



Meeting	Authority Meeting
Date	23 February 2023
Location	Crowne Plaza, Glasgow
Title of Paper	Committee and Oversight Group Reports
Presented By	Committee and Oversight Group Chairs
Recommendation to Members	For Discussion
Appendix Attached	Yes – Exec Summary from Q2 YTD Performance Date

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
- People Committee
- Policing Performance Committee
- Legal Committee
- Forensic Services Committee
- Resources Committee
- Audit, Risk and Assurance Committee
- Police Negotiating Board

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Legal Committee	Jane Ryder	13.12.22	13
Forensic Services Committee	Paul Edie	14.12.22+ 1.2.23	16
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Summary report from Complaints and Conduct Committee

15 November 2022

Katharina Kasper, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 1 March 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 at [Complaints & Conduct Committee - November 2022 on Livestream](#)

MAIN ITEMS OF BUSINESS

- Police Scotland PSD Quarterly Performance Report (Q2)
- SPA Quarterly Report (Q2)
- PIRC Quarterly Report on PS Handling of Complaints and Investigation Referrals (Q2)
- Organisational Learning
- Key Themes of Complaints
- Professional Boundaries – Progression of Recommendations
- Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing (PS and SPA Updates)
- Police Scotland Restricted Duties and Suspended Officers
- SPA Ongoing Complaints Update

KEY ISSUES RAISED

Police Scotland Professional Standards Quarterly Performance Report (Q2)
– Members received a report in relation to complaints and conduct matters about members of Police Scotland for period (1 April 2022 – 30 September 2022). As a result of detailed discussion on a number of areas and to provide members with further assurance, Police Scotland have agreed to undertake a detailed review to provide further assurance in relation to the volume of statutory referrals to PIRC in relation to armed policing. In addition they will review the timescales reported to close non-criminal and FLR complaints. Police Scotland will also provide a summary of number of instances of application of Early Intervention & how

effectiveness of programme is measured in terms of reduced complaints. Members highlighted the need for improvements required within the report and have asked Police Scotland to reconsider the presentation of data by transferring narrative data into graphics to allow a more visual overview. In addition members have asked that other lenses of analysis are considered (beyond geography) when referring to complaints to provide members with a deeper insight.

SPA Quarterly Report (Q2) – Members welcomed and were assured by the detail contained with a report which informed members on complaints and conduct matters including includes key statistics reflecting the position at the end of Q2, 2022/23.

PIRC Quarterly Report on Police Scotland Handling of Complaints and Investigation Referrals – Members were provided with a report which contained statistical information in relation to PIRC Complaint Handling Reviews and Investigations and Investigation Referrals. The report included key statistics reflecting the position at the end of Q2, 2022/23. Members were further assured following queries they had around trends and statutory referrals on fire arms. Members were made aware of the substantial workload currently being placed on PIRC.

Organisational Learning – Members welcomed an SPA report which detailed the results of a review conducted by the SPA Complaints Team into trends and learning opportunities identified in relation to the handling of relevant complaints by the SPA over the period 2017/18 - 2021/22.

Key Themes of Complaints – Following a request for more information in relation Discriminatory Behaviour, Quality of Service and drivers for Irregularity in Procedures, members received a report which addressed these areas. Members were assured around a number of areas within the report and it was agreed that it was important to follow up on these areas at future meetings, therefore, management actions of the analysis provided within the report to be brought forward to a future committee.

Professional Boundaries – Progression of Recommendations – Members received a report in respect of the PSD case review of complaints and conduct matters impacting on professional boundaries. Members welcomed the report and noted that it represented a firm change in the organisation. HMICS noted that they are keen to have an assurance review of the current vetting arrangements. Discussions around that have already started to take place in order to allow the review to take place in the next 12 months

Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing (PS and SPA Updates) – Members

welcomed these standing updates and no areas of concern were noted, however it was agreed that there would be an analysis around the desired impact of closed recommendations.

PRIVATE ITEMS DISCUSSED

- Police Scotland Restricted Duties and Suspended Officers
- SPA Ongoing Complaints Update

CONCLUSIONS/ACTIONS REACHED

Members **AGREED** the need for a more detailed review in order to provide further assurance in relation to the volume of statutory referrals to PIRC in relation to armed policing.

Members **AGREED** the need to review the timescales reported to close non-criminal and FLR complaints and report back to the committee.

Members **AGREED** the need to have a summary of number of instances of application of Early Intervention & how effectiveness of programme is measured in terms of reduced complaints.

Members **AGREED** for a summary of number of instances of application of Early Intervention & how effectiveness of programme is measured in terms of reduced complaints.

Members **AGREED** the need to transfer narrative data into graphics to allow a more visual overview.

Members **AGREED** the need to consider other lenses of analysis – i.e. determining factors beyond geography when referring to complaints to provide members with a deeper insight.

Members **AGREED** the need to be provided with information on work to understand/address impact of totality of complaints on workforce.

Members **AGREED** the need to be updated for management actions following the report on Key Theme of Complaints.

Summary report from People Committee

30 November 2022

Fiona McQueen, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 28 February 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 at [People Committee - November 2022 on Livestream](#)

MAIN ITEMS OF BUSINESS

Q2 Workforce Report 2022/23
Bi-Annual Strategic Workforce Plan update
Q2 Wellbeing Report 2022/23
Bi-Annual Equality and Diversity Report
Scottish Government Race Commitment
Bi-Annual Your Voice Matters Update
Q2 Health & Safety Report 2022/23
Succession Planning Update
PLDP 12 Month Evaluation
PNB Strategic Commitment Progress Update

KEY ISSUES RAISED

Q2 Workforce Report 2022/23

- The Committee discussed the report at length and assurances were given that robust management of Re-Rostered Rest Days (RRRD) continues to reduce the high levels that had been reported to previous meetings of the People Committee. Going forward, discussions with partners are underway to ensure the need for any RRRD is kept to a minimum and a new IT solution is being developed to improve court scheduling which should drive improvement in this area.
- Request made that future reporting provides details of the steps that are being taken to drive down absence levels, along with data

to evidence whether the interventions and initiatives are having the intended impact.

- Additional contributions from both ASPs and SPF colleagues provided helpful insights on the matters discussed.

Bi-Annual Strategic Workforce Plan (SWP) update

- It was confirmed the work to refresh the SWP will be aligned to the People Strategy and the refreshed approaches to Training and Pay and Reward. Members agreed with Police Scotland colleagues there is a greater than ever need for robust workforce planning given the challenging times ahead for policing and in general across Scotland. The Committee noted a commitment to ensuring the refreshed plan was developed in partnership with Staff Associations and Trade Union colleagues.

