

SCOTTISH POLICE  
AUTHORITY

<b>Meeting</b>	<b>SPA Board Meeting Public Session</b>
<b>Date</b>	<b>Tuesday 28<sup>th</sup> November 2017</b>
<b>Location</b>	<b>Stirling Court Hotel, University of Stirling FK9 4AE</b>
<b>Title of Paper</b>	<b>Performance Summary Report Quarter 2</b>
<b>Item Number</b>	<b>6.2</b>
<b>Presented By</b>	<b>Rose Fitzpatrick, Deputy Chief Constable</b>
<b>Recommendation to Members</b>	<b>For Noting</b>
<b>Appendix Attached</b>	<b>YES</b>

**PURPOSE**

The purpose of this report is to provide Members of the Scottish Police Authority (SPA) with the Police Scotland 2017/18 Quarter 2 Performance Summary.

NOT PROTECTIVELY MARKED

Public SPA Board Meeting  
Performance Summary Report Quarter 2  
28th November 2017

NOT PROTECTIVELY MARKED

## 1. BACKGROUND

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

## 2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 This 2017/18 Quarter 2 (Q2) Performance Summary report 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.

## 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 are no social implications associated with this paper.

**8. COMMUNITY IMPACT**

8.1 There are no community implications associated with this paper.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equality implications associated with this paper.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications associated with this paper.

**RECOMMENDATIONS**

Members are invited to note the contents of the Police Scotland 2017/18 Quarter 2 Performance Summary Report.



**POLICE**  
SCOTLAND  
POILEAS ALBA

# 2017/18

## Performance Summary Report

Reporting Period: Q2 2017/18

### Total Crime **4.0%** 126,954 crimes YTD

Incidents Recorded

**2.8%**



893,689 Incidents YTD

Call Volume

**4.0%**



1,327,620 Calls YTD

User Satisfaction

**1.4%**



80.7% Satisfied with the way Police Scotland dealt with the incident

Domestic Abuse

**0.4%**



30,083 Incidents Recorded YTD

Overall Violent Crime

**0.8%**



33,100 Crimes YTD

Sexual Crime

**7.0%**



5,961 Crimes YTD

Road Safety and Road Crime

**29%**



76 People Killed on the Roads YTD

Acquisitive Crime

**4.6%**



59,689 Crimes YTD

16/17



14,918,765

POCA

17/18



25,551,535

POCA Compared to PYTD

Counter Terrorism



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 Q2 2017/18. The document will be submitted to the Scottish Police Authority (SPA) for the full board meeting on 28th November 2017.

Within each section, reference is made to Police Scotland's operational priorities which have been outlined in the Police Scotland Annual Police Plan for 2017/18.

This report will examine past performance and give assessment analysing threats, risks and emerging issues.

The operational priorities identified are:

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

Areas out-with the operational priorities have been considered and are 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 against the 5 year average value and against expected levels which are referred to as upper and lower confidence levels (UCL/LCL).

All data are management information not official statistics. All data are sourced from Police Scotland internal systems and are correct as at 2nd October 2017.

## Executive Summary

---

### Total Crime Volume

During Q2, Total Crime increased by 4.0%. However, as highlighted in the Q1 report, following a proposal from Police Scotland to the Scottish Crime Recording Board (SCRB), we now record a separate crime for possession of a weapon when used in the commission of a crime. Prior to 1st April 2017, offensive weapons crimes were subsumed into main crimes (e.g. Serious Assaults). This change to recording practices has had an impact on the volume of overall crime. The increase in Total Crimes in Q2 would be 2.2% if the additional weapon crimes recorded are removed from the calculation.

Overall violent crime has increased by 0.8% this year mainly driven by an increase in robberies. There is, however, an improving picture on robbery with the gap between this year's level of crime and last year's level reducing as the year has progressed. The most serious violent crimes have reduced including reductions in murder and serious assaults.

Sexual Crimes increased by 7% this year continuing the general increase observed over recent years. 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 third sector support and advocacy services, to encourage survivors of rape and sexual crime to report. As such, Police Scotland welcomes the increase in reporting and will continue to strive to proactively identify victims of rape and sexual crime.

On Road Safety and Road Crime, work continues to make our roads safer through a range of education and enforcement activities with our partners. This has led to a year to date reduction in the number of people killed on roads across Scotland to 76 from 107 last year over the same period.

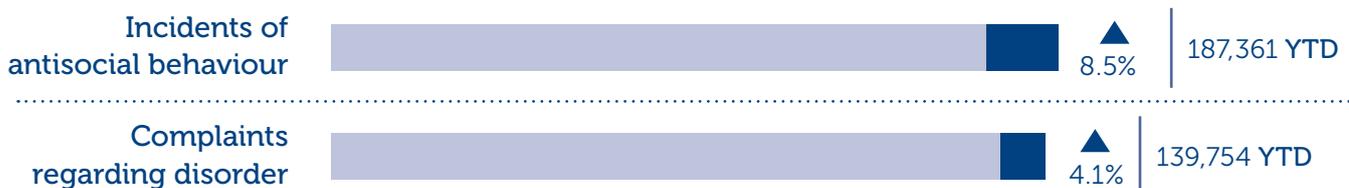
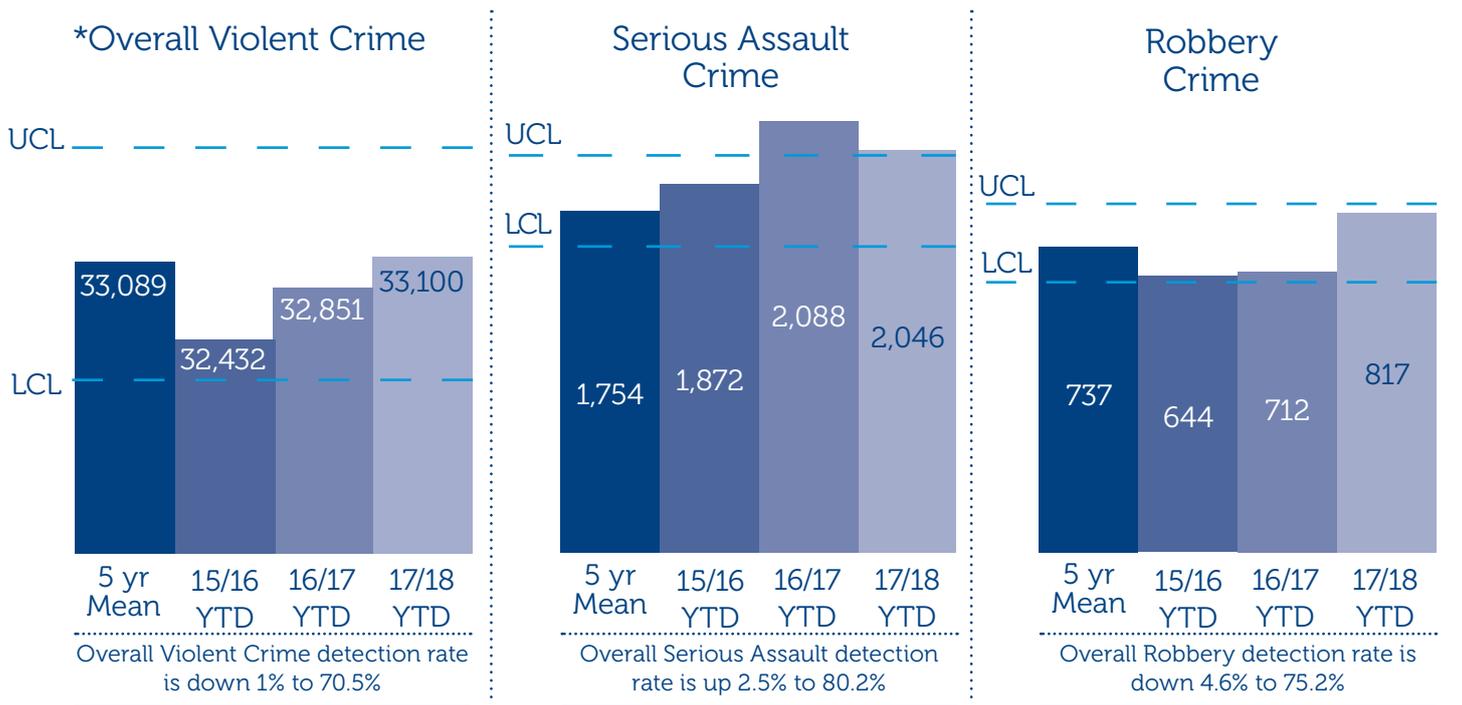
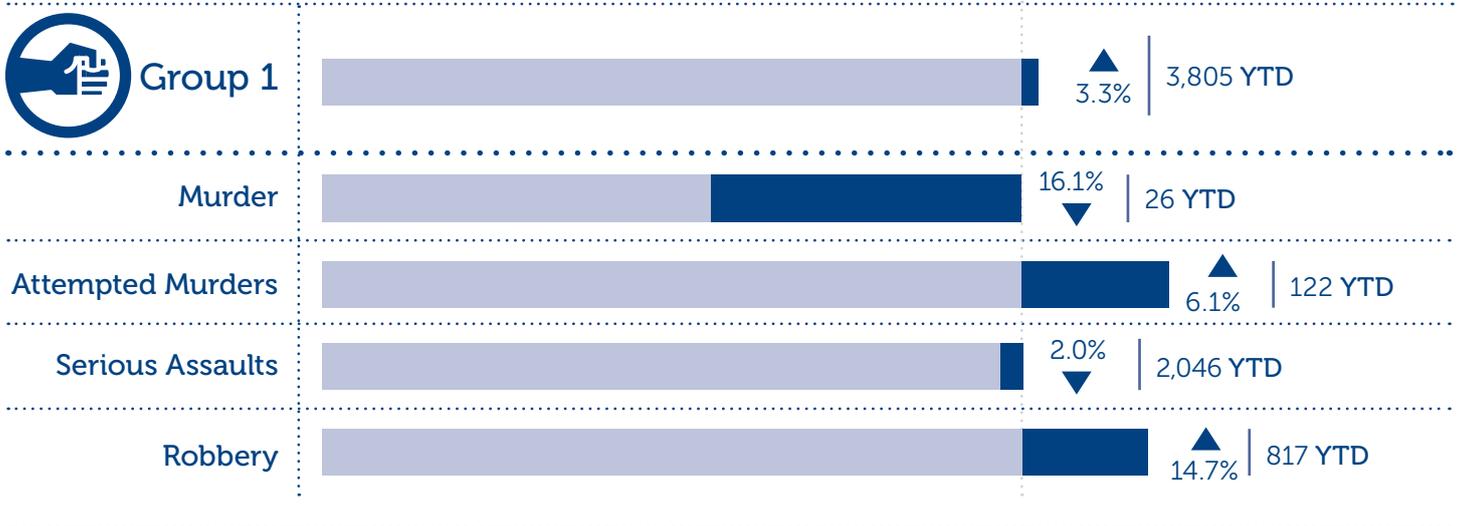
Crimes of Dishonesty increased by 4.6% this year. One of the main drivers in the overall increase in crime is an increase in Fraud. The second National Acquisitive Crime Workshop, which focused on Fraud, took place in early October 2017 in Stirling. Representatives from Local Policing attended to gain a better understanding of the various ways in which offline and online Fraud can be committed and investigated. Key partners, including Trading Standards Scotland and Retailers against Crime Scotland provided presentations and case studies to the attendees. On a positive note, there have been reductions in both Housebreaking and Motor Vehicle Crimes recorded this year. Indeed, Domestic Housebreakings continue to exhibit a downward trend and are at their lowest level in 5 years.

### Total Incidents/Call Volumes

The total number of incidents has increased by 2.8% this year compared to the same period last year. The increases were in Public Reported Incidents of Antisocial Behaviour (+8.5%), Transport related incidents (+1.8%), Crime related incidents (+5.5%) and Other Incidents (+0.3%). Call volumes are down 4.0% this year. Grade of Service for answering 999 and 101 calls has remained above the 90% target.

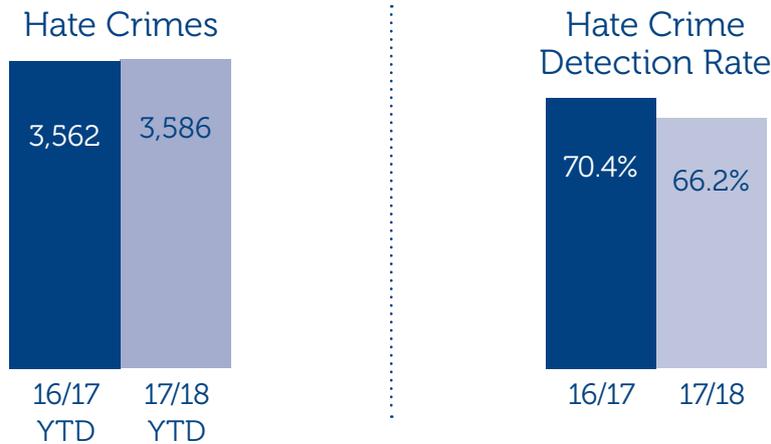
## Violence, Disorder and Antisocial Behaviour

**Police Scotland will work in partnership to reduce harm caused by public and private space violence, disorder and antisocial behaviour, Domestic Abuse and Hate Crime.**



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

## Hate Crime



## Assessment

Year to date, overall violent crime is marginally up on the 5 year average and up 0.8% against 2016/17 at the end of Q2 (249 more). Increases in robbery (14.7%, 105 more) and common assaults (0.6%, 183 more) account for the majority of the increase.

