SCOTTISH POLICE AUTHORITY

Meeting	**Public SPA Board Meeting**
Date	**7 June 2017**
Location	**Crowne Plaza, Glasgow**
Title of Paper	**Performance Summary Report Quarter 4**
Item Number	**6.2**
Presented By	**DCC Iain Livingstone**
Recommendation to Members	**For Noting**
Appendix Attached:	**YES**

PURPOSE

The purpose of this report is to provide Members of the Scottish Police Authority (SPA) with the Police Scotland 2016/17 Quarter 4 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 third quarterly report presented in the new format for financial year 2016/17, which has moved away from a fixed roadmap of reporting as presented in quarter 1, 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 4 (Q4) Performance Summary report builds on developments of this report from Q3 and takes the form of a graphically designed output. 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 Q4 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 4 Performance Summary Report.

2016/17
Performance Summary Report
Reporting Period: Q4 2016/17

POLICE SCOTLAND
Keeping people safe

Total Crime ⬇ 2.4% ⬇ 238,651 crimes YTD

Incidents Recorded
2.5% ⬆

1,663,276 YTD

Call Volume
1.1% ⬆

YTD Total of 2,644,178

User Satisfaction
3.0% ⬆

94.3% satisfied with their initial contact

Domestic Abuse
1.2% ⬆

58,408 Incidents Recorded YTD

Overall Violent Crime
0.6% ⬇

63,548 Crimes YTD

Sexual Crime
5.2% ⬆

10,822 Crimes YTD

Road Safety and Road Crime
2.8% ⬇

174 People Killed on the Roads YTD

Domestic Housebreaking
7.3% ⬇

8,169 Crimes YTD

Serious Organised Crime

15/16 — **162**
16/17 — **115**

(y-axis: 0, 10, 20, 30, 40, 50, 60, 70, 80, 90)

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 provides a summary of Police Scotland's performance for Q4 2016/17. The document will be submitted to the Scottish Police Authority (SPA) for the Full Board Meeting being held on 25th May 2017. The document 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 assigned 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 and exemplar of visible, ethical and responsive policing.

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

The report references the crime groups used by the Scottish Government to report recorded crime statistics and an explanation of these crime groups can be found in the Appendix.
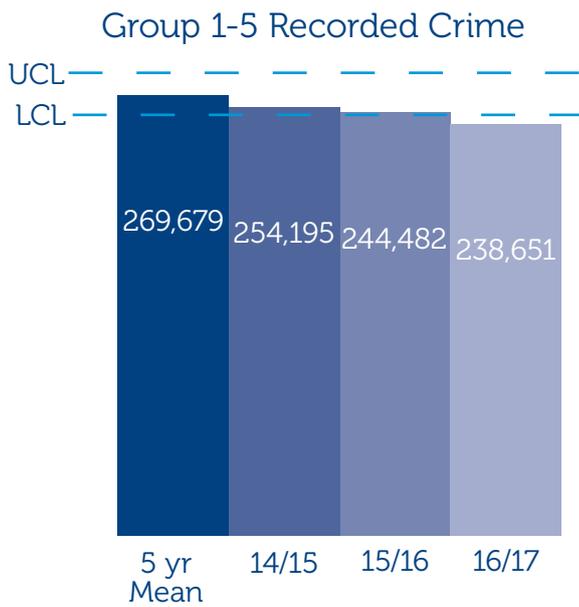
Summary information against Corporate Functions has also been included in this report, reflecting the desire to include relevant corporate indicators within the Performance Framework. This high level information is condensed, recognising the separate process for such functions to report into respective SPA Sub-Committees.

Unless stated otherwise, numerical comparisons are to the same period in the previous year to date. Where possible trend information is considered in the context against the 5 year average and against expected levels which are referred to as upper and lower confidence levels.
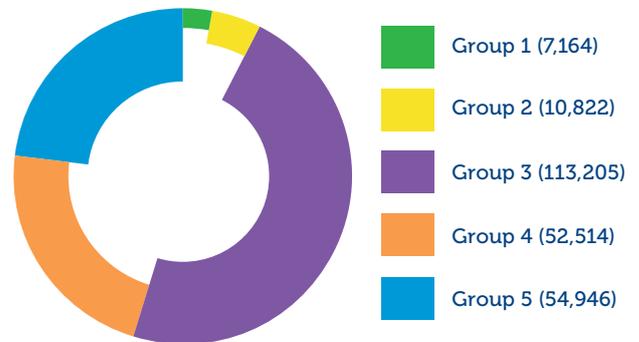
All data are management information not official statistics. All data are sourced from Police Scotland internal systems and are correct as at date of publication.

Group 1-5 Crime

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

Group 1-5 Recorded Crime

UCL
LCL

269,679 — 5 yr Mean
254,195 — 14/15
244,482 — 15/16
238,651 — 16/17

Overall Group 1- 5 detection rate is down 1.8% to 50.0%

Group 1-5 Recorded Crime 2016/17 by Group

- Group 1 (7,164)
- Group 2 (10,822)
- Group 3 (113,205)
- Group 4 (52,514)
- Group 5 (54,946)

Overall Group 1 - 5 Crime

2.4%

238,651 crimes YTD

Group 1 - Non-sexual Crimes of Violence	▲ 5.2%	7,164 YTD
Group 2 - Sexual Crimes	▲ 5.2%	10,822 YTD
Group 3 - Crimes of Dishonesty	▼ 1.3%	113,205 YTD
Group 4 - Fire-raising, Vandalism etc.	▼ 2.9%	52,514 YTD
Group 5 - Other Crimes	▼ 6.2%	54,946 YTD

Assessment

The general trend of reducing levels of recorded Group 1-5 crimes continued in 2016/17. Group 1-5 crime level is down 2.4% at the end of Q4 compared to the same period in 2015/16. Crimes are also down 11.5% on the 5 year mean.

The decrease is driven by reductions in Group 3 - Crimes of Dishonesty, Group 4 - Fire-raising, Vandalism etc. and Group 5 - Other Crimes, mainly through reductions in Housebreaking, Motor Vehicle Crime, Vandalism and Drugs related crimes. Group 1 - Non-sexual Crimes of Violence and Group 2 - Sexual Crimes have increased this year mainly driven by increases in Serious Assaults, Robberies, Threats and Extortion and Sexual Assaults.
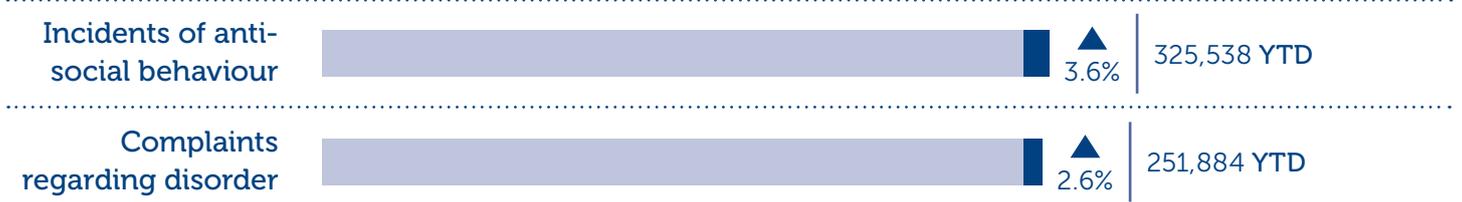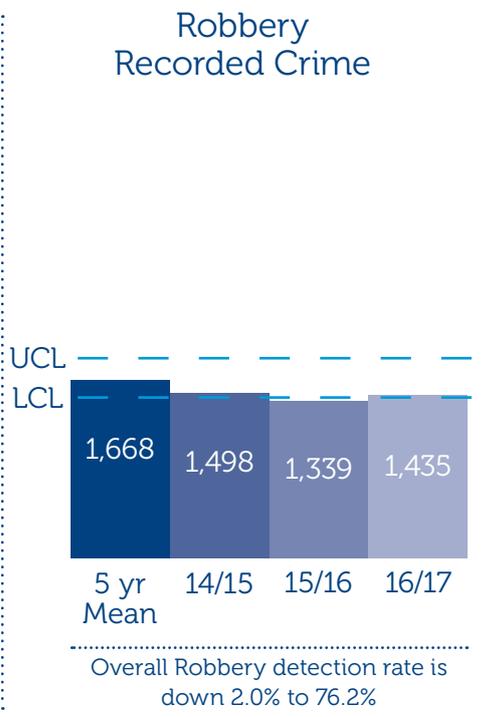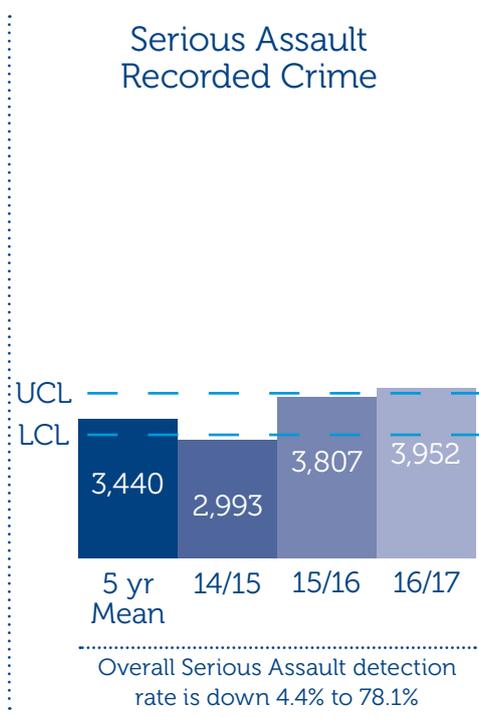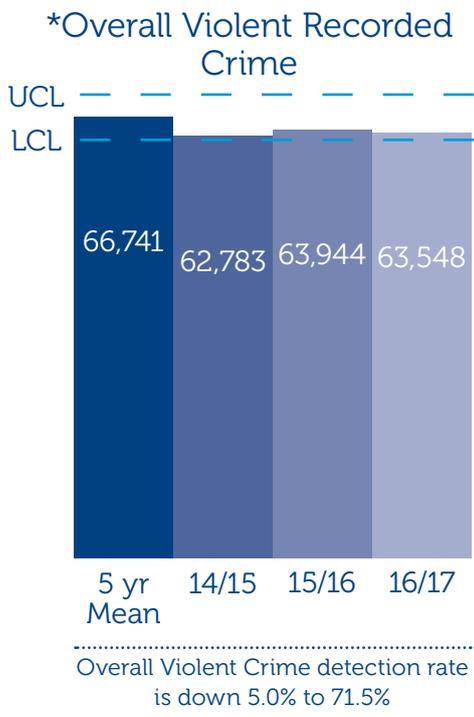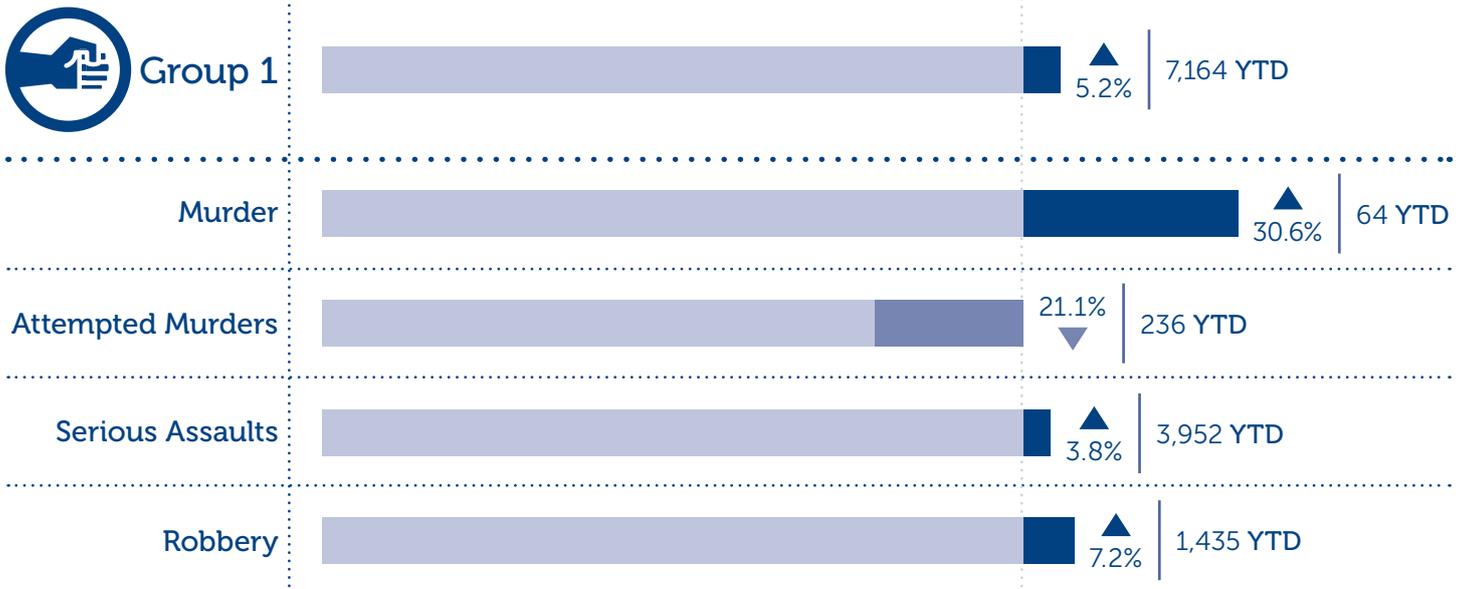
Violence, Disorder and Antisocial Behaviour

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	▲ 5.2%	7,164 YTD
Murder	▲ 30.6%	64 YTD
Attempted Murders	21.1% ▼	236 YTD
Serious Assaults	▲ 3.8%	3,952 YTD
Robbery	▲ 7.2%	1,435 YTD

*Overall Violent Recorded Crime

UCL
LCL

5 yr Mean	14/15	15/16	16/17
66,741	62,783	63,944	63,548

Overall Violent Crime detection rate is down 5.0% to 71.5%

Serious Assault Recorded Crime

UCL
LCL

5 yr Mean	14/15	15/16	16/17
3,440	2,993	3,807	3,952

Overall Serious Assault detection rate is down 4.4% to 78.1%

Robbery Recorded Crime

UCL
LCL

5 yr Mean	14/15	15/16	16/17
1,668	1,498	1,339	1,435

Overall Robbery detection rate is down 2.0% to 76.2%

Incidents of anti-social behaviour	▲ 3.6%	325,538 YTD
Complaints regarding disorder	▲ 2.6%	251,884 YTD

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

Assessment

Overall violent crime, which is a measure that includes selected Group 1 – Non-sexual Crimes of Violence crimes (Murder, Attempted Murder, Culpable Homicide, Serious Assault and Robberies) and selected Group 6 – Miscellaneous Offences (Common Assault & Common Assault of Emergency Worker) reduced by 0.6% (396 fewer crimes) in 2016/17 and remains at the lower end of the expected range. The reduction is largely driven by lower levels of Common Assaults. The Group 1 – Non-sexual Crimes of Violence element of the measure has increased this year largely driven by increases in Serious Assaults and Robberies.

