

<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>30 June 2020</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Annual Assessment of Policing Performance 2019/20 and Quarterly Report January – March 2020</b>
<b>Presented By</b>	<b>Chief Constable Iain Livingstone QPM</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<p><b>Yes</b></p> <p><b>Appendix A – Quarterly Report January-March 2020</b></p> <p><b>Appendix B – Chief Constable’s Assessment of Policing Performance 2019/20</b></p>

**PURPOSE**

The purpose of this paper is to present the Q4 Performance Report for 2019/20 and the Annual Assessment of Policing Performance 2019/20.

Members are invited to discuss the content of this papers.

## 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 new outcome focused performance framework on 01 April 2019. This is the fourth and final report in support of this framework.

## 2. FURTHER DETAIL ON THE REPORT TOPIC

### Performance Report Overview

- 2.1 Throughout the performance year the quarterly performance reports have been structured around the five strategic outcomes from the Annual Police Plan 2019/20; with activity aligned to one of the supporting objectives.
- 2.2 This rigid structure has presented challenges in presenting analysis of performance in a concise and effective manner; which has drawn constructive criticism from Members of SPA Policing Performance Committee.
- 2.3 However, it has been recognised that the development of an outcomes focussed approach will take time to evolve. This is being addressed through the refresh of the Performance Framework for 2020/21.
- 2.4 As an interim step in the approach to reporting, that has also been influenced by the demands on analytical capacity due to the COVID-19 response; a different structure to the Q4 report has been adopted. The Q4 report is presented in the following three chapters:
  - Key Statistics and Detection Rates

- Operation TALLA – Police Scotland Response to COVID-19
  - Public Confidence
- 2.5 To keep the Q4 report as current as possible and to be more informative to the SPA Board and members of the public; some information has been taken from April 2020 to illustrate the initial impact of COVID-19 on police demand and response. This will remain a focus in future quarterly reports.
- 2.6 The Q4 report was discussed in detail at the SPA Policing Performance Committee on 28 May 2020. It was noted that the structure and content on the report was an improvement on previous iterations and was commended by Committee members. The balance of quantitative and qualitative content was considered a good foundation on which to base future iterations.
- 2.7 A full copy of the Q4 Performance Report is provided at Appendix A.
- Future developments;
- 2.8 The Performance Framework for 2020/21 has been refreshed and proposals are presented separately.

### **Chief Constable's Assessment of Policing Performance**

- 2.9 In terms of section 39 of the Police and Fire Reform (Scotland) Act 2012, the SPA must prepare the Annual Review of Policing (ARP) as soon as practicable after the end of each reporting year.
- 2.10 The Chief Constable is required to provide, within three months of the end of the reporting year 2019/2020, an assessment of the performance of the Police Service.
- 2.11 In March 2020, David Crichton, Vice-Chair of the SPA Board, issued a letter to the Chief Constable initiating the process to deliver the 2019/2020 Annual Review of Policing and Annual Review and Accounts. This year the SPA is developing one product, the Annual Review and Accounts, to satisfy the legislative requirements, as agreed with the Scottish Government. The Chief Constable was asked to provide his overview of performance to SPA by 19 May 2020.
- 2.12 The assessment is included as appendix B to this report, as presented and noted at the Policing Performance Committee on 28 May 2020.

2.13 It is set out in accordance with the request from the SPA that it:

- Complies with HM Treasury Financial Reporting Manual (FReM); and
- The content includes an assessment of Police Scotland's delivery of the Performance Framework 5 Outcomes and 27 Objectives; a high level summary of delivery of the Annual Police plan based on quarterly performance reports, is supported by key case studies, provides 3 year trend analysis of major crime groups and a horizon scan of the coming year.

### **3. FINANCIAL IMPLICATIONS**

3.1 There are no financial implications in this report.

### **4. PERSONNEL IMPLICATIONS**

4.1 There are no personnel implications in this report.

### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications in this report.

### **6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications in this report.

### **7. SOCIAL IMPLICATIONS**

7.1 There are no social implications in this report.

### **8. COMMUNITY IMPACT**

8.1 There is no community impact 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 invited to discuss the content of this paper.

**SERVING A CHANGING SCOTLAND**

# Quarter 4 Performance

Report January to March 2019/20



**POLICE  
SCOTLAND**  
Keeping people safe  
**POILEAS ALBA**

# Introduction by the Deputy Chief Constable



The Quarter 4 Performance Report is the final one of 2019/20 and refers to management information from the entire year.

This report reflects continued work under new legislation which criminalises a range of behaviours including physical, sexual, psychological and financial abuse with almost 1,700 cases reported under the Domestic Abuse (Scotland) Act during 2019/20.

More than 14,000 of our officers and staff have been trained to recognise that domestic abuse isn't always violent or physical. It is often psychological: disempowering and isolating victims and removing them from the support of family and friends, which can have the most devastating impact.

The introduction of the Domestic Abuse (Scotland) Act has increased public awareness of abuse as a pattern of behaviour and has given Police Scotland the ability to report matters to prosecutors which would not have been considered as criminal acts prior to the implementation of the legislation at the beginning of the 2019/20 year, which is covered by this report.

It is important to note this period includes only a very small number of days during which emergency measures to ensure physical distancing in response to coronavirus were in place.

To assist public understanding of our work, Police Scotland has provided some provisional information about the nature and level of demand on policing specifically for the period during which the measures have been in place and how we are responding to this public health emergency.

Further detailed management information will be published in future quarterly performance reports.

Care must be taken to avoid assumptions about crime trends based on a relatively short period of time. It could be months or years before we have a clear picture of the effect that physical distancing requirements have had on some crime categories in Scotland.

We are acutely aware that for some, this period of physical distancing and isolation may expose them to a greater risk of abuse, harm and neglect.

This Performance Report also highlights increases in crimes with a cyber element, including the disclosure of, or threat of disclosure of, intimate images, as well as online grooming and cyber-related fraud.

Policing must continue to modernise and adapt to the virtual space, where people are increasingly being exploited and criminality is taking place. We must be there to provide education, for prevention and, crucially, for enforcement.

What I want to emphasise is that we remain committed to making sure that every one of Scotland's citizens is looked after whether that is in the public, private or virtual space.

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

**Fiona Taylor**  
Deputy Chief Constable,  
People and Professionalism

# Executive Summary

## Introduction

This is the final quarterly report of the 2019/20 performance cycle. As in previous quarters we have aligned our reporting to a range of activity across the five strategic outcomes detailed in the 2019/20 Annual Police Plan; these being:

- **Public Safety and Wellbeing** - threats to public safety and wellbeing are resolved by a responsive police service
- **Needs of Local Communities** - the needs of local communities are addressed through effective service delivery
- **Confidence in Policing** - public and communities 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

However, in a step change from previous quarters, this report is structured around three chapters to provide a more focused narrative and inclusion of initial management information in support of our response to the pandemic.

## Key Statistics and Detection Rates

Police Scotland publishes management information across all crime types based on the Scottish Crime Recording Standards classifications. This is done on a quarterly basis and is aligned to the quarterly performance reporting process.

The following is a synopsis of significant changes in crime / offences that has occurred between April 2019 and March 2020:

- **Overall Violent Crime**  
This has remained relatively unchanged over the last five years; however there were 394 (-0.6%) fewer crimes in 2019/20 compared to the previous year. A significant contributor to the reduction in violent crime this year was a 6.8% fall in serious assaults (279 fewer crimes).

Common assaults on emergency workers continues to give cause for concern with an increase of 407 crimes (5.7%) compared to last year which reflects a growing trend as this is up 12% (806 more crimes) on the five year mean. This is the subject of ongoing scrutiny to understand the cause and impact on police officers / staff and emergency service colleagues.

- **Non sexual crimes of violence**

This has increased significantly in the last year; this is mainly down to the introduction of the Domestic Abuse Scotland Act 2018. This has resulted in an additional 1,681 crimes recorded this year.

- **Sexual Crimes**

This year saw a 1.9% (253) reduction in recorded crimes when compared to last year but figures remain significantly higher (16.1%, 1,854 more crimes) than the five year mean. This type of criminality remains a high priority for Police Scotland due to the serious nature of offences and the lasting impact this can have on survivors of sexual assault.

There is an increase in contact and non-contact (cyber related) offences over the last five years. This trend continues to be addressed through partnership working and continued bespoke policing campaigns. Further analysis is being undertaken to gain a deeper understanding of the range of different crimes.

- **Crimes of Dishonesty**

These crimes types have generally decreased when compared against last year and the five year mean.

However, there continues to be a growing trend in the number of frauds being recorded. This rose 31.7% (2,876 more crimes) in the last year to 11,939, which represents an increase of 58.3% (4,396 more crimes) on the five year mean.

This increase is reflective of crime trends across the UK and beyond due to the changing and increasing methodologies used by criminals.

Fraud accounted for 1 in 20 crimes recorded by Police Scotland last year, whilst the National Fraud Intelligence Bureau report that fraud represents a third of all estimated crime in England and Wales.

Police Scotland acknowledges the effect this can have on individuals and is adopting new working practices and processes that will enable better analysis of this priority. This will include a recording system which differentiates between the various fraud types and will assist in the identification of emerging fraud trends.

- **Other – Offensive / Bladed Weapons**

There was an increase of 7.7% (692 more crimes) in weapons possession in comparison to last year, totaling 9,644. Of these 78% were detected. Of note, a knife or sharp instrument was recorded in 55% (33) of all homicides in 2019/20.

Police Officers continue to use stop and search as an effective intelligence led tool as part of our response to addressing this issue. During this reporting cycle there were 931 searches that led to the recovery of weapons, this is an increase of 21.5% compared to last year.

## Operation TALLA – Police Scotland COVID-19 Response

Operation TALLA is our governance approach to manage the planning, preparation, operational activity and organisational learning linked to the police response to the pandemic. Following the establishment of a Command structure in February 2020, Police Scotland set eight strategic objectives that clearly articulate our intention to maintain critical policing functions, support our staff, maintain public confidence and support partners and communities in the future return to normality.

The objectives have been incorporated into the refreshed Performance Framework for 2020/21 and will feature in future quarterly reports.

Police Scotland has set up an Operation TALLA Information Cell to capture a wide range of data that enables us to understand changing demands and criminal behaviour. The following is a synopsis of the findings from 01 March up to 20 April 2020:

### **101 calls –**

initially decreased in March but have risen during first half of April. These fluctuate following Government announcements.

### **999 calls –**

increased but have decreased significantly in the first half of April.

**Incidents** – the total number of incidents remains lower in March / April in comparison to last year

**Crime** – the overall level of recorded crime has decreased since the lockdown was put in place. However, there are individual categories of crime that have increased and continue to be monitored, such as:

### **Murder / Culpable Homicide**

(up three from same period last year)

### **Non-domestic housebreakings**

(up 54 from same period last year)

Although there is no increase in recorded Domestic Abuse crimes, this remains an area of focus in collaboration with key partners.

In addition to monitoring the incident and crime demands impacting on Police Scotland, workforce availability has also been monitored to ensure that appropriate wellbeing support can be given to staff and that we are flexible in our staffing approach to maintain business critical functions. Resources have also been reallocated from departments and non-essential functions to support frontline policing.

An overview of Police Scotland's resourcing levels is provided in the report. This identifies that as of 23 April 2020 there were 84.6% of officers and 83.1% of staff available for duty.

This is in comparison to the peak of COVID-19 related absences that occurred on 30 March 2020 when 73.1% of officers and 70.2% of staff were available for duty. The instances of COVID-19 related absences has declined on a daily basis since that date.

Another key aspect of police officer and police staff welfare is the provision of appropriate PPE to safeguard their health and safety as reflected in one of our strategic objectives. Police Scotland has a robust procurement strategy that has projected need to the end of this calendar year.

Large quantities of protective suits have been issued and we have a sufficient stock of FFP3 facemasks to support the provision and replacement for trained officers. As of 22 April 2020, there have been 8,000 frontline staff trained in the use of FFP3 masks and our capacity to train has increased to 450 staff per day.

An automated process to replace equipment within 24hrs after its use has been adopted.

## **Public Confidence**

Policing in Scotland has a long and proud history that is based on the fundamental principle of policing by consent. The relationship between the police service and the people who live, work and visit Scotland is vital to building and maintaining trust and confidence that Police Scotland will keep people safe. We must be able to listen to and understand the needs of diverse communities, bringing empathy to our interactions and improving our ability to respond appropriately. Our services must continue to be relevant, accessible and effective to ensure public safety and wellbeing across Scotland.

Police Scotland continues to keep the public, communities and partners engaged in our approaches to maintain confidence and trust in policing. This has included a variety of engagement activities with different communities that have shaped our strategic direction, service design and operational policing – involving 21,500 people and organisations. Our large continuous surveys have been refreshed so we are able to measure public attitudes, confidence and expectations of local policing and public experience of contacting Police Scotland during the Coronavirus pandemic.

An overview of complaints about the police received between April 2019 and March 2020 is also included in the report. Total complaints received in this period were 6,278, which is an increase of 4.6% on last year but consistent with the five year mean.

The Professional Standards Department have put processes in place to identify complaints that are related to COVID-19 so that this can be monitored and reported on in future performance reports.

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# Key Statistics and Detection Rates

## Strategic Outcome:

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

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

The following figures and narrative provide a synopsis of management information between April – March 2019/20. Additional insight into figures is provided for specific crimes / offences that have seen increases / decreases of note.

## Overall Violent Crime

	Overall Violent Crime Recorded	Overall Violent Crime Detections	Overall Violent Crime Detection Rate
			
Apr – Mar 19/20	63,738	44,279	69.5%
Apr – Mar 18/19	64,132	44,221	69.0%
% change from 18/19	-0.6%	0.1%	0.5% point change
% change from 5 year mean	0.1%	-4.2%	-3.1% point change

Overall violent crime has decreased slightly from last year, down 0.6% (394 fewer crimes). This drop is mainly attributed to the decrease in attempted murder and serious assault.

All detection rates for violent crime are above 70.0%, with the exception of common assault that has a detection rate of 68.9%. These rates have remained relatively static in comparison to last year.

## **Murder / Culpable Homicide (common law)**

A total of 66 homicides were recorded in 2019/20; this equates to 59 murders and seven culpable homicides (common law). This is an increase of one murder and two culpable homicides when compared to recorded figures last year.

Of these 66 homicides, seven were committed out with the 2019/20 period and had previously not been recorded.

Six of these have been detected and the additional crime has been classified as a drug related death following consultation with Crown Office Procurator Fiscals Service (COPFS).

