSONNEL IMPLICATIONS

4.1   There are no personnel implications associated with this paper.

5.   LEGAL IMPLICATIONS

5.1   There are further legal implications in this paper to those listed above.

5.2   The quarterly performance reporting process complies with the legislative requirements set out in Section 39 of The Police and Fire Reform (Scotland) Act 2012.

6.   REPUTATIONAL IMPLICATIONS

6.1   Police Scotland's approach to performance is a key organisational drive. It is vital that the culture and management which surrounds performance meets public expectations and can withstand external scrutiny.

7.   SOCIAL IMPLICATIONS

7.1   There <u>are no</u> social implications associated with this paper.

8.   COMMUNITY IMPACT

8.1   There <u>are no</u> community implications associated with this paper.

9.   EQUALITIES IMPLICATIONS

9.1   There <u>are no</u> equality implications associated with this paper.

10.   ENVIRONMENT IMPLICATIONS

10.1   There <u>are no</u> equality implications associated with this paper.

RECOMMENDATIONS

Members are invited to note the contents of the Police Scotland 2016/17 Quarter 1 Performance Summary Report.

2016/17
Performance Summary Report
Reporting Period: Q2 2016/17

POLICE SCOTLAND
Keeping people safe

Total Crime ⬇⬇ 1.3% ⬇⬇ 123,744 crimes YTD

Incidents Recorded	Missing People	User Satisfaction	Domestic Abuse
4% ⬆	**6.1%** ⬆	**4.3%** ⬆	**3.7%** ⬆
Increased by 33,551	Increased by 1,288	More than 93% satisfied with their initial contact	29,946 Incidents Recorded YTD

Overall Violent Crime	Sexual Crime	Road Safety and Road Crime	Domestic Housebreaking
1.6% ⬆	**5.5%** ⬆	**21.3%** ⬆	**5.3%** ⬇
32,946 Crimes YTD	5,449 Crimes YTD	108 People Killed on the Roads YTD	3,975 Crimes YTD

Serious Organised Crime

15/16: **83**   16/17: **47**

SOCG Principal Nominals Arrests

Counter Terrorism

SEVERE

The threat level from INTERNATIONAL TERRORISM remains at SEVERE meaning an attack is highly likely.

Introduction

This document is intended to provide a summary of Police Scotland's Performance for Quarter 2 2016/17. In terms of style and content, the document supports the ongoing development of the 2016/17 Performance Framework which is being led by the Performance Framework Development Steering Group co-chaired by ACC Steve Johnson, ACC Malcom Graham and Mr Tom McMahon, SPA Director of Strategy and Performance.

This report is submitted to the SPA for the Full Board meeting being held on 15 December 2016. More detailed information is supplied separately to the SPA to allow their officers to undertake the necessary ongoing scrutiny of Police Scotland activity.

In supporting the ongoing development of the 2016/17 Performance Framework, this document has been prepared taking account of the desire for brevity in telling the story underpinned by exception reporting. As such, it aims to provide information, a brief assessment of the current situation, analysis of key drivers for change and highlight any exceptions. Unless stated otherwise numerical comparisons are to the same period in the previous year to date.

The Summary Report is structured to follow Police Scotland's 2016/17 Control Strategy Priorities, namely

- Violence, Disorder and Antisocial Behaviour
- Serious Organised Crime
- Counter Terrorism
- Protecting People at Risk of Harm
- Road Safety and Road Crime
- Domestic Housebreaking

Within each section, reference is made to the relevant commitments detailed in the Police Scotland Annual Police Plan for 2016/17, with detail of which Strategic Police Priority each commitment is aligned to. The current Strategic Police Priorities are:

- Strategic Priority 1: Make communities safer and reduce harm by tackling and investigating crime and demonstrating pioneering approaches to prevention and collaboration at a national and local level.

- Strategic Priority 2: Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major events and threats.

- Strategic Priority 3: Provide an efficient, effective service focused on protecting frontline services, delivering the benefits of police reform and promoting continuous improvement.

- Strategic Priority 4: Make communities stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.

Areas out-with the Control Strategy have also been considered and reported on where appropriate.

Where possible, trend information is considered in context against the five year average and against expected levels which are referred to as upper and lower confidence levels.
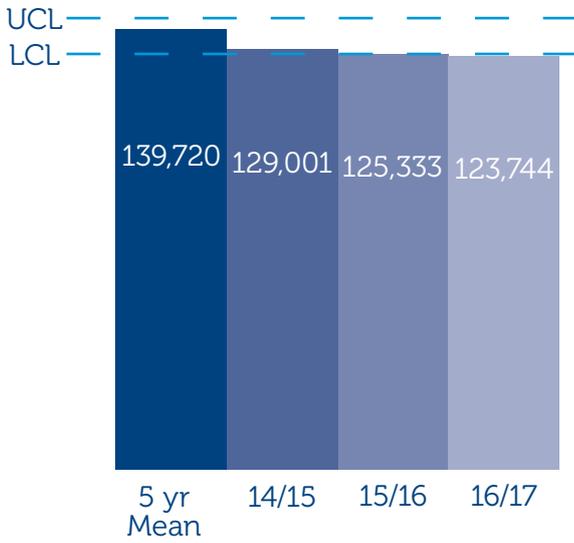
Summary information against Corporate Functions has also been included in this report, reflecting the desire to include relevant corporate indicators within the Performance Framework. This high level information is condensed, recognising the separate process for such functions to report into respective SPA Sub-Committees.

All data are management information not official statistics. All data are sourced from Police Scotland internal systems and are correct as at date of publication.
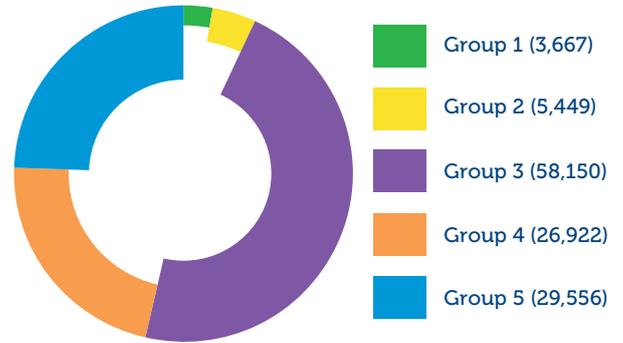
Group 1-5 Crime

KPI: Prevent harm to communities by monitoring Group 1 – 5 crime.

Group 1-5 Recorded Crime

UCL

LCL

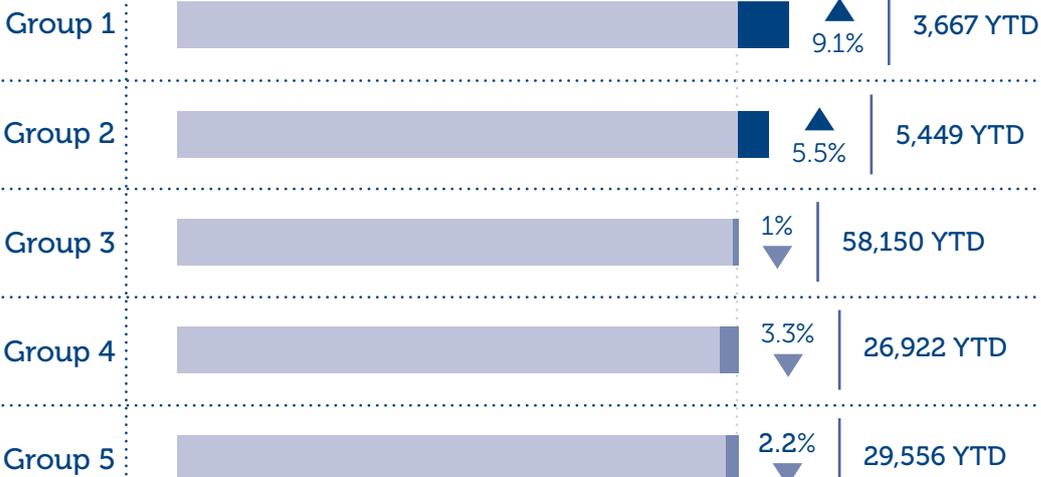| 5 yr Mean	14/15	15/16	16/17
139,720	129,001	125,333	123,744

Overall group 1 - 5 crime is down 1.5% (1,598 fewer crimes) compared to PYTD

Group 1-5 (Total Crimes) by Group

- Group 1 (3,667)
- Group 2 (5,449)
- Group 3 (58,150)
- Group 4 (26,922)
- Group 5 (29,556)

Overall Group 1 - 5 Crime

▼▼ 1.3% ▼▼ 123,744 crimes YTD

Group 1	▲ 9.1%	3,667 YTD
Group 2	▲ 5.5%	5,449 YTD
Group 3	▼ 1%	58,150 YTD
Group 4	▼ 3.3%	26,922 YTD
Group 5	▼ 2.2%	29,556 YTD

Assessment

Group 1 crimes have continued to rise in Q2. There were 41 more crimes (up 2.3%) in Q2 than in Q1 this year. A rise in violent crime would generally be expected over the summer months.

Groups 2, 3, 4 and 5 crimes all decreased in Q2 compared to Q1.
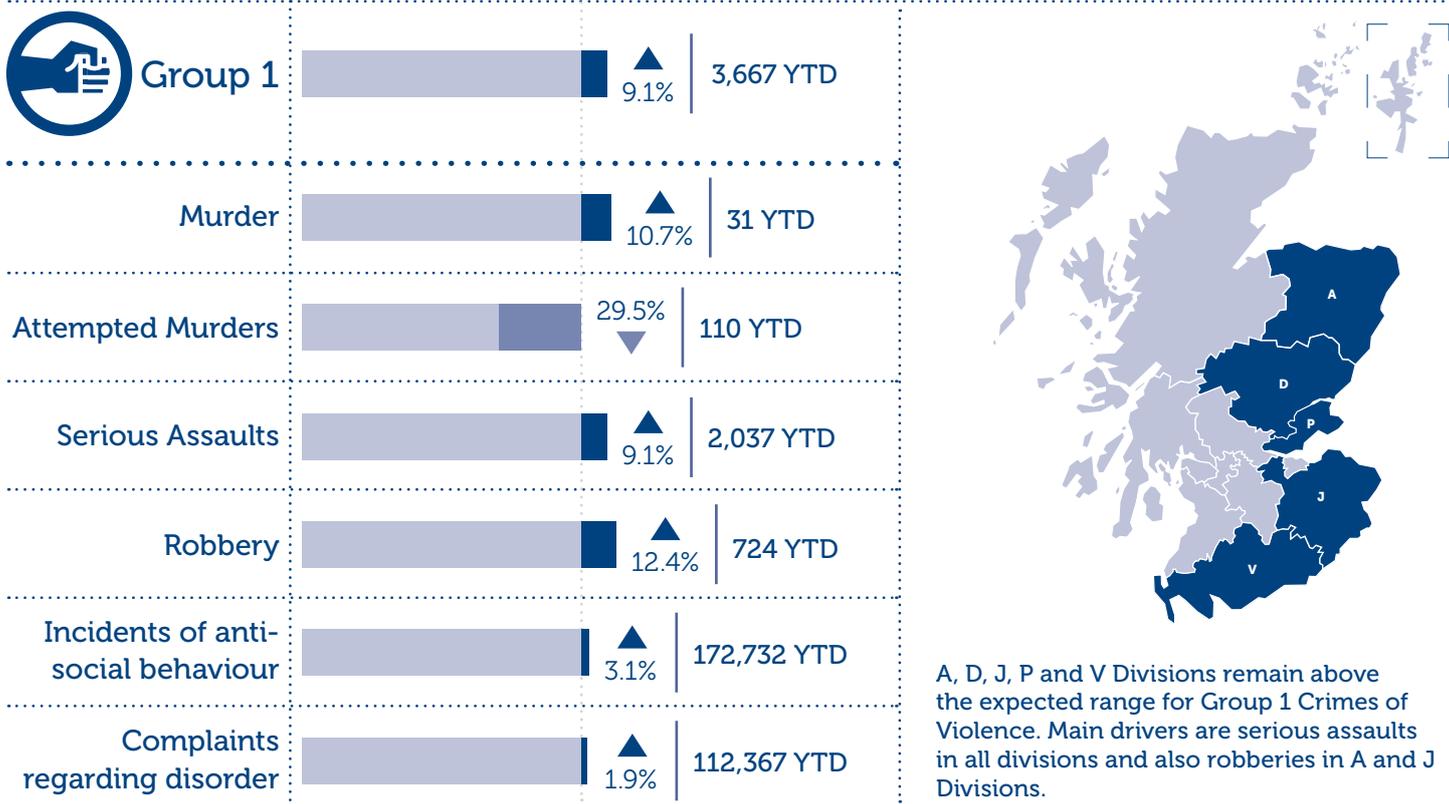
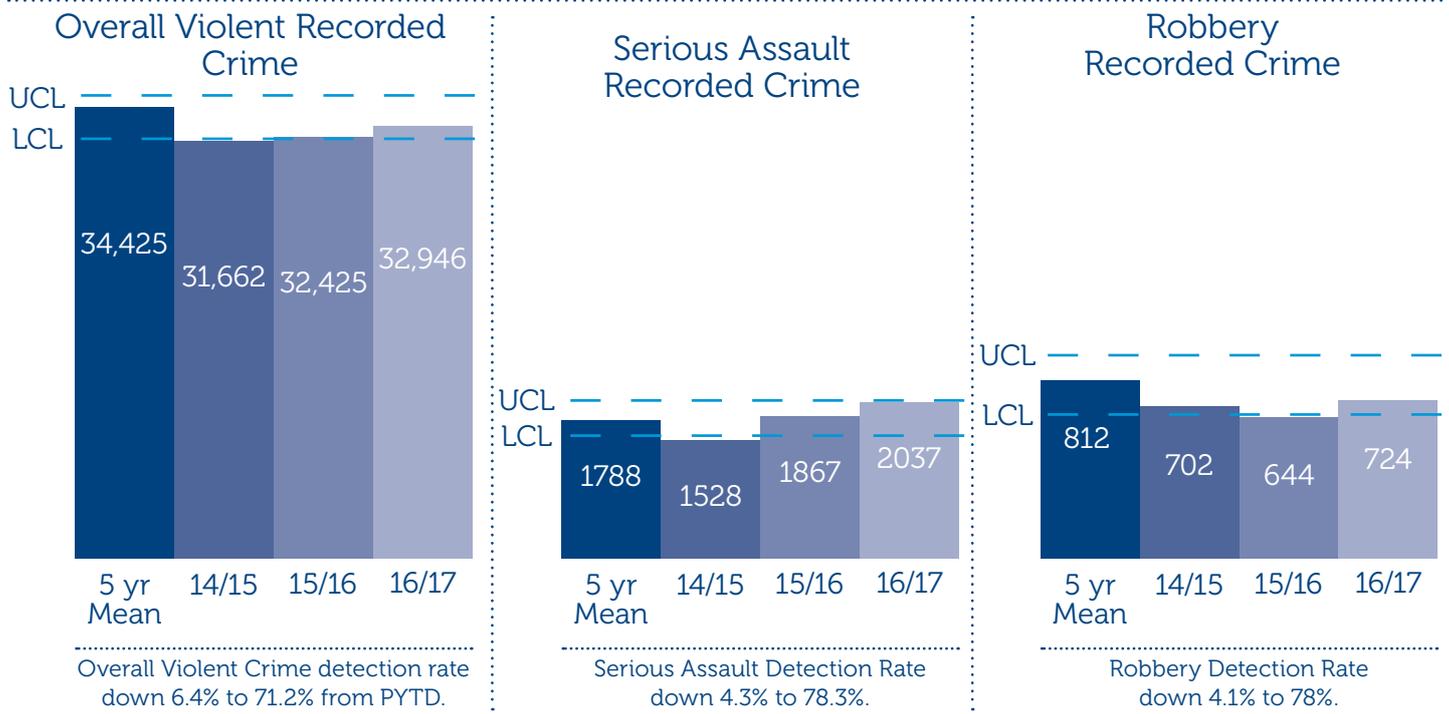# Violence, Disorder and Antisocial Behaviour