Q2 Wellbeing Report 2022/23

- The reduction in number of people waiting on IHR decisions was recognised and future reporting to the committee will include modelling for when it is anticipated the turnaround time of IHR cases are anticipated to be at the optimal time.
- An action referred from the Resources Committee was picked up by this committee and further analysis is to be provided in respect of officer wellbeing and any known impacts of the high levels of officer overtime being carried out.

Bi-Annual Equality and Diversity Report

- As was a theme across a number of discussions at the meeting, future reporting should provide an assessment of whether the activity resulted in any improvement. It was explained this was the ambition for future reports and will be done through close working between P&D and Strategy and Performance colleagues.
- The Committee reflected on recent reports of worrying cultural challenges in other uniformed organisations in the United Kingdom and there was discussion about the extent to which this narrative had been seen in the discussions taking place as at EDI and recruitment events. The committee heard how the inclusion agenda was to be a significant focus of the leadership development activity across the organisation. Attendees did recognise that some of the challenges being faced are likely to be as a result of misperceptions and opinions that have been based on false information.

Scottish Government Race Commitment

- The Committee was very supportive of the strategic intent of the commitment and welcomed the ambition for this to be integrated into the next Strategic Plan.

Bi-Annual Your Voice Matters Update

- An update on activity was provided and it was agreed future reporting would be improved to give details of planned timescales for each initiative and progress against milestones.

Q2 Health & Safety Report 2022/23

- The reporting in this area continues to improve which was very much welcomed by the Committee. Given the importance of this issue, the significantly improved reporting of assaults was welcomed as was the continuing work to establish a true baseline for assault data going forward.

Succession Planning Update

- Members discussed short and long term arrangements to ensure a strong cadre of officers exist who are qualified to step up to Executive Ranks.

Police Leadership Development Programme (PLDP) 12 Month Evaluation

- Members considered an update on this and heard the next steps on how the programme will be taken forward.

PNB Strategic Commitment Progress Update

- Members considered the paper which had been submitted to provide details and progress in relation to the PNB Strategic Commitment agreed between the Official Side and Staff Side as part of the police officer pay agreement for 2022/23

CONCLUSIONS/ACTIONS REACHED

- Committee endorsed the Police Scotland & Authority's planned next steps in respect of the SG Race Commitment.
- Future reporting to People Committee to continue to improve to provide a better understanding of whether interventions and initiatives are having the intended impacts or not. Details of progress against planned milestones/timescales also to be included in updates to Committee as this will give Members a better understanding of the impact being seen for staff and officers.
- Further analysis to be provided to the Committee which will provide information in respect of officer wellbeing and any impacts of high levels of officer overtime that has been carried out.

Summary report from Policing Performance Committee

7 December 2022

Alasdair Hay, Committee Chair

The formal minute of the items of business will be available at the meeting scheduled for 16 March 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 at [Policing Performance Committee - December 2022 on Livestream](#)

MAIN ITEMS OF BUSINESS

- Operational Policing Issues
- Performance Reporting, including progress on the annual police plan
- Public Confidence and Partnership Activity
- Police Scotland Improvement Plans on HMICS recommendations
- SIPR annual report

KEY ISSUES RAISED

Operational Policing

Digitally Enabled Policing programme - Members were provided with an update which included detail regarding Mobile Working, Body Worn Video (BWV) and Core Operational Solutions (COS). Members were invited to attend a demonstration of COS in the New Year.

The Committee welcomed Police Scotland's commitment and endeavours to accelerate the BWV programme where possible, taking in to account the reliance on an uplift in resourcing, a robust procurement plan and governance undertaken to achieve this. Members acknowledged the critical dependencies required for the BWV roll out, including Digital Evidence Sharing Capability and network capacity and infrastructure. Police Scotland anticipated that the BWV roll out will commence division by division around 7-8 Months after the procurement process has been through governance.

Members were assured that identification and realisation of benefits will be captured by the BWV benefits team and extended an invitation for Members to see this in practice.

Police Scotland updated members on the timeline for Core Operational Solutions. Police Scotland advised that Phase 2 of this should be completed by the end of 2024 with Phase 3 currently in planning.

Cyber Kiosk - Members requested that a report be brought to a future committee that details the necessity and proportionality of any additional functionality of Cyber Kiosks, including safeguards, risks and efficiency improvements.

Policing in a Digital World - Members welcomed the update and acknowledged the increasing demand in this area along with the borderless nature of these crimes. Police Scotland provided a comprehensive update of the budget and resourcing challenges and its commitment to focus on the issues with the biggest impact, namely, fraud and online child sexual abuse.

Performance Reporting

Quarterly Policing Performance Report (Q2) – members were updated on work being carried out to understand the impact of the cost of living crisis on acquisitive crime, and were supportive of this proactive approach. Members expressed concern about the continued rise in fraud/cyber enabled crimes and the recent performance in relation to road deaths. With regards to C3 call handling data, Police Scotland advised that they have been able to answer more 999 and 101 calls within 10 seconds than the UK average, but this still requires improvement and resourcing remains a challenge. Members reiterated their desire to see linkage between performance data and the decisions taken on prioritisation of resources in response to this.

Five-Year Performance Framework development Terms of Reference – Members were supportive of the model being used to develop a longer term, consolidated performance framework, agreeing with the direction described in the terms of reference and setting their expectations for the work. Members requested that Police Scotland consider how disaggregated data will be explicitly included in this framework and to report back to the Committee on how this will be achieved.

Annual Police Plan – Mid Year Progress Report - Members acknowledged the consolidation of this report and discussion focussed on whether progress is on track and will change from 'ongoing' to

'completed'. The current reporting format does not give assurance that activities currently underway will be delivered by year end as expected. Members welcomed the commitment to reporting differently in future and look forward to seeing the year- end report in June.

ICVS Quarterly Report - Scott Ross provided an overview of and Members appreciated listening to the experience of ICVS Volunteer, Morag Costello. Her comments around the level of support the volunteers receive from their coordinators were welcomed and both the Committee and Police Scotland acknowledged concerns she raised regarding access to washing facilities, food storage and breakfast items. Members thanked the visitors for their dedication and valuable contribution to the oversight of Policing.

Public Confidence and Partnership Activity

Naloxone Update - Members were provided with an overview of the report and noted that the training will now be rolled out to around 12,500 officers (including probationers). Members acknowledged that Scottish Government is fully funding the current project but expressed concern on the sustainability of funding for future years. . Committee requested that a report be brought to a future committee on longer term evaluation on the value of this project, detailing the positive cultural change in the views of officers and their testimonies, to aid the Authority's understanding of the importance of this roll out.