The increase in crimes of robbery in some areas across Scotland remains a significant issue. However this has been an improving picture in Q2 and has been helped by a national problem profile and toolkit for all local divisions via the monthly national violence tasking meeting. Robbery crimes to date are mainly in public space and in the majority take place in large urban areas (e.g. Glasgow and Edinburgh). Detection rates remain high at 75.2% and all divisions have a dedicated focus on this crime area.

Serious Assaults are down on the previous year and although up on the five year average it is a positive direction of travel this year.

The outcome of the European Supreme Court ruling on minimum pricing of alcohol will have a positive impact on national health and wellbeing. In addition it is expected that it will have a very positive impact on policing demand in relation to violence, disorder and ASB. The ruling is expected to have a positive effect on the policing demands associated with vulnerable citizens who have addiction led chaotic lifestyles. Police Scotland have been supportive of this change to social health policy and will monitor its impact closely.

### Violence & ASB (Antisocial Behaviour) Tactical Group

The Violence & ASB Tactical Group have been focused upon promoting further violence prevention activity across affected communities through the three month Safe Summer - Action on Violence Campaign (focused on three themes - alcohol, weapons and a single punch) which concluded at the end of September.

The 'one punch can ruin two lives' campaign video has been viewed almost 40,000 times, with the aim of raising awareness of the consequences that one punch can have on two people's lives. This has been well received by the public and supported by a large network of partners including Scottish Government (SG), Violence Reduction Unit (VRU), Security Industry Authority (SIA), National License Trade Partnership (NLTP), Alcohol Focus and the charity 'Every Action Has Consequences' which was formed by the Rogers family after losing their son Adam after a single punch in 2009.

The Violence & ASB Tactical Group has been supported by the publication of a 'Violence, Disorder & ASB Tactical Options' document which has provided a collective guide to tactics and good practice across the country. In addition, the Violence & ASB Tactical Group has focused on enhancing activity across Scotland to tackle robberies and Specialist Crime Division (SCD) Crime Strategy has refreshed the robbery guidance document to support and further enhance the good work and practices that are being adopted in local action plans. These documents are published and available on the police intranet.

## Community Improvement Partnership (CIP)

The Community Improvement Partnership have been involved in a focused deployment in the Harmony area of Govan to address ASB linked to Wheatley Group housing stock. The deployment is following a recently developed 10 point plan (Research, engagement, problem profile, communicate, community intelligence, offender management, ASB legislation and enforcement, Innovation, Review and establish, Build on success).

During the engagement phase the CIP sent letters to residents and supported a community pop up event in a public area, which was well attended and provided valuable information to allow an understanding of community issues. The use of shared data between partners has been critical in providing an assessment of the community needs. Profiles were created using the Police Scotland Wheatley Business Intelligence Toolkit providing a clear understanding of problems.

Local joint tasking between housing managers, CIP and local policing provide ongoing support and direction.

Enforcement actions have been supported by the Safer Communities Prevention Task Force and local policing.

Early Intervention work is ongoing with known youth offenders, who received joint visits outlining potential housing actions in order to deter offenders. In particular, those visited were provided the opportunity to engage in a pilot youth diversion program 'Anamalia', which is a sports based program, a number of whom have taken up the opportunity and consistently attended this program. This has seen initial reductions in antisocial behaviour and graffiti around the Harmony area. The aims of increasing customer/community confidence and reducing antisocial behaviour will be evaluated post deployment with the longer term project looking to sustain the work and improvements through continued diversion work, local engagement and with shorter term problem solving police deployments where required.

## Safer Communities Prevention Task Force (SCPTF)

The Safer Communities Prevention Task Force continue to deploy in local communities to address the greatest threats and risk, ensuring decisions are open and transparent, via a tasking and coordinating process.

Deployments of the SCPTF have supported a number of operations including the following examples:

- Continued dedicated support to Op ENGAGEMENT (which is an investigation into the continuing feud between Organised Crime Groups) in G Division by deploying alongside Divisional resources to support this operation in preventing violence, gather intelligence and carry out disruption and intervention tactics against violence individuals / groups.
- E Division (June / July 2017) Op MYRIAD - Centred on the north of Edinburgh due to the sharp rise in criminality, including Robbery, House breakings, Violence and ASB. This operation had the support of internal and external partners with a clear tactic of prevention through enforcement
- E Division (August 2017) – 2 teams deployed at Edinburgh Festival supporting local divisional officers to ensure a safe environment for the thousands of visitors / participants.
- As part of 'Safe Summer - Action on Violence' two teams were deployed over a fortnight period in Renfrewshire & Inverclyde ('K' Division) to tackle knife / weapon crime. During this deployment they provided public reassurance and made some notable arrests including 2 for possession of bladed weapons (including a lock-back knife), 2 x robbery petition warrants, 2 x violent offenders for breach of bail and numerous Misuse of Drugs Act offences including charges relating to drug dealing.

## Preventing Violence in Partnership

The Preventing Violence in Partnership event will take place in Glasgow in November 2017 and will focus upon sharing the violence prevention approach being supported by the National Violence Prevention Board members. Delegates will hear from a wide range of speakers, including Mr Michael Matheson, Cabinet Secretary for Justice, covering subjects such as violence prevention, alcohol, acid attacks and partnership working amongst others. Delegates will have the opportunity to network and consider the contribution they can make in the delivery of Violence Prevention in Partnership locally. The event will focus upon four key themes throughout the day The Improving Picture, Current and Emerging Challenges, How our Prevention Work Is Meeting The Challenges and Leadership Enablers – What Can You Do.

## Stop and Search

The Research and Evaluation Operational Review Group (REORG) are collaborating on the development of a significant programme of research on visible policing, stemming from initial discussions around stop and search and violence. During the period (Q2 2016/2017), in collaboration with Edinburgh Napier and Dundee Universities, funding has been secured for two initial research projects. The first project, funded by the Scottish Institute for Policing Research (SIPR), involves a systematic literature review of visible policing to establish the current evidence base on how various policing methods affect public confidence. This is supported by an additional piece of research, funded by Edinburgh Napier University, which aims to explore current visible policing models and provide a strategic level analysis of post-reform local policing across Scotland.

It is anticipated that the findings of these two research projects will be used to provide guidance on current operational practice in relation to visible policing as well as lay the groundwork for a larger study of effectiveness in visible policing methods.

On 11th May 2017, a new Stop & Search Code of Practice was introduced. There will be a light review of the implementation of this after 6 months and a full review after 12 months.

## Hate Crime

The volume of hate crimes has increased by 0.7% compared to the same period last year to 3,586 (24 more).

Police Scotland are keen to support increased reporting of Hate Crime. All strands of Hate Crime have increased with the exception of Racist crimes (down 1.6%, 38 crimes) and crimes targeting Transgender people (down 17.2%, 5 crimes) compared to the same period last year.

The detection rate for Hate Crimes reduced by 4.2% to 66.2% compared to Q2 2016/17. However, the rate has been improving as the year has progressed as it was 64.8% at the end of Q1 2017/18.

## Community Reassurance Cell

High profile international/ national incidents have the potential to result in heightened community tension and/or an increase in the number of hate crimes. Communities, and in particular, minority groups may feel isolated and fearful of associated repercussions. Safer Communities Equality and Diversity staff perform the role of a 'Community Reassurance Cell' which is activated post any significant/critical incident and has been activated following each of the most recent UK Terror Attacks.

Although there has been no significant 'spike' recorded in hate crime or tensions following recent terrorist events in the UK, the Reassurance Cell maintains an overview and governance role around all hate incidents and crimes, maximising all opportunities to raise awareness and encourage reporting. The reassurance provided at both

national and local level, has resulted in positive comment from various minority groups. An example of this followed the Finsbury Park attack, whereby the Chief Constable received a letter of thanks from the Muslim Council of Scotland. Several other local mosques offered their appreciation to Police Scotland for providing balanced and measured reassurance.

## Internal Hate Crime Review

Tackling hate crime is a priority for Police Scotland and therefore it is important that a consistent approach is taken across the Force in dealing with instances of hate. All officers and staff need to have a clear understanding of the potential impact of such crimes.

Police Scotland Safer Communities, Equality and Diversity Unit have commenced an internal review of hate crime policy and procedures. This is a long-term piece of work which aims to improve the recognition, recording and reporting of hate crimes and incidents across the Force, ensuring a consistent approach is taken. It is anticipated that the review will afford a greater awareness and understanding amongst officers of what constitutes a hate crime or incident, the potential impact on the victim, their families and communities and ensure responses are consistent and appropriate.

## Third Party Reporting

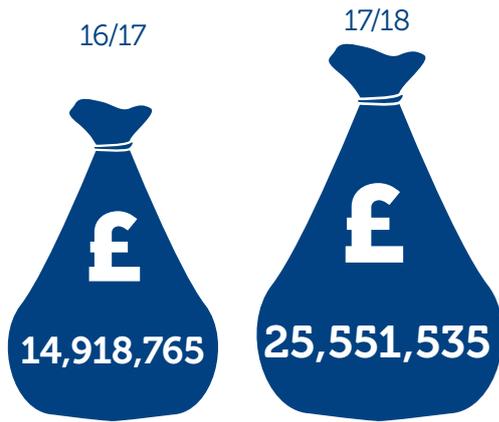
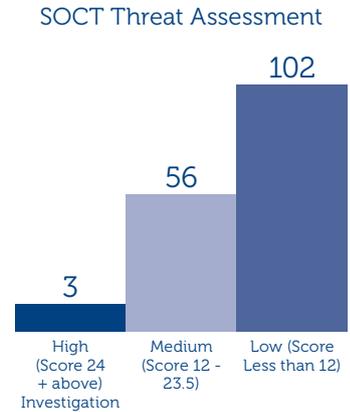
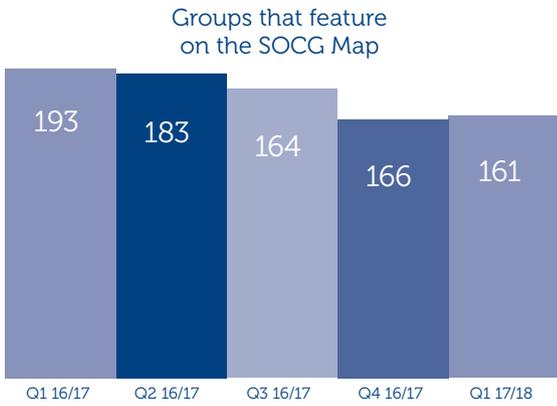
It is widely recognised that many people find it difficult to report hate crime directly to the police. The concept of Third Party Reporting (TPR) seeks to bridge this divide through the use of an intermediate agency, with which the reporter has a greater level of trust or confidence. TPR can assist or facilitate the reporting of such crimes or incidents on behalf of the reporter. It is vital that the TPR process is consistently reviewed to monitor effectiveness and identify any potential areas for improvement. Safer Communities Equality and Diversity team have ongoing work, aimed at improving the effectiveness of TPR. All existing TPR Centres have been engaged with and informed of the proposed improvement actions.

## Hate Crime Campaign

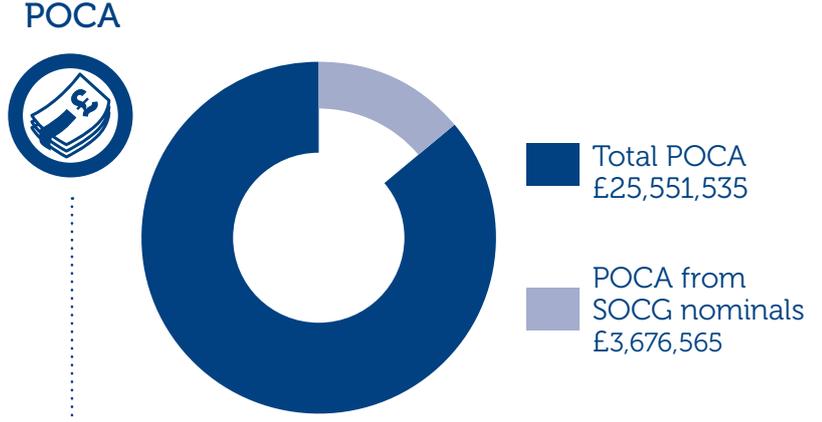
The Scottish Government and Police Scotland are delivering a Hate Crime Awareness Campaign. The campaign is running from 14 October until the end of November and will incorporate Hate Crime Awareness Week 2017 (14 – 21 October 2017). Police Scotland has been working closely with the Scottish Government to offer assistance and shared learning from previous campaigns. Police Scotland intends to build upon the successful Hate Crime Awareness Campaign in March 2017, by running a similar campaign in March 2018.