2016/17 COMMITMENTS

- Reduce public space violence, disorder & antisocial behaviour through effective deployment of our resources.
- Reduce the harm caused by private space violence, disorder & antisocial behaviour.
- Reduce the harm caused by domestic abuse.
- Collaborate with staff and partners to support the development of evidence based policing.

OVERARCHING OUTCOME: Our communities are safer because of Police Scotland's preventative and partnership initiatives at local and national level.

KPI: Prevent harm to communities by monitoring the level of overall violent crime.

Group 1	▲ 9.1%	3,667 YTD
Murder	▲ 10.7%	31 YTD
Attempted Murders	29.5% ▼	110 YTD
Serious Assaults	▲ 9.1%	2,037 YTD
Robbery	▲ 12.4%	724 YTD
Incidents of anti-social behaviour	▲ 3.1%	172,732 YTD
Complaints regarding disorder	▲ 1.9%	112,367 YTD

A, D, J, P and V Divisions remain above the expected range for Group 1 Crimes of Violence. Main drivers are serious assaults in all divisions and also robberies in A and J Divisions.

Overall Violent Crimes - Murder | Culpable Homicide | Attempted Murder | Serious Assault | Robbery and Common Assault

Overall Violent Recorded Crime

	UCL	LCL
5 yr Mean	34,425	
14/15	31,662	
15/16	32,425	
16/17	32,946	

Overall Violent Crime detection rate down 6.4% to 71.2% from PYTD.

Serious Assault Recorded Crime

	UCL	LCL
5 yr Mean	1788	
14/15	1528	
15/16	1867	
16/17	2037	

Serious Assault Detection Rate down 4.3% to 78.3%.

Robbery Recorded Crime

	UCL	LCL
5 yr Mean	812	
14/15	702	
15/16	644	
16/17	724	

Robbery Detection Rate down 4.1% to 78%.

Additional Context

The Licensing & Violence Reduction Division and SCD National Safer Communities have been brought together under 'Safer Communities', to enhance and drive prevention and intervention work across all priorities and align the wider Policing 2026 strategy. Safer Communities operational resources have also been restructured to enhance support to Local Policing and Specialist Areas.

Working with local divisions and partner agencies the Safer Communities Prevention Task Force (PTF) has arrested and/or charged 702 individuals, seized over 1,300 tablets & 1 kg of controlled drugs, executed 143 warrants and carried out 129 curfew / bail checks on violent offenders. In Q3 the PTF will move from one, to three strategically located bases, all of which have easy access to motorway networks for convenient access to all areas.

The Violence Prevention Coordination Unit (VPCU) continues to coordinate the 'Local Days of Action' (LDA) initiative, 651 officers were deployed over 72 operations across the country in Q2.
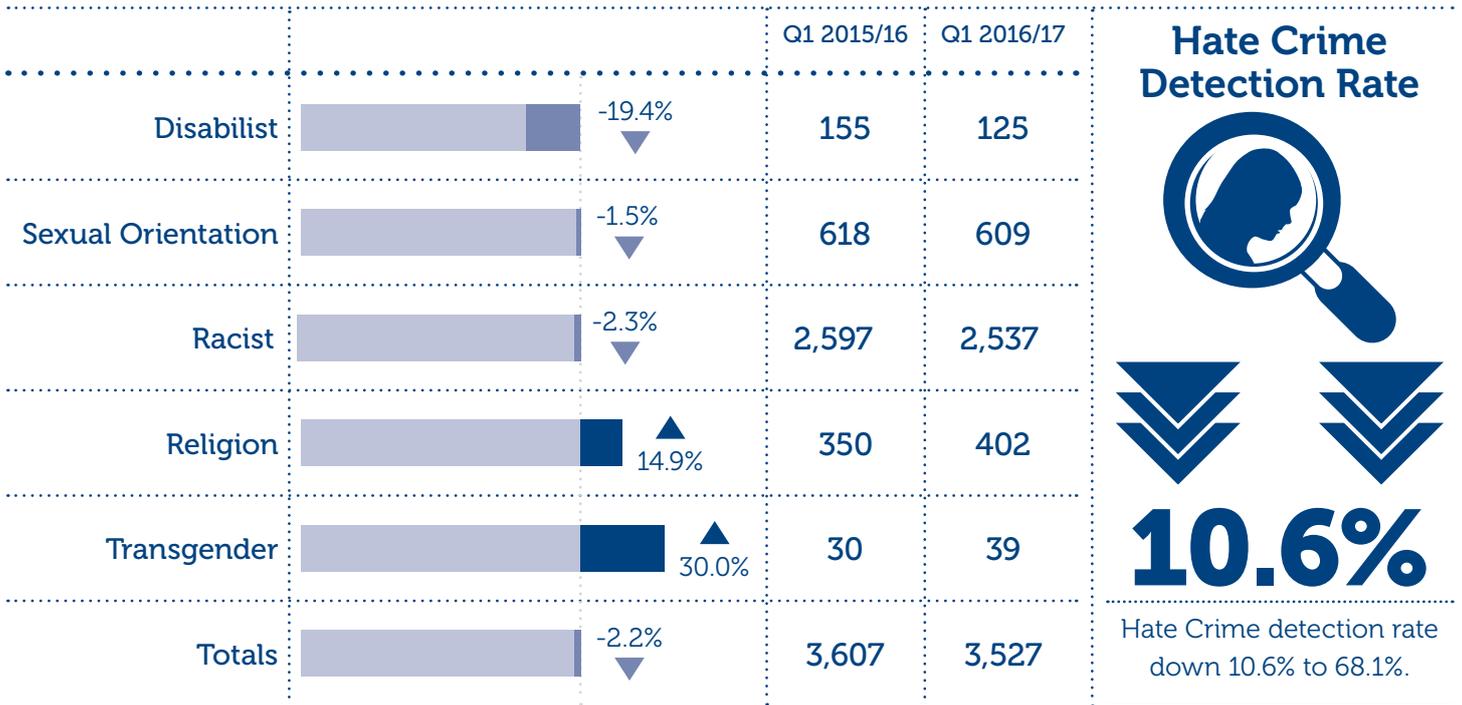
A monthly Community Assessment Report is being used by the Community Improvement Partnership (CIP) to identify local housing areas, where antisocial behaviour and violence is a priority. By deploying CIP resources in the right place at the right time, police incidents involving Wheatley Housing tenants has reduced over the last three months from 954 to 778, a reduction of 18%. Incidents relating to violent crime have fallen from 117 to 45, a reduction of 61%.

Local Context

In 2015, a Lanarkshire Division multi-agency group including North Lanarkshire Council, South Lanarkshire Council, NHS Lanarkshire, Victim Support Scotland, Fast Forward, No Knives Better Lives, YouthLink Scotland and Police Scotland staged Scotland's largest 'knife crime' community engagement event in Motherwell. This event was followed by face-to-face workshops delivered to 8,700 people, provoking conversations that would not otherwise have taken place, and garnering political and media support. In the year since the group formed (1 September 2015 – 31 August 2016) there have been 67 fewer crimes in respect of murder, attempted murder, serious assault and common assault involving the use of a knife.

Hate Crime

		Q1 2015/16	Q1 2016/17
Disabilist	-19.4% ▼	155	125
Sexual Orientation	-1.5% ▼	618	609
Racist	-2.3% ▼	2,597	2,537
Religion	▲ 14.9%	350	402
Transgender	▲ 30.0%	30	39
Totals	-2.2% ▼	3,607	3,527

Hate Crime Detection Rate

10.6%

Hate Crime detection rate down 10.6% to 68.1%.

Assessment

The volume of Hate Crimes has decreased by 2.2% compared to the same period last year to 3,527 (80 fewer). Crimes were up 0.6% at the end of Q1 (10 more).

This is in contrast to England and Wales where the BBC reported that Hate Crime is increasing. The number of Hate Crimes overall in the year 2015-16 was up 19% on the previous year in England and Wales. Figures show that 62,518 offences were recorded by police. Of these, 79% were motivated by race hate, 12% by sexual orientation, 7% by religion, 6% by disability and 1% were transgender hate crimes.

Religious Hate Crimes have increased by 14.9% in Scotland compared to the previous year.

Additional Context

Police Scotland are introducing LGBT Liaison Officers from 9 October. Such officers can thereafter be deployed to specific incidents and/or be approached by colleagues for advice with regards the LGBT Community specifically in relation to Hate Crime. 91 officers across the country received a half day training course specific to the LGBT community. The LGBT Liaison Officers serve as a resource to encourage LGBT people to have the confidence to report hate incidents to the police.
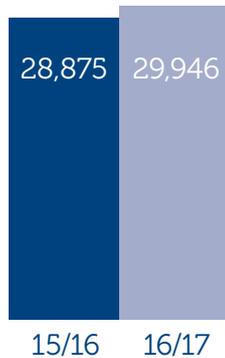
Domestic Abuse

**2016/17 COMMITMENT**

- Reduce the harm caused by domestic abuse.

OVERARCHING OUTCOME: Our communities are safer because of Police Scotland's preventative and partnership initiatives at local and national level.

KPI: Protect vulnerable members of the community by monitoring the number of Domestic Abuse incidents recorded.

Domestic Incidents

15/16	16/17
28,875	29,946

Domestic Abuse Detection Rates

15/16	16/17
83.1%	74.7%
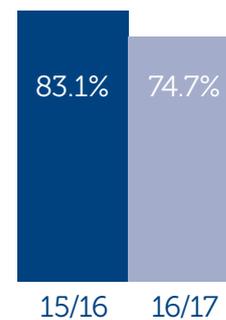
Assessment

The number of reported Domestic Abuse Incidents year to date is 29,946. This is an increase of 3.7% or 1,071 incidents compared to same time last year. Incidents in Q2 increased by 1.2% (172 more) compared to Q1.

The Domestic Abuse detection rate is down 8.4% to 74.7% compared to the same period last year. This is a decrease of 0.3% from the end of Q1. Part of the reason for the significant decrease in detection rate is that historically the Force reported and detected a large number of cases where offenders that were presented at court were released on no proceedings primarily due to insufficient evidence. Working with the Crown Office, Police Scotland have addressed this issue with staff across the country by implementing sufficiency of evidence training and scrutiny with CJSD. This has seen very positive feedback from the Crown Office, however this means that less people are being reported as there is insufficient evidence.

Since 1 April 2016, National Domestic Abuse Task Force (DATF) cases have resulted in perpetrators being convicted and sentenced to a total of 85 years and 6 months imprisonment, and has attracted national media coverage. There are currently 112 live enquiries ongoing.

During the first year of the national rollout of the Disclosure Scheme for Domestic Abuse Scotland (DSDAS), 1,045 applications have been submitted (455 Power to Tell and 590 Right to Ask). Of these applications submitted between 1 October 2015 and 1 October 2016, 446 have resulted in disclosure of information.

Online reports of domestic abuse via the Police Scotland website continue to increase with 279 reports received in 2015 and 244 reports received thus far in 2016. Progress has also been made on the implementation of an online reporting system, risk identification checklist and Standard Prosecution Report for non-domestic stalking incidents.

Additional Context

Training delivered across Police Scotland in relation to domestic abuse is currently being reviewed by the Domestic Abuse Co-ordination Unit. The content of the National Investigators Course; Initial Call Taker Course; and Leadership and Development Course has been developed.