Police Scotland has undertaken analysis on the murders and culpable homicides that were actually committed between April 2019 and March 2020, these represent 59 of the overall homicide count (54 murders and 5 Culpable Homicides). The analysis is summarised as follows; the term homicide is used as the descriptor for both crime types:

- The committed rate continues to reflect the five year mean of 60 homicide victims per year in Scotland.
  - Of the 59 homicides committed during 2019/20, 31 were investigated by a specialist Major Investigation Teams (MITs) with the remaining 28 homicides investigated by divisional Criminal Investigation Departments (CID).
  - All but one of the homicides committed in 2019/20 was detected signifying a 98% detection rate. There is a positive line of enquiry in relation to the outstanding investigation.
- Males continue to be the most likely victims of homicide accounting for 74% (n=44) of the total count which follows the five year trend.
  - One child homicide was committed during 2019/20, marking a reduction of two from the same period last year. On average, three children die as a result of homicide in Scotland each year.
  - Eight homicides of a domestic nature occurred this year, a 33% reduction from the same period last year. Six of the domestic homicide victims were female with ages ranging from 23 to 84 years.
  - Since the inception of Police Scotland, there has been on average nine domestic homicides per year.
  - Analysis of 2019/20 homicides highlights that a significant number of incidents continue to occur indoors, most commonly within residential dwellings, reaffirming the established position that fatal violence is occurring in closed locations that are difficult to pro-actively police.

## **Robbery**

A total of 1,738 robberies were recorded during 2019/20, a decrease of 3.1% (55 fewer crimes) on last year. This is however an increase of 14.0% (213 more crimes) when compared to the five year mean.

The increase in robbery was first noted at the beginning of 2018/19 prompting analytical work being carried out across the Force, however this did not identify any discernible patterns but drug addiction may have contributed to an increase in crimes of dishonesty and robbery.

As a result of this analysis, robbery action plans have been implemented and acted upon locally in coordination with National Safer Communities, which have contributed to this year's decrease.

## **Attempted Murder**

There were 251 attempted murders recorded during 2019/20. This a decrease of 19.3% (60 fewer crimes) when compared to last year when a higher than average increase in the number of attempt murders was recorded. This year's figures are also down 8.1% (22 fewer crimes) when compared to the five year mean.

## **Serious Assault**

There were 3,850 serious assaults recorded during 2019/20, down 6.8% from last year (279 fewer crimes).

Serious assaults are up 1.6% (59 more crimes) when compared to the five year mean however this is due to a lower than average figure recorded in 2014/15.

The serious assault detection rate of 76.3% is up 2.3 percentage points from last year.

Further analytical work requires to be undertaken to establish any causal factors for the significant decrease from last year.

## **Common Assault of Emergency Workers**

Common assault of emergency workers is up by 5.7% (407 more crimes) from last year and up 12.0% (806 more crimes) when compared to the five year mean. This increase was first highlighted in the Q1 2019/20 Performance Report.

This remains an area of focus and is being scrutinised by Police Scotland to get a fuller understanding of the increase and the impact this is having on the welfare of Police Scotland staff and that of our emergency service colleagues.

## Group 1: Non Sexual Crimes of Violence

	Group 1 Crime Recorded	Group 1 Crime Detections	Group 1 Crime Detection Rate
			
Apr – Mar 19/20	9,316	6,681	71.7%
Apr – Mar 18/19	8,019	5,865	73.1%
% change from 18/19	16.2%	13.9%	-1.4% point change
% change from 5 year mean	30.6%	20.1%	-6.3% point change

As can be seen from the table, the total number of Group 1 crimes has risen by 16.2% (1,297 more crimes) from last year and by 30.6% (2,181 more crimes) when compared to the five year mean.

This is mainly due to the introduction this year of domestic abuse crimes under the Domestic Abuse Scotland Act 2018 (DASA). This has also had an impact in the increased number of detections reflected in the table above.

### Domestic Abuse Scotland Act

As highlighted in the Q1 Performance Report, DASA came into force on 01 April 2019. This criminalises a range of abusive behaviours including physical abuse, sexual abuse, psychological abuse and financial abuse.

The introduction of the Act has increased public awareness of domestic abuse as a pattern of abusive behaviour and has given Police Scotland the ability to report matters which would not have been considered as criminal acts prior to the implementation of the new legislation.

During 2019/20, 1,681 DASA crimes were recorded, of which 1,158 have been detected.

### **Increase in five year mean**

When omitting DASA crimes, the total number of Group 1 crimes is up 7.0% (500 more crimes) when compared to the five year mean.

In respect of detections, with the omission of DASA figures there would be 5,523 detections in 2019/20. This equates to a reduction of 5.8% (342 fewer detections) compared to last year and brings the number of detections slightly below the five year mean (40 fewer detections, down 0.7%). A contributory factor is an increase in modern slavery / forced labour.

### **Modern Slavery / Forced Labour**

During 2019/20 there were 244 crimes of modern slavery / forced labour recorded.

This is an increase of 548.9% (206 more crimes) when compared to the five year mean and up 115.9% (131 more) compared to last year.

These types of investigations often span across the UK and Europe and involve a partnership approach with other law enforcement agencies. The complexities and timescales for these investigations has an impact on detection rates, which has seen an 8.4 percentage point decrease in comparison to last year. These investigations are often linked to Human Trafficking which was reported on more widely in the Q3 2019/20 Performance Report.

## Group 2: Sexual Crimes

	Group 2 Crime Recorded	Group 2 Crime Detections	Group 2 Crime Detection Rate
			
Apr – Mar 19/20	13,364	7,521	56.3%
Apr – Mar 18/19	13,617	7,853	57.7%
% change from 18/19	-1.9%	-4.2%	-1.4% point change
% change from 5 year mean	16.1%	1.2%	-8.3% point change

As illustrated in the table, the number of recorded sexual crimes has decreased by 1.9% (253 fewer crimes) when compared to last year. Notably, there has been an increase of 16.1% (1,854 more crimes) against the five year mean. This increase is partly driven by crimes relating to communications and the sharing of indecent images which, when combined, account for 53.1% of the increase (815 more crimes).

Sexual assault (SOSA 2009) crimes are up 22.0% (639 more crimes) against the five year mean and other sexual crimes (SOSA 2009) are up 37.1% (588 more crimes) against the five year mean.

The increase in recorded crime is reflective of the raised awareness of these crimes in society and a positive change in culture that supports the reporting of these offences to the police; 2018/19 saw the highest number of recorded sexual crimes.

Over the last five years the volume of detections has continued to increase year on year, reaching its peak in 2018/19. The volume of detections in 2019/20 is down 4.2% (332) on last year but continues to be higher than the five year mean.

It is noted that the detection rate for this year is 8.3% below the five year mean but this is in the context of increased cyber related criminality and reports of non-recent crimes: both of which bring investigative challenges that can take longer to detect.

### Rape

Rape is down 4.2% (97 fewer crimes) compared to the previous year, however it is up 13.8% (268 more crimes) compared to the five year mean. The increase compared to the five year mean is driven mostly by a rise in the number of recorded rapes of females over the age of 16 years.

The detection rate for rape was 52.8% which is an increase of 1.2 percentage points compared to last year, however reflects a decrease of 8.9 percentage points compared to the five year mean.

Notably, since the lockdown began on 24 March until 13 April 2020 there have been 56 rapes recorded. This is a reduction of 58.5% (79 fewer crimes) in the same period last year.

### **Threatening / Disclosure of an Intimate Image**

Threatening / Disclosure of an intimate image has increased by 12.3% (72 more crimes) compared to the previous year; however this is up 229.8% (456 more crimes) against the five year mean.

The rise in threatening / disclosure of an intimate image against the five year mean was anticipated, given greater public awareness and increased media attention on the subject. Figures have also increased following the introduction of the Abusive Behaviour and Sexual Harm (Scotland) Act 2016 which came into effect on 03 July 2017.

### **Indecent / Sexual Assault**

Indecent / sexual assault is down 4.9% compared to the previous year (257 fewer crimes) and up 10.2% (457 more crimes) compared to the five year mean.

The detection rate for indecent / sexual assault was 55.3% which is a decrease of 1.5 percentage points against the previous year and 6.6 percentage points against the five year mean.

### **Online Grooming**

Internet grooming and online child sexual abuse remains a major threat across the UK. Offences continue to rise with 1,881 recorded in Scotland between April and March 2019/20, compared to 1,713 in the same period last year.

Following on from the success of our Child Sexual Abuse campaign last year, Police Scotland launched a new campaign on 14 April 2020.

The new campaign is entitled 'Get Help or Get Caught', with the key aim of identifying and deterring perpetrators who pose a risk to children online. This campaign has been launched at a critical time, during the current COVID-19 pandemic, when children could be at an increased risk as a result of self-isolation and the potential for spending more time online. The campaign will specifically target perpetrators, challenge their behaviour and signpost them to relevant support pathways through our partners, in order to prevent offending.

The worldwide coverage and availability of the internet enables perpetrators easy online access to children for the purposes of online sexual grooming. The impact of this can be wide-ranging and potentially have a life changing effect on a child. Online grooming can escalate into other methods of abuse, including live streaming of abuse, possession and sharing of indecent images and online webcam sexual extortion.

### Group 3: Crimes of Dishonesty

	Group 3 Crime Recorded	Group 3 Crime Detections	Group 3 Crime Detection Rate
			
Apr – Mar 19/20	111,409	41,287	37.1%
Apr – Mar 18/19	113,286	43,758	38.6%
% change from 18/19	-1.7%	-5.6%	-1.6% point change
% change from 5 year mean	-3.7%	-4.5%	-0.3% point change

Overall Group 3 crimes have decreased by 1.7% (1,877 fewer crimes). This is driven by decreases in ‘traditional’ acquisitive crimes such as housebreaking, shoplifting and motor vehicle crime, which combined are down 6.5% (3,953 fewer crimes). However, this is offset by an increase in recorded fraud.

The detection rate for all crimes of dishonesty is 37.1%. This is a decrease of 1.6 percentage points from last year and is down 0.3 percentage points on the five year mean.

It is anticipated that the rising cost of drugs due to COVID-19 may generate further acquisitive criminality; such as housebreaking, shoplifting and bogus thefts. These trends continue to be closely monitored nationally and locally at Divisions.

#### Housebreaking

All types of housebreaking have decreased compared to last year, with total housebreaking crimes (including attempts) down 6.2% (854 crimes). This is also a reduction of 22.5% (3,744 crimes) compared to the five year mean.

The detection rates for housebreakings have improved across all types and is up 1.9 percentage points for total housebreakings. This is mainly due to a 19.8% (99 detections) increase in detections of non-dwelling housebreakings whereas there have been small decreases in the number of detections of other types of housebreakings.

## Motor Vehicle Crime

Total motor vehicle crime has fallen by 2.3% (327 crimes) and is down 12.2% compared to the five year mean. This decrease is as a result of falls in attempt thefts of motor vehicles (down 10.2%) and opening lockfast places (motor vehicles) which is down 15.8%.

Notably, catalytic converter theft has been identified as an ongoing national / UK issue due to the rising price of precious metals that can be found inside. 119 vehicles were targeted between November 2019 and January 2020 with Fife, Edinburgh and Lothian and Scottish Borders Divisions the most affected. A national profile has been compiled and suggests the next steps of intelligence, investigation, prevention and enforcement.

Detection rates for all motor vehicle crime was 24.8%. This is a decrease of 1.7 percentage points from last year although marks an increase of 0.7 percentage points on the five year mean.

Despite the increase in the number of theft of motor vehicle crimes recorded (up 110 crimes compared to last year), the number of detections fell by 8.2% (162 detections) resulting in this crime's detection rate falling by 4.5 percentage points to 38.8%.

## Theft by Shoplifting

Theft by shoplifting crimes are down 8.3% (2,772 fewer crimes) this year in comparison to last.

While there is an increase on the five year mean of 2.9% (872 more crimes), there was notably significantly lower levels of shoplifting recorded in 2014/15 and 2015/16. When compared to the mean for the previous three years, theft by shoplifting this year is down 1.4%.

In 2019/20, almost two-thirds (66.3%) of thefts by shoplifting have been detected, this is slightly less than the five year mean of 70.6%.

## Fraud

There has been an increase of 31.7% in recorded frauds in 2019/20, this equates to 11,939 an increase of 2,876 crimes from last year.

Fraud remains at its highest level in the last five years and is up 58.3% (4,396 crimes) on the five year mean. The detection rate for fraud was 28.3% this year compared to 37.3% last year and down on a five year average detection rate of 43.5%.

These increases are largely due to the continued increase in the varied cyber related crimes reported under fraud offences. Further analytical work requires to be done to fully understand the threat, methodologies and impact this is having on individuals, communities and organisations. However, this continues to be challenging from the data available.

The National Crime Agency's (NCA) Strategic Assessment for Serious and Organised Crime identified fraud as the most common crime type in England and Wales. It estimates that fraud equates to a third of all crime, albeit it remains significantly under reported, as is expected in Scotland. The NCA estimated 3.8 million incidents of fraud in the year ending September 2019, which is an increase of 9% on the previous year. According to the National Fraud Intelligence Bureau, reported losses increased by 38% in 2018/19, to £2.2billion.

Following consultation with Police Scotland, Action Fraud - the UK National Fraud and Cyber Reporting Centre, has begun the process of ceasing to record reports of fraud from Scottish based victims and have started signposting them to Police Scotland.

This change in process will have some effect on the figures and may contribute to the already expected rise in fraud related crime. However, this new process will enable Police Scotland to record a more accurate picture of fraud crime in Scotland month to month.

Police Scotland acknowledges that fraud is a concerning growing trend and that there are limitations with the data held on police systems. UNIFI, Police Scotland's new crime recording system, is being delivered as part of the Digitally Enabled Policing Programme (DEPP). This will enable more detailed data in relation to fraud to be extracted and analysed.

However, in the interim as reported in Quarter 3, Police Scotland has introduced a tagging / marking approach on current IT systems to support the identification and analysis of fraud related crimes.

Police Scotland has strong working relationships with the main High Street financial institutions operating in Scotland, and through the Scottish Financial Crime Group, is working with partners to develop more effective ways of tackling frauds which affect our communities.

Police Scotland also works with the National Economic Crime Centre, supporting national fraud initiatives.

**Group 4: Fire-raising, Malicious Mischief, etc.**

	<b>Group 4 Crime Recorded</b>	<b>Group 4 Crime Detections</b>	<b>Group 4 Crime Detection Rate</b>
			
Apr – Mar 19/20	47,731	12,674	26.6%
Apr – Mar 18/19	47,879	12,428	26.0%
% change from 18/19	-0.3%	2.0%	0.6% point change
% change from 5 year mean	-7.3%	0.0%	1.9% point change

Total Group 4 crimes are down 0.3% (148 fewer crimes) from last year. This is a 7.3% reduction (3,784 fewer crimes) on the five year mean.

A total of 12,674 Group 4 crimes were detected last year, an increase of 2.0% from last year and level with the five year mean. As a result of fewer crimes and more detections, the total Group 4 detection rate increased by 0.6 percentage points to 26.6%, which is also an increase of 1.9 percentage points on the five year mean detection rate.

