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| Meeting | Policing Performance Committee |
| Date | 09 March 2021 |
| Location | Video Conference |
| Title of Paper | Quarterly Policing Performance Report – Q3 2020/21 |
| Presented By | Tom McMahon, Director of Strategy and Analysis |
| Recommendation to Members | For Discussion |
| Appendix Attached | Appendix A – Q3 Performance Report |

PURPOSE

The purpose of this paper is to present the Q3 Performance Report for 2020/21.

Members are invited to discuss the contents of the report.

1. BACKGROUND

- 1.1 Strategic planning arrangements for policing in Scotland are laid out in the Police and Fire Reform (Scotland) Act 2012. The Scottish Police Authority (SPA) is responsible for developing a Strategic Police Plan for policing that reflects the Scottish Government's national outcomes, strategic police priorities and justice strategy.
- 1.2 Police Scotland is responsible for producing an Annual Police Plan (APP) that sets out the arrangements to deliver against the Strategic Police Plan.
- 1.3 As required by legislation, the SPA hold the Chief Constable to account for delivery against the strategic plan. This is done through scrutiny of Police Scotland's quarterly performance reports.
- 1.4 Police Scotland adopted a revised performance framework on 01 April 2020. This is the third report in support of this framework.

2. FURTHER DETAIL ON THE REPORT TOPIC

Performance Report Overview

- 2.1 The 2020/21 Performance Framework is aligned to Police Scotland's five strategic outcomes, underpinned by 15 strategic objectives as detailed in the APP 2020/21.
- 2.2 During the development of the revised Performance Framework, in collaboration with SPA, a suite of key measures were identified that would provide a consistent assessment of progress towards each of Police Scotland's five strategic outcomes. 44 measures were selected from the existing set of 149 Management Information within the Framework and elevated to "Measures of Progress towards Strategic Outcomes".
- 2.3 The Measures of Progress form the basis of this quarterly report, however, to ensure that an appropriate update is provided in relation to the police response to the pandemic, this Q3 report is presented with the following three chapters:
 - Public Confidence
 - Measures of Progress towards Strategic Outcomes
 - Operation TALLA – Police Scotland Response to COVID-19

- 2.4 Insight into activity undertaken that aligns to the eight strategic objectives of Operation TALLA is contained within this report. This section will continue to be developed for future quarterly reports.
- 2.5 The Q3 report is presented with a balance of quantitative and qualitative data which will continue to evolve throughout the year.
- 2.6 A full copy of the Q3 Performance Report is provided at Appendix A.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are no legal implications in this report.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

- 8.1 There are no community implications associated with this report.

9. EQUALITIES IMPLICATIONS

- 9.1 Equality data is provided where appropriate and available.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no environmental implications associated with this report.

RECOMMENDATIONS

Members are requested to note the information contained within this report and Quarter 3 Performance Report.

POLICING FOR A SAFE, PROTECTED AND RESILIENT SCOTLAND

Quarter 3 Performance

Report October to December 2020



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

Introduction by the Deputy Chief Constable



Our 2020/21 Quarter 3 Performance Report includes information and data from April to December 2020, providing insight into the ongoing impact of coronavirus on the communities we serve, and policing's response.

This report outlines the key role officers and staff continue to play in the national effort to combat the spread of coronavirus, while they face the same personal and professional challenges as their fellow citizens.

There has been an increase in the number of calls from members of the public during this period and the dedicated team within our Contact, Command and Control (C3) Division continues to provide an essential service to our communities in difficult circumstances.

The report details significant rises in incidents of public nuisance, neighbour disputes and noise complaints over the period, compared to the previous year.

While some callers using the 101 non-emergency number have had to wait longer than normal to have their call answered during this time, emergency 999 calls are prioritised and I am grateful to the officers and staff for their commitment to public service.

As the Chief Constable has consistently made clear, policing will always be here for the communities who we serve.

The public health crisis continues to influence the needs of our communities, however it may be years before we fully understand the impact of coronavirus on crime and policing demand in Scotland.

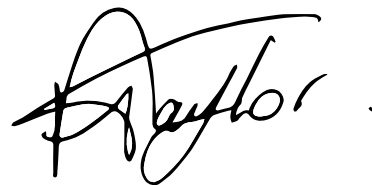
The report shows overall crime between April and December 2020 is lower compared to the same period in 2019/20, however increases are noted in some specific offences, including domestic abuse, online child sexual abuse, and fraud.

Policing must continue to enhance our specialist capacity and capability to protect the people of Scotland from threat, harm and risk in the public, private and virtual spaces, as we respond to more serious offences and increasingly complex and resource-intensive investigations.

Some of the pro-active work officers and staff have undertaken to keep people safe is set out, including the enforcement of over 330 National Online Child Abuse Prevention (NOCAP) packages between September and December 2020.

Our Performance Reports provide evidence of progress against our five strategic outcomes, as set out in our Annual Police Plan in an accessible and engaging way, using management information and context to provide insight into our response, challenges and success.

These reports can help the public to understand the work of their police service. We believe that greater understanding of policing can help to maintain and build the strong levels of public support that are evident over the period covered in this report.

A handwritten signature in black ink, appearing to read 'Fiona Taylor', with a large, sweeping flourish at the end.

Fiona Taylor
Deputy Chief Constable,
People and Professionalism

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Executive Summary

Introduction

This is the third quarterly report of the 2020/21 performance cycle, reporting on our revised Performance Framework. Our outcomes focused Performance Framework is linked to our strategic planning processes and aligns to the strategic outcomes detailed in the 2020/21 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

Impact of COVID-19 on crime and offence levels

As reported in Quarters 1 and 2, the COVID-19 pandemic has had an impact on crime and offence levels when compared to the previous year, with decreases in a high number of crimes areas whilst simultaneously showing an increase in certain crimes types.

These exceptional circumstances continue to impact on the Year to Date (YTD) figures, this year and beyond. To address this issue, we are including in our Quarterly performance reports a rolling twelve month breakdown for a number of crimes and offences.

This highlights where the impact of COVID-19 is still having an effect in certain areas or indeed, if figures are starting to return to previous levels.

Changing Demands on Policing

Whilst overall crime has fallen in recent years, this has not necessarily translated into a reduction of demand placed on Police Scotland. A change in the composition of crime, towards more serious, complex, and resource-intensive crimes, often enabled by new technology, mean that the investigative demand has risen in many areas. In particular, the long-term increase in Overall Sexual Crimes (Group 2) has disproportionately affected demand.

These shifts in investigation type must also be considered against a backdrop of rising demand related to vulnerability. The number of mental health incidents and nominals assigned an adult or child concern marker (this occurs when an individual is judged to be vulnerable because of mental health concerns, living conditions, parental / guardian situation or other reasons) have all grown notably over recent years, as have incidents associated with at-risk individuals, such as domestic and concern for person incidents.

This report comprises of three sections:

- Public Confidence and Experience of Policing
- Measures of Progress towards Strategic Outcomes
- Operation TALLA – Police Scotland COVID-19 Response

Public Confidence and Experience of Policing

Despite the continued challenges of policing in such extraordinary times, Police Scotland has maintained high levels of public confidence. Our Your Police survey was launched on 09 April 2020 and was the first and largest survey in the UK to involve the public in a conversation about policing during the pandemic. Analysis of the 33,725 responses to the survey shows the majority of people (58%) have confidence in Police Scotland.

Challenge: Over the ten month fieldwork period of this survey, response rates have declined from early high points, which is to be expected during a long-term engagement. Fluctuations in response rates have been driven by a number of variables, including the proactive promotion of the survey, increasing and decreasing COVID-19 rates, strengthening and easing of restrictions, and seasonal impacts.

Response: We continue to work with colleagues from Corporate Communications, Safer Communities, local divisions, and external partner organisations to increase our outreach into Scotland's diverse and vulnerable communities to enhance our existing activities and opportunities.

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 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 within the Quarter 3 report.

Overall Violent Crime

Overall violent crime has decreased significantly compared to last year and is down 8.3% (4,094 crimes). It is also down 7.5% (3,665 crimes) compared to the five year mean. Key contributors to this reduction is the impact of the COVID-19 pandemic and restrictions put in place throughout the year in response. July and August 2020, when restrictions eased, were the only months this year to see higher levels of violent crime than last year.

Sexual Crimes

The number of recorded sexual crimes in 2020/21 is down 3.6% (367 crimes) on the corresponding period in 2019/20 although remains above the five year mean. December 2020 recorded the second lowest volume of crimes during this reporting period however this is consistent with the five year monthly average. The volume of the majority of Group 2 crimes is down compared to last year, including rape and sexual assault.

Challenge: This year we have witnessed a decrease in reporting of non-recent sexual crime (reported more than one year after they were committed), down 5.6% (147 crimes) on the same period last year.

Response: Police Scotland is working alongside the National Crime Agency (NCA) and academia to better understand any UK trends in sexual offences and rape which have arisen due to the pandemic.

Child Sexual Abuse (online)

Online Child Sexual Abuse remains a national threat with offences continuing to rise. There were a total of 1,522 child sexual abuse crimes recorded year to date which is an increase of 13.4% compared to last year and 33.9% greater than the five year mean. At the end of Quarter 2 we had recorded a total of 1,036 online child sexual abuse crimes which was an increase of 18.4% against the previous year and 35.8% above the five year mean.

Challenge: The nature of this type of criminality is very complex, presenting challenges around investigation and the demand for investigations into Online Child Sexual Abuse & Exploitation (CSAE) continues to grow, particularly in respect of National Online Child Abuse Prevention (NOCAP) packages.

Response: To help mitigate the growing threat of CSAE, on 01 September 2020, a three month taskforce was established under the name of Operation PARROR. From 01 September 2020 until 31 December 2020, 333 NOCAP packages were enforced by the taskforce helping to reduce demand on local policing divisions.

Success: The taskforce was initially set up to run for three months and has now been extended until 31 January 2021, with the likelihood of further extension due to the positive results so far. Within Quarter 3, we protected 40 children and safeguarded 218.

Drugs Harm/Supply

Drug use and associated criminality result in high physical and psychological harm, affecting drug users, their families and communities where drug use is prolific.

Challenge: Figures released by the National Records of Scotland (NRS) in December 2020 reported that in calendar year 2019 there were 1,264 Drug Related Deaths (DRDs) registered across Scotland, an increase of 6% on the previous year. DRDs registered in Scotland have more than doubled in the last decade, resulting in Scotland experiencing the highest rate of deaths per head of population in Europe.

Response: Police Scotland continues to address this situation through:

- Participation in the Drugs Death Taskforce (DDTF).
- The Criminal Justice and the Law Sub-Group of the DDFT is exploring new ways to refer persons accused of possessing controlled substances into support services.
- A test of change for the carriage, and use, of Naloxone intra-nasal spray by officers has been approved by Police Scotland.
- Police Scotland is progressing a new Minute of Agreement with Abertay and Robert Gordon Universities in order to aid the intelligence picture of drug types within Scotland.
- The continuous monitoring of suspected DRD incidents in order to identify any emerging threat, risk, or trends, working with partners as required regarding suitable harm prevention measures.

Hate Crime

Hate crime has increased 8.7% (425 more crimes) on the same period in 2019/20. Analysis indicates quite significant variations between Local Authorities and regions with a proportionately smaller increase observed in the East compared to the North and West.

Challenge: Heightened community tensions as a result of COVID-19 have manifested into prejudices in a conflict situation. In the event that these issues persist, it is important that Police Scotland continues to encourage reporting from members of the public.

Response: The Hate Crime Awareness Campaign and National Hate Crime Awareness Week both took place in October 2020. The Scottish Government launched their 'Dear Haters' campaign during this week to encourage people who have experience or witnessed hate crime to speak out and report it. Police Scotland supported this campaign by sharing messages and letters on social media. Police Scotland also continued to work closely with external organisations to support minority communities throughout the pandemic. This year's Police Scotland hate crime campaign in March 2020 focussed on disability hate crime, involving engagement with the British Deaf Association, Scottish Autism and Disability Equality Scotland. Work has also been undertaken to support the Chinese community and to provide reassurance during this difficult time.

Call Handling

During the reporting period, our service advisors answered 1,993,318 999/101 calls, this is an increase of 24,997 calls on the same period last year.

Challenge: Some callers, using the 101 non-emergency number, have had to wait longer than normal to have their call answered. This continues to be an unavoidable consequence of the unique global health emergency, including the requirement to introduce physical distancing across the police estate to protect officers and staff.

Success: The Contact Assessment Model (CAM) is now in use across Scotland and the alternative resolution options continue to support service delivery as the organisation has transitioned its policy response to COVID-19 to reflect the ever changing situation nationally. Work is also being progressed with partners for callers who contact Police Scotland on '101' non-emergency and '999' emergency numbers who are suffering mental ill health / distress. These callers, subject to appropriate criteria, can now be referred directly by staff within our Service Centres, Control Rooms and Resolution Teams to the Mental Health Hub to enable them to receive compassionate care at the earliest opportunity. A modernised Contact and Engagement Programme Board has been established to oversee a programme of activities designed to continue to modernise Police Scotland's contact and engagement in a manner that supports the evolving nature of public contact and the required operational model to support this.

Fraud

Fraud remains one of the fastest growing and widest ranging forms of acquisitive crime across the UK. This was particularly evident at the beginning of this reporting year when the ongoing pandemic created opportunities for fraudsters to exploit changed working and lifestyle conditions and the expanded reliance on technology.

Challenge: Crimes of fraud have increased 43.4% on the same period last year to 11,225 and are 81.2% above the five year mean. As mentioned in previous reports, it is currently difficult to obtain a detailed picture of fraud across the Service. Due to limitations on the way fraud crimes are currently recorded on legacy Police Scotland's systems, they are unable to capture the ever changing nature of fraud and the new methods constantly being implemented by fraudsters.

Response: In conjunction with the Economic Crime and Financial Investigation Unit, the Core Operating Solutions Team is developing a recording system which will differentiate between the various fraud typologies, which will better inform our preventative messaging. Rollout of this is due to begin with Tayside Division in spring 2021 and all other divisions to be complete by 2022. In the interim, to assist in identifying and managing the threat, divisional fraud champions will provide detailed fraud breakdowns each month to inform the national picture.

Police Assaults

The safety and wellbeing of police officers and police staff remains a priority for the Chief Constable. The Chief Constable is committed to addressing officer safety and reducing the impact violence has on officers and staff.

Challenge: As strict lockdown measures are reintroduced, there is a likelihood that assaults on officers and staff will increase as they did in Quarter 1 this year.

Response: In Quarter 3, assaults on police officers / staff were the lowest they have been this year. In comparison to Quarter 1, crimes were down 9.8% (180 fewer) in Quarter 3.

The Your Safety Matters (YSM) Group continues to develop a range of measures to both better understand and respond to assaults on our officers and staff. These measures include a network of support champions, enhanced data management, supporting evidence for the criminal justice system and partnership working with other UK Forces to share operational learning and good practice.

Operation TALLA – Police Scotland COVID-19 Response

Operation TALLA is the Police Scotland planning operation that has been established to ensure appropriate plans are in place to deliver a full response to the COVID-19 pandemic and to support the organisation's and society's return to normal.

Eight strategic objectives have been set for Operation TALLA, highlights of key activity aligned to these objectives are noted below:

- To respond to the changes in restrictions and guidelines implemented by the Scottish Government, a COVID Response Model (CRM) was implemented to ensure that public and officer safety opportunities were managed, with officers only deploying to incidents where their attendance was essential. This was assessed using the THRIVE–C framework.
- Throughout the pandemic, numerous protests and demonstrations have taken place around the globe. During November 2020, areas of Scotland were placed in to Level 4 with the tightest restrictions. In order to continue to respond to static protests and demonstrations, policing policy was updated and approved to enable consistent messaging and engagement with event organisers across Scotland.
- COVID-19 related officer and staff absence continues to be a concern. To mitigate this and maximise resourcing levels, the Resource Deployment Unit have resource advisors placed within each local policing division to review capacity and capability on a daily basis.
- The Service is providing a supportive service and advice to operators of the vaccination storage sites, community asymptomatic testing sites, vaccine sites and vaccine waste storage/ disposal sites. Security arrangements remain the responsibility of respective health boards.
- As of 31 December 2020, over 15,600 frontline police officers and staff have been trained and equipped or re-supplied with the necessary personal protective equipment (PPE). In addition to this, in excess of 7,900 officers have been re-fitted in an alternative FFP3 mask in order to better manage stock levels and provide resilience.
- 10,200 staff now have MS Teams functionality, enabling them to have virtual face-to-face time with their staff and colleagues, reducing the requirement to travel to attend meetings.

Performance Framework

Outcomes and Objectives











The following is a summary of the strategic outcomes and objectives contained within the Annual Police Plan 2020/21.

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

Evidencing progress towards our outcomes

Gathering our data, narrative and insights together provides us with an evidence base that demonstrates how we are achieving our outcomes

Policing during Quarter 3 2020/21

| | | | |
|---|---|---|---|
|  | <p>1,993,318 calls with over 170,500 additional public contacts</p> |  | <p>325,616 antisocial behaviour incidents reported by members of the public</p> |
|  | <p>1,237,689 overall incidents</p> |  | <p>2,561 serious assaults</p> |
|  | <p>11,018 missing persons reports</p> |  | <p>76,614 arrested persons</p> |
|  | <p>Over 33,700 survey responses to our Local Police Survey, with a majority (58%) of people stating that they have confidence in their local police</p> |  | <p>MS Teams enabled for more than 10,200 officers and staff Expected to be rolled out to 14,000 by end of the financial year</p> |
|  | <p>Our Special Constables volunteered 17,551 hours in support of Local Policing in Quarter 3</p> |  | <p>Issued over 2,500 laptop devices to support officers and staff working from home</p> |

Public Confidence and Experience of Policing

The Public Contact and Engagement Strategy addresses how we will make our services more accessible, relevant and responsive to different communities – for increasing people’s confidence and ability to approach, contact and cooperate with police.

The Public Confidence Governance Board is responsible for developing our understanding of public confidence and response to public feedback. The key areas of focus include our approaches to community engagement and policing the pandemic to meet public expectations and sensitivities.

We continue to engage and involve the public, our communities and partners in policing through our ongoing national surveys and other engagement activities:

- [Your Police 2020/21 survey](#) – our local police survey was launched on 09 April 2020 to measure public confidence and perceptions of police, and our response to the pandemic.
- User Experience survey - our independent survey, administered by Progressive Partnership Ltd, was adapted to an SMS survey from a former telephone survey, to continue to engage people who contacted Police Scotland during the pandemic.

- [Fair and Inclusive Police Service survey](#) – this survey was launched in December 2020 to engage the public, our communities, partners and people in the development of our equalities outcomes. It covers confidence in reporting hate crime and gender based violence, and how Police Scotland can support vulnerable and diverse communities, including our people.

The public confidence and experience survey insights are reviewed weekly and have helped us respond to emerging issues and shape our approaches at a national and local level. This has enabled us to adhere to our values, use inclusive ways to engage vulnerable and diverse communities and respond to concerns of local areas. Our response to public and community feedback has been to:

- **Increase local police presence at identified key locations**, with a focus on patrolling during the evening and after dark. This was particularly important to those living in rural areas with lower COVID-19 rates who had concerns around domestic tourism from Scottish regions with higher rates;
- **Enhance digital public contact** including an online form for reporting COVID-19 restriction breaches in a discreet and convenient way, and video appointments for safe and accessible face to face contact;

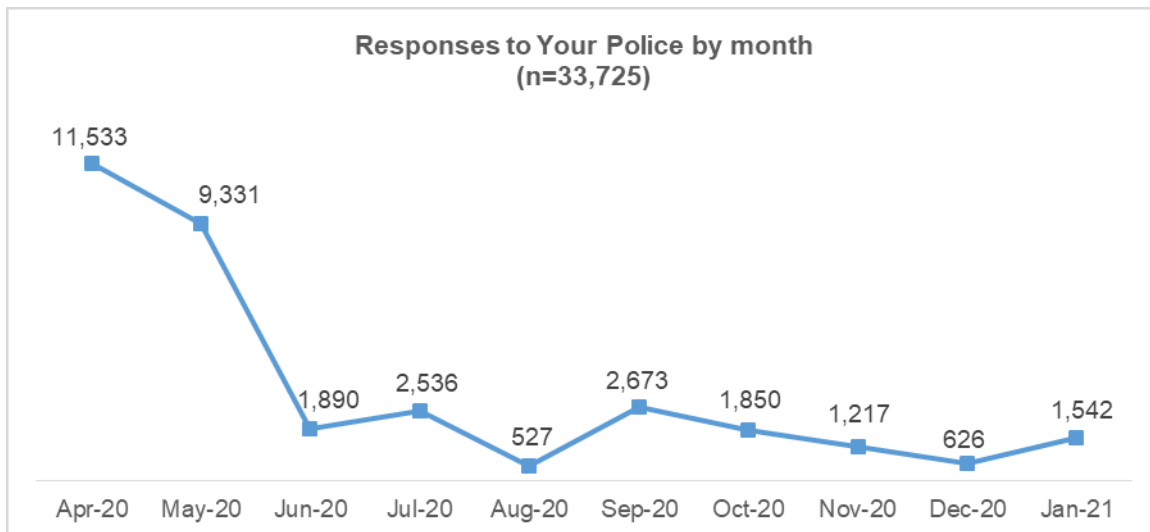
- **Increase engagement with over 250 organisations representing the interests of local and diverse communities, and businesses** to make sure our information and messaging is accessible and relevant. We were also able to ensure that officers were aware of the needs and challenges of diverse communities in complying with restrictions;
- **Include the needs and circumstances of diverse and vulnerable people in daily operational briefings** to make sure response officers and staff engage appropriately and bring empathy to interactions and reinforce the principles underpinned by the Four Es policy of: Engage, Explain, Encourage, and Enforce as a last resort;
- **Improve public information and advice at a national and local level** on staying safe during Coronavirus that is in line with Government guidance;
- **Proactively engage and track responses among local communities** with tighter restrictions and outbreaks. Monthly **public confidence trackers** have been created for each local police division to support local planning, accountability and scrutiny; and
- **Collaborate with academia** – three studies have been approved to research the drivers of public confidence and the impact of COVID-19 on our response in rural and remote communities; evaluate domestic abuse related calls during the pandemic; and, our interactions with the deaf community.

A sub-group of the Public Confidence Governance Board has been established to develop and increase our communications reach and engagement with seldom-heard communities, particularly vulnerable children and young people, BAME and deprived communities.

Your Police 2020/21

Your Police has received 33,725 responses between 09 April 2020 and 28 January 2021, which includes 272 British Sign Language responses and one Easy Read response. The survey is broadly representative of the population by age, gender, disability, and region.

