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| Meeting | Authority Meeting |
| Date | 28 September 2023 |
| Location | Merchants' House, Glasgow |
| Title of Paper | Committee and Oversight Group Reports |
| Presented By | Committee and Oversight Group Chairs/Members |
| Recommendation to Members | For Discussion |
| Appendix Attached | Quarterly Policing Performance Report – Executive Summary |

PURPOSE

To provide the Authority with an update on business progressed through the following meetings which have met since the last Authority Meeting:

- Complaints and Conduct Committee
- Exceptional Circumstances Committee
- People Committee
- Policing Performance Committee
- Audit, Risk and Assurance Committee
- Resources Committee

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| Committee | Chair/Member | Meeting Date | Page |
|-------------------------------------|---------------------|----------------------|-------------|
| Complaints and Conduct Committee | Katharina Kasper | 22.08.23 | 3 |
| Exceptional Circumstances Committee | Martyn Evans | 28.06.23 28.08.23 | 6 |
| People Committee | Fiona McQueen | 29.08.23 | 7 |
| Policing Performance Committee | Alasdair Hay | 12.09.23 | 9 |
| Audit, Risk and Assurance Committee | Grant Macrae | 13.09.23 | 12 |
| Resources Committee | Grant Macrae | 22.09.23 | 13 |

Summary report from Complaints and Conduct Committee

22 August 2023

Katharina Kasper, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for Complaints & Conduct Committee. This will also be published on the SPA's website.

A full recording of the public items of business taken at this meeting can be accessed [here](#).

MAIN ITEMS OF BUSINESS

- Police Scotland PSD Quarterly Performance Report (Q1)
- SPA Quarterly Report (Q1)
- PIRC Quarterly Report on PS Handling of Complaints and Investigation Referrals (Q1)
- SPA Dip Sampling of Police Scotland Complaints

KEY ISSUES RAISED

PS PSD Quarterly Performance Report (Q1)

Members were provided with statistical information on the overarching performance activity in relation to complaints and conduct matters about Police Scotland (PS) for period (1 April 2023 – 30 June 2023). Members acknowledged that the report is an evolution, however, have asked for further changes to allow a better understanding of the effectiveness of complaint handling performance. In addition, members have asked for a better understanding around any significant variation beyond normal complaint volumes, as well as to identify any changes in policing practice where an increase in complaints may be anticipated.

SPA Quarterly Report (Q1)

Members were provided with a report on complaints and conduct matters including key statistics reflecting the position at the end of Q1, 2023/24. Members welcomed positive developments around the handling of complaints.

PIRC Quarterly Report on PS Handling of Complaints and Investigation Referrals (Q1)

Members welcomed a report noting information in relation to PIRC Complaint Handling Reviews and Investigation Referrals. The report included key statistics reflecting the position for Q1, 2023/24. Following a discussion around organisational learning, it was agreed that PIRC will include the implementation rate of recommendations in future reports. Police Scotland have also agreed to draw out operational improvements within their performance report to show concrete evidence of learning from complaints.

SPA Dip Sampling of Police Scotland Complaints

Members were provided with a report following the recently reintroduced process of SPA dip-sampling Police Scotland complaints. Members were advised that findings from the initial sample align with some of the findings of the recent SPA/PIRC joint audit. SPA officers will continue to work with Police Scotland and the PIRC, in respect of findings identified, via the National Complaint Handling Development Group (NCHDG).

Complaints and Conduct Committee Work Plan

Members had a short discussion of the next planned SPA/PIRC joint audit and sought clarity on how that will be taken forward to be incorporated into the work plan. PIRC have advised that an update will come to the next committee on the approach to the next joint audit.