**Vandalism (Including Malicious Mischief)**

Vandalism made up 89.1% of all Group 4 crimes and were down 1.0% (445 fewer crimes) from last year and down 8.4% on the five year mean. This was the biggest driver in the decrease in total Group 4 crime.

25.6% of all vandalism were detected, an increase of 0.9 percentage points from last year and up 2.2 percentage points on the five year mean.

**Fire-raising**

Fire-raising crimes increased by 7.7% from last year with an additional 189 crimes. This was also a 4.2% increase on the five year mean. The number of fire-raising being detected has fallen by 7.9% (52 fewer detections) and is down 10.2% on the five year mean. This resulted in a detection rate of 23.0%, down 3.9 percentage points from last year.

As previously noted in the Q3 2019/20 Performance Report, a number of local police divisions in the West of Scotland have reported an increase in these crimes. Many of these are linked to ongoing feuds with damage to motor vehicles and property being recorded.

### **Culpable and Reckless Conduct (Not With Firearms)**

Culpable and reckless conduct (not with firearms) increased by 5.8% (134 more crimes) to 2,464 crimes. 46.5% of these crimes were detected, down 0.2 percentage points from last year but an increase of 2.3 percentage points on the five year mean.

There is no discernible reason identified for this increase.

### **Reckless Conduct (With Firearms)**

This year, 32 crimes of reckless conduct (with firearms) were recorded, compared to 37 last year. The five year mean for this crime is 64, and the number of crimes have decreased every year since the inception of Police Scotland. The detection rate increased by 2.6 percentage points to 59.4% although this was a 4.6 percentage point decrease on the five year mean.

## Group 5: Other (Pro-Activity Crimes)

	Group 5 Crime Recorded	Group 5 Crime Detections	Group 5 Crime Detection Rate
			
Apr – Mar 19/20	64,589	58,698	90.9%
Apr – Mar 18/19	61,623	55,782	90.5%
% change from 18/19	4.8%	5.2%	0.4% point change
% change from 5 year mean	10.7%	6.2%	-3.8% point change

Overall Group 5 pro-activity crimes have increased by 4.8% compared to last year (2,966 more crimes).

This is mainly driven by:

- Drug offences up by 3.6% (1,223 more crimes)
- Bail offences (other than absconding) up by 14.4% (1,023 more crimes)
- Offensive weapon (used in other criminal activity) up by 13.6% (385 more crimes)

The detection rate for all Group 5 crimes is 90.9%. This is an increase of 0.4 percentage points compared to last year but a decrease of 3.8 percentage points against the five year mean.

The increase from 2018/19 is primarily due to total drugs crime detections, which are up 1.7 percentage points to 91.6%. Detection rates are however down for all Group 5 crime classifications compared to their respective five year means.

Stop and search continues to be one of the most effective means of identifying weapons possession crimes prior to any weapon being used to commit a violent crime. This year, 931 searches led to the recovery of at least one offensive weapon, an increase of 21.5% (165 searches) from last year.

### Offensive/Bladed Weapons

There was a total of 9,644 offensive / bladed weapons possession crimes this year, an increase of 7.7% (692 crimes) from last year. Due to changes in the recording of weapons crimes in 2017, comparisons with the five year mean is not appropriate.

There was a 5.3% increase in the number of weapon possession detections compared to last year, meaning that 7,531 of these crimes were detected, which equates to an additional 379 crimes.

Notably, a knife or sharp instrument was recorded in 55% (33) of all homicides in 2019/20.

207 offensive / bladed weapons crimes were recorded as being school-related, an increase of 4.0% (eight more crimes) of schools-related weapons possession crimes from last year.

Operation REMELION, a national prevention and awareness campaign focused on weapons crime in schools, was launched by Police Scotland in January 2020. As a result of the closure of schools the roll out of the campaign was not completed and an assessment of its impact has not been able to be made. The roll out should continue when schools re-open, after which a review will be undertaken.

## Drugs

Total drugs offences sits at 35,303 for 2019/20, which is an increase of 3.6% (1,223 more crimes) compared to last year. This is also reflective of a 5.4% and 9.7% increase on the five and three year means respectively.

Police Scotland considers the harmful impact of drugs on our communities to be a high priority and is engaged with partners to address this public health concern. The following is a synopsis of some of the work being undertaken:

- **Police Scotland Drug Strategy Board**  
Following on from the update provided in the Q2 2019/20 Performance Report, the inaugural Drug Strategy Board (DSB) meeting was held on 09 March 2020. The membership includes various internal departments and key external stakeholders, including the Scottish Government, Public Health Scotland, COPFS and relevant third sector organisations.

This group will be considering policing and partnership approach to address the vision to 'Reduce the harm caused by substance use while continuing to disrupt illicit supply, maximising the safety of our communities'.

- **Naloxone – Use by Police Scotland**  
Naloxone is a nasal spray medication that can reverse the effects of an opioid-related overdose. The carriage and use of Naloxone by Police Scotland officers has been discussed by the Scottish Government Drug Deaths Taskforce.

At Police Scotland's Strategic Leadership Board in January 2020, the Chief Constable approved the development of proposals for a 'Test of Change' and the creation of a Delivery Steering Group (DSG), with representation from relevant partners.

The inaugural meeting of the DSG took place on Thursday 12 March 2020.

## Group 6: Miscellaneous Offences

	Group 6 Offences Recorded	Group 6 Offences Detections	Group 6 Offences Detection Rate
			
Apr – Mar 19/20	128,755	97,767	75.9%
Apr – Mar 18/19	130,602	99,866	76.5%
% change from 18/19	-1.4%	-2.1%	-0.5% point change
% change from 5 year mean	-16.3%	-22.0%	-5.6% point change

Group 6 miscellaneous offences are down 1.4% (1,847 fewer crimes) compared to 2018/19 and down 16.3% (25,008 fewer crimes) on the five year mean.

This decrease is primarily due to reductions in stalking and drunkenness and other disorderly conduct.

However, it is worthy of note that common assault (of emergency workers) have recorded significant increases compared to both last year (up 5.7%, 407 crimes) and the five year mean (up 12.0%, 806 crimes). This trend has previously been identified and remains an area of focus that is subject to ongoing analysis to fully understand the increase as it applies to Police Scotland staff and our emergency service colleagues.

The overall detection rate for Group 6 in 2019/20 is 75.9%. This is a decrease of 0.5 percentage points from last year and down 5.6 percentage points on the five year mean. Detection rates have been on a downward trend year on year from a high of 86.4% in 2014/15 to 75.9% in 2019/20.

### Stalking (Sec 39 Criminal Justice and Licensing Scotland Act 2010)

In 2019/20 there were 871 crimes of stalking recorded. This is down 32.7% (423 fewer crimes) on the same period in 2018/19.

The introduction of Domestic Abuse Scotland Act (DASA) classification is likely to be a contributing factor in the reduction from 2018/19 with a number of crimes previously recorded as stalking now recorded against this new classification.

## **Drunkness and other disorderly conduct**

The number of recorded offences in 2019/20 is 5,234, which is down 22.8% (1,546 fewer offences) on last year and down 71.4% (13,059 fewer offences) on the five year mean.

Numerically, the biggest reduction was offences for consuming alcohol in a designated place bye-laws. This is down 1,144 offences (21.3%) compared to 2018/19. Significantly, this is down 73.1% (11,485) offences compared to the five year mean. A contributory factor over the five years has been a change in Police Scotland's policing style and performance culture that has adopted a more balanced approach of education versus enforcement.

Drunk and incapable offences were down 49.9% (190 fewer offences) compared to last year and down 84.9% (1,077 fewer offences) compared to the five year mean.

The significant decrease on the five year mean can be mostly attributed to a change in Force policy. This involved treating certain drunk and disorderly incidents as a health and welfare issue rather than a criminal matter. In 2016 recorded police warnings were introduced as an alternative to reports going to the Procurator Fiscal.

Detection rates for this category are high, ranging from 99.1% in 2018/19 to 100.0% in 2019/20.

## Group 7: Offences relating to Motor Vehicles

	Group 7 Offences Recorded	Group 7 Offences Detections	Group 7 Offences Detection Rate
			
Apr – Mar 19/20	121,907	109,345	89.7%
Apr – Mar 18/19	117,600	106,464	90.5%
% change from 18/19	3.7%	2.7%	-0.8% point change
% change from 5 year mean	-19.0%	-23.7%	-5.5% point change

Overall Group 7 offences relating to motor vehicles have increased by 3.7% (4,307 more offences) from 2018/19. Detections have also increased by 2.7% (2,881 more detections) resulting in a slight decrease in the overall detection rate compared to last year.

The number of offences are down 19.0% against the five year mean. This is as a result of a change in the performance culture and the adoption of a more balanced educational and enforcement approach. This has resulted in a decline in the number of higher volume areas of speeding, mobile phone and seat belt offences.

As most Group 7 offences result from police pro-activity, the detection rate has been consistently high, averaging 95.2% over the last five years. The fall in overall Group 7 detection rate against the five year mean can largely be explained by the introduction of new drug driving legislation and a change in recording practise for accident offences within other Group 7 crimes as detailed below.

## Speeding Offences

Speeding offences have increased by 3.9% (1,072 more offences) in comparison to last year. The vast majority of these offences are detected and the detection rate has held steady between 99.9% and 100% over the last five years.

Road policing along with local policing carry out focussed road safety campaigns throughout the year, one of which is aimed at targeting those who drive at inappropriate speeds both on our rural and urban roads. Working collaboratively and understanding local issues and complaints provides a focused approach to target speeding in problem areas, providing public reassurance whilst dealing with offenders proportionately and appropriately.

Between 17 and 23 February 2020, Police Scotland supported by the Safety Camera Unit carried out a speeding, seat belt, and use of mobile phone campaign. Focussing on impacting driver behaviour, the campaign was augmented by a media campaign. Officers detected 304 speeding offences, 24 seat belt offences and 21 mobile phone offences. The Safety Camera Unit detected 1,384 speeding offences.

## Insurance Offences

Insurance offences have increased by 5.5% (800 more offences) in comparison to last year. The detection rate of 98.9% is exactly in line with the five year mean and the 2018/19 figure.

Working closely with the Motor Insurance Bureau (MIB) throughout the year, road policing can target 'no insurance' hot spots. The increase in detections of uninsured drivers can be attributed to this partnership. MIB have also extended their Police Helpline opening hours to allow officers access to the MIB database thus increasing the possibility of detecting an offender.

Police Scotland, in collaboration with the MIB undertook a national (Scotland) Motor Insurance Enforcement Week of Action from 20 to 26 January 2020. The campaign saw a week of enhanced enforcement action to detect and, where appropriate, seize uninsured drivers' vehicles and tackle associated offences.

During the week of action, 3,877 vehicles were stopped and checked by Road Policing officers, with a total of 271 uninsured vehicles being detected, of which 113 were seized.

### **Drink / Drug Driving Offences**

Drink / drug driving offences have increased by 12.9% (751 more offences) from last year. The new drug driving legislation and roadside testing, introduced in October 2019, accounts for 616 of this increase in offences.

Detection rates have fallen to 91.1% (down by 7.9% compared to both last year and the 5 year mean). This has resulted from the new drug driving legislation, as detections can only be recorded once forensic testing has been completed.

### **Other Group 7 Offences**

Other Group 7 offences have increased by 5.0% (1,369 more offences) from last year, driven largely by an increase in accident offences which have increased by 6.2% (894 more offences).

These accident offences relate to 'hit and run' incidents and due to a change in recording practise have almost doubled since 2016/17 from 8,629 to 15,503 in 2019/20 while the detection rate has fallen from 53.8% to 33.6% over the same period.

Additionally, a change in operational procedures in August 2016 resulted in police officers no longer attending non-injury collisions.

Our contact centres now deal with reports of non-injury collision and subsequently raise a crime report for investigation, if required, rather than being dealt with at the scene. The nature of this type of offence leads to lower detection rates and it is likely they will remain around current levels going forward, negatively affecting the overall Group 7 detection rate compared to prior periods.

# Operation TALLA – Police Scotland COVID-19 Response

## **Strategic Outcome:**

The needs of local communities are addressed through effective service delivery.

## **Strategic Outcome:**

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

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 evolving situation and support the organisation's and society's return to normal. Command structures were established in February 2020 and the following strategic objectives have been set:

**Objective 1:** To 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.

**Objective 2:** To 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.

**Objective 3:** To work in partnership in providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving the coronavirus.

**Objective 4:** Maintain officer, staff and public trust and confidence through effective, pro-active internal and external communications.

**Objective 5:** Supporting 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.

**Objective 6:** 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.

**Objective 7:** Being able to respond dynamically to the rapidly changing situation and supporting organisational learning.

**Objective 8:** To 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.

These objectives have been incorporated into the refreshed Performance Framework for 2020/21 and will feature in future quarterly reports.

Police Scotland is analysing all data at its disposal to understand the impact of lockdown and is liaising with law enforcement colleagues in the UK and across Europe to identify threats and risks that may emerge once restrictions are lifted.

It is evident what types of crime and incidents have reduced since the beginning of March and it is reasonable to assume that there will be an increase in a variety of criminal behaviour in the coming months, e.g. theft by shoplifting. It is also reasonable to anticipate that there will be crimes reported to the police that have occurred during the lockdown period, e.g. domestic abuse.

Police Scotland is undertaking a weekly intelligence threat assessment to support planning and preparation that will address emerging issues that may impact on individuals, commercial premises or communities.

The following information is provided to give an overview of the changing demands faced by Police Scotland since the UK Government laid out its initial plans to tackle the outbreak on 03 March 2020 and the impact lockdown has had since that was imposed on 24 March 2020.

### **Demand**

The majority of public demand placed upon the police is driven by calls requesting assistance for a variety of reasons. Due to social distancing and the Government imposed lockdown, the nature of some of these demands have changed. The volume of calls being received from the public has varied since the beginning of the outbreak of the pandemic.

In March 2020, calls to 101 (non-emergency) showed a slight increase of 1.6% from last year, from 158,828 to 161,314 calls. Whilst the number of 999 emergency calls have seen a larger increase of 5.4% from 48,825 to 51,460 calls.

Between 01 April and 20 April 2020, calls to 101 (non-emergency) showed an increase of 3.6% from last year, growing from 105,578 to 109,364 calls. In the same period, the number of 999 emergency calls have seen a significant decrease of 15.9% (5,137 fewer calls), falling from 32,332 to 27,195.

Whilst there has been a general decline in demand on 999 calls, notably on 20 March 2020 there was an increased demand of 17% over the forecast figure following UK / Scottish Government announcements regarding closures of Licensed Premises etc.

During the week of 23 - 29 March 2020, 101 calls had increased 5.0% all when compared to the previous week. This 5% spike was observed followed the public announcements by both UK and Scottish Governments to introduce the lockdown by social distancing and closure of public places. A large number of these calls refer to members of the public being unsure of social distancing guidance.

