



Meeting	Policing Performance Committee
Date	07 December 2022
Location	Video Conference
Title of Paper	Annual Police Plan - Mid Year Progress Report Q2 2022/23
Presented By	Tom McMahon, Director of Strategy and Analysis
Recommendation to Members	For Discussion
Appendix Attached	Appendix A: Annual Police Plan Bi-Annual Progress Report Q2 2022/23

PURPOSE

The purpose of this paper is to introduce the bi-annual progress towards our 2022/23 Annual Police Plan, reporting on the activities we have committed to report on in either Quarter 1 or Quarter 3 of 2022/23.

Members are invited to discuss the contents of the report and appendix A.

1. BACKGROUND

- 1.1 Strategic planning arrangements for policing in Scotland are laid out in the Police and Fire Reform (Scotland) Act 2012. The Scottish Police Authority (SPA) is responsible for developing a Strategic Police Plan for policing that reflects the Scottish Government's national outcomes, strategic police priorities and justice strategy.
- 1.2 Police Scotland is responsible for producing an Annual Police Plan (APP) that sets out the arrangements to deliver against the Strategic Police Plan.
- 1.3 Our Annual Police Plan (APP) 2022/23 summarises what we will do this year to make progress against our strategic outcomes and priorities for policing. Our outcomes focussed performance framework is linked to our plans and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes.
- 1.4 This is the first report of the 2022/23 performance cycle, reporting on our Annual Police Plan.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 The Annual Police Plan clearly sets out five strategic outcomes, each supported by three distinct strategic objectives. This bi-annual report provides a specific update on activity aligned against all 15 strategic objectives. The updates in this report provide insight into the work undertaken by our officers and staff that contribute to progress against Police Scotland's five strategic outcomes.
- 2.2 During 2022/23, we are required to report on our progress on the 46 activities detailed in our 2022/23 APP. This report contains updates on all 46 activities as per their Quarter 1 and Quarter 2 milestones identified in the APP.
- 2.3 A full copy of the Annual Police Plan Bi-Annual Progress Q2 2022/23 report is provided at appendix A.
- 2.4 This Annual Police Plan Bi-Annual Progress Q2 2022/23 report is presented for discussion with members of the Policing Performance Committee.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 Equality data is provided where appropriate and available.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report and appendix A.

OFFICIAL

POLICING FOR A SAFE, PROTECTED AND RESILIENT SCOTLAND

Item 3.3
Appendix A

Police Scotland Annual Police Plan Bi-Annual Progress

Report Quarter 2 2022/23



OFFICIAL

Contents

Our plan on a page

Context

Activities – summary of progress

Outcome 1

Threats to public safety and wellbeing are resolved by a proactive and responsive service

Outcome 2

The needs of local communities are addressed through effective service delivery

Outcome 3

Public, communities and partners are engaged, involved and have confidence in policing

Outcome 4

Our people are supported through a positive working environment, enabling them to serve the public

Outcome 5

Police Scotland is sustainable, adaptable and prepared for future challenges



Joint Strategy for Policing

Our Vision | Policing for a safe, protected and resilient Scotland

Our Purpose | The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland

Our Values | Fairness | Integrity | Respect | Human Rights

Strategic Police Priorities				
Crime and Security	Confidence	Sustainability	Partnerships	Evidence
Priorities for Policing				
Protecting Vulnerable People	Tackling Crime in the Digital Age	Working with Communities	Support for Operational Policing	
Outcomes	Objectives			
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	<ul style="list-style-type: none"> Keep people safe in the physical and digital world Design services jointly to tackle complex public safety and wellbeing challenges Support policing through proactive prevention 			
The needs of local communities are addressed through effective service delivery	<ul style="list-style-type: none"> Understand our communities and deliver the right mix of services to meet their needs Support our communities through a blend of local and national expertise Support the changing nature of communities 			
The public, communities and partners are engaged, involved and have confidence in policing	<ul style="list-style-type: none"> Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective Work with local groups and public, third and private sector organisations to support our communities 			
Our people are supported through a positive working environment, enabling them to service the public	<ul style="list-style-type: none"> Prioritise wellbeing and keep our people safe, well equipped and protected Support our people to be confident leaders, innovative, active contributors and influencers Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging 			
Police Scotland is sustainable, adaptable and prepared for future challenges	<ul style="list-style-type: none"> Use innovative approaches to accelerate our capacity and capability for effective service delivery Commit to making a positive impact through outstanding environmental sustainability Support operational policing through the appropriate digital tools and delivery of best value 			
Performance and Implementation				
Evidence based policing				

Context

Our Annual Police Plan 2022/23 summarises what we will do this year to make progress against our strategic outcomes and priorities for policing. Our outcomes focussed performance framework is linked to our plans and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes. During 2022/23, we are required to report on our progress on the 46 activities detailed in our 2022/23 Annual Policing Plan.

This report contains updates on the activities which have milestones assigned during Quarters 1 and 2, with the remaining activities to be reported on at a later date.

There are legal aspects to be considered in terms of reporting against the activities set out in this year's Annual Police Plan to inform the Annual Report and Accounts 2022/23; but it is also important to provide informative insight into activity undertaken by Police Scotland that will be of interest to members of the public and partners.

To address this challenge it was agreed that Police Scotland would produce two distinct but complementary reports as part of the Performance Framework for 2022/23.

- Annual Police Plan Bi-Annual Progress Report
- Quarterly Performance Report

The Annual Police Plan clearly sets out five strategic outcomes, each supported by three distinct strategic objectives. This bi-annual report provides a specific update on activity aligned against all 15 strategic objectives. The updates in this report provide insight into the work undertaken by our officers and staff that contribute to progress against Police Scotland's five strategic outcomes.

Threats to public safety and wellbeing are resolved by a proactive and responsive police service

The needs of local communities are addressed through effective service delivery

Public, communities and partners are engaged, involved and have confidence in policing

Our people are supported through a positive working environment, enabling them to serve the public

Police Scotland is sustainable, adaptable and prepared for future challenges

Summary status of activities - Annual Police Plan 2022/23

Status definitions

Complete – An activity which was completed during the reporting period.

Ongoing – An activity for which work has continued throughout the reporting period.

Deferred – An activity which has been postponed to a later date.

Strategic Outcome 1	Objectives
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	<ul style="list-style-type: none"> Keep people safe in the physical and digital world Design services jointly to tackle complex public safety and wellbeing challenges Support policing through proactive prevention

19 activities	0 activities complete	19 activities ongoing	0 activity deferred
---------------	-----------------------	-----------------------	---------------------

Strategic Outcome 2	Objectives
The needs of local communities are addressed through effective service delivery	<ul style="list-style-type: none"> Understand our communities and deliver the right mix of services to meet their needs Support our communities through a blend of local and national expertise Support the changing nature of communities

6 activities	0 activities complete	6 activities ongoing	0 activity deferred
--------------	-----------------------	----------------------	---------------------

Strategic Outcome 3	Objectives
The public, communities and partners are engaged, involved and have confidence in policing	<ul style="list-style-type: none"> Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective Work with local groups and public, third and private sector organisations to support our communities

4 activities	0 activities complete	4 activities ongoing	0 activity deferred
--------------	-----------------------	----------------------	---------------------

Strategic Outcome 4	Objectives
Our people are supported through a positive working environment, enabling them to service the public	<ul style="list-style-type: none">• Prioritise wellbeing and keep our people safe, well equipped and protected• Support our people to be confident leaders, innovative, active contributors and influencers• Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

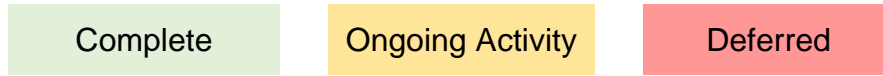
7 activities	0 activities complete	7 activities ongoing	0 activity deferred
--------------	-----------------------	----------------------	---------------------

Strategic Outcome 5	Objectives
Police Scotland is sustainable, adaptable and prepared for future challenges	<ul style="list-style-type: none">• Use innovative approaches to accelerate our capacity and capability for effective service delivery• Commit to making a positive impact through outstanding environmental sustainability• Support operational policing through the appropriate digital tools and delivery of best value

10 activities	0 activities complete	10 activities ongoing	0 activity deferred
---------------	-----------------------	-----------------------	---------------------

Update on Annual Police Plan 2022/23 Activities

Current status of each activity is marked as:



Status	Activity 1	Lead
	Delivery of the Cyber Strategy and Transformation Programme to design and deliver new services and approaches to policing in an increasing online and digital world	DCC Crime and Operational Support

The Policing in a Digital World Programme, formed in April 2022, merging the previous Cyber Strategy and Implementation Programme and Cyber Capabilities Programme. This brought together a number of projects in pursuance of the Cyber Strategy, including to improve the Digital Forensics area in areas such as new capabilities and software, overall force training on cyber and innovation across the 4 P's.

The Policing in a Digital World Programme have been supported by Price Waterhouse Cooper to fully understand the as-is landscape for cyber, utilising this along with statistical analysis and stakeholder engagement in Police Scotland to develop a Strategic Outline Business Case and Target Operating Model, which will support delivery of the Cyber Strategy. These are currently awaiting executive approval.

Whilst awaiting executive approval of this work, the Policing in a Digital World Programme has begun activity in support of the business case in regards to Digital Forensic Re-Design by preparing business justification cases for further Digital Forensic Triage Vans and Digital Evidence Dogs, along with further digital forensic triage tools to enhance digital forensic processes. In support of cyber intelligence and investigations, work has begun on the enhancement of Police Scotland's crypto currency tracking and seizure capability whilst working with BAU in developing a dark web capability.

The Policing in a Digital World Programme also continues to develop previously established work streams in regards to ISO 17025 accreditation and training and capability, whilst working closely with Partnerships, Prevention and Community Wellbeing Division in enhancing Police Scotland's approach to Prevent with Cyber Alarm being a current consideration.

Status	Activity 2	Lead
	Implement new measures to reduce threat, risk and harm to vulnerable missing people	DCC Local Policing

The Herbert Protocol has been an information gathering tool utilised in various parts of Scotland to assist police and other agencies in quickly and safely locating missing people with dementia.

From 21 September, 2021, the scheme was rolled out nationwide as part of a joint commitment from Police Scotland, local authority health and social care services and care providers to protect those living with dementia.

Following its introduction in Scotland, the Hebert Protocol has been used on numerous locations to trace missing people with dementia and return them home, cutting out the time consuming process of obtaining details already contained within the form.

The Herbert Protocol is another example of how emergency services and care services partners are working together to keep those with dementia safe within our communities.

The Philomena protocol is an initiative to help locate and safely return a missing child, the basis of the initiative will have vital information recorded on forms which can be used to locate them safely and quickly.

Police Scotland are currently working with partners and look to roll out the Philomena Protocol in the future.

National Missing Persons Unit continue to provide guidance to divisions and national policies and procedures are reviewed regularly. Refreshed and clear practical guidance has been sent to all divisions via operational single point of contacts and for tactical coordinators to brief Senior Leadership Team meetings.

This includes PW-25 (STORM Code for a missing person) conversion rates compliance where we have found some differences between the operating practices within Contact, Command and Control. The National Missing Persons Unit have worked with Contact, Command and Control around the national guidance to missing persons investigations. Ongoing discussion will continue with Contact, Command and Control to monitor this issue in the interim.

Collaboration continues with IT and software developers to improve the National Missing Person Application both in desktop and in a separate mobile application version addressing issues raised by operational officers and those in support roles to ensure the system is more accessible (mobile). This has been added to the Gitlab work basket and will be progressed over the coming months. The divisional and force risk register has also been updated to reflect the need for this work, the current risks faced, mitigating actions and the subsequent risks if the upgrade work is not completed.