Spiking Update - Members welcomed the update from ACC Smith, but expressed concern on the prolonged analysis period being described. ACC Smith advised that a triage process is now in place which has reduced the length of time for forensic assessment to take place and members were assured that there has been no evidence of spiking through injection. Members welcomed the wider activity in this area, particularly partnership activity with the hospitality and higher education sectors.

Online Child Sexual Abuse Update - Members discussed Digital Forensics, collaboration and partnership work, campaign activity, staff wellbeing, risk appetite and the scale and complexity of the overall challenge. Members asked that Police Scotland provide a report to a future committee that explores the types of technology that might be used, but isn't currently agreed or approved, in order that the Authority

can lend its support and endorsement moving forward providing the appropriate safeguards are in place.

SPA Corporate Parenting Strategy - Members received an update from Sam Curran and echoed the disappointment that the care-experienced Modern Apprentice vacancy had been postponed until the release of the SPA budget.

Police Scotland's Corporate Parenting Strategy - Chief Supt Richards provided the update and Members welcomed the comprehensive update on the five key themes and discussed the types of engagement in progress with young people. Members asked whether a Children's Rights Impact Assessment will be included in this activity and Police Scotland advised they will seek an answer from PPCW and provide this to the Committee.

SIPR Annual Report - The SIPR Director provided Members with an overview of how SIPR is 'maximising pathways to impact', with a focus on translating evidence in to practice. Members welcomed a focus on building evidence of the impact of academic research on operation policy and practice.

Summary report from Legal Committee

13 December 2022

Jane Ryder, Committee Chair

MAIN ITEMS OF BUSINESS

- Statistical Reporting including NDA's
- Operation Tarn
- Case Assessment and Review Panel (CARP) Pilot
- Internal Audit Report; progress
- Legal Costs Summary
- Litigation Tables
- Operation Iona Update
- Areas of Business Approved under Delegated Authority of the SPA Chief Executive
- Legal Assistance Appeal
- Pension Forfeiture Update

KEY ISSUES RAISED

- Statistical Reporting including NDA's – Members were provided with a quarterly report which included settlement figures arising from claims raised against Police Scotland. This included figures for NDAs which were consistent with the number for the previous financial Quarter.
- Operation Tarn – Members were updated in relation to Police Scotland's response to the Public Inquiry into the death of Sheku Bayoh, including the considerable work looking to embed the lessons already identified. In addition, Members were advised of the legal costs being faced by Police Scotland in relation to Operation Tarn which were significantly higher than had been anticipated at the outset. Members had an extended discussion around the issues including seeking information around systems assurance in respect of all relevant costs
- Case Assessment and Review Panel (CARP) Pilot – Members welcomed a report from Police Scotland on the work of the Case Assessment and Review Panel (CARP) within Police Scotland. CARP

is a tripartite approach by Legal Services, Professional Standards, and People and Development to provide early assessment and direction of non-criminal complaints, employment tribunal claims and grievances. Members welcomed the individual case management and the upstreaming of wider lessons learned.

Members agreed that the People Committee is the appropriate forum for oversight of the system as it develops, but the Legal Committee will be sighted in terms of successful outcomes

- Internal Audit Reports – Members were provided with an update on the internal Audit carried out by Azets of Police Scotland’s Legal Services and the SPA Legal Services in early 2021. Members noted updates in relation to recommendations, with considerable discussion around the outstanding issues of the possible introduction of a case management system.
- Legal Costs Summary - Members welcomed a report on all business as usual legal costs and requested this reporting on a regular basis.
- Litigation Tables - Members were provided with a report which detailed significant ongoing litigation involving Police Scotland and the SPA. Individual cases were noted
- Operation Iona Update – Members were provided with a current update in relation to this operation and await further updates in due course.
- Areas of Business Approved under Delegated Authority of the SPA Chief Executive – Members were provided with details of the number of ill health retirement and injury on duty applications which were submitted to the SPA for decision in the period from 29 August 2022 to 5 December 2022.
- Legal Assistance Appeal - The committee considered the further information provided in relation to the case and decided the appeal.
- Pension Forfeiture Update - Members were provided with an update in relation to 1 case that remains ongoing. Members also took a decision on 1 other case and will receive further updates on both in due course.

- Legal Committee Development Day – On the 23rd January 2023 the committee met with Police Scotland Legal to consider outstanding issues and priorities for the year ahead, and to undertake a review of committee effectiveness. As reported previously the committees priorities are identified as transparency, the importance of relevant data and the importance of seeing the evidence of lessons learned.

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In focusing on transparency, it was agreed that the Committee should be moving towards greater public transparency. From March 2023 the Legal Committee will, where possible, have a public session of the meeting, an approach taken by all other Committees within the SPA. In addition, Members had a discussion around data and benchmarking in relation to Police Scotland Legal and onward reporting will form part of the committees Forward Plan. In accordance with good governance, the Committee undertook a review of committee effectiveness, piloting a new form before use by other committees. In considering this and the forward Plan, the Committee made some recommendations for changes to Terms of Reference which would be considered alongside other Committee changes. The Chair emphasised the Committee remit includes wider systems assurance.

Summary report from Forensic Services Committee

14 December 2022

Paul Edie, Committee Chair

The formal minute of the public items of business was available at the meeting which took place 1 February 2023. This is also published on the SPA's website. A full recording of the public items of business taken at this meeting can be accessed at [Forensic Services Committee - December 2022 on Livestream](#)

MAIN ITEMS OF BUSINESS

- Performance Framework Development
- Demonstrating Value
- Digital Forensics Next Steps, Accreditation and Timeline for Progression
- Forensic Toxicology Oversight Group Update
- Final Draft Memorandum of Understanding (MoU)
- Forensic Services Budget and Capital Investment Report
- Strategic Workforce Planning

KEY ISSUES RAISED

Performance Framework Development – Members were provided with an update on the developing Performance Framework. The objective is to ensure that Forensic Services Strategic priorities link to measures, aligned with Scottish Government outcomes. The process is FS led, with additional input from the SPA Corporate Team. The framework is scheduled for report to Committee May 2023.

Demonstrating Value – Members were provided with a verbal update on new work to demonstrate the contribution of forensic science to the justice sector and national outcomes in Scotland, This is being taken forward by a new Forensic Science Value Steering Group, chaired by the SPA Vice Chair. Members were encouraged by ongoing discussions with stakeholders on the matter, and the support for this work offered by

the **Leverhulme** Research Centre for Forensic Science (LRCFS).
Members await a fuller report on this area of work to the next Forensic Services Committee on 8th May 2023.