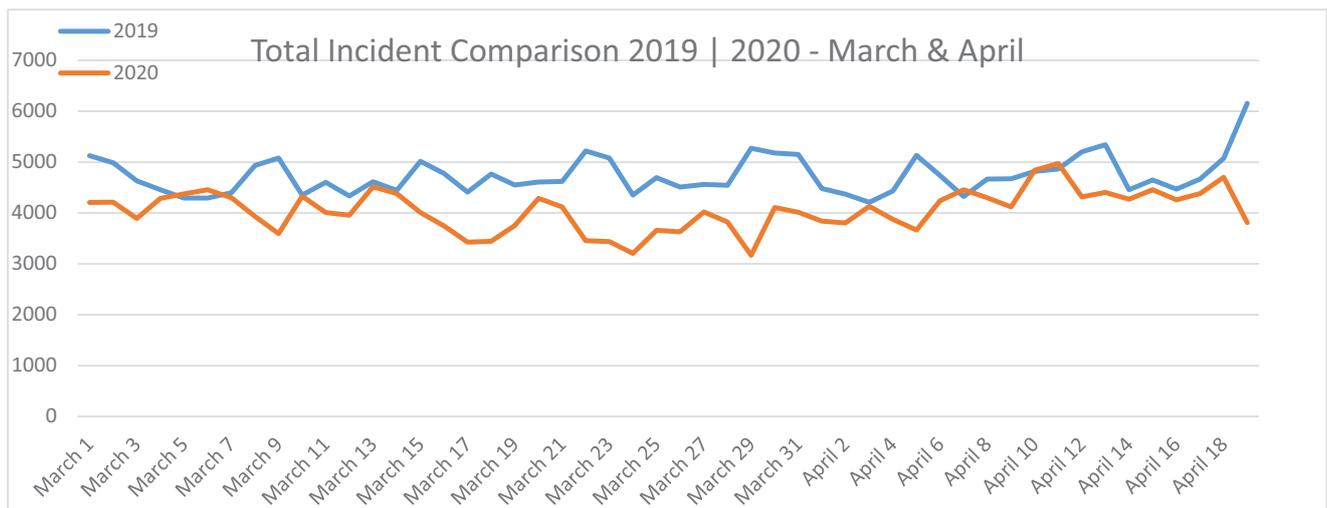
This trend of falling calls and a spike in volume after Government announcements are reflected across the UK. We have shared our experience with other UK Police Forces and with NHS24.

An increase in emails being received via the C3 managed Contact-us channel has also been noted. This has shown significant demand over the period.

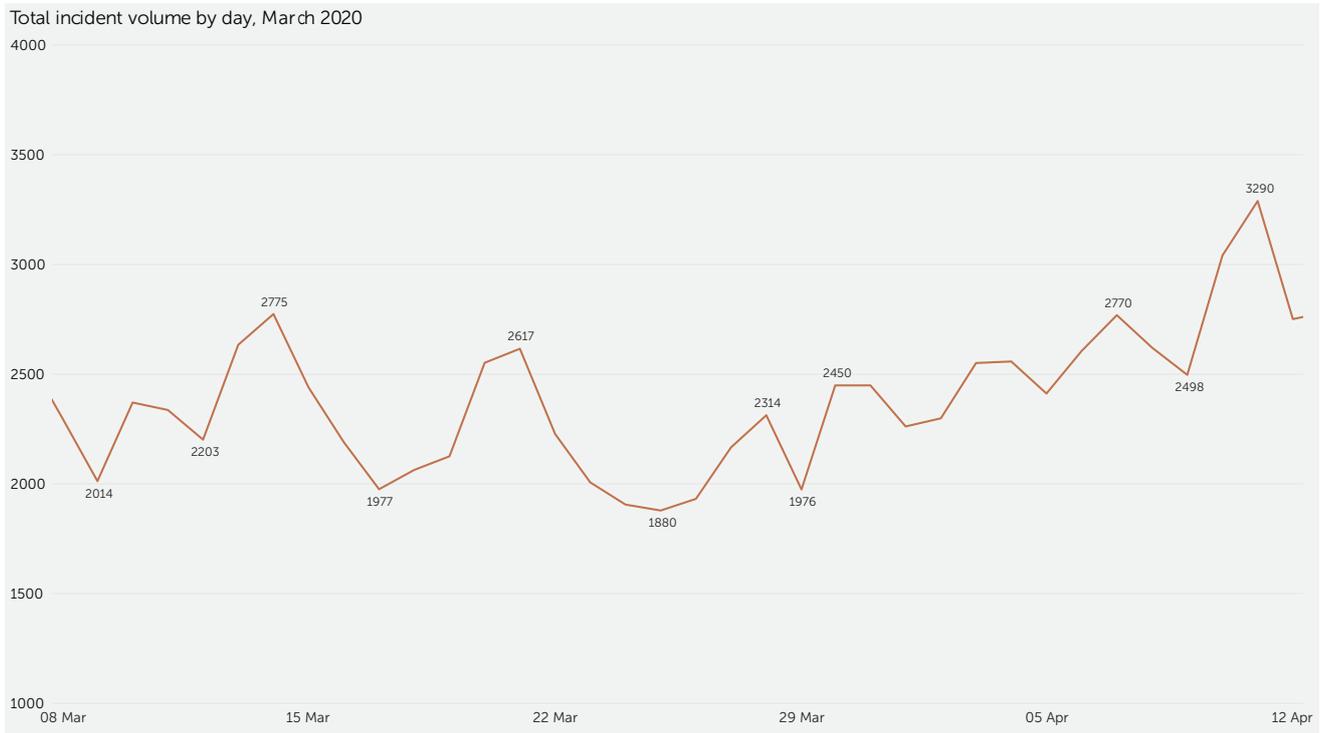
Social distancing and deep cleaning programmes across C3 sites have been key areas of activity to minimise absences and provide staff reassurance as the vast majority of staff are unable to work from home, given the nature of system access required to perform these roles.

### Police Incidents

The following graph illustrates the volume of incidents which were created by Police Scotland’s Command and Control Division between 03 March and 19 April 2020 compared with the same period the previous year, the majority of these result from calls from the public already described.



The following graph shows incident volumes from 08 March until 13 April 2020:



The two spikes in incident volume prior to 24 March 2020 are indicative of expected increased activity at weekends. Since the low point at the beginning of lockdown there has been a steady increase in the volume of incidents with the exception of Sunday 29 March that saw a reduction. This upward trend is as a result of the increase in public nuisance and anti-social behaviour related calls.

The substantial rise in incident volume on the 11 April 2020 is a result of increased public nuisance calls; this amounted to 1,104 calls as a likely consequence of increased social activity during the good weather and holiday weekend.

It is reasonable to expect exacerbated spikes in public nuisance incident types during the extended lockdown period and subsequent expected period of social distancing.

In terms of the overall reduction in incidents in comparison to last year the table below summarises the key changes:

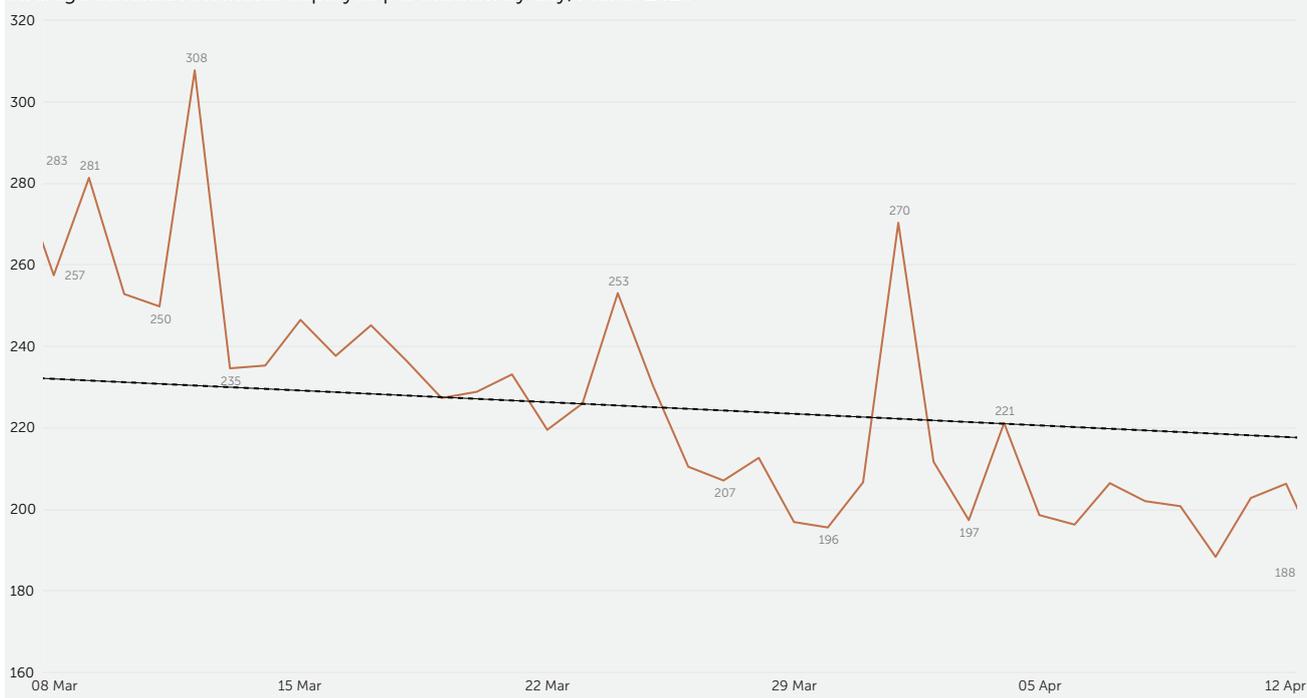
24 March – 13 April, inclusive	2019/20	2020/21	% Change
Transport related incidents	11,617	4,803	-58.7%
Public welfare related incidents	18,027	13,807	-23.4%
Public safety related incidents	2,827	1,830	-35.3%
<b>Total public welfare and public safety</b>	<b>20,854</b>	<b>15,637</b>	<b>-25.0%</b>

With effect from 25 March 2020 a revised operational model was implemented to support social distancing and protects the health and wellbeing of police officers and members of the public.

This approach maximised the non-attendance resolution of calls, subject to threat, harm, risk, investigation, vulnerability and engagement (THRIVE) assessments, to ensure proportionate policing responses were applied to address individual needs.

The following graph averages total police officer deployments to incidents in terms of minutes engaged with each call. The average time spent at an incident reduced from a historically-relative stable figure of 260 minutes down the region of 200 to 210 minutes, and is trending lower.

Average cumulative minutes deployed per incident by day, March 2020



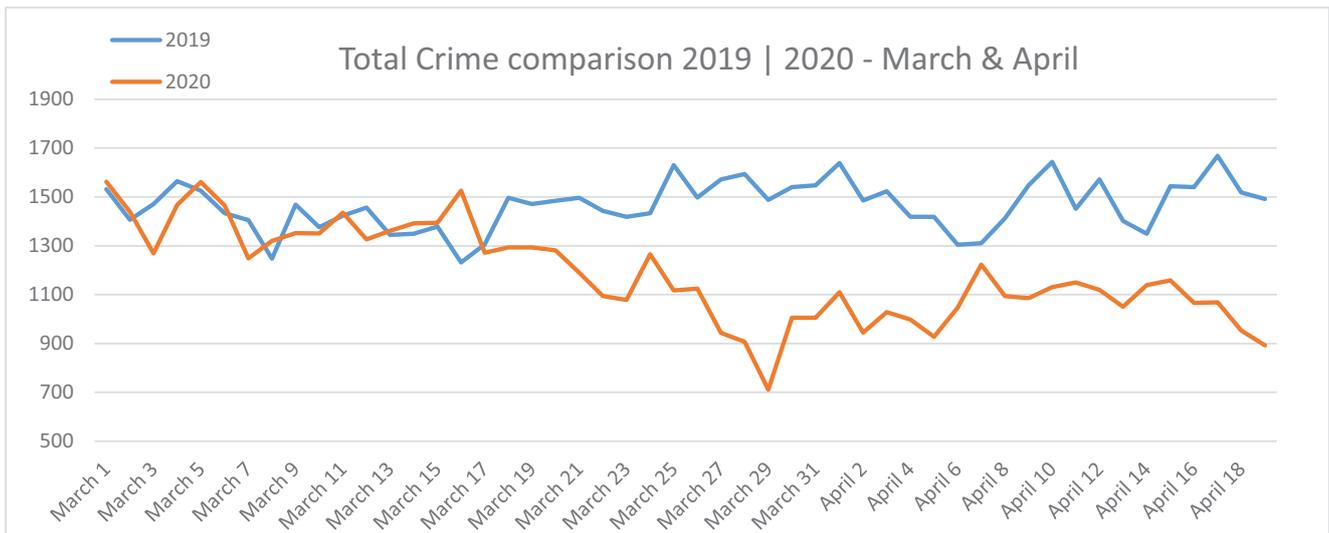
The main factors are the nature / type of incident being attended and the application of social distancing measures coupled with the management of resources during the outbreak where there may be less officers attending individual incidents than normal.

**Crime**

During non COVID-19 times, crime volumes typically follow a similar pattern to incidents, however during the time period being examined we have recorded a lower volume of crime to incident ratio than normal.

This will be as a result of a number of factors which will require more detailed analysis over the coming weeks and months, the reduction in high volume crime such as Group 7 (predominately road traffic crimes and offences) due to self-isolation and people working from home, will impact on level of overall crime recorded.

The below graph shows total crime across all crime groups over the COVID-19 period, with an especially pronounced decline following lockdown measures being put in place on 24 March 2020.



This table reflects the changes in key crime types during the first three weeks of lockdown:

24 March – 13 April, inclusive	2019/20	2020/21	% Change
Murders/Culpable Homicide	1	4	300.0%
Serious Assault	232	134	-42.2%
Robberies	93	93	0.0%
Theft by shoplifting	2,002	914	-54.3%
Domestic housebreakings	382	262	-31.4%
Non-domestic housebreakings	116	170	46.6%

### Homicides

Analysis reveals that since the COVID-19 Lockdown period began on 24 March until 13 April 2020 there have been four homicides across Scotland; three occurring outdoors in a public place and one within a domestic dwelling. This is an increase of three from the same period last year.

All homicides were detected within the first 24 hours of the death occurring. This highlights Police Scotland's resilience and continued commitment to investigate such crimes rigorously and timeously despite the ongoing challenges presented by COVID-19 restrictions.

Analysis over the last five years tells us that indoor homicides account for over half of the annual rate with the majority of these taking place within domestic dwellings. A combination of unregulated alcohol consumption and private, unsupervised locations where there is ready access to bladed weapons, can create the environments for homicides to occur.