Murder

There were 64 murders recorded this year which is in line with the five year average rate of 60 murders a year. The profile of these murders indicates that unusually there were three cases each with two victims, nine cases contained a domestic element and that a further two cases related to murders that happened in 1978 and 2010. There were no crimes of common law culpable homicide recorded this year, which is when a person is killed but there was no intent to do so. The longer term trend for attempted murder shows a reduction this year of almost a third compared to the five year average with 63 fewer crimes recorded. This finding of a reduction in recorded serious violence is supported by published NHS Scotland data which demonstrates a 55% reduction in people presenting to A&E with assaults over the past ten years.

The Violence Strategic Assessment has been refreshed to look at the root cause(s) of violent crimes. The National Violence Prevention Board has held open discussions with partners to seek their views in respect of factors behind same and ways to contribute in reducing these areas of violence.

A Violence and Antisocial Behaviour Tactical Tasking group has been established and will meet in May to drive shorter-term action in local community hot spots. Over the summer months, there will be a focus on communities affected by violence with particular emphasis on alcohol fuelled disorder and violence where weapons are used.

Supporting Evidence

Safer Communities Prevention Task Force (SCPTF)

The new three base model for the SCPTF is now established, providing enhanced mobility and capability to support Local Policing. A process to bid for resources has been introduced to ensure deployments are focussed on areas identified as having an increased threat, risk and harm, with emphasis on prevention and protection activity. In this reporting period, interventions carried out in a number of Local Policing Divisions resulted in the execution of 111 warrants; 44 curfew / bail checks;

and 471 individuals arrested / charged. There was extensive involvement in a number of operations linked to Serious Organised Crime Group (SOCG) feuds, with 9 knives and offensive weapons being seized. Activity in Glasgow, Stirling, Edinburgh, Dundee and Angus also led to identification of violent individuals, drugs and cash seizures.

Community Improvement Partnership (CIP)

The CIP team are progressing a new Information Sharing Protocol (ISP) with representatives from Wheatley Governance. This will provide a formal foundation to sharing information which will allow an enhanced collaborative approach to dealing with issues linked to chaotic lifestyles including alcohol dependency, drugs and a lack of respect for the physical environment, all of which are major contributors to antisocial behaviour. Ways to deal with mental health problems or poor skills in managing and controlling social and emotional behaviour are also being considered.

Research and Development

Police Scotland is developing guidance to help address the causes of increased violence and will use this work to support national, regional and local violence prevention activity. Police Scotland have been collaborating with Professor Jon Bannister from Manchester Metropolitan University with a view to expanding upon research which previously examined the relationship between alcohol misuse and crime, a proposal to undertake a detailed survey of specific determinants in 2018-2019 is being progressed. Police Scotland are also in the process of developing a proposed pilot study considering increased foot patrols and related crime rates, building on a recent study in Cambridge on police visibility which found a significant relationship between officers' presence and reductions in crime rates.

Police Scotland Stop and Search Improvement Plan

The Scottish Government's Stop Search Code of Practice will be introduced in May 2017. To support this an improved structure of audit and governance at strategic, tactical and operational levels has been put in place by Police Scotland and is continuing to support the delivery of improvements. National stop and search training has been rolled out to all constables, sergeants and inspectors, with briefings provided to senior managers. Presentations are being rolled-out to local authority scrutiny boards, and analytical products are being developed to improve stop and search information available locally. ICT enhancement to the National Stop and Search Database has introduced better ways of recording and quality assuring records and the introduction of a Police Scotland Stop and Search webpage is better informing the public. In December 2016, the use of non-statutory searching reduced to less than 1%. These improvements were acknowledged by HMICS in their Audit and Assurance Review in February 2017.

Hate Crime

			2015/16	2016/17
Disabilist		0%	269	269
Sexual Orientation		▲ 1%	1,142	1,153
Racist		6.7% ▼	4,912	4,582
Religion		1% ▼	707	700
Transgender		▲ 34.5%	55	74
Totals		4.7% ▼	6,788	6,470

Please note that an individual hate crime may have one or more of the listed characteristics and therefore the total number of hate crimes shown may not equal the sum of the totals shown for each individual characteristic

Assessment

The volume of Hate Crimes has decreased by 4.7% compared to the same period last year to 6,470 (318 fewer). Crimes were down 4.4% at the end of Q3 (231 fewer).

The detection rate for Hate Crimes reduced by 8.9% to 68.2% in 2016/17 compared to 2015/16. While it is not possible to be absolutely clear on the reasons for a fall in detection rate due to there being over 12,000 Hate crimes in the comparison period, one factor perhaps for consideration is the increasing use of social media, such as Facebook and Twitter. These forums arguably provide greater opportunity for hate incidents to occur and can offer an element of perceived anonymity for offenders. Crime data and intelligence logs report the creation of fake accounts, specifically for the purpose of posting hate messages. In addition, the use of technology in the perpetration of hate crimes presents significant challenges to Police Scotland, in terms of identifying and tracing offenders.

There has been an increase this year in the number of reported hate crimes identified as Transgender hate crimes. Working in partnership with the Equality Network, a national Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) equality and human rights charity, Police Scotland delivered bespoke training to 91 officers. This resulted in the officers having an enhanced knowledge and skill base, to work proactively with our LGBTI community. The training was delivered by Equality Network on behalf of the Equality and Human Rights Commission to help improve reporting and increase public confidence in Police Scotland around the country. Having completed their training, officers are now part of a new network of LGBTI Liaison Officers who can be contacted by the public. They also support and advise their colleagues across Police Scotland on LGBTI issues.

The Chief Executive Officer (CEO) of a leading LGBTI rights agency, recently reported an increase in LGBTI confidence in police response and subsequently an increase in reports of homophobic and transphobic incidents. The CEO was clear that this increase was linked to greater confidence in the police, not an increase in malice or ill will amongst the public or a rise in the actual number of incidents. Progress made by police in respect of this can be seen on a number of fronts, including the training of LGBTI liaison officers, improved profile of Police Scotland in Stonewall Workplace Equality Index of LGBTI friendly organisations and participation in LGBTI equality campaigns such as 'No Bystanders' and 'LGBT Allies'.

Supporting Evidence

National - Hate Crime Campaign

Police Scotland launched a 'Hate Crime Destroys Lives' campaign on Monday 27 March 2017, focussing on the impact that hate crime can have on people's lives and encouraging reporting by both victims and bystanders. Safer Communities participated in a number of awareness raising partnership events throughout the campaign week including:

- Loving Lanarkshire Deaf at Cathedral Primary School in Motherwell

- 'Cuppa with a Copper' at Punjabi Junction Café in Edinburgh

- Hate crime event for UNIS (Uniting Nations in Scotland) in Glasgow

- Scottish Disability Equality Forum (SDEF) Roadshow in Falkirk

- Choices for Life "Make Your Break" in the Forth Valley area.

The events were well attended and received by members of the local community who engaged positively with the police officers present.
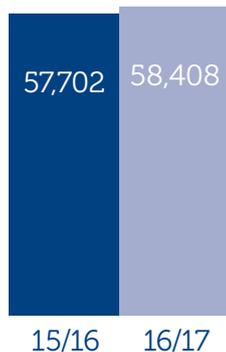
Domestic Abuse

## 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
57,702	58,408

Domestic Abuse Detection Rates

15/16	16/17
81.2%	74.1%
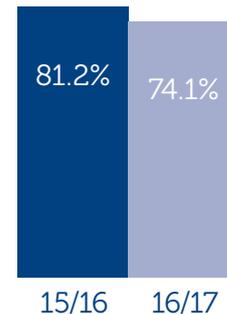
Assessment

The number of reported Domestic Abuse Incidents year to date is 58,408. This is an increase of 1.2% or 706 incidents compared to the same time last year.

The Domestic Abuse detection rate is down 7.1% to 74.1% compared to the same period last year.

Supporting Evidence

Challenging Domestic Abuse

A revised version of the Police Scotland and Crown Office Procurator Fiscal Service Joint Protocol to challenging domestic abuse was published in March 2017.

Since 1 April 2016 National Domestic Abuse Task Force (DATF) cases have resulted in 28 perpetrators being convicted and sentenced to a total of 122 years imprisonment. Corporate Communications ensured national media coverage of these convictions. Through their efforts the DATF identified 134 victims of high risk serial domestic abuse perpetrators, 62 of which agreed to engage with the investigations. For these victims, while Police Scotland have no qualitative evidence, anecdotally Police Scotland are aware they have benefitted from the investigation. This may be, for example, through the removal of the 'risk' i.e. the perpetrator has been incarcerated, a referral to a partner agency which can provide ongoing/long term support, or the granting of a criminal non-harassment order (NHO) which affords the victim a degree of protection in the longer term, particularly following a perpetrators release from custody. To pursue an NHO through the civil court can be expensive and often outwith the means of many victims. A conviction also offers the victim validation of the abuse they have suffered at the hands of the perpetrator. In addition, it is not only the [adult] victims who benefit, it includes children of the family. Evidence informs Police Scotland that the impact of domestic abuse on children and young people is significant. The removal of the perpetrator not only provides children respite, it allows them to access domestic abuse support services either for themselves or jointly with their parent [victim]. Currently, the DATF have 137 live enquiries ongoing.

447 online reports were received via the Police Scotland website, and 1,560 applications were submitted to the Disclosure Scheme for Domestic Abuse Scotland (DSDAS) between 1 October 2015 and 30 March 2017 (749 Power to Tell and 811 Right to Ask), 722 have resulted in disclosure.
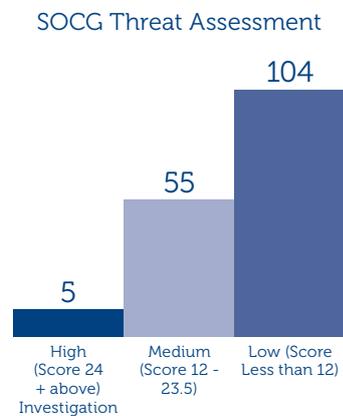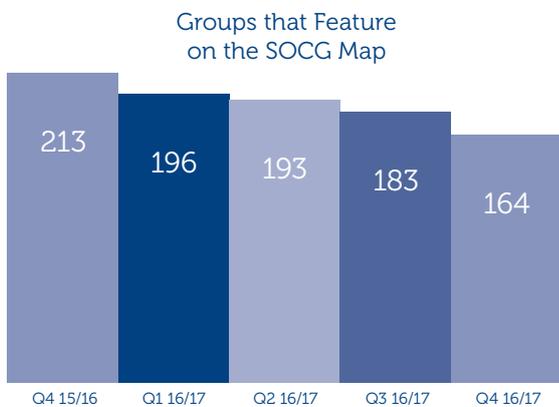
Serious Organised Crime

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.
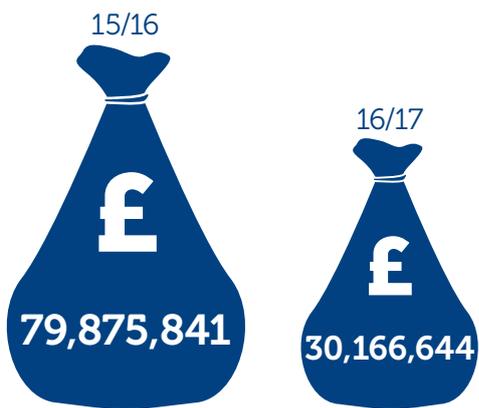
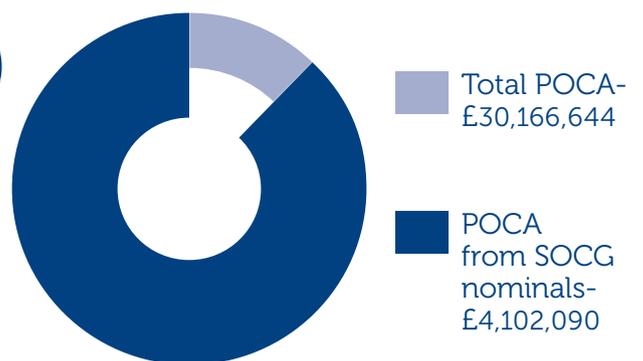KPI: Prevent harm to communities by detecting and disrupting Serious Organised Crime.

Groups that Feature on the SOCG Map

Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17
213	196	193	183	164

SOCG Threat Assessment

High (Score 24 + above) Investigation	Medium (Score 12 - 23.5)	Low (Score Less than 12)
5	55	104

SOCG Principal Nominal Arrests

- 15/16: 162
- 16/17: 115

SOCG Member, Associate and Specialist Nominal Arrests

- 15/16: 2,759
- 16/17: 1,771

POCA

POCA Compared to PYTD

- 15/16: £79,875,841
- 16/17: £30,166,644

16/17 Breakdown of POCA

- Total POCA- £30,166,644
- POCA from SOCG nominals- £4,102,090

Assessment

The number of SOCGs on the map has continued to decrease during Q4, but the trend towards high threat levels noted last quarter has continued. This is being driven by ongoing feuds in the central belt of Scotland and associated violence and firearms incidents. The highest scoring group now stands at 37, the highest recorded since the commencement of SOCG Mapping in 2009.