## Serious Organised Crime

**Police Scotland will work in partnership to prevent harm caused to individuals, communities and businesses by Serious Organised Crime and enhance our understanding and response to cyber threats and internet enabled crime.**



POCA Compared to PYTD



17/18 Breakdown of POCA Activity

## Assessment

---

The number of Serious Organised Crime Groups (SOCGs) on the map decreased by five during Q2 to 161, with the number of high threat groups static at three. Work to disrupt the higher threat groups continues and year to date, a total of 10 Force and Divisional Top 20% groups have seen a threat score reduction as a result of operational activity.

Proceeds of Crime Act (POCA) activity is up 71.3% compared to last year and stands at over £25.5m, up from £8.2m in Q1. The increase in POCA this year is due to the relatively low comparison year 2016/17 (full year circa £30m) and a number of operations delivering significant amounts in Q2. Police Scotland continues to focus on the quality of case presented to COPFS which should result in increased amounts eventually confiscated. 85.6% of POCA seizures are not linked to SOCGs and reflects the wide ranging nature of financial crime and the assets available for confiscation.

### SOCG Mapping

Of the 161 groups identified as operating in Scotland, 133 are under Police Scotland investigation and a further 28 subject to HM Revenue and Customs (HMRC); Home Office Immigration and Enforcement (HOIE); National Wildlife Crime Unit (NWCU) and Trading Standards Scotland (TSS) investigation.

There is a methodology used to score groups based on Threat, Risk and Harm. As can be seen from the graph above (Groups that Feature on the SOCG Map) over recent quarters the number of groups appearing has been reducing. At the same time, the threat scores of some of the groups in the Force and Divisional Top 20% have been increasing indicating increased threat from these groups.

There are 2,805 unique individuals recorded as being part of the 161 SOCGs, 2,700 are investigated by Police Scotland and 105 by partner agencies. The number of nominals that feature in groups under investigation by Police Scotland has experienced a significant reduction compared to Q1 2017/18 (down 19.4%) and is at the lowest level since national mapping commenced.

An academic review has proposed changes to the SOCG threat assessment matrix, however a final decision on implementation of any changes has yet to be taken.

### Positive Lifestyles Approach

As part of the development of the Positive Lifestyles Approach (Polmont Project) across the wider prison/young offender estate, a Positive Lifestyles course was delivered, with assistance of Scottish Prison Service partners, within HMP Grampian. It presented a number of modules to a group of male prisoners covering a diverse age group, all of whom have been linked to SOC or been at risk from SOC. This provided those attending the course with valuable information to assist them with breaking the cycle of offending. Discussions are ongoing for a roll-out of the project to HMP Low Moss.

Helm Training is a Dundee based charity providing a creative, supportive learning service for people who face barriers to developing sustainable careers. In September 2017 a one day intervention course developed in partnership with Helm staff was delivered by the Divert and Deter Team. The course was attended by twelve young people, all of whom were on the cusp of, or vulnerable to involvement in SOC. The course covered issues such as SOC, Knife Crime and Substance Misuse and British Red Cross also delivered a 'Street First Aid' input. The course gave attendees a better understanding of the subjects and issues, allowing them to make more informed choices in the future. Due to the positive levels of engagement further courses are planned to take place.

### Firearms

Police Scotland operations into SOCG feuds has resulted in a significant firearms recovery. In August 2017 an investigation saw the recovery of a Skorpion sub machine gun from within a vehicle in Glasgow. Accompanying the recovered machine gun, capable of firing 1,000 rounds a minute, was a silencer and ammunition. It is believed this recovery and the arrest of a 43 year old male found in possession of the weapon, has prevented serious violence being perpetrated between the SOCGs involved in this ongoing feud and has significantly reduced risk to the public.

The National Firearms Threat Centre (NFTC) was officially launched during the quarter. Close liaison has taken place between the NFTC and Police Scotland's Firearms Threat Desk to ensure all firearms intelligence is recorded and assessed under Operation ESSENTIAL (Recording of intelligence relating to firearms) in order to provide a thematic approach to managing and mitigating the threat, risk and harm posed by illegal firearms and ammunition. Police Scotland's centralised Threat Desk collates, assesses and reviews all firearms incidents and intelligence relating to the criminal use of firearms and acts as a central point of contact for all divisions.

## Cybercrime

Police Scotland has increased engagement with the private sector, raising awareness of Cyber threats and emerging tactics via national social media messaging and our Web Ambassadors. Safer Communities staff also delivered Cyber Security advice to a business audience at the Highlands & Islands Enterprise Cyber Resilience Week roadshow during September 2017. To widen public awareness, Police Scotland continues to work with a growing number of Web Ambassadors from our partners from the public, private and third sector, training their staff and volunteers in the 'Be Smart' program, and forwarding regular alerts on emerging threats and preventions advice. Police Scotland has also co-ordinated and supported various partnership events, such as providing an Internet Safety stand at the recent Education Summit in September. In raising awareness of the current Internet Safety program, Police Scotland engaged with various partners from Education, Health and Local Authority Social Services, third sector organisations (such as Princes Trust, YMCA, Befriending Networks, Girls/Boys Brigade, Air and Sea Cadets), which has led to further joint learning events being co-ordinated across all regions.

## Drugs & New Psychoactive Substances (NPS)

Police Scotland's NPS unit looks for emerging trends within the manufacturing, sale and supply of illicit drugs and NPS. One such trend is the establishment of clandestine or illegal synthetic drug laboratories with the goal of supplying controlled drugs to the illicit market. SOCGs within the UK are becoming more experienced at processes such as tableting, adulteration and even crystallisation. With more chemicals being produced in China and Eastern Europe it is becoming increasingly attractive for criminals to purchase the chemicals required to produce the pre cursors and end product synthetic controlled drug. The dangers posed to the public by the various chemicals, gases and electricity present within these unregulated laboratories is significant. An officer from the NPS unit recently attended a course at the International Training Centre on Combating Clandestine Laboratories (ITCCL) in Poland resulting in Police Scotland being better equipped to mitigate these dangers and capture any associated evidence.

Police Scotland and the National Crime Agency (NCA) conducted intelligence led investigations into the criminal activities and drugs supply of a SOCG based in the Motherwell area. As a result of investigations and intelligence, two days of enforcement action ensued where drugs search warrants were executed at addresses in Motherwell and Glasgow and on five vehicles, which resulted in the seizure of 135 kilograms of cannabis resin. This is one of the largest recoveries of its kind in Scotland this year, the recovered drugs having a potential street value of over £625,000. Two men, aged 22 and 53, pled guilty to being concerned in the supply of these controlled drugs in August 2017 and have since received 4 years and 5 year 5 month sentences respectively.

## Money Laundering & Organised Fraud

A new SOC Prevention Course is to be delivered to local authorities across Scotland. The course will utilise a holistic approach and provide bespoke tactics in relation to resilience against insider threats, corruption and SOC. The course will help prevent many critical incidents from occurring, provide systems and processes to identify such threats at an early stage and deal with them more effectively. The first course will be held in the West Region on 30th November, with further courses in the North and East regions in the near future. In order to develop and maintain a library of relevant case studies for the course, two cases were identified from Dundee City Council (DCC) to use as examples of high profile insider threat for future workshops. One involved the conviction and sentencing of a corrupt IT manager for a £1.2 million fraud, and a second case concerned a corrupt architectural technician who was operating rented properties and supplying foreign residents as labourers on a DCC building services site.

Operation CARBY was initiated following an invoice fraud investigation. Further financial investigation identified that the fraud had significant links to a SOCG perpetrating a range of criminal activities throughout the UK and laundering their funds through a variety of quasi legitimate businesses. A co-ordinated partnership approach was adopted with Police Scotland working closely with HMRC and NCA. HMRC recovered documents, laptops, computers and £4,700 from one premises. The occupant was detained, interviewed and charged with VAT Fraud of £1.9m by HMRC. Police Scotland recovered a large number of documents, electronic equipment; £3,900 in cash and a large quantity of foreign currency. A significant quantity of silver coins and bars were also recovered during the search and provided confirmation that the criminal proceeds were being exchanged for bullion. The joint operation was a significant success and as the investigation continues Police Scotland will continue to use this partnership approach with HMRC and a number of other partner agencies.

## Counter Terrorism

---

**Police Scotland will work in partnership to protect our communities by reducing and mitigating the risk and impact of terrorism and domestic extremism.**

---

### INTERNATIONAL TERRORISM



an attack is highly likely

### NORTHERN IRELAND RELATED TERRORISM (NIRT)



an attack is a strong possibility

---

## Assessment

---

The threat from extremist activity linked to Syria and Islamic State of Iraq and the Levant (ISIL) remains the highest priority in Scotland. This reflects the general picture across the UK, albeit on a lower scale. Northern Ireland Related Terrorism (NIRT) also remains a key priority in Scotland due to the close cultural and historical links between Scotland and Northern Ireland. In relation to Domestic Extremism, this remains dominated by the Extreme Right Wing (XRW) however primarily relates to public order and community cohesion issues. Recent UK terrorist attacks may act as a possible catalyst for an increase in protest activity, with these demonstrations and any resultant counter protests requiring a significant police response.

### Prepare: Mitigate Risk & Impact

During the last quarter the UK threat level was briefly raised to Critical and a Police Scotland Gold Group was assembled. Cognisance was given to implementing learning from the previous threat level change, following events in Manchester. Feedback was that processes were much more people centric, ensuring all staff, external partners and the public were kept informed of the outcomes of the meetings.

An Operation Temperer (which is a British Government plan to deploy troops to support police officers in key locations following a major terrorist attack) mobilisation exercise took place at Scottish Police College in August 2017. Learning will be utilised to inform subsequent activations. Officers from CT Planning Unit attended a national Operation Temperer debriefing in London. Key learning points were identified and work is on-going to amend Police Scotland plans accordingly.

National Policing Counter Terrorism Policing (NCTPHQ) facilitated a workshop on Maritime Security as a precursor to a peer review scheduled for November 2017. NCTPHQ were satisfied that Police Scotland had a firm grasp of Maritime Security and that the information gleaned was sufficient to prepare a peer review report, initial feedback received was very positive.

Exercise Joint Warrior 172 took place off the West Coast of Scotland in October 2017. Joint Warrior 172 involved 35 Naval vessels from NATO countries including Belgium, Canada, Denmark, Estonia, France, Germany, Italy, Latvia, Lithuania, the Netherlands, Spain, UK and US, with approx. 3,300 Naval personnel, berthed in Scottish waters. Local Police Scotland Divisions liaised with the MoD during the exercise.

## Pursue: Terrorists

Police Scotland continued to support the UK CT Network and currently has 13 officers seconded to the Metropolitan Police, in support of several key specialist roles.

Following the terrorist incidents in Barcelona, Turku and London during the quarter, Police maintained a presence at airports for all incoming flights, both for reassurance purposes and to canvas for potential witnesses as per the Mass Migration of Witness Plan.

Following the four terrorist attacks that occurred in the UK between March and June 2017, in Westminster, Manchester, London Bridge and Finsbury Park, David Anderson QC has been asked by the Home Secretary to provide an independent assurance of the internal reviews carried out by both MI5 and the NCTPHQ. The report is due to be submitted by the end of October 2017, with a public version due for later release.

Exercise Border Reiver was held in early October 2017. This is a national level CT exercise based in Scotland with cross border exercising involving Forces in England. The whole planning and exercise process has generated a great deal of learning. It has helped with a review and update to procedures, it has ensured knowledge was with the right people and whilst it identified areas for development, doing so will ultimately prepare the Force better to respond either to an incident of this nature should it ever occur in Scotland, or to assist other areas in response, as we have already, should other parts of the UK be affected.

## Prevent: Radicalisation

An emerging theme across the UK has been the increase in individuals being referred to Prevent as a result of an association with the ideology espoused by the Extreme Right Wing (XRW). To enhance stakeholders' understanding of this issue the Prevent Delivery Unit organised a seminar for partners which was held at the Scottish Police Training Centre.

Prevent Peer Review is a system intended to support local authorities in their delivery of Prevent outcomes with partners, focusing on a system of self-assessment, structured review and positive recommendations for improvement. The process has been well received by authorities in England and Wales, with many benefits identified including closer joint working, better exchange of good practice and an enhanced level of support for key stakeholders. The Scottish Government Safeguarding and Vulnerability Team are developing a Scottish version of this Prevent Peer Review process. Local authority staff will receive training which enables them to undertake reviews across Scotland (and across the rest of the UK where relevant). The training course will be held in November 2017.

## Protect: Provide Security Advice

Counter Terrorism Security Advisors (CTSAs) deliver protective security advice across a multitude of groups and sectors and in Q2 have successfully delivered, along with partners at Robert Gordon University, a two day Secure Your Business course attended by 27 representatives from business, mainly in the North and North East of Scotland.