Work has continued on improving the provision of Return Home Interviews to make them more meaningful and we are working with partners to build a sustainable solution. In E Division, Alzheimer's Scotland are conducting Return

Home Interviews on our behalf; the quality of information returned is a great improvement. An evaluation will be conducted at the end of the proof of concept.

An 18 month academic study was completed to ascertain how Return Home Interviews are being completed. The aim of the study looked specifically at safe and well checks and return home interviews for children and young people, the results of which can easily be extrapolated to explore identified issues and best practice for other demographics of missing people. The results of this study were fed back to the Children and Young People team who were compiling a paper regarding Police Scotland's interactions with Children and Young People in our communities.

The forms for the Philomena Protocol have now been approved by policy support readying it for consultation and roll out to divisions over the coming months.

Status	Activity 3	Lead
	Develop partnership approaches to tackle drug related deaths, drug related harm and improve community wellbeing	DCC Local Policing

Pathfinder Project

Funded by the Drug Death Task Force, the Pathfinder Project commenced on 05 July 2021. The project runs in parallel with the established Criminal Justice process and allows officers to refer relevant individuals into support services from the initial point of contact (as opposed to being considered by Procurator Fiscal or Court at a later stage in the process).

The service introduces people referred into the project to persons acting as 'pathfinders' who then provide guidance, advice and support, directing them to appropriate relevant support agencies. This is not an alternative to justice, but will run in parallel and allow the Crown Office and Procurator Fiscal Services to make more informed decisions regarding cases, by taking into account the success or not of engagement with treatment services.

An interim report was supplied by the Pathfinders project to Police Scotland during February 2022 which drew from information asked by the first contact reporting system which is in place. This highlighted that 60 people had been referred to the service with 58 engaging. Further to this, an additional report was supplied by the Pathfinders project to the CORRA Foundation with the information within being aligned to the CORRA evaluation framework. Further analysis on the ongoing work with service users was also supplied, this has enabled the pathfinder's project to address specific questions that the CORRA Foundation had posed in relation to their ongoing evaluation. Discussions within the Criminal Justice and the Law Sub Group touched upon the possible expansion of the Pathfinders project to other areas in Scotland during 2022.

Medics against violence/pathfinder collated evaluative data for use in further test bed areas to ensure progressive learning. Discussions have begun with D Division senior management with a view of launching the Pathfinder project within this Division.

Safe Drug Consumption Facilities

Glasgow City Health and Social Care Partnership, supported by the Scottish Government, have proposed the introduction of a Safe Drug Consumption Facility in Glasgow city Centre. Existing legislation, specifically the Misuse of Drugs Act 1971, presents limitations and challenges for Police Scotland. Any such premises would be operated as an NHS medical facility and operate legally within the existing legislative framework. Discussions have been held between the Crown Office and Procurator Fiscal Services and Police Scotland around this proposal and subsequent approach to existing policy and legislation.

In preparation, Police Scotland established a strategic working group. A Policy and guidance document has been created to provide direction and reassurance to local policing on their response to any complaints received regarding the operation of the facility or any incidents, or criminality, reported in or around the premises.

Approval on the policing style contained within the Policy and Guidance Document has been submitted to Police Scotland's Local Policing Management Board during May 2022 and was supported.

Discussions continue with the Crown Office and Procurator Fiscal Service with regards to any further direction from them in respect to the reporting of offences (Sec 5(2) MDA) when detected within a Safe Drug Consumption Facility.

Drug Related Death Dashboard

In January 2021 the Scottish Government announced a national mission to reduce Scotland's drug death rates. Part of this commitment was to improve data and surveillance. Police Scotland and the National Records for Scotland now provide the Scottish Government information to produce a public facing drug related death dashboard. This information is provided on a quarterly basis, one quarter in arrears. The information provided relates to local policing division, sex and age group. The broad parameters set mitigate the risk of personal identification whilst still providing a more current picture of issues and trends. This provides partners, working in the drug treatment and harm prevention roles, a greater opportunity for earlier intervention and affords them the opportunity to align their substance harm prevention work streams to current issues.

The last Scottish Government Drugs Related Deaths dashboard was published on 14 June 2022.

During July 2022, the National Records of Scotland published the drug related death figures for 2021 with there being 1,330 recorded, 1% down from the previous year.

Education Package

High School Substance Awareness package – Work with registered charity 'I Am Me' and the Substance Harm Prevention Team is now complete and awaits the official launch by 'I Am Me'. A programme of relevant themes and a delivery method has been agreed for each year group and work around specific content for each subject is now in place.

OFFICIAL

The aim remains that every pupil across Scotland will receive at least one input per year, delivered by either teachers, Police or on some occasion's peers. This will provide an appropriate and incremental level of knowledge on substance (drugs, alcohol and tobacco) harm and the wider impacts around community and environmental impact, stigma, risks and personal safety.

On 17 October 2022 the package was promoted on the Police Scotland intranet for the attention of all officers who can then request a log in and password be created for their use when delivering the package in local schools.

Tackling Stigma

On 06 December 2021 the Scottish Government launched a national campaign calling for drug and alcohol problems to be treated as a health condition. Part of this campaign urges people to stop using inappropriate terminology when discussing people who use drugs or alcohol, thereby removing the barrier caused by stigma which affects individuals, families and communities.

In response to this, the Substance Harm Prevention Team have created an article for publication on the force intranet reminding all officers and staff that people struggling with an alcohol or drug problems should have access to the same support and treatment as those with any other health condition. This should be without fear of judgment or criticism.

Work continues between the Substance Harm Prevention Team and the Crown Office and Procurator Fiscal Services with a view to enhancing current Probationer training on substance misuse and misuse of drugs offences.

The aim is to highlight the challenges of stigma and the positive impact police officers can have on individuals with drug or alcohol problems by signposting them to support and treatment services; highlighting the benefits of preventative as well as an enforcement approach to policing.

Drug Type Analysis

Memorandum of Agreement between two Scottish universities and Police Scotland to provide the universities with previously seized drugs for analysis, which are not part of a live case. The project which will be for intelligence purposes only and will allow a quick time turn-around in drug analysis, providing a current update on drug types, strengths and trends which impact Scotland's people and communities.

The updated intelligence picture will provide greater focus on relevant substance harm prevention and enforcement activity. The information will be shared with relevant Police Scotland business areas and external partners to provide them direction in their own substance harm prevention activities. The drugs conveyed are identified by Police Scotland's command area STOP Units during their general monitoring of seizures and drug related incidents.

Benefits of the Memorandum of Agreement include:

- Identification of illicitly or pharmaceutically made drugs;
- Identification of composition and excipient content;
- Commonality in colours and physical make up;
- Analytical charting of all examined samples; and

- Fast test results, delivering contemporary intelligence opportunities and early harm prevention messages.

This partnership is for intelligence purposes only.

Support Services Directory

To enhance partnership working and promote support services available to people with addiction and their families, a support services directory has been created published on the Partnerships, Prevention and Community Wellbeing page of the intranet (once accessed, details are on far right for each division). The directory also offers details for other areas of support such as bereavement, mental health, homelessness, financial concerns etc. This will be for the use of all officers and can be accessed via their personal handheld device. The directory will allow police officers to signpost persons during instances of normal community engagement, often during their most vulnerable time to an appropriate local support service. This approach will provide an earlier form of intervention, with the aim of diverting people who use drugs into recovery and treatment, or those experiencing trauma or serious life concerns into support prior to them reaching crisis point. The directory launched during August 2022 with all divisions being made aware through a latest news article on the Police Scotland intranet and a divisional briefing circulated for inclusion in daily briefings around the country.

Status	Activity 4	Lead
	Support the implementation of new legislation including: the Hate Crime and Public Order Act, offensive weapons legislation, fireworks legislation, Vulnerable Witness Act and the Domestic Abuse Protection Scotland Act	DCC Local Policing DCC Crime and Operational Support

Members of Police Scotland’s Executive and business area leads met with Scottish Ministers and other strategic justice partners on 31 August 2022, to discuss the implementation of the new Hate Crime Act. Although Ministers are tentatively aiming for the Act to be in place in Spring/Summer 2023, they were again briefed as to the challenges faced with the roll-out of COS crime, aggravator updates, training requirements and diversion of investment into contingency planning. Police Scotland have advised Scottish Ministers the COS Crime roll-out should be complete by December 2023 and this is when we should be able to implement the Act.

Offensive Weapons Act Implementation Group continues to meet regularly to identify and mitigate impact on Police Scotland. The Offensive Weapons Surrender and Compensation scheme, led by Scottish Government concluded on 30 September and the final number of weapons being surrendered is being collated. The Scottish Government advise that Part 4 of the legislation will not go live until early 2023, which is a delay from the initial date of 01 December 2022.

The Fireworks and Pyrotechnic Articles (Scotland) Act was passed by the Scottish Government on 22 June 2022 which became law following Royal Assent on 10 August 2022. It is being introduced in stages throughout 2022 and 2023. The Partnerships, Prevention and Community Wellbeing Division and National Football

OFFICIAL

Information Point-Scotland continue to engage with the Scottish Government through implementation groups providing support and guidance. Two sections of the legislation went live on 10 October relating to proxy supply to young people (Section 21) and S.44 of the Act provides an aggravation of offences against emergency workers. Guidance documents and a power point presentation have been uploaded to the Partnerships, Prevention and Community Wellbeing SharePoint for all staff to access. A First Line Managers Briefing was circulated on 28 September 2022 outlining the new changes.

The provisions on prohibiting pyrotechnic articles in public and at certain places and events will require further legislation and scrutiny and as such will commence in Spring 2023. The remaining provisions including the introduction of 'no firework zones' and a fireworks licensing regime will be introduced throughout 2023. The Fireworks Short Life Working Group has been established and will continue to progress actions to manage the impact of the new legislation, ensuring sufficient guidance is issued to officers and police staff.

The Vulnerable Witnesses (Criminal Evidence) Scotland Act 2019 became live on January 2020. The Act had the intention of limiting the requirement, in the most serious cases, for witnesses including children who are under 18 years and/or vulnerable adults to give evidence in person during criminal trials. The Specialist Crime Division's Right and Justice Programme are leading on the implementation of the measure contained in this legislation.

In July 2022 the Scottish Government launched a consultation seeking views on modernising the Parole Board (Scotland) Rules 2001 to ensure that they are fit for purpose and to consider some new rules for certain procedures. Police Scotland's response to the consultation has been co-ordinated on behalf of the Chief Constable by the Partnerships, Prevention and Community Wellbeing Division and has been submitted to the Scottish Government.

Serious Organised Crime Strategy

Agency and Partner Management Information System training is currently underway to policing divisions with the acquisition of 120+ additional licences. Public Protection Unit are currently using the Agency and Partner Management Information System to perform Morile scoring on non-recent sexual offences as a means of prioritisation. A major crime tab was also introduced to the Agency and Partner Management Information System to support major crime activity. Work is presently at early stages with the National Intelligence Bureau to introduce the recording of Threat to Life Warnings on Agency and Partner Management Information System.

Serious Crime Prevention Orders Unit

The creation of a national guidance document in relation to Serious Crime Prevention Orders / Trafficking and Exploitation Prevention Orders / Trafficking and Exploitation Risk Orders is near completion of the mandatory consultation process. It is anticipated that this will be with Executive pending approval by the end of October 2022

Status	Activity 5	Lead
	Improve and enhance our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents	DCC Crime and Operational Support

Vulnerable Witnesses (Criminal Evidence) Scotland Act 2019

Scottish Government reconvened the Vulnerable Witnesses Act Implementation Group on 23 August 2022 to provide an overview of proposals for conducting a review of Phase 1 of the Vulnerable Witnesses Act implementation. It is proposed that the review which will focus on the use of 'Evidence by Commissioner' will run for an initial three month duration, commencing in late September 2022. The Scottish Government have acknowledged there is a need to update the draft implementation plan for the Vulnerable Witness Act, with no dates forthcoming in relation to the roll out of the next phase. Police Scotland continue to engage with partner agencies to ensure coherent and coordinated progress.