The arrests of SOCG nominals has fallen by 29% (Principal) and 36% (Member, Associate, Specialists) compared to last year. In addition compared to Q4 2015/16 there are 23% fewer groups and 19% fewer nominals on the Map.

POCA activity is down some 62% compared to last year but still stands at over £30m. Police Scotland has increased focus on the quality of case presented to COPFS which should result in increased amounts eventually confiscated. The 86.4% of POCA that is not linked to SOCGs is reflective of both the wide ranging nature of financial crime and the assets available for confiscation.

Supporting Evidence

Firearms

In response to a number of SOCG feud related serious crimes involving the use of firearms in recent months, Police Scotland has developed a comprehensive intelligence and investigative capability to target those intent on causing harm to each other and presenting risks to the wider community.

Significant resource from the Specialist Crime Division are working closely with local policing to advance the intelligence picture on firearms threats with the aim of protecting individuals and communities and disrupting and arresting those involved in the criminal use and distribution of firearms.

This coordinated intelligence led response resulted in significant disruption activity in January 2017. Between 20 and 24 January 2017, officers from the Organised Crime and Counter Terrorism Unit (OCCTU) carried out searches at a variety of locations across the central belt of Scotland. These searches resulted in the recovery of a significant quantity of firearms, an explosive device and in excess of £1.5 million in cash. Four individuals, with significant links to serious organised crime groups, were arrested and charged with a variety of firearms and serious organised crime offences.

Police Scotland is working closely with SPA Forensic Services, other police forces and partner agencies including the National Ballistics Intelligence Service (NaBIS) to exploit all intelligence and investigative opportunities resulting from firearms recoveries.

Partnership Working

On 17 March 2017, Police Scotland and partner agencies including Home Office Immigration Enforcement (HOIE), Trading Standards and Her Majesty's Revenue and Customs (HMRC) undertook a day of action targeting business linked to or facilitating serious organised crime.

This intelligence led day of action focused on three areas:
- A number of searches of cash based commercial and residential premises linked to SOCGs
- Intelligence gathering on SOCG links to the licensed taxi trade
- Border security to make ports a hostile place for SOCGs to operate

The day of action was carried out across Scotland and was coordinated from the multi-agency Joint Operations Centre at the Scottish Crime Campus, Gartcosh. A number of offences were detected with significant evidential seizures and intelligence identified to support ongoing operations.

Human Trafficking

On 9 February 2017, a Police Scotland human trafficking operation in the Govanhill area of Glasgow led to the arrest of 5 individuals. Supporting a UK wide operation involving other UK police force and the police in Slovakia, this action in Scotland was carried out with the assistance of various partner agencies including Europol, Home Office Immigration Enforcement, Glasgow City Council Social Work Department, and the Trafficking Awareness Raising Alliance (TARA). A total of 16 women, who were identified as potential victims of human trafficking were traced, with their safety secured and assistance provided.

Following this operational activity in Glasgow, on 16 February 2017, a further four arrests were made in Slovakia, as part of this Europe wide operation to tackle a serious organised crime group involved in human trafficking.

New Psychoactive Substance (NPS)

In March 2017, in response to the threats from the illegal supply of NPS, joint working involving officers from Renfrewshire and Inverclyde Division and the Organised Crime and Counter Terrorism Unit resulted in a significant seizure of NPS in Paisley. Over two million tablets, believed to be Etizolam, with an estimated street value of over £2 million were recovered following a search of industrial premises under warrant. Manufacturing equipment was also recovered during the search. Associated searches were carried out under warrant at addresses in Paisley and Johnstone, which resulted in the arrest and charge of three individuals for offences under the New Psychoactive Substances Act 2016.

This enforcement action supports the wider approach being taken to prevent the harms associated with Etizolam and other benzodiazepines, including previous submissions by Police Scotland to the Advisory Council on the Misuse of Drugs (ACMD) on the case for their control under the Misuse of Drugs Act 1971.

Money laundering

Police Scotland's Project Jackal focuses on the capture of financial and business intelligence, particularly in relation to serious organised crime groups.

In January 2017, the Project Jackal concept and associated newsletters were presented to HM Treasury as key evidence of anti-money laundering effectiveness in Scotland. This work will be referenced as part of a forthcoming inspection of the UK's anti-money laundering capabilities by the United Nations body, the Financial Action Task Force (FATF).

Following a serious organised crime investigation, Police Scotland identified breaches of money laundering rules by a prominent chartered accountant as part of the takeover of Glasgow bakers, Morton Rolls.

In February 2017, following a complaint being made by Police Scotland, the individual was found guilty of both misconduct and incompetence by the professions watchdog, the Institute of Chartered Accountants Scotland (ICAS). The individual was excluded from its membership and ordered to pay the costs of his own investigation.

This work demonstrates Police Scotland's commitment to work with regulatory bodies to disrupt access by serious organised criminals to the services of financial specialists.

Cybercrime

Responding to the threats from online fraud, in February 2017 Police Scotland's Economic Crime and Financial Investigation Unit, arrested and charged an individual in connection with a £120,000 fraud, money laundering and immigration offences.

This 'romance fraud' involved the use of a scam online dating agency to obtain victims personal details and banking information. Alongside this enforcement action Police Scotland delivered online safety prevention messages to highlight the risks and what action individuals can take to protect them from this type of online criminality.

In January 2017, a new online safety training programme designed to prevent young people from cyber bullying and digital misuse was announced.

'Be Smart' forms part of the Choices for Life Programme, which continues to be enhanced and delivered by Police Scotland on behalf of the Scottish Government. It aims to create teams of young people, youth workers and parents groups, who will be equipped with the tools to have conversations with young people and peers about online safety.

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

Current operational activity remains consistent with previous months. The threat from the ongoing conflict in Syria remains the highest priority in Scotland. The key aspects of this threat across the UK include both individuals seeking to travel to engage in the conflict, as well as possible returnees to the UK. Northern Ireland Related Terrorism (NIRT) also remains a key priority to Scotland due to the close cultural and historical links between Scotland and Northern Ireland. Within the past month, Defence League and Extreme Right Wing (XRW) protest activity has also been evidenced. This has required a significant response to police these demonstrations and the resultant Left Wing counter protests.

Supporting Evidence

Mitigating the risk and impact of terrorism

In response to the terrorist attack in Westminster, London on Wednesday 22 March 2017, Police Scotland deployed four CT Investigators to support the wider UK CT Network and key partner agencies; nine officers recently deployed to key seconded roles within the UK CT Network were also utilised in the operational response; Prevent Delivery Unit staff carried out a review of all Prevent nominals and key safety and vigilance advice was issued both internally and externally to members of the public. In response to the evolving threat posed by terrorist incidents and the changing methodology, Police Scotland continues to review and adapt its contingency plans and events protocols, utilising the learning from incidents such as this to mitigate the impact of such attacks.

Terrorist Attack Witness Migration

During this quarter, Police Scotland contributed to the development of a process to deal with large volumes of witnesses who travel to Scotland following a terrorist attack outside Scotland or overseas. This process has now been agreed across the UK CT Network and allows triage of potential witnesses arriving in Scotland at ports of entry and by rail. The process allows for capture of any electronic evidence, and for considerations around support to witnesses of significant traumatic events. Family Liaison Coordination also featured with this work, to ensure a consistent national approach. The process was recently invoked following the terrorist attack in Westminster, allowing the identification of potential witnesses from almost 100 inbound flights from London to Scotland per day. As a result of this activity a significant witness was traced and a statement obtained.

Prevent Delivery Unit (PDU) Activity

Activity is ongoing to deliver the Emerging Residual Threat Local Profile to local authority Chief Executives and other key stakeholders. The Scottish Preventing Violent Extremism Unit (SPVEU) is currently undertaking a review of the training materials being utilised across the country; and has developed a Collaborative Outcomes Learning Tool (COLT) with Robert Gordon University. Intended to complement and develop existing Workshop Raising Awareness of Prevent (WRAP) training, this online training is a means of enhancing the ability of front-line professionals to identify, refer and support those individuals who are vulnerable to radicalisation. A number of awareness raising events and seminars have also been undertaken.

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.

Supporting Evidence

Emergency Events and Resilience Planning (EERP)

Emergency Planning has taken part in the Regional Risk & Preparedness Sub group which met on 13 January 2017. The West Critical Infrastructure Resilience workshop met for the first time on 31 January 2017, this is a Police led group with partners fully engaged.

More broadly EERP supported the military run tri-service Defence Contribution to Resilience Course at Winterbourne Gunner by providing staff to assist in the delivery and provide a Scottish context to the deployment of military support to resilience operations. Similar support continues to be provided across industry in Scotland with a Training & Exercising regime that includes the Oil & Gas Industry, Nuclear Industry and a variety of Control of Major Accident Hazard (COMAH) sites.

Preparedness for Terrorist Incident

Scottish Police Information and Co-ordination Centre (SPICC) continues to report on capability and capacity in relation to Operational Support Division specialisms to ensure Force readiness to respond to any major incident or event. This has been utilised to positive effect and in particular was highlighted as fit for purpose in response to the events of the London terror attack on 22 March 2017. SPICC worked closely with the National Scope Team in order to maximise the capability of the system which quickly identified the availability of OSD specialist resources and assisted with the preparation of shift patterns for a five day forecast together with contact telephone numbers in preparation for any change to the threat level.
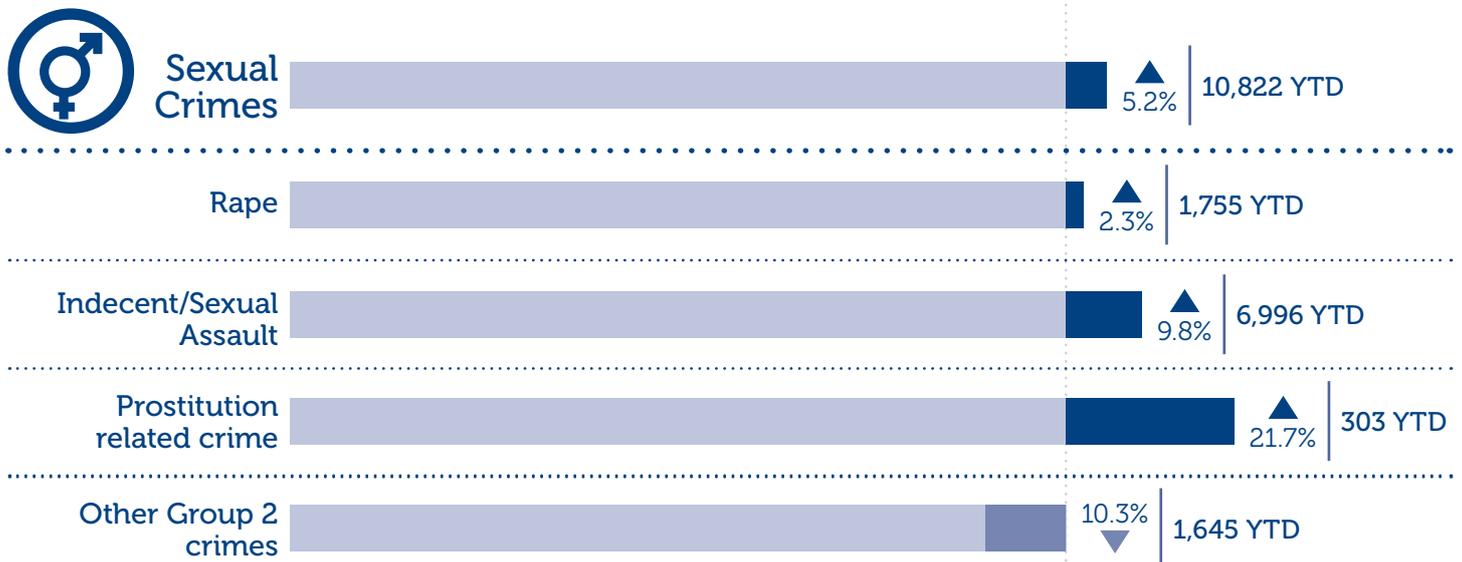
Protecting People at Risk of Harm

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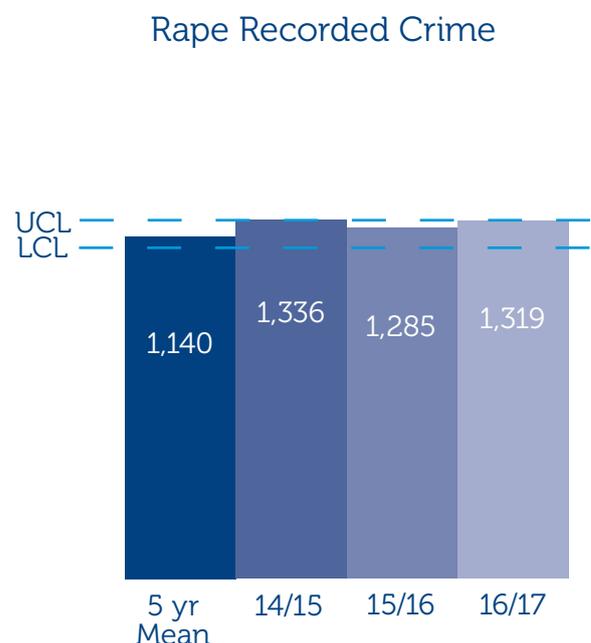
KPI: Protect communities by robustly investigating all sexual crimes reported.

Sexual Crimes ▲ 5.2% | 10,822 YTD

Rape ▲ 2.3% | 1,755 YTD

Indecent/Sexual Assault ▲ 9.8% | 6,996 YTD

Prostitution related crime ▲ 21.7% | 303 YTD

Other Group 2 crimes ▼ 10.3% | 1,645 YTD

Non recent rapes account for **41.5%** of all rapes recorded.