Developmental work on the External Partner Portal for Intelligence Collection (EPPIC); a bespoke online sharing portal for third parties and partner agencies to securely and easily share relevant intelligence, is currently subject to User Acceptance Testing.

Local Context

In Tayside Division, a male identified by the Domestic Abuse Investigation Unit (DAIU), was remanded in custody for a domestic offence. He was referred to the Multi-Agency Tasking and Coordination Group after it was established that he had three previous partners, all of who were deemed vulnerable. A multi-agency approach was used to gather information on all three previous partners. Joint visits were carried out by DAIU officers along with members of the Advocacy Service, who provided ongoing support. All previous partners stated that, due to the support they received, they felt confident enough to report historical domestic abuse (including sexual offences) by the suspect. These offences were investigated by DAIU and an enforcement package is now in place for the suspect's release from prison.
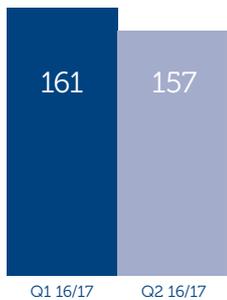
Serious Organised Crime

2016/17 COMMITMENTS

- Prevent harm caused by serious organised crime.

- Prevent harm caused by Serious Organised Crime Groups by disrupting the sale and supply of controlled drugs and New Psychoactive Substances (NPS).

- Prevent harm to our communities by targeting the criminal use of and distribution of firearms.

- Prevent harm by disrupting Serious Organised Crime Groups through the use of the Proceeds of Crime Act 2002 and other effective legislation.

- Enhance our understanding and response to cyber threats and internet enabled crime.

OVERARCHING OUTCOME: Scotland's communities are safer, healthier and more attractive places to do business because of Police Scotland's contribution to the 4 Ds of the National SOC strategy – Divert, Deter, Detect and Disrupt – to tackle serious organised criminality.

KPI: Prevent harm to communities by detecting and disrupting Serious Organised Crime.
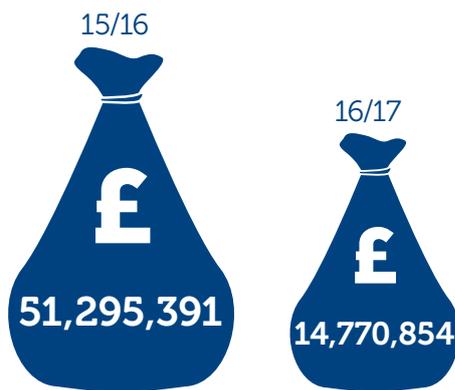
Groups that Feature on the SOCG Map

161 — Q1 16/17
157 — Q2 16/17

SOCG Threat Assessment

104 — Low (Score Less than 12)
48 — Medium (Score 12 - 23.5)
5 — High (Score 24 + above) Investigation
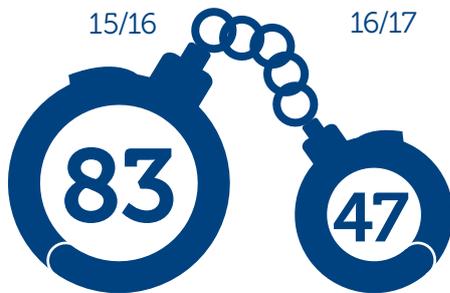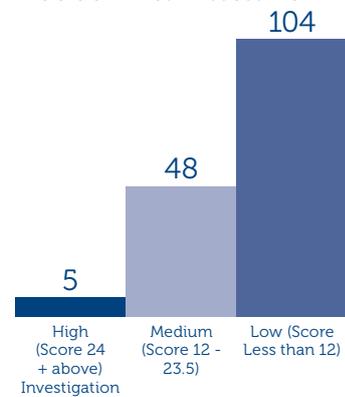
SOCG Principal Nominal Arrests

15/16 — 83
16/17 — 47

SOCG Member, Associate and Specialist Nominal Arrests

15/16 — 1,490
16/17 — 899

POCA Seizures

POCA Compared to PYTD

15/16 — £51,295,391
16/17 — £14,770,854
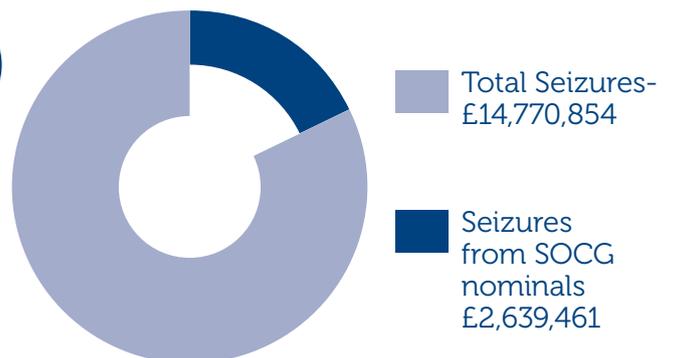
16/17 Breakdown of POCA Seizures

Total Seizures- £14,770,854

Seizures from SOCG nominals £2,639,461

Additional Context

Police Scotland is working closely with the Scottish Centre for Crime and Justice Research to support an academic review of SOCG mapping processes. The review seeks to refine SOCG mapping intelligence assessment and threat scoring processes to ensure the effective capture and understanding of developing threats such as child sexual exploitation, organised immigration crime and cybercrime. A series of focus groups took place in September involving a range of providers and users of SOCG mapping products.

The detection, prosecution and imprisonment of those involved in large scale drug supply in Scotland remains a priority for Police Scotland and law enforcement partners. Notable success during Q2 includes: a key SOCG member imprisoned for nine years for being concerned in the supply of multi-kilos of high purity cocaine in the East; two Turkish nationals given prison sentences totalling 42 years after 3 tonnes of cocaine were seized from a tug boat off the north east coast of Scotland; and two males arrested and charged when multi-kilos of cocaine and cannabis, with a street value of nearly a quarter of a million pounds, were seized in Renfrewshire and Ayrshire.

Strong links between serious organised crime, violence and the use of firearms remain. More than half of the top 20% of SOCGs are assessed as having access to firearms. In September 2016, a member of a Lanarkshire based SOCG, who was involved in the online purchase and sale of firearms, component parts and ammunition was sentenced to five years imprisonment. Intelligence being shared with other police forces throughout the UK led to further arrests and weapons seizures.

Since April 2016 Police Scotland have altered the process of recording seizures under POCA 2002, to show increased focus towards known SOCGs. Work has been being carried out to detect and disrupt the activities of an SOCG behind a significant vishing crime (telephone scams), looking at benefits, housing and communications provisions being used by those responsible. This work is ongoing and will be progressed during the next reporting period.

Police Scotland has worked with Droman Crime Solutions Ltd and Abertay University to develop a 'gamification' model for training and raising awareness of the complexities involved in policing cybercrime. The product can be accessed on a tablet, smartphone or desktop computer and provides virtual examples of how to effectively disrupt and detect cyber related criminality. It has been assessed that the application is more efficient in terms of cost and time, than traditional training methods and will be independently accredited prior to roll-out.

Local Context

Intelligence indicated that two subjects, part of an OCG from the Sheffield area, were dealing significant quantities of Class A drugs in Inverness, and exploiting local children to assist them. Links were made with two 15 and 16 year old boys, both residents at a local children's unit. One of the boys was subsequently detained by police officers and found in possession of dealing quantities of 'crack' cocaine and heroin. The boy provided full disclosure of his involvement but would not disclose who recruited him, only that they were not from Inverness.

A comprehensive investigation involving Local Policing, and Divisional, Community and Organised Crime Investigation Units was undertaken, as were joint prevention and intervention activities with Northern Lights Residential Home staff and residents. This resulted in the arrest of two significant career criminals from the Sheffield area who were subsequently released with bail conditions not to enter Scotland, effectively disrupting the activities of the OCG in Highland & Islands Division. The children involved were safely re-located, away from the threat and risk posed from these individuals.

Counter Terrorism

2016/17 COMMITMENTS

- Protect communities by reducing and mitigating the risk and impact of terrorism to Scotland.
- Collaborate with our national and local partners in pursuit of those who are intent on committing acts of terrorism.
- Support vulnerable individuals who may be susceptible to radicalisation.
- Deliver a coordinated programme of protective security advice and support to key stakeholders, businesses and the public.
- Ensure that Police Scotland is fully prepared to mitigate the impact on our communities of any terrorist incident.

OVERARCHING OUTCOME: Our communities are stronger due to Police Scotland's work to reduce and mitigate the risks of terrorism and domestic extremism.

KPI: Protect communities and work with partners in supporting the CONTEST strategy.

INTERNATIONAL TERRORISM	NORTHERN IRELAND RELATED TERRORISM (NIRT)
SEVERE	SUBSTANTIAL
an attack is highly likely	an attack is a strong possibility

Assessment

Multi-Agency Investigation
Police Scotland OCCTU (Organised Crime and Counter Terrorism Unit) was involved in a multi-agency investigation into individuals assessed to be fundraising for a proscribed terrorist organisation. Executive Action in collaboration with several partnership agencies was conducted in the East of Scotland within the reporting period. Locations were searched under the Customs & Excise Management Act, Common Law Fraud and the Terrorism Act. Subsequent investigation identified additional Immigration act offences, with a significant sum of money potentially eligible for POCA confiscation. This operation has provided investigative opportunities to allow continued collaboration with a Her Majesty's Revenue & Customs, Trading Standards and Home Office Immigration Enforcement.

Local Context

The Lothians & Scottish Borders Multi Agency CONTEST Group recognised that the introduction of the Counter Terrorism & Security Act 2015 placed a duty on specified authorities named within the act to introduce Prevent into their working practises, and a requirement upon them to train their staff. A working group was put together with representation from Police Scotland, Scottish Borders Council, Prevent Delivery Unit East, SPVEU and Borders College to develop a Prevent E-Learning module that aims to help stop people becoming extremists or supporting terrorism.

The E-Learning module developed has been heralded as a valuable Prevent teaching tool and have decided that it will be mandatory for staff to complete. To date over 3,000 local authority staff have completed the training, with a further 10,000 expected to eventually undertake the training. In addition, East Ayrshire, South Ayrshire & North Ayrshire councils and also NHS Ayrshire & Arran, are intending to use the package for their staff Prevent training. The total number of staff involved there is in excess of 20,000.

Major Events and Resilience

2016/17 COMMITMENTS

• Ensure a high state of preparedness to respond to major incidents.

• Ensure that policing of events and incidents is planned to a national corporate standard that will allow us to effectively manage and assess cost recovery.

• Ensure equitable access to resources.

• Establish a national single source of specialism database that will allow us to effectively manage capability and capacity.

OVERARCHING OUTCOME: Police Scotland is prepared and ready to deliver successful major events and respond effectively and collaboratively to major incidents across the country.

KPI: Protect communities by monitoring preparedness to respond to major incidents.

Additional Context

A major incident was declared on 8 August 2016 when the semi-submersible drilling platform Transocean Winner broke free from its towing vessel and was grounded at Dalmore on the Isle of Lewis. Due to the potential impact on the local environment and community, a multi-agency response was initiated with three separate command structures: Pollution Management; Salvage Operation; and Consequence Management. The incident was managed successfully with minimal disruption to the local community.

Police Scotland operate two Standard Operating Procedures (SOP), one in relation to Event Classification and the other relating to Cost Recovery. A full review is currently being conducted to streamline and amalgamate policy and procedures. This will simplify process and further develop current practice to ensure consistency of application.

Local Context

The ability to move resources to areas of greatest operational need and respond to emerging threats through the deployment of specialist assets, continues to be the focus of Operational Support Division (OSD). Following the UEFA Europa League qualifying match between Aberdeen Football Club (AFC) and Maribor on 28 July, there was a large scale public disturbance in Aberdeen City Centre when Maribor supporters started fighting with AFC risk supporters. Three Aberdeen risk supporters were apprehended, however Maribor supporters evaded arrest. Later the same day, 8 OSD public order officers attended to support divisional officers at a local hotel where 13 Maribor supporters were arrested, without resistance or further disruption to the local community.