Domestic Abuse (Protection)(Scotland)Act 2021

Scottish Government has not formally announced a timeline for commencement for the Act, however the Scottish Government Domestic Abuse Protection Scotland Implementation Board, attended by relevant key stakeholders, is due to reconvene in November 2022. The Rights and Justice Legislative Programme Team are now developing the Domestic Abuse Protection Scotland project plan to ensure the force is ready for commencement. This will include the development of policy, guidance, training and ICT solutions to support officers in the making of Domestic Abuse Protection Notices/Order's however this work is at the initial preparatory stage due to the previous pausing of the Implementation Board.

National Serious Organised Crime Interventions Unit

The upgrade to iVPD undertaken on 29 March 2022 to allow submitting officers to highlight "Serious and Organised Crime" vulnerability has been an important addition. To date (by 20 September 2022) and across the categories of Adult Concern, Child Concern and Youth Offending on the iVPD system, the marker has been selected a total of 152 times across the various local authority areas. This represents a significant amendment to the iVPD database and is an excellent source of information, particularly in relation to suspected vulnerability or exploitation from Serious Organised Crime. The National Serious Organised Crime Interventions Unit is also represented in the Serious & Organised Crime Team's Divert Theme and Divert 3 Theme to highlight vulnerability at a strategic level.

Status	Activity 6	Lead
	Design, develop and implement a refreshed strategy and approach to proactively and supportively police violence against women and girls (VAWG)	DCC Crime and Operational Support

Strategy, Insight and Engagement are leading the development work on the Police Scotland Violence against Women and Girls Strategy. The strategy is being developed with the public, communities, partners and stakeholders to ensure the service responds to a strong evidence base, which fully embeds lived experience, hidden harms and impacts. Engagement activity is well underway, bringing together a range of voices to inform a number of stakeholder events as well as a series of public and internal engagement activities. Work has begun to develop an outline draft of what the strategy could look like, based on research and insight to date. This includes looking at the

- Internal and external drivers of change
- Key themes and developments in the wider equality, diversity and inclusion landscape
- Police Scotland's current response
- Colleague insight
- External benchmarking
- And, support from the Academic Research team

Status	Activity 7	Lead
	Continue to respond to the latest developments, deliver and evaluate the impact of Operation TALLA, Police Scotland's response to the COVID-19 pandemic	DCC Crime and Operational Support

On 02 May 2022 The Chief Constable approved the stand down of Operation TALLA structures as the final coronavirus restrictions were lifted and we moved back to business as usual. A hybrid working model has been developed by People and Development colleagues along with associated guidance in terms of its introduction.

Status	Activity 8	Lead
	Develop strategies to mitigate impact and risk resulting from the UK's new relationship with Europe	DCC Crime and Operational Support

Police Scotland work in collaboration with International partners across the international law enforcement platform including the National Crime Agency International Liaison Officer network, the European Network Fugitive Active Search Teams, Interpol and Europol.

OFFICIAL

Police Scotland work closely with the Scottish Government International Cooperation Unit in Brussels and the Crown Office Procurator Fiscal Service International Cooperation Unit and, post EU Exit, have fostered and developed strong working relations across the Foreign Law Enforcement Community, Interpol and the International Liaison Network with representation across a number of key operational strands building trust in the organisation and ensuring Police Scotland have the ability to draw on these key partners in combatting transnational criminality.

Specialist Crime Division’s Serious Organised Crime Strategy continue to engage in partnership working to tackle Serious and Organised Crime. Police Scotland also continue to be a member of the Serious Organised Crime Taskforce meeting led by Scottish Government and are active members of a new steering group as part of the Serious Organised Crime Taskforce whose focus is to identify ways for a greater partnership approach to tackling serious organised crime related activity in our communities. Serious Organised Crime Strategy assisted the Scottish Environment Protection Agency in gaining access to the Agency and Partner Management Information System and the creation of its first mapped Serious Organised Crime Group. The Specialist Crime Prevention Orders Unit is also working with the Scottish Environment Protection Agency and the Crown Office and Procurator Fiscal Services in the Scottish Environment Protection Agency’s first Serious Crime Prevention Order application. Police Scotland are also supporting the Scottish Environment Protection Agency through investigation of criminal aspects of this group with the purpose of dismantling its activity. Partnership collaboration also took place with Food Standards Scotland where support was provided in Stranraer on a multi-agency operation, tackling inhumane killing of animals and their onward sale.

Status	Activity 9	Lead
	Develop demand products to continue to understand and effectively represent the increased pressures of a changing legislative, policy and criminal justice environment on policing	DCO Corporate Services, People and Strategy

DPT continues to improve with the Demand and Productivity Unit adding additional LP aspects to assist other departments including Strategic Workforce Planning. Crime Survey assisting to understand Failure Demand. Demand Baseline is being utilised by Strategic Assessment team to prepare this years’ document. DPT and Baseline have assisted in supplying new and fresh suggestions in relation to the latest Resource Planning Scenario requests. The Demand and Productivity Unit are collaborating with Argyll & West Dunbartonshire and Highland & Islands divisions for the rurality demand review. Dashboards, including Missing Persons, Mental Health plus others are assisting divisions. Stats documentation has assisted in both Operation Unicorn and Operation URRAM. The Demand and Productivity Unit are testing to assist COS release etc.

Status	(Change) Activity 10	Lead
	Continue programme to transform our existing custody facilities from places of detention to modern, safe places and gateways for the delivery of wellbeing, diversion and transformation services	DCC Local Policing

The Criminal Justice Services Division’s Vision & Direction has been ratified and now provides the foundation for the work of the Division going forward for the next 5 years. The Vision & Direction aligns with the five Force strategic outcomes and one of the key priorities within it is to champion safety and wellbeing.

Adopting the principles of a public health approach to policing, we seek to enhance the ability of our staff to recognise vulnerability, to behave inclusively and to explore all options with our health and justice sector partners to intervene and provide the support required to improve lives.

A range of national and local initiatives support this drive to improve the support we provide to those who come into our custody and care. The following are some examples of these initiatives.

St Leonards Custody Suite – Blood Borne Virus Custody Clinic

Locally led by the cluster Inspector and custody nursing staff, Health Care professionals attached to the programme attend and engage with individuals in custody who agree to give a blood sample. Positive success has been recorded in the past 2 months, with 5 individuals identified as having contracted Hepatitis C were diagnosed by engaging with this process, it was acknowledged they would have been unlikely to seek that medical diagnosis without the proactive clinic.

London Road Custody Suite

London Road children in custody project team have in partnership with Centre for Youth and Criminal Justice, Corporate Communications, leading Criminology Academics and various other agencies and charitable organisations developed a Rights of Accused animated video presentation which has been through Youth Engagement at Polmont. The animation has been designed to afford young persons in custody access to information on the Criminal Justice Process in Police Custody and communicate their legal rights in an age appropriate format to ensure they understand their rights to access to all available services. The video will be trialled at London Road with a view to further development of a product which can be rolled out nationally.

Talks are underway in South Lanarkshire, where the Safeguarding Communities Reducing Offending team were successful in winning a funding bid to work with the Police to provide an arrest referral service for residents of South Lanarkshire coming through custody. It is hoped the email pathway to refer will be up and running soon, with a view to staff being vetted and working within the cells moving forward.

The Inverclyde Alcohol and Drug Partnership model working in Greenock, comprising the Early Help Team are ready to move their staff into Greenock allowing their Peer Mentors the opportunity to share their experiences and support

OFFICIAL

prisoners while they are still in the cells. It is hoped this will be in place from mid-September.

Change Grow Live based in Edinburgh have recently secured 12 months funding to provide a link worker for a new Edinburgh Midlothian Offender Recovery Support Service. This will comprise a link worker visiting the cells and providing support to prisoners passing through St Leonards. A staff member is currently undergoing vetting prior to starting work.

Glasgow Council on Alcohol are looking to work with us to provide a community based arrest referral service which would peer led support, improving well-being and reduce re-offending through mentoring. This will be in addition to the existing Positive Outcome project already embedded in Glasgow.

An existing email based referral service in East Ayrshire, We Are With You are looking to expand their service to include a vetted link worker visiting the cells. Identified staff are currently being vetted.

Talks are ongoing with Glasgow City Health and Safety Plan with a view to resuming work with the Tomorrow's women project. This email based referral service offered women living in Glasgow support for varied complex needs enabling them to reduce their offending, to address any needs and move on to lead positive and healthy lifestyles. It is hoped the service will resume in the autumn.

We recognise that interaction with the police and the wider Criminal Justice System for children, young people and the most vulnerable can be stressful, confusing and detrimental to their health and development.

However, as a result of a range of complex challenges, the Police are often currently left with no choice but to hold children and young people in custody. Where it is absolutely necessary, based on the unique circumstances of the case, our people will be trained and equipped to care for children, young people and the most vulnerable sensitively and respectfully, working with partners to minimise intrusion as much as possible, in line with the Scottish Government's Justice for Children and Young People - A rights-respecting approach: vision and priorities.

We are committed to working with partners to deliver alternative disposal means to avoid detaining children and young people in police cells unless it is absolutely necessary to do so.

We are seeking opportunities to invest in bespoke custody facilities for children and young people to minimise exposure to the Criminal Justice environment where it is absolutely necessary to bring them into police custody and ensure our processes are tailored to meet their needs and explained in a manner which they can understand. Our commitments also encompass our desire to involve children and young people in the decision making process affecting their cases, wherever possible and in support of the United Nations Convention on the Rights of the Child.

Working in collaboration with Local Policing Divisions and external partners we will identify opportunities to access premises purposefully designed to support all areas of our business in a sustainable way.

Our aim is to make the best use of our existing estate, modernising it where possible, in line with the evolving needs of our business area and the communities of Scotland. We aim to modernise our custody estate in line with both Home Office guidance, HMICS recommendations and as a consequence of ongoing and collaborative programmes of health & safety inspection.

The challenges of maintaining and upgrading an ageing custody estate are not to be under-estimated but we work closely with health & safety and Estates colleagues to maximise the benefits of the revenue and capital funding available to Criminal Justice Services Division.

Recently completed works at Falkirk, Elgin, Greenock, London Road and Kittybrewster custody centres have resulted in considerable improvements to those footprints and again have mitigated a range of health and safety issues previously highlighted, one being the replacement of toilet units at London Road and Kittybrewster as was mentioned in previous reports. Further improvement works at Govan, Cathcart, Greenock and Inverness are imminent as are a number of upgrades to CCTV systems across a number of custody centres.

The development of a Criminal Justice Services Division Estates Strategy with the health, safety and wellbeing of all at its heart is critical to the safe and effective operation of the division. A collaborative piece of work between Criminal Justice Services Division and Estates Transformation concluded earlier in 2022 resulted in the most coherent estates strategy produced by Criminal Justice Services Division in recent years, recognising the diverse needs of its various business areas and work streams across a national footprint.

This strategy has been refined into the first draft of an Estates Enablement Plan, essentially a strategic 5 to 10 year plan for the modernisation and rationalisation of our estate across Scotland. This clearly sits beneath the Force Estates strategy and recognises a host of co-dependencies with our Divisions but provides a strong foundation to modernise the Criminal Justice Services Division estate to enable it to deliver on its strategic priorities.