A protective security measure, the National Barrier Asset (NBA) was introduced in Edinburgh during the summer festival. Greatly discussed in the media it gave rise, along with all of the others layers of security, to a safe and secure event and a reassured public. The NBA has also recently been discussed by Police Scotland with local authority partners in Glasgow and further talks in Edinburgh to consider what measures can be taken to improve public security in these cities.

## Parsons Green Incident 15 September 2017

Following the terrorist attack near Parsons Green Railway Station London, Police Scotland:

- Reviewed security arrangements around key events and transport hubs.
- Monitored any increase in community tensions. A previously raised Community Impact Assessment (CIA) following the Manchester and London attacks was maintained and hate crimes were monitored for any arising in the aftermath of this latest attack.
- Issued a community reassurance message to all communities. Three Protect Scotland newsletters were cascaded to partners and the Scottish Cross-sector Safety and Security (CSSC) network offering information and guidance.
- Each division reviewed specific patrol plans for crowded places, iconic sites and places of worship.

## Domestic Extremism

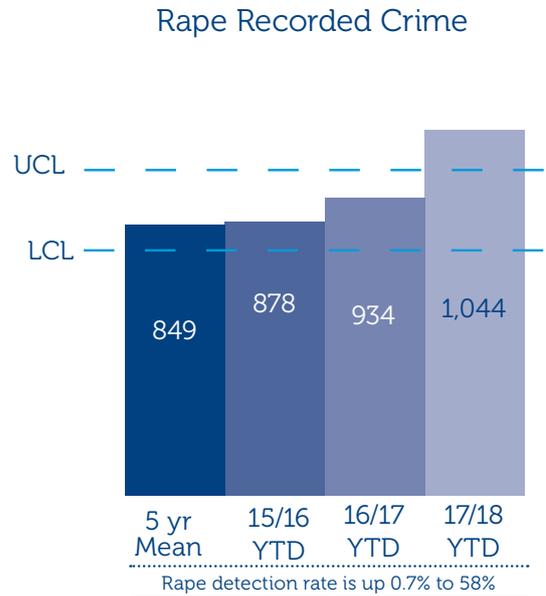
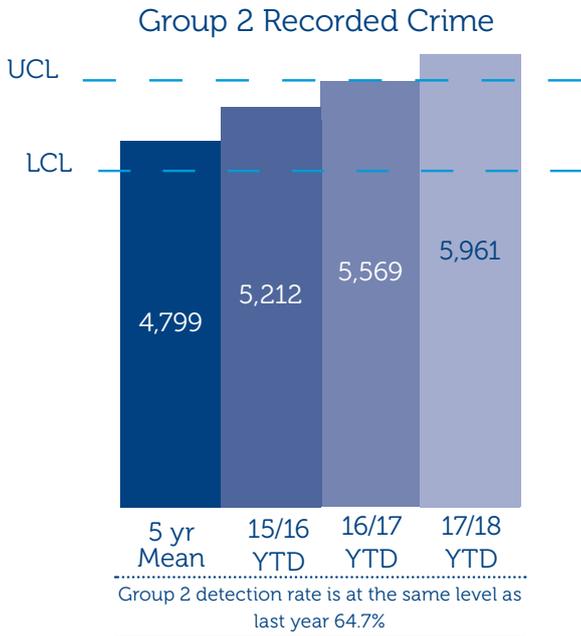
In September 2017, the Home Secretary agreed to lay a name change order adding 'Scottish Dawn' (and England-based group 'NS131') to the proscribed group National Action. Under this change, which was widely publicised in the media, police forces now have additional criminal offences available to them, including being a member of, or inviting support for, the organisation which carry a sentence of up to 10 years imprisonment.

# Protecting People at Risk of Harm

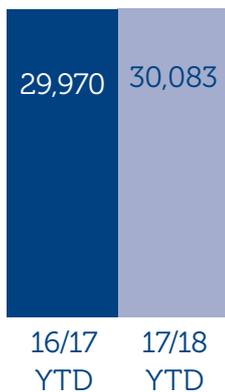
**Police Scotland will work in partnership to protect those at risk of harm and reduce the impact of all forms of neglect, abuse and sexual crime.**



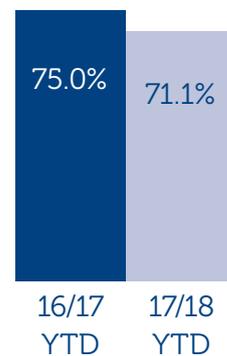
Non recent rapes account for **37%** of all rapes recorded.



### Domestic Incidents



### Domestic Abuse Detection Rate



## Assessment

---

The general increasing trend in reported Group 2 Sexual Crimes continues in 2017/18. 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 third 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.

### Rape & Other Sexual Crime

Overall Group 2 crimes increased by 7.0% (392 more) when compared to last year and Rapes increased by 11.8% (110 more) and by 23.0% against the 5 year average. The number of crimes of Rape of a Female over 16 years of age in Q2 2017/18 increased by 26.0% (492 to 619) when compared to last year. The number of crimes of Rape of a Female aged 13 – 15 increased by 35% (81 to 109). Across all Divisions there has been an increase in reported rapes. The increased reporting by female victims aged 13-15 has been noted in a number of divisions. The increase in these cases can be linked to complex familial abuse investigations involving multiple victims. The detection rate for rapes involving older children is over 100% in some divisions. This highlights how extensive and sensitive investigations may take a period of time to conclude.

In 2017/18, there has been a 53% increase (89 more) in crimes reported within 0 to 2 days of being committed when compared to 2016/17.

The Force detection rate of 64.7% for Group 2 crimes remains the same as last year and up 0.1% from Q1. Detection rate for Rapes at the end of Q2 2017/18 was 58.0% which is a slight increase compared to the previous year (57.4%) but a decrease of 11.2% compared to the 5 year average.

### Non Recent Sexual Crimes

Non recent is a term used to describe a sexual crime that is reported more than one year after it was committed. 37.1% of Rapes recorded during 2017/18 were non recent. 34.1% of these crimes were detected compared to 47.6% 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. 26.3% of Group 2 crimes were non recent, with 37.9% of these crimes being detected. This is compared to 52.8% of those committed within the year being detected.

## Child Sexual Abuse

### Scottish Child Abuse Inquiry

Police Scotland's response to the Scottish Child Abuse Inquiry (SCAI) continues. Part B of SCAI Phase 1 Hearings are due to recommence on 31 October 2017.

Police Scotland has received a request from SCAI for the provision of a report that outlines the history of investigating child abuse by police in Scotland from 1930 to December 2014. Investigations are currently underway in effort to gather information and identify sources of data to assist this complex task.

Police Scotland continues to search, locate and back record convert historical public protection files from legacy Force areas. In excess of 170,000 files have been reviewed, of which 5,925 meet the terms of reference for SCAI or other linked operations.

### National Online Child Abuse Prevention Activity

During the month of September 2017, Safer Communities, together with local policing officers, delivered online child sexual abuse prevention activity across the country. This included delivering the Be Smart Peer Mentoring program, Child Exploitation and Online Protection (CEOP) awareness material and information on the signs of child sexual exploitation within local authority high schools, independent schools, primaries and cadet groups. In addition, parents, carers and teachers were also provided with bespoke awareness and preventative advice. To assist delivering prevention messages to the wider community, four health centres and shopping centres were visited where advice was available and delivered to staff and members of the public during targeted days throughout the month.

### Police Scotland / Barnardo's CSE Advisors

Child Sexual Exploitation Advisors Service in Aberdeen and Dundee was launched in August 2017. Barnardo's RISE (Reducing the Impact of Sexual Exploitation) Service supports Police Scotland's operational response by improving support to children under the age of 18 affected by Child Sexual Exploitation (CSE) through the provision of specialist advice and consultation.

The two-year pilot, funded by Barnardo's Scotland and Comic Relief, will enable two CSE advisors in Aberdeen and Dundee. The advisors are co-located with the Divisional Public Protection Unit or Community Partnership Hub and draw on the skills, knowledge and intelligence of key agencies to provide a co-ordinated response to CSE across Aberdeen and Dundee through an agreed Information Sharing Protocol (ISP). This will involve taking a proactive approach to speak with other professionals involved in order to conduct a full CSE risk assessment for the young people identified. CSE advisors can also help explore ways for professionals to support young people who are at risk of CSE.

The CSE advisors have already offered training and awareness raising in relation to CSE in order to help professionals identify and support children and young people within their services.

### **Survivors of Abuse Information Day**

In August 2017 a Survivors of Abuse Information Day took place at the Glasgow Royal Concert Hall. This was open to the public and was organised under the umbrella of the Interaction Action Plan Review Group. This group includes representatives from survivors groups, survivor service providers, the Scottish Human Rights Commission, the Scottish Government, the Centre for Excellence for Looked After Children (CELCIS) and Social Work Scotland. Officers from the National Child Abuse Investigation Unit, who are trained in speaking with people reporting sexual crime, attended on behalf of Police Scotland.

### **Children & Young People**

A Harm Prevention Workshop was held in September at the Scottish Police College. The workshop focused on cyber bullying and the mental health implications for this type of crime amongst children and young people. This was supported by a mix of partners and police.

### **Education Summit - Children, Young People & Sexual Offending**

In September 2017, The Solicitor General for Scotland hosted a COPFS Education Summit bringing together teachers, social workers, third sector staff and other professionals who work with young people. The summit was intended to help professionals to identify some of the key indicators of sexual offending and to advise the children with whom they work about the law and potential consequences of their and others' actions.

Detective Chief Superintendent Boal, Head of Public Protection Police Scotland delivered one of the key note addresses to over a 150 delegates. Topics covered in the address included the various 'push' and 'pull' factors which can lead to young people sexually communicating or sharing images with peers or groomed and/or exploited by online sexual predators.

### **Evidence and Procedure Review**

The Police Scotland and Social Work Scotland joint Project on reforming training for joint investigative interviewing of children has been approved at both the Scottish Government Child Protection Leadership Group and Justice Board. Work has commenced to recruit the team and develop the advisory group to support this project. Technology, facilities and equipment are undergoing an assessment of requirements with a view to providing both short term and sustainable long term solutions that will progress the recommendations as laid out in Lady Dorian's review of Child Protection Joint Investigative – Interviews. This work primarily is being undertaken along with Child Protection Committees. Initial proposals are seeking to ensure interviews are stored electronically and the product is compliant for criminal/civil proceeding purposes.

## Human Trafficking

Following on from the introduction of the Human Trafficking and Exploitation (Scotland) Act 2015 and the Scottish Government's published Trafficking and Exploitation Strategy, Police Scotland's first National Human Trafficking Conference took place in September 2017 supported and attended by stakeholders from numerous partner agencies.

The purpose of the conference was to support action area two of the government strategy to focus on international investigations. Delegates included Europol, NCA, NSPCC, Migrant Help, TARA, Just Enough Scotland, COPFS, Scottish Government members, NHS staff, SACRO, GLAA, HMRC, Social Services, Home Office and BTP.

The conference outlined our commitment to action area two of the strategy and assisted with the following medium and long term actions;

- Police Scotland and COPFS, where appropriate, will ensure that an application for a Joint Investigation Team is submitted to Eurojust. Successful operations to apprehend perpetrators in and with other countries will mean an effective use of resources, as well as improved learning and co-operation across countries. This will also contribute to a more robust picture of trafficking in Scotland.
- Police Scotland and COPFS will develop closer working relationships with organisations in source/transit countries, where appropriate.
- The Scottish Government will aim to ensure that the benefits of cross border co-operation between criminal justice agencies within the EU and beyond are maintained.

The conference provided the multiagency based delegates with an understanding of what funding, investigation and support capabilities Police Scotland, Scottish Government, COPFS and partner agencies could draw upon to assist child and adult survivors and also what preventative tools could be used on an international basis. Speakers were able to outline an in depth knowledge of their identified best practise and personal experiences to show law enforcement and partner agencies international ability to identify survivors and perpetrators.

## Registered Sex Offender Management

### Introduction of remote monitoring software and monitoring of developing options

The pilot use of remote monitoring software is ongoing, with the software installed to support the proactive policing of a number of individuals subject of Sexual Offences Prevention Orders (SOPOs). It is anticipated that a number of offenders due for release from custody in the coming months will be subject to remote monitoring in support of existing SOPOs. The software has enabled lifestyle and on-line activity/habits intelligence to be obtained which would not previously have been available; assists in developing a clearer picture and understanding of the offender and, can enhance risk management arrangements.

## Adult Protection

### Help Prevent Suicide

Suicide Prevention Week took place in September 2017. Working in partnership with the NHS, Samaritans and more, the aim of Suicide Prevention Week was to raise awareness of the impact of suicide and highlight resources available. Using the hashtag #WSPD, Police Scotland and our partners collectively wanted to reach as wide an audience as possible and be part of the global discussion on suicide prevention.

To improve our response to those who present in distress, over 16,500 officers took part in Mental Health Crisis and Suicide Intervention training. In support of this training, National Safer Communities developed and distributed a new aide memoire that provides a quick point of reference for officers when dealing with an incident.