Officers from Edinburgh, Fife, Forth Valley and the Lothians & Scottish Borders Divisions were deployed on cycle and foot patrol at this year's Edinburgh International Festival and were supported by plain clothes officers from a range of specialist roles including: those who work with registered sex offenders; officers deployed to target acquisitive criminals and drug dealing; and behavioural detection officers, trained to spot hostile reconnaissance in crowed places. Working with a range of partners, there was a comprehensive community safety and media strategy, and a mobile police office situated in Princes Street Gardens promoting public safety and crime prevention. This clearly made a significant and positive impact, demonstrated by a reduction in the levels of violent crime (down 23%) and antisocial behaviour recorded crime (down 20%). Acquisitive crime also dropped by 27% when compared to 2015. Positive feedback from both elected representatives and the public regarding the amount of highly visible officers policing the City Centre of Edinburgh over the Festival period was received. Importantly, the additional resources sourced from outwith the division ensured that 'business as usual' could be maintained.
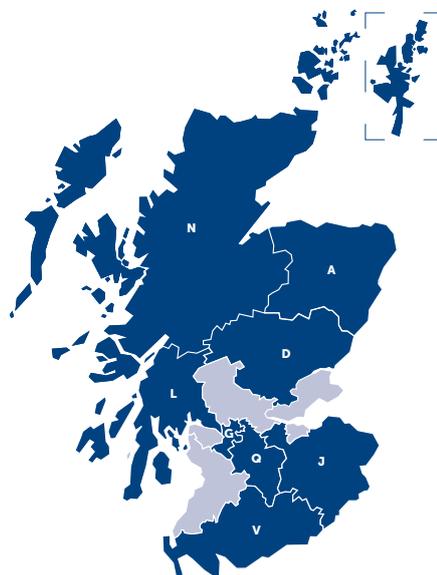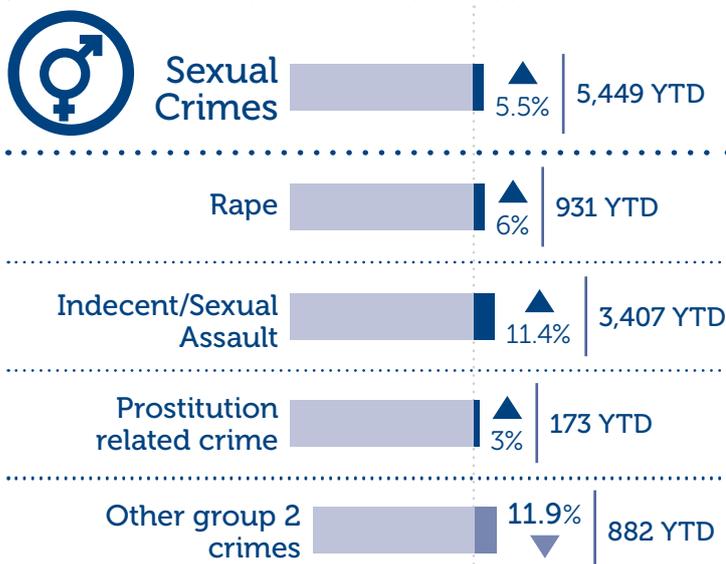
Protecting People at Risk of Harm

2016/17 COMMITMENTS

- Ensure best practice is used to prevent and investigate sexual crime and target those who pose the greatest risk of harm.

- Continue to work with partners to provide support to victims and build their confidence to report sexual crimes.

- Prevent harm by supporting victims of Human Trafficking and target those who abuse, exploit and coerce victims into trafficking.

- Investigate the abuse or neglect of children and adults at most risk of harm.

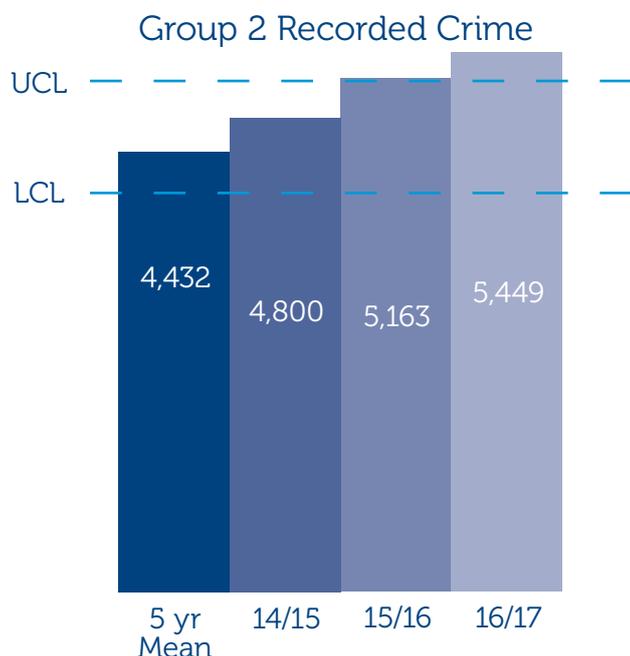- Support the Scottish Government's national strategy for missing persons.

OVERARCHING OUTCOME: Our communities are safer because of Police Scotland's positive impact on all forms of neglect, abuse and sexual crime.

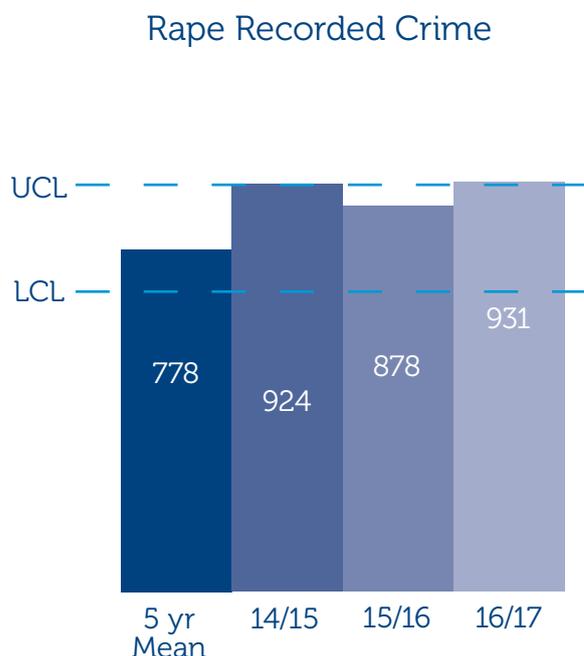KPI: Protect communities by robustly investigating all sexual crimes reported.

Sexual Crimes	▲ 5.5%	5,449 YTD
Rape	▲ 6%	931 YTD
Indecent/Sexual Assault	▲ 11.4%	3,407 YTD
Prostitution related crime	▲ 3%	173 YTD
Other group 2 crimes	11.9% ▼	882 YTD

Non recent rapes account for **41%** of all rapes recorded.

A, D, N, J, G, Q, L and V are above the expected range expected range for sexual crimes.

Group 2 Recorded Crime

UCL — — —
LCL — — —

5 yr Mean	14/15	15/16	16/17
4,432	4,800	5,163	5,449

Group 2 detection rate down 6.0% to 77.5%

Rape Recorded Crime

UCL — — —
LCL — — —

5 yr Mean	14/15	15/16	16/17
778	924	878	931

Rape detection rate down 21.3% to 58.2%

12

Additional Context

Bystander Training

In July 2016, SCD Public Protection Support planned and facilitated a Bystander Training event delivered by the Violence Reduction Unit. The Bystander Intervention Programme is a part of primary prevention work which challenges social attitudes and values. The Bystander approach engages and empowers people and instils confidence necessary to develop appropriate intervention strategies.

A further training workshop is planned to coincide with the launch of the White Ribbon Campaign (campaign for men in Scotland who want to end violence against women) on 25 November 2016 and subsequent 16 days of action against gender violence.

National Offender Management Unit

During Q2 SCD National Offender Management Unit (NOMU) undertook a technical capacity and capability review of equipment, training and guidance required to support staff monitoring the use of the Internet to ensure compliance with licence or other statutory conditions. As a result Police Scotland has purchased monitoring software which will enable Offender Managers in Local Policing Divisions to remotely monitor the online activity of specific Registered Sex Offenders, with no requirement to physically examine equipment unless monitoring identifies prohibited activity. Benefits include greater intrusive management and more efficient use of resources. It is intended to pilot the software with individuals presently subject of live Sexual Offences Prevention Orders (SOPO) where there are restrictions in relation to Internet use. The pilot will commence in November 2016. It is anticipated that the use of remote monitoring software will improve efficiency of OMU officers while ensuring that requirements associated with SOPO conditions imposed by courts are met.

Human Trafficking

Having identified that Potential Victims of Human Trafficking (PVOT) can be subject of separate interviews by a range of different partner agencies, thereby relaying the same traumatic events on a number of occasions, SCD National Human Trafficking Unit are leading 'Victim Interview' Short Life Working Group. The Group, which will report to Scottish Government, includes Crown Office and Procurator Fiscal Service (COPFS); Local Authority and 3rd sector support organisations, are considering how, through careful planning and a joint approach, all relevant details required by a range of key stakeholders can be asked of the victim without the need for repeat interviews by different interviewers.

Child Sexual Exploitation

Police Scotland launched its first National Child Sexual Exploitation (CSE) Public Awareness campaign on 7 September 2016. This was preceded with a week of internal activity to inform/refresh officers and staff throughout Police Scotland of the signs of CSE and that keeping children safe is everyone's responsibility. Our internal communication strategy included bespoke briefings for Safer Community officers and Area Control Rooms.

The campaign, entitled 'Grooming a Child for Sex? We're on to you' specifically targeted perpetrators. The external communication strategy included outdoor, digital and social media messaging - specifically stating that police and our partners are aware of the ways perpetrators target and exploit children. Initial response from the campaign has been very positive. Media coverage for the campaign received coverage in national newspapers, radio and television bulletins. The campaign will be evaluated in due course and will form a basis for strengthening and improving our community engagement by raising awareness of the signs of CSE to prevent abuse occurring in the first place.

Online Child Abuse

For a six week period between early June and mid-July 2016 a period of co-ordinated, focussed and planned activity was delivered through a national Police Scotland operation, Operation LATTISE, which had a strategic aim to tackle all forms of online child sexual abuse.

Operation LATTISE comprised of a series of proactive and reactive investigations and increased enforcement activity across all local policing divisions.

The full results of Operation LATTISE are still being collated, however, 10 weeks following the conclusion of the operation, more than 500 children, aged between 3 and 18 years, who were either victims or potential victims of online predators have been identified, 77 people have been arrested and charged; more than 30 million sexual images have been recovered; assessment of over 100,000 chat logs are taking place; and more than 390 charges libelled, including: rape; sharing indecent images of children; grooming for sexual purposes; sexual extortion; indecent communication with children; possession of a firearm; bestiality; and drugs offences.

Missing Persons

The number of missing people incidents increased by 1,288 (from 21,176 to 22,464), an increase of 6.1%.
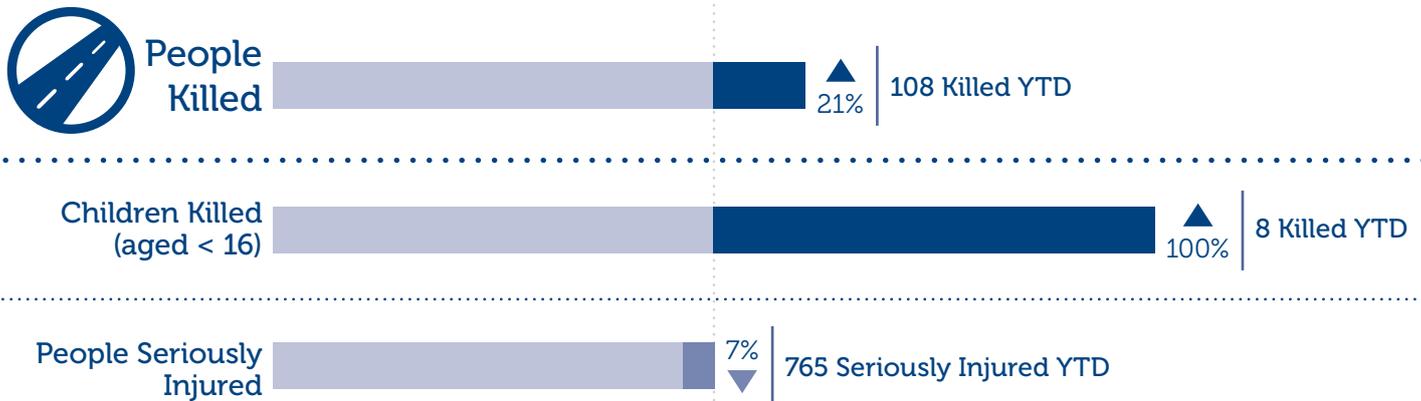
Road Safety and Road Crime
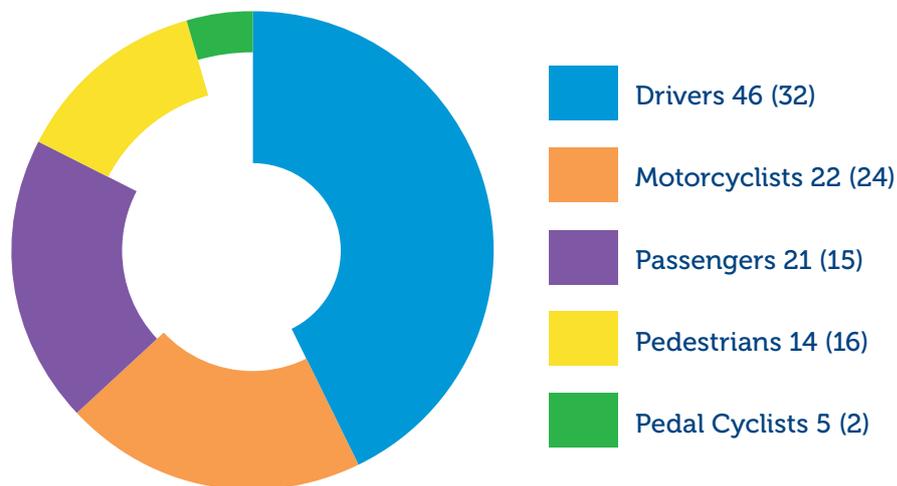
2016/17 COMMITMENTS

- Reduce road casualties in collaboration with our partners.
- Influence driver and road user behaviour.
- Detect and deter all types of criminality on our roads.

OVERARCHING OUTCOME: Our communities are safer because of Police Scotland's contribution to the Government's Road Safety Framework, resulting in reducing road casualties and preventing road crime.

KPI: Protect communities by monitoring the number of people killed and seriously injured on Scotland's Roads, working towards the Scottish Road Safety 2020 targets.

People Killed — ▲ 21% — 108 Killed YTD

Children Killed (aged < 16) — ▲ 100% — 8 Killed YTD

People Seriously Injured — ▼ 7% — 765 Seriously Injured YTD

Road Deaths by Casualty Class 2016-17 (PYTD)

- Drivers 46 (32)
- Motorcyclists 22 (24)
- Passengers 21 (15)
- Pedestrians 14 (16)
- Pedal Cyclists 5 (2)

Assessment

It is disappointing to note that the number of people killed during the reporting period has increased, however the downward trend relating to people seriously injured on the roads continues. Significant scrutiny and monitoring is undertaken following every road death with any trends, patterns and learning captured and developed as required.