Digital Forensics Next Steps, Accreditation and Timeline for Progression – Police Scotland provided members with an update and members welcomed the clear understanding of associated timelines. Following a detailed discussion, members have asked that in time there is a read across as to how this fits within the wider regulatory landscape. A fuller report is scheduled for the **Forensic Services Committee on 8th May 2023, and the committee remains committed to ongoing oversight of this work.**

Forensic Toxicology Oversight Group Update – The committee was updated and assured around updates provided to the group on 1st November and 5th December 2022. Following the delivery of Project Weaver on the 1st December 2022 along with substantial progress made with drug driving, it was agreed by SPA Board Members to stand down the Forensic Toxicology Oversight Group, following the meeting on 5th December 2022.

Final Draft Memorandum of Understanding (MoU) – The MoU sets out arrangements between SPA Forensic Services and service users (Police Scotland, COPFS and the PIRC) for the provision of forensic services, with the aim of ensuring their effective delivery within the criminal justice process in Scotland. Members were provided with a further draft MoU update, which contained the latest comments from Police Scotland and Crown Office. The committee had a detailed discussion on the matter and noted the importance for Forensic Services of a proactive approach to managing demand. The MoU will be discussed further between PS, COPFS and Forensic Services, with the committee retaining oversight of progress.

Forensic Services Budget and Capital Investment Report - Members were provided with an update on the financial position of Forensic Services at the end of Period 7 (31 October 2022) 2022/23 and noted that further updates will be provided to the February Meeting when greater clarity will be available.

Strategic Workforce Planning – Members welcomed an update on the work to date on the Forensic Services Strategic Workforce Plan, with specific reference to the considerations for Forensic Services in 2023/24. Members provided feedback on the document and were assured that work remains ongoing, further supported by discussions with Darren Paterson at the SPA and with colleagues in People and Development in Police Scotland, and that work is ongoing to develop the plan in more detail for future years.

Summary report from Forensics Services Committee

1 February 2023

Paul Edie, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 8 May 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 at [Forensic Services Committee - February 2023 on Livestream](#)

MAIN ITEMS OF BUSINESS

- Forensic Services Directors Report
- Forensic Services Performance Report (Q3)
- Drug Driving Update
- Forensic Services Financial Monitoring Report
- Project Weaver
- Forensic Services Change Programme Update
- Regulation, Compliance and Assurance Activity of Forensic Services
- Initial Business Case for Core Operating System
- Operational Risk
- Forensic Services Budget and Capital Investment

KEY ISSUES RAISED

Forensic Services Directors Report – Members were updated on recent key activities across Forensic Services. Particular attention was given to supporting staff's mental health and a pilot project which will look at incorporating psychological supervision into professional practice. This will be a comprehensive piece of work and it will take some time before FS can fully assess the impact that it is having, however, members will receive future updates on this work.

Forensic Services Performance Report (Q3) – Members and COPFS welcomed the significant improvement in relation to Section 4 and Section 5a cases. Members have asked for an analysis of the sustainability of outsourcing and associated risks.

Drug Driving Update – The committee discussed the upcoming publication of the HMICS Review Report which is anticipated for March 2023. Members will be provided with ongoing assurance in relation to drug driving, and asked that future reports provide greater detail on how many cases have been outsourced, along with real-time information in relation to outsourcing for toxicology.

Forensic Services Financial Monitoring Report - Members considered the reported financial position of Forensic Services as at the end of Q3 (31 December 2022), as well as the final forecast for the full outturn to 31 March 2023.

Project Weaver – The committee received a final report in relation to this work before it is incorporated into business as usual. Members were provided with assurance around how this area of business has progressed and how resource levels can be adapted to meet demand going forward. Members paid tribute to the team for delivering this change project successfully and have asked for a lessons learned document to be produced in order to emphasis the good practice, and identify if there are areas that can be replicated further down the line.

Forensic Services Change Programme Update – Members provided their feedback on this report and requested an assurance map in order to gain a sense of timeframes around what areas were ahead or lagging and the reasons for that. A revised version will come to the next committee meeting.

Regulation, Compliance and Assurance Activity of Forensic Services - Members noted this complex regulatory landscape and were advised on the likely implications for the organisations around the Regulator’s Code of Practise. Members were assured to hear that there will be a short life working group set up within FS to ensure they have a detailed gap analysis between the requirements of the standard and FS Management System. There will be a clear plan for areas that need to be developed further and what areas will provide challenge.

Initial Business Case for Core (IBC) Operating System – Members had a detailed discussion on this work, and the expanded IBC will be presented to both Forensic Services Committee and Resources Committee members on completion.

Operational Risk – Members welcomed a report on operational risk and noted the need to highlight difference between desirable and realistic risk appetite and further consider risk appetite, tolerance and mitigations.

Forensic Services Committee Budget & Capital Investment Report – Members were provided with a detailed overview the 2023/24 budget setting process for SPA Forensic Services. Particular attention was given to 2023/24 Budget: Service Impact. Members provided their feedback and further updates will come to the committee in due course.

CONCLUSIONS/ACTIONS REACHED

Members **AGREED** the need to be provided with an analysis of how sustainable outsourcing will be and risks attached.

Members **AGREED** that in relation to Drug Driving there is a need to include charts which detail how many cases have been outsourced.

Members **AGREED** that in relation to Project Weaver there is a need to produce a lessons learned which emphasis the good in order to identify if there are areas that can be replicated further down the line.

Members **AGREED** that in relation to the Forensic Services Change Programme there is a need to revise the format of the report and include some form of assurance map in order to gain a sense of timeframes around what areas were ahead and lagging and the reasons for that.

Summary report from Resources Committee

15 December 2022

Grant Macrae, Committee Chair

The formal minute of the public items of business was available at the meeting which took place on 7 February 2023. This was also published on the SPA's website. A full recording of the public items of business taken at this meeting can be accessed at [Resources Committee - December 2022 on Livestream](#)

MAIN ITEMS OF BUSINESS

- Financial Monitoring Report – Period 7, 2022/23
- Procurement Performance Report
- Contract award - Automatic Number Plate Recognition System (ANPR)
- Two change control reports for Approval:
 - National Integrated Communication Control Systems (NICCS)
 - Project Rubicon
- Three End of Project Reports for discussion:
 - Body Worn Video (BWV) Armed Policing Project;
 - Microsoft Teams Project; and
 - Mobile Working Phase 1.

KEY ISSUES RAISED

Financial Monitoring Report P7 2022/23

The Committee considered and the report in detail. Following discussions with Scottish Government, the plans to identify £5m of one off savings or underspends were noted as was the increased risk of delivering this.