Status	Activity 11	Lead
	<p>Implement the Intelligence Policing Programme with a focus on:</p> <ul style="list-style-type: none">- Governance and Restructure- Intelligence Activity Based on Threat and Risk- Performance- Communications, People, Training and Education- Products, Processes and Standards- Systems- Partners	<p>DCC Crime and Operational Support</p>

All officers and staff carrying out an intelligence role will be re-aligned under Specialist Crime Division's Intelligence Support -Head of Intelligence on 01 November 2022. The creation of the National Intelligence Coordination Unit will be responsible for the day-to-day management of intelligence tasking, access to resources and management of performance on a national basis.

Extensive engagement and demand analysis has taken place and realignment briefing reports have sent to all 13 Local Policing Divisions. Work is ongoing with People & Development, Finance and SCoPE management to ensure the delivery remains on track for 01 November 2022. Interim measures to capture performance, improving alignment to our priorities is being progressed and on track for introduction on 01 November 2022.

A number of Intelligence Policing Programme Awareness Sessions have taken place to ensure officers are fully aware of the realignment and functions.

The Scottish Police Federation are attendees of the Intelligence Policing Programme Advisory Board along with lead officers from other projects and subject matter experts. General updates are provided on programme progress and a future timeline with key dates; any potential issues and provision of guidance and assistance is routinely discussed.

Training and Systems Workshops

Training – Changes to probationer training with an earlier introduction to intelligence have been introduced, work is ongoing to align to the College of Policing Intelligence Professionalisation Programme, providing a clear training pathway and accreditation for Intelligence staff with Continued Professional Development.

Systems - Phase 2 – “To be” design is progressing. Success criteria was signed off by senior management. This will be used to measure possible solutions and encompasses Serving a Changing Scotland, Digital, Data & ICT Design Principles, Ethics and the Operational High Level Capabilities required for a new system. Engagement continues with intelligence functions, ICT and existing vendors to establish current capabilities and future proof technology available. Close working relationship with the Chief Data Officer and Policing in a Digital World will develop a coherent strategy for an efficient future delivery.

Status	Activity 12	Lead
	Work with partners to enhance our understanding of the scale and scope of human trafficking in Scotland and reduce the harm it causes	DCC Crime and Operational Support

Scotland Against Modern Slavery have recently hosted an online event specifically focussed on the arrival of Ukrainian refugees fleeing the conflict and how businesses and law enforcement can work effectively to prevent labour exploitation in recruitment and supply chains. We continue to engage with Scotland Against Modern Slavery as a key partner in the preventative space to influence and advise the business sector on the disruption of organised crime groups who seek to exploit vulnerable people, particularly migrant labour.

Police Scotland’s National Human Trafficking Unit continue to work collaboratively and build upon the strong relationships we have forged with Home Office Immigration Enforcement (Criminal and Financial Investigation Team) and UK Border Force given the inextricable links between organised immigration crime and human trafficking. Strategically this is progressed via the National Multi-agency Tasking and Delivery Board and tactically via operational teams in the National

OFFICIAL

Human Trafficking Unit, UK Border Force, Border Policing Command and the Criminal and Financial Investigation Team.

This has been demonstrated to significant effect following the conviction in respect of Operation ALTERCATION (Joint Criminal and Financial Investigation Team and Police Scotland Investigation) into human trafficking for sexual exploitation involving a Chinese organised crime group (sentencing anticipated on 13 October 2022 at Glasgow High Court), Operation EPAZOTE (joint operation with the Criminal and Financial Investigation Team and the National Human Trafficking Unit into labour exploitation on fishing vessels) targeting TN Trawlers (conviction secured in respect of Operation ALTO) and the grant of the first Trafficking and Exploitation Risk Order in Scotland in respect of that company since the legislation was introduced in 2015.

A Criminal and Financial Investigation Team led operation, Operation CATON (supported by Police Scotland) in respect of money laundering through Nail Bars by Chinese and Vietnamese organised crime groups and Operation OFFPLAN (Police Scotland) investigation into labour exploitation of Kenyan nationals, supported with expert advice from the Criminal and Financial Investigation Team.

In addition, Operation PIPALLI continues to focus on the human trafficking of Romanian women for the purposes of sexual exploitation at key ports and airports, led by Police Scotland and supported by UK Border Force. Following the successful establishment of a dedicated intelligence function in the National Human Trafficking Unit, information and intelligence sharing between all agencies has improved significantly. We continue to build on the partnership arrangements in place with the Police attaché at the Romanian Embassy in London as well as the strong partnership links we have established with US Department of Homeland Security Investigations at the US Embassy, London bringing together the key strategic leads across UK and European law enforcement attachés based in the UK.

Finally, the National Human Trafficking Unit have recently hosted joint training sessions at the Scottish Crime Campus with the National Crime Agency MSOIC, UK Human Trafficking Tactical advisors and separately with Justice & Care Victim Navigators from across the UK.

With effect from October 2022, following extensive discussions between Justice & Care UK and Police Scotland, and the implementation of Information Sharing Protocols and Standards of Service Agreements, Police Scotland's National Human Trafficking Unit have successfully secured two embedded Victim Navigators until October 2024 from Justice & Care UK, following a successful funding application to the Scottish Government Victims & Witnesses fund. They are now fully deployed, working alongside the National Human Trafficking Unit supporting investigations across Local Policing Divisions. In addition, following a recent meeting with the International Justice Mission who have a significant presence across Eastern Europe (particularly in Romania), the National Human Trafficking Unit are developing an Information Sharing Protocol in order to utilise their experience to support victims who have been repatriated to their country of origin.

The National Serious Organised Crime Interventions Unit, as a national unit, has ongoing engagement with divisions and work very much in partnership with

divisions to support their ongoing work. Examples are the forthcoming County Lines Days of Action with support being offered to A & D Divisions, advice and guidance in relation to procurement processes and information sharing. The National Serious Organised Crime Interventions Unit regularly shares good practice and learning opportunities with divisions and the next National Interventions Forum is being planned.

Status	Activity 13	Lead
	Support development and implementation of Digital Evidence Sharing Capability (DESC)	DCC Local Policing DCC Professionalism, Digital & Transformation

Digital Evidence Sharing Capability is about to undertake Model Office activity ahead of a proposed pilot launch date of 24 January 2023. The pilot will be located within Dundee city. Significant readiness work is currently underway, with particular focus on divisional training and system readiness.

Significant issues have been experienced in relation to the quality of functionality delivered by our supplier, and these quality defects continue to be monitored.

This solution challenges and moves forward previous positions in relation to data security and Cloud storage, and work continues with Information Security Officer's and Senior Information Risk Officer's, as well as the Information Commissioner to assure all necessary data security provisions.

The Digital Evidence Sharing Capability Project is ongoing and is in design.

As agreed with all partners, the Pilot Go-live date is delayed from October 2022, which necessitates the requirement for a significant re-baselining/planning exercise.

Status	(Change) Activity 14	Lead
	Implement Naloxone Programme nationally	DCC Local Policing

At the conclusion of the Test of Change period the previously commissioned independent evaluation was received and presented to Police Scotland Strategic Leadership Board on 09 February 2022. The Chief Constable accepted the findings and recommendations of the report, and approval was granted for a national rollout of Naloxone for all operational officers, up to and including, the rank of Inspector. A lifesaving nasal spray, naloxone can be safely administered and reverse the effects of an opioid-related overdose.

The Scottish Government providing full funding and process will see the procurement, training and delivery of Naloxone to around 12,500 Police Scotland officers.

The national rollout began on 31 August 2022.

The rollout includes:

- Probationer Officers receiving training during the initial SPC course.
- All officers completing a Moodle online training package.
- Identification of divisional champions (minimum rank of Inspector) who have been provided with a face to face training session supported by the Scottish Drugs Forum.
- Inclusion of a Naloxone refresher segment within annual operational safety training.

The Naloxone Coordination team worked in partnership with the Scottish Drug Forum to create a bespoke training package and a four-stage training delivery plan.

The training package contains a section dedicated to the stigma associated with drug use and is in support of the Scottish Governments Drug Deaths Task Force final findings and Police Scotland's Harm Prevention Group objectives, this being a sub group of the Drug Strategy Board.

Training commenced during August 2022 with the phased national rollout and will continue throughout late 2022 into the first quarter of 2023.

Administrations of Naloxone has continued since the conclusion of the Test of Change, with 86 Naloxone interventions on people experiencing an overdose to date. All persons have showed a sufficient recovery to either receive further medical attention by medical professionals or leave the scene of their own volition. There has been no issues raised with regards to any of the 86 administrations on people who were experiencing the effects of an overdose.

Police Scotland's Naloxone Coordination Department expect receipt of an initial batch of 3,000 Naloxone pouches by the end of October 2022 which will enable this same number of Naloxone kits (& pouches) to be distributed throughout the country.

Further work to increase public awareness of Naloxone and it's availability has seen Police Scotland's Substance Harm Prevention team working in partnership with Scottish Families Affected by Alcohol and Drugs to produce Take Home Naloxone awareness cards. This has resulted in 110,000 cards being printed and available within policing divisions for the supply by officers to members of the public who may benefit from being provided a Naloxone kit by Scottish Families Affected by Alcohol and Drugs. These cards not only help demonstrate Police Scotland's public health approach to preventing drug related harm and reducing deaths to the wider public; but serve to tackle the issue of substance misuse stigma.

Status	(Change) Activity 15	Lead
	To develop and implement a refreshed approach to Children and Young People underpinned by a Children’s Rights Approach to policing	DCC Local Policing

Scottish Government have confirmed stakeholders support in principle to the proposals outlined by them to amend the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill following the completion of targeted engagement, noting that public authorities acknowledge the necessity of the amendments in order to address the Supreme Court judgment, but concede that these fixes will undoubtedly minimise the impact of the original policy intention.

The Scottish Government have confirmed that they are in the process of drafting amendments to the Bill to resolve the legislative competence issue and are engaging the parliamentary authorities regarding the timetable and process for Reconsideration Stage.

Whilst not confirmed, the Scottish Government have indicated their desire to have the reconsidered Bill passed before the end of calendar year (2022), but this will be dependent on the relevant Parliamentary Committees availability to scrutinise the amendments. United Nations Convention on the Rights of the Child Reconsideration stage features in the Scottish Government Programme for Government 2022/23, published on 06 September.

Work continues with the various Scottish Government United Nations Convention on the Rights of the Child governance structures. Internal approval has been granted for the recommencement of the Police Scotland United Nations Convention on the Rights of the Child Governance meetings with a working group meeting held on 23 September 2022.

Consultation continues with the Scottish Government regarding the approach to be adopted regarding the transitioning of reporting duties from Section 2 of the Children and Young People (Scotland) Act 2014 to Section 15 of the United Nations Convention on the Rights of the Child (Incorporation)(Scotland) Bill.

Collaboration continues between the Children and Young People Team and Strategy, Insight and Innovation to prepare the requested supplementary reporting papers in relation to the proposal for a new approach to participation and engagement with young people. On 30 September, this was presented to the Equality & Diversity Service Delivery meeting for approval.

Status	Activity 16	Lead
	Through intelligence led policing and proactive engagement with all road users, reduce death and serious injury on Scotland’s Road network	DCC Crime and Operational Support

All Quarter 1 & Quarter 2 road safety campaigns on our National Calendar of Road Safety Activity, compiled in consultation with our road safety partners, has been completed with the exception of two initiatives coinciding with Op UNICORN, one of which has been incorporated into the Quarter 3 campaign calendar.