PRIVATE ITEMS DISCUSSED

- Police Scotland Conduct Report
- Police (Ethics, Conduct and Scrutiny) Bill
- Committee Annual Report 22/23
- SPA Ongoing Complaints Update

CONCLUSIONS/ACTIONS REACHED

Members **AGREED** the need for PS to ensure that any future actions that are proposed as ongoing are supplemented with a revised timescale. In addition, consider the proposed discharge date of new actions. If new actions cannot be discharged by the next committee, then advise the SPA Governance Support Officer on receipt of action log.

Members **AGREED** the need for previously provided data, including trend analysis and breakdown of allegations, is reintroduced to the PS performance report in graph form.

Members **AGREED** the need to analyse the variation in complaint numbers received over time to establish the average number of

complaints received month on month and the expected upper and lower limits for complaint numbers.

Members **AGREED** the need to be informed on any policing initiatives or changes in operational procedures which may lead to an increase or decrease in complaints.

Members **AGREED** the need for PS to work with SPA officers to reach an agreed dataset that will enable the SPA to discharge outstanding Review recommendations. If this information cannot be provided to next committee, provide firm commitment on when it is likely to be provided.

Members **AGREED** the need for the implementation rate of recommendations within future PIRC Quarterly reports to provide members with a more complete picture.

Members **AGREED** the need for PS to draw out operational improvements within the performance report to show concrete evidence of learning from complaints.

Members **AGREED** the need for PIRC to provide an update to the next committee on the intended approach to the next joint audit.

Summary report from Exceptional Circumstances Committee

28 June 2023 & 28 August 2023

Martyn Evans, Committee Chair

These meetings took place in private in accordance with the Authority's Corporate Governance Framework paragraph 20, (a), (d), (e) and (h);

a) information relating to identified or identifiable individuals (including members of staff) could be disclosed where there is a risk of a breach of data protection legislation.

d) matters to be discussed are the subject of legal proceedings (including misconduct or disciplinary proceedings) or where the information to be discussed consists of or includes legal advice provided to the Authority or to a third party.

e) an obligation of confidentiality exists in respect of the information to be discussed.

h) discussion in public would be likely to inhibit the free and frank provision of advice or the free and frank exchange of views for the purpose of deliberation.

MAIN ITEMS OF BUSINESS AND KEY ISSUES RAISED

Senior Officer Matter

The Committee met on 2 occasions to consider a senior officer matter.

Summary report from People Committee

29 August 2023

Fiona McQueen, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 27 November 2023. This will also be published on the SPA's website.

A full recording of the public items of business taken at this meeting can be accessed [here](#).

MAIN ITEMS OF BUSINESS AND KEY ISSUES RAISED

Wellbeing and Inclusion

The continuing work to improve Committee reports was recognised however Members expressed concern there was still a lack of evidence that a joined-up approach is being taken by the organisation to ensure those who need support may access the appropriate help. Going forward, Committee focus will be on seeking assurance there is an organisation wide approach to all wellbeing activity and that the practical steps being taken across all the initiatives are having the intended impact and are supporting our people when they need. The Director of People & Development assured Members this was the intention and she was confident the work, which is already well progressed, will provide the Authority with quality data and insights.

An area of focus for this Committee over the past 12 months has been the delays in the Ill Health Retirement (IHR) process and the impacts on those affected. Assurance had been sought and received by Members that steps were in place to mitigate any impacts for those affected and that effort was being made to improve performance in this area. Members were therefore pleased to receive an update that there has been over a 50% reduction in the number of officers currently in the IHR process with the average time to see a Selected Medical Practitioner (SMP) now reduced to 5 months compared to 13 months in October last year when this was first reported to the Committee and enhanced Authority oversight was put in place. The Committee is therefore satisfied the work done to drive improvements and reduce timelines for IHR has delivered a streamlined experience for those involved.

Strategy Policy and Planning

According to an update from the Director of People & Development, good progress is being made in respect of the refreshed Strategic Workforce Plan and People Strategy Development. A workshop is planned for Committee members to consider drafts of both documents and these will be considered at a specially convened meeting of the People Committee in advance of approval being sought at the November Authority meeting.