A number of areas were discussed including: the impact of inflation; project delays caused by the Accountable Officer template process; Operational Unicorn final costs steps and police officer overtime.

Procurement Performance Report

An update was provided that the Procurement Team improvement plan had now been fully implemented and the function will now operate under a continuous improvement model. The committee commended the overall improvement work done in this business areas.

Business Case Change Control

National Integrated Communication Control Systems (NICCS) Change Request and Project Rubicon additional expenditure request

As part of the revised delegated financial authorities, the Committee considered Change Requests for these two projects as well as the rational and business justification for the change.

End of Project Reports (EPRs)

EPRs were discussed in respect of Body Worn Video (BWV) Armed Policing Project, Microsoft Teams Project and Mobile Working Phase 1.

Challenges and successes for each project were explored and an overall assurance was given that any lessons learned will be applied to future projects across the organisation.

CONCLUSIONS/ACTIONS REACHED

The following items were approved;

- Automatic Number Plate Recognition System (ANPR) contract award;
- National Integrated Communication Control Systems (NICCS) Change Request (subject to available budget);
- Project Rubicon additional expenditure request.

Summary report from Resources Committee

7 February 2023

Grant Macrae, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 9 March 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 at [Resources Committee - February 2023 on Livestream](#)

MAIN ITEMS OF BUSINESS

- Financial Monitoring Report Q3 2022/23
- Procurement Standing Orders Review
- Procurement Strategy update
- Transformation Programme Benefits Report Q3
- 2023/24 Budget Update
- Estates Professional Services Framework
- Contract Award: Provision of Quality and Energy Efficient Housing Refurbishment Works
- Office 365 Full Business Case
- Leadership End Project Report
- National Law Enforcement Data Service (NLEDS) Project

KEY ISSUES RAISED

Financial Planning

- The Committee discussed at length the year to date budget and forecast position which remains in line with the approved budget break even position. The financial position alongside any remaining threats and opportunities will continue to be very closely monitored in the coming weeks.
- Members reflected the opportunity to take lessons learned from the first year of a new approach to managing capital spend across the year and discussed steps that could be taken to improve this approach for next year.

- A paper provided details of the extensive work to develop a balanced budget for the 2023/24 financial year was discussed at length. A number of planning assumptions were discussed with clarity being sought in a number of areas.

Procurement

- The Committee considered a number of changes to the Police Scotland Standing Orders relating to procurement to update the existing arrangements.
- The annual review of the Procurement Strategy was noted by the Committee and the ways in which the Strategy had been reviewed against its objectives was discussed. A commitment was given to bring forward a refreshed Procurement Strategy during the coming financial year.

Transformation Programme Benefits

- The Q3 benefits report was discussed and the Committee welcomed confirmation that the new Benefits Realisation Framework would be presented to the Committee during the first quarter of 2023/24.

Contract Awards

- The Committee considered proposals in respect of the award of a framework agreement over 4 years for professional estates services which will make procurement faster and more efficient and a contract award for provision of Quality and Energy Efficient Housing Refurbishment Works.

Business Cases/End Project Reports

- The Full Business Case for Microsoft Office 365 was considered, including the options to deliver the solution and the associated costs and benefits. Members also sought and received assurances on data protection issues and learning from other projects.
- An End Project Report for the Leadership Project was considered. The project delivered on time however as a lot of the benefits are of a qualitative nature these would not be able to be seen until after a full year of the project having been rolled out. Future updates and an assessment of how effectively this approach is meeting the needs of the organisation and its people will be done as part of the Leadership Development updates at the People Committee.
- The Committee considered a report on the National Law Enforcement Data System (NLEDS) Project which is a large,

complex IT programme of work being led by the Home Office. It was noted that work was underway to develop the Full Business Case which would be brought forward to a future meeting of the Committee.

CONCLUSIONS/ACTIONS REACHED

The following items were recommended to the Authority for approval;

- Procurement Standing Orders Review

The following items were approved;

- Estates Professional Services Framework
- Contract Award: Provision of Quality and Energy Efficient Housing Refurbishment Works
- Office 365 Full Business Case

Summary report from Audit, Risk and Assurance Committee

17 January 2023

Mary Pitcaithly, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 31 March 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 at - [Scottish Police Authority \(spa.police.uk\)](https://spa.police.uk)

MAIN ITEMS OF BUSINESS

- Audit and improvement progress
- Internal Audit Reports on organisational learning and cyber security
- Internal Audit Annual Plan (2023-24)
- Change Portfolio Update
- Police Scotland Best Value
- Risk management updates (SPA and Police Scotland)
- Productions Re-modelling Deep Dive

KEY ISSUES RAISED

- **Audit and Improvement Progress.** Discussion on Police Scotland's Audit and Improvement Recommendations focussed on the proposal to close a recommendation relating to Benefits Realisation. Further discussions will take place on evidence required and until such time they will remain open. Members welcomed assurance that work is progressing to address discriminations culture whilst the outcomes of the Independent Review Group are awaited. During discussion of SPA's Audit and Improvement Recommendations, Members were informed a review of ill health retirement documentation was ongoing and outcomes would be reported to the Legal Committee.
- **Internal Audit Reporting**
 - **Internal Audit Report on organisational learning and cyber security.** Members welcomed both reports and the status and progress of recommendations agreed. Regarding the

organisational learning report, assurance was provided that a mid-point check would be undertaken and the outcome would be reported to the November meeting.

- **Internal Audit Annual Plan.** Members were informed SPA have worked with internal audit on the development of the proposed plan and sought views of key partners including Police Scotland, HMICS and external audit. The plan will be discussed with BDO who take over as Internal Audit in April 2023, and any proposed changes will be brought back to the Committee for discussion. Members welcomed the intention to undertake longer term horizon audit plan with the new provider.
- **Assurance Reporting**
 - **Change Portfolio Update.** The Committee were provided with a further update on the DESC pilot. Members were assured there were strong roadmaps prepared and partnership to manage the pilot and learn for future iterations. Members heard the partnership and Senior Information Risk Owners (SIRO's) have come together to mitigate risks such as cloud storage. The Committee were provided assurance that Police Scotland was content that there are sufficient mitigations in place to allow the pilot to proceed. Members were also provided a progress update on the Body Worn Video FBC.
 - **Police Scotland Best Value.** Members were encouraged by the progress in establishing a Best Value team and the work undertaken already. Members supported the decision to pilot within procurement.
 - **Productions Remodelling Deep Dive.** Members were provided an overview of the productions remodelling project and discussed the impact of projects such as DESC and Body Worn Video.
- **Risk management.** Members received updates on risk management, with questions focussed on mitigation work and the outcome of scoring re-evaluation.