Work with partner agencies in support of targeting the priority focus areas identified during the mid-term review of Scotland's Road Safety Framework to 2020, with a view to reducing the number of people killed or seriously injured on our road network, continues.

As expected, the number of Group 7 motor vehicle offences continue to fall in line with a shift to a more discretionary approach.

Additional Context

Road Policing officers stopped and engaged with 66,225 drivers during the reporting period. This resulted in over 17,000 offenders being reported for a variety of offences, including speeding, drink/drug driving and dangerous/careless driving, with a slightly higher number of road users being warned, where this disposal is proportionate to the severity of the offence. Joint operations with DVSA, targeting HGVs, buses and coaches resulted in over 547 prohibition notices being served, preventing vehicles being driven whilst either overweight, mechanically defective or carrying hazardous goods contrary to Health & Safety legislation.

Road Policing performs a significant role in detecting criminals who use vehicles on our roads, including responding to dynamic requests to support ongoing serious crime investigations, where the stopping of vehicles may require specialist tactics. Recent examples include:

- Vehicle identified as transporting controlled drugs through the central belt stopped by RP officers who assisted with the apprehension of the occupants and recovery of about 100kg of Cannabis resin with a potential street value in excess of £300,000.

- A stolen high powered/high value car from the Motherwell area was quickly located by RP units who pursued and apprehended the occupants, recovering the vehicle, a quantity of controlled drugs and other stolen property.

Local Context

Forth Valley Division has a vast network of rural trunk roads, which in previous years and particularly over the summer period, have unfortunately been the locus for fatal and serious injury road traffic collisions. The area in and around the A84/85 is particularly popular with motor cyclists, who have been known to ride at excessive speeds and display concerning behaviour which threatens their own safety and that of other road users.

During the weekend of 27/28 August 2016, Road Policing officers working on Operation Zenith recorded a number of offences including: driving without a licence, insurance or MOT; speeding; careless driving; illegal registration plate; no excise licence. Fixed Penalty Conditional Offers and Vehicle Defect Forms were issued where appropriate and two vehicles were seized. In addition to the offences recorded, a high number of warnings were issued for speeding, aimed at influencing driver behaviour in a positive way, which may not always be the case in instances where a fixed penalty is offered.

# Domestic Housebreaking

2016/17 COMMITMENTS

• Supporting victims of domestic housebreaking and targeting the most prolific offenders.

• Ensuring that national resources are used to support local communities where domestic housebreaking is an identified priority.

• Ensuring best practice is shared and used to prevent & investigate domestic housebreaking.

• Collaborating with partners and communities to raise awareness of effective prevention tactics.

OVERARCHING OUTCOME: Our communities are safer because of Police Scotland's work to prevent and tackle housebreaking and support its victims.

KPI: Protect communities by preventing domestic housebreaking and robustly investigating all reports received.

Housebreaking Dwelling Crime

5 yr Mean	14/15	15/16	16/17
5,023	4,330	4,196	3,975
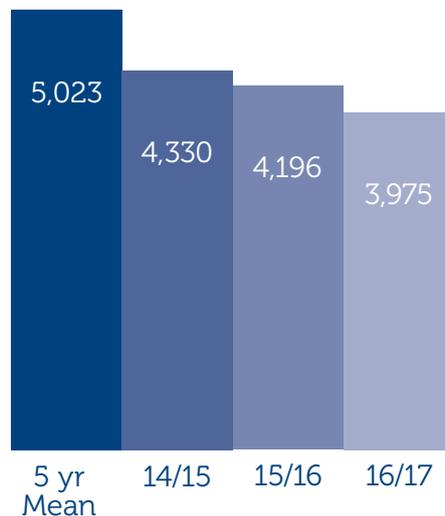
Housebreaking Dwelling detection rate down 10.8% to 23%.

Local Context

P Division

Operation Nightlight has recently commenced in Fife Division for 2016 and will be gauged on its success as the year progresses. Schemes such as Operation Nightlight and Rural Watch have received media attention and positive feedback from members of the Fife community.

Rural Watch is firmly embedded within Fife Division, with owners of rural properties and farms being provided with crime surveys and preventative advice. The scheme has recognised recent success, by acting as a conduit for the flow of information in respect of crimes being committed in an area of West Fife.

L Division

Following a significant increase in crimes of dishonesty in Clydebank an operation was set up with representatives from Community Policing Teams, CID, Proactive Unit, Intelligence, Concern Management Hub, DCU, Road Policing, DVRU and Performance Support. A list of local offenders was compiled and they were proactively monitored through the Directed Policing Plan. Every crime of dishonesty was reviewed to ensure no forensic or other investigative opportunity was missed.

Local Context Cont.

Crime prevention advice was given to all victims and full use was made of social and local media to encourage residents to secure their property and vehicles. West Dunbartonshire Council produced a Home Safety Leaflet and these were delivered to every home in the affected areas. As a result of the operation 2 persons were arrested and reported to the Procurator Fiscal for 9 offences involving dishonesty, with a further report submitted detailing a further 26 alleged offences. A significant quantity of stolen property was recovered and returned to its owners. The level of acquisitive crime has been significantly reduced and the local community positively reassured.

U Division

In July and August a series of Housebreakings to Commercial premises occurred throughout Ayrshire Division, whereby premises were targeted for safes and cash tills. From available CCTV it was established that 3 persons were involved and that the crimes were linked by modus operandi, communicating by mobile phone on site and descriptions of perpetrators and the type of premises and property being targeted. During the investigation, a number of forensic opportunities were identified in respect of DNA, fingerprints and footwear impressions which were found at the various locations. Three persons were subsequently charged with 22 crimes, including a 15 year old who had not previously been on record, but following DNA and Fingerprint impressions being taken, was identified for a number of the crimes.

An analytical Telecoms report was crucial in linking the main perpetrator/driver. Early indications of Cell-site suggested that the accused were travelling extensively throughout Scotland and Intelligence and Information sharing with other Divisions identified further crimes committed by the accused in Dumfries and Galloway and Fife, an additional 4 charges were reported to the PF to provide continuity and supportive evidence to the main case. The arrest and subsequent full committal of the main perpetrator of these crimes, a 37 year old male, has had a dramatic effect on the commission rate of Housebreaking within the Division, which has seen a significant drop in this type of crime.

J Division

A project has been undertaken by J Division to target harden farms. Approximately one thousand farms received an initial mailed prevention booklet, which was followed by attendance at agricultural shows. Our first walk and talk farm based event was received very favourably and highlighted by farmers as a practical demonstration that brought crime issues to the fore and has led to two further events being arranged for other parts of the region. Police and Local Authority funding was secured for two hundred property marking packs, which include DNA marking packs to assist with later identification of stolen property. The media campaign included initial press releases and social media bulletins and led to extensive coverage on Radio Borders and also generated interest from ITV who sent a film crew to record a piece for the evening news programme. We have challenged the rising value of rural theft, achieving a 62% reduction in the value of rural theft in Scottish Borders. This work has been shortlisted for the Scottish Community Safety Network Awards.
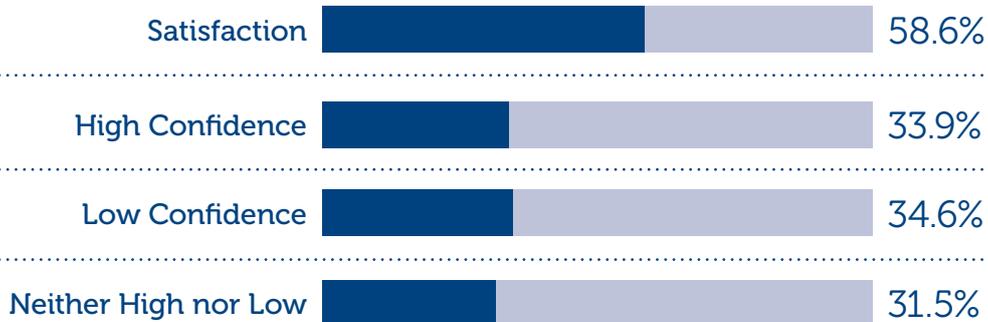
Public Confidence

OVERARCHING OUTCOME: Our communities are confident that Police Scotland is delivering a high quality service that is continually improving, efficient and responsive to local needs.

KPI: Support and reassure communities by monitoring public confidence in the police.

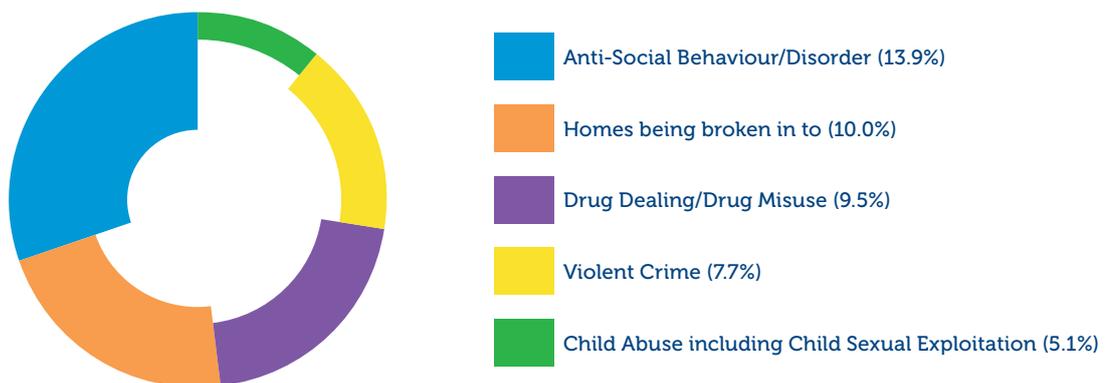| User Satisfaction	▲ 82.1%	1.3% increase	Public Confidence	▲ 81.7%	4.3% increase

The Force recognises that its purpose and focus cannot be delivered without the confidence of the public. The User Satisfaction Survey is used to understand the performance of the Force in relation to how incidents and crimes reported were dealt with. Your View Counts survey is open to all members of the public regardless if they have been in contact with the Police or not. Understanding how service users assess the Force's response to reported incidents and crimes as well as general levels of confidence is crucial. Therefore comparison of internal and external measures broadens the reach of opinion.
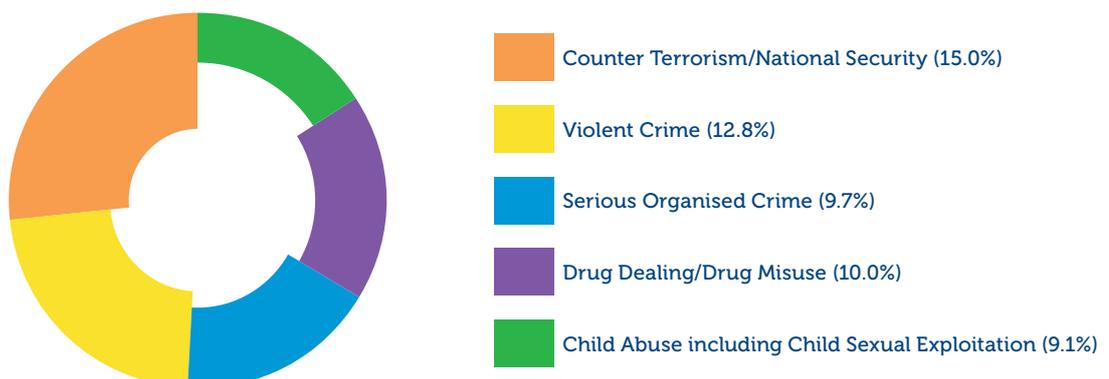
Your View Counts **15,962** surveys completed

Satisfaction	58.6%
High Confidence	33.9%
Low Confidence	34.6%
Neither High nor Low	31.5%

The Top Five Local Priorities

- Anti-Social Behaviour/Disorder (13.9%)
- Homes being broken in to (10.0%)
- Drug Dealing/Drug Misuse (9.5%)
- Violent Crime (7.7%)
- Child Abuse including Child Sexual Exploitation (5.1%)

The Top Five National Priorities

- Counter Terrorism/National Security (15.0%)
- Violent Crime (12.8%)
- Serious Organised Crime (9.7%)
- Drug Dealing/Drug Misuse (10.0%)
- Child Abuse including Child Sexual Exploitation (9.1%)

Additional Context

From April 2016, an online Survey Monkey portal was created for the general public to complete. In previous years, the survey was conducted by Community Police officers. As such, no direct comparisons can be made.

During the combined Q1 & Q2, 15,962 Your View Counts surveys were completed with 86.5% completing the survey as a resident. Nationally, 58.6% of participants who had been in contact with the police in the previous year were satisfied with the response. At a divisional level, the lowest positive response was noted in V Division (52.0%). J (53.6%), P (55.3%), E (55.4%) and D Divisions (55.8%) were also below the Police Scotland average. L Division (64.8%) had the highest positive response.

Nationally, 33.9% of respondents said that they had a high or very high level of confidence that the Police would respond to their concerns. 34.6% said their level of confidence was low or very low with 31.5% responding as neither low nor high. Six divisions had a lower than force average response of high or very high with the lowest percentage being noted in E (28.9%), D & V (both 29.2%) and J (29.3%) Divisions. L, N, C, G, K and A Divisions all had a higher percentage of high and very high responses than they did low or very low.

Although confidence levels remain high when asked by Police Scotland in Your View Counts, as identified at the end of Q4 2015/16, the Scottish Crime and Justice Survey showed a slight decrease in public confidence with those living in more deprived areas having less confidence in the police than those in less deprived areas.