Health and Safety

The Committee asked Police Scotland colleagues to continue the work to improve Health and Safety reporting so that the Authority can be assured in respect of appropriate areas of ethical and legal obligations and furthermore to evidence a whole system approach to this important area of work.

Leadership and Talent

During the Leadership and Development Report discussion took place on the steps being taken to ensure equitable opportunities for officers and staff at all ranks and grades to develop. The crowded landscape of initiatives was called out as something that would be rationalised with a view to improving a focus on key strategic areas.

Members considered the overarching process to be used for any senior officer recruitment required in the next 12 months which had been developed based on the College of Policing guidance and learning from recent recruitment processes. The Committee agreed to delegate the implementation of any required senior officer recruitment to the Chair of the Authority.

Pay Considerations

The Committee considered verbal updates on officer and staff pay award negotiations.

Summary report from Policing Performance Committee

12 September 2023

Alasdair Hay, Committee Chair

The formal minute of the items of business will be available at the meeting scheduled for 6 December 2023. This will also be published on the SPA's website.

A full recording of the items of business taken at this meeting can be accessed [here](#).

MAIN ITEMS OF BUSINESS AND KEY ISSUES RAISED

Operational Policing Policy

The Committee welcomed an update on the use of Cyber Kiosks and noted the plans to centrally network all Cyber Kiosks which will drive efficiency improvements through remote collation of MI and updating of software. The Committee will consider the Independent Review report by the ICO at a future meeting.

Members considered an update on the national roll out of Naloxone to frontline officers and commended the work of frontline officers and the Coordination Unit who support safe and effective use of Naloxone. Assurance was provided that processes are in place to ensure that initial training is provided and then refreshed at appropriate intervals with probation training now incorporating Naloxone training.

The ongoing challenge for Police Scotland to unify legacy processes and implement a consistent national provision for Resource Deployment Unit (RDU) data along with the findings of a recent internal audit of the RDU Redesign Business Case were considered by Members. The movement of first line supervisors between locations and the resulting impact this has on continuity of leadership and support for teams was discussed and it was agreed this should be an area of focus for future Committee scrutiny. Members will seek assurance that there is a good understanding of the risks that require to be managed and that the hybrid approach to be taken forward will provide decision makers with the necessary data to take informed deployment planning decisions.

Performance Reporting and Improvement Activity

Members requested that Police Scotland should include detail of resource prioritisation decisions and anticipated impact from Q2 Policing Performance Report onwards. Members asked that clarity be provided in future reporting on how resource prioritisation decisions are being communicated internally and externally. All parties agreed that the SPA/COSLA/PS Partnership Agreement and supporting delivery plan will be enhanced to include activities focused on prevention and whole system pressures.

The Committee was updated on the Modernised Contact and Engagement (MCEP) Programme and it was reported that 1700 colleagues will receive comprehensive training over the next seven months. The importance and relevance of this work to Local Authorities was acknowledged and it was agreed that an MCEP update will be shared through the next Police Scrutiny Conveners Forum.

Members were provided with an overview of Police Scotland's HMICS improvement plans in the areas of Contact Assessment Model, Domestic Abuse, Hate Crime, Online Child Sexual Abuse, and Crime Audit. Police Scotland described progress made on each area, noting resourcing challenges and key dependencies which impact on the deliverability of plans. Further updates will continue to be provided to committee on a 6 monthly basis across all relevant improvement plans. Members expressed the need for clear articulation of what work in these areas will achieve and how this will be measured.

Public Confidence and Partnership Activity

Members were provided with an overview of the work of the Public Protection Development Programme, which outlines aspirations of the programme, work delivered to date and products expected in the coming months. Given the importance of this area of work members have asked that a workshop is arranged to share findings of the discovery work outlined. An update will also be provided to the next meeting of the Police Scrutiny Conveners Forum.