OFFICIAL

The majority of Quarter 1 & Quarter 2 campaign work was Fatal-Five focused and all were supported by Corp Comms / Social Media.

The In-depth Fatality Study continued to progress through Quarter 1 & Quarter 2, supported by a Transport Scotland-funded dedicated analyst plus seconded Road Policing Sergeant. This study affords the opportunity to identify learning from previous collisions, assisting Police Scotland and partners to introduce preventative measures to further mitigate risk across all road users groups.

The National Dashcam Safety Portal pilot was approved as a change project by the Demand Management Board and gained funding approval from Transport Scotland. A Road Policing project lead has been appointed and development work progressed during Quarter 1 & Quarter 2. If approved for continued progression / roll-out, the National Dashcam Safety Portal is intended to optimise the ability for Police Scotland to identify illegal and risky behaviours by drivers and other road users from video footage submitted by the public, enabling enforcement action to be taken when appropriate.

Status	Activity 17	Lead
	Enable our collaborative approach to Mental Health Pathways to address demands on policing from the public and communities which can be best served and supported by other public bodies	DCC Local Policing

In August 2020, Phase 1 of the Mental Health Pathway was introduced within Police Scotland. The Mental Health Pathway is a joint collaboration between Police Scotland, NHS 24 and Scottish Ambulance Service whereby members of the public who contact 101 or 999 suffering from mental ill health and distress, where appropriate, will be referred to the Mental Health Hub within NHS24 staffed by qualified Mental Health Practitioners. To date, 4,250 successful referrals to the Mental Health Hub have taken place.

In addition to this, in March 2022, Phase 2 was introduced where Mental Health Nurse Practitioners were embedded within Contact, Command and Control Division in order to assist with the joint triage and assessment of incidents which do not fit the criteria for direct referral under Phase 1. This is still under the Test of Change period, operating in West Command areas only at present. Following this Test of Change, a full evaluation will be conducted with any further roll-out subject to recommendations from this.

The collaboration ultimately aims to develop pathways for individuals who may have poor mental health or be in mental health distress but do not need a response from either Police Scotland or Scottish Ambulance Service. The associated objectives are:

- Address, manage and support the needs of the individual callers without onward referral to other services, if appropriate.
- Reduce deployment of frontline Police Scotland and Scottish Ambulance Service where an emergency response is not required.

- Reduce demand on locality based Emergency Services to manage individuals in mental health crisis / mental distress, including reduction in attendances at accident and emergency departments.

Status	Activity 18	Lead
	Counter the threat of terrorism by effectively continuing to deliver the four strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare	DCC Crime and Operational Support

Pursue – Investigative opportunities continue to be explored in line with active investigations. High profile cases have been well documented across mainstream media, providing reassurance to the public that terrorist offenders are being detected and prosecuted in Scotland. Counter Terrorism Investigations work closely with Area Commanders and key partners to ensure community impact is kept to a minimum and any arising issues are responded to effectively. In this regard, there is also a close working relationship with Corporate Communications to ensure effective media strategies are in place for overt action in the community and high profile trials. Police Scotland continue to engage with counter terrorism Policing partners across the UK to ensure a consistent approach is taken relative to counter terrorism Investigations.

Prevent – Effective partner collaboration ensures those who are showing signs of engagement with terrorism are subject of intervention and where appropriate afforded access to support services. Police Scotland’s Prevent Delivery Unit in partnership with Local Authority Prevent Leads continue to drive the multi-agency management of Prevent nominals, supporting the statutory and third sector partners by providing advice and guidance when required. Currently there are 31 in Prevent Multi-Agency Panels, 7 in PLP and 41 referrals have been received this financial year to date. This is reflecting a return towards pre-covid levels.

Protect – provision of proportionate risk informed security advice to partners ensures those who have a responsibility for public safety are taking appropriate measures to keep the public safe. This work aims to improve physical security infrastructure as well as enhancing the knowledge of staff within such environments relative to hostile reconnaissance, reporting suspicious activity and promoting a security culture through social media channels.

Prepare – Ensuring emergency services in Scotland are prepared to react to a terrorist attack is pivotal to the work delivered by Prepare. The plans held are validated through a national governance structure. In the current reporting period, eight plans have been subject to routine review with wider scrutiny across Chemical, Biological, Radiological & Nuclear and Marauding Terrorist Attack responses by HMICFRS and National Counter Terrorism Security Office. A series of Table-Top Exercise events and Live Play exercises have been delivered across regions with a large scale national Chemical, Biological, Radiological & Nuclear Incidents exercise due for delivery in October 2022.

Communications – Police Scotland continue to utilise Security Minded Communications to engage the public around security operations at key events. The National Counter Terrorism Security Office conducted consumer research to

understand public feeling relative to counter terrorism themed communications. In the main, the public were reassured by the nature of the communications and felt safe at events as a consequence.

Status	Activity 19	Lead
	Counter the threat of Serious Organised Crime, by continually monitoring emerging threats and combating this with evolving tactics through effective delivery of the four strands of Scotland's Serious Organised Crime Strategy – Detect, Disrupt, Divert, Deter	DCC Crime and Operational Support

The National Serious Organised Crime Interventions Unit supports Police Scotland and external partners in delivering a consistent 4D approach to reduce harm from serious organised crime. The National Serious Organised Crime Interventions Unit provides support to local policing and Specialist Crime Division departments in developing and deploying innovative disruption tactics. The National Serious Organised Crime Interventions Unit also engages in Deter and Divert related activities, target hardening public and third sector organisations against organised crime infiltration and preventing vulnerable people who are on the cusp of serious organised crime from becoming involved in it. The National Serious Organised Crime Interventions Unit provides support to key Serious Organised Crime meetings including the National Multi-agency Tasking and Delivery Board and Serious Organised Crime Taskforce, leading and coordinating partners to reduce the Scottish Multi-Agency Strategic Threat Assessment's identified threat, risk and harm.

Strategic Outcome 2	Objectives
The needs of local communities are addressed through effective service delivery	<ul style="list-style-type: none"> Understand our communities and deliver the right mix of services to meet their needs Support our communities through a blend of local and national expertise Support the changing nature of communities

Status	Activity 20	Lead
	Develop and design a fit for future Air Capability Strategy to effectively enable policing and support the public and communities, with engagement, ethics and scrutiny at the forefront of our approaches	DCC Crime and Operational Support

An Air Support Strategic Plan is in final drafting stages and will be shortly sent through governance routes in advance of being formally released.

Status	(Change) Activity 21	Lead
	Enhance the model for policing in Scotland to provide supportive, effective services that meet the needs of the public and communities while addressing key demand considerations	DCC Professionalism, Digital & Transformation

National Firearms and Explosive Licensing have commenced work with the Demand and Productivity Unit in an effort to better understand the demand and impact of Firearms Licensing at a divisional level. With various operating models being used to conduct firearms enquiries, it is hoped that this work can inform workforce planning discussions and lead to a more effective model of dealing with enquiries.

The Contact Engagement and Resolution Project, within the Modernised Contact & Engagement Programme, will build on processes and capabilities established by the Contact Assessment Model and use them to further improve outcomes for the public through strengthened pathways options, whilst reducing demand.

Currently, Retailer Direct Crime Reporting software is under review and documentation is in progress relating to the suitability of software and any amendments

Within the Digitally Enabled Policing Programme, the Mobile Working Phase 1 Project rollout is now complete and moving towards closure.

The Mobile Working Phase 2 Project has been extended, via a CB-approved Change Request, to end December 2022.

Status	(Change) Activity 22	Lead
	Refresh Local Police Plans during 22/23 for publication in 2023, setting out priorities and engaging with local authority partners	DCC Local Policing

The Police and Fire Reform (Scotland) Act 2012, placed a statutory duty on Police Scotland to work with local authorities to develop and implement Local Policing Plans across the 32 local authority areas in Scotland. The Local Policing Plans are developed in collaboration with local authorities, seeking the views of local communities on topics they would like addressed to improve the area and everyday lives. As part of the development work, the service also engages with community planning partners to seek to align Local Policing Plans and priorities with local outcome improvement plans.

The Local Policing Plans being reviewed and refreshed at present ahead of 01 April 2023 and will cover the period to 2026. Strategy and Analysis is working to support colleagues in local policing divisions to develop their plans.

Recommendations from the recent tripartite review of Local Policing Plans by Police Scotland, the Scottish Police Authority and the Convention of Scottish Local Authorities have been included in the approach to develop plans. This approach has included early, pro-active and ongoing engagement with local authority partners, ensuring that Local Policing Plans are designed to be accessible, deliverable and responsive to local issues; building a strong evidence base of shared insights; encouraging improved participation and genuine partnership between divisions, local authorities, community planning partners, the public and communities; demonstrating how local policing has adapted and will continue to adapt to solve local problems, including how divisions are working with statutory and third sector partners to respond to local threat, risk and harm; highlighting what will be done to maintain public confidence in local policing; aligning local policing objectives and activities to the Performance Framework, and evidencing how Local Policing Plan activities fully support the strategic outcomes of the service. Support being provided to local policing by Strategy and Analysis includes key areas such as local assessment, research and evidence, stakeholder and public engagement, planning approaches and performance measures.

Early drafts have been created, which will be further refined prior to being shared locally for feedback later in 2022, including with local authorities. The plans will continue to be developed during Q3 and finalised in Q4.

Local communities have been kept engaged and involved through our continuous live national surveys – ‘Your Police’ and our independent User Experience surveys. During Q1 and Q2 the surveys received 20,056 responses across Scotland providing qualitative and quantitative insight into their confidence, perceptions and priorities for their local police service, as well as their experience of contacting Police Scotland. Local Policing Divisions are able to access real time public insights and measure trends and emerging issues within their local communities through Power BI Dashboards. Additional research and analysis has been undertaken to understand the drivers of public confidence and user satisfaction, including the experiences of diverse communities. Key themes important to communities include police visibility and presence, community engagement and communications, and values and behaviours. Main areas of

concern for local communities include anti-social behaviour, driver speeding and traffic related offences, drug crime and related harms. The findings show continued high levels of satisfaction with contacting the police as follows:

- Ease of contact – 69%
- Initial contact treatment by C3 staff – 84%
- Feeling properly understood – 86%
- Being provided with the appropriate response – 61%
- Satisfaction with attending officers – 80%
- Feeling adequately informed about case progress – 45%
- Overall satisfaction with Police Scotland – 66%

A number of research and engagement is taking place to understand how policing can be more accessible and appropriate to the needs of diverse communities including LGBTQ+, BAME, asylum seekers and refugees, and young people from disadvantaged backgrounds. This includes commissioned academic research and research commissioned to social research agency alongside research being conducted by our in-house research and insights team on violence against women and girls. The insights from these research activities will help to inform local approaches to policing and engagement with communities.

Status	(Change) Activity 23	Lead
	Implement and deliver the key elements of the Gaelic language plan 21-26	DCC Local Policing

Bord na Gailhaig have reviewed the latest iteration of our Gaelic Language Plan and have approved it in principle. Due to agreement of the plan taking place after the legislative timeline, Bord na Gailhaig will now write to Scottish Ministers, who will thereafter seek further explanation or provide approval to publish our plan. Mainstreaming Media Output report will be a “NIL” return nationally and as such Bord na Gailhaig are likely to request the return of monies granted to Police Scotland to assist with the rollout. Finance are aware of likely request and we are engaging with them to get any monies owed back.