Corporate Indicators – Future Workforce

2016/17 COMMITMENTS

- Review the composition of the workforce using research, good practice, understanding the internal andexternal demographics, skills mix and future skills. Enabling an increase in flexibility and mobility across the service, maximising the use of Special Constables and implementing the outcomes to achieve theoptimal workforce balance.

- Review, deploy and implement the Resource Deployment Model and establish national resource Planning Units that are responsive to demands and provide equality of service and standardised processes.

- Develop and implement organisational change plans with departments and divisions to meet resourcing requirements in conjunction with trade unions and staff associations, and remodel aspects of the corporate infrastructure to more effectively integrate service delivery.

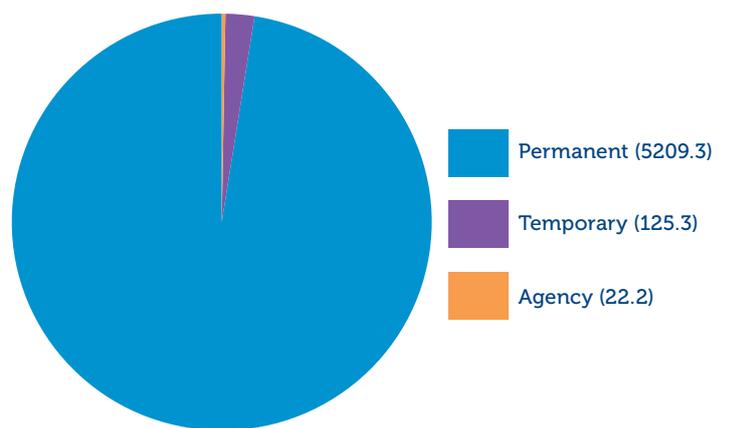- Use new governance arrangements to increase internal collaboration and improve information sharing.

OVERARCHING OUTCOME: Police Scotland's workforce is confident, adaptable and delivers a high quality policing service within budget.

Police Officer FTE 17244.5

- Executive (12)
- CS (37)
- Sup (114)
- CI (244.9)
- PI (876.2)
- PS (2410.8)
- PC (13549.6)
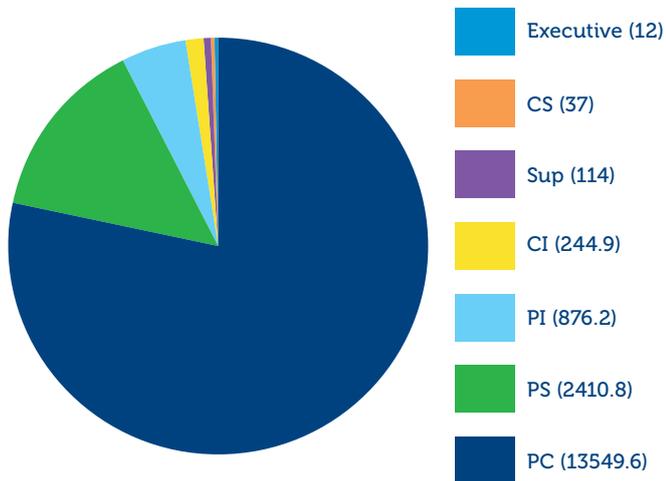
2,434 Officer applications
337 Officers recruited

Police Staff FTE 5356.8

- Permanent (5209.3)
- Temporary (125.3)
- Agency (22.2)

* Police Staff figures include FTE 516.43 SPA Staff

69 Staff Recruited

775 Special Constables

775

45,225.4 hours worked

| Officer Leavers | 407 |
| Staff Leavers (37 through VR/VER) | 219 |

Additional Context

The numbers of Police Officers have increased slightly since the last report, however have reduced when comparing the same period last year. Police Staff have reduced in comparison with both the previous report and the same period last year.

A review of rank ratios across the organisation took place during quarter 1. Following organisational assessment and consultation, rank targets have now been agreed with all divisions. Timescales for achievement of the agreed targets varies across divisions due to dependencies on natural attrition factors and predicted retirals.

Further development of a robust vacancy management process has taken place during Q2. A newly created Workforce Management Group (WMG) has been established, with meetings taking place on a regular basis. This group oversees all requests to fill vacancies across the organisation, including requests for contract extensions, increase to hours of work, additional responsibility payments and acting/temporary promotions. Scrutiny with regards business critical requirements and available staff budget is ensuring positive results. There has been a significant tightening of vacancy management and a decline in the number of acting/temporary ranks across the organisation since in the introduction of the group. Guidance and forms relating to WMG have been designed and communicated to the organisation. To date 256 requests have been submitted, considered and processed by WMG.

Progress continues on the Modernisation of Recruitment project. Approval has been granted to progress implementation of the SEARCH assessment centre for all Police Officer recruitment. SEARCH is owned and continuously developed by the college of policing and is used by all 43 Police Forces in England and Wales.

A review of the current Police Scotland Resource Deployment structure and department processes has taken place during Q2. This has resulted in a business case to deliver a new Resource Deployment model being submitted. Following approval implementation of the recommendations will begin to take place over the next 6-12 months.

Corporate Indicators – Developing Leadership

2016/17 COMMITMENTS

- Review and deliver the integrated competency framework and the leadership programmes aimed at senior managers, middle managers, and first line managers to enhance and further develop leadership skills.

- Develop and implement a coaching strategy, a mentoring framework and peer to peer learning network to enhance leadership capability and the sharing of learning.

- Develop opportunities for staff to engage in peer to peer learning, external and internal exchanges and secondments to increase understanding of collaborative, outcome focused learning and partnerships.

- Improve talent management and succession planning to identify future leaders and managers, supporting promotion and selection processes which underpin organisational resilience introducing a values based assessment approach.

- Develop and implement a new performance and development conversation (PDC) process to support individual and team performance, development and delivery.

OVERARCHING OUTCOME: Police Scotland's leaders have outstanding leadership and management skills and contribute confidently to delivering a high quality policing service.

Additional Context

Women in Public Sector Leadership

An event for Women in Public Sector Leadership (WiPSL) took place at Tulliallan on 31 August. 70 delegates from across the public sector including Health, Fire, Local and Central government, SEPA, and SPS attended as well as from Police Scotland. A number of interactive practical workshops were held on subjects such as Board Membership and Coaching & Mentoring. 178 places were taken up on leadership training courses over the first half of the year.

Performance Appraisal

A new approach to individual performance appraisal and development has been launched. The newly entitled PDC (Performance Development Conversation) framework went live Sept 2016, following success of the pilot group trials. National briefings introducing the new framework will take place throughout Q3 complemented by a helpdesk, online toolkit and additional support available from the LPD team.

Work continues on the implementation of the Integrated Competency Framework. A number of National Role Profiles for police officer posts are now complete. Superintendent Rank role profiles will be progressed next as part of the deliverables from the Superintendent role review.

The design of a new Mentoring Programme remains under development and, following consultation, implementation is likely to be in November.

Corporate Indicators – Learning and Development

2016/17 COMMITMENTS

- Develop and implement governance to provide oversight of learning and development to ensure resources are allocated to service priorities.

- Develop learning and development to new recruits, officers and staff that is up to date, responsive and using modern learning and teaching approaches, including e-learning to ensure individuals have the skills and competencies to deliver the role.

- Review our portfolio of training to enable the delivery of learning and development programmes that are standardised and quality assured.

- Develop partnerships in Scotland, post conflict and developing countries, and developed countries to provide training and development, share good practice and develop externally funded projects.

OVERARCHING OUTCOME: Police Scotland's workforce and partners access responsive high quality learning and development which enables them to deliver high quality policing.
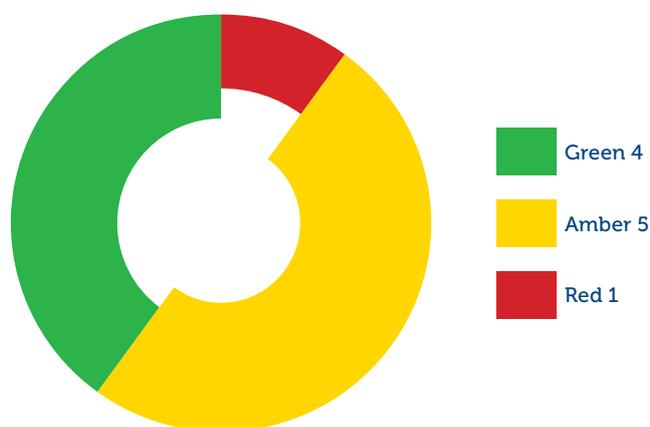
2016/17 - 64,234 training spaces taken up YTD

Classroom (76%)
E-learning (24%)
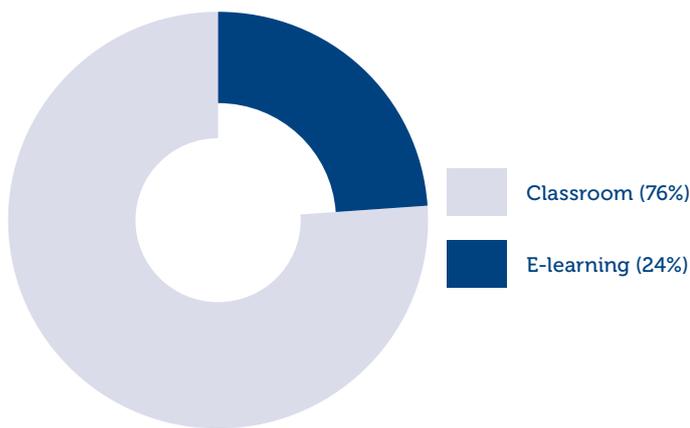
2015/16 - 38,066 training spaces taken up YTD

Classroom 53%
E-learning 47%
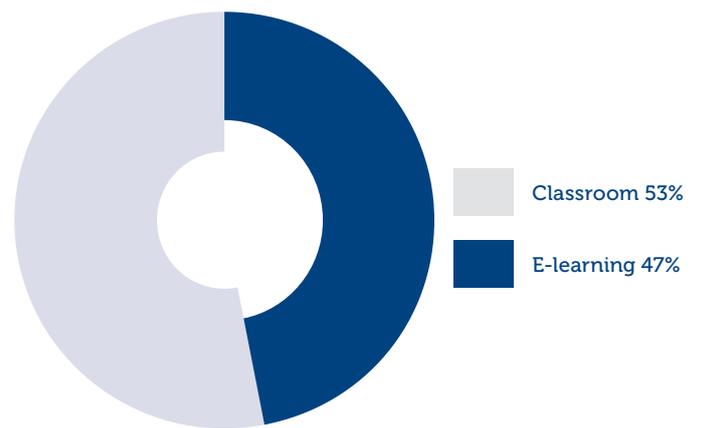
Quality Audits undertaken YTD

Green 4
Amber 5
Red 1

Green = no significant issues
Amber = some issues to be addressed through action planning
Red = significant issues causing potential risk to organisation, credit rating or accreditation

Additional Context

Training on Stop & Search and Mental Health Awareness was launched for all Police Officers on 26th September. This training will likely impact 17000+ staff and will be a significant demand on the Training Delivery function over the next two quarters. Phase 2, Mental Health Awareness training for Police Staff will have a stronger work place focus and is in the early stages of development.

National roll-out of compulsory Fire Awareness training for all staff was introduced in Q2. Staff identified as Fire Wardens are required to complete additional specific online training and Fire Safety Co-Ordinators are to attend face to face training.

The 'Red' quality audit relates to First Aid at Work training which was not being delivered in a standardised way across the country thus not enabling it to be credit-rated. The action plan for this has been worked on during Q2 and a Quality Assurance check will be done in Q3 to ensure that this is completed.

National Police Promotion Panel Assessor training events were held between 12th and 22nd Sept for relevant staff and officers at the rank of CI and above who will be involved in the Senior Selection Process at National Review and National Selection panels. The panels are scheduled to take place throughout Q3.
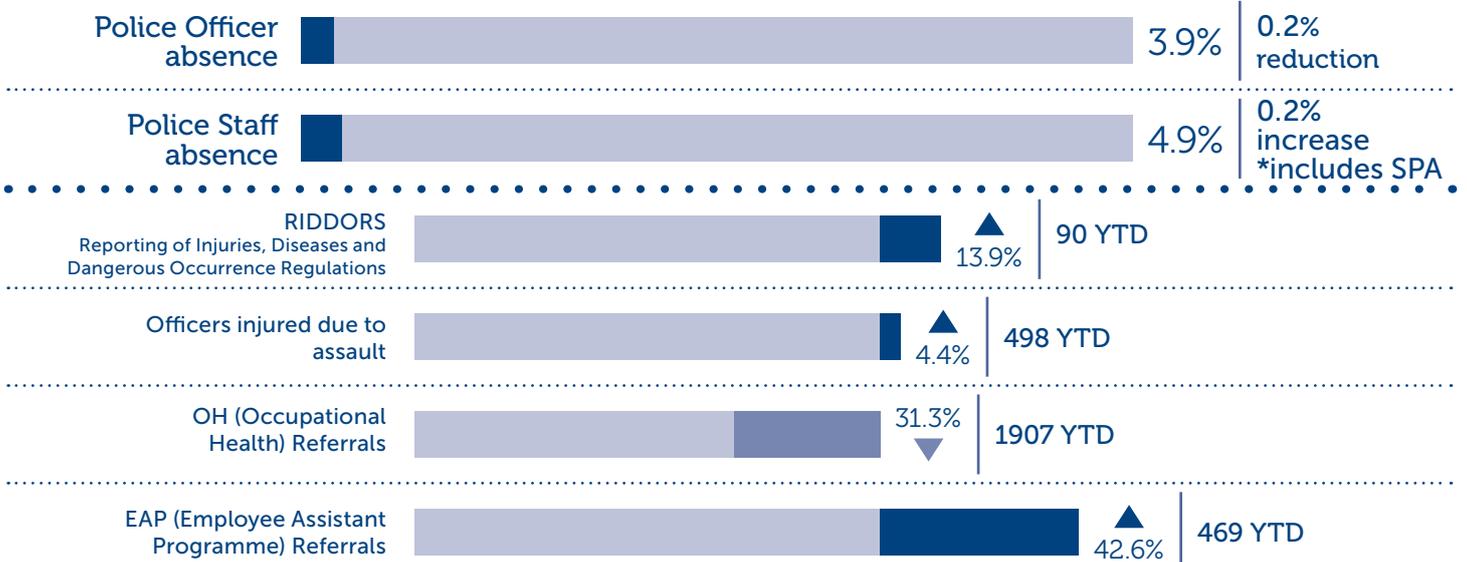
Staff briefings regarding the revised Senior Selection process have taken place across the country throughout Q2. The selection process will link to future organisational requirements which will assist in providing a sustainable model to deliver first class policing across Scotland.