CONCLUSIONS/ACTIONS REACHED

- When BDO commence work, SPA will discuss the use of KPI's in relation to open recommendations.

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- Police Scotland and Azets to reach agreement on what evidence can be accepted to close recommendations relating to benefits realisation.
- The Committee approved the Internal Audit Annual Plan.
- The Committee requested future Change Portfolio Updates to include an overall summary of progress.
- Police Scotland Best Value will be reported to the Committee twice yearly.
- Timescales for Phase 2 of the productions remodelling project will be provided to Members.
- Members endorsed the SPA Strategic Risk Review being presented to the Authority Meeting on 23 February 2023.

Summary report from Police Negotiating Board

Jane Ryder, Chair

Police Pay 2022/23

Following agreement on Police Pay for 2022/23 the focus of the PNB has been on the implementation of terms and conditions agreed as part of this agreement. As a result of these discussions, two key elements have been clarified with more detailed agreements reached.

Islands Allowance

The pay agreement confirmed the need to introduce an allowance to recognise the recruitment and retention challenges across the islands of Scotland with effect from 1 October 2022. As part of further technical discussion, and then through PNB, it was clarified which postings this would apply to as well as the agreement on the rates applicable.

Acting Ranks

The pay agreement confirmed all periods of temporary duty performed at a higher rank will be reckonable for pay and pension purposes with effect from 1 January 2023. This removed the distinction between acting and temporary promotion where those in acting ranks would have to work 10 days at the higher rank before they were paid at the higher rate.

This agreement took a key step forward in removing a two tier approach. However it retained a maximum period of 56 days for acting. Since the pay agreement the PNB considered the benefits of extending the maximum period of acting from 56 days to 18 months, which would then allow for a single approach to being required to temporarily work at higher grade, with Temporary Promotion only being used where officers successfully apply for the Police Leadership Development Programme and operate at the higher grade whilst going through the programme.

A report will be considered by the People Committee in May 2023 to provide assurances that the acting appointment process is consistent, fair, transparent and robust.

PNB Strategic Commitment

The 2022/23 pay agreement included a strategic commitment from the Official Side, which is summarised as follows:

- to work with the Staff Side to look to reduce the working week and the level of disruption to police officers (provided it is financially sustainable, does not impact on current service provision and also seeks to enhance the delivery of policing)
- the need to fully review working and management practices and the demands placed on officers to ensure officers receive re-rostered rest days in a timely manner
- Establish a joint working group with areas of focus being jointly agreed through collaboration with the intention to bring forward joint proposals to the PNB in June 2023.
- Involves commitment from senior representation within Police Scotland, SPA and Scottish Government in recognition that the strategic commitment cannot be delivered by a single organisation

Discussions at the working group have to date focused on understanding the issues with regards to addressing the impact on policing demand related to the current operation of the court system and mental health demand. Separate sub-groups have been set up related to both themes.

PNB Scotland Consultation

It has been confirmed that consultation will shortly commence on the creation of the Police Negotiating Board for Scotland and this is outlined in more detail within the SPA Chief Executive Report

Executive Summary

Introduction

This is the second Quarterly report of the 2022/23 performance cycle, reporting on our revised Performance Framework and Measures of Progress. We continue to mature our approach with the introduction of benchmarking and a number of new measures in relation to demand. We made further improvements in relation to Equality, Diversity, Inclusion and Human Rights with better alignment of metrics to our Equality Outcomes.

Our outcomes focused Performance Framework is linked to our strategic planning processes and aligns to the Strategic Outcomes as detailed in the 2022/23 Annual Police Plan, these being:

- **Public Safety and Wellbeing** – threats to public safety and wellbeing are resolved by a proactive 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
- **Positive 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

Throughout the document we have highlighted any updates that are linked to our new Joint Equality Outcomes.

Police Scotland remain committed to understanding demand in policing and as part of our progression towards this we have developed new ways to present demand data. Additional new metrics around demand have been added to the Performance Framework, some of which are included as follows.

Policing Demand during Quarter 2 2022/23

Over the last quarter, Police Scotland continued to engage and involve the public, communities and partners while facing a number of challenges in our operating environment. A unique challenge during this period was Operation UNICORN, the response to the death in Scotland of Her Majesty the Queen. Throughout this operation, the nation was watching Police Scotland's response as it unfolded on different media platforms, while continuing to manage the needs and police local communities.

Operation UNICORN involved one of the largest policing operations in history, having been planned by many agencies over many years. Police Scotland had an important role to play to ensure significant events relating to Her Majesty's death could be held safely, securely and with dignity. In the days following, officers and staff from every local policing division and national department were deployed in support of Operation UNICORN.

The close bond between Her Majesty and communities in Scotland was demonstrated through the memorial events across the country and by the many members of the public paying their respects. On 11 September, 4,000 officers were deployed to Operation UNICORN, as over 100,000 people gathered along the 175-mile route of the cortege from Balmoral to the Palace of Holyroodhouse in Edinburgh.

Safety and security were fundamentally paramount to this enormous operation. During this time, there were no security breaches; no significant violence or

disorder; no safety issues and we recorded just 13 arrests for offences such as low level disorder; violence; abusive and threatening behaviour; and the illegal use of drones. One of those arrests has already resulted in a conviction at court.

Our experience throughout Operation UNICORN was that communities supported their police service during a large number of events and public gatherings across the country. The rapid activation and delivery of an enormous and complex operation was greatly enabled by our structure as a single police service and continues to underline the significant benefits that the Police Service of Scotland brings.

The wellbeing of Police Scotland's officers and staff continues to be a key area of focus for the organisational response. When benchmarked against England and Wales, Police Scotland's officers and staff have scored similarly across most categories for wellbeing. Police Scotland officers gained the classification of 'High' for Job Satisfaction and England and Wales scored 'Moderate'. While Police Scotland's staff scored the same classifications against England and Wales, notable both scoring 'High' on Job Satisfaction. These trends are explored further in [Key Insight 1](#).

A pay increase has been agreed for police officers and staff in Scotland which is cognisant of the current cost of living impact and recognises the valuable contribution that police officers and staff continue to make in keeping people and communities across Scotland safe.

Police Officer turnover rates decreased through July to September and the most recent headcount is at its lowest point over the last 12 months, this is largely linked to retirements following the pension changes implemented on 01 April 2022.

Police Scotland continue to proactively address resource challenges and the second phase of our recruitment campaign has been launched ahead of our 2023 intake of new police officers. This aims to attract candidates with a broad range of life experience, from school and university leavers, to those who may be considering a career change.