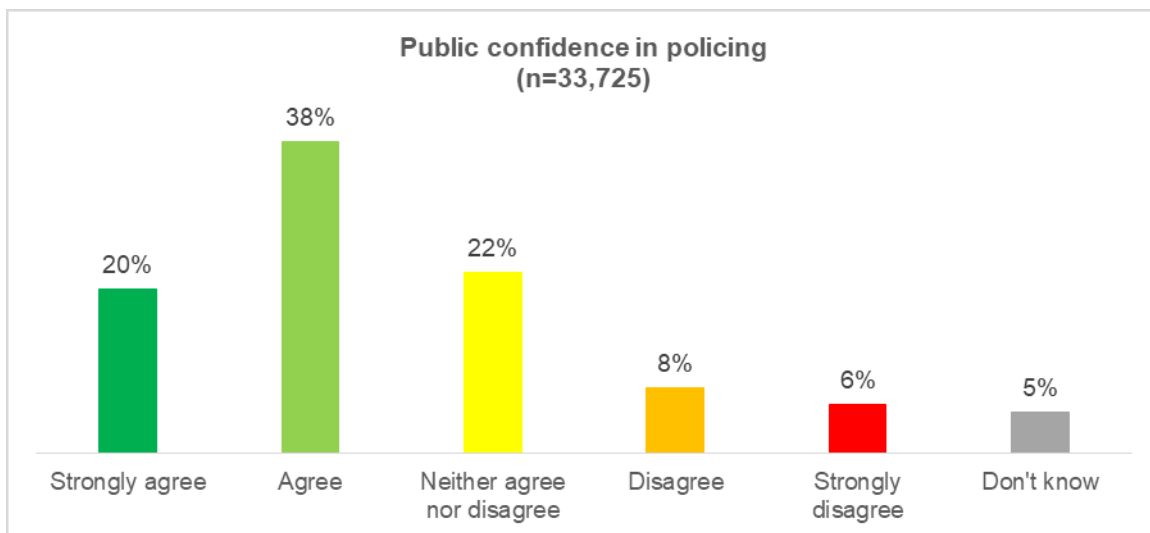
Over the 10 month fieldwork period, there has been a steady response after an initial spike in the initial months, which is to be expected in long-term engagements. Responses fluctuated weekly at a national and divisional level and remained high. The response rates are driven by proactive promotion of the survey, increasing and decreasing COVID-19 rates, strengthening and easing of restrictions, and seasonal impacts.

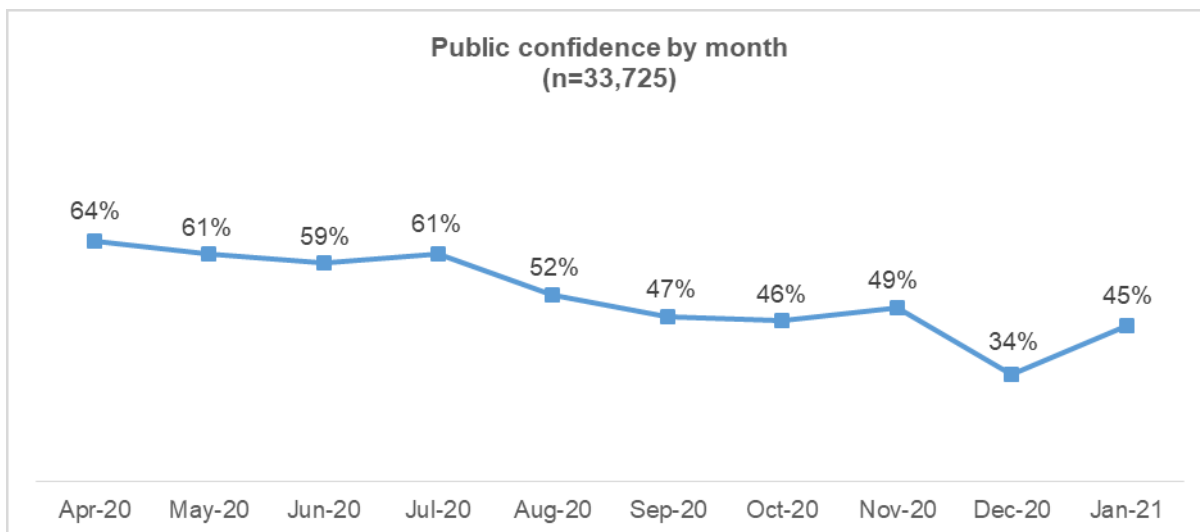


Work continues with colleagues from Corporate Communications, Safer Communities, local divisions, and external partner organisations to increase our reach into Scotland’s diverse and vulnerable communities.

Public Confidence

Overall, a majority (58%) of Your Police respondents have said they have confidence in Policing in Scotland: this ranged from 54% to 64% across divisions. Confidence among organisations (n=262) has stayed high throughout the fieldwork period at 74%.





The Research and Insights team conducts ongoing analysis of qualitative data to help understand the drivers behind changes in public confidence. To date, the analysis suggests that there are a number of variables involved:

Changes to COVID-19 rates at a national and local level:

Benchmarking data has shown that the Scottish public are much more likely than those in the rest of the UK to say they want the police to take tougher action to ensure compliance with COVID-19 regulations. Qualitative data does suggest that when COVID-19 rates change either nationally or locally, the public tend to attribute it to what they perceive as ‘weak’ enforcement by the police.

Lockdown and/or restriction fatigue:

After 10 months of lockdowns and changes to restrictions, the public are becoming increasingly fatigued and some may be losing confidence not only in the police but public institutions generally.

Perceptions vs. experience: Our analysis shows that only around a third of survey respondents have engaged with Police Scotland within the last 12 months. Therefore, a significant majority base their level of confidence in policing on perception rather than experience. This suggests that changes to how we communicate with the public, not changes to operational policing, might be the best way to improve public confidence.

Local events can be felt nationally:

During the pandemic we have witnessed local restrictions and / or lockdowns. We know that increasing restrictions or implementing lockdowns tends to have an impact on public confidence in policing. During a local event, we have found that policing divisions tend to increase proactive promotion of Your Police to monitor the impact of restrictions / lockdown, which increases response rates in that area.

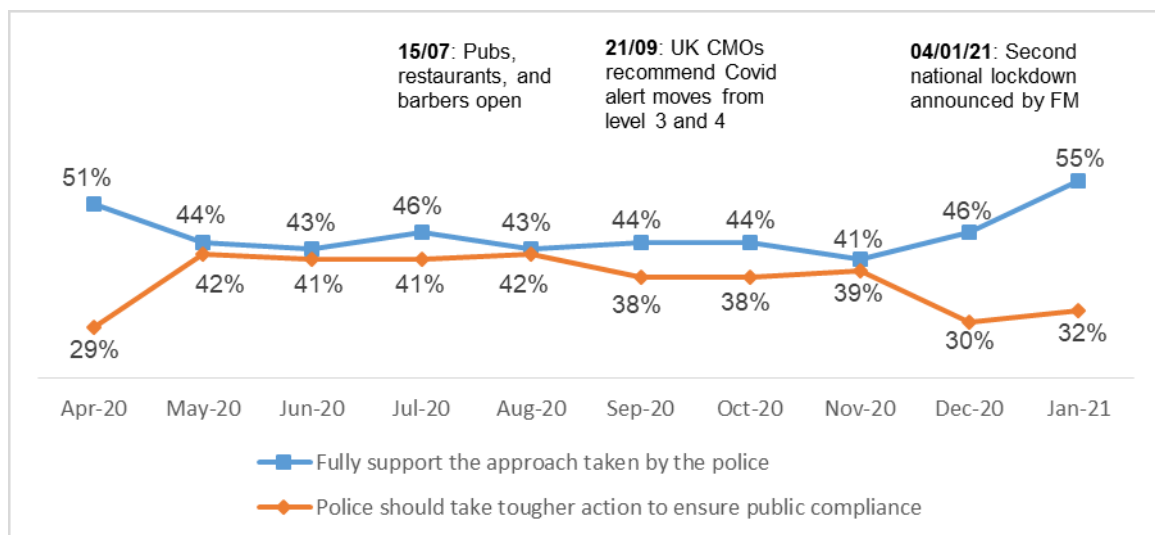
Policing the pandemic

The following is a summary of opinion on Police Scotland’s approach to policing the COVID-19 pandemic:

| Public Opinion Statements | Percentage of Respondents |
|--|---------------------------|
| I fully support the approach taken by the Police | 44% |
| The Police should take tougher action to ensure public compliance | 38% |
| I support the approach taken by the Police but in some cases they are going too far | 9% |
| The Police have no role in enforcing the lockdown, compliance should be a matter for individuals | 3% |
| The approach taken by the Police in enforcing the lockdown is too heavy handed | 1% |

Overall, 44% have said that they fully support the approach taken by police in response to the pandemic, while 38% have said the police should take tougher action.

In January 2021, these figures were 55% and 32% respectively, compared to 38% and 27% in England and Wales (YouGov Crest survey).



This chart highlights key events over the course of the pandemic that may help provide context to the changes in public opinion on Police Scotland’s approach. The data would suggest that public opinion tends to evolve quickly once COVID-19 rates and restrictions start to increase, with most wanting the police to take tougher action to ensure compliance.

However, it also suggests that when COVID-19 rates are lower and restrictions are eased, the public are less likely to want the police to take tough action.

The responsive nature of public opinion presents substantial challenges to Police Scotland and requires the organisation to strike a delicate balance between policing in a tough yet proportionate way.

Despite the challenges presented by changing public confidence, there is reason for optimism. There is a significant majority (85%) who said that they feel safe in their local area. Overall, 63% agree that the police in their local area are friendly, 39% agree that the police listen to the concerns of local people, and 35% agree that the police are dealing with local issues. It is important to note, a high number of respondents said they 'don't know' when asked about these measures. This suggests the need for a continued focus on refining how we engage with the public to address the change in confidence levels.

| Public Opinion Statements | Percentage of Respondents |
|--|---------------------------|
| Feel either 'very safe' or 'fairly safe' in their area | 85% |
| Strongly agree or agree that the police are friendly and approachable | 63% |
| Strongly agree or agree that the police listen to concerns of local people | 39% |

Qualitative insights on the decline of public confidence in policing

Police Scotland has received well over 65,000 free-text comments. The Research and Insights team conducted thematic analysis on open-text responses to the question: what can Police Scotland be doing better. We observed the following key themes over the initial 20 weeks of fieldwork:

- Police presence in local areas to reassure the public and ensure compliance with restrictions;
- Concerns about blatant breaches of restrictions, with a focus on children and young people, house parties, and lack of social distancing and mask-wearing in supermarkets;
- Negative perception of excessive travelling, especially within more rural areas where there were concerns about visitors from other parts of the country;
- Providing local information about what the local police are doing in the area and ways to report breaches; and
- Tackling speeding and reckless driving.

Given the increasing COVID-19 rates and second national lockdown, we have restarted weekly analysis to identify new and emerging trends for our national and local response.

Early analysis of recent responses does suggest that the themes are broadly consistent with those identified at early stages of the pandemic. There continues to be an increase in the number of respondents giving general feedback, rather than focusing exclusively on COVID-19 related issues, e.g. taking tougher action to ensure compliance.

It is also important to highlight that a number of free-text responses express satisfaction with Police Scotland and the approach the organisation has taken to policing during these challenging times.

Public Experience and Satisfaction of Police Services

The User Experience Surveys are undertaken monthly by Progressive Partnership Ltd on behalf of Police Scotland. The survey was refreshed from a telephone to an SMS survey to continue to engage those who had contact with Police Scotland during the lockdown and measure the impact on public experience. The survey met representative monthly quota samples (more than 1,200 respondents per month). Between October to December 2020 4,361 individuals were surveyed about their experience of contacting the police.

The findings show sustained high levels of satisfaction with contacting the police. Satisfaction is greatest with understanding the caller's needs (88%) and initial contact (86%). Overall satisfaction with contacting Police Scotland is 73%.

Open text analysis revealed the following factors were important in driving satisfaction:

- Time taken to respond to incidents;
- Knowledge of local areas by C3;
- Staff attitude; and
- Successful responses to previously reported incidents.

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

Police Scotland's objectives are to:

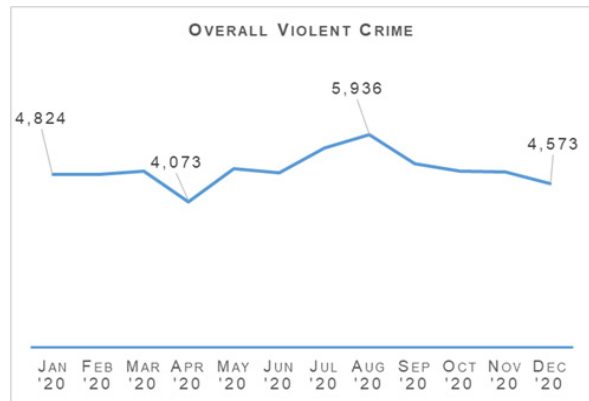
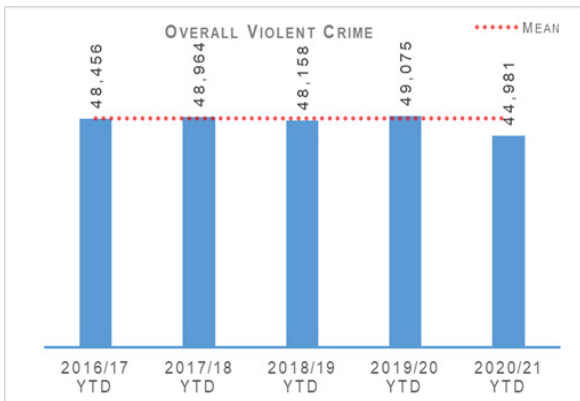
- Keep people safe in the physical and digital world
- Design services jointly to tackle complex public safety and wellbeing challenges
- Support policing through proactive prevention

All data is classed as Management Information and is not considered official statistics. All data is sourced from Police Scotland internal systems.

Violent Crime

| Overall violent crime | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|-----------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of crimes | 49,075 | 44,981 | -8.3% | 48,646.6 | -7.5% |
| Detection rate | 68.6% | 72.5% | +3.9% point | 71.1% | +1.4% point |

Note: Overall violent crime is comprised of: murder, culpable homicide (common law), attempted murder, serious assault, robbery, common assault and common assault (of emergency workers).



Overall violent crime has decreased significantly compared to last year and the five year mean, largely due to the impact of the COVID-19 pandemic and restrictions put in place throughout the year in response. July and August 2020, when restrictions eased, were the only months this year to see higher levels of violent crime than last year. At the end of Quarter 2, overall violent crime was down 8.0% from last year and 7.4% from the five year mean. The return to restrictions to guard against COVID-19 during Quarter 3 has increased these reductions further, albeit only slightly, with recorded overall violent crime now down 8.3% from last year and 7.5% from the five year mean.

The restrictions around licensed premises during the lockdowns during Quarter 1 and Quarter 3, is likely to be one of the key factors in the reduction in recorded violence seen this year, most noticeably during these quarters.

Most of the component crimes that make up overall violent crime have fallen. There have been 42 homicides recorded so far this year compared to 53 last year and a five year average of 48. Serious assaults have also decreased, down 16.4% from last year and 15.6% from the five year mean.

Two crime types have shown increases. There have been 220 attempted murders recorded so far in 2020/21, an increase of 19 compared to last year and an increase of 14 on the five year mean.

There have been 1,294 robberies recorded year-to-date. This is an increase of 13 (+1.0%) compared to last year and up 126 (+10.8%) on the five year mean. At the end of Quarter 2 there had been 24 (+2.9%) more crimes than the previous year. Robberies were noticeably higher than last year between April and July when the first lockdown was introduced. Since August, however, there have been fewer robberies each month compared to the same period last year.

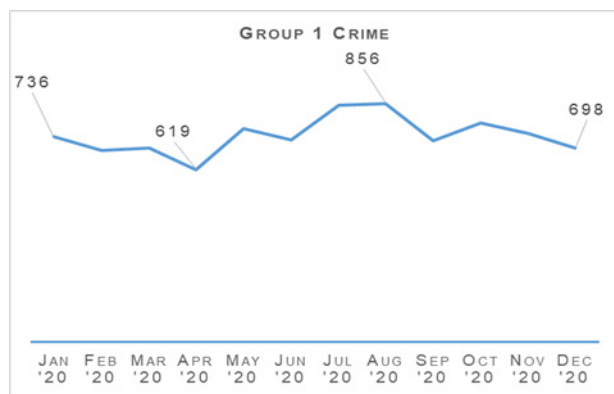
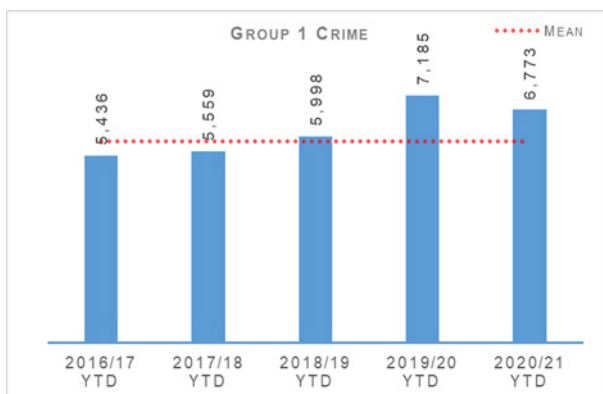
In the initial period following lockdown the proportion of robberies being committed in indoor private spaces increased slightly, although outdoors remains the most likely location type for robberies. Robberies committed outdoors are most likely to be carried out by someone unknown to the victim, whilst the majority of robberies that occur in indoor private spaces are by someone known to the victim.

Robbery action plans have now been created for each division and are being implemented locally. These plans identify issues specific to local communities and provide tailored policing responses to reduce opportunities for offending and increase early enforcement opportunities.

Every crime type that makes up overall violent crime has seen an increase in the detection rate from last year, although there has been an overall decrease in the number of crimes being detected of 3.2% (1,065 fewer crimes) compared to last year and of 16.3% compared to the five year mean.

The detection of violent crime has increased from last year with 72.5% of all violent crime detected. This is also an improvement on the five year mean detection rate.

| Non Sexual Crimes of Violence (Group 1) | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|---|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of crimes | 7,185 | 6,773 | -5.7% | 5,860.6 | +15.6% |
| Detection rate | 71.0% | 73.5% | +2.5% point | 75.7% | -2.1% point |



While Group 1 crime has fallen compared to the same period last year, it remains above the five year mean. It is worthy of note that the Domestic Abuse Scotland Act 2018 (DASA) introduced at the start of 2019/20 has resulted in an increase in the volume of Group 1 crimes with 1,210 DASA crimes recorded in 2020/21 so far.

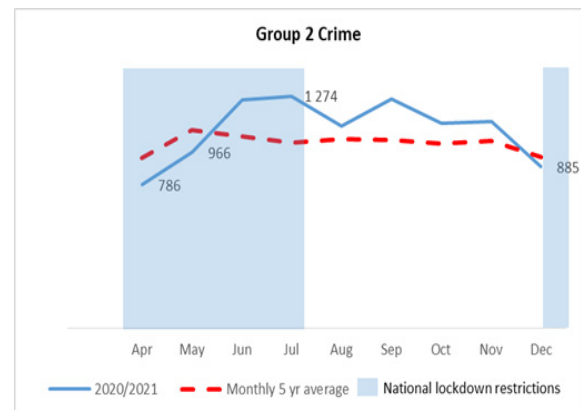
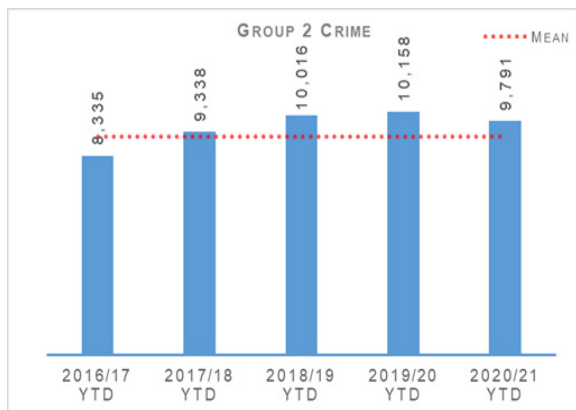
The majority of crimes that make up Group 1 have decreased this year compared to last. The significant exceptions to this are attempted murder (discussed above under Overall Violent Crime) and threats & extortion.

The significant rise in crimes of threats & extortion has been attributed to increased ransomware crimes being reported, attempts to blackmail with regards to threats to share indecent

images and a change in recording standard to better capture these crimes which target victims in Scotland but originate from outwith Scotland.

Public Protection

| Overall Sexual Crime (Group 2) | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|--------------------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Total Number of crimes | 10,158 | 9,791 | -3.6% | 9,142.2 | +7.1% |
| Detection rate | 55.9% | 60.1% | +4.3% point | 62.1% | -2.0% point |



The number of Group 2 crimes in 2020/21 are 3.6% lower than the same period last year however 7.1% higher than the five year mean which is a similar trend noted at the end of Quarter 2.

December was the second lowest month for the number of crimes reported over the reporting period, with April remaining the lowest. As shown on the graph, analysis of the five year monthly average indicates that this is typical of previous reporting in December.

During Quarter 3 the number of crimes reported each month, in general followed a downward trend since the peak noted in September 2020.

As noted in Quarter 1 and Quarter 2, the volume of most Group 2 crimes is down compared to last year including rape and sexual assault. There are, however exceptions to this with some crime types increasing compared to last year with the most notable being communication type offences.

Overall Sexual Crime (Group 2) – Demand Impact

Whilst Group 2 crime volume constitute a small share of overall crime, analysis on investigative workload revealed that due to the complexity and length of such investigations, the demand created is proportionately far greater than for other crime types. As such, long-term growth in this area (+7.1% above the five year mean) has resulted in a disproportionate increase in the amount of demand placed on Police Scotland.

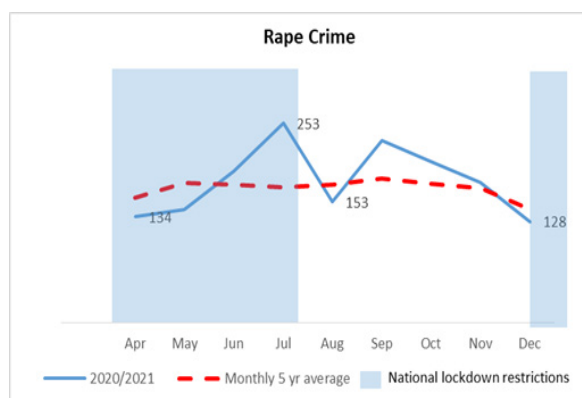
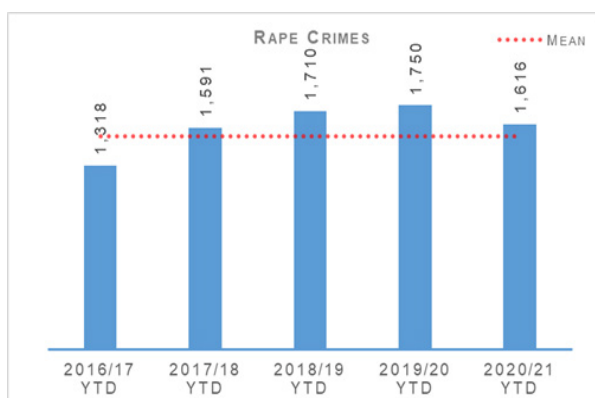
| Overall Sexual Crime (Group 2) | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|--|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of Recent crimes | 7,534 | 7,314 | -2.9% | 6,751.0 | +8.3% |
| Number of Non Recent Crimes | 2,624 | 2,477 | -5.6% | 2,391.2 | +3.6% |
| Proportion of Group 2 crime non-recent | 25.8% | 25.3% | -0.5% point | 26.2% | -0.9% point |

Note: Non-recent sexual crimes are defined as crimes that were reported more than one year after they were committed.