Group 2 Recorded Crime

UCL
LCL

5 yr Mean	14/15	15/16	16/17
8,731	9,679	10,285	10,822

Group 2 detection rate is down 11.6% to 62.3%

Rape Recorded Crime

UCL
LCL

5 yr Mean	14/15	15/16	16/17
1,140	1,336	1,285	1,319

Rape detection rate is down 15.6% to 59.4%

Assessment

The general increasing trend in reported Group 2 Sexual Crimes continued in 2016/17. Police Scotland fully acknowledges that there is under reporting of all forms of sexual crime. The reasons for this are complex; however, Police Scotland are absolutely committed to working closely with partners, especially 3rd sector support and advocacy services, to encourage survivors of rape and sexual crime to report. As such, Police Scotland welcome the increased reporting and will continue to strive to proactively identify victims of rape and sexual crime.

Overall Group 2 and Rape

Overall Group 2 crimes increased by 5.2% (537 more) when compared to PYTD and Rapes increased by 2.3% (40 more). Rapes have, in general, followed an increasing trend throughout the last quarter, after reaching the lowest levels during Q3.

Detection rates for Group 2 crimes have remained relatively stable throughout 2016/17 being 62.3% at the end of 2016/17 compared to 73.9% in 2015/16. Detection rate for Rapes at the end of 2016/17 was 59.4% compared to 75.0% in 2015/16.

Non Recent Sexual Crimes

41.5% of Rapes recorded during 2016/17 were reported more than one year after they were committed and therefore classed as non recent. 44.6% of these crimes were detected compared to 53.3% of those committed within the last year. Variances in detections were noted throughout the country and it was assessed that there does not appear to be any correlation between low detection rates and high non-recent proportions.

29.8% of Group 2 crimes were non recent, of which 45.7% were detected. This is compared to 57.0% of those committed within the year being detected.

The proportion of recent and non recent sexual crime has remained relatively consistent throughout 2016/17.

Sexual Assaults

An increase in sexual assaults was noted compared to last year (9.8%) and the 5 year mean (39.1%). A recent analytical report highlighted that there has been a 16.6% increase in crimes under SOSA legislation classed as non-contact (2,041 recorded YTD to the end of February). 91.2% of these crimes were recent.

On non-contact crimes, 40% of these crimes related to communicating indecently and a further 39% were force to look at Sex Act or Image. The report found 741 Look at Sex Act or Image offences in this category. This is up 72.3% on PYTD.

Operation VERITAT

Since the 24th November 2016, 148 reports of information relating to child sexual abuse in football have been made to Police Scotland. This comprises of 76 referrals via the NSPCC, 11 via the SFA, and 61 direct to Police Scotland. 219 crimes have been recorded under Operation VERITAT, consisting predominantly of Lewd and Libidinous practices but also Sodomy, Indecent Assault, Sexual Breach of the Peace and Communication Offences. The date range for theses offences is from the 1960's to 2016. To date 9 perpetrators have been subject of reports to COPFS.

HMICS

On Thursday 30th March, 2017 a review carried out by HMICS of forensic medical services provided to victims of sexual crime in Scotland was published. The recommendations highlighted the requirement for Police Scotland to work collaboratively with key stakeholders in order to ensure an equitable service is delivered throughout the country. In particular, to identify appropriate facilities to conduct forensic medical examinations out with police stations and improve forensic cleaning standards. The Scottish Government has appointed Chief Medical Officer, Catherine Calderwood to lead a strategic group to drive improvements which will include a senior representative from Police Scotland. A dedicated officer will be appointed to deliver outcomes within agreed timescales.

Human Trafficking

During the 2016 calender year, the UK National Referral Mechanism (NRM) received 150 referrals of potential victims where the first responder was based in Scotland. This is up 3.4% on 2015 and represents 3.9% of all UK referrals to the NRM. 103 adults and 47 minors were referred.

The most notable increases were in both adult and minor labour exploitation (up by 13 referrals, 34.2% and by 12 referrals, 92.3% respectively). Vietnam and China were the most common nationalities of potential victims for both adults and minors.

Part 4 of the Human Trafficking and Exploitation (Scotland) Act 2015 provides Police Scotland and COPFS with the ability to apply for Risk and Prevention Orders for perpetrators and suspects of Human Trafficking. The Scottish Government have intimated that they wish to implement this part of the Act in the summer of 2017. In order to prepare for this intervention tactic, a short life working group has been established with key stakeholders.

Significant Child Protection Investigations

Significant Investigation Capture was introduced to enable the national co-ordination of significant child abuse investigations across PSOS and relies on Local Policing divisions informing National Child Abuse Investigation Unit (NCAIU) of these type of enquiries to enable an overview of such investigations and Divisional demand. The process of notification has been promoted via the Divisional DI Forum; Police Scotland's Child Protection Strategic Group and Local Policing and Public Protection Forum.

As of 03 April 2017, NCAIU has been notified of 32 significant child abuse investigations from local policing divisions since January 2017, all are still live and ongoing. Four of these investigations have an online footprint.

Supporting Evidence

National Sexual Offences Liaison Officer Conference

The conference took place on Wednesday 22nd February 2017 and provided the platform to discuss enhancements in service provision and cascade organisational learning to the 150 delegates in attendance. A case study delivered by the Trafficking Awareness Raising Alliance (TARA) and the National Human Trafficking Unit (NHTU) described the benefit of SOLO deployments during an investigation into Human Trafficking and Commercial Sexual Exploitation. Operational challenges faced by SOLO officers were described during a case study detailing a complex domestic abuse investigation. COPFS provided the delegates with invaluable advice and direction including case reporting, opportunities to implement the Moorov Doctrine and to evidence consent and incapacity. The theme throughout the conference was undoubtedly the importance of victim engagement and delivery of a victim focused response.

Offender Management

Remote monitoring software is now in place, with a number of Registered Sex Offenders (RSO) being monitored and a number currently under consideration for its introduction. Awareness raising continues in respect of potential for voluntary, consensual use and extension to supporting Criminal Justice Social Work (CJSW) supervised cases.

A six month pilot concluded with all three pilot Divisions identifying positive outcomes in relation to greater focus on current risk, concise, relevant consideration of specific risk elements, risk assessment and mitigating actions, resulting in more robust risk management plans relevant to current identified risks and greater sense of ownership and understanding of offenders by their managing officers.

Scottish Government have provided funding for the development of analytical product concerning the Scottish RSO population. The analysis will be delivered in a three staged approach once ViSOR data has been accurately extracted and will provide detail concerning demographic, geographic and socio-economic factors and indicate any correlation to offending behaviour.

Analysis of this type has never been undertaken for the Scottish RSO population, and will provide a foundation from which to start to identify and develop a greater understanding of any underlying causal or contributory factors, demand, risk and better inform efficient allocation of resource.

Organisational Learning & Development

On consideration, the format of the Offender Management Operational Group (Divisional OMU DIs) is being revised to ensure it delivers benefit to members. Consultation with members received positive response to proposals to reduce from quarterly to four monthly meets, with the focus shifting from a purely NOMU driven agenda, to an update on national developments and divisional presentations concerning current or recent challenging circumstances or good practice. This will not only enable peer review and mentoring opportunities but the immediate consideration and sharing of experience in support of Organisational Learning & Development, which can be followed up where necessary by the provision of a national position, advice or guidance and broader dissemination of shared learning

Scottish Child Abuse Inquiry

Police Scotland is working with partners to improve engagement with adult survivors of child abuse. This includes attendance at the Scottish Government Survivor Support Innovation and Support Group which is attended by approximately 40 organisations who provide a variety of services to Survivors across Scotland. This provides Police Scotland with an opportunity to engage with Survivors, encouraging survivors and instilling in them the confidence to report abuse to Police Scotland.

On-going development of a child protection Internet page including 'Adult Survivors of Abuse' information page will ensure continued commitment to building survivor confidence in Police Scotland. An information leaflet for survivors of child abuse has been drafted and is awaiting approval before dissemination to inform survivors and encourage reporting to Police Scotland.

Rape Crisis Scotland campaign – I Just Froze

On 7th March 2017, Rape Crisis Scotland launched their new public awareness campaign at a public event in Edinburgh. This was supported by both the Cabinet Secretary for Justice and Chief Constable Gormley. The campaign aims to challenge and change common misconceptions that there is a wrong or a right way for people to react during or after a rape and has emphasised the need for the Police to be able to adapt to how people engage and report crimes. This campaign complements the Police Scotland We can Stop It campaign and along with the marketing of both is an example of how Police Scotland works seamlessly with Rape Crisis in supporting victims and encouraging reporting.

Structured de-brief of Operation Heathyard – Reception Centre

In December 2016, staff from the National Human Trafficking Unit supported colleagues in J Division, Lothians and Scottish Borders, with a Human Trafficking operation which required the establishment of a multiagency reception centre for potential victims of trafficking. The operation led to 15 potential victims attending at the centre where support from Migrant Help, local authority and Police was provided. This was only the second occasion that the management of a large scale reception centre had been undertaken by the unit. In order to capture the learning from the centre a structured debrief was held in February 2017, with involvement from Migrant Help, Salvation Army, National Crime Agency, Local authority and local policing. The debrief has provided a template for future operations and how the unit can establish such a centre with appropriate partners who can support victims as well as ensuring operational activity takes place. Since the debrief the learning has already been put in place in March 2017, with a reception centre being managed by the Unit in support of a Human Trafficking operation in Q Division, Lanarkshire where 14 individuals were provided with support by police and partners.

CSE

Child sexual exploitation workshops organised by the National Group have taken place during Q4 and will continue into next year. These are regional based sessions with participants from local multi-agency roles. Senior officers from SCD Public Protection completed a number of workshops in Aberdeen, Edinburgh and the Lothians delivering inputs specifically around improving investigation of CSE through multi-agency working.

A CSE Intelligence toolkit was published on the intranet. This is a guide to all officers and staff within Police Scotland informing on signs and indicators of CSE, the intelligence requirement and how to submit accurately on the Scottish Intelligence Database. This publication was preceded by inputs by SCD NCAIU to all LIO offices across Police Scotland. The partners' intelligence toolkit that has been piloted through Child Protection Committee (CPC) Glasgow has been completed and training delivered to a number of statutory and non-statutory organisations. Positive feedback from partners has been received and formal handover was undertaken in Q4. Initial discussions have taken place with other police divisions to roll this out with local partners.

Female Genital Mutilation

On Saturday 04 February SCD Public Protection presented at the Zero Tolerance to FGM Conference 2017 in Edinburgh, organised by African Women in Scotland Against FGM. This engagement will continue to build trust and is key to increasing our own knowledge on this form of child abuse. The International Day of Zero Tolerance for Female Genital Mutilation was on Monday 6th February 2017. SCD Public Protection officers participated in several events across the country to highlight some of the positive partnership work that the Service are currently involved in, and to reinforce their commitment to building trust and relationships with potentially affected communities.

As a result of engagment at events held for International Zero Day of Tolerance in Febrauary , Police Scotland are hosting an FGM conference at the Scottish Police College in June speciifcally aimed at "breaking down the barriers" and focusing on encouraging trust from within communities to raise concerns with Police and other agencies on persons who may be affected by FGM.

Child Death Investigation

SCD Public Protection Support and staff from Detective training, SPC, delivered a Child Death Senior Investigators Course at the Scottish Police College. Together with officers previously trained by external trainers, this creates a cadre of around 40 trained officers who will lead on child death investigations within Police Scotland.

Risk and Concern Project

An organisational change phase in the last quarter of 2016 was undertaken to implement standard job descriptions for Concern Hub staff. A phased rollout schedule is currently progressing across the force between January and June 2017. Following rollout every divisional Concern Hub will be working towards adherence with an over-arching improvement plan with the main aim of achieving a consistent practice model for wellbeing concerns. This in turn will ensure improved equity of service when responding to the individuals needs of members of the community.

During the ongoing phased rollout of the new functionality for Concern Hubs, a generic improvement plan and associated divisional action plan have been given to each division where cooperation has been sought for each division to work towards a number of key deliverables that are essential for Police Scotland to achieve a consistent practice model for wellbeing concerns.

On 20 February 2017, Project Board gave approval for the project team to progress the preparation of a phase 2 Organisational Change Business Case to standardise the roles and responsibilities of partnership coordinators. This is at the early stages of preparation. There will still be the need for specialist knowledge and experience in different business areas, however standardised job descriptions will allow local management more flexibility in their models to deploy staff where the business need is, rather than being restrained by legacy staff contracts and terms and conditions that tie them to working on a single concern type. This in turn should help build capacity and resilience in the partnership interface.

Missing Persons

The most common repeat missing persons in Scotland are young people running away from care. Adults who go missing from care settings made up a small proportion of people reported missing in Scotland last year, but are regarded as one of the most vulnerable groups, especially older people experiencing dementia. Police Scotland is working with NHS Scotland to reduce risk through minimising the number of episodes and improving on the response when people go missing from NHS hospitals.

The National Missing Person Unit (NMPU) introduced three protocols which were piloted in various divisions across Police Scotland

- Looked-after children who go missing from residential and foster care in Scotland
- Adults who go missing from care settings in Scotland
- Patients who go missing from NHS care in Scotland

The Children and NHS protocols in particular seek to reduce the need for police response and investigation when it is not required. The Adults in Care protocol seeks to reduce the need for police response and investigation through improved prevention. All three protocols are in the process of being evaluated to inform a national roll-out. This is a developing area and will require further work to ensure the appropriate outcomes are achieved without creating new and unintended threats. The common feature of all three protocols is that partners and police Scotland will be expected to collaborate effectively to prevent and/or resolve missing person incidents. By reassessing this partnership, an improved - and often reduced - police response will allow us to focus our time and resources on investigations which carry the greatest risk.

NMPU is managing the national missing person database into its second year of data collection. Through consultation with Analysis and Performance Unit and divisional missing person co-ordinators, database business rules have been updated to ensure its reliability for future analytical work.