Members discussed the recent SPA Public Polling and the fall in public trust and confidence being reported. When discussing how this compares to other public bodies in Scotland members asked that further work to compare levels across public service is carried out and that Police Scotland feed insights from their own work and YouGov polling in to this process.

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Members were provided with an update on commitments made following the Mental Health, Vulnerability and Policing conference in December 2022, outlining progress made by Police Scotland and ongoing work which will be delivered over the next few months. Given the imminent publication of the HMICS report on the policing of mental health it was agreed that a consolidated improvement and action plan will be presented to a future committee.

A number of actions will remain open and ongoing to allow additional assurances to be provided to the Committee on a number of key areas.



Summary report from Audit, Risk and Assurance Committee

13 September 2023

Grant Macrae, Committee Member

ITEMS OF BUSINESS CONSIDERED

- Grant Thornton 2022/23 Annual Audit Report
- Draft Annual Report and Accounts for the year to 31 March 2023.

KEY ISSUES RAISED

Grant Thornton outlined the findings within their Annual Audit Report which was well received by the Committee. Noting this was Grant Thornton's first annual report to the Committee, thanks were paid to key staff within all organisations for their collaborative work.

Members considered the updated draft Annual Report and Accounts and were informed of changes from the draft presented to the Committee in August 2023.

CONCLUSIONS/ACTIONS REACHED

The following items were recommended to the Authority for Approval:

- Grant Thornton's Annual Audit Report; and
- Draft Annual Report and Accounts 2022/23

Summary report from Resources Committee

22 September 2023

Grant Macrae, Committee Chair

MAIN ITEMS OF BUSINESS

- Financial Monitoring and planning
 - o Financial Monitoring Report P4 2023/24
- Estates
 - o Project Falcon – Streamlining the Estate
 - o Project Eagle Update Report
 - o St Stephen’s Community Police Hub, Airdrie
- Business Cases
 - o Strategic Efficiency Redesign and Reinvestment Review (SERR - Priority Based Budgeting) Business Justification Case

KEY ISSUES RAISED

Financial Monitoring and planning

- The Committee considered the P4 Financial Monitoring Report, however scrutiny and challenge focused on a Q1 Forecast Update which was provided to Members at the meeting and which provided details of a further worsening of the financial position and additional mitigating actions being considered.
- Members discussed in detail the actual savings delivered in P5 across various spend categories and heard details of the actual vs planned savings noting an overall adverse variance of £0.3m against target which has resulted in a revised savings target of £19.2m, with a narrowing time window in which to achieve this.
- The savings challenge seen in P5 onwards was discussed in detail with particular focus on the additional actions proposed and consequent operational impact. Deputy Chief Constables Malcolm Graham and Jane Connors attended to provide the Committee with operational

insights and reassurance as to the steps being taken to control expenditure and reinforcement of the proportionate controls that will support this robust approach organisation-wide.

- Discussion focused on the importance of having a plan to articulate what policing will look like for citizens of Scotland going forward so that public expectations are managed as the difficult decisions that Police Scotland must make are made.

Estates

- Proposals to rationalise and improve the Police Scotland Estate in several areas were considered and Members were supportive of the plans. Assurance was provided that all internal and external consultation and engagement will be completed.
- Members approved the progression of plans to enter a co-location partnership as part of a multi-agency Community Hub in North Lanarkshire. An assurance was provided that this co-location is aligned to the Police Scotland Estates Strategy however Members asked that work on a national long-term plan for Estates continue at pace, and this plan should be used to contextualise any future proposals.

Business Cases

- The plans to introduce a form of Priority Based Budgeting - Strategic Efficiency Redesign and Reinvestment Review (SERR) - were shared with Members who were supportive of the ambition to roll out this methodology across the organisation so that a more consistent and data-driven approach to making operational choices will be in place. However more work was required to provide the Committee with assurances about what this would mean in practical terms for this organisation.