It is recognised that current COVID-19 restrictions heighten the prevalence of such environments and that significant challenges exist in pro-actively policing private, indoor space. It is hoped that continued media campaigns will reach vulnerable groups behind closed doors and contribute to the ongoing public reassurance that a policing presence still exists despite the ongoing pandemic.

### Domestic Abuse

Specialist Crime Division Public Protection has issued national guidance and the Domestic Abuse Coordination Unit has actively engaged with Local Policing Divisions, to ensure the policing response to domestic abuse remains a priority in accordance with the revised Lord Advocates Guidelines and the Joint Protocol with COPFS.

There are significant concerns held by Police and partner organisations, around the impact and heightened risk to victims and families due to them following government guidance and enforced periods of isolation.

Police and partner data indicates perpetrator tactics are adapting to prevent or restrict opportunities for victims to seek help or support. Partner agency information further indicates victims are unlikely or unwilling to contact police due to the misapprehension that Police Scotland are 'already busy' and unable to engage.

In collaboration with the Scottish Government Corporate Communications, we are participating in a joint media campaign, led by the Cabinet Secretary for Justice, which reinforces messages to victims and perpetrators that domestic abuse remains a priority and will be responded to appropriately. Police Scotland has also collaborated with key stakeholders to promote a wider joint communications strategy with identified key messages.

### **Fraud**

Police Scotland is advising the public to be cautious of strangers offering bogus services during the coronavirus (COVID-19) pandemic.

Social distancing and self-isolation mean more people than usual are in their homes. This presents an ideal opportunity for criminals to take advantage of elderly and vulnerable people, in particular.

Across the UK there is evidence fraudsters are increasingly targeting members of the public, as well as organisations of all sizes, with emails, texts, telephone calls and social media messages offering advice and treatments for coronavirus (COVID-19).

Scammers have set up fake websites to sell products and offer so-called cures or testing kits, as well as requesting

donations to help victims. In some instances, cold callers have contacted organisations suggesting a legal requirement to have certain measures in place by a specific deadline.

Police Scotland is working with a number of partners on the 'Shut Out Scammers' campaign to signpost the public to relevant prevention advice and support services. These include: Trading Standards Scotland; Advice Direct Scotland; Neighbourhood Watch Alert; Age Scotland and the Scottish Fire and Rescue Service.

Police Scotland has also supported the national campaign 'Take Five to Stop Fraud'.

### **Emergency Legislation**

The Coronavirus Act 2020 was given Royal Assent on 25 March 2020. The powers contained within that Act that relate to Scotland are contained under Schedules 21 & 22. Those schedules can be separated into two distinct areas:

- Schedule 21 - Powers relating to potentially infectious persons
- Schedule 22 - Powers relating to events, gatherings and premises

The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020 were also approved in the Scottish Parliament on 26 March 2020. These powers allow officers to deal with issues relating to:

- A requirement for certain premises and businesses to close during the emergency
- Restrictions on the movement of people and gatherings

The following table summarises police action taken since the additional powers came in to place up to 0700hrs on Thursday 23 April 2020:

Type of Interventions	Number
Premises Closed	26
Premises where intervention was required	40
Medical detention	12
Dispersals after being informed and requested (occasions)	4,640
Dispersals after being informed, requested and instructed (occasions)	1,348
People returned home using reasonable force	111
Fixed Penalty Notices Issued	1,637
Arrests	78
<b>Total interventions</b>	<b>7,892</b>

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

John Scott QC has been commissioned by the Chief Constable to review Police Scotland's use of new emergency powers to respond to the coronavirus outbreak. The respected human rights lawyer will chair a group to provide independent scrutiny of how officers and staff are applying new legislation. This will complement the statutory scrutiny that the independent HM Chief Inspector of Constabulary for Scotland and the Scottish Police Authority are bringing to this issue.

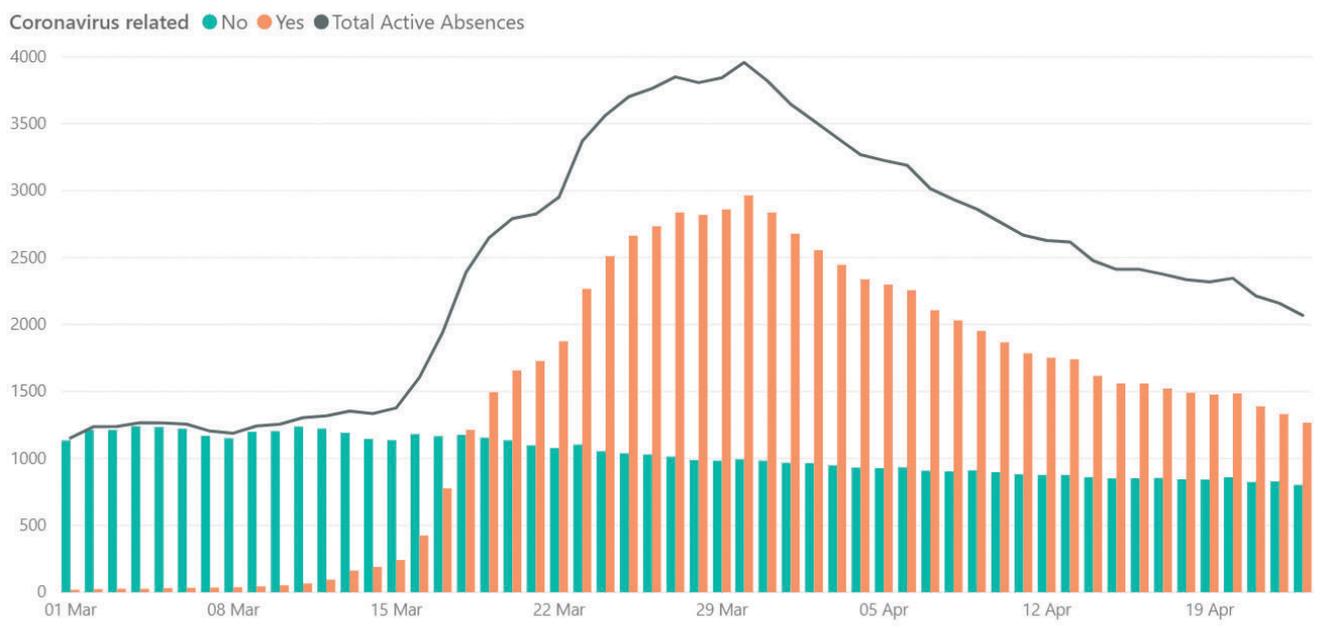
## Workforce / Resourcing

Part of Operation TALLA is to continually review and monitor workforce availability and ensure measures are put in place to minimise the impact of officer and staff absences.

Total medical absences and COVID-19 related absences follow a near identical trend since 01 March 2020, with total absences peaking at 3,958 on 30 March 2020, 2,965 of which were COVID-19 related. The number of absences have fallen day on day since this peak.

The graph below shows the total number of active absences by day over the COVID-19 period. Below the line that depicts the total number of absences the bar chart illustrates the absences that were coronavirus related compared against normal absences for each day.

### Active Absences 01/03/20 – 23/04/20, updated at 7:00



This reduction in availability of police officers is balanced by the reduction of abstractions for other matters such as 'events' (football, concerts etc.); this has freed up officer capacity thus maximising our ability to use resources for attending incidents and deal with core policing activities.

During the peak absence on 30 March 2020 there were 73.1% of officers and 70.2% of staff available for duty.

This compares to the availability of officers and staff on 23 April 2020 when 84.6% of officers and 83.1% of staff were available for duty.

As of 07 April 2020, Police Scotland has supported the Scottish Government led antigen testing programme. The testing criteria has allowed Police Scotland to refer police staff and police officers for testing provided they are displaying COVID-19 symptoms. This also covered any symptomatic household members including children between the ages of 5-18.

This was done at designated testing centres and sites throughout Scotland.

From 07 April and 06 May 2020 Police Scotland has benefited from 1033 tests being conducted, which has contributed to individuals own safety and wellbeing and supported an early return to work where appropriate.

### **Special Constables**

In March 2020, Police Scotland contacted all 520 Special Constables and wrote to their employers to seek support during this unprecedented period of demand.

A quarter of all of Special Constables immediately made contact to offer their support and increase their commitment, substantially in many cases, while more than 40 employers have granted their employees leave in order to perform their Specials role.

Over the past three weeks, around 140 Specials have undertaken 885 shifts amounting to more than 7,500 hours.

The Volunteer Co-ordination Unit was also contacted by a number of Specials offering to live away from home so that they can provide full-time commitment to their role.

In addition, a number of Special Constables who have not volunteered in recent months have also sought urgent re-training so that they can be deployed, while some Specials who are already keyworkers in their full-time profession have still offered to work additional hours for Police Scotland.

### **Personal Protection Equipment (PPE)**

A central component to the Operation TALLA response is the provision of appropriate PPE, hygiene products and other relevant equipment to police officers and police staff.

Police Scotland has adopted a robust purchasing strategy that is informed by analytical projections up the end of this calendar year.

Distribution of PPE is being coordinated from five regional hubs in:

- Aberdeen
- Inverness

- Dundee
- Edinburgh
- Jackton

Prior to being issued with FFP3 face masks officers need to be fitted and trained in its use. To do this a specific machine is required to fit officers. Police Scotland has quadrupled the number of these machines to enable training to be delivered locally.

As of 20 April 2020, a total of 8,000 frontline officers had been trained, 7000 of which were done over five weeks. Due to the increased capacity created from the additional fitting machines up to 450 officers can be trained per day. Training will continue to ensure as many as possible frontline officers and staff are trained and equipped with the appropriate PPE.

In the meantime, prior to deploying officers to an incident a threat and risk assessment is undertaken to establish if there is an increased risk of exposure to COVID-19.

If there is an identified risk, only local policing resources with appropriate PPE will be deployed and if necessary supplemented by appropriately kitted out Operational Support or Flexi-Unit resources.

As PPE is generally single use it is essential that personal issue equipment is replaced as soon as possible. Police Scotland has adopted an automated process to support the replacement of equipment within 24hrs once it is reported as having been used.

PPE supplies remain a challenge to source and maintain, but Police Scotland is taking a collaborative approach with Force in England and Wales through the National Police Chiefs Council (NPCC).

### **Partnerships**

Safer Communities Division is engaged with a variety of partners and diverse communities to monitor community tensions and improve accessibility and methods of reporting Hate Crime. For example, the team supported introduction of a virtual Third Party Reporting site (TPR) for the Scottish Chinese Professionals network, and consultation is ongoing with Scottish Government (SG) to identify opportunity for wider virtual reporting methods through existing Third Party Reporting centres.

Work is ongoing with the SG Gypsy Traveller (GT) group; contributing towards a revised framework around engagement during COVID-19.

Collaboration with the National Autistic Society co-produced specific guidance for frontline staff.

Revisions have been made to the Equality and Human Rights Impact Assessment (EqHRIA) process to improve compliance while responding to dynamic operational requirements. The National Independent Strategic Advisory Group (NISAG) is supporting the command structure as appropriate. Safer Communities is engaging with our Muslim communities around Ramadhan which commenced on 23 April 2020, concluding on 23 May 2020.

A COVID-19 specific 'Substance Harm, bulletin has been prepared to highlight any changes in drug supply / type / trends / risks and assist with information sharing and harm prevention efforts with national and local partners. Liaison is ongoing with Public Health Scotland regarding data sharing and development of a Public Health Surveillance model.

Cyber Prevention team is working to support people with learning and physical disabilities through Lead Scotland and Learning Link Scotland with a podcast developed with the Action Group (Edinburgh) focussing on online safety.

Discussion is ongoing with the SG Distress Brief Intervention (DBI) Programme Board to assist in the creation of a national DBI telephone and mental health service which was provided with £1 million investment by SG on Friday 17 April. We are supporting the SG "Clear your mind" campaign and also the introduction of #Our Frontline which is 24/7 service providing support to all frontline workers.

From a Public Protection perspective, engagement is ongoing with SG, SOLACE and COSLA at strategic meetings which includes senior representation from Social Work Scotland, Health and Education, to develop plans to continue to address emerging risk and inform Chief Officer Groups development of recovery plans.

This includes consideration of expected surge demand when lockdown restrictions are eased and vulnerable children and adults become 'visible' again to professional agencies/partners.

Collaboration with SG produced a national campaign about domestic abuse which includes distribution of material across the force area and messaging on various media platforms. The broader safety messaging included an 'eyes and ears open' theme that "not every adult and child is safe at home" on social media. Consideration is being given to a similar UK wide campaign with an eyes and ears open theme to encourage reporting of concerns.

Engagement is ongoing with the Care Inspectorate and Public Health Scotland in respect of Care Home settings.

Work with relevant partners has shaped an intelligence request in respect of the risks of Human Trafficking and Exploitation to capture information around currently 'invisible' potential victims of trafficking and those vulnerable to either labour or sexual exploitation in the current circumstances. We have also engaged the organisations responsible for online advertising of off street prostitution to ensure appropriate messaging consistent with that published by NPCC.

Local Policing Commanders are actively engaging with partners in their divisional areas to maximise joint working during this crisis. This extends from Local Resilience Partnerships into a host of activities to support those more vulnerable to isolation, minority communities, and health and social care partnerships.

# Public Confidence

## **Strategic Outcome:**

The needs of local communities are addressed through effective service delivery.

Policing approaches have been adapted to continue to deliver an effective service to communities during the response to the COVID-19 pandemic. This has been necessary to protect the safety and wellbeing of police officers, police staff and the public. This period has also seen the implementation of new legislation that gives police officers a range of unprecedented new powers.

Public engagement is essential to making our services accessible, responsive and relevant to a changing Scotland, and is linked to public confidence and trust in policing. To track public confidence and opinion on how we are handling the coronavirus Covid-19 lockdown, we have refreshed our local police survey (Your Police) and User Experience Survey.

Your Police survey has been refreshed with questions specific to the approach to policing Covid-19 lockdown, concerns about crime, perceptions of and confidence in local police. It asks open-ended questions to understand what matters most to people and communities, what they think police are doing well in their area and what could be better. The survey went live on 9 April 2020 and as of 30 April received a total 11,495 responses

and 22,680 free text comments. Initial findings have indicated that approximately two-thirds of respondents have confidence in their local police.

Both surveys will stay open to continue to keep the public engaged and involved in policing. The data will be continually analysed to support the organisation and operational policing to shape how we do things, responding to local issues and concerns, and where people might need additional support. Monthly reports will be provided with the in-depth insights and actions taken by the organisation and operational policing to support communities and respond to their feedback during the Coronavirus (Covid-19) pandemic. The results will feature in the next reporting cycle.

## Levels of Participation in Public Engagement Initiatives

In the past six months, four public engagement initiatives took place and were hosted on Police Scotland Consultation hub. This included:

- Consultation on the Joint Strategy for Policing
- Your Police 2019 survey
- Children and young people engagement
- Survey on Police Scotland Football Engagement Strategy

Overall, we received over **21,500 responses** for these four engagement initiatives which shows a great level of public and partner participation.