The number of recent crimes reported has decreased by 2.9% compared to last year however increased by 8.3% compared to the five year mean.

Quarter 3 has seen a decrease of 5.6% in the number of non-recent sexual crimes reported against last year which has previously been noted throughout this performance year.

| Rape | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of crimes | 1,750 | 1,616 | -7.7% | 1,531.2 | +5.5% |
| Detection rate | 51.4% | 60.5% | +9.0% point | 58.4% | +2.1% point |



Recorded rapes are 7.7% lower than the same period last year, however 5.5% higher when compared to the five year mean. December 2020 had the lowest number of reported rapes during the period, which, similar to Group 2 crimes, is typical compared to previous years.

During Quarter 3, the number of rapes followed a month on month decrease, with the lowest number of rapes being noted in December 2020 (128 rapes recorded).

Police Scotland is working alongside the National Crime Agency (NCA) to understand any UK trends in sexual offences and rape which have arisen due to the pandemic.

The completed work will be submitted for the attention of the NPCC Portfolio lead for adult sexual offences and rape and the UK National Rape Working group.

Police Scotland is also working alongside Glasgow Caledonian University and the Scottish Centre for Crime and Justice Research to understand any Scottish trends in sexual offences and rape as a result of the pandemic.

A rape campaign is planned to launch in February 2021 with the aim to reduce rape and sexual assault that occurs within the confines of a relationship. The target audience is men living in Scotland aged 18-35 in a relationship (new or established).

| Rape | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|--|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of Recent crimes | 1,071 | 917 | -14.4% | 931.2 | -1.5% |
| Number of Non Recent Crimes | 679 | 699 | +2.9% | 600.0 | +16.5% |
| Proportion of Group 2 crime non-recent | 38.8% | 43.3% | +4.5% point | 39.2% | +4.1% point |

Note: Non-recent rape crimes are defined as crimes that were reported more than one year after they were committed.

Reported recent rape crimes decreased by 14.4% compared to the same period in 2019/20 and by 1.5% against the five year mean.

This is a slight decrease compared to the figures reported in Quarter 2 where recent crimes were down 11.2% against last year and 0.9% against the five year mean.

Rape of a female over 16 years old and rape of a female aged 13–15 are the main contributors to the overall decrease of recent reported crimes.

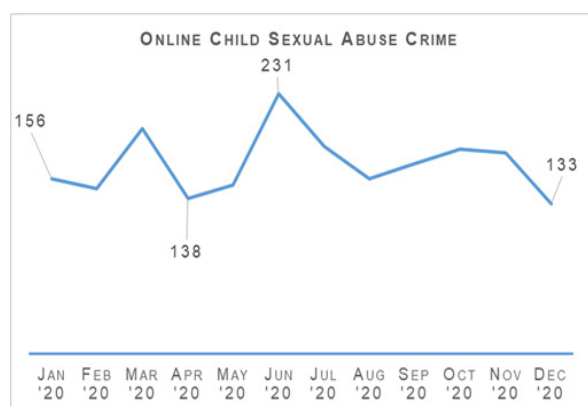
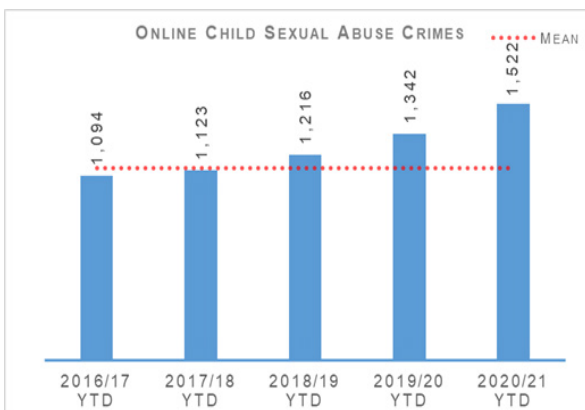
Further analysis is being conducted on the reporting periods of rape to establish if there were any changes as a result of lockdown.

| Child Sexual Abuse (online) | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|-----------------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of crimes | 1,342 | 1,522 | +13.4% | 1,137.0 | +33.9% |
| Detection rate | 68.5% | 63.9% | -4.6% point | 74.9% | -11.0% point |

The figures in the table comprise of the crime types listed; these represent a cross section of online child sexual abuse from data that is available. It should be noted that the significant majority of these offences are committed online, however some may also include an element of offline offending. The crime types are as follows:

- Cause to be Present Sex Act/To Look at Sex Image - M&F (< 13)
- Cause to be Present Sex Act/To Look at Sex Image - M&F (13-15)

- Communicate Indecently/Cause see/hear Indec Comm - M&F (< 13)
- Communicate Indecently/Cause see/hear Indec Comm - M&F (13-15)
- Grooming of children for the purposes of sexual offences
- Taking, distribution, possession etc. of indecent photos of children (from April 2011)



By the end of Quarter 3, 1,522 child sexual abuse crimes were recorded which is an increase of 13.4% compared to last year and 33.9% greater than the five year mean. The lowest number of crimes were recorded during the month of December where 133 crimes were reported compared to 138 during April which was the second lowest month.

In general, the number of crimes reported each month has followed a decreasing trend since June 2020.

| | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|--|-------------|-------------|-----------------------------|-------------|---------------------------|
| Cause to be Present Sex Act/To Look at Sex Image -M&F (< 13) | 249 | 277 | +11.2% | 181.4 | +52.7% |
| Cause to be Present Sex Act/Look at Sex Image -M&F (13-15) | 126 | 156 | +23.8% | 36.2 | +330.9% |
| Communicate Indecently/ Cause see/hear Indec Comm - M&F (< 13) | 231 | 280 | +21.2% | 169.0 | +65.7% |
| Communicate Indecently/ Cause see/hear Indec Comm – M&F (13-15) | 228 | 248 | +8.8% | 59.0 | +320.3% |
| Grooming of children for the purposes of sexual offences | 86 | 49 | -43.0% | 19.0 | +157.9% |
| Taking, distribution, possession etc. of indecent photos of children (from Apr 2011) | 422 | 512 | +21.3% | 160.8 | +218.4% |

From the table above, taking, distribution, possession of indecent photos of children (from April 2011) accounts for the highest proportion of child sexual abuse (online) crimes (33.6%).

This type of criminality also shows a 21.3% increase from the same period last year. Grooming of children for the purposes of sexual offences is the only crime type under child sexual abuse (online) to have decreased compared to last year (-43.0%).

Online CSA Campaign

In Quarter 3 we revisited and continued the online child sexual abuse campaign, #GetHelpOrGetCaught which commenced on the 16 November 2020 and is scheduled to run until March 2021.

Our continued intention is to convey to perpetrators / potential offenders that grooming children for sexual purposes is not acceptable whether online or otherwise and they will be caught. The purpose of this campaign is to prevent the online grooming of children and young people in preparation for contact offences / the sharing of images by directing offenders and potential perpetrators to Stop It Now! Scotland. This continued phase includes further targeted platform activity and aims to achieve greater reach.

The campaign is performing well, with over nine million impressions and over 25,000 clicks through social media and YouTube channels.

A multi-agency group, set up to prevent online CSA and led by Police Scotland, had the first meeting in November 2020 with a second meeting planned for early 2021. Work continues with strategic child protection partners, including through the Collective Leadership Group, to acknowledge the ongoing and increased online risks in light of the Digital Inclusion Programme and a second period of significant lockdown.

The Cybercrime Harm Prevention Unit, within PPCW, regularly carry out activities in preventative online CSA work as part of their remit of online safety and cybercrime prevention with the private, public and third sectors.

During Quarter 3, the Cybercrime Harm Prevention Unit worked primarily in partnership with Education Scotland, and also with media and the oil and gas industry.

The Cybercrime Harm Prevention Unit assisted local policing divisions by providing safety messaging and guidance in relation to online sexual behaviour which is highly relevant to children and young persons. The unit work in partnership with Education Scotland and 'Stop It Now' to provide training to teachers and guidance teachers, identifying and supporting those involved in technology assisted harmful sexual behaviour. This training gives teachers the necessary tools to help identify the warning signs displayed by children exposed to these crimes and how to provide them with the support required. It is hoped the training will also enable teachers and guidance teachers to prevent the children from becoming victims of these types of crimes by being able to offer advice.

Cybercrime Harm Prevention team assisted Corporate Communications with advice and resources around online safety. This was in support of the second phase of the campaign to tackle online CSA and included advice for parents / carers. This involved practical tips to help children benefit from connected technology and the internet safely and smartly including parental controls for devices and home activity packs with simple 15-minute activities to educate children.

During Quarter 3, the Cybercrime Harm Prevention Unit participated in a BP podcast entitled 'Keeping children and teenagers safe'.

This podcast was put together through well-established contacts in the oil and gas sector in Aberdeen, and was designed for an audience of BP staff across the world. Aimed at parents / guardians of children and young people to promote online safety, subjects covered included gaming, grooming, sharing of intimate images and CSE across social media platforms. BP employs around 15,000 people within the UK and over 70,000 worldwide, therefore this podcast and others like it have an extensive reach. Podcasts are an area that we would like to continue to work on, and BP have shown an interest in producing further 'online safety' editions with Cybercrime Harm Prevention in Police Scotland.

In the Quarter 2 report, we detailed the establishment of a three month taskforce to progress the end to end process of online child sexual abuse and exploitation referrals received by Police Scotland to mitigate the increasing threat. In 2020, 1,134 National Online Child Abuse Prevention (NOCAP) packages were disseminated for investigation which is an increase of 49.0% from the previous year. The taskforce was established, under the name Operation

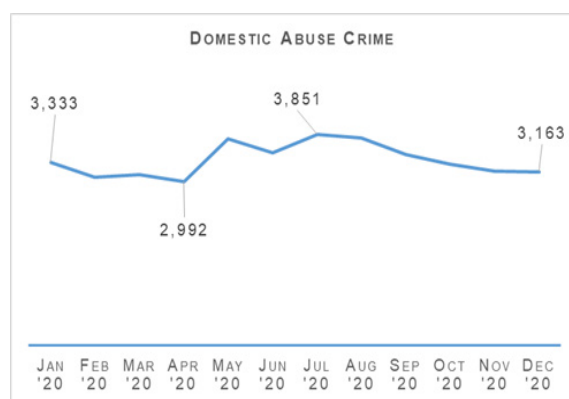
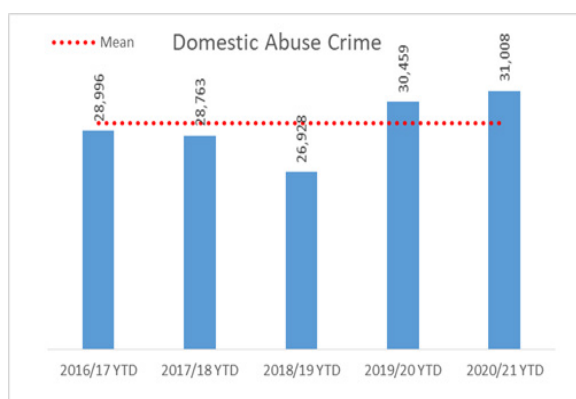
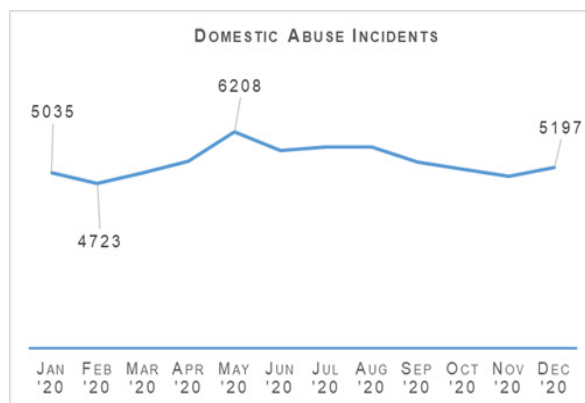
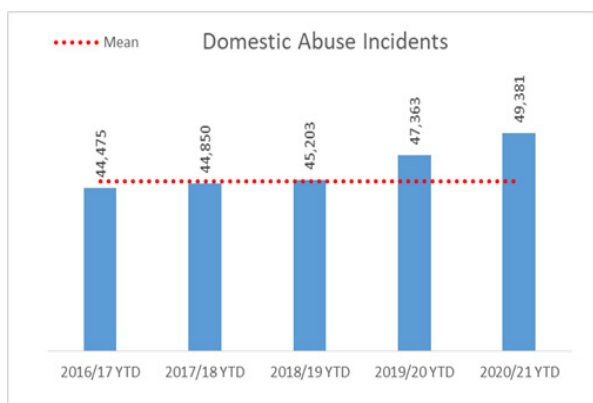
PARROR and the period of intensification commenced on the 01 September 2020.

Since then, Operation PARROR teams have undertaken the majority of NOCAP enforcement, significantly reducing demand on local policing divisions, whilst maintaining strong relationships with each local policing division to address child protection issues and safety planning without delay.

The increasing demand for investigations into Online Child Sexual Abuse & Exploitation has continued, resulting in a review of the taskforce duration. Approval has been granted to extend Operation PARROR until 31 January 2021 with a further extension anticipated.

From 01 September 2020 until 31 December 2020, 333 NOCAP packages were enforced by the taskforce with 139 of these resulting in the recovery of Online CSAE material. Digital devices have been seized for further examination on 32 occasions and 167 enforcements have resulted in no recovery of Online CSAE criminality. A total of 145 people have been arrested by the taskforce during this period.

| Domestic Abuse | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|--|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of incidents | 47,363 | 49,381 | +4.3% | 45,040.6 | +9.6% |
| Number of crimes | 30,459 | 31,008 | +1.8% | 29,393.2 | +5.5% |
| Detection rate | 66.6% | 70.1% | +3.5% point | 73.1% | -2.9% point |
| Proportion of incidents resulting in a crime | 44.0% | 43.6% | -0.4% Point | 48.3% | -4.7% Point |



The number of domestic incidents increased by 4.3% compared to 2019/20 and by 9.6% compared to the five year mean. The number of domestic abuse (DA) crimes also increased, up 1.8% compared to last year and 5.5% compared to the five year mean. Since Quarter 1 of 2020/21, the number of crimes and incidents recorded each month has been relatively consistent.

Assault and threatening and abusive behaviour accounted for the highest proportion of domestic abuse crimes however both decreased compared to the previous year. Although domestic murder has decreased from five in 2019/20 to three in 2020/21, attempted murder has increased by 40.6% (13 more crimes).

Disclosure Scheme for DA in Scotland (DSDAS) applications have continued to increase since lockdown compared to the same period last year with over 70% of applications being submitted by professionals.

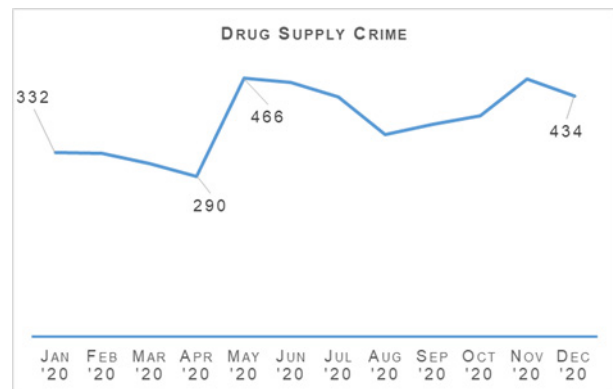
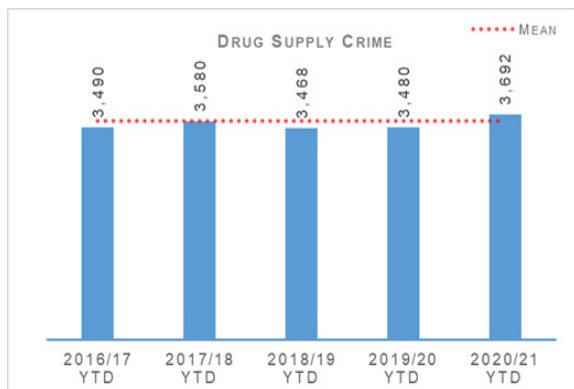
Work is ongoing with Scottish Government and SafeLives to develop a new training programme for Domestic Abuse Champions (DACs) that will include specific modules as a result of the lessons learned during COVID-19. An interactive survey, conducted by the Safe at Home in Scotland network of service providers / victims / survivors and all DACs will inform the programme. Feedback from the survey is currently being collated by SafeLives and will be used to support organisational learning and development.

Police Scotland continues to work closely with partners in order to respond effectively to domestic abuse by dealing with perpetrators and supporting victims. Regular meetings are held with NPCC and Scottish Government Violence Against Women and Girls COVID-19 group and victims' organisations to share information

on trends / issues, respond to emerging issues and share guidance, good practice and research. National Multi Agency Risk Assessment Conferencing (MARAC) and Multi Agency Tasking and Co-ordination (MATAC) processes continue to be delivered throughout pandemic.

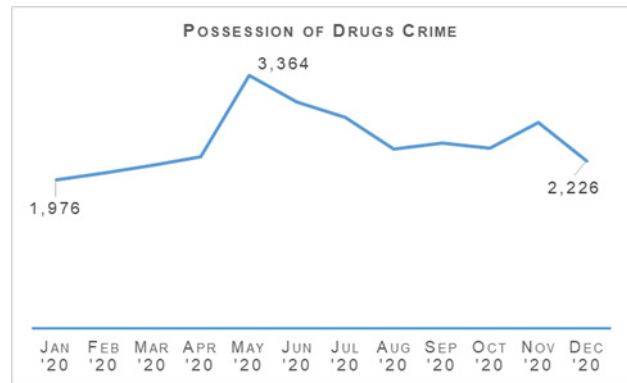
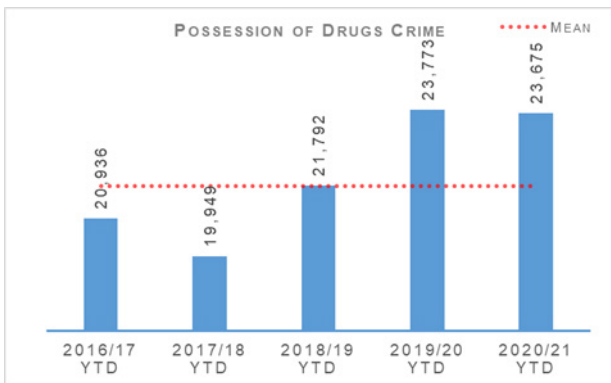
Drugs Harm / Supply

| Total Drugs Supply | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|--------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of crimes | 3,480 | 3,692 | +6.1% | 3,589 | +2.9% |
| Detection rate | 91.1% | 84.1% | -7.1% point | 90.3% | -6.3% point |



Drugs supply crimes have increased compared to last year (+6.1%) and from the five year mean (+2.9%). This increase is a similar position to that reported at the end of Quarter 2.

| Drugs Possession | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of crimes | 23,773 | 23,675 | -0.4% | 21,788 | +8.7% |
| Detection rate | 92.8% | 93.2% | +0.4% point | 93.9% | -0.7% point |



Drug possession crimes have decreased compared to last year (-0.4%) but have increased compared to the five year mean (+8.7%). There has been a notable slowing in drug possession crimes over Quarters 2 and 3 compared to

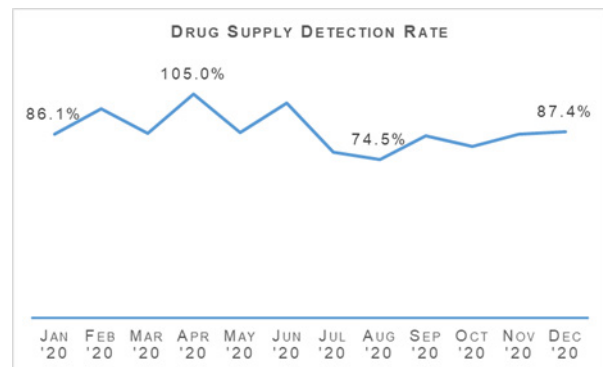
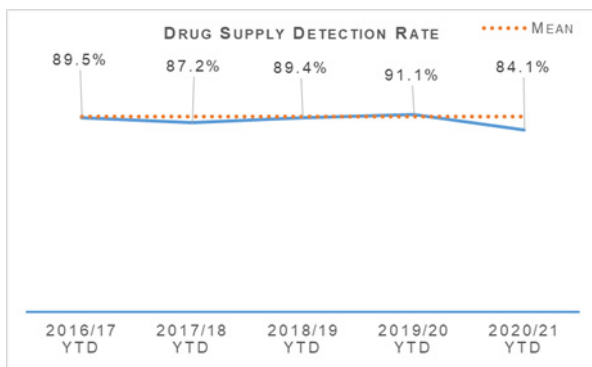
the sharp rise recorded in Quarter 1. In the Quarter 1 report we noted that the initial UK wide lockdown had provided for more targeted local patrols, resulting in an increase in possession charges.

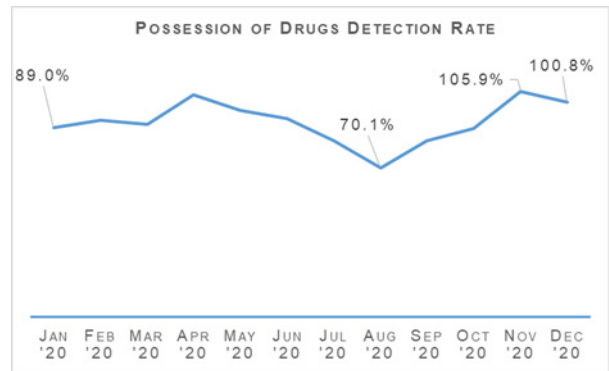
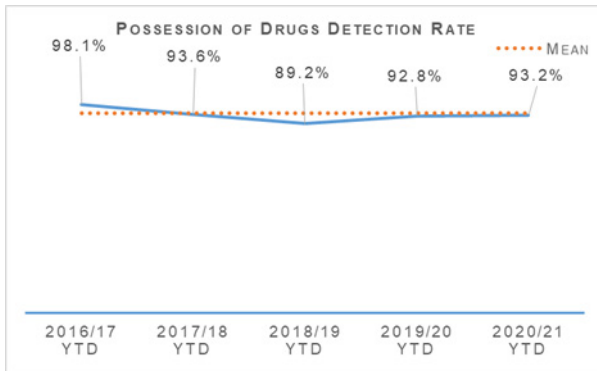
Detection Rates

The improvement in detection rates for both drugs supply and drugs possession that was noted in Quarter 2 has continued into Quarter 3. The drugs supply detection rate is now 84.1%, up from 79.3% in Quarter 1. The drugs possession detection rate is now 93.2%, up from 77.4% in Quarter 1.