Status	(Change) Activity 24	Lead
	Further develop our reporting systems to capture the full extent of cyber-enabled frauds and exploit avenues through the Cyber Transformation work to align approaches to fraud into the Cyber enabled crime arena, working closely with the Scottish Cyber Coordination Centre (SC3)	DCC Crime and Operational Support

Specialist Crime Division’s Serious Organised Crime Financial Investigation Unit exploring force wide benefits of implementing a multi-agency triage hub model, aligned with a singular reporting mechanism, where financial crime would be recorded and assessed centrally by specialist officers/staff, evaluating needs of the

victim and establishing an appropriate response, whether through a policing response or support via partner agencies.

Coordinated allocation of investigations to appropriate officers with the capacity/capability/skills, would provide opportunity to focus on detection of individuals and groups engaged in financial crime, working collaboratively with partner agencies to disrupt those causing the most significant harm to communities.

Through engagement with the Police Service of Northern Ireland and Greater Manchester Police the multi-agency hub project team have developed a structure that would assist in providing reliability of assessment, allocation and investigation of financial crimes across Scotland. The team have established demand that fraud crime reports currently place on the organisation and are working to establish the financial implications of this and potential efficiencies that could be identified through the implementation of the hub.

The Policing in a Digital World Programme's Training and Capability Project is reviewing and developing a Cyber Training pathway for officers/staff with procurement of courses for Cybercrime & Digital Forensics staff underway. In addition, the project continues to work towards the Procurement of Operation MODIFY, a College of Policing digital training platform that will enhance current training by providing specific cyber training, on a gamified platform, for officers and staff with the aim of increasing skills and knowledge in the investigation of cybercrime. The Policing in a Digital World Programme are attending various stakeholder events to maximise awareness. The Policing in a Digital World Programme resource continue horizon scanning and work streams focusing on emerging threats, technological opportunities and capabilities. Includes engagement with partners at the Scottish Government, Home Office, the National Police Chiefs Council, and academia.

The Scottish Cyber Coordination Centre was announced at Cyber Scotland week in February 2022. This Scottish Government project is supported by Police Scotland, via the Policing in a Digital World Programme. The aim of the centre is to improve Scotland's capabilities to defend against and be resilient to the cyber threat. Five key work streams have been established to support Year 1 key outcomes with oversight and governance being provided by a Scottish Cyber Coordination Centre Project Board and the National Cyber Resilience Advisory Board.

Status	(Change) Activity 25	Lead
	Embed Police Scotland's updated Equality Outcomes for service delivery across the service	DCC Local Policing

Equality, Diversity & Inclusion Planning & Performance Short Life Working Group continues to meet and progress reporting requirements. Consideration will now need to be given to setting up a Short Life Working Group to address the two yearly progress report which will be due in March 2023.

Strategic Outcome 3	Objectives
<p align="center">The public, communities and partners are engaged, involved and have confidence in policing</p>	<ul style="list-style-type: none"> • Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service • Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective • Work with local groups and public, third and private sector organisations to support our communities

Status	Activity 26	Lead
	<p>Proactively engage with the public, communities, partners and stakeholders on key considerations for policing and emerging technology aligned to our values and rights based approach to policing</p>	<p align="center">All leads</p>

The Participation and Engagement with Children and Young People proposal was presented to the Equality and Diversity Service Delivery Group on 13 July 2022, and is now awaiting approval. A wider paper to Senior Leadership Board/Scottish Police Authority on "Engagement with Children and Young People" will be presented by Strategy, Insights and Engagement in due course.

Police Scotland measures public confidence and satisfaction across complaint data, trends and through independent scrutiny of complaint handling and the management of incidents involving death or serious injury following police contact. The Professional Standards department also monitors this by way of user satisfaction surveys.

Information Management (Disclosure) - measure public confidence and stakeholder engagement through our Freedom of Information processes. Currently out of circa 2,000 requests made under freedom of information legislation on six appeals have been recorded with the Scottish Information Commissioner where the applicant was dissatisfied with the response they received from Police Scotland.

Strategy, Insight and Engagement co-ordinated the first meeting of the Policing in a Digital World Professional Reference Group on 22 September. The event is co-chaired by DCC Graham and Scottish Police Authority Board Member Caroline Stuart. The purpose of the group is to bring together a wide range of views from external specialist stakeholders to discuss a full range of issues regarding policing in a digital world. Discussions from the first meeting of the group highlighted the importance Police Scotland's rights based approach to policing. The next meeting of the group will take place on 25 November.

The first meeting of the Policing in a Digital World Professional Reference Group took place on 22 September 2022. The event is co-chaired by DCC Graham and Scottish Police Authority Board Member Caroline Stuart. The purpose of the Professional Reference Group is to bring together a wide range of views from

external specialist stakeholders to discuss a full range of issues regarding policing in a digital world.

Discussions from the first meeting of the group highlighted the importance of Police Scotland's rights based approach to policing. Police Scotland has robust approaches for keeping the public and communities engaged and involved so that we are able to measure and enhance our understanding of public confidence in policing.

This has included the development of a Public Engagement and Participatory Framework, led by Strategy, Insight and Engagement co-designed with government and subject matter experts (endorsed by the Independent Advisory Group for police use of new and emerging tech). The findings of our Your Police survey and user experience survey are representative of the Scottish population and provide monthly data for national and local policing to act on.

Further to this qualitative engagement has been commissioned to understand the needs of seldom-heard communities and where confidence is lower within local and diverse communities - these have included academic studies on the experiences of asylum seekers/refugees, BAME, LGBTQ+, young people to understand barriers to confidence and reporting and commissioned research to social research agencies to understand the drivers of confidence in our use of new and emerging tech i.e. facial recognition, AI, drones etc.

Our in-house research and insights team have undertaken further research with diverse communities to understanding the experience and needs of survivors and victims to inform our code of practice for Body Worn Video and also more recently, how we tackle violence against women and girls. All these insights are reported into the Public Confidence Governance Board for strategic alignment and implementation across policing.

Fleet

Collaborative working and partnership delivery is essential to the operating of an efficient and sustainable fleet. Continue to develop the partnership in a way that is mutually beneficial. With the introduction of Ultra-Low Emissions Vehicles into public sector fleet in Scotland there will be a developing need to share capabilities and skills with other blue light services.

Estates Transformation

To date, we have delivered 18 co-locations across Scotland with our 'blue light' partners. This represents 28% of our co-located estate by sites. We are engaging with Scottish Fire & Rescue Service/Scottish Ambulance Service on an ongoing basis with quarterly progress reviews/identifying new opportunities. Currently exploring a number of new opportunities, including the development of a tri-partite proposal for a new build co-location at Portree, Isle of Skye, which may form a pilot for further tri-partite co-locations across remote, rural and island locations.

Status	Activity 27	Lead
	Ensure a transparent, strong and consistent ethical oversight that maintains public trust and confidence in policing	DCC Professionalism, Digital & Transformation

Police Scotland measures public confidence and satisfaction across complaint data, trends and through independent scrutiny of complaint handling and the management of incidents involving death or serious injury following police contact. The Professional Standards department also monitors this by way of user satisfaction surveys. During Q1 and Q2 2022/23, 5,013 allegations were closed and, of these 6.3% were upheld. During this time frame, Police Investigations and Review Commissioner have submitted 97 Complaint Handling Reviews, notionally, 3.2% of all complaints. Of these, 72.1% were assessed to have been handled to a reasonable standard. Further, Police Scotland made 167 statutory referrals to the Police Investigations and Review Commissioner, of which 15% (25) resulted in an investigation, a decrease of 18.6% from the same period in 2021/22. This demonstrates that Police Scotland continues to drive improvement on how it resolves complaints and manages serious incidents, including death or serious injury and its use of firearms and Taser.

Firearms Licensing have recently received the results of a firearms enquiry public survey that was conducted in 2021/22. The response sample was relatively small, but findings were consistent with previous years and indeed show an improving picture. 161 responses - Overall satisfaction with application process - 89% very satisfied or satisfied; Speed and efficiency - 82% very satisfied or satisfied. Plans being made to re-run survey this year and improve advertising.

Status	(Change) Activity 28	Lead
	Continue implementation of a new Unified Communications and Contact Platform (UCCP)	DCC Professionalism, Digital & Transformation

As part of the Modernised Contact and Engagement Programme, the Unified Communications and Contact Platform Project draft CRM paper is in review, pending final financial and schedule input. Custody call routing flow has been agreed with the Criminal Justice Services Division and ICT service desk design specification, Contact, Command and Control success workshop and recommendations from recent Technical Assurance Framework Review are progressing.

Status	Activity 29	Lead
	Work with the Scottish Fire & Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration Strategy, including colocation, co-response, shared knowledge and shared services, including fleet	DCC Local Policing DCO Corporate Services, People and Strategy

The Reform Collaboration Group continues to explore and progress opportunities around new and ongoing tri service work. An in person workshop was held on 06 October at Scottish Fire & Rescue Service headquarters in Cambuslang where members of the RCOG group discussed future options. The next date for RCOG is 20 October 2022 and Reform Collaboration Group meetings to take place on 17 November 2022 and 09 May 2023.

The Blue Light Collaboration Programme held its first conference on 03 October where positional updates were provided by the nine work groups; Digital, Finance/Funding, Fleet, Estate, Strategic Procurement, Strategy Planning and reporting, People, Training & Development and Transformation & Change. The programme continues to be closely aligned to the Reform Collaboration Group with secretariat support and coordination being provided by Partnerships, Prevention and Community Wellbeing Division's, Strategic Public Health Collaboration Unit.

A paper was presented to the Scottish Leaders Forum Scottish Government group in May supporting the Scottish Institute of Policing Research recommendations and seeking support. Scottish Leaders Forum members were supportive of the programme and the proposed next steps to explore expansion and potential providers.

A paper has been prepared for the Force Executive detailing options for next steps for expansion/development of the collaborative leadership programme. Discussions continue with Partnerships, Prevention and Community Wellbeing Division and Learning, Training and Development around future opportunities to integrate effective collaboration development within the Your Leadership Matters programme. The successful provider is due to be announced in the next few months where thereafter Partnerships, Prevention and Community Wellbeing Division's, Strategic Public Health Collaboration Unit will provide input into the design of the "Collaboration for Growth" theme and summit.

Scottish Leaders Forum Conference has been requested to be held at Tulliallan on 13 October. Partnerships, Prevention and Community Wellbeing Division's, Strategic Public Health Collaboration Unit are coordinating this with the Scottish Government Scottish Leaders Forum team.

Scottish Ambulance Service Demand & Capacity

Partnerships, Prevention and Community Wellbeing continue to work collaboratively with Contact, Command and Control and Scottish Ambulance Service on development of a number of improvements to internal processes. These include:

OFFICIAL

- The trial embed of Scottish Ambulance Service Clinicians within Police Scotland control rooms to review police incidents which may require additional triage or escalation. The trial began on the 01 October 2022 with dates arranged for 07 and 12 October 2022. Whilst in the early stages of development, positive feedback has been received from Contact, Command and Control and Scottish Ambulance Service. Discussions are taking place to secure Scottish Ambulance Service resources over the coming months and festive period.
- Controllers are now provided with daily average delay times for ambulance attendance from the Scottish Ambulance Service for all divisions to inform local policing supervisors and officers at scene.
- Scottish Ambulance Service Education package and inputs to the Contact, Command and Control rooms are in development to highlight information required by Scottish Ambulance Service to accurately triage calls.
- Work is ongoing with ICT and digital mobile working project around the potential to allow video calling functionality on officers' mobile devices. This would allow video triage from scene between officers and Scottish Ambulance Service clinicians where additional triage or escalation may be required. Partnerships, Prevention and Community Wellbeing Division hope this will address current service demand pressures and provide a more accurate assessment and triage of patients.
- Partnerships, Prevention and Community Wellbeing Division, Contact, Command and Control and Scottish Ambulance Service are continuing to make efforts to expand direct contact from scene to allow officers to contact Scottish Ambulance Service on 999 where operationally safe to do so. The current process for unconscious casualties/suspected not breathing have seen improvements in medical triage and response times.