**Objective:** Use insights and feedback to shape and improve our services.

## Public Consultation on the Joint Strategy for Policing

The public consultation on the Joint Strategy for Policing - Policing for a safe, protected and resilient Scotland - took place between 20 January and 02 March 2020.

The Scottish Police Authority and Police Scotland wanted to gather the views of the communities of Scotland on the long-term strategic direction of policing. An online consultation was launched to support ongoing conversations. Feedback was captured online using Police Scotland Consultation hub platform, and through written feedback.

Through this consultation, we wanted to hear what the public and partners think about the future vision that is developed and described in the Joint Strategy.

In total, the consultation received **1,451 responses** – 91% of these responses were from individuals and 8% were from organisations.

These responses included **2,455 free text responses**. These provided a more in-depth understanding of respondents' views. Comments were reviewed against the draft Joint Strategy for Policing, enabling changes to be made based on the respondents' feedback.

Overall, there was a strong level of support for the approach set out. This provided Police Scotland and Scottish Police Authority with the assurance that these approaches have support and confidence from the public and partners.

The percentage of respondents who 'agreed' or 'strongly agreed' were:

- Outcome 1: Keeping people safe – **80%**
- Outcome 2: Communities are at the heart of policing – **76%**
- Outcome 3: How we involve you – **75%**
- Outcome 4: Supporting our people – **75%**
- Outcome 5: Sustainable policing for the future – **70%**

In addition to these insights, feedback from key partners was also considered before the plan was finalised and approved by the Scottish Police Authority on 25 March 2020. The comments received will also inform future strategic work, such as Police Scotland's approach to cybercrime and the environment.

A public update including the final strategy, summary report of the consultation and an Equality and Human Rights Impact Assessment summary can be found on the Police Scotland Consultation hub website: <https://consult.scotland.police.uk/consultation/policingforscotland/>

**Objective:** Improve the reach of our public and community engagement initiatives.

### **Your Police Survey – Perceptions, Experience and Expectations of Local Policing**

From 12 November to 31 December 2019, Your Police Survey asked the public and organisations what issues the police should prioritise in local areas; the questions explored:

- Feelings of safety in own area
- Concern about crime in local area and how local police can address
- People's priorities for local policing
- Experience of contacting and engaging with the police
- How people would like to engage with local police in the future

The survey gained an in-depth understanding and insights into local requirements that were used to inform Local Policing Plans.

The survey received **11,655 responses** from across Scotland, 316 of which were from local organisations. Over **8,000 open text responses** were received, providing significant qualitative insights.



## **KEY STATS - DEMOGRAPHICS**

- 58% of respondents identified as female
- 32% of respondents were under the age of 40. There was a strong response rates from 20-29 year olds and 30-39 year olds.
- One in ten of survey respondents considered themselves to have a disability or a long-term health condition
- 4% of respondents were from LGBT+ groups
- 7% of respondents were from BME (Black or Minority Ethnic) groups

The full public report can be found on Police Scotland consultation hub website: <https://consult.scotland.police.uk/surveys/your-police/> - the following is a summary of the responses:



## KEY STATS

### Top five priorities for local policing were:

- Road safety, including speeding and dangerous driving
- Homes being broken into
- Selling or using drugs
- Rowdy drunken behaviour in public places
- Violent crime, including murder, robbery or mugging

### Safety

- A majority (88%) of respondents felt either 'very safe' or 'fairly safe' in their area.
- Almost half (46%) of respondents reported that their concern about crime has increased either 'a little' or 'a lot' in the past 12 months.

### Local policing

- 42% of respondents agreed or strongly agreed that the police listen to the concerns of local people.
- A third of respondents agreed or strongly agreed that police deal with issues that affect their local area.
- 48% of respondents agreed or strongly agreed that they had confidence in local police.

### Accessing information about police

- 19% of respondents reported that they did not currently access any information about policing.
- Almost a quarter (24%) of respondents would like the police to provide information about local community plans.

Your Police Survey re-opened in April 2020; this will be open for a year to encourage ongoing conversations and engagement in local areas to track levels of satisfaction and public confidence and includes specific questions to gauge people's feeling of safety, perceptions and experience of policing in their local area.

As previously described, the survey has been updated to include questions relating to policing approaches to COVID-19 and lockdown so that Police Scotland can measure and respond to public perceptions and experience during these challenging times.

**Objective:** Maintain and enhance public and community (user) satisfaction

### User Experience Survey

In January 2020, a redesigned and refreshed approach to understanding public experience with Police Scotland services was launched; this replaced the previous User Satisfaction Survey process. The revised User Experience Survey aims to evaluate our performance and effectiveness.

Every month, a random sample of people who have interacted with Police Scotland to report an incident and / or crime are contacted to share their opinion about the service they have received. These are now conducted by an external agency to ensure the validity and robustness of research and insight quality.

The refreshed question set captures user satisfaction with:

- initial contact
- treatment by attending officers
- ease of contacting the police
- how well staff understood user needs
- if they were provided with an appropriate response
- what was good about the experience
- what could've been better
- overall satisfaction with police service

The revised surveys are accessible, relevant and meaningful for the public. This includes using plain English and simplified wording of questions, with the accessibility of the question set being continuously monitored.

Police Scotland has reviewed the approach to monitor public confidence and service experience for the duration of the COVID-19 response period. The question set has been revised to enable us to continue to measure experience of the police service and any emerging issues during the pandemic.

During COVID-19, the surveys are administered through SMS text survey as an interim measure. The survey asks callers about their experience of contacting us and the police response provided to them.

These approaches support Police Scotland to capture a range of insights to help understand how the public are experiencing police services during the lockdown period. This feedback will support operational policing on ongoing basis.

An in-depth report will be forthcoming and reported in the next quarter.

The following is a summary of the insight gained for the quarter January to March 2020.



## KEY STATS

### Contact

- Respondents reported Police Scotland was easy to contact. A majority (90%, 3,147) of survey respondents found Police Scotland was easy or very easy to contact.
- Respondents were satisfied with the way they were treated during initial contact. A majority (95%, 3,307) of survey respondents reported that they were either very satisfied or satisfied with the way they were treated by Police Scotland during initial contact (999/101 phone call or email).

### Responding to incidents

- Respondents felt that Police Scotland understood and provided an appropriate response to the incidents they reported. A majority (94%, 3,269) of respondents felt that staff understood what they needed and a majority (78%, 2,708) reported that the police provided an appropriate response to this incident.
- Respondents were satisfied with the way they were treated by officers. A majority (92%, 1,886) of respondents were either satisfied or very satisfied with the way they were treated by officers who handled the incident.

### Overall Satisfaction

- Respondents were satisfied with Police Scotland. Based on their overall experience, a majority (83%, 2,914) of respondents were either very satisfied or satisfied with Police Scotland.

## Complaints About the Police

The Professional Standards Department (PSD) have established a process to identify all complaints relating to COVID-19.

Between 25 March and 17 April 2020, 128 complaint cases have been recorded in relation to COVID-19.

The PSD National Complaint Assessment and Resolution Unit (NCARU) has resolved 66.4% by Frontline Resolution (FLR) through simple explanation, assurance or apology.

PSD are identifying the themes emanating from complaints and share these with the Operation TALLA Communications team, to inform the continual reinforcement of positive guidance and messaging to assist operational officers in the discharge of their duties during the current restrictions. Key themes identified thus far are:

- Quality of Service allegations: officers failing to social distance (from other officers or from the public), failing to enforce breaches of social distancing by the public and not wearing PPE.
- Allegations of incivility: officers have attempted to engage with individuals regarding their presence in a public place.

To ease the burden of complaint handling at divisional level, PSD are endeavouring to retain where possible, all complaints. The following table provides an overview of complaints between April 2019 and March 2020.

The following table provides an overview of complaints between April 2019 and March 2020:



## KEY STATS

April to March 2019/20

- 6,278 total complaints received – up 4.6% from 2018/19 (6,001 complaints). Average number of complaints received over five years remains consistent.
- Complaints received equates to 1 complaint per 412 calls received.
- 9,668 total allegations recorded – down 3.7% from the same period 2018/19 (10,039 allegations).
- Of the 9,578 total of allegations closed, 9.5% were upheld.
- 2,617 complaints (41.7%) resolved by FLR at PSD (2,379 same period 2018/19)
- PIRC have conducted 218 Complaint Handling Reviews (CHR), this equates to only 3.5% of all complaints
- Of the 218 CHRs conducted by PIRC, 830 allegations were considered. 523 (63%) were assessed to have been handled to a reasonable standard – up 15.8% from the same period 2018/19.
- Police Scotland made 250 referrals to the Police Investigations & Review Commissioner (PIRC). Of these, 66 resulted in an investigation (26.4%). Through these investigations PIRC made 16 recommendations.

### Notes:

1. Allegation outcomes (e.g. upheld) are based on closed allegations within the year to date period. Closure dates vary from the received dates, therefore closed and received data may not be directly comparable.

2. Frontline Resolution (FLR) is where a complaint can be resolved by simple explanation, assurance or apology, without the need to progress through the full complaint process and is applied to complaints which are non-criminal, non-complex and non-serious in nature. Within PSD, FLR is conducted via the National Complaint Assessment and Resolution Hubs (East, West and North) who assess all complaints and where appropriate will contact the complainer and attempt to resolve.

Within the last quarter, PIRC issued 48 recommendations and 6 learning points in relation to CHRs. A summary of the actions taken in response include the following:

- All Custody Sergeants and PCs/PCSOs were reminded of the requirement to complete VPD checks. A request has been raised by CJSD that the audit checklist is amended, allowing Cluster Inspectors to check the recording and result of VPD checks.
- Learning reinforced with PSD NCARU officers regarding the appropriate use of frontline resolution (FLR). Ongoing improvements to the complaint handling and FLR process through joint PSD/SPA/PIRC working groups will also continue to address this. Improvements include a more objective and auditable description of when FLR is appropriate.
- PSD have previously circulated guidance around accurate recording of strip searches on the NCS. It will also form part of the forthcoming PSD organisational learning bulletin.

This learning featured in the first PSD Continuous Professional Development event at the Scottish Police College that took place in February 2020.

## Strategic Outcome:

Police Scotland is sustainable, adaptable and prepared for future challenges.

## Finance Update

### 2019/20 outturn

The Quarter 3 forecast estimated the revenue budget would be overspent by ~£1m driven by cost pressures across estates, public order and staff costs, partly mitigated by additional income and an underspend in pension costs.

It is expected that the business as usual year end outturn will be in line with this forecast, however, additional costs are expected due to the impact of COVID-19.

The financial outturn for 2019/20 will be reported to the SPA in June 2020 and will be subject to external audit.

### 2020/21 budget

The SPA Board approved the 2020/21 budgets on 25 March 2020. The budget report set out the funding available to the SPA and how it has been allocated across cost categories and business areas.

The revenue budget has been set with a £44m deficit. It maintains officer numbers at 17,234 and provides for increases in non-pay budgets, targeted at addressing key areas including estates and ICT. Included within this deficit is an initial ~£8m estimated reduction in income as a result of the impact of COVID-19. Further financial consequences, which are unquantifiable at this point, are being carefully monitored and will be reported regularly to the SPA.

Overall capital funding of £51.7m has been provided with an increase in Scottish Government funding of £10m from the previous year. This increase includes £5m specific funding for 'green' electric vehicles and £5m additional investment to contribute towards the maintenance of the police estate. However, this funding is much lower than requested in the SPA's review submission and the level of funding will not allow for any new investment in technology transformation

### ICT

Police Scotland's IT requirements are central to our operational response, sustainability and adaptability to new challenges and approaches. This has been tested, as have all organisations, in meeting the emerging demands to mobilise staff and maintain business critical function in response to the COVID-19 pandemic.



## KEY FACTS

- Over 900 ICT Service Requests received and processed relating to ICT requirements to support COVID-19 response
- Issued over 1,100 devices to officers and staff to support Working From Home, with a further 1,500 laptops arriving / on order and will continue to issue.
- Now have over 3,500 registered users of our VPN Remote Access System (RAS) - supporting remote access and working from home.
- Supported the delivery of 7 virtual courts within our custody facilities with a further four in progress. Delivery of additional four expected by 24th April 2020.
- Delivered changes to our application estate in line with the Revised Police Powers. This includes changes to over a dozen systems and includes the back-office 'ticketing' processes which enable tickets to be submitted to COPFS. The ticketing changes to the Pronto Mobile solution went live on 9th April enabling officers to access via their Smart Phones.
- Developed a solution to record and report on activity associated with COVID Virus Dispersal Compliance (CVDC) '. This is now operational.
- Supported an expansion of our Service Centre within Govan to better support social distancing.
- Developed a solution for service requests to be submitted to Estates - relevant in terms of COVID-19 related cleaning and deep-clean activity. This is now operational.
- In the final stages of technical development of a Microsoft Teams voice and video conferencing solution. This will be deployed to an initial cohort of 500 users commencing 16th April.
- ICT is also actively supporting multiple business functions in the development of their requirements for other VC-type solutions. Some of these requirements will be met from existing capacity but some may require additional procurement
- ICT are carrying out discovery / investigation with key suppliers. Technical Requirements and Scoping document being compiled for evaluation process.