The first phase of our recruitment campaign saw an increase in the number of police officer applicants. We will look to build on this success and encourage a broad range of candidates to join Police Scotland.

Police Scotland are conducting ongoing research and analysis to increase our understanding of the impact the cost of living has on the communities we police. This presents significant organisational capability and capacity challenges to address growing demand in vulnerability, traditional crime types and cybercrime.

Levels of Group 3 (acquisitive) Crimes have increased in Quarter 2 2022/23, 17.6% increase compared to the previous year. Of all acquisitive crime, common theft accounted for 28.8% in 2022/23, an increase of 29.4% compared to the previous year. A contributory factor for this increase is fuel thefts / drive offs relating to the cost of living impact and increase in fuel prices / banning of red diesel. These trends are explored further in

[**Key Insight 2.**](#)

With the return of pre-pandemic event schedules and the completion of Operation UNICORN, we are now approaching Bonfire Night, which is typically one of the most demanding periods of time for police and other emergency services. The Halloween and Bonfire season sees a marked rise in antisocial activity and disorder along with associated criminality across the Service.

We launch Operation MOONBEAM, our public order response to support local policing divisions deter and/or address fireworks-related disorder and criminal activity. This behaviour can be highly disruptive and potentially dangerous, particularly in relation to the lighting of bonfires and the use of fireworks.

There is a marked increase of youth disorder related to incidents ranging from minor incidents involving throwing of eggs to the more serious and hazardous misuse of fireworks, which in more recent times has seen these increasingly powerful items re-purposed as incendiaries or projectiles.

New legislative changes to the Fireworks and Pyrotechnic Article (Scotland) Act, introduced in October, outline it is an offence for anyone to purchase fireworks for those under the age of 18 and carries additional charges for assaults against emergency workers.

Work continues towards the development of a Violence against Women and Girls Strategy for policing in Scotland. Rape crimes continue to be a challenge for Police Scotland with the volume of recorded rapes increasing month on month throughout Quarter 2.

The volume of sexual crimes, along with legislative changes in the public protection arena, has led to an increased demand and expectation on operational and non-operational policing teams.

The Domestic Abuse (Protection) (Scotland) Act 2021 (DAPS) 2021 remains a substantial demand for Police Scotland. The implementation of the legislation, will present significant resource and financial challenges for Police Scotland. These challenges have been highlighted to Scottish Government.

Reduced recruitment within C3 Division continues to contribute to capacity challenges, increasing average call answer times. This is being experienced nationally across the UK. Further remedial action continues to be implemented to try and ensure resourcing levels are increased at periods of high demand. In order to better understand and interpret call handling performance, benchmarking has been introduced and carried out on response times with forces in England and Wales (see [Key Insight 3](#)).

Hate incidents have decreased compared to last year however have increased against the five year mean. Similar trends are shown for 'transgender prejudice' aggravated hate crimes, while lower than last year have increased against the five year mean. Engagement with the 'Equality Network' in addition to content of the LGBT Youth Scotland, Life in Scotland report; highlighted a lack of trust in police from the transgender community.

The recent Your Say Matters Survey shows a drop in confidence in police from the transgender community in addition to the lack of uptake of participation from the transgender community. A Transgender Action Plan focusing on building engagement and public confidence with the Trans community as well as encouraging the reporting of hate crime is in development.

Safety in the digital world is an increasing risk area due to the scale of social and financial transactions occurring online. Increased digitalisation will influence how criminals seek to operate during the cost of living situation. Fraud crimes, particularly those with a cyber element, have increased not only against the five year mean but also from last year.

In response to this growth area of cyber-enabled crime the '#CostofLivingScams' Campaign was delivered by local policing divisions working with local and national trading standards support. The four week campaign included events held in person along with supporting social media messaging. This campaign has been evaluated as the most impactful following the success of the 'Shut out Scammers' events at the beginning of the year.

This report comprises of four sections:

- [Policing During Quarter 2 2022/23 – Key Insights](#)
- [Operation UNICORN](#)
- [Public Confidence and Experience of Policing](#)
- [Measures of Progress towards Strategic Outcomes](#) – Full Picture

Measures of Progress towards Strategic Outcomes

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 have 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 with the Quarter 2 report.

Sexual Crimes (Further details on [here](#))

Challenge: In Quarter 1 the volume of recorded rapes appeared to return to levels noted pre-pandemic. However, by the end of Quarter 2 the volume of reporting rape crimes returned to the exceptionally high levels noted during 2021/22.

Rapes increased month on month throughout the last quarter with August and September recording the greatest number of crimes in the 12 month period.

This, along with the significant external changes to the public protection arena, translates to an increased demand and expectation on operational policing as well as non-operational teams.

Response: Following the success of last years' 'That guy' campaign, the next phase launched on 18 October 2022 which is urging men to take responsibility for their actions and language to help affect a culture change to tackle sexual crime against women.

The Public Protection Development Programme (PPDP), in collaboration with National and Local Policing, can deliver significant organisational change in a critical and high risk area of operational policing. PPDP provides an opportunity for Police Scotland to design and deliver an innovative, forward thinking and ground breaking PP model, recognised nationally and internationally.

Drugs Harm (Further details on [here](#))

Challenge: Tackling substance use and the harms they cause is part of Police Scotland's duty towards ensuring the safety and wellbeing of people within our communities. Issues such as the cost of living exacerbate problems related to drugs harm such as access to addiction services, poverty, and mental health vulnerabilities.

Response: Police Scotland adopts a public health, whole system approach. We work alongside multiple external agencies to address longstanding issues and improve the life chances of individuals we interact with frequently. An array of workstreams have been progressed in response to the drugs harm challenge, including the Pathfinder project and Positive Outcomes Project.

Additionally, Police Scotland is also in discussion with the Scottish Government around Safe Drug Consumption facilities. In preparation we have established a strategic working group and a tactical working group as well as participating in a number of workshops hosted by the Scottish Government.

We are also providing data for the Scottish Government Drug Related Dashboard to aid in the creation of a public facing report. Our workstreams aim to work in partnership with external agencies to provide early intervention and support where required.

The roll-out of naloxone to all police officers began on 31 August 2022 and will progress into early 2023. Officers involved in the Test of Change are currently still using naloxone as part of their work.

Impact: National Records of Scotland published drug related death figures for 2021 in July, showing a total of 1,330 recorded deaths. Although this is under a 1% reduction in the number of deaths in Scotland, it is the first year-on-year fall since 2013.

Recent figures provided to the Scottish Government Drug Related Dashboard for the last quarter show there is a reduction of 13 drug related deaths between January to March 2022 compared to October to December 2021 (275 compared to 288).