Police Scotland focused a Local Day of Action (8 September 2017) on Suicide Prevention Awareness. All eligible Safer Communities staff were deployed across every division to maximise opportunities for partnership community engagement. The communications strategy utilised national and local social media feeds. All Divisions reported back to Safer Communities positively on what was achieved in their areas with no issues. There was good engagement with third sector organisations and the public within each Division.

## Missing Persons

### Children from Looked After Accommodation Protocol Initiative

Children account for over 60% of missing person investigations thus Police Scotland initiated this partnership protocol to reduce risk and improve outcomes for those missing. The protocol ran in Q, E and D divisions and corresponding local authorities. In March 2017, Police Scotland conducted an initial evaluation based on incident data from the pilot areas. This showed an overall decrease of 62% for incidents across all South Lanarkshire care homes, suggesting a reduction in police involvement with looked after children. While Dundee City also showed a 24% reduction in missing person incidents from care homes, Edinburgh City showed an increase of 29% (even allowing for the opening of a new establishment in that area).

Initial evidence shows the protocol has clear potential to improve outcomes and reduce demand. However, the evaluation (and interested stakeholders) recognised the need for an independent study to validate the findings and inform a future roll-out. Accordingly, CELSIS met with Police Scotland and Local Authorities in July to agree the format of the evaluation. Final ethics approval from the University of Strathclyde is awaited. Meantime, the National Missing Persons Unit (NMPU) is assisting CELSIS with the recruitment of volunteer interviewees for the evaluation in Q, E and D divisions. The CELSIS evaluation will confirm if the improvements seen in South Lanarkshire can be achieved nationally. The next partners' evaluation meeting is scheduled in December 2017.

### Dementia and Emergency Services

In October, Scottish Fire and Rescue Service (SFRS) and the University of the West of Scotland (UWS) hosted a multi-agency event for emergency services and other stakeholders to develop shared education. Police Scotland provided an input on dementia and missing persons and Alzheimer Scotland provided information on the 'Purple Alert' scheme for missing persons with dementia (which was launched in September 2017). The UWS and SFRS intends to maintain a joint working group, with long term intentions to:

- Work towards gaining funding for shared multi-professional learning opportunities for all members of the emergency services
- Develop education, knowledge and skills specific to emergency services and include cross-service working and learning
- Develop a charter or pledge for Emergency Services working with people with Dementia and facilitate agreement from all services across Scotland.

## Domestic Abuse

The number of reported Domestic Abuse Incidents year to date is 30,083. This is an increase of 0.4% or 113 incidents compared to the same period last year.

The Domestic Abuse detection rate is down 3.9% to 71.1% compared to the same period last year. However, the rate has been improving as the year has progressed as it was 69.8% at the end of Q1 2017/18.

### SPA Spotlight on Domestic Abuse

In August 2017, Assistant Chief Constable Nelson Telfer and Detective Superintendent Gordon McCreadie presented a Spotlight presentation on Domestic Abuse to members of the Scottish Police Authority. The presentation included all aspects of Domestic Abuse and considered the threats, risk and harm of the subject matter. The presentation included a question and answer session which was made available to the public online. Two domestic abuse advocacy and support agencies attended the meeting. The session was signposted to key partners in a number of external communications.

### Partnership Engagement

Detective Superintendent McCreadie and Contact, Command and Control (C3) Division facilitated a visit to the Bilston Glen Area Control Room and Service Centre for partner agencies in September 2017. The visit provided partners with an overview of how C3 Division manage the 'journey of a call' from receipt to dispatch. It addressed the scale and volume of reports received, the protective factors and technology in place specific to Domestic Abuse and benefits of the overview facility, including the ability to draw on specialist national resources. The feedback from the visit has been extremely positive with attending agencies enjoying the opportunity to participate and feedback. The interest in the visit was such that a second visit has been arranged in November 2017 and consideration is being given to how best to demonstrate the response from a local policing perspective.

## **Caledonian System**

The 'Caledonian System' is a court mandated domestic abuse perpetrator programme for men, with support services for women and children. It is due for re-accreditation in November 2017. The Domestic Abuse Coordination Unit (DACU) is working with the Caledonian System National Coordinator to develop a Police Scotland/ Caledonian System guidance document and Information Sharing Agreement). This will facilitate continued service provision and further expansion across Scotland.

## **National Mobile Devices Solution**

It has been recognised that there are opportunities to improve the provision of mobile alarm devices issued to high risk victims of Domestic Abuse across Scotland. The DACU has submitted a proposal to secure funding. It is proposed that the devices will be distributed to divisions based on population and number of incidents recorded locally and will improve the current provision.

## **Disclosure Scheme for Domestic Abuse Scotland (DSDAS)**

Since October 2015 to September 2017, 2,144 applications (1,117 Power to Tell and 1,027 Right to Ask) have been submitted to the DSDAS. Of these applications, 927 have resulted in disclosure (95 non-disclosures – 1,022 in total). It should be noted however, that the DSDAS process can take up to 45 days to complete. As there remain a number of applications still to complete the 45 day process, the numbers of associated disclosures may increase.

## **Online Reports**

Online reports of domestic abuse via the Police Scotland website continue to increase with 290 reports received in 2017 compared to 235 reports received during the same period in 2016. We have also received 117 stalking online reports.

## Road Safety and Road Crime

**Police Scotland will work in partnership to influence driver and road user behaviour, reduce road casualties and detect and deter all types of criminality on our roads.**



People Killed



▼ 29%

76 Killed YTD

Children Killed (aged <16)



▼ 88%

1 Killed YTD

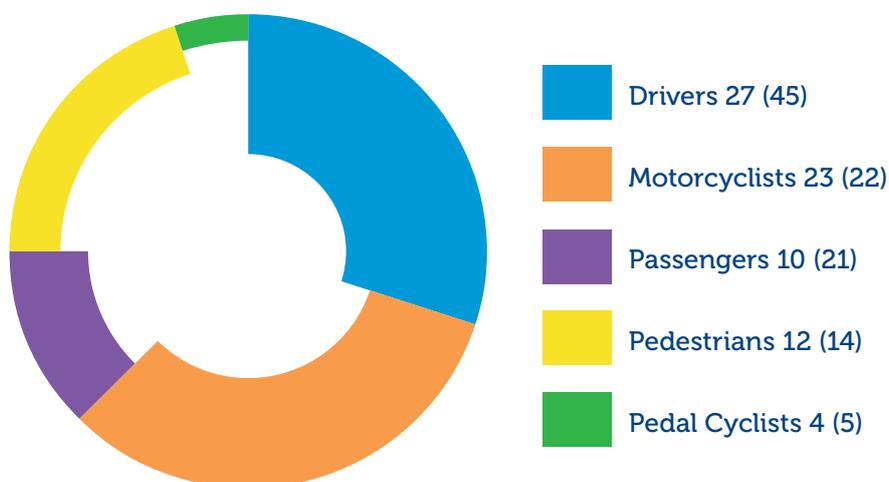
People Seriously Injured



▼ 16%

715 Seriously Injured YTD

Road Deaths by Casualty Class 2017-18 (PYTD)



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

## Assessment

---

The Force and partners continue to focus on reducing Killed and Seriously Injured (KSI) events which has seen road deaths fall from 314 deaths in 2006 to consistently below 200 per annum since 2011. Recently published data from Transport Scotland shows that, despite a rise in road deaths in 2016, Scotland is on track to meet the Scottish Government 2020 targets set in this area. A graph illustrating the general trend and progress has been published on the Road Safety GB website:

<http://www.roadsafetygb.org.uk/news/6057.html>

The Scottish Government's Road Safety Framework Mid-term Review identifies three Priority Focus Areas (PFA's) to continue to deliver road safety outcomes to 2020 and beyond:

- Speed and Motorcyclists
- Pre-Drivers, Drivers aged 17 to 25 and Older drivers
- Cyclists and Pedestrians

### Speeding campaign (4 – 10 September)

Speeding and inappropriate speed are significant contributory factors in many fatal and serious injury Road Traffic Collisions (RTCs). The Police and partners are firmly focused on meeting the Scottish Government 2020 casualty reduction targets, and speed education and enforcement measures will continue to be led by Road Policing Division.

A dedicated Speeding Campaign was held in September 2017. The campaign focused on speeding, inappropriate speed, careless and dangerous driving. Enforcement was conducted based on casualty statistics, locally selected priority routes and community concerns. The campaign was supported by the three Area Safety Camera Units. During the week, Road Policing (RP), supported by the Area Safety Camera Units, detected 995 speeding offences.

Following a fatal road traffic collision and community concerns near New Cumnock, a Speeding/Road Safety initiative took place where Police led a New Driver scheme for employees at an open-cast quarry in the area.

The New Driver Scheme was positively received, supported by other road safety advice delivered by RP officers.

### Motorcycle Safety Campaign – National (six month campaign)

The annual Motorcycle Safety Campaign is the seasonal (March to Sept) initiative that focuses on motorcycle safety, including engagement, education and enforcement.

The Road Safety and Road Crime calendar of activity has been designed to include specific weekends of action during the overarching six month seasonal campaign. These weekends were linked to potential for increased motorcycle use of the roads.

Inappropriate speed/speeding and loss of control on left hand bends have been identified as the main causation factors in collisions involving motorcycles (analytical report produced to support the campaign).

All RP officers contributed towards this six month campaign. High visibility patrols and enforcement are carried out on key motorcycling routes. Officers engaged with motorcyclists, offering advice and guidance where appropriate.

A comprehensive media strategy accompanied this campaign with regular engagement in both traditional print and social media.

During the reporting period there have been two dedicated weekends of action:

1. 4 – 7 August (Bank Holiday weekend)  
A total of 481 offences were detected, which included 43 offences involving motorcycles.
2. 25 – 27 August (Thunder in the Glens event, Aviemore)

A total of 450 offences were detected, which included 32 offences involving motorcycles.

A full evaluation of the Motorcycle Safety Campaign will be undertaken and details included in the Q3 report.

In addition, RP supported the delivery of a Police led project Bikesafe to RAF staff at Lossiemouth following a request from the National Police Chief's Council. Bikesafe aims to "bridge the gap" between passing a motorcycle test and progressing onto post-test training; variations of which are offered by organisations such as the Institute of Advanced Motorists, RoSPA or the Enhanced Rider Scheme. Over the course of the two days, twelve RAF personnel undertook the Bikesafe course, the feedback being highly positive towards both course content and style of delivery.

## Pre-drivers, drivers aged 17-25 and older drivers

The New Driver Early Intervention Scheme has been running for 7 months. Originally designed for driving instructors to identify pupils through a simplified referral process, the scheme now works with 30 partners nationally and includes, Scottish Fire and Rescue Service, North/South/East Ayrshire Councils, Renfrewshire Council, Glaxo Smith Kline and the Motor Sports Association.

During the months of July, August and September over 400 drivers in the age category 17-25 years have engaged with the scheme in a variety of ways ranging from organised public events to partnership engagement with local community hubs and registered charities.

Work is currently ongoing with pan-Ayrshire and Renfrewshire local authorities whereby the scheme has been incorporated into their modern apprentice and skills employability transfer courses.

This year, Renfrewshire are the lead local authority for road safety and employs approximately 300 modern apprentices. The pan-Ayrshire authorities employ a further 600 modern apprentices. Awareness sessions by RP have recently commenced and will be conducted on a rolling programme into next year.

During the formation of a partnership with East Ayrshire Council, it was established via discussion with the Transportation and Fleet Services Manager that there were recurring issues with employees being involved in minor collisions. The only disposal available to the Council for employees who displayed a recurring pattern of collision behaviour was to face disciplinary proceedings. However, following RP presentations on the New Driver Scheme and being convinced of its benefits in terms of improving driver behaviour, the council has accepted that employee participation on the scheme would be a viable alternative to disciplinary action.

In addition to the above partnership working, a major company approached Police Scotland having heard about the New Driver Scheme. They explained that an external evaluation had been conducted into safe driving practices with their younger employees. The results of this evaluation highlighted that the company scored poorly in relation to employees receiving conditional offers, convictions and being involved in serious road traffic collisions.

As a result of this, the New Driver Scheme is now being delivered to all company health and safety risk coordinators with workshops scheduled in November for all employees, regardless of age or experience.

The New Driver Scheme is also being delivered to Ayrshire College students with a new programme taking place in November. This will mean that approximately 200 students will receive advice.

## Cyclists - Operation Close Pass

During April 2017, Road Policing launched the Operation Close Pass scheme, an initiative designed by West Midlands Police to educate drivers who don't give sufficient space to cyclists whilst overtaking them.