In Quarter 1 we highlighted the issue of lower drugs supply and drug possession detection rates.

This was primarily due to reduced forensic laboratory capacity due to COVID-19 restrictions. Month by month improvements in detection rates from August onwards can be seen in the charts below, as the COVID-19 impact on forensic laboratory capacity has unwound and detection rates have trended back towards five year mean.





Drug Related Deaths

Figures released by the National Records of Scotland (NRS) in December 2020 reported that in calendar year 2019 there were 1,264 Drug Related Deaths (DRDs) registered across Scotland, an increase of 6% on the previous year. These figures revealed that the numbers of DRDs registered in Scotland more than doubled in the last decade, resulting in Scotland experiencing the highest rate of deaths per head of population in Europe. Of particular note is the rise in ‘street’ benzodiazepines, which were implicated in 168.6% (511) more deaths in 2019 than 2016.

In order to protect Scotland’s people and the communities in which they live, policing must evolve to meet the ever changing demands which are presented nationally and locally by problematic drug use. This includes both drug use and supply, and while it is important there remains a strong focus on tackling serious organised crime groups, there is now a recognition that these groups often exploit the most vulnerable in society, individuals with various and highly complex needs.

As such, policing and the wider community justice response to problematic drug use must evolve in order to address the harms being caused to individuals by diverting such vulnerable people once identified away from the justice system and into treatment in order that we can improve their health and wellbeing. This requires a whole systems response towards tackling the harms caused by problematic drug use and involves Police Scotland and all relevant partner agencies working collaboratively towards the single purpose of improving the safety and wellbeing of persons and communities in Scotland.

As part of a wider drive to cultivate a whole systems approach and develop a public health approach to policing, Police Scotland recently created its Partnership, Prevention and Community Wellbeing (PPCW) portfolio, led by ACC PPCW. This portfolio includes the Service’s Substance Harm Prevention Team, which engages with and supports relevant partners and stakeholders locally and nationally, to undertake a number of interventions to make a contribution to tackling Scotland’s Drug Related Deaths (DRDs).

ACC PPCW has established a Drug Strategy Board (DSB), which is multi-agency in nature and, whilst the demands of the pandemic have impacted on the work of the DSB, it has drafted a new Police Scotland Drug Strategy that has a definite focus on harm prevention. The Strategy and the work of the DSB will shape Police Scotland's approach to dealing with drug use and the harm it causes in the future.

Some of the headline policing activity includes:

- Participation in the Drugs Death Taskforce (DDTF) and, specifically,
 - The Criminal Justice and the Law sub-group, which is exploring what can be achieved within the current legislative framework
 - The Public Health Surveillance sub-group, which is exploring how to make best use of available information and data to inform current and future service delivery
- Working with relevant partners to deliver interventions in existing and new innovative ways to reduce the harm caused by substance use
- Monitoring suspected DRD incidents reported to the Police in order to identify any emerging threats, risks or trends, working with partners as required regarding suitable harm prevention measures
- Regular engagement with Public Health Scotland to inform harm prevention work.
- Engagement with (and, in some instances, leadership of) Alcohol and Drug Partnerships and other localised groups to contribute to reducing the risks posed by substance use

- Development of drug strategies at a Divisional level, where deemed appropriate

Further detail of some of the work currently underway across the Service is provided below:

- A proposal for the carriage, and use, of Naloxone intra-nasal spray by officers has been approved by Police Scotland. The test of change will be delivered over a six month period in three areas during 2021, one in each of the East, North and West local policing areas, namely Falkirk, Dundee City and Glasgow East, which were selected following internal analysis. Opiates / opioids are a major contributory factor in DRD's in Scotland, and Naloxone is recognised as the most appropriate and effective medical intervention for such an overdose in order to save a life. Carriage of Naloxone within the test-bed areas will be voluntary, however all frontline officers up to the rank of Inspector within these local areas will undertake training. Instruction on the use of intra-nasal Naloxone sprays will be provided with representatives from third-party groups in attendance. The test of change will be subject to a robust evaluation process and conducted by an inter-disciplinary research team established from members of the Public Health Surveillance Sub-Group of the DDTF and the Scottish Institute of Policing Research (SIPR).

- Police Scotland is progressing a new Minute of Agreement with Abertay and Robert Gordon Universities in order to aid the intelligence picture of drug types within Scotland which will inform both Police Scotland harm prevention and law enforcement activity. The benefits of such an agreement will include the identification of illicitly or pharmaceutically made drugs, identification of composition and excipient content, analytical charting of all examined samples, and fast test results. This work will contribute towards delivering contemporary intelligence opportunities and early harm prevention messages and it is anticipated this agreement will be concluded in the very near future.
- The Criminal Justice and the Law Sub-Group of the DDTF is developing a test of change proposal that would allow the police to refer persons accused of possessing controlled substances into support services. This would run in parallel with existing Criminal Justice processes and Crown Office and Procurator Fiscal Service (COPFS) disposal options. After any police referral, the 'Navigator' led support service would share information with COPFS regarding that individual's engagement / progress, to ensure any subsequent case disposal decision by COPFS is fully informed. This collaboration will address drug related harm by intervening early and supporting high risk and vulnerable members of the population to break the cycle of criminality and intervene before behaviours become more problematic. In addition to the public health benefits,

it is anticipated that reoffending rates may also decline. Funding for year one of this proposal has now been approved and it is anticipated that recruitment of the 'navigators' will commence in the test bed area (Inverness) shortly. Agreement has also been reached that the first point of contact with the Criminal Justice system will be viewed as when people come into contact with officers as a result of a search or otherwise and even where there is no criminality this will not preclude people from being referred to the programme out with any Criminal Justice proceedings to ensure that vulnerability is the trigger, not criminality.

- Police Scotland's Substance Harm Prevention department continues to monitor suspected DRD incidents daily in order to immediately identify any emerging threat, risk, or trends, linking with relevant partners as required regarding suitable harm prevention measures. This long-standing approach was updated during the COVID-19 pandemic to include further collaboration with Public Health Scotland (PHS), introducing 13 PHS Single Point of Contact geographically aligned to Police Scotland's 13 local policing divisions. This process assists in relaying drug-related harm prevention information into PHS and third sector community support services at the earliest opportunity. At a national level, Police Scotland provides PHS with monthly management information on the number of suspected DRDs recorded by the Service.

- At its last meeting in December 2020, the Police Scotland Drug Strategy Board commissioned a strategic threat assessment of drugs harm, with specific reference to DRDs and links to SIMD. The assessment will be reported into the DSB when complete, to inform future operational and preventative activity and will be shared more widely as deemed appropriate.
- Work to respond to non-fatal overdoses (NFOD). Officers in Tayside Division have been at the forefront of work taking place in Dundee to prevent DRDs by intervening more effectively with individuals who experience NFODs. This work is serving as a template for other areas that are considering how best to adopt the approach or appropriate elements of it. Police Scotland and other statutory partner agencies are progressing an Information Sharing Agreement to protect the health and wellbeing of those individuals involved. Information regarding that person will be shared between partner agencies to allow follow up treatment to be agreed / arranged timeously in order to aid that person in their recovery. The principal purpose of the ISA is to identify and support vulnerable people and assist them into appropriate forms of treatment to reduce the risk of another overdose.
- Police Scotland has developed a new Drug Related Death information sharing form and associated guidance. The information provided in this form is to update relevant partners, to assist with and inform associated harm prevention activity following any suspected drug related death. This Process has been approved and fully implemented nationally.

The information is shared under the following caveats:

- The data provided does not constitute official Police Scotland statistics;
- The information relates to 'suspected' drug related deaths which will not be confirmed, or otherwise, until associated post mortem / toxicology procedures are complete;
- The information provided is of a sensitive nature. Further sharing of this information may only be undertaken where such sharing is lawful and meets the Data Protection Principles laid out in current Data Protection legislation.
- Glasgow's Positive Outcomes Project. This multi-agency initiative led by Police Scotland provides an opportunity to offer outreach services to people suffering from addiction. The team includes, a recovery co-ordinator with lived experience of drug use and custody peer mentors.

Public Wellbeing

During Quarter 3, there were a total of 1,237,689 incidents reported to Police Scotland, a fall of 4.7% (60,742 fewer incidents) from the same period last year.

The following table displays key incident types during Quarter 3 compared with the same period last year:

| Incident Demand | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|------------------------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Concern for Persons Incidents | 113,935 | 107,841 | -5.3% | n/a | n/a |
| Number of Missing People Incidents | 39,718 | 27,773 | -30.1% | n/a | n/a |
| Public nuisance | 56,936 | 123,979 | 117.8% | n/a | n/a |
| Neighbour dispute | 16,021 | 22,930 | 43.1% | n/a | n/a |
| Noise Complaints | 43,288 | 51,277 | 18.5% | n/a | n/a |

Whilst the overall number of incidents reported to Police Scotland has fallen during this period, the unique circumstances created by COVID-19 have led to large increases in specific

types of demand, in particular public nuisance, neighbour dispute and noise complaints. Taken together, there have been 81,941 more incidents of these types reported, an increase of 70.5%.

Missing Persons

| Missing People | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|----------------------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of Missing Person Reports | 12,157 | 11,018 | -9.4% | n/a | n/a |

While there has been a 30.1% decrease in the number of missing people incidents reported to Police Scotland, the decrease in missing person reports is only down 9.4%. During the initial COVID-19 lockdown in spring, the number of missing person reports fell below the previous year.

Following the easing of restrictions over the summer, numbers returned to levels seen previously. However, these subsequently fell again towards the end of the year, following the local and then national re-instatement of rules related to the pandemic.

Analysis was conducted on missing person reports involving an element of mental health to examine the impact of the pandemic. This revealed that the proportion of missing person reports recorded as being mental health-related

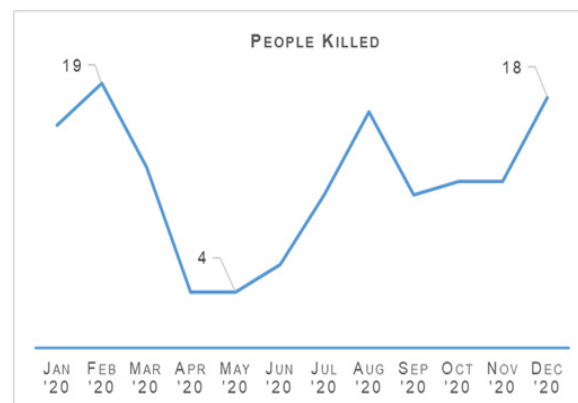
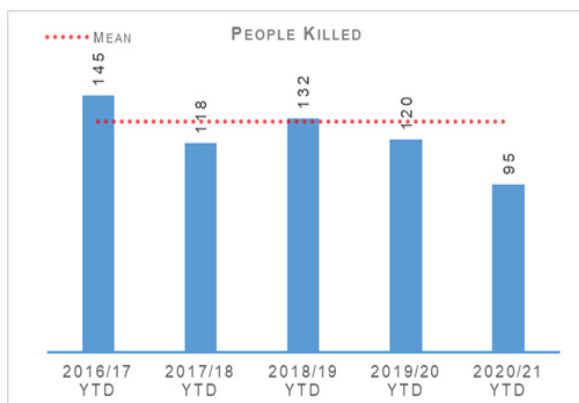
rose following the initial lockdown and continued to be higher than 2019 throughout the year. From this work it was estimated that more than a third of all missing person reports created cite mental health as a factor.

Missing Persons Future Demand

Roughly 11% of missing persons reports involve individuals over 75 years of age. These cases are often high risk and complex, involving dementia, mental health issues and other vulnerabilities. With Scotland's over 75 population set to rise 18% by 2026, the demand on Police Scotland from elderly missing persons is projected to increase substantially.

Road Safety

| Road Casualties | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|---------------------------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| People Killed | 120 | 95 | -20.8% | 130 | -27.0% |
| People Seriously Injured | 1,647 | 1,080 | -34.4% | 1,335 | -19.1% |
| Children (aged <16) Killed | 1 | 2 | +100.0% | 4 | -38.5% |
| Children (aged <16) Seriously Injured | 169 | 104 | -38.5% | 127 | -18.4% |



There were 95 road fatalities recorded during the April to December 2020 period compared to 120 over the same period last year (25 fewer fatalities). Comparing the same time periods, people seriously injured fell by 567 and children seriously injured fell by 65.

Throughout Quarter 3 traffic volumes across Scotland were nearly at normal levels for the time of year. Working closely with Transport Scotland and local policing, and whilst taking cognisance of local COVID-19 tiering levels, road policing officers have continued to reassure the public through high visibility patrols, enforcing road traffic legislation where appropriate, in order to improve driver and road user behaviour.

Whilst the focus of reducing those killed and seriously injured on Scotland's roads remains a priority, officers have also worked collaboratively across divisions to target those using our roads network for the purpose of criminality.

As previously reported Section 5a RTA 1988, drug driving, continues to be an effective road safety tool, with a high number of offences recorded across the country. As a result of this success Police Scotland continues to submit a high number of blood samples for analysis.

Due to the concerted efforts of SPA Forensics, COPFS and Police Scotland staff, efficiencies to the blood analysis process have been realised and the number of samples tested has increased. Although Forensic Services still report a number of blood samples awaiting testing, which accounts for the difference in detected and reported drug driving offences (1,994 recorded; 738 detected at end of 2020/21 Q3), significant and encouraging progress has and continues to be made.

Working alongside our key internal and external partners, road policing has delivered road safety campaign activity where appropriate. Social media continues to be used across all platforms to reassure and inform communities of the ongoing work whilst ensuring the road safety message is delivered.

Road Policing Campaign Updates

Motorcycle Safety Campaign - The annual motorcycle campaign concluded on 30 September 2020. With no formal launch and the reduced number of weekends of action possible at beginning of the motorcycling season due to lockdown, three weekends of action took place as we progressed through the stages of lockdown. Nationally, road policing officers participated in the campaign taking the opportunity, not only to enforce legislation but to engage and educate where appropriate. Over the three weekends, and despite numbers not being what would be seen without restrictions, over 350 motorcyclists were engaged with.

Mobile Phone Day of Action - Road Policing Division carried out a mobile phone day of action on 06 October 2020, reinforcing our commitment to the reduction of road casualties by highlighting the risks associated with the use of mobile phones whilst driving. The day of action was supported by Corporate Communications who facilitated public awareness via social media channels in the run up to, and on the day itself, 31 mobile phone offences were detected during the day of action.

Get Ready for Winter - The annual Get Ready for Winter Campaign ran from 24 October to 30 October 2020. Through interaction, the campaign intended to raise awareness and prepare road users for the additional challenges of travel during the autumn and winter months. An extensive corporate media package was delivered both through normal social media channels and the Police Scotland internet page urging road users to:

- Be prepared – before you go out
- Be seen – when you are out
- Be safe – when you are out

The week long campaign was broken down into five bespoke message driven days dealing with:

- General messaging
- Pedestrians
- Cyclists
- Automated / daytime running lights
- Car safety / roadworthiness

The campaign received a high social media engagement rate of 2.1% on Facebook (benchmark 1.5%) and 1.6% on Twitter (benchmark 1.0%).

No Insurance - The second No Insurance campaign of the year ran from 02 to 08 November 2020, with the intention of raising awareness and highlighting the risks posed by those who drive vehicles whilst uninsured. Road Policing targeted drivers without insurance with the assistance of the Motor Insurance Bureau, using all means to ensure legislative compliance. Over the duration of the week 345 'no insurance' offences were detected.

Seatbelt Day of Action - The second Seatbelt Day of Action of the year ran on 11 November 2020. This was an opportunity to maintain the ongoing commitment to the reduction of road casualties, by highlighting the risks associated with the non-wearing of seatbelts through the usual social media channels. On the day a total of 40 offences were detected by road policing officers.

Brake Road Safety Week - Coordinated by the road safety charity Brake, their annual road safety week took place between 16 and 22 November. With a primary focus on speed, the week encouraged everyone to consider, that whether someone is walking to school, cycling into town or driving for work, the speed of traffic matters to their safety. Road Policing and the Safety Camera Unit supported the campaign and detected a total of 1,798 offences.

Annual Festive Drink Drug Drive Campaign - The annual festive drink and drug drive campaign ran between 01 December 2020 and 03 January 2021. During the focused and intelligence led campaign, officers carried out 4,013 roadside tests. A total of 508 drivers were detected for drink / drug offences with 28 of these drivers caught the morning after drinking.

Strategic Outcome: The needs of local communities are addressed through effective service delivery

Police Scotland's objectives are to:

- Understand our communities and deliver the right mix of services to meet their needs
- Support our communities through a blend of local and national expertise
- Support the changing nature of communit

Call Handling

The total number of calls to Police Scotland increased by 24,997 (from 1,968,321 to 1,993,318). This is an increase of 1.3% on last year. As shown in the following table this is due to an increase of 3.4% for 101 calls, with 999 calls showing a decrease of 5.1% compared to the same period last year. Of the calls received, 41.4% did not result in an incident or crime being raised. The total number of incidents has decreased by 60,742 (from 1,298,431 to 1,237,689) compared to the same period last year.

The handling of 999 calls remains our highest priority. Between 01 April and 31 December 2020 this year, our service centres managed to maintain an average speed of eight seconds for answering 999 calls.

Calls from other emergency services and alarm activations are answered before any lower level non-emergency calls. Throughout the same nine-month period, calls of this nature have continued to be answered, on average, within 17 seconds.

| Call Handling | | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | |
|--|------------------|-----------------------------|------------------|-----------------------------|---|
| Total Number of 999 calls | | 488,420 | 463,457 | -5.1% | |
| Total Number of 101 calls | | 1,479,901 | 1,529,861 | +3.4% | |
| Average call answer time | 999 Calls | - | 8 seconds | - | |
| | 101 Calls | - | 2 min 37 seconds | - | |
| Total number of incidents | | 1,298,431 | 1,237,689 | -4.7% | |
| Number and % of calls (999 +101) that do not result in an incident / crime | | - | 826,183 (41.4%) | - | |
| Number and % of incidents by response type * | Immediate | | - | 152,007 (12.3%) | - |
| | Prompt | | - | 521,591 (42.1%) | - |
| | Standard | Local Policing Appointment | - | 70,077 (5.7%) | - |
| | | Direct Crime Recording | - | 37,919 (3.1%) | - |
| | | Resolution Team Involvement | - | 16,321 (1.3%) | - |
| | Other Resolution | | - | 367,359 (29.7%) | - |

Note: Following the nationwide rollout of CAM, new call gradings are being used. CAM is not fully operational in the North divisions yet resulting in a small percentage of incidents still being categorised under the old grading and are therefore not included in the above figures. Comparison data is not available.

Note: Revision to Quarter 1 YTD submission - 2020/21 = 999 calls, 7 seconds. 101 calls, 1 minute 57 seconds.

Note: Revision to Quarter 2 YTD submission - 2020/21 = 999 calls, 9 seconds. 101 calls, 2 minutes 44 seconds.

Please note that the data published previously for the period 2019/20 was calculated in error. At this time these comparison figures are unavailable due to system limitations, as the telephony platform only holds one years' worth of data.

C3 Division Demand – Additional Public Contacts

In addition to the call numbers above there have been over 170,500 public contacts dealt with by Contact, Command and Control (C3) Division.

C3 Division do not only deal with incoming calls from the public. Service advisors also deal with incoming calls from other partner agencies and alarm calls. There have been over 75,000 of these types of calls for this reporting period.

“Contact Us” emails and online reports, for some crime types, can be completed online. Each one of these reports is assessed by a service advisor using the Threat Harm Risk Investigation Vulnerability and Engagement (THRIVE) model. The service advisors then also had to take into account COVID-19 restriction considerations, to decide what resolution is required for each report. Over 85,000 “Contact Us” emails and 2,000 online reports have been submitted since June 2020.

In December the section on the website to report possible COVID-19 restriction breaches online went live. From 09 to 31 December 2020 there were 1,385 online forms completed adding to the demand on the service centre. These are assessed by a service advisor in the same way as normal online reports.

Contact Assessment Model (CAM) Project Closure

The key outputs of the CAM Project have now been delivered across Police Scotland. Activities are now underway to ensure the benefits projected within the business case are fully delivered and recorded. Where possible, lessons learned are also being captured, while taking into consideration the current challenges posed by COVID-19.

Work is ongoing with Contact, Command and Control (C3) Division to establish a framework to embed CAM and continue to support and empower our people to confidently make decisions at the first point of contact and throughout the journey of the incident.

This framework will include continued training, professional development and a range of quality assurance activities to support performance. This framework will set strong foundations to enable the proposed enhancements to the C3 and local policing operational model to progress, if approved, as part of the Modernised Contact and Engagement Project.

Local Policing Appointments (LPAs)

With the CAM operating model now in use across Scotland, the alternative resolution options continue to support service delivery as the organisation has transitioned its policy response to COVID-19 to reflect the ever changing situation nationally.

Aligned to the Scottish Government tiered restrictions which continue to evolve, Police Scotland has resumed its previous policy of increased remote resolution where possible, a policy now known as the COVID-19 Response Model, and appropriate contact to non-priority calls.

Following from this LPAs continue to be suspended in a number of local policing divisions. Those divisions affected retain ownership and management of their LPAs via telephone or digital contact. Certain divisions have not been affected by these changes at this time although, if required, a similar approach will be adopted.

Mental Health Pathway

The Mental Health Pathway (MHP) is a collaborative project with NHS 24 and Scottish Ambulance Service. Since August 2020, callers who contact Police Scotland on '101' non-emergency and '999' emergency numbers who are suffering mental ill health/distress, subject to appropriate criteria, can now be referred directly by staff within our Service Centres, Control Rooms and Resolution Teams to the Mental Health Hub (MHH). This enables them to receive compassionate care at the earliest opportunity.

Further plans are in place to broaden the scope of this process to all C3 Division Area Control Room (ACR) and Resolution Team (RT) staff, allowing them to make referrals to the MHH.

Training has started which will allow callers, who are initially referred to the ACR for police attendance, to be redirected to the MHH in instances where additional background checks have confirmed the suitability of the caller / circumstances for referral.