Corporate Indicators – Positive Workplace

2016/17 COMMITMENTS

- Engage officers and staff, unions, and staff associations in strategic dialogue to influence and inform future priorities.

- Conduct regular employee opinion surveys to support cultural change and continuous improvement.

- Review and implement policy and practice on Health & Safety and Fire & Risk Management to ensure the provision of a safe working environment, and increase education and raisie awareness of the Employee Assistance Programme, TRiM and Occupational Health Services to support work/life balance.

- Mainstream equality and diversity in all workforce practices, providing training and improving the recording and reporting of management information.

- Deliver Awards schemes for all officers and staff and encourage local managers to recognise and demonstrate delivery and achievement by rolling out the same locally.

OVERARCHING OUTCOME: Police Scotland's working environment is safe, supportive and embraces diversity.

Indicator	Value	Change
Police Officer absence	3.9%	0.2% reduction
Police Staff absence	4.9%	0.2% increase *includes SPA
RIDDORS Reporting of Injuries, Diseases and Dangerous Occurrence Regulations	13.9% ▲	90 YTD
Officers injured due to assault	4.4% ▲	498 YTD
OH (Occupational Health) Referrals	31.3% ▼	1907 YTD
EAP (Employee Assistant Programme) Referrals	42.6% ▲	469 YTD

Additional Context

Throughout Q2, Police Scotland has continued to work with a third party contractor in order to complete all Fire Risk Assessment work throughout the Police Scotland estate. Progress on this will continue throughout Q3, with all Fire Risk Assessments due to be complete by the end of December 2016.

A Fire Safety Manual has been developed and approved in Q2, and is being distributed throughout Q3, with the relevant new Fire Risk Assessment included.

In relation to asbestos management, a meeting with the Health and Safety Executive took place 24th August to discuss progress made since their visit in February. Estates anticipate having all asbestos surveys completed before the end of the calendar year. Both asbestos and legionella folders are currently being distributed to all sites on completion of the appropriate surveys/risk assessments on site.

Following on from the Staff Survey results in Oct 2015, four action plans were identified and agreed. Progression of these action plans continues throughout 2016.

A dedicated Engagement Team continues to hold engagement events throughout the country each week, with positive responses.

A Pulse survey is due to be issued across the organisation in November. This will provide a snap shot in time of the opinions and thoughts of employees. 20 Questions have been developed for inclusion in the survey and it is hoped the results will provide a gauge in relation to any progress made since the 2015 survey findings. Publication of the results is likely to be January 17.

A Wellbeing pilot is due to launch in Q Division in October. The purpose of the pilot is to raise awareness of what Wellbeing is and the services available to staff and officers. The Pilot has identified 14 volunteer Wellbeing Champions who will play critical roles throughout the pilot, the success of which will be monitored throughout Q3 & Q4.
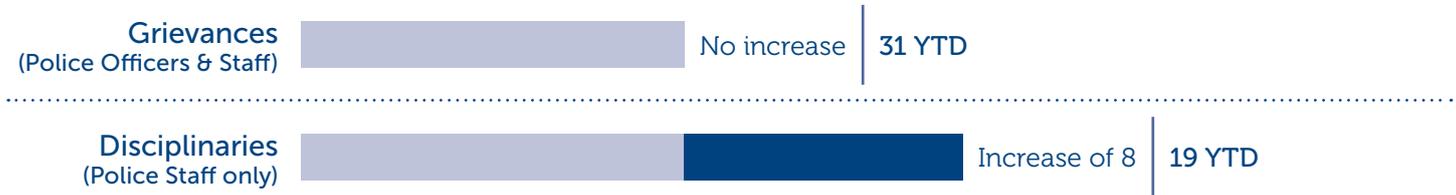
Work on the Equality & Diversity mainstreaming report has taken place throughout Q2/3, with publication due to take place thereafter.

Corporate Indicators – Supporting People

2016/17 COMMITMENTS

- Carry out a comprehensive review of the business support and administration functions to re-engineer systems and processes (SCoPE), improve management information, and develop a shared services model in conjunction with other corporate functions.

- Modernise terms and conditions to ensure fairness and equality, rationalisation and simplification, applying consistent job evaluation and job roles to enable the adoption of more agile working practices.

- Review our people management practices and re-engineer our processes to be inclusive and encourage participation from all sections of the workforce/community.

- Review the delivery model for the People and Development function to ensure alignment with good practice which is cost competitive against external benchmark.

OVERARCHING OUTCOME: Police Scotland's working environment is safe, supportive and embraces diversity.

Grievances (Police Officers & Staff)	No increase	31 YTD
Disciplinaries (Police Staff only)	Increase of 8	19 YTD

Additional Context

The Staff Pay & Reward Modernisation project is progressing through Stage 2 of the Project Plan. Job description validation activity and work on pay modelling has been developed through Q2. Job Evaluation Questionnaires continue to be issued throughout the organisation as per the rolling project plan. Delivery of the next phase includes benchmark job evaluation work. As part of communications and engagement for this project, Roadshows have launched throughout Scotland and will continue throughout Q3 along with production of a communication strategy.

SCOPE data validation remains a critical dependency for this project, work has commenced to identify the critical fields and to ensure a data cleanse on the required information is undertaken by end of December 2016 (this will be undertaken by the HR Process & Data Management project).

As part of the HR Process and Data Management project, an immediate exercise is required to validate the data within specific fields on SCOPE relative to the needs of the Modernisation Project. Resources are being identified from the People & Development function to undertake this work and a Communications Plan has been produced in order to keep staff across P&D and managers in other Business Areas up to date.

An initial business case outlining the requirement for an 'Electronic Data Records Management System' was approved in Q2. Work on the full business case for EDRMS is on-going and will be submitted during Q3. The EDRMS project is fundamental to the development of the shared services function.

Corporate Indicators – Finance

2016/17 COMMITMENTS

- Work towards achieving the savings requirement necessary to deliver the 2016-17 budget.

- Develop a 3-year financial plan that will set out a route-map for reducing recurring expenditure so as to bring it into line with the revenue grant from Scottish Government.

- Develop a 2017-18 budget within the parameters of the 3-year financial plan so as to move towards achieving a financial sustainability.

- Work with the Scottish Police Authority to develop a 10 year long term financial plan to reflect the Policing 2026 Strategy, ensuring that it aligns resources to priorities and demand areas, whilst ensuring financial sustainability.

OVERARCHING OUTCOME: Police Scotland allocates resources as efficiently as possible, in line with its strategic priorities, and is able to live within its means.

Additional Context

A significant exercise has been undertaken to identify further savings that could be taken immediately out of non-pay budgets resulting in approximately £5m of additional savings. Work is now ongoing to look at other savings options in order to bring forecast expenditure back in to line with the budget by 31 March 2017.

A draft 3-year financial plan has been prepared and discussed with the Police Scotland Force Executive as well as with Members. Following revisions and re-forecasting of certain sections, it will be presented to the Authority for approval.

Corporate Indicators – Procurement

2016/17 COMMITMENTS

- Refresh our Procurement Strategy for publication November 2016.
- Refresh our Procurement Operating Model.
- Develop our Category Management Approach.
- Embed Supplier Relationship & Contract Management.
- Achieve our aspirational savings targets outlined within the Long Term financial strategy.

OVERARCHING OUTCOME: Police Scotland's procurement practice delivers excellent value through best practice, strategic procurement, expenditure management, effective business and commercial relationships.

Additional Context

Police Scotland is tackling challenges such as resource constraints, the volume of procurement required to replace legacy and fragmented contracts and changes to the Public Procurement Regulations. The new regulations which came into force in April this year are having an impact across all of the Scottish Public Sector. A period of amending the Force's policy, processes, templates and standard practice is underway ensuring adherence to the regulations will continue throughout this financial year. The Force have been working closely with Scottish Government procurement directorate to ensure alignment, sharing of best practice and lessons learned.

A change to the management structure has taken time to review, develop and approve. We are now working with staff to implement the changeover in management.

Corporate Indicators – Fleet

2016/17 COMMITMENTS

- Maximise cost savings and efficiencies from an integrated approach to fleet management.
- Ensure that the optimum number of vehicles are available to support delivery of organisational needs.
- Continue to contribute to the reduction of C02 emissions as part of the service carbon management plan.

OVERARCHING OUTCOME: Police Scotland's fleet is fit for purpose, cost effective, reliable and sufficiently flexible to be responsive to the dynamic nature of policing and users' needs.

Additional Context

Two High Key Performance Indicators have been agreed for Fleet which will be reported quarterly.

- Vehicle Availability
- Vehicle Fleet Size

The creation in 2016 of a National Vehicle User Group (NVUG) has clear Terms of Reference and meets twice a year to determine future fleet strategy for Police Scotland/SPA.

This is where future vehicle role requirements is agreed in consultation with end users through the (NVUG), chaired by the Head of Fleet with representation from all key stakeholders within the service.

Corporate Indicators – Estates

2016/17 COMMITMENTS

- Maximise cost savings and efficiencies from an integrated approach to facilities management.

- Ensure that the optimum number of premises are available to support delivery of organisational needs.

- Continue to contribute to the reduction of C02 emissions as part of the service carbon management plan.

OVERARCHING OUTCOME: Police Scotland's estate is fit for purpose, cost effective and supports high quality service to the public.

Additional Context

A review of the police estate to support delivery of the Estate Strategy is being completed. This will provide an overarching plan to develop an estate which meets future requirements across all police functions. The resulting implementation plan will be finalised with due regard to the strategic direction being defined by Policing 2026. In the meantime, the ongoing assessment of the estate has identified a number of properties which are clearly not being used, or for which there are obvious alternatives to improve or maintain service delivery and be more efficient. In Quarter 2, four vacant police premises which were not required were sold. The SPA declared a further 8 properties surplus to requirements and action to dispose of these properties is progressing.

To meet statutory compliance requirements for Access, Asbestos, Legionella and Fire, a schedule of service, testing and inspection has been developed. A significant volume of activity is ongoing to ensure that actions to address those matters which arise are effectively managed. There are significant cost implications, so action must be risk assessed and scheduled accordingly. In response to an HSE Improvement Notice a programme of asbestos surveys is underway and will be complete by December 2016. Water hygiene assessments for legionella will be completed in the same timescale. Fire risk assessments will be completed by November 2016, with results provided to divisions for any remedial action identified.

Corporate Indicators – ICT

- Deliver the Digital Transformation Portfolio.

- Deliver a programme of desktop replacement, migrating from Windows XP operating system to Windows 8.1-Alliance.

- Deliver a single desktop environment, a platform for collaboration via diary and document management, and a hub for all authentication – ADEL.

- Deliver a single routable network within Police Scotland.

- Support the delivery of the new Emergency Services Network (ESN).

- Deliver a POLE (Persons, Objects, Location and Events) based database, single, integrated ICT solution.

- Secure the formal accreditation necessary to support our continued use of the Public Sector Network.

OVERARCHING OUTCOME: Police Scotland has flexible access to the secure, resilient, reliable technology and information assets that facilitate and support operational/organisational service delivery and enable the organisation to become Smarter, Leaner and Sustainable.

Additional Context

Over quarter two of 2016/17 ICT and the C3 project team have installed and implemented a new version of our customer relationship management tool (CRM), this provides a more resilient set up and the application is hosted on new infrastructure. In addition to this the implementation of Storm Unity into Dundee during Quarter 1 continues to be a success.

The Operational Data Store (ODS) has continued to be developed in order to support data sharing across Police Scotland. Progress continues to be made with data sharing via the Operational Data Store (ODS). The operational pilot of the iDAP search application, which will enable a 'google-like' search of the ODS legacy Missing and Vulnerable Persons records, is now being rescheduled with delivery commencing as soon as the relevant ODS data is available.

Throughout Quarter 2 ICT have completed the deployment of an additional 769 Windows 8.1 desktops with 96% of the West of the country deployed and expected completion by the end of December 2016. It was last reported that this would be completed by the end of August 2016, however a number of devices could not be put in place due to a number of restrictions. These have been identified and will be resolved by the end of the year. Deployment has commenced in E&J divisions. The ICT Blueprint projects namely Alliance, ADEL, Data Centre Rationalisation and the National Network will together deliver a secure, flexible, resilient and efficient national ICT environment. This will allow ICT to support the delivery of our operational and organisational priorities, and provide the enabling foundations that will deliver future ICT Strategy.

ICT continue to deliver a number of key transformational projects and deliverables in line with business requirements whilst managing the business as usual demand across operational business units. In the period 1st July to 30th September 2016 we have processed 18,645 Service requests, 2,479 account maintenance updates and answered 31,252 calls to the service desk and resolved 14,017 incidents. with 88% of high priority incidents being resolved within SLA.