A memorandum of understanding is being prepared with Alzheimer Scotland to progress the 'Purple Alert' application which communities can use to share information on older missing people. This will enhance public assistance and awareness with no requirement for police resource.
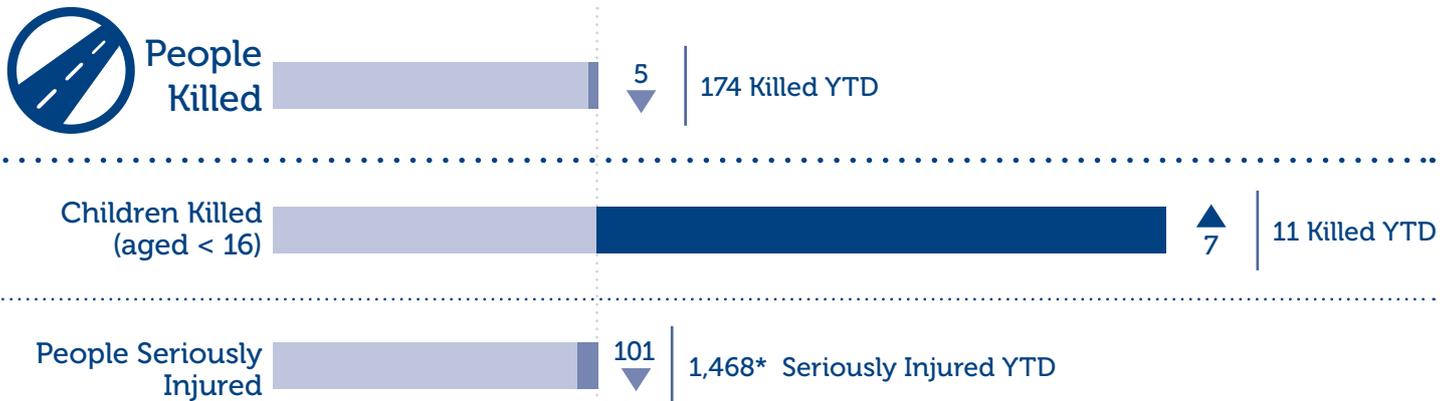
Road Safety and Road Crime

2016/17 COMMITMENTS

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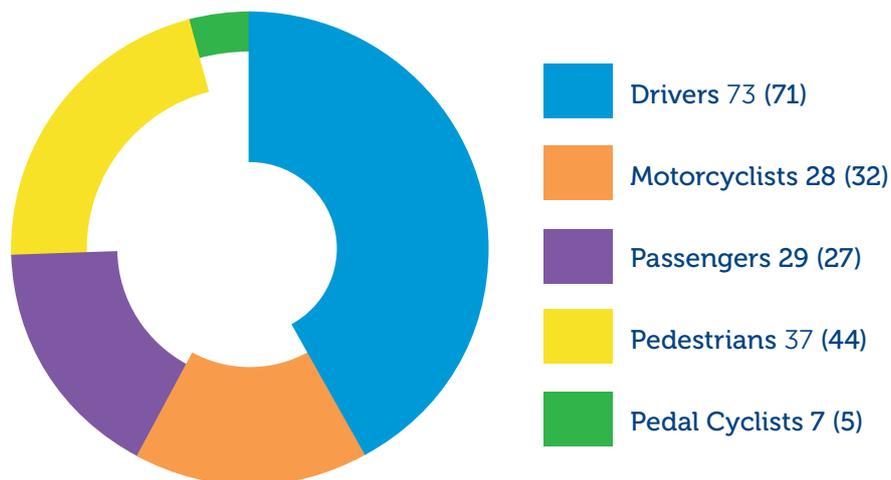- Detect and deter all types of criminality on our roads.

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	▼ 5	174 Killed YTD
Children Killed (aged < 16)	▲ 7	11 Killed YTD
People Seriously Injured	▼ 101	1,468* Seriously Injured YTD

*Casualty data for 2016/17 are provisional at this time and will be subject to amendment during 2017/18

Road Deaths by Casualty Class 2016-17 (PYTD)

- Drivers 73 (71)
- Motorcyclists 28 (32)
- Passengers 29 (27)
- Pedestrians 37 (44)
- Pedal Cyclists 7 (5)

Road Safety and Road Crime Continued

Assessment

The number of road deaths is down by 2.8% (5 fewer) this year compared to last year at the end of Quarter 4.

The number of people Seriously Injured is showing a reduction of 101 in 2016/17. This is a provisional figure and is subject to amendment.

Supporting Evidence

National Insurance Enforcement Campaign

More than 29,000 people are injured every year by uninsured drivers according to the Motor Insurers Bureau (MIB). In partnership with MIB, Road Policing Division conducted a week of action targeting uninsured drivers between Monday 30 January and Sunday 5 February 2017. The campaign was delivered through a combination of mobile and static road checks at hotspot areas throughout Scotland. 6,821 vehicles were stopped and checked and a total of 349 drivers were detected driving whilst uninsured, with 206 vehicles seized for being uninsured/unlicensed. MIB reported a 40% increase in the use of the dedicated Police Helpline service used to check insurance cover from the Motor Insurance Database, and a 30% uplift in seizures compared to the same week in 2016. Significant use of social media was undertaken in support of the campaign. During the week, relevant posts on the corporate Police Scotland Facebook account were viewed over 27,000 times and reached over 65,000 people.

Mobile Phone/Distraction Campaign

On Wednesday 1 March 2017, the penalty for using a mobile phone or hand-held device whilst driving doubled, increasing from a £100 fine and 3 penalty points to £200 and 6 penalty points. In support of this, Road Policing undertook a 14 day campaign. The first phase (20 – 28 February) raised awareness of the associated risks and imminent change in penalties, while the second phase (1 – 5 March) challenged those drivers who continued to take risks. The results of the campaign showed a significant reduction in the number of drivers detected using a mobile phone or distraction device. Whilst 210 offences were detected during the 14 day initiative, only 42 offenders were detected using such devices following the penalty increase. There was significant radio, television and social media interest regarding this campaign with 850,916 people reached via Facebook and over 306,117 people on Twitter.

Detecting Criminals

During the reporting period, Road Policing officers have disrupted the criminal use of our road network, seizing over £18,000 of cash under Proceeds of Crime Act legislation and seizing controlled drugs with a street value in excess of £80,000. The estimated street value of all illicit drugs seized by Road Policing officers during 2016/17 exceeded £1.1m. In addition, over £120,000 in cash was seized under Proceeds of Crime Act legislation. Success achieved by the Lockerbie and Edinburgh crime cars has led to other such initiatives across the country with a dedicated crime car allocated in Forth Valley, Edinburgh City and Lothian and Scottish Borders, with Fife due to launch during April 2017. There are also crime cars operating in Tayside and Highlands & Island Divisions.
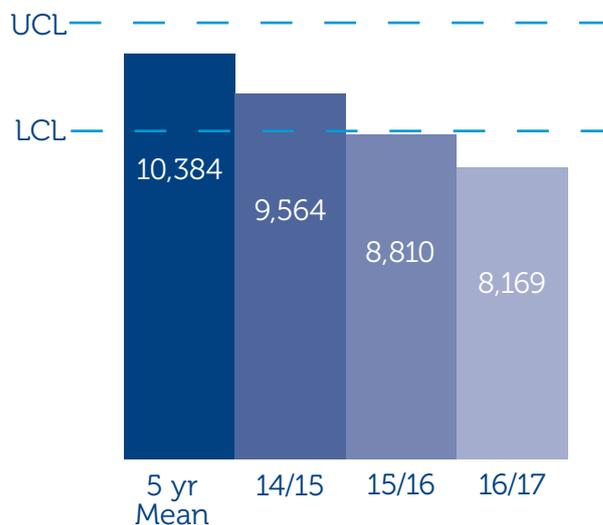
Domestic Housebreaking

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.

Domestic Housebreaking Crime

| | UCL | | | |
| | LCL | | | |

| 10,384 | 9,564 | 8,810 | 8,169 |
| 5 yr Mean | 14/15 | 15/16 | 16/17 |

Domestic Housebreaking detection rate down 4.6% to 24.0%

Assessment

Efforts throughout 2016/17 have supported the continuing downward trend in domestic housebreaking with fewer crimes being recorded in each of the last 3 years. Domestic Housebreakings are down just over 7% in 2016/17 when compared to the previous year and are down by over 21% when compared to the 5 year average.

The number of domestic housebreaking crimes is below the expected level for 2016/17. Detection rates are down 4.6% from last year to 24.0% at year-end, although showing a recovering trend in Q4.

Supporting Evidence

Domestic Housebreaking – Guidance/Sharing Good Practice/Oversight

Safer Communities staff recently attended an Acquisitive Crime Workshop hosted by ACC Mawson during which examples of best practice in preventing and detecting acquisitive crime were provided by divisional crime managers. Safer Communities will assess these practices to establish if they can support the delivery at either a national or local level. Consideration will also be given to assess whether or not the innovative initiatives and tactics employed could be shared with communities and partners. Oversight of this business area is performed by the Acquisitive Crime Strategic Group chaired by ACC Mawson. Also, an Acquisitive Crime Tactical Group has been established to examine emerging trends, cross-divisional issues and to share best practice and resources to target specific problematic individuals or groups that affect our communities.
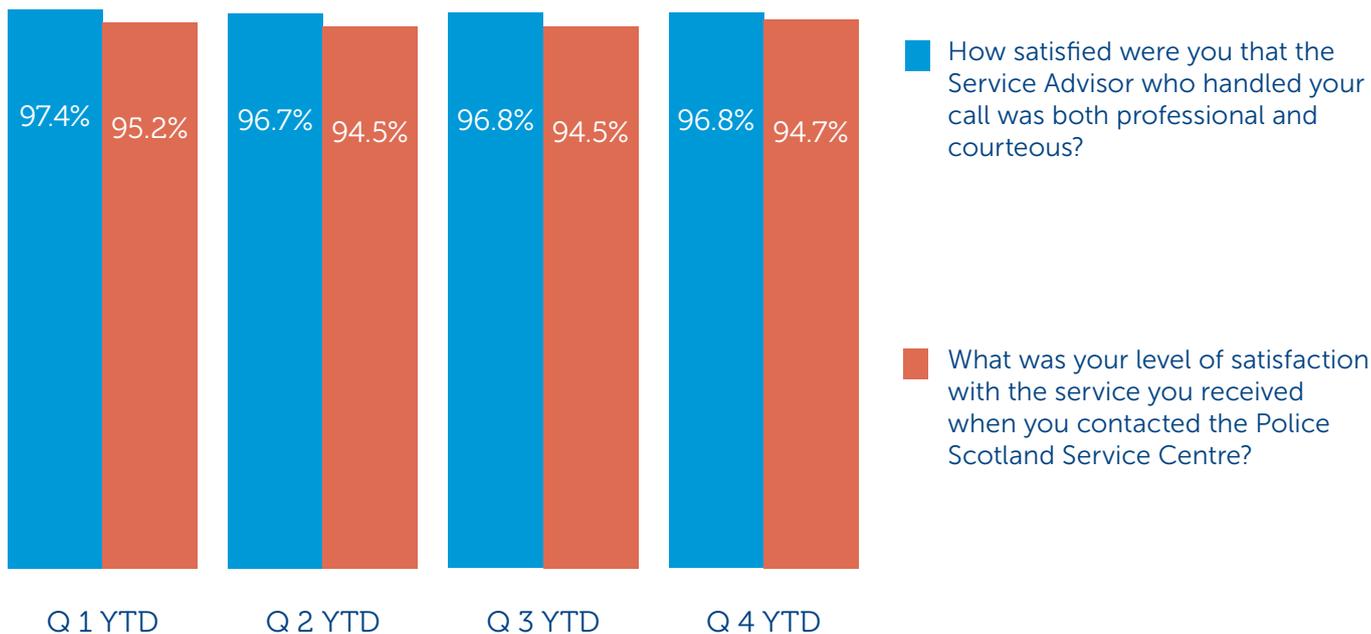
Intranet Development

With a view to ensuring Acquisitive Crime is clearly understood both in terms of intervention and prevention, work on a dedicated mini-site is close to completion on the Police Scotland intranet. This will highlight good practice across the country, name key contacts for different aspects of acquisitive crime, post relevant updates and important changes to procedure, whilst allowing officers to share key learning points across the organisation. This will be augmented by a Monthly Newsletter to highlight these matters and will be available to every front line officer in Scotland.
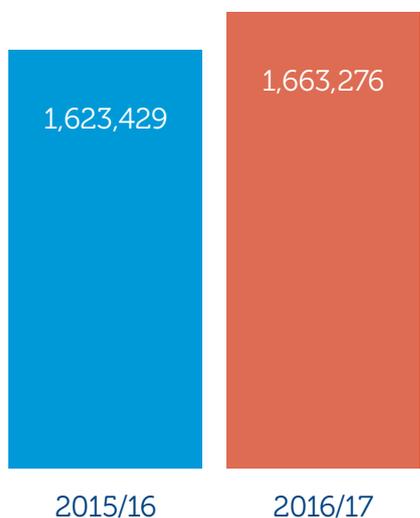
Contact, Command & Control (C3) Division

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.

% Customer Satisfaction (YTD)

	Q 1 YTD	Q 2 YTD	Q 3 YTD	Q 4 YTD
How satisfied were you that the Service Advisor who handled your call was both professional and courteous?	97.4%	96.7%	96.8%	96.8%
What was your level of satisfaction with the service you received when you contacted the Police Scotland Service Centre?	95.2%	94.5%	94.5%	94.7%

Incidents Recorded by Police Scotland (YTD Q4)

	2015/16	2016/17
	1,623,429	1,663,276

Call Volume Recorded by Police Scotland (YTD Q4)

	2015/16	2016/17
Total	2,614,735	2,644,178
999 Calls	459,864	487,434
101 Calls	2,154,871	2,156,744

Delivering a Responsive Service

Over Q4 2016/17, the average Grade of Service for answering 999 and 101 calls has consistently remained above the 90% target[1].