Work is being progressed with these partners to enhance the pathway further and develop the concept of co-located Mental Health practitioners within the RT. These practitioners will triage and assess mental health related incidents and also provide advice and direction within C3 Division and to local policing colleagues. A practitioner working group has been established following the provision of funding from Scottish Government. This group will consider the role requirements, recruitment and training. Further work is ongoing with regards to the information sharing and service level requirements relating to co-locational working.

Modernised Contact and Engagement

The public rightly has an expectation that they will be able to contact the police when needed, in ways that work for them, and that when they do they should expect to get the right response for their needs. Aligned to this, there is an increasing desire from the public to use digital channels of communication, for example SMS text, and social media.

The Police Scotland Public Contact & Engagement Strategy, published in June 2020, highlighted such public desire and illustrated that contact and engagement with the police is strongly linked to public confidence and trust in policing.

In this regard, it is clear that making our services more accessible, relevant and responsive to a changing Scotland is essential to the future development of the service. Increasing accessibility in particular will be essential to best reach and protect the vulnerable.

A Modernised Contact and Engagement Programme Board has been established to oversee a programme of activities designed to bring Police Scotland's contact and engagement into the modern age in a manner that supports the evolving nature of public contact and the required operational model to support this. Another key focus of this work will be to ensure that existing and planned future C3 Division Information Communication Technology (ICT) systems are able to support the vision of multi-channel digital contact using media such as SMS text and social media, as well as more traditional telephony based contact. This will significantly enhance accessibility for communities that encounter barriers to communication, who have often experienced difficulty in accessing police services through traditional telephony based methods.

There will be three overarching work streams which will be delivered in a phased manner taking cognisance of the significant operational challenges facing Police Scotland in 2021 and the continued impact of COVID-19:

- Engagement, Partnership and Service Design
- Enabling Technologies
- Enhancing the C3 & Local Policing Operating Model

The first two work streams will focus on reaching out to stakeholders and designing the future operating model around identified stakeholder needs; and ensuring the timeous availability of modern and efficient digital ICT systems which are capable of supporting the vision and strategic outcomes of the Public Contact and Engagement Strategy.

The 'Enhancing C3 and Local Policing Operating Model' work stream will focus on further developing the CAM and Mental Health Pathway operating models to enhance service delivery both to local policing and to the public. A key element of this work will see community psychiatric nurses, public protection specialists and crime managers embedded within the C3 Resolution Team.

Complaints

| C3 Complaint Allegations | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year |
|---|-------------|-------------|-----------------------------|
| Complaint Allegations received relative to C3 – on duty | 161 | 181 | +12.4% |
| Complaint Allegations received relative to C3 – Quality of Service | 78 | 110 | +41.0% |
| Total Allegations closed - relative to C3 | 218 | 233 | + 6.9% |
| Percentage of total Allegations closed which were upheld – relative to C3 | 18.8% | 7.7% | - 11.1% point |

Complaints against C3 Division have increased by 30% overall YTD, with a total of 247 received during this period. This is primarily driven by increases in the North Region (+62.1%) and the West Region (+37%).

Incivility continues to be the most common allegation type, with 115 received YTD. This accounts for 39.4% of all allegations received within this period, and represents a 17.3% increase from the comparable period in 2019/20.

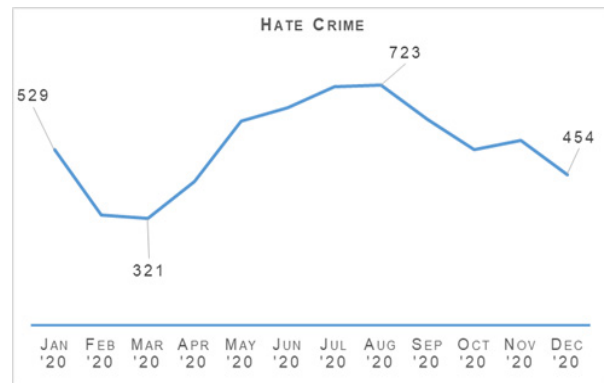
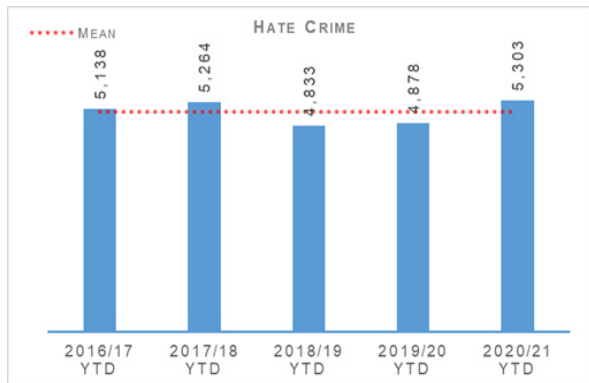
However, the main allegation category linked to the overall increase within C3 Division is Quality of Service – Service Outcome. The 59 allegations received YTD represents a 110.7% increase from 28 allegations in the previous YTD. These allegations can be further broken down into 'Lack of Satisfaction with Action Taken' (+245.5%, 38 YTD from 11 PYTD) and 'Police Failure to Take Action' (+23.5%, 21 YTD from 17 PYTD).

Quality of Service – Service Outcome allegations have however decreased markedly within Quarter 3 YTD. Only four such allegations were received during this period, which contrasts with the notably higher volumes received in Quarter 1 (28) and Quarter 2 (27) YTD. This reduction therefore represents a levelling out of these particular allegations, with the Quarter 3 volume now at a comparable level to Quarters 1-3 in the previous YTD.

In total, 60.3% of complaint cases received YTD for C3 Division were Frontline Resolved by the PSD National Complaints and Resolution Unit (NCARU). This demonstrates that most complaints against C3 Division during this period have been non-criminal and non-serious in nature, with a majority resolved through simple explanation, apology or assurance.

Hate Crime

| Hate Crime | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|---------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of incidents | 5,090 | 5,583 | +9.7% | 5,003.6 | +11.6% |
| Number of crimes | 4,878 | 5,303 | +8.7% | 5,080.2 | +4.4% |
| Detection rate | 70.3% | 67.9% | -2.4% Point | 70.4% | -2.5% Point |



The significant increases in hate crime recorded in Quarter 2 have plateaued in Quarter 3. Crimes were up 12.5% (418 more) at end of Quarter 2 and now crimes are up 8.7% (425 more). Regional variations are apparent with the East region seeing a proportionately smaller increase than the North or West regions. To better understand the reason for this variability Safer Communities are collaborating with the Analysis and Performance Unit to improve the analytical product to identify both national and local trends.

The restrictions associated with the COVID-19 pandemic continue to contribute to hate crime with increased community tension manifesting as prejudice in conflict situations.

There have been examples of hate crimes linked directly to restrictions such as mask wearing and evidence of increased hate crime against police officers when investigating reported breaches of regulations.

Police Scotland have continued to work closely with external organisations to support minority communities throughout the pandemic. This year's Police Scotland hate crime campaign in March 2020 focussed on disability hate crime. Its aim was to increase awareness and reporting of disability hate crime. The campaign was evaluated highly and supported by partner organisations and it is assessed that increased confidence in reporting may in part be a reason for the rises in disability hate crimes.

In addition, Police Scotland has been encouraging the reporting of disability hate crime during the COVID-19 pandemic. Consultations with partner organisations representing disabled communities illustrated that many disabled people have felt disproportionately affected by restrictions and guidelines associated with COVID-19. In response, Police Scotland has taken part in webinars with British Deaf Association, Scottish Autism and Disability Equality Scotland to encourage disability hate crime reporting.

Scottish Chinese Professional have been supported by the Equality and Diversity unit and Edinburgh City Division, encouraging reporting of concerns and providing training to facilitate a virtual Third Party Reporting centre, where members of the Chinese community can report hate crime to Police. This work will be extended to other Chinese organisations, ensuring there are additional methods for the Chinese community to report hate crime during COVID-19. Edinburgh City Division have also engaged with local groups, providing reassurance messaging translated into the relevant languages.

As part of the response to Operation STRATHENBERG, the Safer Communities E & D team worked with colleagues in Greater Glasgow Division, Scottish Refugee Council (SRC), Home Office and Mears Group to respond to the wider refugee and asylum communities in Scotland who may have been affected by the events.

A SRC helpline was opened to facilitate contact and report concerns, encourage reporting of hate crime and signpost to support services. Local community groups were supportive and shared messaging and signposting from this group to encourage reporting through established third party networks.

October saw the Hate Crime Awareness Campaign and National Hate Crime Awareness Week where the Scottish Government launched their 'Dear Haters' campaign which was in partnership with Police Scotland to encourage those who have witnessed or experienced hate crime, including online, to speak out and report it. The campaign involved a series of attention grabbing letters which spoke directly to witnesses of hate crime by using emotive language to highlight the different forms hate crime takes and encouraged everyone to report hate crime if they see it. Police Scotland supported the campaign by sharing messages and the letters on their social media channels and this was well received.

HMICS recently conducted an inspection of hate crime investigation in Police Scotland with findings due to be published later in the year. In the interim each division in Police Scotland has undertaken a self-assessment of hate crime investigations in their area and compliance against the standard operating procedure evaluated. These results are presently being evaluated with a view to sharing best practice and facilitating improvement in Quarter 4.

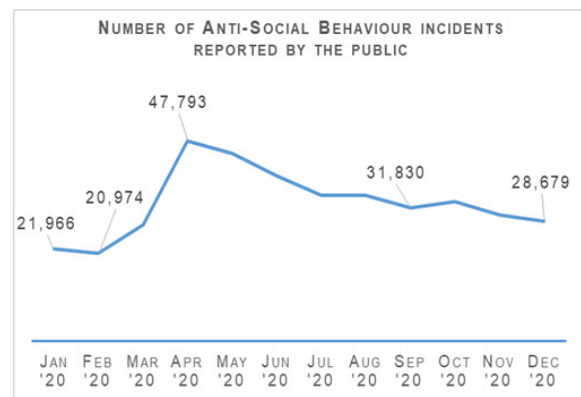
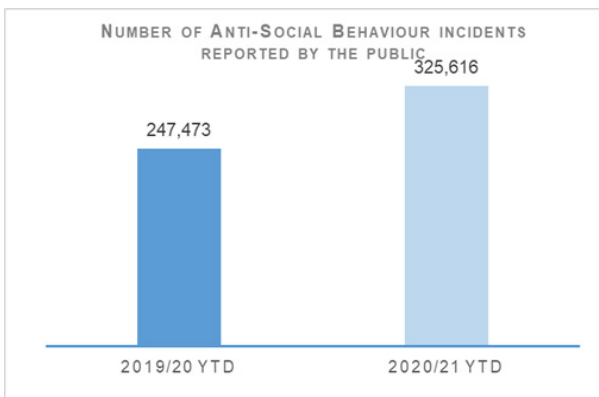
Hate Crime and Public Order (Scotland) Bill

Police Scotland continue to engage with the Scottish Government Hate Crime and Public Order Bill team, as the Bill continues into Stage two of its progress through Parliament. Recently, discussions have taken place around Police Scotland’s capacity and commitment to record disaggregated data in response to a request from external equality stakeholders.

Further work is ongoing to understand the training implications for Police Scotland that legislative changes could bring and the costs of implementation across the Service.

Anti-social Behaviour and Disorder

| Antisocial Behaviour and Disorder | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|---|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of antisocial behaviour incidents reported by the public | 247,473 | 325,616 | +31.6% | n/a | n/a |
| Number of complaints regarding disorder | 176,121 | 245,829 | +39.6% | n/a | n/a |

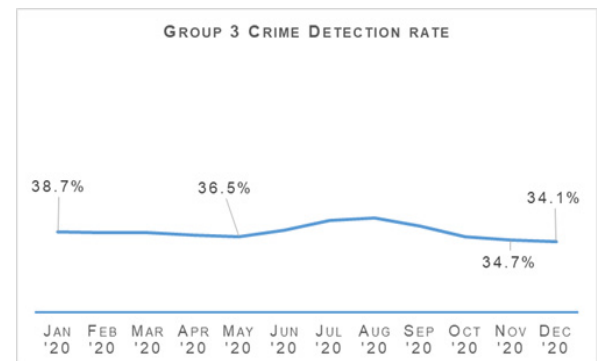
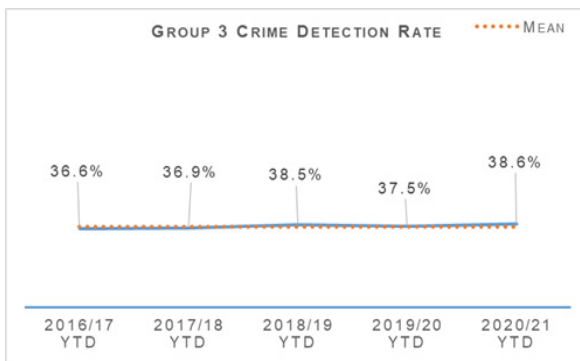
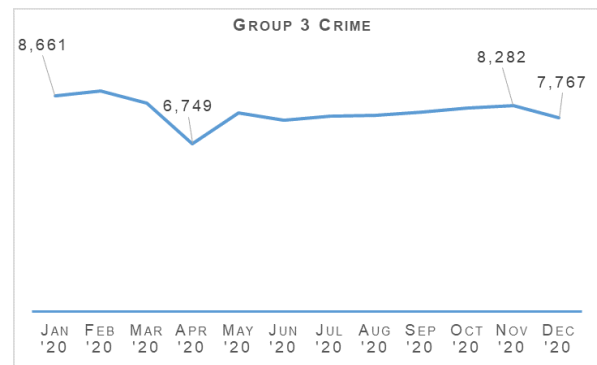
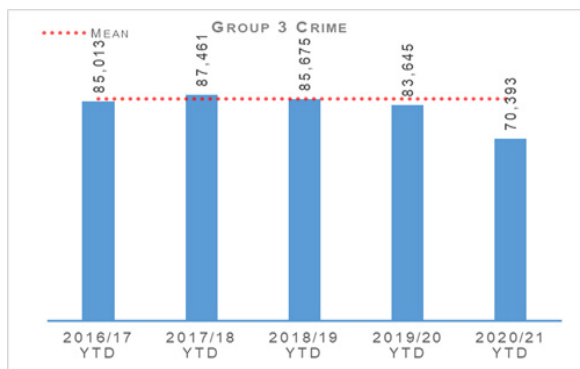


Following a spike in April 2020, levels of anti-social behaviour have reduced. With changes to lockdown restrictions, these levels could be affected as we could see a return to more people spending time at home.

This would likely lead to another increase in noise complaints and neighbour disputes in relation to potential breaches of new restrictions.

Acquisitive Crime

| Group 3 Crime | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of crimes | 83,645 | 70,393 | -15.8% | 85,811.4 | -18.0% |
| Detection rate | 37.5% | 38.6% | +1.1 % point | 37.5% | +1.1 % point |



The decrease in acquisitive crime has continued into this Quarter and can primarily be put down to lockdown measures. The volume of crime had been relatively consistent in previous years; however between April and December 2020, there has been a decrease of 13,252 crimes.

The volume of crime recorded each month dropped significantly in April 2020 but gradually rose in the following months as restrictions were eased before decreasing again in December 2020. This can be attributed to the lockdown restrictions and different tier systems earlier in the month affecting which retail premises could open.

Although the detection rate has shown a 1.1 percentage point increase, there has actually been 4,153 fewer crimes detected this Quarter compared to the same period last year due to the reduced overall volume of crimes. Common theft and shoplifting crimes contributed largely to this, common theft decreased by 6,400 crimes and shoplifting by 7,526 crimes.

A common trend at the start of lockdown was the theft of pedal cycles by opportunistic criminals. Due to demand, this has continued throughout the year, with this crime type rising by 24.0% (887 crimes).

Shoplifting

Shoplifting crimes have continued to be lower compared to the same period last year accounting for the majority of the reduction in Group 3 crime volumes. Year-to-date, crimes have decreased by 31.7% (7,526 fewer crimes). As seen previously, when lockdown restrictions are put in place and non-essential shops close, opportunities for shoplifting are vastly reduced.

Following the most recent lockdown restrictions this trend is expected to continue through Quarter 4.

Detections over the period have decreased from 15,736 to 10,927 compared to the same period last year. This was expected due to the reduced volume of shoplifting crimes. When looking at the detection rate, this has actually increased 1.1 percentage points on last year although remains 1.6 percentage points down on the five year mean.

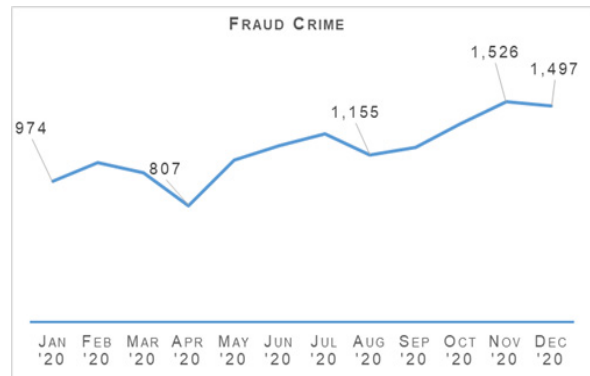
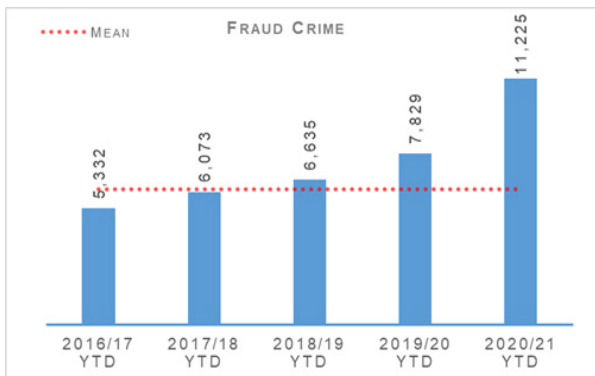
Housebreaking

The COVID-19 pandemic continues to impact housebreaking, with a significant decrease of 17.7% (1,686 fewer crimes). Over the period there have been 7,835 housebreaking crimes, this decrease means housebreaking is now 30.8% lower than the five year mean of 11,328.2 crimes.

There has been an increase of 2.6 percentage points in the detection rate for housebreakings, however, due to the lower volume of crime this, in real terms, means there have been 270 fewer crimes detected compared to the same period last year.

Fraud

| Fraud | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of crimes | 7,829 | 11,225 | +43.4% | 6,195.8 | +81.2% |
| Detection rate | 31.1% | 24.1% | -7.0% point | 38.8% | -14.7 % point |



Fraud crimes have continued to rise, increasing 43.4% compared to the same period last year and 81.2% from the five year mean, this rise is reflected across all divisions, and across the UK. While fraud crimes have been rising steadily over the last five years, the ongoing pandemic has changed many people’s lifestyles and the expanded reliance on technology for daily life has contributed to the rise in fraud.

As mentioned in the Quarter 1 Performance Report, it is currently difficult to obtain a detailed picture of fraud across the Service.

Due to limitations on the way fraud crimes are currently recorded on legacy Police Scotland’s systems, they are unable to capture the ever changing nature of fraud and the new methods constantly being implemented by fraudsters. In conjunction with the Economic Crime and Financial Investigation Unit, the Core Operating Solutions Team are developing a recording system which will differentiate between the various fraud typologies. This will better inform our preventative messaging. Rollout of this is due to begin with Tayside Division in spring 2021 with all other divisions to be complete by 2022.

In the interim and to assist in identifying the threat, divisional fraud champions have been tasked from the Acquisitive Crime Group to provide detailed fraud breakdown each month.

A nationwide fraud campaign, in partnership with Take Five to Stop Fraud, was launched on 07 December 2020 and ran until 17 January 2021. The key messages being promoted to both the personal and business areas are to Stop, Challenge and Protect against fraud. It focused on education in relation to the types of fraud, advice on how to prevent fraud and guidance on how to report fraud.

The campaign sits under the UK wide Operation OTELLO which is coordinated by the National Economic Crime Centre. Fraud campaigns mentioned in the Quarter 2 Performance Report, Operation TONIC (Romance fraud) and Operation GIANTKIND (Investment fraud) were also included in this.

After the announcement of a COVID-19 vaccine, it did not take long for Police Scotland to receive reports of scam messages offering the service. Members of the public have been sent text messages claiming to be from the NHS, offering them the opportunity to sign up for the vaccine. The texts ask the recipient to click on a link which takes them to an online form where they are prompted to input personal and financial details. In some cases the online form has looked very similar to the real NHS website. The nationwide fraud campaign highlights how members of the public can remain vigilant and protect themselves against this type of crime and social media channels were used to reiterate this message specifically in relation to frauds relating to the vaccine.

Police Scotland's partnership working in tackling online fraud

Working with partners in the public and private sector is crucial to tackling cyber enabled fraud. It is recognised that in this current digital age and living under lockdown restrictions there is an online and cyber aspect to all categories of fraud and the associated scams. The reach that the internet affords requires partnership working not only in Scotland and the UK but at times globally.

Significant partnership working in Scotland mainly takes place through the Multi Agency and Tactical Delivery Board (MATDB) which provides the opportunity for all Scottish agencies (including HMRC and DWP) to work collaboratively.

The Scottish Financial Crime Group brings all financial institutions with a Scottish footprint together with Police Scotland, COPFS, CRU and the Scottish Government with the aim to tackle financial crime in Scotland.

Police Scotland are also a main partner with the Scottish Government led Economic Crime Action Plan, tackling financial crime in Scotland and the Scams Awareness Prevention and Enforcement Strategy. Both papers are anticipated to be presented to Scottish Ministers in Spring 2021. Stakeholders involved in both groups come from all areas of Scottish Law Enforcement and appropriate Agencies. The work involves the full spectrum of Serious and Organised Financial Crime through to fraud as a volume crime.

Since March 2018 Police Scotland have partnered with UK Finance (who oversee Scottish Financial Institutions) and Trading Standards Scotland to implement and delivery the Banking Protocol. The Police Scotland approach to the banking protocol is hailed by UK Finance as the gold standard for UK policing.

At a UK level Police Scotland are represented at a strategic level with Operation OTELLO, the National Economic Crime Centre (NECC) approach to step up to tackle fraud. Recent campaigns have included Courier, Romance and Investment Fraud, all online frauds.

We are also represented at NECC led Operation ETHERIN, understanding the threat (UTT) group tackling COVID-19 fraud and the UTT vaccine sub group. The partnership working through these groups cannot be understated as in addition to working with all UK LEA's and Government departments, partnership working out with UK borders is also achievable.