Partnerships, Prevention and Community Wellbeing and Scottish Ambulance Service are in the process of completing an Information Sharing Protocol to allow the exchange of information and current call demand data to identify service improvements and reduce demand.

An executive briefing is being jointly compiled by Operational Support Division/ Partnerships, Prevention and Community Wellbeing Division to provide a positional update on casualty management and transport policy.

Strategic Outcome 4	Objectives
<p align="center">Our people are supported through a positive working environment, enabling them to service the public</p>	<ul style="list-style-type: none"> • Prioritise wellbeing and keep our people safe, well equipped and protected • Support our people to be confident leaders, innovative, active contributors and influencers • Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Status	Activity 30	Lead
	<p>Deliver the national and local Your Voice Matters Implementation plans developed in response to the survey results to ensure that the desired outcomes and progress is achieved</p>	<p>DCO Corporate Services, People and Strategy</p>

Your Voice Matters implementation plan paper was presented and supported with detailed milestones and metrics. The Your Voice Matters Steering Group will agree on a revised terms of reference that will enable the group to provide strategic oversight and advice on the delivery of the Implementation Plan, which is one of the Chief Constable’s Commitments for 2022/23;

Briefing sessions have been delivered to the single point of contacts who were identified by Executive ambition owners within the ‘Your Voice Matters’ Implementation Plan.

As part of the implementation plan an 'Engagement Essentials' toolkit has been developed and is progressing through governance for approval prior to launch.

Status	Activity 31	Lead
	<p>Design and implementation of a new People Strategy</p>	<p>DCO Corporate Services, People and Strategy</p>

Police Scotland and the Scottish Police Authority Board had discussed the appropriate timing for the next People Strategy, and it was determined that work to develop the strategy should follow the completion of the Equality, Diversity and Inclusion Strategy to ensure appropriate alignment. That Strategy was approved on 29 September 2022, and launched the following day.

In addition, a new Director of People and Development is being recruited (note - please update with confirmed appointment) following the retirement of Jude MacDonald. The new Director will have a key role in developing the new strategy. Preparatory work, including review of delivery, research and insight gathering and designing the approach to developing the strategy to ensure consistency with the refreshed Strategic Police Plan / Joint Strategy (2023) is continuing in the interim.

Status	(Change) Activity 32	Lead
	Implement the Estates Strategy and Transformation Plan to ensure safe working environments for our people which will enhance wellbeing and morale	DCO Corporate Services, People and Strategy

Through our prioritised Estate Strategy Implementation Plan consisting 140 planned/pipeline projects currently, delivery of co-location projects and surplus property disposals continue ongoing. We currently have 65 co-locations with public sector partners, equating to 21% of our Estate, by sites. Of our live projects in delivery or feasibility, 22 involve co-locations with partners, promoting visibility, presence and accessibility for the public as well as driving improved service delivery and integration, with best value being demonstrated through individual business cases detailing a range of benefits, including new fit for purpose accommodation, officer and staff wellbeing, reduction in estate footprint, generating savings through capital receipts and recurring revenue savings or at least maintaining ongoing revenue costs flat.

Status	(Change) Activity 33	Lead
	Continue to deliver and enhance services available to support mental, emotional and physical wellbeing	DCO Corporate Services, People and Strategy

The Chief Financial Officer’s Portfolio People Plan has been developed in order to deliver actions identified from a variety of sources including Your Voice Matters Survey results, HMICS recommendations, Equality, Diversity, & Inclusion Profile, etc. Chief Financial Officer’s Portfolio People Board has also been stood up which meets bi-monthly, which includes representatives from all People & Development areas, to ensure implementation of the plan continues at pace. People issues are also a standing item in all departmental Governance Boards.

We have introduced Inclusive Moments into our quarterly Wider Management team meetings with all Tier 2/3 managers to share insights into key topics and hear from staff associations such as Disability and Carers Association.

Wellbeing messages are a key feature in the weekly key messages issued to all staff.

Through the implementation of both our Estates and Environmental Sustainability strategies we look to support the wellbeing of staff and officers through the creation of positive work environments, green spaces and active travel. Estates initiative for the provision of free period products on all sites, introduction of signage around non-visible disabilities, and the increasing use of gender neutral and improved accessible facilities in buildings supports the ongoing focus on making our workplace more inclusive.

Status	(Change) Activity 34	Lead
	Continue to refine and implement key areas of strategic workforce planning	DCO Corporate Services, People and Strategy

The Tri Service Health and Wellbeing Group, which consists of health and wellbeing team members from Police Scotland, Scottish Fire and Rescue Service and Scottish Ambulance Service, came together in June. The discussion focused on identifying opportunities for linked or joint initiatives.

Emerging themes across all three organisations at present include, the role of peer support, the mental health at work commitments in particular suicide prevention and the impact of the continued rise in the cost of living.

The Health and Wellbeing team continue to provide a series of health and wellbeing awareness and trauma focused sessions to a variety of areas within the organisation. The sessions cover areas such as trauma, resilience, health and wellbeing awareness, self-care and supporting colleagues and learning difference.

There has been huge variety in those we have recently engaged with, which has included Criminal Justice Services Division, analysts, Major Investigation Teams, force negotiators, Family Liaison Officers, individuals working keeping in touch days, and Sergeant Forums.

We have facilitated a number of meetings involving wellbeing single point of contacts and wellbeing champions to understand the current needs within the organisation in relation to the cost of living. The group also discussed what we could do as an organisation to support our people and has begun to shape some ideas and information. A representative from Reward and Benefit provided a comprehensive presentation on the benefits available to officers / staff of using the ViVUp platform for dissemination. The cost of living meetings will continue to ensure proactive support is provided, aligned with the ever changing need.

HMICS published its Assurance Review of Strategic Workforce Planning which makes a number of recommendations and highlights a number of areas for development. Work is ongoing to develop an action plan to meet these recommendations and areas for development. A plan for the production of the refresh of the Strategic Workforce Planning is also currently being developed. This plan will reflect the changes in the working environment and resource levels taking account of potential future funding positions. A number of key dependencies have been identified that will both assist in the planning process and meet recommendations contained in the HMICS review for interconnected work.

Status	Activity 35	Lead
	<p>Ensure delivery, and lead mainstreaming of equality, diversity and inclusion in our workforce across the service, exploring gaps in existing and forecast skills required</p>	<p>DCC Professionalism, Digital & Transformation DCO Corporate Services, People and Strategy</p>

- Equality, Diversity & Inclusion e-learning product – Final technical preparation is underway to upload to Moodle. Awaiting corporate communications response regarding best date for launch.
- Equality, Diversity & Inclusion ‘creating inclusive climate’ workshop – procurement completed and tender awarded. Delivery planning underway to identify next cohort.
- Continuing Professional Development/ Equality, Diversity & Inclusion Empower Hours – Evaluation remains positive. Scoping work underway to establish best options to accredit learning products.

Professionalism and Assurance within Police Scotland is committed to support and understand equality, diversity and inclusion within our organisation and across our communities. Professional Standards Department is currently upgrading its complaint handling and conduct database, Centurion, in order to increase its functionality in the collection, analysis and reporting of diversity and demographic data, both internal and external. This will allow for much more comprehensive analysis of such data, increase our understanding of factors which influence complaints and conduct matters and drive the implementation of plans for improvement.

A review of People Board terms of reference is being planned to ensure inclusion of new Equality, Diversity & Inclusion strategy. A Professionalism and Assurance staff-led working group has been established to explore and deliver recommendations against the Your Voice Matters priorities. This group is reporting up to People Board for escalation and reporting on activities.

Equality, Diversity & Inclusion actions have been built into our Chief Financial Officer’s Portfolio People Plan, working collaborative with Equality, Diversity & Inclusion Advisors, which we are now actively implementing. We actively promote and support Staff Association initiatives such as participation in Pride Marches, menopause workshops etc. Estates strategies embed Equality, Diversity & Inclusion /Equality and Human Rights Impact Assessment requirements into all new build and refurbishment projects to create positive work environments.

Push on interviewing skills through completion of Selection Interviewing courses by more hiring managers across the portfolio to also ensure a fair, transparent and open recruitment process is available to all staff positions.

Representatives from the portfolio participate in key working groups such as those for Sex Equality & Tackling Misogyny, Wellbeing Advisory etc.

The Equality, Diversity & Inclusion Performance Report (October 21 - March 22) was presented to the Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board on 28 April 2022. The employment aspects of the report have also been used to draft the six monthly Equality, Diversity & Inclusion Employment Update to the Scottish Police Authority People Committee.

Work is continuing to support the development of the Equality, Diversity & Inclusion Strategy, the progression of the Diversity and Inclusion Action Plan and work relating to Policing Together cultural calendar.

Work is ongoing in relation to the recommendations within the paper submitted by the Scottish Women’s Development Forum to the Sex Equality and Misogyny Working Group, particularly, with regard to the role and involvement of Diversity and Inclusion Staff Association representatives in grievances which arise as a consequence of discrimination on the grounds of a protected characteristic.

Any outcomes from this work will also be fed in to the ongoing work stream on ‘Creating a Positive Workspace / Grievance Review’ – meetings of this group are ongoing.


Work has started on the development of a proof of concept Equality, Diversity & Inclusion Performance Dashboard in collaboration with Analysis and Performance Unit. It will initially aim to include data for the equality, diversity & inclusion measures in the performance framework. The initial proof of concept version will be developed and presented to the Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board in October alongside the next Equality, Diversity & Inclusion Performance Report.

Equality & Diversity are supporting local planning through the ongoing development of local equality, diversity and inclusion actions in conjunction with people partners and local management teams. For example, equality, diversity and inclusion actions have now been embedded into the Chief Financial Officer’s Portfolio People Plan and a planning session has been arranged to discuss the equality, diversity and inclusion priorities for the Criminal Justice Services Division with a view to creating a plan.

Status	(Change) Activity 36	Lead
	Implement HMICS recommendations on remit of positive action team	DCO Corporate Services, People and Strategy


Two new staff roles within the Positive Action Team have been approved and recruitment is underway – Positive Action Recruitment Officer and Positive Action Marketing Officer. Successful recruitment to these posts will allow the team to expand their work and scope, which, in turn, will assist in fulfilling the Chief Constable’s commitment to Police Scotland being a welcoming and inclusive organisation.

Strategic Outcome 5	Objectives
<p align="center">Police Scotland is sustainable, adaptable and prepared for future challenges</p>	<ul style="list-style-type: none"> • Use innovative approaches to accelerate our capacity and capability for effective service delivery • Commit to making a positive impact through outstanding environmental sustainability • Support operational policing through the appropriate digital tools and delivery of best value

Status	Activity 37	Lead
	<p>Design, develop and deliver a five year business plan for policing in Scotland, including financial and resource considerations</p>	<p>DCO Corporate Services, People and Strategy</p>

An approach has been agreed for how key business areas will contribute to the planning cycle and development of all planning products, including Analysis and Performance Unit, Demand and Productivity Unit, Finance (Capital, Revenue, Reform), Change (inc Portfolio Delivery, Portfolio Management Office, Design, Business Change), People and Development, Strategic Workforce Planning, Digital, Estates and Fleet.

The first phase (desktop review) is underway, and workshops are taking place in October and November with divisional and business areas Senior Management Team meetings to consider initial activities, requirements and measures.