As reported during the Q1 submission, a 5 week pilot scheme was trialled in Edinburgh where it received significant social media interest. This has resulted in other areas across Scotland gaining interest in how to deliver the Scheme, examples of which include: -

- Royal Bank of Scotland, Gogarburn, Edinburgh – in partnership with their bicycle user group, RP demonstrated Operation Close Pass to RBS staff. Each day, around 2,000 drivers arrive at Gogarburn within a 90 minute window, providing a significant volume of traffic that may be sharing the road with pedal cyclist commuters. The use of the 'car mat' materials which provide guidance in the amount of space to be afforded to pedal cyclists proved highly successful in educating drivers.
- RP has also delivered a presentation at the SPOKES (cycling campaign group) annual meeting and took part as a Q&A panel member along with university academics and an MSP.
- RP supported the 'Bike Breakfast' outside Edinburgh City Chambers as part of Edinburgh Bike Week, displaying the Operation Close Pass materials and engaging with 300+ pedal cyclists.
- Operation Close Pass has also been delivered in partnership with EDF Nuclear Power Station at Torness, as part of a New Driver scheme and HGV awareness (zones of restricted visibility).

Work is ongoing with large freight transport companies and distributors such as ASDA, with employers starting to recognise that Operation Close Pass sessions could form part of their ongoing Certificate of Professional Competence (CPC) training requirements.

Following review of the pilot, a national seminar was delivered at the Scottish Police College in September 2017. RP Divisional coordinators were identified and provided with an overview of the pilot undertaken in Edinburgh. These officers are sufficiently trained to deliver Operation Close Pass, should it be requested in their area.

Further to the initial investment of cameras and educational material purchased for the pilot by Cycling Scotland, Road Safety Scotland and Cycling Scotland have agreed to support a further two sets of equipment to provide local accessibility for the East, West and North Command areas.

In addition to the above, SPOKES Cycle campaign have also donated 15,000 Be Bike Alert leaflets that are distributed to offending drivers and at educational events. The leaflet gives illustrated advice on a number of points including opening car doors, pinch points, junctions and Rule 163 Highway Code.

## Elderly Bus Passenger Casualty Reduction / Risk Mitigation

There is a risk surrounding vulnerable and elderly passenger injury on buses. For example, last year two people died and many others were seriously injured in Edinburgh following falls on public transport. There is a desire to work with key partners to help minimise these occurrences which can have severe consequences.

RP have engaged with significant Bus Operators in the Lothians area. These engagements provided reassurance around developments in vehicle safety and also highlighted opportunities regarding driver and passenger education. It was agreed that RP would explore production of an educational video to show to bus drivers during their initial training. RP will also consider creating an educational leaflet to be distributed with concessionary bus passes, thereby directly reaching the elderly risk group.

## Engagement & Proportionate Enforcement

There have been a number of themed weeks of action over the quarter including:

- Mobile Phone / Driver Distraction Campaign (10 – 16 July), inc. Local Day of Action on 13 July.
- A total of 78 offences were detected during the week. As anticipated, the Local day of action on 13 July produced a higher number of detections due to the increased number of officers dedicated to the campaign.
- NPCC Truck and Bus (24 – 30 July)
- The primary intentions of this campaign are to disrupt, detect and deter criminal use of larger vehicles and to improve compliance with legislation in terms of tachograph and drivers' hour's regulations. RP officers conduct high visibility road checks on key routes, accompanied by partner agencies. Over the duration of the week, more than 400 buses and trucks were stopped and checked. Officers detected 166 offences and 27 immediate prohibitions for serious defects or abuse of drivers hours, were issued.
- Drink / Drug Driving (11 – 17 August)
- Over the duration of the week 113 drivers were detected following 3,624 breath tests.
- Seat belt campaign (11 – 17 September)
- Over the duration of the week 107 drivers and passengers were detected not wearing their seat belt.

## Project EDWARD

The second European Day Without A Road Death (EDWARD) took place across Europe on Wednesday 21 September.

Devised as Project EDWARD by the European Traffic Police Network (TISPOL), the initiative drew attention to the average of 70 deaths occurring every day on the roads of Europe.

Project EDWARD was supported by Police Scotland and road safety agencies that included the Royal Society for the Prevention of Accidents (RoSPA), the National Police Chiefs' Council (NPCC), Road Safety GB, Road Safety Scotland, IAM RoadSmart, DVSA and many public and private organisations.

TISPOL acknowledged that the setting of a goal to make one day without a death on Europe's roads was always going to be challenging. Whilst some fatalities were recorded across Europe, none occurred in Scotland.

Project EDWARD is now synonymous with organisations across Europe in terms of working towards road safety. The Twitter 'handle' #Project EDWARD is the main media conduit and Police Scotland were highly visible in support of this initiative.

## Detect & Deter All Types of Criminality on Our Roads.

RP officers have flexibility and resources to move easily across local authority boundaries, patrolling the trunk roads as well as more rural routes on which serious and organised criminals travel to move drugs, counterfeit and stolen property. Officers work with partner agencies such as Driver and Vehicle Standards Agency, HMRC and northern English constabularies in joint operations. RP officers have also supported major Specialist Crime Division (SCD) investigations such as Operations ENGAGEMENT (Glasgow), HALCYON (East and West Commands) and RYRE (North East Division) utilising their specialist skills, equipment including ANPR and tactics to interdict the most serious and violent of criminals active in our communities.

During the reporting period, RP officers have disrupted the criminal use of our road network, seizing over £25,200 of cash under Proceeds of Crime Act legislation and seizing controlled drugs, whose street value has been calculated as being in excess of £297,800. In addition over £247,500 in counterfeit tobacco was recovered and three stolen vehicles were returned to their owners.

During August 2017, RP officers were requested to support an ongoing SCD operation to identify and stop a van on the M74 motorway as it was suspected of couriering drugs from England to Scotland. The total value of drugs recovered is estimated to be about £225,000.

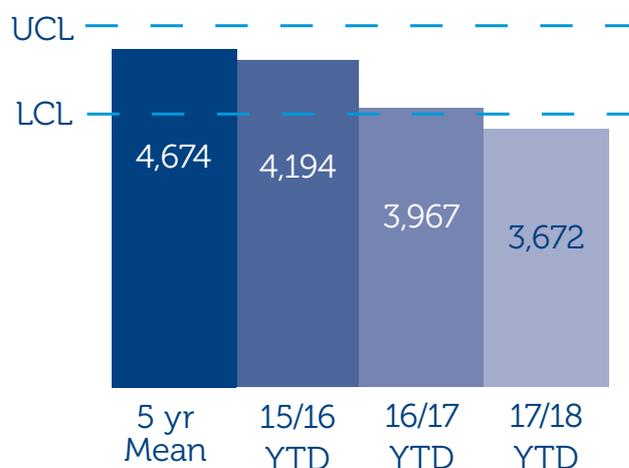
## Acquisitive Crime

**Police Scotland will work in partnership to create an environment designed to prevent and reduce the threat of Acquisitive Crime.**

Group 3 Recorded Crime



Domestic Housebreaking



## Assessment

Oversight of this business area is performed by the Acquisitive Crime Strategic Board chaired by an Assistant Chief Constable. Additionally, 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 communities.

The Force Acquisitive Crimes Mini-site is up and running offering comprehensive guidance, examples of good practice around the country, and tactical options for the investigation, detection and reduction of acquisitive crime.

Acquisitive Crime levels have increased by 4.6% year to date. In particular, there has been a significant increase in Fraud crimes this year with the level of crime up 26.4% compared to last year and up 23.3% on the 5 year average. The level of Fraud is above the upper expected confidence limit and has been trending upward since Q3 2016/17. This area is receiving particular focus at present (see below).

### Housebreaking

Significant efforts to reduce Domestic Housebreaking crime levels and improve detection rates have taken place across the Force. For example, Operation Halt was an initiative piloted in the Edinburgh area where convicted housebreakers were visited by officers immediately prior to release from prison. The purpose of the visit was to assess the support network in place upon their release, for example, access to Social Services / Employment / Family. The rationale behind this being that if a person had a reasonable support network in place, then the likelihood of re offending would be lessened. Partner agencies were then engaged to address any areas that were identified as possible triggers.

The Domestic Housebreaking chart above clearly shows the downward trend in the number of HB crimes recorded. A total of 3,672 Domestic Housebreaking crimes were recorded for April - September 2017. This is the lowest level in the last 5 years and is below the lower expected confidence limit. Total Housebreaking is down this year by 3.2%; Non Domestic Housebreaking (sheds, etc) continues to show reduced levels and remains below the lower expected limits. Housebreaking – Other Premises (Commercial) is up 9.2% this year although remains within expected levels.

The Detection Rate for Domestic Housebreaking is improving and now sits at 27.8% which is higher than both last year (23.0%) and the 5 year average (27.4%).

### Doorstep crime

Analysis indicates that doorstep/bogus caller crime is an ongoing concern across Scotland, however divisions are affected to differing degrees.

Doorstep/Bogus caller crime can be divided into two categories: opportunistic and organised. Opportunistic crime is generally carried out by low level criminals at a local level. This is typically distraction theft, where the offender poses as an official or utility worker to gain access to a property with the intention of committing theft. Organised bogus crime has been shown to be committed by teams of career criminals, often with familial ties, who target specific areas and will travel great distances to do so. A recent example of bogus caller fraud involved an elderly female in Glasgow Division who was subjected to five visits by a bogus workman whereupon she handed over £11,700 for garden works subsequently not carried out.

Force Operation MONARDA, designed to tackle doorstep crime and bogus workers amongst other things involved a concerted multi-media focus involving press releases to conventional media, a social media campaign and information booklets for distribution. Presentations on doorstep/bogus caller crime were also given to relevant groups. For example, in the Highlands and Islands there was a joint initiative with NHS Highland to attach information leaflets to repeat prescriptions dispensed at local pharmacies. The rationale behind this being that elderly and vulnerable members of society are more likely to require repeat prescriptions and are more likely to read information on leaflets rather than access information on social media, etc.

In addition to these prevention and communications initiatives deployed within Operation Monarda, several local projects tackling doorstep crime are underway across Scotland, almost all of which are being delivered in partnership with others. In Lothians and Scottish Borders Division for example, a partnership pilot in Mid Lothian Local Authority area has been established involving the local authority, Police Scotland and Trading Standards Scotland (TSS) to utilise call blocking devices for those identified as being most at risk of repeated and continuing nuisance calls. At the conclusion of the pilot a full and independent evaluation will be conducted on behalf of TSS.

On a national level, Police Scotland Safer Communities and Economic Crime & Financial Investigation Unit have been engaged in discussion with the banking industry and Trading Standards to adopt the 'banking protocol' which was first trialled successfully in the Metropolitan Police area and which has now been introduced in all other UK police areas. Its aim is at the earliest opportunity to identify vulnerable victims who are in the process of being defrauded of funds from their bank accounts by unscrupulous criminals and to intervene to prevent these crimes occurring.

### Fraud

4,451 Fraud Crimes were recorded April - September 2017. This is the highest level of crime in the last 5 years over this period, being 26.4% above last year and 23.3% above the 5 year average. Analysis is ongoing to assess this increase and provide recommendations to inform the Acquisitive Crime Board.

Through partnership with the Scottish Business Resilience Centre (SBRC), engagement with over 600 businesses has taken place in the reporting period to update awareness on cyber-crime. The level of engagement has varied between focused awareness raising and educational inputs taking businesses through the common vulnerabilities that exist and the simple steps necessary to counter cyber-attacks. In addition, more in depth and tailored cyber services have been delivered to the business community highlighting specific single business vulnerabilities. In each case, work has then been undertaken to remedy the situation.

Retailers against Crime Scotland (RACS) and Trading Standards Scotland now attend Acquisitive Crime Tactical meetings to ensure there is continued communication with Divisions, confirming that no opportunities are being missed in terms of prevention and detection.

The second National Acquisitive Crime Workshop, which focused on Fraud, took place early in October 2017 in Stirling. Representatives from Local Policing attended thereby gaining a better understanding of the various ways in which offline and online fraud can be committed and investigated. Key partners, including Trading Standards Scotland and RACS provided presentations and case studies to attendees.

## Public Confidence

Ensuring broad engagement across our increasingly diverse communities and capturing feedback in terms of satisfaction with service received, as well as wider public confidence in our service is critical to ensuring long term relevance and legitimacy. Acknowledging the need for a more co-ordinated strategic approach to how this is achieved, was the basis for the setting up of the Public Confidence Steering Group in March this year.

ACC John Hawkins is the executive lead for the development of this work. The recommendations from the acknowledged gaps in evidence is being formalised into an Improvement Plan, the basis of

work across the organisation over the forthcoming year. This work continues to be supported and informed by academic research and review. The third meeting of the Public Confidence Steering Group took place on 8th November 2017.

At present, confidence and satisfaction measures are being captured from both external (Scottish Crime and Justice Survey - SCJS) and internal (User Satisfaction Survey) sources. The results from the 2016/17 SCJS are anticipated early 2018.

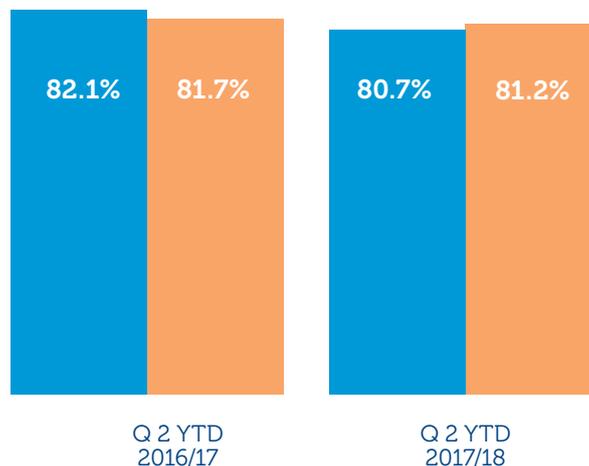
## User Satisfaction Survey

This is 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.