Serious Organised Crime Groups (SOCGs)

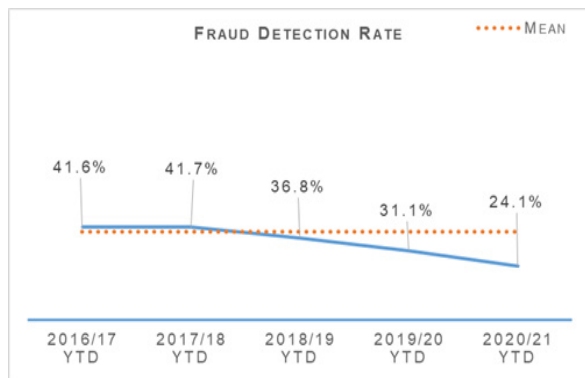
Police Scotland National SOC Interventions Unit (NSIU) has recently undertaken work to better understand the threat from Serious Organised Crime towards Small and Medium Sized Enterprises (SMEs) during the COVID-19 pandemic.

Police Scotland officers supported the Scottish Business Resilience Centre (SBRC) in preparing a threat assessment and suite of documents aimed at supporting the business community.

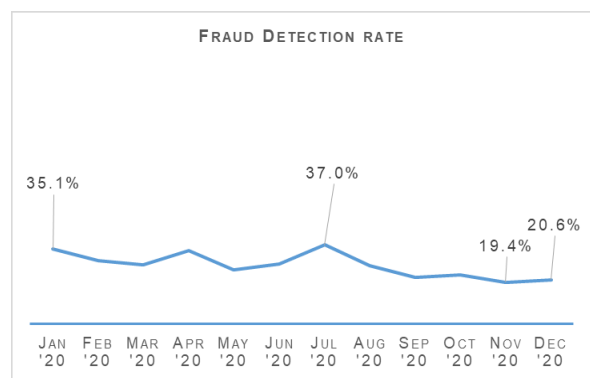
The initial documents comprise of five reports focusing on 'The Impact of COVID-19' on several areas potentially affecting SMEs. The documents are designed to provide a 'one stop shop' for information to support businesses during these difficult times. These reports are:

- Serious Organised Crime in Scotland and the threat towards your business
- The economic downturn and the vulnerability of SMEs from Serious Organised Crime
- The threats of home working
- The threats from human trafficking, modern slavery and supply chain disruption
- The threats from cyber attacks

Detection Rates



The fraud detection rate currently stands at 24.1%; down 7.0 percentage points on last year and 14.7 percentage points on the 5 year mean.



However, we are continuing to detect more frauds than ever before (2,709 detections April to December 2020 compared to 2,434 for the same period last year).

The Banking Protocol

The Banking Protocol is a UK-wide scheme that enables bank branch staff to alert their local police force when they suspect a customer is being scammed.

In Scotland there have been 224 incidents responded to and £1,440,000 in fraud prevented between 01 October to 31 December 2020. Reported incidents have decreased 18% compared to the previous Quarter where 276 incidents were reported.

Of the 224 reported incidents, 23% of these have led to a crime report being raised with three individuals being charged with fraud and attempted fraud.

The decrease in reports is assessed to be due to the tightening of lockdown restrictions in November and December 2020 as well as bank closures over the Christmas period.

As restrictions ease and visits to banks increase it is anticipated that fraudsters will return to methods that will see a rise in Banking Protocol incidents.

Custody and Criminal Justice

| Arrested Persons | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year |
|--|-------------|-------------|-----------------------------|
| Number of times arrested persons brought into custody | 86,434 | 76,614 | -11.4% |
| It is important to note that that number of arrested persons includes individuals who have appeared in custody on more than one occasion within the reporting period. | | | |
| Number of arrested persons held for court | 45,903 | 26,864 | -41.5% |
| The decrease in the number of arrested persons held for court is reflective of the decrease in the total number of arrested persons. The figures indicate that the proportion of arrested persons held for court fell from 53.1% to 35.1% compared to the same period last year. This is, in part, due to the changes to presumption of liberation following revision to Lord Advocates Guidelines and considerations relating to Operation TALLA. The significant driver is the introduction of the Quality Assurance Inspector role. | | | |
| Number of arrested persons released on an undertaking | 11,483 | 19,563 | +70.4% |
| In response to the revised custody decision making guidance, we have seen an additional 8,080 persons released on an undertaking compared to the same period last year. Proportionally, this is an increase from 13.3% to 25.5% of total throughput in custody. | | | |
| Number of under 16s arrested and brought into police custody | 1,564 | 1,209 | -22.7% |
| Number of under 16s children held for court | 108 | 98 | -9.3% |
| The term under 16s will include those custodies who are 16 or 17 and subject to a supervision order and in the eyes of the law are treated as under 16s. The number listed as held for court are those who were held in a police cell and had a relevant certificate in terms of s21 of the Criminal Justice (Scotland) Act 2016 issued indicating why they were so held and not at a place of safety. | | | |

| Antisocial Behaviour (ASB) Fixed Penalties | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year |
|---|-------------|-------------|-----------------------------|
| Number of ASB Fixed Penalties issued | 5,960 | 12,723 | 113.5% |
| An additional 6,763 ASB Fixed Penalties were issued compared to the same period last year. A significant proportion of the Fixed Penalties issued relate to the Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020. | | | |

| Vulnerability | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year |
|---|-------------|-------------|-----------------------------|
| Number of persons arrested with alcohol addiction | 9,724 | 8,864 | -8.8% |
| Number of persons arrested with drug addiction issues | 15,377 | 13,200 | -14.2% |

As a result of the total number of persons arrested being down on the previous year, both the number of persons arrested with alcohol and drug addiction issues are down on the same period previous year. As a proportion of the total number of persons arrested, those with alcohol addiction remained stable at approximately 11.0%. Similarly, the proportion of those arrested with drug addiction issues remained stable at just over 17.0%. In both reporting periods above, around 40.0% of custodies reported having had mental health issues at some point. Please note, each custody may have reported 'yes' to each of the above categories.

| | | | |
|---|-------|-------|--------|
| Number of arrested persons referred to partners | n/a | 513 | n/a |
| Due to a change in recording practices, it is not possible to provide comparable figures for 2019/20. Individuals may be referred to multiple organisations, or the same organisation multiple times. The referrals are to partners such as Apex, Tomorrows Women, Turning Point etc. | | | |
| Number of people in custody seen by NHS partners co-located in custody centres | 8,084 | 4,720 | -41.6% |

Although there appears to be a reduction in on site visits, it should be noted that there has also been a decrease in hospital visits and an increase in telephone consultations taking place during the COVID-19 pandemic. As people spent less time in custody there is a reduced requirement for medical intervention with people able to secure their own health visit out with the custody setting.

Custody and Criminal Justice (CJSD) Update

CJSD is utilising a new Quality Assurance Framework to drive continuous improvements, delivering benefits to CJSD and the wider service, including partnership work ongoing under Criminal Justice 'Recover, Renew, Transform'.

These improvements are mitigating organisational risks, reducing custody and overtime costs, releasing capacity into local policing and CJSD, increasing capability by upskilling staff, and improving service delivery and our reputation with key Criminal Justice partners.

Examples include addressing inconsistencies in custody constant observations, which has been a persistent PIRC / HMICS concern, and supporting Virtual Courts and Trials, to keep justice going during COVID-19.

Working closely with COPFS, all guidance on case matters has been comprehensively refreshed and formatted into a more user friendly, dedicated intranet site, and a range of innovations, such as the removal of unnecessary police witnesses from SPRs and mentoring for inexperienced report writers, have been introduced with many more improvements planned over the next few months.

Of note has been the successful introduction of a Quality Assurance Inspector role, which is strengthening the risk management of custody disposals and which has already had a significant impact on the number of persons appearing at court from custody.

Initial data confirms that the Quality Assurance Inspectors are already having a considerate impact on overall time spent by prisoners in custody, with concurrent savings and capacity release, and that they are also driving up standards in custody related functions.

Vulnerable people spending less time in custody arguably means they demonstrate fewer harmful and disruptive behaviours, and the reduction in average time on observations or hospital escorts allows local policing officers to return to other duties.

In addition, Police Scotland is complying with our Criminal Justice Scotland Act (2016) Section 50 duty and the Lord Advocate's Guidelines by not keeping people in custody longer than is necessary.

Additional exceptions out with the Measure of Progress towards Strategic Outcomes

| Wildlife Crime | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|------------------|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of crimes | 159 | 268 | +68.6% | 177.0 | +51.4% |
| Detection rate | 34.0% | 55.2% | +21.3 % point | 54.4% | +0.9% point |

Although all Wildlife Crime can happen at any time of the year, much of it tends to be seasonal and we can see increases and decreases based on weather, breeding seasons and harvest. Over the period, Wildlife Crime has increased by 68.6% (109 crimes). This is due to a range of factors including COVID-19. The rise of Salmon and Freshwater Fisheries Offences due to people taking up fishing through lockdown continues to be the largest rise seen, increasing 147.7%, from 28 to 107 crimes.

Operation WINGSPAN was launched in October 2020. It will be a yearlong operation focussing on each of the wildlife crime priorities in turn. In October and November 2020, focus was placed on CITES (trade in endangered species). Specialist training was provided to 61 officers to enforce relevant crimes.

Thereafter over 300 business premises were visited nationally (antique shops, vintage clothing shops and pet shops) where educational materials and posters were provided to staff. We proactively monitored the internet and seized eight items from across the country that were sold illegally.

The next phase of the operation is badger persecution which will involve specialist training to wildlife crime officers delivered by Scottish Badgers and proactive visits to setts that have been identified as at risk.

Following the publication of the Werritty Report in December 2019, the Scottish Government is introducing licensing for Scottish shooting estates in a bid to make them more accountable for practices such as raptor persecution. The change will mean the estates have to respond to claims about raptor persecution or risk losing their licence. Police Scotland will work with partners to ensure licenses are adhered to and where they are not to ensure appropriate action is taken.

Strategic Outcome: The public, communities and partners are engaged, involved and have confidence in policing

Police Scotland's objectives are to:

- Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service
- Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective
- Work with local groups and public, third and private sector organisations to support our communities

Public Confidence and Satisfaction

Insight into Police Scotland's approach to addressing public confidence and the importance the organisation places on this key aspect of policing and community engagement is detailed on pages 13-19.

The following tables provide the survey results that have been identified by Police Scotland and the Scottish Police Authority as key measures of progress towards achieving this strategic outcome.

| Public Confidence | Percentage of Respondents |
|--|---------------------------|
| Percentage of respondents who feel either very safe or fairly safe in their area | 85% |
| Percentage of respondents that agree or strongly agree they have confidence in local policing | 59% |
| Percentage of respondents who agree or strongly agree that the police listen to concerns of local people | 39% |

Note: Confidence refers to how those who may not have directly engaged with the organisation feel about Police Scotland. This is intended to reflect public mood and sentiment towards the organisation.

| User Experience | Q1 2020/21 (Apr – Jun) | Q2 2020/21 (Jul – Sep) | Q3 2020/21 (Oct – Dec) | % Point Change since Q2 2020/21 |
|--|------------------------|------------------------|------------------------|---------------------------------|
| Percentage callers saying it was easy or very easy to contact the police | 82% | 76% | 75% | -1% |
| Percentage callers satisfied or very satisfied with the way they were treated by staff member during initial contact | 87% | 85% | 88% | +3% |
| Percentage callers who felt staff properly understood what they needed | 88% | 87% | 89% | +2% |
| Percentage callers feeling that the police provided the appropriate response | 66% | 67% | 70% | +3% |
| Percentage callers felt they were adequately informed about the progress made (where applicable) | 53% | 56% | 59% | +3% |
| Percentage callers feeling satisfied with the way they were treated by the officers who attended the incident | 80% | 82% | 83% | +1% |
| Based on overall experience, percentage callers satisfied or very satisfied with Police Scotland | 71% | 72% | 73% | +1% |

Note: Satisfaction refers to those who have used our service. This reflects on the organisation's ability to handle individual incidents.

Quarterly Comparison

Since April 2020 measures of satisfaction with Police Scotland have remained both steady and high. The change of survey methodology (from phone interviews to text) and the spread of COVID-19 caused a drop in satisfaction across all measures from Quarter 4 2019/20 to Quarter 1 2020/21. This initial drop did not indicate a trend, and since this satisfaction figures have remained steady.

In Quarter 3 there were increases in satisfaction across all but one measure – ease of contact. This drop (of one percentage point) is not significant from the last Quarter. Satisfaction with ease of contact reduced between Quarter 1 and Quarter 3 (by 7 percentage points), which correlates with increased demand on C3 during the pandemic.

User Experience and COVID-19

Those who contacted the police about a COVID-19 incident reported significant lower levels of satisfaction with the service across a number of measures: satisfaction with initial contact (11 percentage points lower); being provided with the appropriate response (25 percentage points lower); feeling adequately updated about progress (25 percentage points lower); and satisfaction with attending officers (13 percentage points lower). These differences indicate that there is still a discord between some service users' expectations regarding how Police Scotland should respond to COVID-19 related incidents and how we are responding.

Despite these differences progress has been made around the other measures:

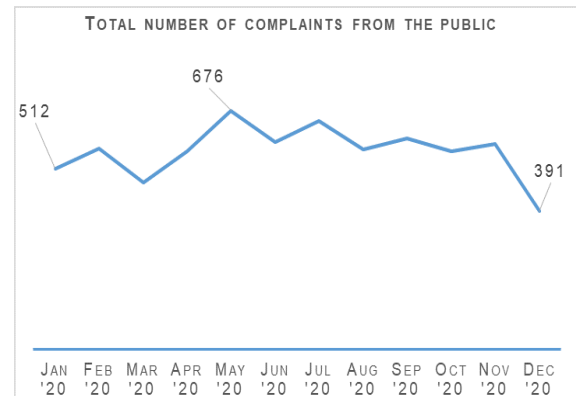
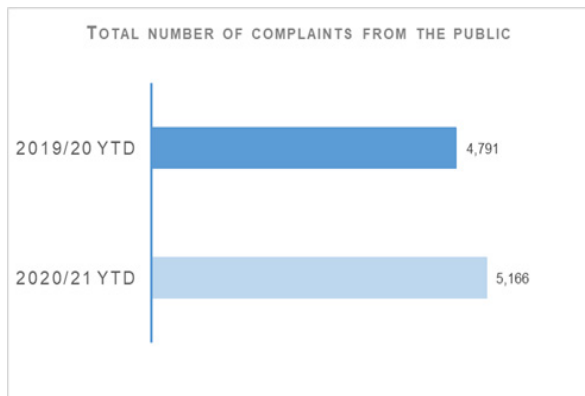
- There is no difference between reported ease of contact for COVID-19 and all cases, compared to a five percentage point difference in the previous Quarter.
- There is a six percentage point difference between overall satisfaction between COVID-19 and all cases. Last Quarter there was a 13 percentage point difference.

While there were fewer COVID-19 related cases in Quarter 3 compared to Quarter 2, these differences do indicate that Police Scotland has been able to successfully refine our approach to responding to COVID-19 cases at some stages of the user journey.

Complaints about the Police

| Complaints | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|---|-------------|-------------|-----------------------------|-------------|---------------------------|
| Total number of complaints from members of the public | 4,791 | 5,166 | +7.8% | n/a | n/a |

Note: five year mean figures are not available for complaints or allegations. This is due to the number of changes within PSD, including recording practices, in recent years. As a result, the five year mean figures wouldn't provide a meaningful comparison



Complaints from members of the public increased by 7.8% to 5,166 during Quarter 3 compared to the same period last year. COVID-19 related complaints are assessed to be a key factor underpinning the increase in complaints, with 12.9% of all complaints (664) identified as such.

A total of 4,502 non-COVID complaints were received in this period. This is a decrease of 6.0% (289 complaints) compared to the same period last year.

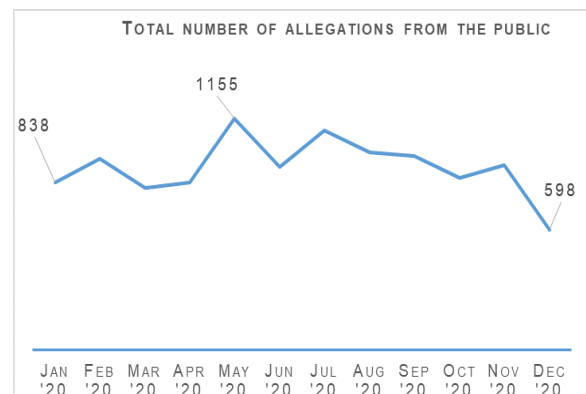
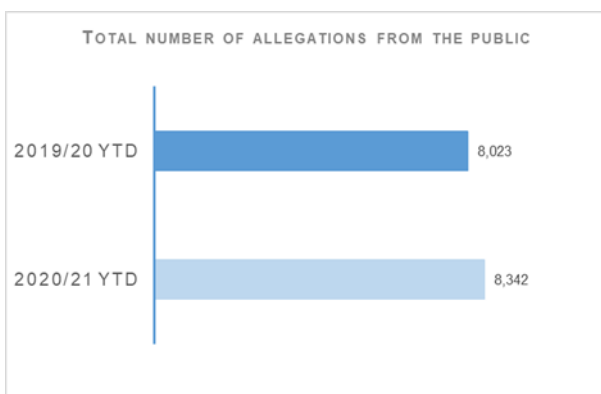
This further underlines the impact of COVID-19 related complaints on the overall volume of complaints received.

The number of complaints peaked in May 2020 (676 complaints) during the initial lockdown period. This further highlights the impact COVID-19 has had on the number of complaints.

A detailed update on COVID-19 complaints is provided in the Operation TALLA section on page 89 of this report.

| Allegations | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|--|-------------|-------------|-----------------------------|-------------|---------------------------|
| Total number of allegations from members of the public | 8,023 | 8,342 | +4.0% | n/a | n/a |
| % of closed allegations which were upheld | 10.2% | 7.6% | -2.6% Point | n/a | n/a |

Note: A complaint case may include multiple allegations. A 'Complaint' relates to the overall expression of dissatisfaction provided by the complainer about an act or omission by the police or Quality of Service received. Allegations are the component parts of a complaint, which categorise what has happened and are separated to those capable of being independently Upheld or Not Upheld.



The total number of allegations have increased by 4.0% (319 allegations) compared to the same period last year with 8,342 allegations recorded at the end of Quarter 3. Of the 8,368 allegations that are closed, 7.6% of these were upheld.

Consistent with the complaints section, the number of allegations peaked in May 2020 during the initial lockdown period. A total of 1,155 allegations were recorded during this month.

The decrease in the percentage of upheld allegations is assessed as being due to the number of allegations that are resolved by Front Line Resolution (FLR). PSD have resolved 2,444 complaints (47.3%) by FLR and this is an increase of 5.9% on the number (1,985) resolved this way during the same period in 2019/20.

| Police Investigations and Review Commissioner | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|--|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of PIRC Complaint Handling Reviews (CHRs) | 161 | 158 | -1.9% | n/a | n/a |
| Number of allegations considered by PIRC (CHRs) | 652 | 593 | -9.0% | n/a | n/a |
| % of reviewed allegations assessed as handled to a reasonable standard | 59.5% | 71.0% | +11.5% Point | n/a | n/a |

The Police Investigations & Review Commissioner (PIRC) have conducted 158 Complaint Handling Reviews (CHR), which equates to only 3.1% of all complaints. The 158 CHRs conducted by PIRC considered 593 allegations with 421 (71.0%) assessed to have been handled to a reasonable standard. This is up 11.5% from the same period in 2019/20. These CHRs included 181 recommendations.

Police Scotland made 217 referrals to PIRC resulting in 59 investigations (27.2%). During this quarter PIRC made thirteen recommendations to Police Scotland from two separate investigations. These broadly relate to the care and welfare of persons in police custody, with monitoring and assessment procedures the key focus. All of these recommendations have been progressed by Criminal Justice Services Division.

Organisational Learning

PSD is committed to promoting a culture of organisational learning. Learning from CHR's is disseminated through bulletins, individual feedback and is also used to inform training packages.

This learning can therefore influence and improve our service. In Quarter 3, PSD has disseminated learning from a variety of incidents including:

- Guidance circulated within C3 Division reminding service advisors that complaints against the police can be made over the telephone and recorded at first contact.
- Any advice provided to officers which is subsequently replied upon, particularly during the course of a complaint enquiry, should be recorded. This ensures all relevant information is fully considered as part of an enquiry and any subsequent review by the PIRC.
- PIRC investigations and reviews have identified the importance of the proper control of custodies. PSD continue to work with OST to inform training and guidance around this important issue. In addition, work is ongoing with staff associations to further support this learning.

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

Police Scotland's objectives are to:

- Prioritise wellbeing and keep our people safe, well equipped and protected
- Support our people to be confident leaders, innovative, active contributors and influencers
- Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Your Safety Matters (YSM)

The YSM group review all issues related to the prevention of violence against police officers and police/SPA staff, to ensure Police Scotland/SPA staff are effectively trained, equipped and supported while carrying out their duties.

The YSM group has appointed a network of champions to support staff across all divisions. The champions' network of senior officers has been set up to provide divisions with a single point of contact for all YSM enquiries.

YSM Champions will be responsible for:

- Engaging with each other, wellbeing champions and the Diamond Group to identify opportunities for organisational learning;
- Sharing information with officers and staff across their division or department on Your Safety Matters guidance and developments;
- Taking action to execute new YSM initiatives and tackle any divisional issues related to the safety of officers and staff.

This represents the next step in a series of developments following the Chief Constable’s Assault Pledge and gives officers and staff the tools and training they need to do their job safely.

NPCC Engagement Operation HAMPSHIRE

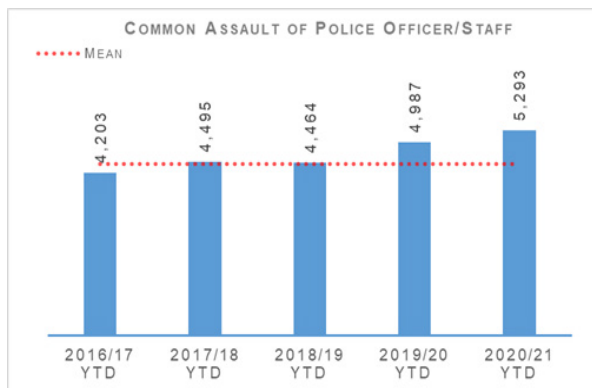
The YSM group has engaged with the National Police Chiefs’ Council – Operation HAMPSHIRE in relation to similar work being undertaken regarding officer and staff safety in the rest of the UK.

The first information sharing group has taken place following completion of the self-assessment process and the priority areas for progress have been outlined with a national knowledge database being established. Discussions are ongoing regarding the sharing of data and analysis, benchmarking opportunities, and operational learning and good practice.