Status	Activity 38	Lead
	<p>Develop and iterate a 5 year financial strategy for policing in Scotland, improving the synchronicity across all key strategic products and ensuring all key stakeholders are aligned to our financial ambition</p>	<p>DCO Corporate Services, People and Strategy</p>

Sustainability has been the primary objective of the medium / long term financial strategies developed since 2016, all of which highlighted the significant funding challenges facing the service.

The Scottish Government’s 2021/22 budget confirmed additional recurring funding for policing which allowed the service to set a balanced budget without the requirement for any workforce reductions. The balanced budget and the Government’s manifesto commitment to real terms protection formed the basis of the five year financial plan that was approved by the Authority in September 2021.

The Scottish Government’s multi-year Resource Spending Review, published on 31 May 2022, removes the real terms protection commitment and instead sets out a flat cash settlement for the Police Authority over the remainder of the parliament. Rising inflation is already reducing the spending power of our capital and revenue

budgets, and when considered alongside the expectation for future pay awards, a flat cash settlement represents a real terms reduction for policing. This will have a significant impact on our operational service delivery requiring difficult decisions to be made.

The strategic direction following the publication of the resource spending review, along with the capital spending review published in 2021, will form the basis of an updated five year financial plan to be developed 2023.

Significant additional investment is required to implement the key investment strategies and transformation programmes, including Digital, Data & ICT strategy, the estates strategy, and the transition to 100% electric fleet. The organisation's ability to mitigate the operational impact of a flat cash funding settlement is therefore negatively impacted by flat capital and the potential loss / reduction of Reform funding.

The capital and reform budget for the financial year 2022/23 has had a change in direction when considering the allocation of prioritised projects. A move towards delivering across the longer-term horizon with a "limit" to spend, rather than an allocation of funding should have the impact of accelerated spend over an 18 month period, rather than a stop start approach that has previously happened. Finance are putting in place controls to ensure continued financial management however, removal of the amounts allocated is hoped to see a steady approach to investment. The benefits are that we will see funding spent quicker which will give the organisation the benefit of the capital items earlier in the financial year. The outcome will be an accelerated investment portfolio, enhanced engagement with procurement to ensure best value and the foundations laid to ensure capital growth can be absorbed with no risk to Police Scotland.

Development of a robust longer term financial strategy will be prepared in line with the strategic business planning cycle.

Status	Activity 39	Lead
	Review, in partnership with SPA, the current Joint Strategy for Policing and re-shape the strategy as needed for launch in 2023	DCC Professionalism, Digital & Transformation DCO Corporate Services, People and Strategy

Police Scotland have recently conducted an organisational wide debrief to examine the Police Scotland response to the COVID19 (Op TALLA) following the outbreak in March 2020 up to and including June 2022, to identify best practice and areas for development for future responses. The proposed outcomes of the debrief is as follows:

- Best practice will be identified
- Opportunities for future development will be highlighted

- Capability and capacity to respond safely to this type of incident will have been considered
- Training and / or other considerations required to fully achieve any future response will be captured.

The field work for this is complete and a draft report of the finding has been completed by the Scottish Multi-Agency Resilience Training and Exercise Unit.

The Force Strategic Assessment embeds demand data which will form part of the evidence base for the joint strategy and plans.

The Demand and Productivity Unit has attempted to review Operational Planning to assist in understanding its demand, however this has identified issues with a paper to be submitted in the near future with recommendations to improve recording.

Status	Activity 40	Lead
	Initiate and enhance national and international partnerships to disrupt those involved in emerging and current criminal activities	DCC Crime and Operational Support

Police Scotland work in collaboration with international partners across the law enforcement platform including the National Crime Agency International Liaison Officer network, the European Network Fugitive Active Search Teams, Interpol and Europol. For example Operations HEADWAY and SINGLETAIL are both reaching into Spain and Holland, with new partnerships being established to ensure that evidential gathering opportunities are maximised. The intention being of bringing Scottish nominals to justice for serious organised crime related offences, who are currently based in these countries.

Police Scotland work closely with the Scottish Government International Cooperation Unit in Brussels and the Crown Office Procurator Fiscal Service International Cooperation Unit and, post EU Exit, have fostered and developed strong working relations across the Foreign Law Enforcement Community, Interpol and the International Liaison Network with representation across a number of key operational strands building trust in the organisation and ensuring Police Scotland have the ability to draw on these key partners in combatting transnational criminality.

The National Serious Organised Crime Interventions Unit works with a range of internal and external partners to reduce Serious Organised Crime related threat, risk and harm in.

In recent months, the National Serious Organised Crime Interventions Unit successfully collaborated with the Security Industry Authority to disrupt a serious organised crime group member by depriving them of legitimate employment which would have provided access to commercially vulnerable and sensitive information.

The serious organised crime group member concerned was alleged to have been involved in multi-million pound fraudulent activity targeting elderly victims and was also alleged to have impersonated a police officer. This is an example of effective delivery against the Disrupt strand of Scotland's Serious Organised Crime strategy.

Status	(Change) Activity 41	Lead
	Progress the delivery and governance of the Enabling Policing for the Future (EPF) programme	DCC Professionalism, Digital & Transformation

The Enabling Policing for the Future Original Business Case setting out the strategic approach was approved in May, since that time the potential impact of a 'flat cash' funding settlement and the likely pressure it will create on project funding, has reinforced the need to create a flexible modular delivery approach within the Enabling Policing for the Future programme.

During Quarter 2, and in light of the spending review and the portfolio prioritisation, the immediate focus has changed to identify and prioritise project activities and supporting technology options, which could deliver tactical, high visibility, high impact changes and/or quick wins, whilst remaining aligned to the overarching Enabling Policing for the Future strategy and technology ecosystem approach.

Status	(Change) Activity 42	Lead
	Deliver a priority based budgeting pilot exercise in the DCC Crime & Operational Support Portfolio to prove concept, with a view to developing a robust methodology for wider roll out	DCO Corporate Services, People and Strategy DCC Crime and Operational Support

The Priority Based Budgeting exercise has now been completed as a pilot in operational policing. This was a 16 week collaborative programme that looks at each service in detail in terms of what we do; how much it costs; how productive we are in delivering outcomes; and ultimately provides risk-based choices about service levels, and looks at how things can be delivered differently. This includes the services we utilise from third party organisations. A final report has now been issued with a number of scenarios and recommendations for consideration by the organisation. Internal engagement is now ongoing to confirm the strategic direction with regards to the potential reinvestment scenarios and to inform the development of a detailed implementation plan to determine how any proposed changes are successfully delivered.

All learning will be documented from the pilot exercise as the aspiration is to roll the Priority Based Budgeting out across the organisation in the future to help ensure that the service is as efficient and effective as possible. This is becoming more crucial as a result of the on the recent Scottish Government resource spending review. It is anticipated that the pilot findings will be presented to the Strategic Leadership Board in November to progress implementation. Work is also ongoing to develop a full business case for wider roll out.

Status	(Change) Activity 43	Lead
	Establish an Organisational Learning Function to promote and support the sharing of learning and best practice across the organisation	DCC Professionalism, Digital & Transformation

The force organisational learning function is being driven by Professionalism and Assurance. A recent audit has been undertaken by external organisation, Azets, to review Police Scotland's processes and make recommendations for improvement. Professionalism and Assurance has provided input from across all business area. The final version of this report is awaited; however, early indications suggest that methodology and governance currently within Professionalism and Assurance should be progressed organisationally.

Professional services are being sought to enable the development of a target operating model. Funding from reform budget was approved by Change Board in May 2022, and awaiting approval from reform funding team for progression to tender.

Status	Activity 44	Lead
	Develop and implement innovative and sustainable methods to deliver a modern Police Service.	DCO Corporate Services, People and Strategy

We now have complete Q1 data. We do not yet have complete data for Q2 and are awaiting consumption and cost information for September. We will be able to provide Q2 data in November. Information for Q1 is as follows:

Buildings:

- Gas – 14,801,997kWh Cost - £1,289,145
- Electricity - 12,373,397kWh Cost - £2,385,552
- Water – 104,877 m3 Cost - £435,176
- Fuels – 541,400kWh Cost - £50,739
- Total CO2e - 8,271 tCO2e Cost - £3,556,913

Fleet Q1:

- Diesel - 2,204,701 litres Cost - £4,071,369
- Petrol – 472,248 litres Cost – £823,906
- Total CO2kg - 6,486,216

Emissions per m2:

OFFICIAL

- Buildings Only - 19.4kg/m²
- Buildings and Fleet - 26.7kg/m²

We await further data for Q2 with only July and August being reported. As previously reported, our consumption of gas and electricity has reduced in comparison to the same quarter last year. However our costs have increased substantially.

The Estate Strategy and associated Implementation Plan continue to drive improvements and new co-locations across the estate. Recent projects include Alloa, Crieff, Maybole and Ayr and progress is being made on the delivery of improved housing for officers in remote and rural areas.

There are now 65 co-locations across the estate which accounts for 21% of our operational sites.

With reference to our condition survey reports of 2021, 87% of our buildings are a mix of category A and B condition status (84% are mainly category B).

Fleet continue to work towards having the charging infrastructure in place to support the rollout of electric vehicles in line with the Fleet Strategy.

The average age of the Fleet is currently 4.61 years.

Vehicle availability continues to be above 95%.

There are 727 Ultra-Low Emissions Vehicles on the live Fleet which is 21% of the overall Fleet. This represents 31% of the unmarked vehicles. A further 228 Ultra-Low Emissions Vehicles that will be allocated in line with the infrastructure being installed.

The Procurement Team continue to implement the procurement strategy through individual category and sourcing strategies. There is an ongoing programme of training and briefing for stakeholders to ensure appropriate awareness of the procurement strategy, policy and processes at operational, strategic and executive levels of the organisation.

The re-organisation of the procurement team is nearing completion and is expected to move to BAU in October 2022 for all staff affected, although some roles are still to be vetted/recruited.

Our Key Performance Indicator for Contract Compliance continues to improve and we are well on track to hit the target of >95% compliance through this financial year. Deployment of Purchase to Pay system and processes has moved to BAU and work is ongoing to maximise the benefits of the new system, ensure ongoing improvement in accordance with best practice financial control.

New Key Performance Indicators have now been developed to monitor purchase requisitioning performance through eProc and a headline update on performance will be provided at the next reporting cycle.

Status	Activity 45	Lead
	Engage and contribute to the Independent Advisory Group (IAG) on emerging technologies to ensure that new technology is harnessed to support modern policing	DCC Crime and Operational Support

The purpose of this group is to report to the Cabinet Secretary for Justice on whether the current legal or ethical frameworks need to be updated in order to ensure Police Scotland’s use of emerging technologies in relation to operational policing is compatible with equality and human rights and other applicable legislation and best practice; and to provide specific recommendations or potential outputs to address any identified issues.

Police Scotland have representation at this meeting from key figures within Digital, Data & ICT and Strategy and Innovation who feed into developing identified work streams. The group is currently drafting/editing the final report and recommendations. Relevant sections of the draft are being shared with ETIAG members (including Police Scotland members) to clarify specific points. It is expected that the final ETIAG report and recommendations will be shared with the Cabinet Secretary in November 2022, with an expected submission to the Scottish Government Criminal Justice Committee in Feb 2023.

Status	(Change) Activity 46	Lead
	Implement Body Worn Video across the organisation for operational officers	DCC Professionalism, Digital & Transformation

As part of the Digitally Enabled Policing Programme, the Body Worn Video (Armed Policing) Project equipped Armed Policing teams with Body Worn Video in time for COP26 Climate Change Conference, with an End Project Report approved at Change Board in July 2022.

The Body Worn Video (National) Project is currently in Initial Business Case Development.