# Appendices

## Appendix A: Crime Classifications and Statistics

OVERALL VIOLENT CRIME					
	Apr-Mar 19/20	Apr-Mar 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
<b>OVERALL VIOLENT CRIME</b>	63,738	64,132	-0.6%	63 682.2	0.1%
Murder	59	58	1.7%	56.6	4.2%
Culpable Homicide, common law	7	5	40.0%	5.4	29.6%
Attempted Murder	251	311	- 19.3%	273.0	- 8.1%
Serious Assault (incl. culpable & reckless conduct – causing injury)	3,850	4,129	- 6.8%	3,790.6	1.6%
Robbery and Assault with Intent to Rob	1,738	1,793	- 3.1%	1,524.8	14.0%
Common Assault - Total*	57,833	57,836	0.0%	58,031.8	0.3%
*Of this total Common Assault (of emergency workers)	7,519	7,112	5.7%	6,712.6	12.0%

### GROUP 1: NON SEXUAL CRIMES OF VIOLENCE

	Apr-Mar 19/20	Apr-Mar 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
<b>GROUP 1: NON SEXUAL CRIMES OF VIOLENCE</b>	<b>9,316</b>	<b>8,019</b>	<b>16.2%</b>	<b>7,135.0</b>	<b>30.6%</b>
Murder	59	58	1.7%	56.6	4.2%
Culpable Homicide, common law	7	5	40.0%	5.4	29.6%
Culpable Homicide, (others)	55	43	27.9%	39.6	38.9%
Attempted Murder	251	311	- 19.3%	273.0	- 8.1%
Serious Assault (incl. culpable & reckless conduct – causing injury)	3,850	4,129	- 6.8%	3,790.6	1.6%
Robbery and Assault with Intent to Rob	1,738	1,793	- 3.1%	1,524.8	14.0%
Domestic Abuse (of female)	1,577	2	x	x	x
Domestic Abuse (of male)	104	-	x	x	x
<b>Domestic Abuse Total</b>	<b>1,681</b>	<b>2</b>	<b>x</b>	<b>x</b>	<b>x</b>
Cruel & Unnatural Treatment of Children	568	722	- 21.3%	716.2	- 20.7%
Threats and Extortion	441	379	16.4%	318.6	38.4%
Other Group 1 Crimes	666	577	15.4%	409.8	62.5%

GROUP 2: SEXUAL CRIMES					
	Apr-Mar 19/20	Apr-Mar 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
<b>GROUP 2: SEXUAL CRIMES</b>	<b>13,364</b>	<b>13,617</b>	<b>-1.9%</b>	<b>11,509.8</b>	<b>16.1%</b>
Rape	2,213	2,310	-4.2%	1,945.0	13.8%
Assault w/i to Rape or Ravish	130	130	-	119.0	9.2%
<b>Rape and Attempted Rape – Total</b>	<b>2,343</b>	<b>2,440</b>	<b>-4.0%</b>	<b>2,064.0</b>	<b>13.5%</b>
Sexual Assault (pre- SOSA 2009)	284	309	-8.1%	371.2	-23.5%
Sexual Assault (SOSA 2009)	3,536	3,634	-2.7%	2,897.2	22.0%
Lewd & Libidinous Practices	1,116	1,250	-10.7%	1,210.4	-7.8%
<b>Indecent/Sexual Assault – Total</b>	<b>4,936</b>	<b>5,193</b>	<b>-4.9%</b>	<b>4,478.8</b>	<b>10.2%</b>
<b>Prostitution Related Crime – Total</b>	<b>101</b>	<b>232</b>	<b>-56.5%</b>	<b>255.8</b>	<b>-60.5%</b>
Taking, Distribution, Possession of Indecent Photos of Children	584	550	6.2%	621.4	-6.0%
Communicating Indecently (SOSA 2009)	1,470	1,369	7.4%	1,152.2	27.6%
Communications Act 2003 (Sexual)	223	201	10.9%	182.6	22.1%
Sexual Exposure (SOSA 2009)	378	379	-0.3%	446.2	-15.3%

Public Indecency (Common Law)	159	193	-17.6%	240.2	-33.8%
Other Sexual Crimes (SOSA 2009)	2,170	2,130	1.9%	1,582.4	37.1%
Other Sexual Crimes (Non-SOSA 2009)	345	347	-0.6%	287.6	20.0%
Threatening / Disclosure of Intimate Image	655	583	12.3%	198.6	229.8%
<b>Other Group 2 Crimes - Total</b>	<b>5,984</b>	<b>5,752</b>	<b>4.0%</b>	<b>4,711.2</b>	<b>27.0%</b>

GROUP 3: CRIMES OF DISHONESTY					
	Apr-Mar 19/20	Apr-Mar 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
<b>GROUP 3: CRIMES OF DISHONESTY</b>	<b>111,409</b>	<b>113,286</b>	<b>-1.7%</b>	<b>115,719.2</b>	<b>-3.7%</b>
Housebreaking (incl. Attempts) - Dwelling house	6,671	6,980	-4.4%	8,135.0	-18.0%
Housebreaking (incl. Attempts) - Non dwelling	2,520	2,572	-2.0%	3,978.2	-36.7%
Housebreaking (incl. Attempts) - Other Premises	3,712	4,205	-11.7%	4,533.8	-18.1%
<b>Housebreaking (incl. Attempts) - Total</b>	<b>12,903</b>	<b>13,757</b>	<b>-6.2%</b>	<b>16,647.0</b>	<b>-22.5%</b>
Opening Lockfast Places - Motor Vehicle	2,982	3,542	-15.8%	4,330.0	-31.1%
Theft of a Motor Vehicle	4,648	4,538	2.4%	4,635.0	0.3%
Theft from a Motor Vehicle (Insecure etc.)	5,749	5,586	2.9%	6,214.4	-7.5%
Attempt Theft of Motor Vehicle	354	394	-10.2%	465.8	-24.0%
<b>Motor Vehicle Crime - Total</b>	<b>13,733</b>	<b>14,060</b>	<b>-2.3%</b>	<b>15,645.2</b>	<b>-12.2%</b>
Opening Lockfast Places - NOT Motor Vehicle	1,728	1,690	2.2%	2,141.0	-19.3%
Common Theft	31,072	31,686	-1.9%	34,057.4	-8.8%
Theft by Shoplifting	30,688	33,460	-8.3%	29,816.4	2.9%

Fraud	11,939	9,063	31.7%	7,542.6	58.3%
Other Group 3 Crimes	9,346	9,570	-2.3%	9,869.6	-5.3%

GROUP 4: FIRE-RAISING, VANDALISM, etc.					
	Apr-Mar 19/20	Apr-Mar 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
GROUP 4: FIRE-RAISING, MALICIOUS MISCHIEF, etc.	47,731	47,879	-0.3%	51,515.0	-7.3%
Fire-raising	2,649	2,460	7.7%	2,543.0	4.2%
Vandalism	42,511	42,956	-1.0%	46,422.4	-8.4%
Reckless Conduct (with Firearms)	32	37	-13.5%	64.4	-50.3%
Culpable and Reckless Conduct (NOT with Firearms)	2,464	2,330	5.8%	2,430.8	1.4%
Other Group 4 Crimes	75	96	-21.9%	54.4	37.9%

GROUP 5: OTHER CRIMES					
	Apr-Mar 19/20	Apr-Mar 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
<b>GROUP 5: OTHER (PRO-ACTIVITY) CRIMES</b>	<b>64,589</b>	<b>61,623</b>	<b>4.8%</b>	<b>58,347.4</b>	<b>10.7%</b>
Carrying Offensive Weapon (incl. restriction)	1,645	1,496	10.0%	1,279.2	28.6%
Handling Bladed/ Pointed Instrument	2,839	2,703	5.0%	2,189.8	29.6%
Offensive Weapon (used in other criminal activity)	3,211	2,826	13.6%	1,082.0	196.8%
Bladed / Pointed Instrument (used in other criminal activity)	1,949	1,927	1.1%	722.0	169.9%
<b>Total Offensive / Bladed Weapons</b>	<b>9,644</b>	<b>8,952</b>	<b>7.7%</b>	<b>5,273.0</b>	<b>82.9%</b>
Production, Manufacture or Cultivation of Drugs	610	621	-1.8%	865.4	-29.5%
Supply of Drugs (incl. possession with intent)	3,841	3,846	-0.1%	3,690.4	4.1%
Bringing Drugs into Prison	133	136	-2.2%	269.4	-50.6%
<b>Supply of Drugs Total</b>	<b>4,584</b>	<b>4,603</b>	<b>-0.4%</b>	<b>4,825.2</b>	<b>-5.0%</b>
Possession of Drugs	30,469	29,318	3.9%	28,508.0	6.9%
Other Drug Offences (incl. Importation)	250	159	57.2%	163.4	53.0%
<b>Total Drugs Crimes</b>	<b>35,303</b>	<b>34,080</b>	<b>3.6%</b>	<b>33,496.6</b>	<b>5.4%</b>

Offences relating to Serious and Organised Crime	29	32	-9.4%	41.8	-30.6%
Bail Offences (other than absconding)	8,150	7,127	14.4%	7,720.6	5.6%
Other Group 5 Crimes	11,463	11,432	0.3%	11,815.4	-3.0%

GROUP 6: MISCELLANEOUS OFFENCES					
	Apr-Mar 19/20	Apr-Mar 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
<b>GROUP 6: MISCELLANEOUS OFFENCES</b>	<b>128,755</b>	<b>130,602</b>	<b>-1.4%</b>	<b>153,762.6</b>	<b>-16.3%</b>
Common Assault	50,314	50,724	-0.8%	51,319.2	-2.0%
Common Assault (of emergency workers)	7,519	7,112	5.7%	6,712.6	12.0%
<b>Common Assault – Total</b>	<b>57,833</b>	<b>57,836</b>	<b>0.0%</b>	<b>58,031.8</b>	<b>-0.3%</b>
Breach of the Peace	4,778	5,784	-17.4%	9,753.4	-51.0%
Threatening & Abusive Behaviour	44,678	43,591	2.5%	46,333.6	-3.6%
Stalking	871	1,294	-32.7%	1,336.6	-34.8%
<b>BOP, S38 &amp; S39 Crim Just &amp; Lic (S) Act 2010 – Total</b>	<b>50,327</b>	<b>50,669</b>	<b>-0.7</b>	<b>57,423.6</b>	<b>-12.4%</b>
Racially Aggravated Harassment / Conduct	1,737	1,760	-1.3%	2,058.0	-15.6%
Drunk and Incapable	191	381	-49.9%	1,267.8	-84.9%
Consume Alcohol in Designated Place (local bye-law)	4,233	5,377	-21.3%	15,717.6	-73.1%
Other Alcohol Related Offences	810	1,022	-20.7%	1,307.6	-38.1%
<b>Drunkenness and Other disorderly Conduct Total</b>	<b>5,234</b>	<b>6,780</b>	<b>-22.8%</b>	<b>18,293.0</b>	<b>-71.4%</b>
Wildlife Offences	198	170	16.5%	227.0	-12.8%
Other Group 6 Offences	13,426	13,387	0.3%	17,729.2	-24.3%

GROUP 7: MOTOR VEHICLE OFFENCES					
	Apr-Mar 19/20	Apr-Mar 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
<b>GROUP 7: OFFENCES RELATING TO MOTOR VEHICLES</b>	<b>121,907</b>	<b>117,600</b>	<b>3.7%</b>	<b>150,542.0</b>	<b>-19.0%</b>
Dangerous Driving Offences	3,019	2,916	3.5%	2,803.8	7.7%
Drink, Drug Driving Offences incl. failure to provide a specimen	6,594	5,843	12.9%	5,688.8	15.9%
Speeding Offences	28,758	27,686	3.9%	41,574.2	-30.8%
Driving While Disqualified	1,396	1,300	7.4%	1,243.6	12.3%
Driving Without a Licence	5,718	5,852	-2.3%	6,490.6	-11.9%
Failure to Insure Against Third Party Risks	15,226	14,426	5.5%	15,145.2	0.5%
Seat Belt Offences	2,800	2,889	-3.1%	6,828.8	-59.0%
Mobile Phone Offences	2,450	2,889	-15.2%	8,173.2	-70.0%
Driving Carelessly	8,227	8,128	1.2%	8,575.6	-4.1%
Drivers Neglect of Traffic Directions (NOT pedestrian crossings)	3,870	4,142	-6.6%	8,488.2	-54.4%
Using a Motor Vehicle Without Test Certificate	14,987	14,036	6.8%	14,808.2	1.2%
Other Group 7 Offences	28,862	27,493	5.0%	30,721.8	-6.1%

## Appendix B: Stop and Search Review

The use of stop and search under the Code of Practice must be lawful, necessary and proportionate and can contribute to addressing national and local policing priorities. It can also be used to address local crime trends and offender profiles, however there are no levels set around its use.

	Stop and Searches	Positive Stop and Search searches	Stop and Search positive rate
			
Apr – Mar 19/20	41,167	14,813	36.0%
Apr – Mar 18/19	36,471	14,164	38.8%
% change from 18/19	12.9%	4.6%	-2.8% point change

There have been a total of 41,167 searches recorded YTD, of which 5.8% (2,404) were conducted under warrant.

This is a 9.9% decrease in warrant searches when compared to the same period last year and a 14.7% increase in the number of non-warrant stop and searches.

An additional 649 positive searches have taken place, which equates to 36.0% of all searches being positive. Although an increase in positive stop searches is positive; the overall percentage rate is down 2.8% points compared to the previous year.

### Code Compliance

The use of Stop and Search continues to be scrutinised by Police Scotland to ensure that all searches are legal and proportionate. Governance processes are in place to ensure supervisors understand the application of recording criteria in respect of the Code of Practice.

Levels of compliance with the Code were 88.4% for the year. The period from January to March 2020 saw a compliance rate of 90.4%, this was an increase of 2.4% from the previous quarter.

Compliance levels are calculated by reviewing the number of records submitted that are Code compliant and do not require further information or amendment.

Of the 9.6% that required additional review in this quarter the majority required:

- additional information, or
- removal of the inclusion of sensitive information or mention of a third party within the grounds for search, to ensure data protection compliance

### **Complaints about the Police**

Despite the increase in overall volume of recorded stop search the number of recorded complaints involving stop and search have reduced when compared to the YTD figures for 2018/19.

There have been 37 complaints about the police in 2019/20, which is 21 fewer when compared to the same period last year. This a 36.2% reduction and a positive position. In reviewing the circumstances the majority of complaints are not about the actual physical search, but relate to the interaction with officers.

### **Weapon searches**

There have been 2,252 searches under weapons legislation. Almost a quarter of the searches (558) were positive and saw an additional 88 positive searches when compared with last year 2018/19.

That equates to 430 weapons taken from people and a further 128 illicit items including drugs, firearms and stolen property being recovered. Weapons are often discovered during the course of a search under the application of a different statutory power. An additional 501 searches, predominantly under the drugs search reason, also led to the recovery of weapons.

Therefore, a total of 931 searches led to the recovery of weapons during April 2019 to March 2020 compared to 766 the previous year; this is an increase of 21.5%.

The removal of these weapons from our communities, prevents the commission of various crimes that involve violence, anti-social behaviour and acquisitive crime, and protects individuals from potentially being a perpetrator or victim of crime.

### **Age Comparison**

From April 2019 to March 2020, based on Census data from 2011, based on proportionality ratios of 10K per head of population, the number of searches of 12-15 year olds are not considered disproportionate.

There was an increase of 377 searches nationally, which resulted in 17 more weapons (89 total) and 16 more drug recoveries (318 total) when compared to last year despite the 2.9% reduction in the positive rate when compared to 2018/19. This equates to an average of 15 searches per division per month, an increase of 2.5 searches a month per division when compared to the same period last year.

Searches of 16-17 year olds do indicate as disproportionate based on Census data from 2011, however may not reflect the current levels of 16-17 years olds in the community.

Searches have increased by 360 this year. The increase resulted in 11 more weapons (81 total) and 45 additional drug recoveries (833 total) when compared to last year despite the 1.8% reduction in the positive rate when compared to 2018/19. This equates to an average of 20.4 searches per divisions per month, an increase of 2.4 searches a month per division when compared to the same period last year.

The increases in recoveries provide further safeguarding and protection for children and the wider public in the removal of these items from our communities.