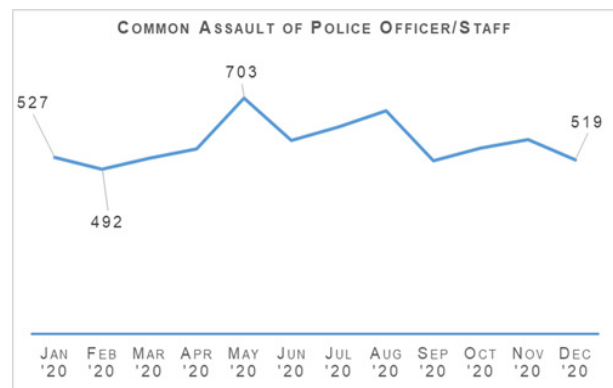
| Assaults on Emergency Workers (Police Officer/Staff) | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|---|-------------|-------------|-----------------------------|-------------|---------------------------|
| Common assault of emergency workers (police officer/police staff)– number of offences | 4,987 | 5,293 | +6.1% | 4,432 | +12.5% |
| Percentage of assaults leading to injury | 19.8% | 19.2% | -0.6% Point | n/a | n/a |

Note: The figures for crime incidents and injuries to officers / staff are obtained from two separate systems / databases and do not directly correlate, but that are representative of the issue.

Assaults on Police Officers and Police Staff



In Quarter 3, assaults on police officers/ staff were the lowest they have been this year. In comparison to Quarter 1 crimes were down 9.8% (180 fewer) in Quarter 3. The number of assaults being assessed as being COVID-19 related were lower in Quarter 3 than the previous two Quarters.



In Quarter 3, COVID-19 related assaults were assessed as making up 9.2% of all assaults on police officers/ staff, this compares with 10.9% in Quarter 2 and 11.4% in Quarter 1.

Absence Management

| Absence Management | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|---|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of police officers (FTE)/police staff (FTE) on short term sick leave (less than 28 days)* | 13,242 | 21,320 | +61.0% | n/a | n/a |
| Number of police officers (FTE)/police staff (FTE) on long term sick leave (more than 28 days)* | 1,237 | 1,528 | +23.5% | n/a | n/a |
| Number of police officers (FTE)/police staff (FTE) absent through psychological illness and stress related conditions | 983 | 1,006 | +2.3% | n/a | n/a |
| Percentage of police officers (headcount) on recuperative and adjusted/restricted duties by gender | 8.1% | 9.1% | +1.0% Point | n/a | n/a |

Note: The absence data is based on the instances of absence, which means an employee could have more than one instance of absence in the reporting period presented. By way of example the 21,320 instances of absence year to date for 2020/21 relate to 12,482 employees and is based on closed absences. The YTD instances of short term absence has significantly increased due to the COVID-19 pandemic, with 12,983 instances of short term absence directly related to COVID-19.

| COVID-19 Absences | 31/07 | 31/08 | 30/09 | 31/10 | 30/11 | 31/12 |
|---------------------------------|--------|--------|--------|--------|--------|--------|
| Live Absence Number | 822 | 1,018 | 1,153 | 1,422 | 1,322 | 1,382 |
| Live COVID-19 Related Absence | 41 | 177 | 276 | 530 | 400 | 508 |
| Precautionary Self-Isolation | 18 | 105 | 140 | 191 | 144 | 168 |
| Symptoms | 16 | 60 | 39 | 31 | 30 | 53 |
| Running Total COVID-19 Absences | 6,968 | 8,155 | 9,212 | 11,782 | 13,661 | 15,716 |
| | | | | | | |
| Employees Shielding | 65 | 41 | 32 | 34 | 47 | 50 |
| Shielding as % of Workforce | 0.3% | 0.2% | 0.1% | 0.1% | 0.2% | 0.2% |
| Headcount | 23,532 | 23,600 | 23,595 | 23,563 | 23,526 | 23,584 |

Year to date there have been 15,716 total COVID-19 related absences.

During Quarter 2 the Outbreak Management Team (OMT) was created which sees a team of nine supporting the organisation to manage all COVID-19 outbreaks through internal contact tracing, support and advice, engagement with local NHS Test & Protect Teams and importantly ensuring all close contacts of any positive case are quickly advised to self-isolate, following a tracing exercise, to minimise potential coronavirus spread.

To date the OMT has supported 775 COVID-19 outbreaks and conducted 266 live enquiries emanating from a positive test in the organisation or other COVID-19 related risk.

Over 54 COVID-19 Outbreak Learning logs have been prepared following a review of every complex outbreak to allow for learning from each case to be shared. The learning logs also allow for additional proactive and preventative measures to be put in place to prevent similar occurrences arising, help reduce absence, and minimise the frequency of internal transmission.

This baseline data enables development of trend analysis to ensure that we capture and understand where risk is or has been highest by division, department and geographical location, amongst others.

Identification of root cause trends ensures that correct measures can be implemented at local, regional and/or national level to further reduce risk and keep people safe.

To further protect our workforce, as of 31 December 2020, over 15,600 frontline police officers and staff have been trained and equipped or re-supplied with the necessary PPE.

In addition, in excess of 8,550 officers have been re-fitted in an alternative FFP3 in order to better manage stock levels and provide resilience.

The Service has taken delivery of 50,000 re-usable face coverings which are being distributed, with every officer and member of staff being issued with two masks.

In addition, a further purchase of 30,000 coverings has been confirmed and are expected before the end of January 2021. This will provide up to four masks per officer and member of staff and mitigate the risk of wear and tear of original provision.

| Occupational Health | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|---|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of occupational health referrals | 2,910 | 2,028 | -30.3% | n/a | n/a |

COVID-19 continues to have an impact on Occupational Health (OH) demand with 2,028 OH referrals in 2020/21 YTD. This is down 30.3% compared to the same period last year (2,910 referrals).

There were 759 OH referrals during Quarter 3 which is a decrease of 95 referrals when compared to Quarter 2 (854 referrals).

| Employee Assistance Programme | 2019/20 YTD | 2020/21 YTD | % Change from Previous Year | 5 Year Mean | % Change from 5 Year Mean |
|---|-------------|-------------|-----------------------------|-------------|---------------------------|
| Number of Employee Assistance Programme (EAP) referrals | 1,838 | 1,418 | -22.9% | n/a | n/a |

Overall, there have been 1,418 Employee Assistance Programme (EAP) referrals in 2020/21 YTD. COVID-19 continues to have an impact on EAP demand, down 22.9% when compared to the same period last year (1,838 referrals).

There were 492 EAP referrals during Quarter 3 which is a small decrease of 19 referrals when compared to Quarter 2 (511 referrals).

Equality & Diversity

| Equality & Diversity Profile | Data Presented |
|------------------------------|--|
| Force Profile | Sex, Race, Disability, Sexual Orientation and Age characteristics reported annually and were presented in Quarter 1 report |
| Promotion Profile | Sex, Race, Disability, Sexual Orientation and Age characteristics reported annually and were presented in Quarter 1 report |
| Recruitment Profile | See following key findings |

Recruitment

Police Officer recruitment is unaffected by COVID-19 with 125 new police officers being recruited during Quarter 3, commencing 14 December 2020 at the Scottish Police College. Our modernised recruitment process continues to deliver improved diversity recruitment with 7% of the September intake being from a minority ethnic group, increasing to 12% for the December intake. The gender split for December was 58% male and 42% female recruits.

Rural and remote police vacancies have all been filled by candidates wishing to transfer to those locations, or from those who stay locally. This has occurred in part due to our bespoke attraction and recruitment activities taking place in those localities.

Special Constable recruitment will become more efficient due to removal of the three week residential course. Training will now take place locally in a more flexible manner which will remove what was a significant barrier to recruitment.

Police staff recruitment has continued again unaffected by COVID-19 and the Recruitment department restructure is now complete. Our police staff recruitment continues to be modernised and migrated towards the Competency and Values Framework.

Police Officers Recruitment Profile – Offers of Appointment (2019/20)

Sex - 40% of applicants who were given an offer of appointment were female.

Race - 2% of those offered appointment identified as BME and 3% identified as White Minority.

Disability - <1% of applicants who were given an offer of appointment identified as having a disability.

Sexual Orientation - 7% of those offered appointment identified as Lesbian, Gay, Bisexual (LGB).

Age - 46% of those offered appointment were from the 18-24 age group; 43% from the 25-34 age group; 9% from the 35-44 age group and 2% from the 45-54 age group.

Independent Complaints Review

An independent review of the current law and practice in relation to complaints handling, investigations and misconduct issues was published on 11 November 2020.

The Chief Constable has committed to working in partnership to address the recommendations of this report. This report's findings and recommendations will form part of the evidence set that is being used to develop the Equality Outcomes for policing as outlined. Furthermore, consideration is being given to appropriate action to ensure that local senior management teams are aware of the findings and what they mean for their business area so that appropriate actions can be built into the mainstreamed business planning from 2021 onwards.

Workforce Monitoring Profile

Police Scotland is currently developing communications and associated actions to ensure that the workforce monitoring results are used to inform decision making and priorities. Key updates on this activity include:

- Publishing key equality and diversity workforce monitoring data to ensure key stakeholders across Police Scotland can access and use the data.
- Divisional equality and diversity profiles for police officers and police staff have been developed and circulated to Divisional Commanders with the aim of positively influencing actions.
- Refreshing the Equality Outcomes for April 2021.
- Improving the staff survey and exit interview to help inform future priorities.

In addition to the work to take action on the findings of the workforce monitoring, a significant amount of work is being progressed to invest in our data capabilities and address barriers that are currently faced due to systems limitations. This includes:

- PowerBI training to improve evidenced based decision making.
- Addressing issues where E&D data is not recorded or unknown.
- Embedding equality and diversity employment monitoring into all police officer promotion processes.
- The ability to analyse data from police staff promotion profiles since the implementation of SPRM.
- Implementing future monitoring to identify trends where vetting has been refused.
- Reporting on equal pay – In addition to reporting on the gender pay gap, calculations will also be carried out in respect of race, disability and sexual orientation. This information will be included in the Mainstreaming Progress Report to be published in April 2021.

Strategic Outcome: Police Scotland is sustainable, adaptable and prepared for future challenges

Police Scotland's objectives are to:

- Use innovative approaches to accelerate our capacity and capability for effective service delivery
- Commit to making a positive impact through outstanding environmental sustainability
- Support operational policing through the appropriate digital tools and delivery of best value

Finance Transformation

There has been a change to the allocation of capital between Business As Usual (BAU) replacement and change following the Quarter 2 forecast and Capital Investment Group.

The first Capital Investment Group meeting for 2020/21 was held in October 2020; at this meeting a review of the progress to date for each of the replacement budgets and change projects was carried out. The meeting reviewed the results of the Quarter 2 forecast activity and, as a result, agreement was reached to reallocate £2m of capital funding which had been returned by budget holders across the investment portfolio.

The £2m capital has been reallocated to the following areas:

- £1.0m Fleet
- £0.7m Mobile Phase 2
- £0.2m Criminal Justice Services Division (CJSD) remodeling
- £0.1m Specialist Policing Equipment (SPE)

This reallocation exercise has resulted in a capital allocation to BAU replacement of £38.8m (94% of the total ask) and £17.1m to Transformation Change which represents 51.4% of the required funding.

Asset Replacement Programme

The Quarter 1 update regarding funding requests remains valid and accurate for this Quarter 3 update.

As above, the first Capital Investment Group meeting for 2020/21 took place in October 2020 to review the progress to date for each of the replacement budgets and change projects. The meeting reviewed the results of the Quarter 2 forecast activity and as a result, agreement was reached to reallocate £0.6m of reform funding which had been returned by budget holders across the investment portfolio.

The reallocation of this funding is as follows:

- £0.2m Transformation resource
- £0.2m Cyber Strategy
- £0.2m Environmental Strategy

This reallocation will support further temporary resource across a number of change programmes as well as enabling professional support on the Cyber and Environmental strategies, both of which have recently begun working on their implementation plans. These plans will shape the change activity that is required in the financial year 2021/22.

Fleet

Tenders for both charging infrastructure and electric vehicles have been concluded and approved by both the SPA and Scottish Government. Communications have taken place regarding this with the National Vehicle User Group, Forensics, ACC Regional Delivery Boards and Divisional Commanders meetings. 179 ULEV vehicles are on order for full delivery by the end of March 2021.

| Size of fleet | % ULEV | Average age | Average % of Vehicle Availability |
|----------------|--------|-------------|-----------------------------------|
| 3,542 vehicles | 8.0% | 5.97 years | 96.23% |

Estates

Co-locations / Collaborations

| Shared Occupancy | 2020/21 YTD |
|--|-------------|
| % footprint of the Estate which is co-located/shared with our partners | 10.04%* |

*These figures remain consistent with those reported in Quarters 1 and 2, as this is an annual measure.

Building Conditions

The figures remain consistent with those reported in Quarter 1 and Quarter 2, as this is an annual measure. Our Condition Survey is currently underway and will provide an update on number of buildings in each category. This is forecast to be made available in Quarter 4.

Environmental

The annual climate change report for 2019/20 was submitted to the Scottish Government in November 2020. Police Scotland has shown a consistent reduction in carbon emissions in the past four years. We continue to collate data for our submission in November 2021 for financial year 2020/21. The following carbon emissions benchmarks are noted:

- Benchmark 1 – including all emissions is 113kgCO₂e/m²
- Benchmark 2 – including building emissions is only 73kgCO₂e/m²

Operation TALLA – Police Scotland’s response to COVID-19

Police Scotland has implemented a Command Structure to manage the planning and response to the impact of COVID-19. Eight bespoke strategic objectives, aligned to our overarching strategic outcomes, are detailed overleaf. This provides a framework to focus operational activity associated with maintaining critical policing functions, serving changing public needs and supporting our staff to continue to provide a professional and effective service to our communities.

This command response now includes a Strategic Oversight Board chaired by the Chief Constable supporting the Command and Renewal structure as this develops.

Outcomes

Operation TALLA Strategic Objectives

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

- Maintain critical policing functions to best serve changing public needs, through ensuring the impact of officer and staff absences are mitigated and the needs of the public are met
- Work in partnership in providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving the coronavirus

The needs of local communities are addressed through effective service delivery

- Support partners as part of Resilience arrangements to mitigate the impacts of COVID-19 and to safeguard community resilience and cohesion, whilst promoting a return to the new normality, as soon as reasonably practicable
- Monitor and respond appropriately to any community tensions and ensure all 'Operation TALLA' related activities are consistent with EQHRIA principles and are underpinned by a sound legal framework

The public, communities and partners are engaged, involved and have confidence in policing

- Maintain officer, staff and public trust and confidence through effective, pro-active internal and external communications

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

- Protect and support our officers and staff, safeguarding their health, safety and wellbeing, through the provision of appropriate PPE, hygiene products and other relevant equipment

Police Scotland is sustainable, adaptable and prepared for future challenges

- Be able to respond dynamically to the rapidly changing situation and supporting organisational learning
- Undertake financial planning, budgeting and monitoring to ensure that the financial impact of the organisation responding to the new demands of operating in a COVID-19 environment can be understood, managed, whilst ensuring that financial control, governance and discipline are maintained throughout this response

Police Scotland’s response to the COVID-19 crisis has been praised in a recent report by HMICS. In particular, the benefits of a single force were highlighted as being a key factor in the delivery of consistent leadership and policy throughout the pandemic.

The report provides Police Scotland’s commitment to ensuring an immediate and proportionate response to COVID-19 has been evident on many fronts, ranging from the flexibility to maintain operational delivery through to the implementation of emergency legislation, and sustained resilience partnership working across communities.

Emergency Legislation – Co-operation Levels

Police Scotland’s approach to the use of COVID-19 legislation continues to firstly engage with people, explain the provisions and encourage compliance with the necessary restrictions. Enforcement action is only taken where absolutely necessary. This approach is commonly known as the 4Es. The overall style and tone of policing the pandemic in Scotland has not changed since the inception of the public health emergency, however in September 2020 an additional line was added to the 4Es that for flagrant or repeated breaches, we would accelerate through the 4Es much quicker.

The following table summarises police intervention action taken during the period: 27 March to 31 December 2020.

| Type of Interventions | Number |
|---|--------|
| Premises closed | 86 |
| Premises where intervention was required | 354 |
| Medical detention | 0 |
| Dispersals after being informed and requested (occasions) | 70,096 |
| Dispersals after being informed, requested and instructed (occasions) | 19,657 |
| People returned home using reasonable force | 726 |
| Fixed Penalty Notices issued | 6,904 |
| Arrests | 531 |
| Recorded Police Warnings | 147 |
| Total Interventions | 98,501 |

Note: Figures are indicative management information and may be subject to change. They should not be considered as Official Statistics.

In a further breakdown of the table, 164 of the Fixed Penalty Notices were issued under the travel regulations.

Total Interactions (27 March to 31 December 2020)

Total interactions were higher during the Quarter 3 period than in the first half of the year. The aforementioned acceleration through the 4Es for flagrant or repeat offences and the change in weather resulting in less outdoor, and more obvious indoor, breaches contributed to this increase.

Interactions peaked at the beginning of November 2020, coinciding with the Scottish Government (SG) introduction of new local authority protection measures which came in to place on 02 November 2020. Interactions then decreased and stabilised in December 2020 when West Central Scotland briefly moved from Tier 4 to Tier 3 restrictions.

Total interactions line graph



Note: Figures are indicative management information and may be subject to change. They should not be considered as Official Statistics.

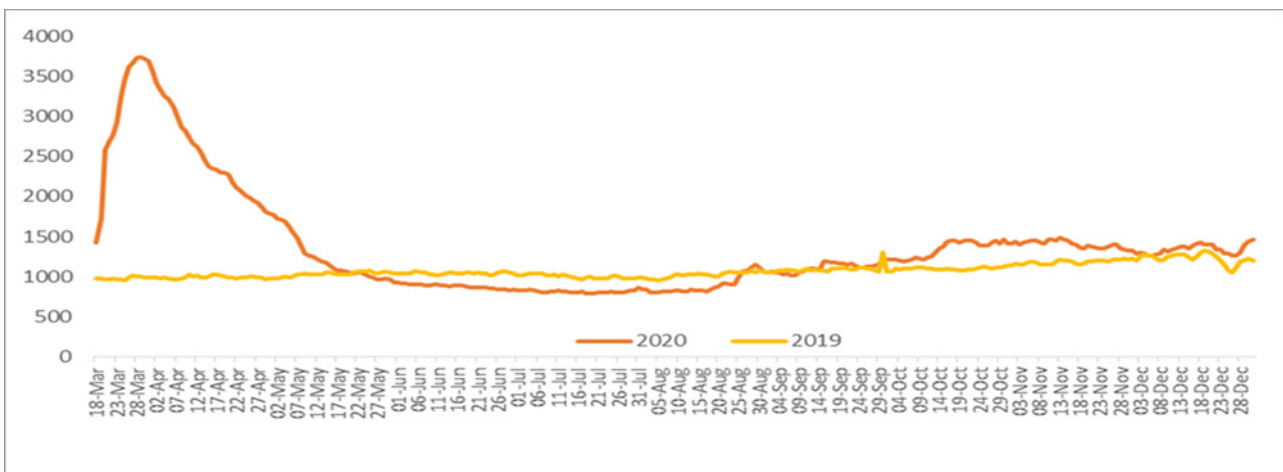
OP TALLA Strategic Objective

- Maintain critical policing functions to best serve changing public needs, through ensuring the impact of officer and staff absences are mitigated and the needs of the public are met

As previously reported, absences peaked at the end of March 2020 and then decrease until the end of August 2020, where they sat below the absence rate levels at the same period last year.

Throughout Quarter 3, absence levels have been above that of last year, with the gap narrowing during early to mid-December 2020.

Total absence line graph – comparison of 2019 to 2020



COVID Response Model (CRM)

Throughout the pandemic, Police Scotland's response has required to change in line with changes in restrictions implemented by SG in order to meet public expectation whilst taking measures to prevent the spread of the disease.

On 09 October 2020, Police Scotland moved towards a policy of increased remote resolution where possible and appropriate contact to non-priority calls (previously implemented in March 2020) whereby ensuring that public and officer safety opportunities were managed, with officers only deploying to incidents where their attendance was essential.

This change was more noticeable in areas of the country where COVID-19 transmission rates are higher.

Under this operating model, incidents are assessed utilising a THRIVE–C framework, determining whether the response is:

- Immediate – Where circumstances dictate there is a threat to life, property or an ongoing incident that requires a dynamic police response;
- Prompt – Dispatch as soon as possible with a supervisory review after 45 minutes;
- Standard – Either a telephone appointment (including video), local policing appointment or direct crime recording appointment;
- Other Resolution – Advice, guidance and signposting.

In essence, this operating model allows for:

- Geographical lockdown measures to be implemented on a granular basis, allowing Police Scotland to respond to changing situations and provide a more informed and flexible response to any COVID-19 attendance policy pre and post lockdown, whilst maximising the safety of officers and public alike;
- Maximising officer and public safety implications by minimising, where possible, unnecessary contact with members of the public, particularly in health board areas where transmission rates have spiked;
- Maximising the current C3 Division resource within resolution teams to assist where possible with remote management, minimising the requirement for officer attendance, particularly in areas of higher transmission rates.

OP TALLA Strategic Objective

- Work in partnership in providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving the coronavirus

Static Protest and Demonstrations

Police Scotland's policy on policing static protest and demonstrations, primarily within a level 4 area, whilst also covering the policing response within levels 0-3 was updated and approved at Operation TALLA Gold in November 2020.

Through engagement with the assembly organisers, event commanders will continue to have the autonomy to decide on the appropriate police action to be taken and provide a proportionate response to the circumstances to which they are presented and consistently discourage and outline the legality surrounding public assemblies in Level 4 areas. Where organisers fail to adhere to that direction we would police in a proportionate and consistent manner.

This does not alter the policing approach to static demonstrations / protests in Levels 0-3 where it is clear that whilst they are not prohibited to take place, they are still required to comply with the requirements of the regulations relating to minimising the risks of exposure to coronavirus and must have taken into account all current SG guidance. Where this is not the case, they will be liable to enforcement if this is deemed necessary.

The Police Scotland approach will seek to ensure a balance between supporting national efforts to tackle the pandemic, whilst also respecting fundamental human rights.

Where the intention for physical protest becomes known, Police Scotland will pro-actively engage with any identified organiser(s), in conjunction with relevant Local Authority partners, and encourage them to adopt an alternative form of having their voice heard, i.e. online, or the postponement of such physical protest until restrictions are reduced. We will also signpost such organiser(s) to the Scottish Government 'Coronavirus - protests and demonstrations guidance' which places responsibilities for the sharing of risk assessments and other measures.

Operation TALLA – Resource Deployment

The ability to manage resource requirements for concurrent events and resolve pandemic absence spikes has been critical to maintain Police Scotland's service delivery. Throughout this year interim governance arrangements have been developed via Operation TALLA to ensure that Police Scotland could respond swiftly to emerging threats and challenges. Recent challenges have included absence rates beyond 15% and two major incidents on the same day, which has required a firm grip on the deployment of resources.

The key to effective deployment is to fully comprehend where resources are located, which skill sets they have and their availability for deployment.