Q4 C3 Performance Highlights

Improving Our Service –

During Q4, a further eleven 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.

In April 2016, Police Scotland implemented a process to capture C3 Notable Incidents. A notable incident is defined as "any incident or event where the effectiveness of the C3 Division response is likely to have a significant impact on the reputation of the Division, Police Scotland or our partners and from which learning could potentially be obtained or best practice shared." In Quarter Four, 86 notable incidents were recorded, some of which resulted in additional process training including mapping training. Six of the notable incidents reported were positive, with feedback provided to relevant staff.

Developing C3 Capability through Change Management

Following approval from members at the SPA Board meeting on 22nd March 2017, business from Aberdeen Service Centre and Area Control Room (ACR) was successfully transitioned to the Police Scotland Service Centre (PSSC) and ACR North, on Tuesday 28th March 2017. Staff were fully supported throughout, with 'floorwalkers' being on hand to answer any queries which arose. Both the programme team and the Division are keen to learn lessons from this process, and as such a thorough debrief will be held, with this process including staff workshops for Service Centre, ACR and A Division staff.

Planning for the transition of business from Inverness ACR and Service Centre is ongoing, with programme resources now being completely focussed upon this. Key activity includes identifying and revising processes as required, the recruitment and training of staff, ICT change, and engagement. Lessons learned from Aberdeen will of course be factored into planning.

Incidents

The number of incidents recorded by Police Scotland increased by 39,847 (from 1,623,429 to 1,663,276). This is an increase of 2.5%.

Call Volume

The number of calls received by Police Scotland increased by 29,443 (from 2,614,735 to 2,644,178). This is an increase of 1.1%.

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[1]Answering 999 calls within 10 seconds and 101 calls within 40 seconds

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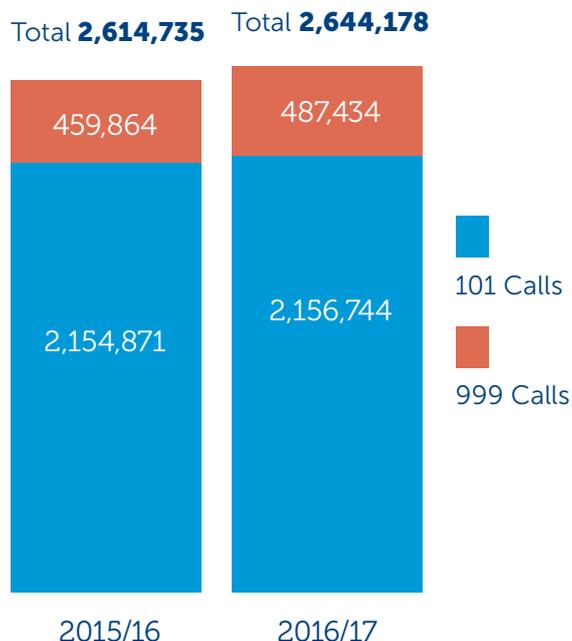
KPI: Support and reassure communities by monitoring public confidence in the police.

Scottish Crime and Justice Survey

The Scottish Government's Scottish Crime and Justice Survey is the recommended source for Official Statistics on a range of crime and policing questions. This survey collects data using a systematic random sample of adults in private households and produces results that are representative of the Scottish adult population and comparable over time. The SCJS provides data on a range of topics including; (i) confidence in the police; (ii) risk of crime; (iii) worry about different crime types; (iv) perceptions of the national and local crime rates. Given the sound methodology related to this form of data capture, this source of information will be considered our baseline measure of public confidence moving forwards. This will be a static measure, updated annually, next anticipated update due in November 2017.

What does it tell us? In 2014/15, the majority of SCJS respondents said that the police were doing a good or excellent job in their local area, however this had fallen slightly from 61% in 2012/13 to 58% in 2014/15. Victims of crime were less likely than non-victims to say the police were doing a good or excellent job in their local area (48% and 60% respectively). Those living in the 15% most deprived areas also provided less positive responses than those living elsewhere in Scotland (53% and 59% respectively). In every police division, the majority of respondents said that the police were doing a good or excellent job in their local area, although this proportion varied across the country.

The SCJS asked how confident respondents were in the ability of the police in their local area to undertake six specific aspects of police work and found that the majority of adults had confidence in their local police force across all six measures (investigate incidents, deal with incidents, respond quickly, solve crimes, catch criminals and prevent crime). For example, 70% of respondents had confidence in the police's ability to investigate incidents after they occur and 57% were confident in the police's ability to prevent crime.

Scottish Crime and Justice Survey 2014/15 — **58%** People who thought Local Police were doing a good or excellent job

Trends in confidence: Since 2008/09 there have been statistically significant increases in public confidence across each of the six measures, however between 2012/13 and 2014/15, there were small but statistically significant decreases in four of the police confidence measures (the proportion of adults confident in their local police forces ability to investigate incidents, deal with incidents, respond quickly and solve crimes).

The SCJS will be considered an independent baseline measure alongside the User Satisfaction Survey.

User Satisfaction Survey

This in an in-house assessment of quality of service, captured monthly, in relation to how reported incidents and crimes have been dealt with. Understanding how service users assess the Force's response to reported incidents is crucial to continuous improvement. Comparison of internal and external measures provides a broader understanding of opinion.

User Satisfaction — **80.8%**

Public Confidence — **81%**

Public Confidence Steering Group

The inaugural meeting of the Steering Group took place in March with broad representation from across the service, supported by external membership and expertise including the Scottish Institute for Policing Research (SIPR). Short term actions include confirmation of reporting measures on Confidence and Satisfaction for 2017/18 as well as a situational assessment of confidence and satisfaction in policing. This will lead naturally into medium and longer term actions, including research and piloting of initiatives being undertaken by Steering Group members in line with their respective business areas.

Development of confidence and satisfaction measures will be in line with the Performance Framework.

Police Investigations & Review Commissioner Referrals (PIRC)

The Police Investigations and Review Commissioner (PIRC) conduct independent investigations into the most serious incidents involving the police. Such incidents are referred by the police or the Crown Office and Procurator Fiscal (COPFS). Below shows the number and reason for referrals per quarter and current overall investigative status of the referrals.

Referrals				
Period	Number of Referrals	Investigations by PIRC	No Investigation by PIRC	Awaiting Decision by PIRC
2015/16 Q4	17	8	9	0
2016/17 Q1	26	5	21	0
2016/17 Q2	27	13	14	0
2016/17 Q3	33	7	26	0
2016/17 Q4	46	14	31	1

Investigative Status				
Period	Live	Closed	At COPFS	Awaiting Decision by PIRC
2015/16 Q4	1	13	3	0
2016/17 Q1	0	22	4	0
2016/17 Q2	3	17	7	0
2016/17 Q3	5	26	2	0
2016/17 Q4	13	32	0	1

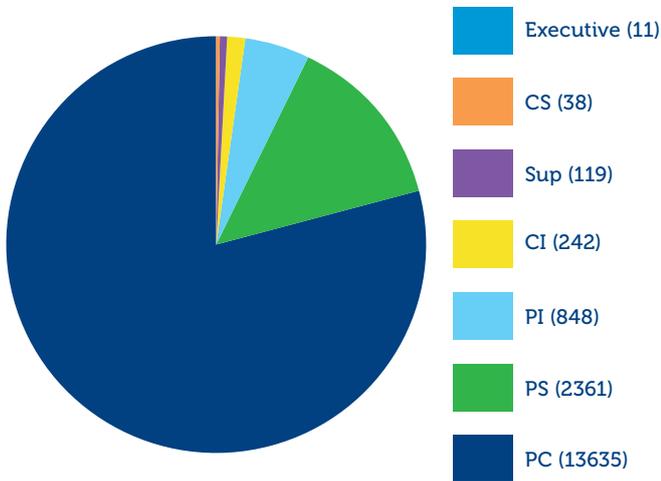| Reason for Referrals							
Period	Crown Directed Investigation	Death in Police Custody	Death following Police Contact	Serious Injury in Police Custody	Serious Injury following Police Contact	Discharge of Police Firearm	Presentation of Police Firearm
2015/16 Q4	0	1	3	1	2	4	6
2016/17 Q1	0	1	4	3	8	2	8
2016/17 Q2	2	1	7	4	5	3	5
2016/17 Q3	2	2	4	3	11	1	10
2016/17 Q4	6	0	8	3	15	2	12

Corporate Indicators – Future Workforce

2016/17 COMMITMENTS

- Review the composition of the workforce using research, good practice, understanding the internal and external 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 the optimal 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.
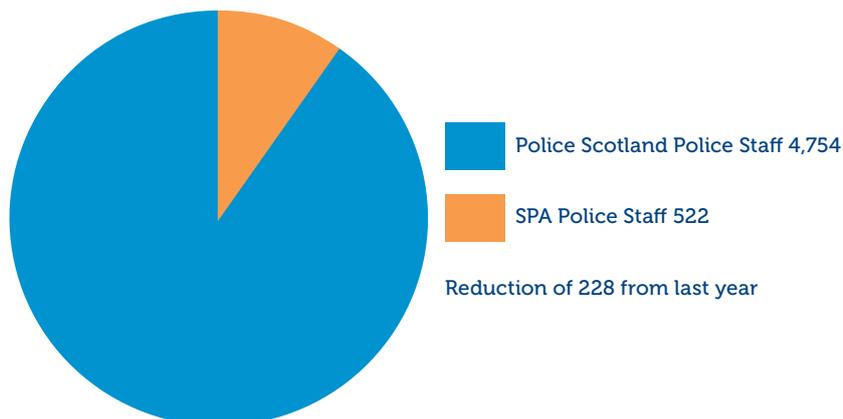
Police Officer FTE 17256

- Executive (11)
- CS (38)
- Sup (119)
- CI (242)
- PI (848)
- PS (2361)
- PC (13635)

722 Officers recruited

Officer Leavers 771

Staff Leavers (97 through VR/VER) 456

Total Police Staff FTE 5,276 (Perm, Temp, Agency)

- Police Scotland Police Staff 4,754
- SPA Police Staff 522

Reduction of 228 from last year

Assessment/Supporting Evidence

The number of police officers has increased slightly since the last report. Police Staff have reduced in comparison with both the previous report and the same period last year.

There has been a reduction in both recruits and leavers (Officers and Staff) compared with the same period last year. This being in line with work towards the development of a sustainable workforce model.

Following the suspension of selection processes during 2016, work has been continuing to assess our resource position and future requirements across the ranks of Sergeant and Inspectors. This process has helped clarify the level of resources required at these ranks across each Division, and also identify those areas where we need to prioritise filling vacancies at these ranks.

Police Scotland has launched a ground-breaking four-week Introduction to Policing programme to encourage people from BME backgrounds to consider a career in policing. More than fifty potential recruits met the Chief Constable, and were shown the training facilities and attended workshops on divisional and probationary training and the work of CID and Operational Support Division.

Youth Volunteers

Police Scotland Youth Volunteers is the fastest-growing youth volunteer programme in the UK and is so popular that by April this year it is expected to be more than double the size than at the start of 2016. There are currently 750 volunteers – up by 300 at the start of 2016 – and by April new groups coming on stream will see the number of young people aged between 13 and 18 participating in the programme rise to 1,100.

Over the last year the youth and adult volunteers made a significant contribution to their communities across all of Police Scotland's 13 divisions, and have participated at events such as the Royal Edinburgh Military Tattoo; T in the Park; both the British and Scottish Golf Opens as well as a wide variety of local community events.

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.

Assessment/Supporting Evidence

Leadership Supervisory Programmes

In Q4, there has been an increase of 31% in the number of leadership training days compared with the same period last year and an increase of 8.7% in the number of personnel trained. A key contributing factor is the increased participation in the Leadership Supervisory programmes with the duration of this course being 10 days. 15 programmes are planned to be delivered before the end of 2018.

Talent Management

The design of the Talent management programme including the content and format has been completed in Q4. The programme will now be put forward to stakeholders for consultation and approval. The development of the draft communication has also been completed.