CONCLUSIONS/ACTIONS REACHED

- The Committee understands the scale of the revenue budget challenge and notes that previously communicated plans to close the gap are now no longer adequate and require significant additional savings options to be delivered at pace.

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- The Committee therefore does not yet have sufficient confidence in the deliverability of the evolving plan to bring the budget back to a break-even position and is therefore advising the Board of this.
- Monthly meetings to be scheduled so that the financial and operational impacts of the ongoing mitigations can be closely monitored by this Committee and to provide opportunity for any matters to be escalated to the Board as required.
- Strategic Efficiency Redesign and Reinvestment Review (SERR) business case to be developed.
- Approval of the progression of plans to enter a co-location partnership as part of a multi-agency Community Hub in North Lanarkshire.

Executive Summary

Introduction

This is the first Quarterly report of the 2023/24 performance cycle, reporting on our [revised Performance Framework](#) and Measures of Progress. This report takes a more holistic approach on reporting against the five strategic outcomes as much of the activity reported will crossover and inform more than one strategic objective.

Our outcomes focused Performance Framework is linked to our strategic planning processes and aligns to the Strategic Outcomes as detailed in the [2023/24 Annual Police Plan](#), these being:

- **Public Safety and Wellbeing** – threats to public safety and wellbeing are resolved by a pro-active and responsive police service
- **Needs of Local Communities** – the needs of local communities are addressed through effective service delivery
- **Confidence in Policing** – the public, communities and partners are engaged, involved and have confidence in policing
- **Working Environment** – our people are supported through a positive working environment, enabling them to serve the public

- **Sustainable and Adaptable Service** – Police Scotland is sustainable, adaptable and prepared for future challenges

This approach provides a wider and more detailed picture of traditional policing performance measures, supplemented with additional insight and narrative to the many different aspects of policing and corporate support functions.

Our Performance Framework also reflects a renewed focus on Policing Together and Violence Against Women and Girls (VAWG). Development work is ongoing to progress and align new measures and insights in response to implementing strategies and achieving positive impacts and outcome.

As we move into 2023/24 the demand placed on officers within our operating environment becomes more challenging. Following the announcement of the Scottish Budget for 2023/24 it has been recognised that the delivery of effective policing will be demanding with reduced officer numbers and a reduced overtime budget. Improvements to our technology, buildings and vehicles will also be challenging as we move forward into the tenth year of Police Scotland.

This report will continue to help the SPA Board and the public to understand the complexities of delivering an effective police service, how we are evolving as a service, how we face the challenges of modern policing and ensure we are delivering performance in line with our organisational values.

This report comprises of six sections:

- Policing Demand during Quarter 1 2023/24
- Measures of Progress towards Strategic Outcomes – Challenges & Responses
- Policing During Quarter 1 2023/24 – Key Insights
- Unlocking Insights – Local Focus
- Policing Together
- Measures of Progress towards Strategic Outcomes 1-5 – Full Picture

Policing Demand during Quarter 1 2023/24

As we start 2023/24 policing, along with other public sector organisations, face hard choices to refine our Service and maintain operational policing. Police Scotland continues to adapt to new pressures and challenges while putting people at the heart of the Service. The cost of living affects everyone, from our officers, our staff, and the people living in the communities we serve. Increases in vulnerability pose organisational capability and capacity challenges, in addition to the increasing demand of policing traditional crime types and cyber related crimes.

Reform of policing in Scotland has ensured all our communities have access to both frontline and specialist policing services, however the demand on policing

extends far beyond this. Policing is often the service of first and last resort; the service first on the scene and the service which responds to crisis. All public services face the challenge to provide people with the help they need in a well-timed and appropriate manner.

Throughout the coming year we will face a real-term reduction in funding, and we will be seeking to refine our Service through improvements to service design, working practices and technology. We acknowledge there are further improvements to make, within policing, the justice system and society.