To date officers from the naloxone Test of Change have administered 82 doses of naloxone to people experiencing an overdose. All people have shown a sufficient recovery and have went on to either received further medical attention by medical professionals or have left the scene of their own volition.

Drugs Supply (Further details [here](#))

Challenge: Tackling Serious and Organised Crime (SOC) is a priority for Police Scotland and our officers continue to severely disrupt the activities of organised criminals and reduce the harm caused within our communities.

Despite significant progress, we must constantly adapt to the complexities of current and future threats, and have a framework designed to respond.

This work was recently brought to the fore with the changing environment posed by the global pandemic and exit from the EU, in which Police Scotland's response was required to be dynamic and innovative.

Response: Given the changes in society following COVID-19, EU Exit, and cost of living, Police Scotland's operational response has adapted rapidly and provided resilience to ensure public confidence is maintained.

In particular, the response to dealing with drug supply and distribution, money laundering, County Lines, SOC related violence and cybercrime by serious and organised criminals, remains dedicated and driven at a national level.

Impact: Police Scotland continue to respond to the full range of SOC threats by utilising our capabilities and have seen a significant number of results through major drug recoveries, cash seizures, and SOC related arrests. This is shown through the discovery of two large cannabis cultivations this quarter with estimated street values of £800,000 each.

An investigation into a Serious Organised Crime group resulted in the recovery of cocaine and cannabis worth an estimated street value of £800,000, with one male being arrested and charged with drug supply.

Call Handling ([Further details here](#))

During the reporting period, our service advisors received 1,145,543 calls via 999 or 101, a decrease of 203,058 on the same period last year. Alongside incoming calls, there have been over 133,000 additional public contacts dealt with by Contact, Command and Control (C3) Division during the reporting period, including online reports, alarm calls, partner demand and "Contact Us" emails.

Challenge: The average call answer time for 999 calls increased from 7 seconds to 10 seconds during the reporting period. In addition the average call answer time for 101 calls increased from 3 minutes 54 seconds to 4 minutes 28 seconds during the reporting period.

This continues to be highlighted as a challenge for the division and measures have been put in place to alleviate this as detailed in the response. It is of note that BT have also reported increased 999 call demand nationally.

Response: C3 Division continues to feel the impact of reduced recruitment due to the current recruitment market and is looking at proactive social media to increase interest in posts. Absence levels of COVID-19 follow the national trend and have been continually observed into Quarter 2.

Although average call answer time for 999 calls has increased, and this is being experienced nationally across the UK, the handling of 999 calls remains our highest priority and additional steps have been put in place to ensure resourcing levels are increased at periods of high demand, both with staff incentives, resource and ICT changes.

Efforts continue to signpost callers to more appropriate methods of contact, including via "Contact Us" and the Police Scotland website. Social media is used during periods of high demand to inform the public and provides the opportunity to educate the public on the correct use of 101 non-emergency number. Online contacts continued to rise during this reporting period, indicating the success of this approach.

Hate Crime ([Further details here](#))

Challenge: Hate crimes aggravated by transgender prejudice, although lower than last year has increased against the five year average. Engagement with the 'Equality Network' as well as the recent content of the LGBT Youth Scotland, Life in Scotland report; highlighted that there is a lack of trust in police from the transgender community. In addition; the recent Your Say Matters Survey revealed a drop in confidence in police from the Trans community as well as a lack of uptake from the Trans community to participate in the Survey.

Response: A Transgender Action Plan focusing on building public confidence and engagement with the Trans community as well as to encourage reporting of hate crime is currently being developed.

A national hate crime campaign budget has been allocated for early 2023. Partnerships, Prevention and Community Wellbeing (PPCW) Equality and Diversity (E&D) have requested early engagement to ensure the campaign focus is in line with current priorities and on increasing public confidence in police in particular with the Trans community.

Cybercrime ([Further details here](#))

Challenge: The global increase in Cyber Dependant crime has resulted in a 1,262% increase in these & crypto currency investigations from 2019 to 2022. This demand shows no sign of easing, with cyber investigations in July 2022 double that of the same period the previous year.

With regards to cryptocurrency assistance to policing in Scotland, Cyber Investigations has the only capability, going from zero requests for assistance in 2019, to 118 in 2022 so far. On average one request takes around four days to complete, this has a significant impact on resources as they support front line Policing. Finally, Digital Forensics and mobile triage trained officers face an unprecedented demand, increasing year on year.

Response: Police Scotland have invested in uplifting the resource levels for hub based Digital Forensics and, whilst all new posts have been filled, there will be at least a six month lead in time for staff to receive minimum standards in their training following on from which they can build their skills and productivity. This uplift has not included mobile triage staff, which is still at a high risk level.

In order to maximise productivity, until such a time as resources can be uplifted, an evolved model for staff deployment has been designed with hub staff supporting this enforcement and technical processes being fully reviewed. This is being done in conjunction with Intelligence and Online Child Sexual Abuse and Exploitation (OCSAE) enforcement resources.

With regards to Cyber Investigations, focus is continually required to establish a timeframe for resource uplift, particularly with regards to Dark Web capability, which will then lead to proactive enforcement opportunities, the benefits of which will be felt across Child Exploitation and Public Protection, as well as Serious and Organised crime.

Maintaining a Balanced Budget ([Further details here](#))

Challenge: The Scottish Government's Resource Spending Review (RSR) published in May 2022 and the Capital Spending Review (CSR) published in January 2021 and updated in May 2022 provides a comprehensive picture of the likely funding available to policing over a five year period.

The RSR indicated that the Authority should plan for a flat cash funding settlement up until Financial Year 2026/27. This essentially removes the "real terms protection" commitment that has been the key underlying financial planning assumption for all our recent short, medium and longer term financial planning. The CSR also indicated a flat cash capital settlement over the next five years, representing a £200m shortfall in our overall capital requirements.

Response: The introduction of flat cash, particularly in a high inflation environment, represents a significant real-terms reduction in funding. Police Scotland will continue to seek ongoing savings and efficiencies, however, efficiency alone is not sufficient to deliver the significant savings required to manage a flat cash funding position.

Managing a flat cash position will have considerable operational implications and would require a major strategic shift in what and how Police Scotland provides and delivers policing services to Scotland.

The immediate focus is on developing the annual budget for Financial Year 2023/24 and updating the medium term financial plan in line with the strategic direction following the publication of the RSR and CSR, adjusted for notification of our actual funding allocation for 2023/24 which is expected December 2022.

Although there is great value in longer term financial planning, it is very difficult in the current economic and political environment, both of which would need to stabilise to allow reasonable financial planning assumptions to be developed to inform longer term financial planning.