# 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.

Training Spaces taken up YTD

161,071 — 2015/16
188,335 — 2016/17

Increase by 16.9%
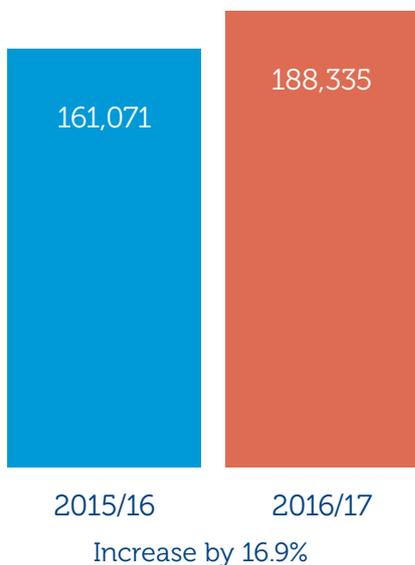
2016/17 Training Spaces by method of delivery YTD

Classroom 60%
E-learning 40%
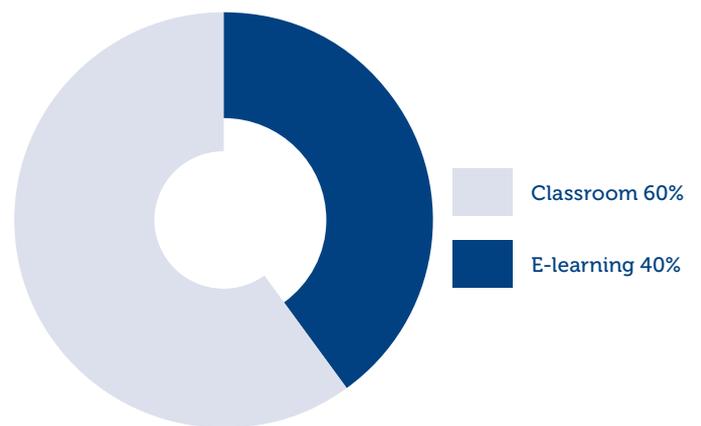
Quality Audits undertaken YTD

Green 14
Amber 11
Red 3
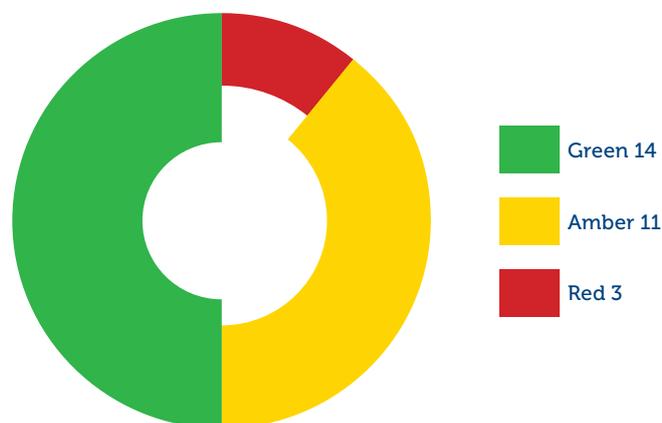
Green = no significant issues
Amber = some issues to be addressed through action planning
Red = significant issues causing potential risk to organisation, credit rating or accreditation

Assessment/Supporting Evidence

There has been a 16.9% increase in the number of students trained compared with same period last year, with the majority of training being delivered to officers. Primarily, this is due to the national roll out of Stop Search/Mental Health training as well as CJ(S)B, National Custody System and Fire Safety Awareness training. The proportion of training delivered via e-learning has seen a negligible increase of only 0.2% from the same period last year. The Stop Search/Mental Health and CJ(S)B training were all blended learning programmes comprising of both on-line and classroom delivery, effectively halving the duration of the face to face element

Training Directory

For the first time, Police Scotland has an accurate picture of current, live training available to deliver to personnel. This work has resulted in a 50% reduction of training listed from 2,916 to 1,466 programmes. Wherever possible courses have been merged and standardised. A revised 'business as usual' governance process has been developed and agreed to ensure all new training requests are authorised and are developed in compliance with the National Approved Framework for Quality Assurance in Training and Education. A directory of all national Police Scotland training has been created to support the lifetime management of all such training products. Work will be undertaken to create a searchable intranet based 'Prospectus'. This will increase customer focus and accessibility to training

Quality Audits

Live action plans are on-going for six programmes as a result of AMBER audits. These include the PDA in Road Policing Operations which is to be revalidated by SQA and CSCR. The action plan for the RED audit for First Aid at Work is complete and the programme will be considered for Credit Rating in May 2017. A live action plan is in place for the red Audit for Pursuit Management Course to address issues surrounding lack of adherence to assessment methodologies. There is also a live action plan in Place for the red Audit for Fire skills Employability Programme, which was held externally by Scottish Fire and Rescue Service Programme, to address issues with lack of adherence to assessment methodologies

Mentoring Scheme

Police Scotland remains committed to raising awareness of the threat and risk posed by criminals operating in the online space, and in response we provide individuals, communities and businesses with key prevention advice on reducing the risk of becoming a victim.

Since 2015, Web Constable Workshops have taken place across the Service to equip divisional officers to effectively deliver online safety advice. Web Constables have proven to be an effective conduit for engaging with local communities, delivering appropriate preventative advice, and sharing best practice locally and nationally.

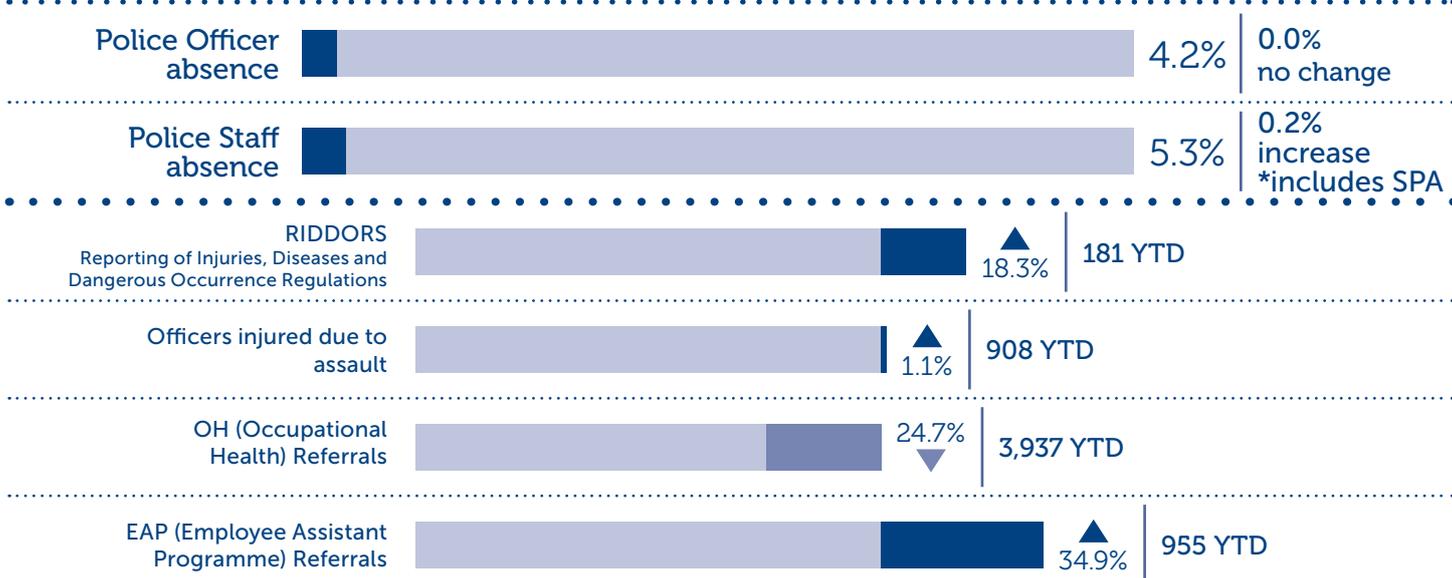Over the period of March, April and May officers from SCD, Safer Communities will be undertaking a training delivery programme within local policing areas. The training will focus upon our commitment to the Choices for Life platform and specific training will be delivered in the recently launched 'Peer Mentoring' cyber safety programme along with updates and further information on related cyber prevention materials.

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 raise 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	4.2%	0.0% no change
Police Staff absence	5.3%	0.2% increase *includes SPA
RIDDORS – Reporting of Injuries, Diseases and Dangerous Occurrence Regulations	18.3% ▲	181 YTD
Officers injured due to assault	1.1% ▲	908 YTD
OH (Occupational Health) Referrals	24.7% ▼	3,937 YTD
EAP (Employee Assistant Programme) Referrals	34.9% ▲	955 YTD

Assessment/Supporting Evidence

The reduction in Occupation Health referrals and increase in Employee Assistant Programme referrals continued in Q4 2016/17 as a result of awareness training sessions that took place earlier in the year.

Employee Opinion Surveys

In March 2017, the results of the Interim Staff Survey, which took place in Q3, were published on the Force Intranet. Over 7,700 responses had been received during the survey period. The Executive Team are committed to listening to the views of staff and acting on the survey results and feedback. Divisional and departmental results have been distributed to relevant leaders. Local Engagement action plans are being developed for submission by 30 April 2017. A further survey will take place in spring 2018.
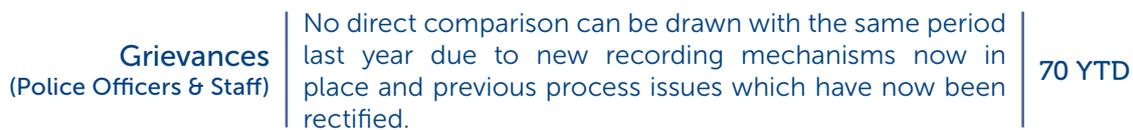
2026 Consultation

Officers and staff have been invited to contribute their views on a new draft long-term strategy to deliver policing throughout the country. The publication of Policing 2026 signalled the start of a landmark countrywide consultation designed to ensure as many voices as possible are heard to help the Scottish Police Authority (SPA) and Police Scotland design its services to keep people safe over the next decade. The consultation will run for 10 weeks and will help refine and inform the strategy.

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 direct comparison can be drawn with the same period last year due to new recording mechanisms now in place and previous process issues which have now been rectified.	70 YTD
Disciplinaries (Police Staff only)	increase of 6	39 YTD

Assessment/Supporting Evidence

Staff Pay & Reward Modernisation

Development of a full communication plan for distribution of the Job Overview Documents has been concluded which will positively aid Staff, Line Managers and Senior Management through this process. Impact Assessment sessions across Business Areas have continued this period with a further seven completed.

Feedback continues to be positive and will be used alongside a range of other impact assessments and analysis to inform pay modelling and the options appraisal of terms and conditions. Options to accelerate project delivery timescales were provisionally approved by the Project Board and authorisation given to advertise for the necessary resourcing requirements which will aid in accelerating the plan. Plan acceleration will be fully ratified on confirmation of additional resources. A project familiarisation presentation was given to the Scottish Government Remuneration Group on 24/03/2017 to outline vision, deliverables, impact and timescales. Presentation was positively received and feedback was obtained regarding future reporting requirements. Work continued to finalise the Scottish Government Gateway Review with the assessors being agreed and will be undertaken in May 2017, this will include review of project methodologies and approach/progress against Project Plan.

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.

Assessment/Supporting Evidence

Police Scotland like a number of public sector organisations is facing a number of challenges within the procurement landscape, such as resource constraints, further compounded by the scale of legacy and fragmented contracts to be replaced, and the revisions to the Public Procurement Regulations which came into force April 2016. The new regulations are having an impact across all of the Scottish Public Sector. A period of refining Police Scotland processes and practices to ensure continued alignment with the Procurement Regulations is underway. The Force have been working closely with Scottish Government's Procurement Directorate to ensure alignment, sharing of best practice and lessons learned.

The appointment of the Head of Commercial Services in August 2016 resulted with an opportunity to consolidate the management of Procurement across Police Scotland. Procurement historically was managed through multiple departments Corporate, Estates and ICT Procurement moving forward Procurement will be managed centrally through a consolidated Head of Procurement with accountability to the Head of Commercial Services. The next phase will consolidate all procurement staff into a central team which will be concluded before the end of Q4.

The Police Scotland updated Procurement Strategy was published in December 2016, which outlines our objectives for the next 18 months.

Police Scotland have now concluded a Strategic Expenditure Assessment of all third party contracted spend. The assessment has informed the development the Commercial Excellence Programme Business Case. The programme is currently commencing through approvals, and will embed a refreshed commercial approach to Procurement, Category Management, Supplier and Contract Management.

The procurement team are making good progress on the delivery of the savings plan which has identified opportunities for savings in excess of the £1m target (Procurement Savings 2016/17). Procurement are working closely with Finance colleagues to assess the financial impact of the savings identified. The level of savings realised for 2016/17 are currently being assessed by both finance and procurement.

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.

Assessment/Supporting Evidence

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

- Vehicle Availability

- Vehicle Fleet Size

For a number of years, vehicle utilisation and vehicle availability has been consistent. This has been benchmarked with UK Police fleets where the mean average is 95%.

- The current vehicle availability is 98.1% as at end March 2017 up 0.4% since last quarter.

- The current Vehicle Fleet has 3,280 vehicles.

A reduction of 178 vehicles has been made since the fleet strategy was approved in 2015 through removing underutilised vehicles from service.

The National Vehicle User Group (NVUG) has clear Terms of Reference and meets twice a year to determine future fleet strategy, fleet replacement and Right vehicle Right place Right time for Police Scotland/SPA.

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.

Assessment/Supporting Evidence

A collaborative contract along with the Scottish Fire & Rescue Service for the provision of Facilities Management (FM) Services has been awarded to Mitie Technical Facilities Management Ltd. Mobilisation commenced on 1 December 2016 with the contract going live on 1 April 2017. This contract will provide national consistency and streamlined processes whilst improving health, safety and compliance on the estate. Work has commenced on the specification and tender for an additional FM Services contract, which also will reduce the running costs of the estate and rationalise processes.

The total number of properties continues to reduce with a further 15 asset disposals and 4 lease terminations during 2016/17. The Estate change activities have generated circa £12.3 million in capital receipts and reduced running costs by circa £4.6 million since the inception of Police Scotland.

During 2016/17 work has been completed in over twenty five premises to reduce carbon emissions. The projects included boiler replacements, LED lighting and building management system upgrades. The projects are estimated to save around £77,000 annually through reduced utilities expenditure and deliver 450 tonnes reduction of carbon dioxide emission.

Several utility cost reduction projects were also carried out in 2016/17, the Electricity Capacity Reduction project will lead to annual savings of £44,000 per annum and the Water Meter Downsizing project will lead to annual savings of £30,000.

Corporate Indicators – ICT

- Commence the delivery the Digital Transformation Portfolio, through prioritisation of force requirements

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

- Continue with the delivery of a single desktop environment, a platform for collaboration via diary and document management, and a hub for all authentication – ADEL.

- Commence the delivery of a single routable network within Police Scotland.

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

- Support the delivery 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.

Assessment/Supporting Evidence

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.

C3 ICT Transition

Over Q4 of 2016/17 the C3 ICT transition team have progressed the remaining stages of the C3IR Programme. The transition & closure of the Dundee Service Centre (SC) to the Police Scotland Service Centre (PSSC) was successfully transitioned on the 10th January 2017, followed by a further successful transition & closure of the Aberdeen Area Control Room (ACR) and SC to the North ACR (Dundee) and PSSC on the 28th March 2017. The feedback from management and staff has been positive on all areas of delivery. The planning and implementation tasks for the transition and closure of the Inverness ACR and SC to the North ACR and PSSC is currently on-track for June 2017.

Operational Data Store (ODS)

Development of the ODS has progressed with the creation of consolidated national datasets for Missing Persons (MP) and Vulnerable Persons (VP). The Pilot phase commenced 01st March 2017.