The Scottish Police Authority acknowledged, during the 2023/24 budget setting discussion, that in the current economic climate, with reduced budget, reducing resources and increasing demand, it is likely that policing performance will be impacted. We are starting to see this reflected throughout this Quarter 1 2023/24 report. Evidence is provided of increasing call volumes and levels of crime, necessitating our response to be more tailored towards the areas of highest threat, risk and harm. As a result of this, it has an effect on our performance in other areas such as acquisitive crime and our proactive capacity.

This year Chief Constable Sir Iain Livingstone QPM retires after six years' service in this role, and Police Scotland will welcome our new Chief Constable, Jo Farrell in October 2023. The new Chief Constable, a highly experienced senior police leader, sees this as a unique opportunity to take on one of the most exciting and challenging jobs in UK policing.

During 2023/24 Scotland is hosting more international events such as the UCI Cycling World Championships, the Tall Ship Races and the World Athletics Indoor Championships. These events will bring together fans and competitors from around the world as well as an international audience. In addition to policing these prestigious international events, Scotland will continue to host its annual festivals such as the Edinburgh Fringe, music festivals and other world-renowned activities.

Crimes committed by police officers in other UK police forces have shown the importance of addressing sexism, misogyny and violence against women. Police Scotland has strengthened vetting measures for all officers and staff and further checks for new recruits. We remain committed to building a society where women and girls live free from violence, abuse, exploitation and harassment. Police Scotland continues to refine our approach to Violence Against Women and Girls and have introduced a quarterly Oversight Board to monitor progress against actions within the implementation plan.

Additionally, we are working to improve and enhance the experience of women within the workplace to create an inclusive working environment. Tackling sexism and misogyny is a key strand of our Policing Together strategy which will drive improvements to how policing in Scotland reflects, represents and serves all our communities.

We will also take action to reduce the impact of violence against our officers and staff and support operational capabilities. Police Scotland Your Safety Matters group focuses on ensuring the wellbeing and safety of our officers and staff. Following analysis and action taken by this group, our injury rate has remained below the control line for the last nine consecutive months ([see Key Insight 1](#)).

Levels of overall crimes for Groups 1-5 has increased slightly throughout Quarter 1, up 5.3% compared to last year and 4.7% compared to the five year mean.

Fraud is a significant global issue which is recognised as the most prominent crime type within the UK. Month on month increases have been recorded which along with resourcing challenges, has had a negative impact on the detection rate.

Police Scotland remains committed to delivering efficient and timely responses to emergency calls. Police Scotland continues to benchmark the percentage of 999 calls answered in under 10 seconds and how we are performing in comparison to England and Wales ([see Key Insight 2](#)). High 999 call volumes are being experienced by emergency services across the UK and Police Scotland has measures in place to try and combat increased wait times.

In this report we have introduced some disaggregated data with a local element, focussing on some key areas. We will continue to develop our inclusion of disaggregated data within the quarterly reports going forward ([see Unlocking Insights](#)).

Measures of Progress towards Strategic Outcomes – Challenges

Measures of Progress towards Strategic Outcomes have been identified by Police Scotland in collaboration with the Scottish Police Authority. This new suite of key measures has been identified from the available management information and aims to support consistent reporting from the Performance Framework. The following is a synopsis of exceptions identified within the Quarter 1 report.

Outcome 1 – Total Group 1 Crime - Non Sexual Crimes of Violence ([further details here](#))

Challenge: The detection rate for Total Group 1 Crime (Non Sexual Crimes of Violence) during the first quarter of 2023/24 was 56.5%. This is 7.8% points lower than last year's detection rate and 13.8% points lower than the five year average detection rate. The detection rate for the first quarter of each year has decreased steadily since a high rate of 77.4% during Quarter 1 of 2020/21.

Response: The number of Group 1 crimes detected during the quarter was 1,645. This is 12 more detections than in the same period as last year and 27.6 more detections than the five year average. The main cause in the fall in detection rate for Group 1 crimes is down to the increasing number of crimes being recorded – particularly crime types such as threats & extortion and drugging.