### % Customer Satisfaction (YTD)



- What was your overall level of satisfaction with the way the Police dealt with the incident you reported (%satisfied)
- Following this incident, what is your level of confidence in Police Scotland (%high)

## Police Investigations & Review Commissioner Referrals (PIRC)

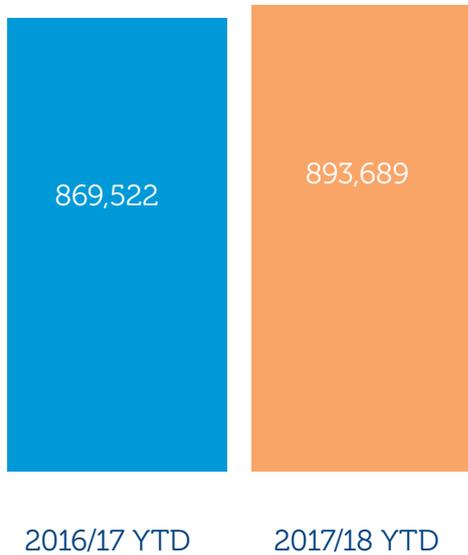
The Police Investigations and Review Commissioner (PIRC) conduct independent investigations into the most serious incidents involving the police. Such incidents are referred by the police or the Crown Office and Procurator Fiscal Service (COPFS). Below shows the number and reason for referrals per quarter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

Referrals					Investigative Status				
Period	Number of Referrals	Investigations by PIRC	No Investigation by PIRC	Awaiting Decision by PIRC	Period	Live	Closed	At COPFS	Awaiting Decision by PIRC
2015/16 Q4	17	8	9	0	2015/16 Q4	1	13	3	0
2016/17 Q1	26	5	21	0	2016/17 Q1	0	22	4	0
2016/17 Q2	27	13	14	0	2016/17 Q2	3	17	7	0
2016/17 Q3	33	7	26	0	2016/17 Q3	5	26	2	0
2016/17 Q4	46	14	31	1	2016/17 Q4	13	32	0	1
2017/18 Q1	27	6	20	1	2017/18 Q1	6	20	0	1
2017/18 Q2	39	8	30	1	2017/18 Q2	8	30	0	1

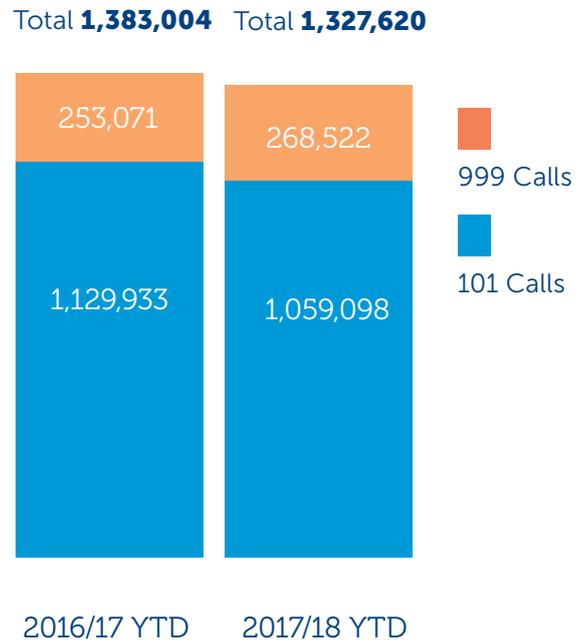
Reason for Referrals							
Period	Crown Directed Investigation	Death in Police Custody	Death following Police Contact	Serious Injury in Police Custody	Serious Injury following Police Contact	Discharge of Police Firearm/ Taser	Presentation of Police Firearm/ Taser
2015/16 Q4	0	1	3	1	2	4	6
2016/17 Q1	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
2017/18 Q1	1	1	3	5	6	4	7
2017/18 Q2	2	0	2	8	15	0	12

During the last Quarter, there has been an increase in the number of referrals made to the PIRC by Police Scotland. However, there has not been a corresponding increase in the number of referrals actually taken on for investigation by the PIRC. The increase in referrals reflects Police Scotland's commitment to openness and transparency and to ensuring that the PIRC has awareness of all potentially relevant incidents as defined in legislation.

**Incidents Recorded by Police Scotland (YTD Q2)**



**Call Volume Recorded by Police Scotland (YTD Q2)**



## Assessment

### Contact Command and Control

- The number of incidents reported to Police Scotland increased by 24,167 (from 869,522 to 893,689). This is an increase of 2.8%.
- The number of calls to Police Scotland decreased by 55,384 (from 1,383,004 to 1,327,620). This is a decrease of 4.0%.
- Over the last quarter – July to September the average Grade of Service for answering 999 and 101 calls has remained above the 90% target .

During Q2, there has been a further push to deliver Risk and Vulnerability Assessment training courses with 17 being conducted. This is primarily aimed at Area Control Room staff.

There have been a number of Induction courses for both Service Centre and Area Control Room staff coming into the Division. These programmes have taken up the predominant amount of time in the C3 Division Training calendar. This focus has been required in order to work in line with the re-modelling programme for the Division.

### Q2 Business Change Update

#### C3IR Programme

At the Scottish Police Authority Board (SPA) meeting in Inverness on 28th September 2017, ACC John Hawkins, Senior Responsible Owner for the C3IR Programme, presented two papers. The first paper sought approval to close Inverness Service Centre and Area Control Room (ACR), with all calls to Police Scotland thereafter being answered within the Police Scotland Service Centre (PSSC) and incidents being managed within ACR North. The second paper sought approval of the twin site model for the creation of the National Database Enquiry Unit (NDEU) in Inverness and Govan. Both papers were approved. The creation of the NDEU will support operational policing by undertaking live time database checks for frontline officers across the country 24 hours a day. Across Scotland, 1600-2200 such enquiries are conducted each day. Staff working within the NDEU will take on the demand for checks currently placed on Area Control Rooms, enabling controllers to concentrate on the management of police incidents.

<sup>1</sup>Answering 999 calls within 10 seconds and 101 calls within 40 seconds.

These changes will provide even greater resilience in the 999 and 101 call handling service we provide the public. For the first time since the creation of Police Scotland, the whole country will be covered by a single police command and control system making it easier to respond to critical and major incidents.

Detailed planning continues and now enter the final phase with a go live date anticipated at January 2018, subject to operational requirements.

### **Local Approaches to Policing Programme**

Local Approaches to Policing is an ambitious programme of change, which will develop both our style of policing and the structures which support this.

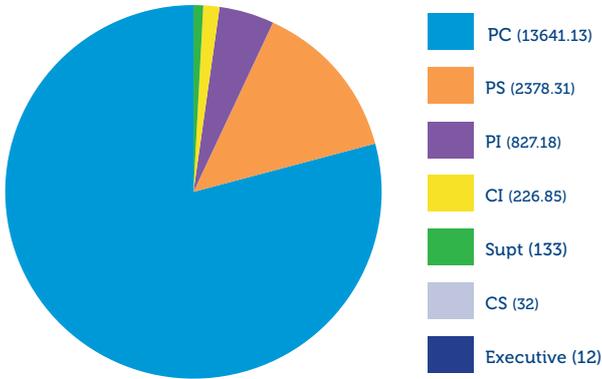
Using both programme management principles and improvement science, we will shape our policing to reflect the needs and demands of our communities, be they remote, rural or urban.

This tried and tested programme management approach to deliver key structural changes, recognising those bodies of work, which because of their scale and national significance will require rigorous governance (including from SPA) and will attract associated scrutiny. This work, captured in 3 distinct projects, will cover a broad spectrum of policing, considering how the public can contact us (contact strategy project) seeking to modernise this, the manner in which we assess this contact (contact assessment model project), looking to improve the manner in which we identify, assess and respond to vulnerability, and finally, looking at how we make best use of our resources and how we deploy them, to meet our demand (local policing design project).

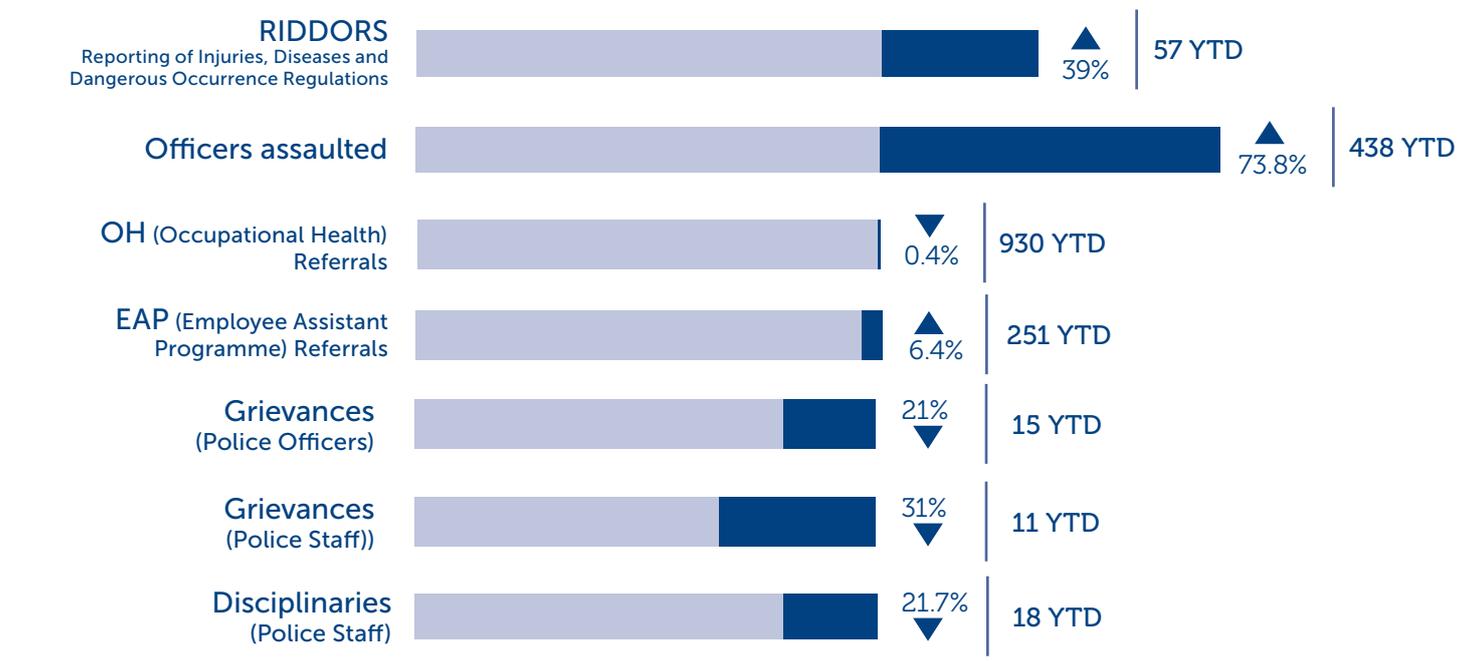
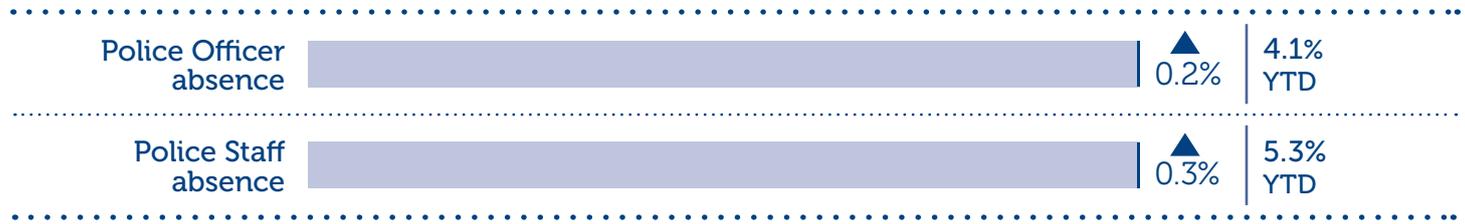
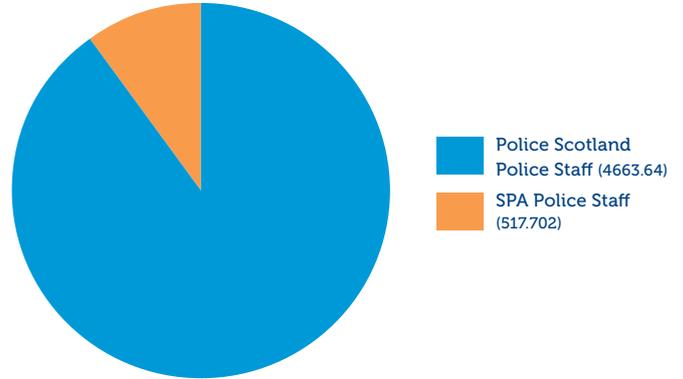
Recognising that Scotland has many communities with differing needs and that a 'one size fits all approach' is unlikely to deliver success. We will therefore use improvement science, to foster a culture of continuous improvement, empowering our local command teams, staff and officers, to develop and implement changes quickly, that better serve their local communities.