Emergency Services Network (ESN)

An ICT technical lead has been assigned to work alongside the ESN operational lead and continue the tri-service Scottish engagement on this programme. Representatives from Police Scotland have been engaging with all tactical working groups to ensure visibility of all ongoing developments. The high level plan is being developed and resource allocation will increase once a transition window for Scotland has been clearly defined.

Project Alliance/ADEL – National Desk top Programme

At the end of Q4 2016/17, 8,412 new Windows 8.1/10 desktops had been deployed, or 63% of the total estate. Work is now focused and will continue into Q1 2017/18 on deployment in C3, Tayside, Grampian and in legacy Lothian & Borders area.

Single National Network

Phase one (delivery of a high speed resilient backbone), servicing our Command & Control service, with the exception of a final connection has been delivered. It is expected that this will be commissioned by the end of May 2017. This has been delayed since previously reported due to extended civil work required. Phase two (Wide Area Network) is in the pre-project planning stage, gathering requirements and preparing for the invitation to tender.

The key foundation ICT 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.

National Intelligence

Work continues to replace the Scottish Intelligence Database (SID) in use by Police Scotland. The business requirements for the new National Intelligence System (NIS) have been mapped and the business are reviewing these in an effort to simplify delivery and support the development of Red Sigma.

National Custody

The rollout of the National Custody System (NCS) 'Phase One' was successfully completed on 12 January 2017, with all Custody Suites nationally now using the in-house developed national solution. Almost 6,000 users now have access and circa 40,000 NCS custody records have been created and managed using NCS.

Whilst supporting the introduction of the Criminal Justice (Scotland) Act is the primary aim, NCS has introduced national visibility of custody information assisting operational decision making, staff/officer deployment and simplify the prisoner transfer process.

'Phase Two' will see the introduction of the Criminal Justice (Scotland) Act 2016, due to go live on Friday, 21st July 2017. Phase Two will see the necessary amendments and new functionality that will meet those legislative requirements. The design is nearing completion, build commenced in January 2017 and User Acceptance Testing commenced 27th March 2017.

ICT Restructure

In addition to the above we continue to progress the delivery of the ICT restructure. The Target date for completion is the end of 2017/18, however this is likely to be delayed to enable the ICT management team to review the current status in relation to recruitment challenges and how this may impact the overall delivery of the ICT Structure.

Digital Transformation

The Digital Transformation Team (DTT) within ICT continue to support the delivery of key transformational projects. The DTT are fully engaged in support of priority projects (NCS, NIS, iDAP, National Desktop, ANPR and National Payroll). The Digital Transformation Team are working with staff from Organisational Development and the Policing 2026 team to fully assess ICT Enabled Projects in line with 2026. This team has also compiled an outline proposal for the delivery of a modular development that will deliver the functionality of the cancelled i6 programme.

Benefits of Reform

From 1 April 2013, the realisation of the benefits of Police Reform became a tripartite responsibility between Police Scotland, the Scottish Police Authority (SPA) and Scottish Government.

While each organisation must work collectively to maximise the benefits of reform, specific ownership is assigned as follows:

- Strategic and End Benefits - owned by the Scottish Government, with progress reported by the SPA

- Intermediate Benefits - jointly owned by Police Scotland and SPA, with oversight provided via the Police Scotland Improvement Board and ultimately by 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, progress on measure delivery is 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 tables illustrate the progress made in this quarter towards delivery of the identified benefits of the police reform programme.

With the publication of the Policing 2026 Strategy and the new programme of work to support its delivery, the current Benefits of Police Reform reporting framework will need to be revised. While many of the existing measures have been deemed complete there remain a number of ongoing longer term measures which will still be relevant to the new Transformation Portfolio. To that end this update will provide a summary of those existing measures which are considered complete in this quarter and those which are recommended for transfer to be delivered within the new Transformation Portfolio.

Q4 Update

There are 22 Measures due to be reported within Q4 2016/17. 6 Intermediate Benefit (IB) Measures are assessed as delayed and 3 are assessed as complete. 6 Operational Benefit (OB) Measures are also assessed as delayed. As a result of the delays, the subsequent reforecast of delivery into 2018/19 and the advent of the 2026 Transformation Portfolio it is proposed that the 12 already delayed measures and the 7 currently on target measures are transferred to the new portfolio measure framework. A summary of the reportable measures this Quarter is provided below.

Intermediate/ Operational Benefit	Measure	Status
IB6 - Greater consistency and quality of service delivery	Measure 3 - Introduction of standardised operating procedures, guidance and communication processes and communication processes	COMPLETE
IB7 - Better demand management in relation to Police Officers	Measure 2 - Frequency of deployments and use of specialist skills	COMPLETE
	Measure 4 - Number of first contact call resolutions	COMPLETE

Intermediate Benefits (IB's) - Delivery Update Q4 2016/17

- Complete 36
- On Target 5
- Delayed 6
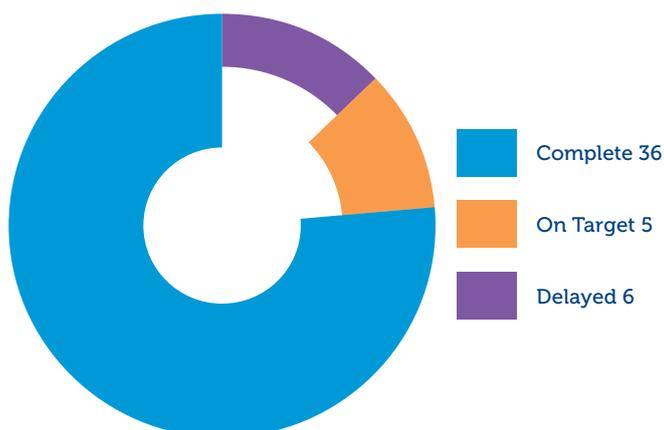
Operational Benefits (OB's) - Delivery Update Q4 2016/17

- Complete 37
- On Target 2
- Delayed 6
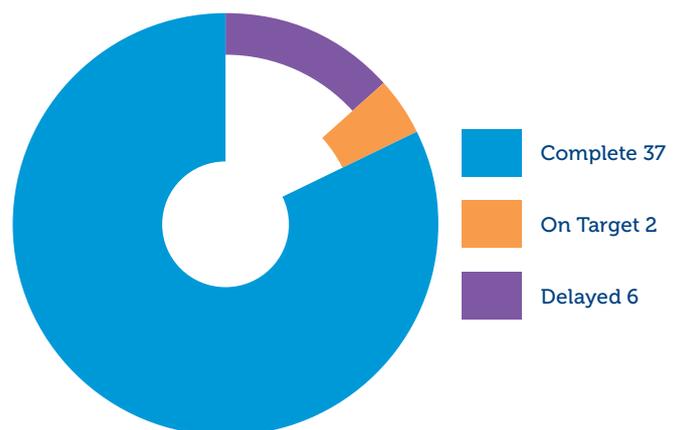
As indicated above, the following 19 measures have been assessed as remaining relevant to the strategic objectives of the Policing 2026 Transformation Portfolio and it is therefore recommended that these be transferred to the benefits tracking and reporting dashboard created for that work. These measures will, as a consequence of that realignment, require to be revised and reforecasted in accordance with the required outcomes and delivery timelines of the identified constituent programmes, projects and change activities within that portfolio.

Intermediate/ Operational Benefit	Measure	Status
IB1 – Clarity of accountability and improved ability to respond to scrutiny	Measure 4 - Implementation of national performance standards	TRANSFER TO POLICING 2026
	Measure 5 - Coordination and control of assets	TRANSFER TO POLICING 2026

Intermediate/ Operational Benefit	Measure	Status
IB8 – Reduced operating costs	Measure 2 - Overall spend of the organisation on staffing costs, spend on managerial roles	TRANSFER TO POLICING 2026
	Measure 4 - Spend on staff allowances	TRANSFER TO POLICING 2026
	Measure 5 - More effective capital expenditure	TRANSFER TO POLICING 2026
	Measure 6 - Reduced revenue costs	TRANSFER TO POLICING 2026

Intermediate/ Operational Benefit	Measure	Status
IB9 – More efficient resource utilisation and reduced duplication of effort	Measure 1 - Implementation of revised staffing models which reduce duplication	TRANSFER TO POLICING 2026
	Measure 2 - Harmonisation of roles and responsibilities including job evaluation and reward management	TRANSFER TO POLICING 2026
	Measure 3 - Re-engineering of business processes to meet the demands of the new operating environment	TRANSFER TO POLICING 2026
	Measure 4 - Flexible workforce allowing deployment of staff nationally where required	TRANSFER TO POLICING 2026

Intermediate/ Operational Benefit	Measure	Status
OB2 – Improved effectiveness	Measure 1 - Evidence of demand profiling and allocation of resources aligned to anticipated demand	TRANSFER TO POLICING 2026

Intermediate/ Operational Benefit	Measure	Status
OB3 – Introduction of Streamlined Structure & Governance Models	Measure 1 - Implementation of revised staffing models which reduce duplication	TRANSFER TO POLICING 2026
	Measure 3 - Process of job evaluation and role harmonisation and introduction of centralised corporate functions	TRANSFER TO POLICING 2026

Intermediate/ Operational Benefit	Measure	Status
OB4 – Introduction of Corporacy of Organisational Approach	Measure 10 - Introduction of common approach to processing tickets across Scotland	TRANSFER TO POLICING 2026
	Measure 3 - Process of job evaluation and role harmonisation and introduction of centralised corporate functions	TRANSFER TO POLICING 2026

Intermediate/ Operational Benefit	Measure	Status
OB6 – Increased Efficiency & Demonstration of Best Value	Measure 1 - Expenditure on salaries of police officers and staff	TRANSFER TO POLICING 2026
	Measure 2 - Cost of staff allowances	TRANSFER TO POLICING 2026
	Measure 3 - Review of Administrative (Business) Support	TRANSFER TO POLICING 2026
	Measure 7 - Review of Special Constables	TRANSFER TO POLICING 2026

Updates

Due to the high interdependency and shared resourcing required to deliver the ongoing large scale ICT solutions and the associated delays incurred as result of funding shortfalls, resource issues and re-scoping requirements a number of forecasted benefit realisation milestones for the Transforming The Service, formerly the Police Reform programme continue to be delayed in terms of the original milestones. These include the widespread re-engineering of business processes to enable new national operating and working environments; the ability to allow more flexible national deployments of staff and the associated reviews of structures and governance models and the widespread harmonisation of support staff roles.

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

Assessment

Overarching Intermediate Benefits 2, 3, 4, 5 and now 6 are fully realised with the submission of this report. Operational Benefit 1 and Operational Benefit 5 are also fully realised, with all the measures contained within those benefits complete. This places the Intermediate Benefits at 76% complete and the Operational Benefits at 82% complete.

The 11 remaining Intermediate Benefit (IB) Measures and 8 remaining Operational Benefit (OB) Measures are mainly dependent on large scale ICT solution delivery, outstanding organisational restructures and financial information which have been reforecast for future delivery. As such, and in full consultation with the SPA and Scottish Government the mechanisms to deliver the remaining Benefits of Police Reform will be revaluated and transferred to the new Transformation Portfolio. This will require a substantial amount of work and it is anticipated that this will be complete in Q2-3 2017/18. Updates on this work will be given periodically to the SPA Officers and will appear in the Quarterly Performance Report. However, the actual Benefits of Police Reform that have been 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 will result in the continuing need to reassess and amend the identified benefits measures and their forecasted delivery dates.

APPENDIX
Crime Group Overview

The table below shows the crime groups used by the Scottish Government to report recorded crime statistics. Some of the key crimes within each group are shown under the group heading.

GROUP 1: NON SEXUAL CRIMES OF VIOLENCE	GROUP 5: OTHER CRIMES
Murder	Possession of offensive weapon (incl. restriction)
Culpable Homicide, common law	Carrying of knives/bladed instruments
Culpable Homicide, (others)	Supply of drugs
Attempted Murder	Possession of drugs
Serious Assault (incl. culpable & reckless conduct - causing injury)	Other drug crimes (incl. Importation and production)
Robbery and assault with intent to rob	Other Group 5 crimes
Cruel & Unnatural treatment of children	**GROUP 6: MISCELLANEOUS OFFENCES**
Possession of a firearm w/i to endanger, commit crime etc.	Common Assault
Abduction	Common Assault (of emergency workers)
Other Group 1 crimes	*Common Assault - Total*
GROUP 2: SEXUAL CRIMES	Threatening & abusive behaviour
Rape	Stalking
Assault w/i to rape or ravish	*BOP, S38 & S39 Crim Just & Lic (S) Act 2010 - Total*
Indecent Assault (common law)	Urinating
Sexual Assault (SOSA 2009)	Racially aggravated harassment
Indecent/Sexual Assault - Total	Racially aggravated conduct
Prostitution related crime	Drunk and Incapable
Other Group 2 crimes	Consume alcohol in designated place (local bye-law)
GROUP 3: CRIMES OF DISHONESTY	**GROUP 7: MOTOR VEHICLE OFFENCES**
Housebreaking (incl. Attempts) - Dwelling house	
Housebreaking (incl. Attempts) - Non dwelling & other premises	Dangerous driving offences
Housebreaking (incl. Attempts) - Total	Drink, Drug driving offences incl. Failure to provide a specimen
Opening Lockfast Places - Motor Vehicle	Speeding offences
Theft of a motor vehicle	Driving while disqualified
Theft from a Motor Vehicle (Insecure etc)	Driving without a licence
Attempt theft of motor vehicle	Failure to insure against third party risks
Motor vehicle crime - Total	Seat belt offences
Opening Lockfast Places - NOT Motor Vehicle	Mobile phone offences
Common theft	Driving Carelessly
Theft by shoplifting	Drivers neglect of traffic directions (NOT pedestrian crossings)
Fraud	Using a motor vehicle without test certificate
Other Group 3 Crimes	Other Group 7 offences
GROUP 4: FIRE-RAISING, VANDALISM etc	
Fireraising	
Vandalism	
Reckless conduct (with firearms)	
Culpable and reckless conduct (not with firearms)	
Other Group 4 Crimes	