In the first quarter of 2020/21, when almost three out of four Group 1 crimes were being detected, threats & extortion accounted for 8.1% of all Group 1 crimes. Drugging accounted for just 0.1%. During the first quarter this year threats & extortions accounted for 24.5% and drugging 1.6% of Group 1 crimes.

The nature of these emerging crime types makes them very difficult to detect – this quarter threats & extortion has a detection rate of just 3.6%. It is possible that, within a few years, fewer than half of Group 1 crimes will be successfully detected compared to almost three quarters being detected just three years ago. This is partially due to changes in crime recording rules introduced in April 2020 that resulted in more crimes of threats & extortion being recorded when it was apparent that the suspect of the crime was located out with the UK.

Upcoming changes to the Scottish Government's crime groupings will likely impact which crime types are counted together as non-sexual violent crimes.

Outcome 1 – Increase in child missing person investigations ([further details here](#))

Challenge: In May and June this year investigations involving children were the highest they have been in the past two and a half years. Compared to Q1 last year; Child (125 more, 7.9%) and Looked after Child (86 more, 7.4%) have increased by 211 investigations.

Response: In contrast to previous quarters, we are seeing an increase in children and young people (CYP) that go missing from young person units. CYP are being reported missing when there is an apparent tolerable risk that could be managed under the "Not at Home" protocol. Police Scotland are engaging with young person units and private care homes to ensure that new staff have been made aware of "Not at Home" and adequately trained to utilise the protocol.

In addition, an increase in CYP in care who are cross border placements from England and Wales, or from other local authorities in Scotland is leading to extended cross border investigations. CYP are arriving at placements with limited information as to their background or associated risks and often return home and are therefore reported missing.

Outcome 2 – C3 Demand [\(further details here\)](#)

Challenge: During the reporting period, Police Scotland received a total of 598,666 calls which is an increase of 4.7% compared to last year. 999 calls increased by 25.2% when compared to the same period last year (up from 185,110 to 231,688), however, the volume of 101 calls received decreased by 5.1% (down from 386,611 to 366,978).

Although the number of 101 calls decreased (down 5.1%), the average answer time for 101 calls increased by 3 minutes 29 seconds. Additional public contacts have also increased, up 14.5% when compared to 2022/23.

Partner demand increased by 9.4% compared to last year with 747 external force requests made (683 last year).

Response: There has been a significant change in the contact volume profile (999, 101, Other Emergency Service calls and ContactUs E-Mails) being experienced by the Police Scotland Service Centre following the Covid-19 Pandemic. This includes sustained annual growth in 999 call volumes which have risen by 34% since 2018.

The National Police Chiefs Council (NPCC) recently noted record high 999 call volumes experienced by emergency services across the UK.

Police Scotland aim to achieve an average speed of answer for 999 calls within 10 seconds, a target also required by all 44 UK Forces. Over the last five years, Police Scotland have maintained an average speed of answer under 10 seconds. However, due to the increase in 999 call volumes this has recently become increasingly challenging to sustain and only being achieved by de-prioritising non-emergency 101 calls. Therefore, the performance of 101 average speed of answer is being affected as the same advisors answer all call types.

The increase in average call answer time for 101 calls can also be attributed to the heatwave experienced nationally during this reporting period in addition to the Android technical fault that contributed to the significant increase in 999 calls being received.

The introduction of the Contact Assessment Model (CAM) in 2019 and use of the THRIVE by Service Advisors has ensured there is a consistent approach to each caller however this has resulted in an increase in the average call handling time.

Police Scotland continues to prioritise responding to public contacts with C3 deploying resources appropriately to respond to the increased and varied demand being experienced. Utilising staff from across different business areas to manage Contact Us digital contact provides more time for Service Advisors to focus on the 999 and 101 telephone calls. Continuous ongoing review of the Inter-active Voice Recording system provides dynamic anticipated wait times to callers phoning 101, to improve customer experience and manage expectations.