ICT continues to support the delivery of key transformational projects throughout the organisation.

Phase 1 of the roll-out of a single National Custody System (NCS) is well underway with development work nearing completion and positive feedback being received by users experiencing NCS for the first time during training. The NCS application will go live incrementally across Divisions between 22 November 2016 and 12 January 2017. Phase 2 thereafter will see the applications upgraded to include the functions required to meet the needs of the Criminal Justice (Scotland) Act, which will come into effect in June 2017.

Additional Context Cont.

Work is progressing on the project to specify, procure and implement a National Payroll solution. An options appraisal in relation to preferred approach has been completed and approved. Business requirements are being finalised to support formal procurement activity.

A pilot release of the search application, based on Missing Persons and Vulnerable Persons data, will be deployed to the Risk & Concerns Hubs in Aberdeen, Inverness and Falkirk PO Custody suite Pilot sites in October 2016.

In addition to the above we continue to progress the delivery of the ICT restructure with a target delivery by the end of 2017. The ICT Senior Management Team delivered a series of nine Scotland-wide Early Engagement Roadshows involving staff potentially impacted by Stage 3 of the Restructure Project. The engagement has been met with staff enthusiasm and they have demonstrated that they intend to be fully engaged with the IT function restructure.
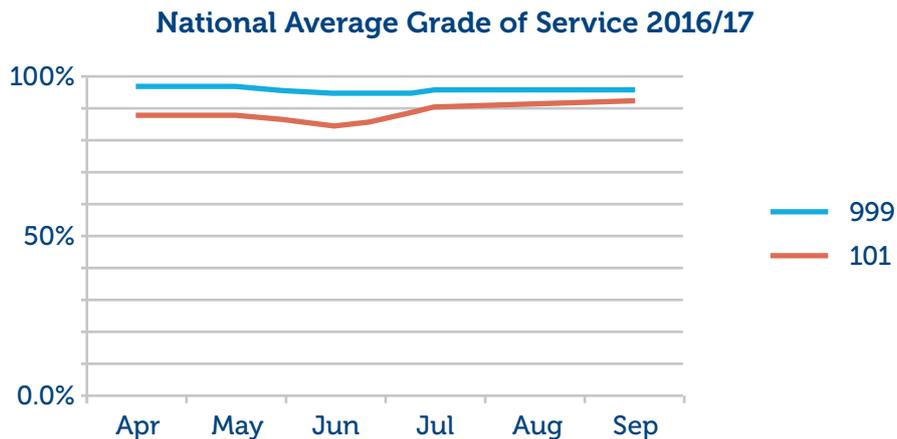
The Digital Transformation Team (DTT) within ICT continue to support the delivery of key transformational projects. The DTT, alongside Organisational Development and 2026, are now reviewing all ICT Enabled Projects with the objective of recommending a technical roadmap and annual delivery plans for the 3 year period from 1st April 2017 which will ensure progress of those projects which are assessed against Police Scotland objectives, as being most valuable and time critical.

Throughout Quarter 2 ICT were involved in the technical delivery of T in the Park and the Open, the work involved was significant in the provision of both services and applications. The work completed allowed for a control room to be run from site at both events.
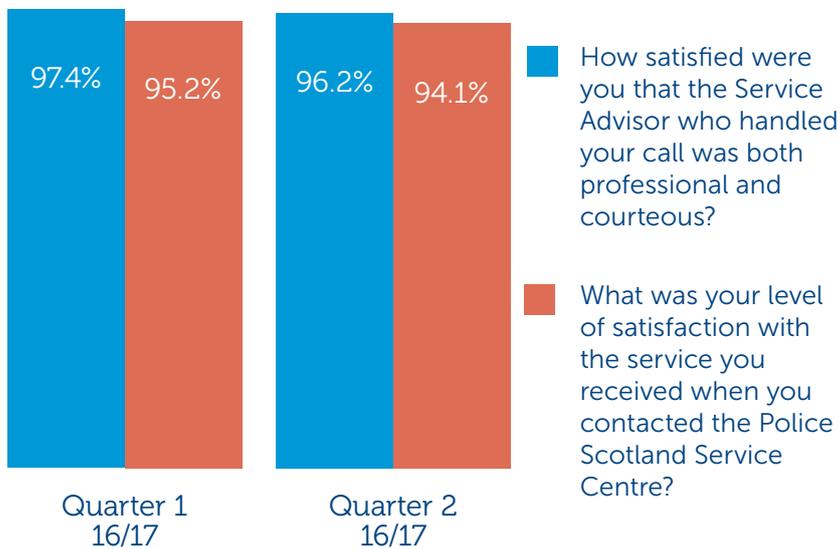
Contact, Command & Control (C3) Division

C3 provide frontline advice, support and assistance to Scotland's public and police, a 24 hour support service to resolve enquiries, prioritise and task incidents, supplying our front line officers with operationally critical information. C3 receives over 3.5 million calls from the public every year – one call every 9 seconds.
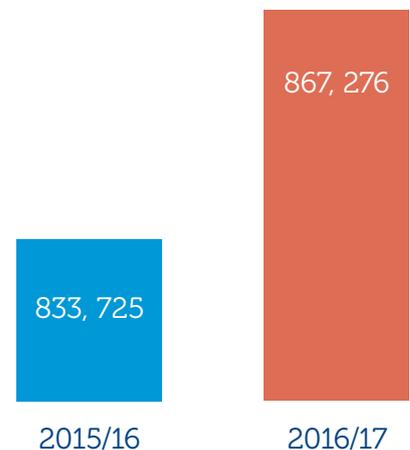
OVERARCHING OUTCOME: Our communities are confident that Police Scotland is delivering a high quality service that is continually improving, efficient and responsive to local needs.

National Average Grade of Service 2016/17

% Customer Satisfaction

Quarter 1 16/17: 97.4%, 95.2%
Quarter 2 16/17: 96.2%, 94.1%

How satisfied were you that the Service Advisor who handled your call was both professional and courteous?

What was your level of satisfaction with the service you received when you contacted the Police Scotland Service Centre?

Incidents reported to Police Scotland (YTD Q2)

2015/16: 833, 725
2016/17: 867, 276

Assessment

Over the last quarter – July – September the average Grade of Service for answering 999 and 101 calls has consistently remained above the 90% target*

*Answering 999 calls within 10 seconds and 101 calls within 40 seconds

Additional Context

Informing Our Customers

During April and May Police Scotland ran a media campaign to educate people on the appropriate (and inappropriate!) use of 101 and 999 numbers, attempting to reduce the existing demand on our busy call centres. Press articles and social and digital media were utilised to get this important message across. Nearly 1.5 million people viewed our posts on Facebook, Twitter, Instagram and YouTube with almost 80,000 online interactions.

Part of the result of this campaign has been an enhanced engagement with our partners, as well as enabling C3 to direct our customers to agencies that could offer them more appropriate support.

Improving Our Service

During Q2, 67 Risk and Vulnerability Assessment training courses were delivered to staff across C3 division. This new training (one of the recommendations from HMICS Independent Assurance Review in relation to Call Handling) is designed to ensure that at the very first point of contact for a member of the public, an informed and bespoke assessment can be made for every call, enabling the right support to be given and the appropriate policing resources to be deployed.

Developing C3 Capability through Change Management

During Quarter Two another key milestone was achieved within the C3 Integration and Remodelling (C3IR) programme (a system upgrade to improve ASPIRE, our C3 customer relationship management system). The system enables C3 Service Centre and Control Room staff to gather relevant information in order to manage enquiries, provide general advice and direct callers to the most appropriate destination. This involved update to software that manages call histories, geographical information, force databases and directories. Training on the new system changes was delivered to over 400 staff and during the upgrade, which took place in September, staff were supported by system experts and training staff. Since then, taking into account user feedback performance of the system has been assessed to have significantly improved, with faster and better capability.

Incidents

The number of incidents reported to Police Scotland increased by 33,551 (from 833,725 to 867,276). This is an increase of 4.0%.

Benefits of Police Reform

From the 1st April 2013, the realisation of the Benefits of Police Reform became a tripartite responsibility between Police Scotland, the Scottish Police Authority and Scottish Government. While each organisation must work collectively to maximise the benefits of reform, specific ownership is assigned as follows:

* End Benefits - owned by the Scottish Government, with progress reported by the Scottish Police Authority

* Intermediate Benefits - jointly owned by Police Scotland and the SPA , with oversight provided via Police Scotland Senior Management team and ultimately the SPA Board

* Operational Benefits - owned by Police Scotland

The Intermediate Benefits (IB) have 47 associated measures and the Operational Benefits (OB) have 45 measures, the measures due for completion are reported quarterly to the SPA.

All recommendations contained within the year one Post Implementation Review in 2014 are now deemed discharged as reported within the Q1 2016/17 update. The following charts illustrate the progress made to date towards the delivery of the identified benefits of the police reform programme.

Intermediate Benefits (IB's) - Delivery Update Q2 2016/17

Complete 32

On Target 11

Delayed 4
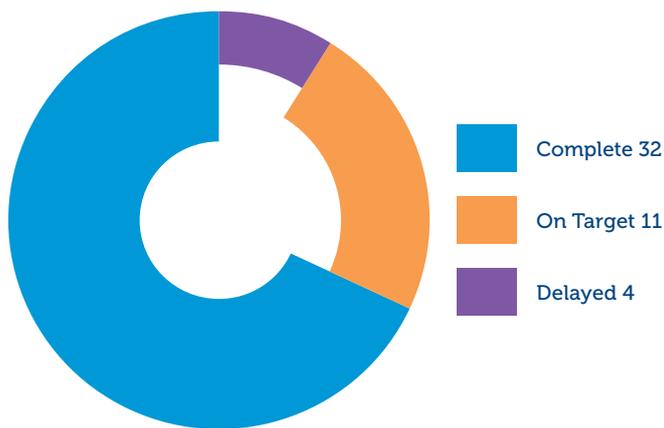
Operational Benefits (OB's) - Delivery Update Q2 2016/17

Complete 34

On Target 9

Delayed 2
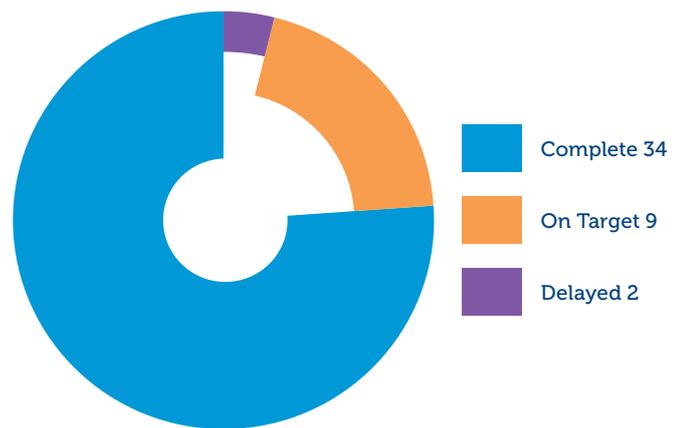
Q2 Update

There are 9 Measures due to be reported within Q2 2016/17. 2 Intermediate Benefit (IB) Measures are assessed as complete. 4 IB Measures are dependent on access to year end financial data and information which was not available at the time of this report. These measures are therefore deemed delayed. There is 1 Operational Benefit (OB) Measure assessed as complete. 2 OB Measures are also dependent on access to year end financial data and information which was not available at the time of this report and are also deemed delayed. A summary of reportable measures this Quarter is provided below.

Intermediate/ Operational Benefit	Measure	Status
IB5 Improved delivery of specialist resources	Measure 3 – Introduction of specialist resources	COMPLETE
IB8 Reduced operating costs	Measure 2 – Overall spend of the organisation on staffing cost, spend on managerial roles	TIMESCALE REVISED
	Measure 3 – Analysis of police overtime	COMPLETE
	Measure 4 – Spend on staff allowances	TIMESCALE REVISED
	Measure 5 – More effective capital expenditure	TIMESCALE REVISED
	Measure 6 – Reduced revenue costs	TIMESCALE REVISED
OB4 Introduction of corporacy of organisational approach	Measure 1 – Introduction of SOP's and SOP compliance mechanism	COMPLETE
OB6 Increased efficiency & demonstration of Best Value	Measure 1 – Expenditure on salaries of police officers and staff	TIMESCALE REVISED
	Measure 2 – Cost of staff allowances	TIMESCALE REVISED

Updates

To allow for the required financial information to be gathered, it is proposed that the timescale for reporting on Intermediate Benefit 8, Measures 2, 4, 5 & 6 and Operational Benefit 6, Measures 1 & 2 are revised to Q3 2016/17. Once available, this set of complementary measures are designed to highlight the financial aspects of the reform programme at an operational; including day to day corporate operations; and their contribution to the strategic aims of police reform.

A full summary of reported measures this Quarter is provided separately to SPA officers in line with agreed protocols.

Assessment

Overarching Intermediate Benefit 2, Intermediate Benefit 4 and Intermediate 5 are fully realised. Operational Benefit 1 and Operational Benefit 5 are also fully realised, with all the measures contained within those benefits complete.

It is expected that 13 of the remaining 15 Intermediate Benefit Measures will be achieved during 2016/17 and that 7 of the remaining 11 Operational Benefit Measures will be delivered in the same timeframe.

The mechanisms to deliver the full Benefits of Police Reform should be in place by Q4 2016/17. However, the actual benefit delivered will be subject to ongoing evaluation until 2026 as stated in the Outline Business Case for Police Reform.

In terms of risk to delivery, the existing and ongoing risks around the availability of both financial and staff resources to support the change initiatives required to deliver the benefits of police reform remains. This may result in the need to amend the identified benefits measures and their forecasted delivery dates.