Resources are reviewed on a daily basis which effectively identifies every officer in the Service, their daily duty, all skills sets, contact numbers, home addresses, modifications and work locations. This enables the Resource Deployment Unit (RDU) to advise on officer capacity and capability.

To support front line policing, resource advisors are embedded within each division. Experience has shown that pandemic absence loss can be significant and immediate, leaving little time for a pre-planned response. Therefore all resource advisors have a 'Pandemic Resourcing Plan' which is used to maximise existing resource levels. This plan has been used regularly and proven very effective especially when supported by neighbouring divisions or the Flexible Resource Unit (FRU).

Business Continuity Processes

All business continuity processes have been subject to continuous review during 2020, with several being implemented to help assist with high abstraction levels. To further assist, specialist divisions have identified resources that could be redeployed to augment local policing. This has enabled the RDU to deploy suitable personnel based on availability, skills and location. To date over 550 officers have been redeployed via this mobilisation mechanism.

Resource mechanisms have been developed to incrementally re-deploy officers as and when required. These form part of an overarching 'Surge Plan' which have been developed in conjunction with C3 Division and Local Policing.

Monitoring arrangements are in place and thresholds have been set at which absence spikes lead to redeployment of officers by initiating measures such as reducing middle office functions, merging operational hubs or focussing primarily on reactive policing.

Tasking and Co-ordination

The National All-Risks National Co-ordination Centre (NCC) was established in December 2020. The facility is run by Police Scotland on behalf of the wider Scottish Strategic Resilience Partnership and operates as a dispersed model across four locations. To support agile resource deployment a tasking and co-ordination meeting takes place daily. This group ensures that resource levels are collectively assessed and undertakes the following daily management activity:

- Review resource levels and allocation
- Comparatively assess absence / abstraction
- Make interim decisions on resource deployment to support areas with acute issues
- Horizon scan forthcoming events to identify resource conflicts or purpose issues for escalation

These mechanisms have been fully tested and have met demands associated with protest activity throughout December 2020 as well as resourcing Operation LITE which effectively doubled Roads Policing capability over the festive period.

OP TALLA Strategic Objective

- Support partners as part of Resilience arrangements to mitigate the impacts of COVID-19 and to safeguard community resilience and cohesion, whilst promoting a return to the new normality, as soon as reasonably practicable

Mass Vaccination & Community Asymptomatic Testing

Police Scotland is represented on the Flu Vaccine COVID-19 Vaccine (FVCV) Programme Board, FVCV Programme Delivery Board and Short Life Working Group FVCV.

The All-Risks NCC continues to provide the secretariat for the multiagency Testing Impact Working Group and Police Scotland is represented on this group by the Head of People Services.

Police Scotland is providing a supportive service and advice to operators of the vaccination storage sites, community asymptomatic testing sites, vaccine sites and vaccine waste storage / disposal sites, however, security arrangements remain the responsibility of respective health boards.

- Vaccine Production – Police Scotland Counter Terrorism Security Advisors (CTSAs), in partnership with the Centre for Protection of National Infrastructure (CPNI), have worked alongside the main vaccine production site in Scotland. A CTSA survey was carried out which included various recommendations which were subsequently agreed.
- Vaccine Storage – CTSA surveys have been carried at the larger storage sites. In addition, bespoke protective security guidance, authored by Police Scotland CTSAs and sense checked by CPNI, has been cascaded to all vaccine related storage sites via the Military Liaison

Team, St Andrews House to military planners who are assisting local health boards and resilience partnerships. This guidance has also been cascaded to health board contacts via SG Vaccines Division.

- Static / Mobile Testing Units - These sites have been in existence for a number of months and have received protective security guidance from both the military and Police Scotland.
- Asymptomatic testing including universities - Between 26 November and 09 December 2020, targeted testing took place in eight communities in Scotland with high prevalence levels of the virus as part of a Community Testing Pilot. This involved the deployment of six mobile testing units, over 4,000 home test kits and the establishment of the asymptomatic test site using lateral flow devices in Johnstone, Renfrewshire. Police Scotland CTSAs authored a bespoke guidance document, sense checked by the CPNI, for asymptomatic test sites, including all universities and colleges. The guidance was cascaded to the education sector in Scotland through the chair of the Association of University Chief Security Officers and also to asymptomatic test sites through SG contacts.

- Vaccination Sites (from small to mass vaccination centres) - Identification of mass vaccination sites across Scotland is ongoing and the CTSA cadre has developed a consistent approach to dealing with these. Guidance documents have been produced for smaller sites, including GP practices and care homes.
- Vaccine Distribution / Transportation - Police Scotland CTSA cadre has authored two pieces of bespoke 'broad brush' security guidance documents with respect to transportation of vaccine.
 - National / regional delivery
 - Local delivery
- Locations of vaccine storage sites and community asymptomatic testing pilot sites were shared with British Transport Police for incorporation in patrol matrices.
- Following approval of the Pfizer vaccine for use in the UK on 02 December, numerous media requests were received by health boards to film vaccine delivery sites / freezer. Police Scotland provided general security advice to SG to inform engagement with health boards regarding this.
- There continues to be ongoing communication between the All-Risks NCC, SG and partner agencies in relation to mass vaccination and community testing arrangements.

Partnership approach to Vaccination Role Out

The National Co-Ordination Centre continue to operate between 07:00hrs and 23:00hrs daily, coordinating and overseeing Police Scotland's "All Risks" response to EU Exit and other concurrent civil contingency matters.

Since mid-January opportunities have emerged for Police Scotland officers and staff to access 'end of day' vaccines. These are supplies that would otherwise be wasted. Through local Health Board and divisional partnership arrangements these are offered at very short notice.

Controls are in place to ensure that our people are not being vaccinated ahead of anyone from a higher priority group as determined by the Joint Committee on Vaccinations and Immunisations (JCVI) who might otherwise reasonably be given access.

Police Scotland continues to progress internal planning for the wider roll out of the vaccine to all Police Scotland staff and officers at a later date as part of the national vaccine programme.

Substantial work continues by Health and Safety and the Operation TALLA Logistics and Training teams to ensure all staff and officers are offered protection to mitigate the risk from Coronavirus and minimise absence.

Over 16,000 staff and officers have now been trained in the use of FFP3 masks, stock levels of all PPE items are good with sustainable stocks identified for the future.

COVID-19 Marshalls have been introduced across the Police Scotland estate to enhance the measures already in place to protect staff and officers. The COVID-19 Marshalls will help monitor compliance, review risk assessments relevant to their own business area and play a key role in challenging and addressing instances of non-compliance and poor working practices.

Virtual Summary Trials

In March 2020, in response to the COVID-19 pandemic, the Scottish Criminal Justice Courts shut down all but a few critical elements of day to day business.

In order to keep Summary Trials running, a Virtual Summary Trial Pilot was established and ran from June – November 2020. Over this period, 10 Virtual Summary Trials were heard across Inverness, Aberdeen, Dundee, Hamilton and Paisley Sheriff Courts.

In addition to supporting the Scottish Governments guidelines on travel restrictions, virtual summary trials generated immediate efficiencies for Police Scotland in respect of the reduction in resource abstraction, time spent waiting at court to give evidence, court overtime/travel costs and impact on staff welfare.

Such efficiencies were evidenced during a trial at Hamilton Sheriff Court where both Police witnesses gave their evidence remotely from dedicated rooms within police stations. One officer dialled into the court from a dedicated lap top within Hamilton Police office, while his corroborating officer remained in his town of residence and gave evidence from a similar set up at Falkirk Police station.

After approximately 30 minutes of giving evidence each of the officers were free to continue with their duties/rest days etc. Apart from the 30 minutes “in court” there was minimal disruption to the officers/wider resourcing and no court costs or police overtime spend.

Work is ongoing with local policing and ICT colleagues to ensure that dedicated rooms within police stations across A and N Divisions are prepared for police witnesses to give their evidence remotely to their respective court. The end vision is that police witnesses will give their evidence remotely to a court from their home station. The proposal is to start with one trial per day per court increasing after review to two trials per day per court.

The Scottish Courts and Tribunals Service (SCTS) initially advised that the virtual summary trials will be ready to go live “early February” however progress has not matched intent. The priority is to get the Justice System moving again, and to support domestic abuse cases as a priority.

Whilst this won't be the full end-state strategic operating model, it is an interim model to progress at a manageable pace. It is highly likely that this will evolve and expand going forward.

OP TALLA Strategic Objective

- Monitor and respond appropriately to any community tensions and ensure all 'Op TALLA' related activities are consistent with EQHRIA principles and are underpinned by a sound legal framework

Safer Communities Equality and Diversity

Safer Communities Equality and Diversity team continue to maintain the Community Impact Assessment and overarching EQHRIA in relation to Operation TALLA (COVID-19), monitoring emerging concerns/tensions and recommending mitigating action as appropriate. The team also maintain a Children's Rights and Wellbeing Impact Assessment, considering the impact policing during COVID-19 is having on young people.

A weekly community tensions and partnerships update is provided to the Operation TALLA Gold Commander. This includes identification of emerging tensions and any mitigation, alongside a weekly Hate Crime update and Public Protection trends.

The Equality and Diversity team also have responsibility for the Force Community Reassurance Cell which was stood up during Operation STRATHENBERG providing support to Greater Glasgow Division by managing the national Community Impact Assessment and facilitating engagement with national refugee partners.

The EqHRIA Improvement group work supports an inclusive approach to decision making that will support the delivery of all of the strategic outcomes. This group have developed an EqHRIA to support the EqHRIA Improvement Plan and the work of the EqHRIA Improvement Group.

The assessments shows that this work is likely to support positive impacts. Considerations in relation to accessibility of the guidance, training and communications will also to be key for this work. Safer Communities Equality and Diversity team and People & Development are delivering this work jointly.

External Assurance

On 09 April 2020, an Independent Advisory Group (IAG) was set up to review and assure Police Scotland's use of new temporary police powers to tackle COVID-19. The Group, which meets weekly, is chaired by John Scott QC and membership includes representation from the Scottish Human Rights Commission, Amnesty International, Children and Young People's Commission, Glasgow Disability Alliance, Scottish Women's Autistic Network, HMICS and independent academics.

Update reports are provided to the Scottish Police Authority as the governance and oversight body for Police Scotland and the group's considerations are also shared directly with senior management of the Service as new legislation is developed and implemented.

To support the IAG, the Operation TALLA Information Collation, Assurance and Liaison (OpTICAL) Function, chaired by ACC Partnership, Prevention and Community Wellbeing, was established to ensure the necessary information and data was provided as quickly as possible to the IAG in order to ensure a dynamic and immediate response to the new policies and practices established by the Service were given immediate consideration.

The advice and opinions of the IAG have helped shape the policing response throughout the pandemic and provided assurance and confidence that the overall tone and style of policing has reflected the force values. Copies of all reports presented by the IAG can be found on the IAG Public Reports page.

Virtual Custody Courts

In March 2020, due to ongoing pandemic and lockdown restrictions, emergency legislation, under the Coronavirus (Scotland) (No 2) Act 2020, was introduced in Scotland to make adjustments to criminal procedure processes. Arrangements were thereafter made for accused persons held in police custody to appear at court directly via video link from a police station as an alternative to appearing at court in person.

Initially, this process was used for accused persons who had COVID-19 symptoms however, this has also been extended to any accused person who is in custody. Following direction from the Lord President of the Criminal Justice System, it is intended that all Custody Hearings will be conducted virtually where possible.

This will reduce the pressure on the physical court estate, take cognisance of the social distancing aspect of the continued COVID-19 pandemic and decrease the risk of Court Staff catching the virus, and will also move the Criminal Justice System towards a modern digital method of working.

In order for Police Scotland to understand the impact and effectiveness of the remote hearing process, a survey was completed to inform the development of the Equality and Human Rights Impact Assessment (EQHRIA). This survey included both detainees and partners and found interesting results in the opinions held by different agencies within the Custody System.

Whilst the formal review has been completed, survey forms are still being issued and result gathered to ensure that any further changes to this process are being incorporated in the EQHRIA to ensure fairness, accessibility and avoid discrimination remain at the heart of the changes implemented within the Criminal Justice System.

Without prejudice or commitment, and in the knowledge that evaluation work continues, early indications are that the system works well but additional effort is required to fully understand the implications of the Virtual Custody capability in order to challenge perceptions around the efficacy of the capability for all protected characteristics.

OP TALLA Strategic Objective

- Maintain officer, staff and public trust and confidence through effective, pro-active internal and external communications

Internal Communications

Police Scotland's internal communication channels continue to keep police officers and staff informed of all developments relating to the COVID-19 pandemic. This, in turn, helps to ensure that officers are able to engage with the public, explain the legislation and encourage compliance.

A dedicated intranet mini-site has been established to host:

- Regular internal COVID-19 updates
- Legislation / Procedural / Operational Guidance
- Health & Safety Guidance
- Wellbeing information

In addition, line managers' briefings are issued regularly and updated training information and operational guidance are included in daily briefings for officers.

Through regular and timely communication, police officers and staff are also regularly updated about the impact of the latest restrictions on our own internal policies. This includes:

- Working from home capability and capacity, including for those who are shielding
- Wearing of face coverings and operational guidance on required PPE
- Annual leave entitlement and absence management

External Communications

Police Scotland uses a number of different channels to communicate with the public and maintain the trust and confidence of our fellow citizens.

Communication channels used to ensure regular and effective engagement with the public include:

- Chief Constable participation at televised briefings with the First Minister. We share the content from these on our website and social media channels.
- Media releases and statements issued with partners, including local authorities and NHS boards, on specific restrictions.
- Information shared on Police Scotland's website, including the weekly publication of enforcement data, call and crime demand and FAQs from the public.
- Use of social media platforms to share partner content, direct people to Scottish Government guidance and detail our own policing approach.

In addition, we have also launched an online form for members of the public to report ongoing breaches of coronavirus regulations through our website.

We monitor the impact of our external engagement and communication on a weekly basis through the Your Police survey.

Professional Standards Department – COVID-19 Complaints

The Professional Standards Department (PSD) have established a process to identify all complaints relating to COVID-19 and deal with these in as efficient and swift a way as possible.

During the year-to-date, 664 complaint cases have been received in relation to COVID-19. The PSD National Complaint Assessment & Resolution Unit (NCARU) has resolved 59.5% of these by FLR through simple explanation, assurance or apology.

The volume of COVID-19 related complaints has stabilised in recent quarters, having peaked in Quarter 1 of 2020/21. A total of 113 such complaints were received in Quarter 3, broadly comparable with the number received in Quarter 2. These totals are however a substantial reduction from the number received in Quarter 1, at the outset of the pandemic. This is illustrated in the following table:

| Period | Number of COVID-19 Related Complaints |
|-----------------------------|---------------------------------------|
| Quarter 1 2020/21 | 446 |
| Quarter 2 2020/21 | 105 |
| Quarter 3 2020/21 | 113 |
| 2020/21 Year to Date | 664 |

PSD continue to identify the themes emanating from complaints and share these with Operation TALLA. These inform the continual reinforcement of positive guidance and messaging to assist operational officers in the discharge of their duties.

Key themes identified during Quarter 3 YTD were:

- Officers not wearing appropriate PPE and / or failing to social distance from other officers or from members of the public. These issues were cited in 63.6% of the COVID-19 related complaints received during this period;
- Failing to enforce reported breaches of Coronavirus regulations by members of the public. This was cited in 18.2% of the COVID-19 related complaints received. The vast majority of these reports related to gatherings in domestic dwellings;
- Police action to ensure public compliance with the Coronavirus regulations. This was cited in 16.2% of COVID-19 related complaints received. These refer to complainers subject to the 4Es approach by police officers (engage, explain, encourage and enforce). These complaints broadly express dissatisfaction with the approach taken, with the majority of these also relating to reported gatherings within domestic dwellings.

Note: Each theme identified is counted once per complaint. However, each complaint may include multiple themes. Therefore, the totalling of all themes may vary from the total number of complaints.

With mainland Scotland placed under lockdown restrictions on 05 January 2021, all COVID-19 related complaints will continue to be monitored, managed and recorded.

OP TALLA Strategic Objective

- Protect and support our officers and staff, safeguarding their health, safety and wellbeing, through the provision of appropriate PPE, hygiene products and other relevant equipment

PPE

As of 31 December 2020, over 15,600 frontline police officers and staff have been trained and equipped or re-supplied with the necessary PPE. In addition to this in excess of 8,550 officers have been re-fitted in an alternative FFP3 in order to better manage stock levels and provide resilience.

The introduction of the 19 hubs throughout Scotland has been implemented without any issue and appears to be working well. All stock has now been centralised at MRC2 stores and a contingency is in place with a temporary store in Fettes should there be any localised outbreak. Talks with SPA Forensic Services have identified an opportunity to ensure accessible stock for the long term similar to previous business as usual (BAU) practice which will result in an additional hub being created. A collaborative and sustainable partnership agreement was reached with Scottish Prison Service (SPS) to store the 'non-moving' stock items within SPS Fauldhouse.

The Service has taken delivery of 50,000 re-usable face coverings which are being distributed, with every officer and member of staff being issued with two masks. In addition to this a further purchase of 30,000 coverings has been confirmed and are expected before end of January 2021.

This will provide up to four masks per officer and member of staff and mitigate the risk of wear and tear of original provision.

Significant progress has been and continues to be made for transition from Operation TALLA Logistics to BAU model through internal collaboration with central store leads. It was anticipated that responsibility for all orders and replenishment of PPE would transition prior to 31 March 2021; however owing to the identification of the new strain of the virus, revised guidance was issued around the use of FFP3 masks on 24 December 2020 in order to provide officers with a higher level of protection. This has led to a significant increase in the usage, resulting in further orders for 145,000 additional FFP3 masks as well as increased training activity to ensure operational resilience. There is sustainable stock levels of all PPE moving forward.

Annual Leave Self-isolation Policy

During an Operation TALLA meeting on 10 November 2020, a challenge was raised by the Scottish Police Federation regarding officers and staff who were self-isolating having to offset planned annual leave against their period of self-isolation. As a result it was agreed that a review would be carried out by the Head of People Services into this organisational policy.

This review was presented to the Operation TALLA Silver meeting on 24 November 2020, where it was deemed appropriate to update the policy. This update meant that officers and staff who are required to self-isolate as a precautionary measure due to COVID-19 will now be able to claim back any approved, pre-booked annual leave that coincides with a 14 day self-isolation period. (*self-isolation periods now 10 days due to changed government advice).

This is applicable to anyone who has to self-isolate for COVID-19 prevention reasons such as (but not inclusive):

- Exposure to COVID-19 in the line of duty;
- Where an outbreak has occurred in the workplace and an individual has been traced as a result;
- Where an outbreak has occurred in a school and a household is required to isolate;
- Pre-surgery isolation.

This was previously viewed as a preventative measure rather than a sickness absence. As a result it was agreed to backdate the policy change to 01 March 2020 and arrangements were made to contact all individual officers and staff affected.

OP TALLA Strategic Objective

- Be able to respond dynamically to the rapidly changing situation and supporting organisational learning

ICT

As part of the organisations response to COVID-19, one of ICTs key priorities was to ensure that mobile solutions were in place through the distribution of remote access tokens (RAS) and Laptops. This would help to protect and support our officers as they maintained service delivery whilst working remotely. Over the past nine months,- the ICT department has provided, as a result of COVID-19, 2,513 laptops to our staff, with 2,592 RAS tokens being provisioned enabling staff to access our network remotely. In total we have 5,330 staff registered with remote access capability.

Since the beginning of the coronavirus outbreak, Police Scotland ICT made improvements to the services that were available for audio and video. A number of user guides, communications and etiquette guides were developed. The ICT team, working alongside Microsoft, rolled out (at pace) a video and audio collaboration solution using Microsoft Teams. Originally limited to 5,000 users, a business case was developed to introduce MS Teams to 14,000 staff. This is delivering in line with expectations with 10,200 staff now having MS Teams functionality, enabling them to have virtual face to face time with their staff and colleagues, reducing the requirement to travel to attend meetings. It is expected that this will be rolled out to 14,000 members of staff by the end of the financial year.

The use of MS Teams has also supported the SPRM appeal hearings, SPA board and committee meetings and interviews.

Additionally and supporting our operational colleagues in their ability to respond dynamically to the rapidly changing situation ICT have:

Key Activity

- Delivered technology to enable virtual custody courts at 20 locations;
- Made multiple changes to a suite of applications in alignment to Revised Police Powers;
- Implemented developments to support mobile ticketing;
- Provisioned an online estates request system to support logging and management of requests;
- Supported C3 in the development of on line reporting for COVID-19 related incidents and physical distancing moves.

Organisational Learning Group

The Organisation Learning Group (OLG) was established to ensure Police Scotland makes the most of the learning opportunities identified as a result of our response to the COVID-19 pandemic.

A number of officers and staff have taken the time to submit some of their learning to the group and this feedback has been instrumental in helping to identify key learning opportunities across the organisation.

Following the completion of a scoping exercise, a detailed report, including a range of recommendations, was submitted to the Renewal and Continuous Improvement (R&CI) group. This group is chaired by ACC Professionalism and Assurance.

One of the key recommendations accepted was to consider options for a lasting organisational learning framework and structure to be implemented and embedded across the organisation. This will help to create a sustainable learning system.

The Governance Audit and Assurance (GAA) team have undertaken a review of Organisational Learning within Police Scotland.

Recommendations and a clear route map of the next steps to progress the establishment of an Organisational Learning function within Police Scotland will be presented via a briefing paper which will be submitted to the SOB in January 2021.

OP TALLA Strategic Objective

- Undertake financial planning, budgeting and monitoring to ensure that the financial impact of the organisation responding to the new demands of operating in a COVID-19 environment can be understood, managed, whilst ensuring that financial control, governance and discipline are maintained throughout this response

The incremental costs of Operation TALLA are being recorded on an on-going basis. Using this financial data and information from Procurement; monitoring on the incremental Operation TALLA spend incurred and committed to, since the response to COVID-19 commenced in late February 2020, has been undertaken.

These costs are reported as part of the financial month and Quarter end finance reports. At period seven, the end of October 2020, the YTD incremental revenue costs for Operation TALLA for 2020/21 were £5.4m, with an expected full year forecast of £6.0m. The YTD capital costs were £1.4m, with an expected full year forecast of £2.6m.

The full financial impact of operating in a COVID-19 environment across the full SPA budget is also being monitored. As of Quarter 2, the full year revenue forecast showed an overspend of £1.2m, with a fully funded overspend of £0.7m on capital. Work is currently underway to refresh this forecast for Quarter 3, including a reassessment of the likely full year incremental costs of Operation TALLA in light of the recently renewed COVID-19 restrictions.

Budget setting for 2021/22 and long term financial planning are also considering the impact of the 'new normal' on the service including our workforce, ICT, estate and fleet.

Along with the focus on the longer term budgetary impact of operating in a COVID-19 environment, Finance continues to provide ongoing support and challenge to ensure that financial control, governance and discipline are maintained.