Outcome 3 – Public Confidence ([further details here](#))

Challenge: Public confidence and trust and what affects our stats for policing in Scotland is a complex area. We know that confidence is closely affected by how policing is experienced and perceived locally.

Our analysis of public feedback shows that confidence in police is shaped by experiences and perceptions of local policing. How effective local policing is perceived in keeping communities safe is strongly associated with perceptions and expectations of police visibility and accessibility in the physical, online and virtual spaces; community engagement; and keeping people informed.

The challenge is with meeting public expectations around visibility in the physical space and keeping people informed on all reported incidents. This is partly due to the changing nature of crime which has moved increasingly online and our capacity to provide personal updates for all incidents reported to police.

Response: The Public Confidence Governance Board oversees our understanding of public confidence to embed change across the service. Public insights are considered at the Strategic Leadership Board for executive oversight, at Regional Delivery Boards and directly with local policing divisions for responding to local needs and scrutiny.

How we continue to support communities in appropriate ways and maintain public confidence across the Police Service of Scotland is being enhanced through our Local Policing Review Programme and Modernisation Contact and Engagement Programme.

These change programmes aim to transform how we communicate and engage with communities through providing greater choice to the public to receive updates on their case (i.e. fully accessible self-service) so that we can spend time where this is needed most.

How we engage with communities is being enhanced to focus on building relationships with police so that communities, particularly those who find police hard to reach, feel able to report crime and other incidents. These community engagement activities are also designed to work with communities to make their areas safer.

Outcome 5 – Finance ([further details here](#))

Challenge: An area of significant importance to Police Scotland is environmental issues and our role in reducing carbon emissions through the work of our fleet and estates departments. What level of progress have we made with regards to sustainability to help make these reductions?

Response: The Estates and Sustainability Teams are collaborating on a number of projects that will assist Police Scotland in further reduction of utilities consumption across the estate. Assisted by Greening the Public Sector Development Scheme (GPSEDS) funding, we have achieved the following projects.

- Lighting upgrades have been undertaken at Ferguslie Park Police Station, Pollok Police Station and Pollok Dog Branch (£100,000 fully funded) with a further £540,000 funding secured to upgrade our Clyde Gateway building.

- All windows and doors upgraded at Callander Police Station (£40,000 fully funded).
- £3m funding secured to improve our housing stock across the country.
- 16 buildings selected for installation of solar panels (£50,000 funding secured).
- We have selected 33 sites for connection to a centralised building energy control system that will help us to take immediate action to address energy management issues at sites such as reduction of room temperature and boiler operation.

As at the end of Quarter 1 2023/24, Police Scotland have reduced our gas consumption by 1.9% points compared to the same period last year and by 10.9% points compared to the five-year mean. Similarly, we have reduced our electricity consumption by 8.4% points and 10.0% points and our water consumption by 38.7% points and 13.2% points respectively.

Police Scotland is working towards implementing the move to an Ultra-Low Emission Fleet as part of the Scottish Police Authority (SPA) approved Fleet Strategy. At the end of Quarter 1 2023/24, ULEV vehicles currently make up 29% of Police Scotland's overall fleet (up 2.0% points from the previous quarter). 43% of the ULEV vehicles represent the unmarked fleet.

The total mileage of electric vehicles (green miles) during Quarter 1 2023/24 was 1,294,446 miles. This compares to 1,138,821 miles in Quarter 4 2022/23 and represents an increase of 155,625 miles (up 13.7%) compared to the previous quarter.

The average age of the Police Scotland fleet in Quarter 1 2023/24 is 3.92 years. This is down 0.44 years from the figure reported last quarter and down 1.33 years from the five year average of 5.25 years. This will reduce further as new vehicles are introduced to the fleet and if the level of capital investment on the fleet is maintained in future years.