# People and Development

Total Police Staff FTE 5181.35



Total Police Staff FTE 5181.35



Note: The increase in officers injured due to assaults has been due to Health and Safety re-categorising of near miss due to assault which has been summarised as follows: Reports which detailed an incident where an officer had been assaulted but no injury was sustained would, prior to the 1st of April have been categorised as a "Near Miss" even though physical contact was made. After the 1st of April 2017 this would now be categorised as an "Assault".

## Assessment

---

### Develop Leadership Capability

The new Leadership and Talent function will be led by the Head of Leadership & Talent and supported by five Programme Leads, with specific responsibility for delivery of; Leadership & Management Development, Talent Management, Professional Development, Early Careers and Performance Delivery.

The Year 1 priorities of the Leadership and Talent function are the Engaging Leaders Programme (Pilot), implementing a mentoring programme, Leadership Conversations and the Senior Police National Assessment Centre (SPNAC) Development Programme.

The Executive Team recently agreed a new Leadership Development Framework which will now prioritise development of the Competency and Values Framework (CVF), a three tier leadership development model. This model will also introduce a new Talent Management Framework. Development of these priorities will progress during Q3 and 4.

Pilot Mentoring programmes will launch during Q3 and 4 to support a new 'high potential' leadership programme and also develop a mentoring partnership with Scottish Women's Development Forum (SWDF) to support women's career development.

### Redesign of Promotion Process

A review of the police promotion process will commence following implementation of the new Leadership and Talent structure in October. This will initially focus on a designated team co-ordinating all police promotion, streamlining the internal processes, and transitioning the process to Recruitment and Selection.

### Modernisation of Training Delivery Methods

Modernisation of Probationer Training - New online learning, electronic notes and practical training exercises have been introduced to Course 3/11, as part of the ongoing modernisation of probationary training. The new electronic notes have been well received and utilised throughout the programme thus far. The impact of these changes will be evaluated at the conclusion of the course, with a view to the use of electronic notes becoming part of our new modern delivery method within probationer training moving forward.

The new Moodle (E-Training System) platform is up and running. The Investigators Development Programme Moodle elements are now on line. These will form the benchmark for future products moving to e-learning.

### People Engagement

A new Head of People Engagement has been appointed. Work will now begin on shaping and designing the People Engagement framework for Police Scotland.

People & Development (P&D) Staff Engagement sessions took place in September. These sessions provided an opportunity for Jude Helliker, Director of P&D to meet staff and set out vision for the future. Feedback from the sessions has been requested and will be analysed.

### Wellbeing

Your Wellbeing Matters was formally announced at the Senior Leaders Forum on 5th September 2017 and an organisation wide launch took place on Monday 18th September 2017. Your Wellbeing Matters is the first ever organisation-wide wellbeing initiative. 160 Wellbeing Champions have been trained to date and a Wellbeing intranet page created.

With the launch having successfully taken place the focus is now on driving the wellbeing agenda working closely with Divisions, Wellbeing Champions and Officers and Staff. Engagement regarding Wellbeing will continue.

### Recruitment Transformation

The Recruitment Strategy is now at final stages of preparation and will be delivered by end of October in line with the timescales agreed. The delivery plan linked to the transformation will thereafter be further developed to include the strategic imperatives coming from the plan. It is anticipated that this plan will be complete in early November.

Benchmarking visits with Scottish Parliament and Scottish Fire and Rescue have taken place this month with a view to identifying best practice in recruitment with further benchmarking outside the public sector planned.

The Recruitment Positive Action Team received "Team of the Year Award" in the recent SWDF awards for the outstanding work achieved in terms of diversity in recruitment.

## ICT

---

### Assessment

---

#### iDAP/Operational Data Store(ODS)

The pilot use of the national search application iDAP within regional Risk & Concern hubs is continuing, with no major issues reported. iDAP allows authorised users to view data held within the Operational Data Store (ODS). Final iDAP application and data testing for Missing Persons and Vulnerable Persons data is underway and is expected to be completed in October.

#### Emergency Services Network

ICT continue to offer support on the approach and delivery to the Emergency Services Network (ESN). Representatives from Police Scotland continue to engage with tactical working groups currently being run by the programme to ensure the organisation has sight of all ongoing developments. The high level plan is continuing to be developed and resource allocation will increase once a transition window for Scotland has been clearly defined.

#### National Desktop Programme

The National Desktop Programme continues through the work of Project Alliance (replacing the legacy XP desktop estate with new PC hardware, new widescreen monitors and a modern Windows operating system) and Project ADEL (implementation of Skype based business communication and a single email system using Microsoft Exchange).

At the end of Q2, Alliance has deployed 11,286 new Windows 8.1/10 desktops which equates to 85% of the total estate. Deployments have completed in Tayside and Lothian & Borders areas following resolution of identified issues. Further deployments will continue throughout Q3.

The ADEL Full Business Case was signed off by SPA Board on the 9th August to approve continuation of the project. Migrations have progressed within the ICT department following successful migrations at Scottish Police College, with circa 300 users now hosted upon the new single domain.

#### National Network

The Delivery of a National Network continues; Phase one (delivery of a high speed resilient backbone, servicing our Command & Control service), was delivered within this reporting period. Phase two (wide Area Network), approval to proceed to tender was granted and the Invitation to Tender document is currently in development and expected to be published at the end of November.

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 enable Policing 2026 and the 3 year implementation plan.

ICT continue to support the delivery of a number of key transformational projects and deliverables in line with business requirements whilst managing the business as usual demand across operational business units. In Q2 2017/18 we have processed 20,491 Service Requests, 2,911 account maintenance. With 32,630 calls handled by our internal service desk resulting in 12,894 incidents raised.

#### Transform Corporate Support Services

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

#### National Custody

The rollout of the National Custody System (NCS) 'Phase One' was successfully completed on 12 January 2017.

ICT has completed the development of "Phase Two" of NCS and is in the process of testing the changes and transition process in preparation for implementation on the 25th of January 2018, these changes will support the introduction of the Criminal Justice (Scotland) Act 2016 and are tracking to the timescales indicated by the Government.

### **ICT Restructure**

The Target date for completion was previously reported as the end of 2017-18, however this will be delayed. Further planning work is ongoing to enable the ICT management team to review the current status in relation to recruitment challenges.

### **3 year ICT delivery plan**

A 3 year IT delivery plan is currently under development which will optimise the use of available specialist resource and maximise delivery in respect of Policing 2026 objectives.

### **Health and Wellbeing**

Throughout the months of July and August, the ICT team supported the Force's Health and Wellbeing agenda with the delivery of a mobile friendly externally accessible (to staff) website focused on providing key contact information on the support services that are available to our staff and in some cases household family members. This website provides our staff with information at their fingertips on these key services.

## Fleet

### Assessment

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

- Vehicle Availability - current vehicle availability is 98.4% as at 30 September 2017.
- For a number of years, vehicle utilisation and vehicle availability has been consistent, when last reported the vehicle availability was 98.4%. This has benchmarked with UK Police fleets where the mean average is 95% across the UK fleets.
- Vehicle Fleet Size - current Vehicle Fleet has
- 3,373 vehicles.

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.

## Estates

### Assessment

The Mitie Facilities Management (FM) contract continues to bed in across the Estate for all planned maintenance, reactive and minor works. A national database of all building systems and assets is now available providing detailed information to inform decision making with improved control on expenditure. Processes have been streamlined with a significant reduction in the ordering/invoicing process.

The Soft FM services tender responses are currently being evaluated by senior managers within Estates and Procurement. The contract recommendation report will be presented to the various governance committees and the SPA board during November, for approval. The new contract will commence on 1 April 2018. This will also reduce the running costs of the estate and rationalise processes.

The total number of properties continues to reduce with a further 10 asset disposals and 2 lease terminations during the first two quarters of 2017/18. The Estate total change activities have generated circa £17.05 million in capital receipts and reduced running costs by circa £4.95 million since the inception of Police Scotland.

A number of Carbon Management projects have completed so far this financial year, including Building Energy Management Systems (BeMS) upgrades in Kirkcaldy, St Andrews and Methil. In total around twelve BeMS jobs have been surveyed and are due for completion this financial year with more to follow. Two buildings have been surveyed for new LED lighting with another two to be carried out.

The estimated annual savings total of these nineteen projects is around £84,000.

## Procurement

Following the conclusion of Police Scotland’s Strategic Expenditure Assessment of all third party contracted spend the assessment has informed the development of the Commercial Excellence (CE) Programme Business Case. The programme was approved by the SPA and Scottish Government in June 2017, and will embed a refreshed commercial approach to Procurement, Category Management, Supplier and Contract Management. There will be a series of communications

and events across the organisation to promote the programme and inform all officer’s and staff.

The CE Programme will be accountable to the 2026 Transformation Portfolio Board and will have sponsorship from DCO Page. Police Scotland has identified seven key pillars that will underpin the CE Programme and will be fundamental to the successful delivery of the initiatives and changing the commercial culture. These are:

<b>Initiative Delivery and Approach</b>	Standard four stage approach that aligns with the SG Procurement journey that will be adopted for all procurement initiative delivery.
<b>Category Management</b>	Implementation of Category Management to support planning and delivery of all procurement activity. Development of category specialisation in order to improve the delivery of procurement activity.
<b>Benefits Tracking</b>	A standardised process for forecasting and calculating the baseline and benefits delivered through initiatives. Ongoing tracking of actual benefits by finance to ensure that benefits are actually delivered
<b>Training and Development</b>	Curriculum of training across the first two years of the CE Programme to support the development of the team Development of tools and templates to aid the delivery of initiatives
<b>Contract Management</b>	Implementation of a standard process for contract management to help more effectively managed supplier performance
<b>Programme Governance</b>	CE Programme will form part of 2026 Transformation which provides the right level of sponsorship and recognition of the activities being undertaken
<b>Wider Commercial Culture</b>	Identify way that the programme can influence how people buy goods and services Work with suppliers and service areas to deliver best value to the organisation

## Assessment

The Commercial Excellence Programme will be accountable to the ‘Change Board’ and will have sponsorship from Deputy Chief Officer David Page.

The Business Case for Commercial Excellence prioritised a number of initiatives that once delivered are forecasting to deliver savings of £26M cumulative savings, that remove a recurring £4M from the revenue budget over the five year period. To enable the successful delivery of the programme there has been an investment within the Procurement department with specialist professional services support and additional resources.

The Programme has the ability to introduce additional savings initiatives into the programme over the five year period.

# 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.

<b>GROUP 1: NON SEXUAL CRIMES OF VIOLENCE</b>	<b>GROUP 5: OTHER CRIMES</b>
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	<b>GROUP 6: MISCELLANEOUS OFFENCES</b>
Possession of a firearm w/i to endanger, commit crime etc.	Common Assault
Abduction	Common Assault (of emergency workers)
Other Group 1 crimes	<b>Common Assault - Total</b>
<b>GROUP 2: SEXUAL CRIMES</b>	Threatening & abusive behaviour
Rape	Stalking
Assault w/i to rape or ravish	<b>BOP, S38 &amp; S39 Crim Just &amp; Lic (S) Act 2010 - Total</b>
Indecent Assault (common law)	Urinating
Sexual Assault (SOSA 2009)	Racially aggravated harassment
<b>Indecent/Sexual Assault - Total</b>	Racially aggravated conduct
Prostitution related crime	Drunk and Incapable
Other Group 2 crimes	Consume alcohol in designated place (local bye-law)
<b>GROUP 3: CRIMES OF DISHONESTY</b>	<b>GROUP 7: MOTOR VEHICLE OFFENCES</b>
Housebreaking (incl. Attempts) - Dwelling house	Dangerous driving offences
Housebreaking (incl. Attempts) - Non dwelling & other premises	Drink, Drug driving offences incl. Failure to provide a specimen
<b>Housebreaking (incl. Attempts) - Total</b>	Speeding offences
Opening Lockfast Places - Motor Vehicle	Driving while disqualified
Theft of a motor vehicle	Driving without a licence
Theft from a Motor Vehicle (Insecure etc)	Failure to insure against third party risks
Attempt theft of motor vehicle	Seat belt offences
<b>Motor vehicle crime - Total</b>	Mobile phone offences
Opening Lockfast Places - NOT Motor Vehicle	Driving Carelessly
Common theft	Drivers neglect of traffic directions (NOT pedestrian crossings)
Theft by shoplifting	Using a motor vehicle without test certificate
Fraud	Other Group 7 offences
Other Group 3 Crimes	
<b>GROUP 4: FIRE-RAISING, VANDALISM etc</b>	
Fireraising	
Vandalism	