Age categories 18-19, 20-24 and 25-29 years all indicate as disproportionate based on Census data from 2011. All categories have increased volume, however all have positive rates that exceed the national average and have been reviewed to ensure that they are in compliance with the Code of Practice.

### **Ethnicity**

When considering 2019/20 ethnicity data and using Census data from 2011 which provides the proportionality ratios of 10K per head of population, it is important to consider this may not provide a true reflection of ethnic group populations across Scotland as they will have changed over this period.

Of the 41,167 searches that took place between April 2019 and March 2020 across Scotland, 93.6% (38,533 searches) were of people who self-identified as white ethnicity. These searches had a combined positive rate of 35.8% compared to the overall national positive rate of 36.0%. These figures indicate no disproportionate activity. The positive rate for nominals who self-identified as white ethnicity was 35.8% compared to 39.2% in 2018/19 which is a decrease of 3.4% in the positive detection rate, however an additional 570 positive searches were recorded recovering illicit and harmful items from our communities across Scotland.

Using the same 2011 census data and proportionality ratios, people who self-identified as African Other, Caribbean, Black and Other Ethnic Group indicates disproportionate search activity. The searches across these ethnic groups have a combined total of 612. This is an increase of 119 additional searches when compared to 2018/19, with a combined overall positive rate of 35% compared to 36.7% in 2018/19. Despite the decrease of 1.7% in positive rate, an additional 33 illicit and harmful items were recovered.

These figures should also be considered in an operational context set against low volumes of searches, which on average equates to less than 4 searches per policing division per month.

All stop search activity is subject to both local and national governance and scrutiny to ensure all activity is lawful, necessary, justified and proportionate in compliance with the Code of Practice for Stop Search.





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# **Chief Constable's Assessment of Policing Performance 2019/2020**

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## **Chief Constable's foreword**

This report covers the full 12 months of 2019/20. However, the extraordinary events of the final few weeks of this reporting period require to be highlighted. The world we live and operate in has felt very different since the declaration in March of COVID-19 as a pandemic resulting in a series of unprecedented actions around the world.



In Scotland, policing has a crucial role to play in keeping people safe and ensuring the wellbeing of the country. Policing is crucial in protecting and supporting the vital work of our colleagues in the NHS, social care, and other essential services.

I have enormous respect for the exceptional efforts of our officers and staff in responding to this emergency and pay tribute to their commitment and public service. We rapidly stood up Operation Talla, coordinating with the Scottish Government, partner agencies and other police forces, and prepared our people to respond to the significant changes to everyone's daily life and the introduction of the Coronavirus (Scotland) Act 2020 and The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020. We are all greatly saddened by people's loss of loved ones and are coming to terms with the impact we are experiencing on health, economic stability and welfare.

There are many uncertainties at this point about when and how restrictions may be lifted, many dependant on factors such as availability of an effective vaccine and testing capability. I have no doubt that the professionalism, determination and commitment shown by the people in Police Scotland will continue. We are all grateful for the support of our families, friends and the wider public throughout these challenging times.

In September 2019 it was confirmed that Glasgow would be the host city for the United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties 26 (COP 26), originally scheduled for November 2020. This event will be one of the largest safety and security operations ever hosted in the UK and will have a significant impact on policing, requiring the input and support of all of our officers and staff.

Operation Urram was initiated to coordinate the policing requirements and I have appointed a dedicated Assistant Chief Constable to lead our preparations. We have been involved in regular and intensive discussions with the UK and Scottish Governments, our policing and security colleagues, the United Nations and other partners, and significant planning is in place, including the acceleration of recruitment, training programmes, mutual aid and logistics. Whilst the pandemic has resulted in the event being postponed to 2021, the value of this extensive preparation will not be lost.

On 31 January 2020, the UK left the European Union, with the current transition arrangement due to end on 31 December 2020. Police Scotland has been actively preparing for the impact of potential scenarios since the outcome of the referendum. Additional officers have been deployed to strengthen our international and border policing capability. Throughout 2019/20 we have been working with key partners to consider and implement

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mitigation action required to address the potential loss of EU Justice and Home Affairs measures.

COVID-19, COP 26 and Brexit present enormous challenges and unknown consequences. Nonetheless, I consider the new joint strategy for policing (2020), *Policing for a safe, protected and resilient Scotland*, presents a clear vision for the service that will allow us to navigate the changing environment within which we operate. Built around strategic outcomes, it reflects the need to refocus and redirect resources to ensure that officers and staff are fully supported as they respond with commitment and professionalism to the needs of the communities and people of Scotland, securing their safety, building our relationships and continuing to improve how we operate to support the delivery of policing.

This builds on the significant progress made on our first long-term strategy. In the last year this included the roll out of new mobile devices across all local policing divisions, enabling our officers to have greater presence in their communities. We introduced a new way of handling calls, which improved the service provided to the public. It focused on the needs of individual citizens, to better identify risk, improve deployment decisions and allow us to better respond to urgent and critical incidents. We have also introduced strategies to upgrade and replace our estate and fleet which will bring significant improvements for our officers and staff. We implemented new and improved terms and conditions for the majority of our staff to ensure fairness and parity across the service.

Our approach to measuring and understanding people's experience of using our services has changed, and we have introduced a public engagement framework for the service which will continue to broaden our engagement with the public. Over 22,000 responses from people and organisations across the country have informed work on our future strategy for policing, local policing, children and young people, football and pyrotechnics.

In the last year I was pleased to confirm the promotions of Malcom Graham to Deputy Chief Constable, and Kenny MacDonald and Gary Ritchie to Assistant Chief Constable. We also welcomed Andrew Hendry to Police Scotland as Chief Digital and Information Officer. They bring a wealth of experience and proven leadership skills to our executive team, and together we will continue to drive the improvement of our service.

The financial pressure on Police Scotland remained throughout 2019/20. We continue to deliver around £200m worth of revenue savings every year compared to legacy arrangements, however this is not money that can be reinvested in transformation. We continue to rely on additional funding from the Scottish Government to make the changes needed to improve the equipment, technology and training used by our officers and staff which in turn improves the service we provide. The proportion of our expenditure on pay is significantly higher than other UK police forces. In light of the additional operational challenges of COP26 and Brexit I chose to accelerate recruitment to ensure that we could continue to provide the level of service the public expects.

Demand on policing has increased throughout 2019/20. Overall recorded crime in Scotland rose by 0.9% in the last year from 492,626 to 497,071. Within this small rise in overall crimes, our clear-up rate (detection rate) has reduced by 0.2% to 67.2% overall. The confidence of the public to report sexual crimes has continued to grow as a result of work

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with partners from across all sectors. Improvements in this area continue as we work closely with other key service providers to support victims and robustly investigate reports of sexual crime, even if the crime happened many years ago.

This past year saw the introduction of the Domestic Abuse (Scotland) Act 2018. This Act brings into force legislation which tackles controlling and coercive behaviour, and bolsters the various ways we can protect victims of domestic abuse. Over 18,500 officers and members of staff received training on the new legislation and almost 1700 offences have been reported in this first year.

In 2019/20 we saw an increase in events and parades resulting in a 16% increase in public order deployments.

Sadly we have seen an increase in assaults on emergency service workers in the past year which is wholly unacceptable. We are working with the Scottish Police Federation, trade unions, the Crown Office and others to review all aspects of violence against officers and staff. Being assaulted or abused is not simply part of the job for our people or other public servants.

At the end of October the findings of the fatal accident inquiry into the helicopter crash at the Clutha Vaults in Glasgow in 2013 was published. Our thoughts remain with the families and friends of all those who lost their lives in this tragic accident.

It was confirmed in November that there will be a public inquiry into the circumstances leading up to, and following the death of Sheku Bayoh in Kirkcaldy in May 2015. In December I met with his mother and sister to offer my condolences and provide assurance that Police Scotland will participate fully in that inquiry.

This year the Chief Constable's Bravery and Excellence Awards 2019 were held as a joint event for the first time. All of us at the event were humbled by the stories of the 58 officers and members of the public who showed outstanding bravery to help others at their greatest time of need. I was also delighted to recognise the excellent work of individuals and teams across the service.

I thank the police officers and staff of Police Scotland for their professionalism, dedication and commitment to public service. It is my privilege to lead our officers and staff across Police Scotland as we work together with the public we serve to keep people safe.

**Iain Livingstone QPM**  
Chief Constable

## Performance overview

The purpose of this performance overview is to provide an assessment of performance for 2019/20, as required by Section 39 of the Police and Fire Reform (Scotland) Act 2012. This report looks back at the reporting year 2019/20 and assesses our performance against the outcomes and objectives we had planned to achieve in that year.



## Our purpose and values

The purpose of policing is set out in the Police and Fire Reform (Scotland) Act 2012 to improve the safety and wellbeing of people, places and communities in Scotland. The Scottish Government sets strategic police priorities which during the period of this report were Localism, Inclusion, Prevention, Response, Collaboration, Accountability and Adaptability.

Our values are Fairness, Integrity, Respect and Human Rights.

## Our strategic outcomes and objectives

The first long term strategy for policing, *Serving a Changing Scotland* was published by the SPA and Police Scotland in 2017. This document also fulfilled the requirement for the SPA to produce a Strategic Police Plan and set a vision to achieve “sustained excellence in service and protection”. It set out the following six strategic objectives for policing in Scotland:

- Improving public contact, engagement and service;
- Strengthen effective partnerships;
- Empower, enable and develop our people;
- Invest in our use of information and technology;
- Enhance cyber and forensics capabilities; and
- Transform Corporate Support Services.

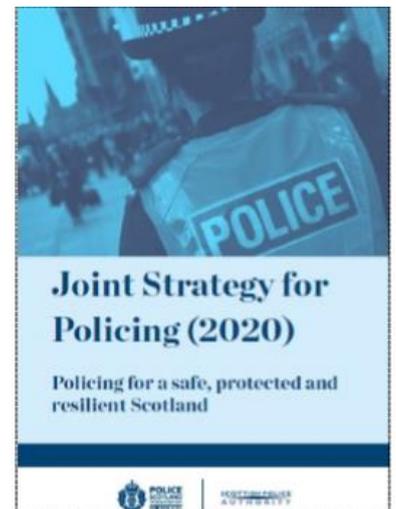
During 2019/20 the Scottish Government updated its Strategic Police Priorities for the service. This prompted a refresh of the SPA’s Strategic Police Plan (*Serving a Changing Scotland*).

*Policing for a safe, protected and resilient Scotland*, the Joint Strategy for Policing (2020), was developed collaboratively by the SPA and Police Scotland in 2019/20 and again fulfils the requirement as a Strategic Police Plan.

It is framed around strategic outcomes that align with the Scottish Government’s Strategic Police Priorities and the strategic outcomes introduced by Police Scotland through the Annual Police Plan 2019/20.

Its development included a period of public consultation to understand and reflect the views from people, communities, partners and the policing workforce across Scotland. The new refreshed strategic police plan was agreed by the SPA Board on 25 March 2020 and laid before the Scottish Parliament in April 2020.

The refreshed outcomes and objectives within this new strategy will form the basis of reporting for future years, however it should be noted that for the time period covered by this report, the guiding strategy was *Serving a Changing Scotland*.

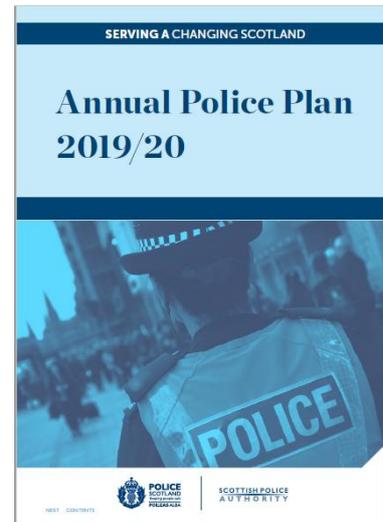


## **Annual Police Plan (APP) 2019/20**

Each year Police Scotland produces an Annual Police Plan (APP) which describes the priorities and activity for the year ahead. The APP 2019/20 was the first to be framed around new strategic outcomes for the service and to bring together change activity with national and local operations and corporate support in one plan.

In this review we look back at the reporting year 2019/20 and report against our outcomes and objectives as set out in the APP.

The APP is a key component of our strategic planning and performance framework and highlights Police Scotland's contribution to the Scottish Government's National Outcomes, Justice Strategy Outcomes and Strategic Police Priorities.



As part of the planning process we conducted a national strategic assessment, which considered a range of factors such as emerging threats and areas of risk, to establish our priorities for policing to be addressed by the objectives and activity described under our strategic outcomes.

The priorities for policing were established as:

<b>Priorities for policing</b>	
<b>Protecting vulnerable people</b>	<b>Supporting people considered vulnerable and working with partners to reduce harm</b>
<b>Tackling cyber related crime</b>	<b>Building capability to address the threat from cyber related crime</b>
<b>Working with communities</b>	<b>Engaging with the public and communities to build resilience and prevent crime</b>
<b>Support for operational policing</b>	<b>Delivering change that enables our people to deliver an effective and sustainable service</b>

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Through the APP 2019/20, Police Scotland introduced new strategic outcomes for the service, which set out the positive impact we will have for the people of Scotland. These are:

**OUTCOME:** Threats to public safety and wellbeing are resolved by a **responsive** police service

**OUTCOME:** The needs of **local** communities are addressed through effective service delivery

**OUTCOME:** Public and communities are **engaged, involved** and have **confidence** in policing

**OUTCOME:** Our people are supported through a **positive working environment** enabling them to serve the public

**OUTCOME:** Police Scotland is **sustainable, adaptable** and **prepared** for future challenges

Under our strategic outcomes are supporting objectives, to guide, direct and shape our progress. This is set out in the plan on a page overleaf.



# Annual Police Plan 2019/20

**Our vision** | Sustained excellence in service and protection  
**Our purpose** | To improve the safety and wellbeing of people, places and communities in Scotland  
**Our Values** | Fairness | Integrity | Respect | Human Rights

## Policing priorities

## Objectives

## Outcomes

**Protecting vulnerable people**  
Supporting people considered vulnerable and working partners to reduce harm

Use Information and Intelligence | Protect vulnerable people | Respond to cybercrime | Reduce reoffending | Deal with all threats to public safety | Tackle serious criminal threats

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

**Working with communities**  
Engaging with the public and communities to build resilience and prevent crime

Meet the needs of local communities | Work with partners on shared priorities | Support local preventative approaches | Build effective local partnerships | Improve our support services

The needs of local communities are addressed through effective service delivery

**Tackling cyber-related crime**  
Building capability to address the threat from cyber-related crime

Enhance public contact channels | Enhance public satisfaction | Improve public engagement | Use insights and feedback | Improve public confidence

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

**Support for operational policing**  
Delivering change that enables our people to deliver and effective and sustainable service

Implement a strategic workforce plan | Create a positive environment for our people | Promote, health, safety and wellbeing | Ensure our people are confident to lead | Develop crime and specialist support services

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

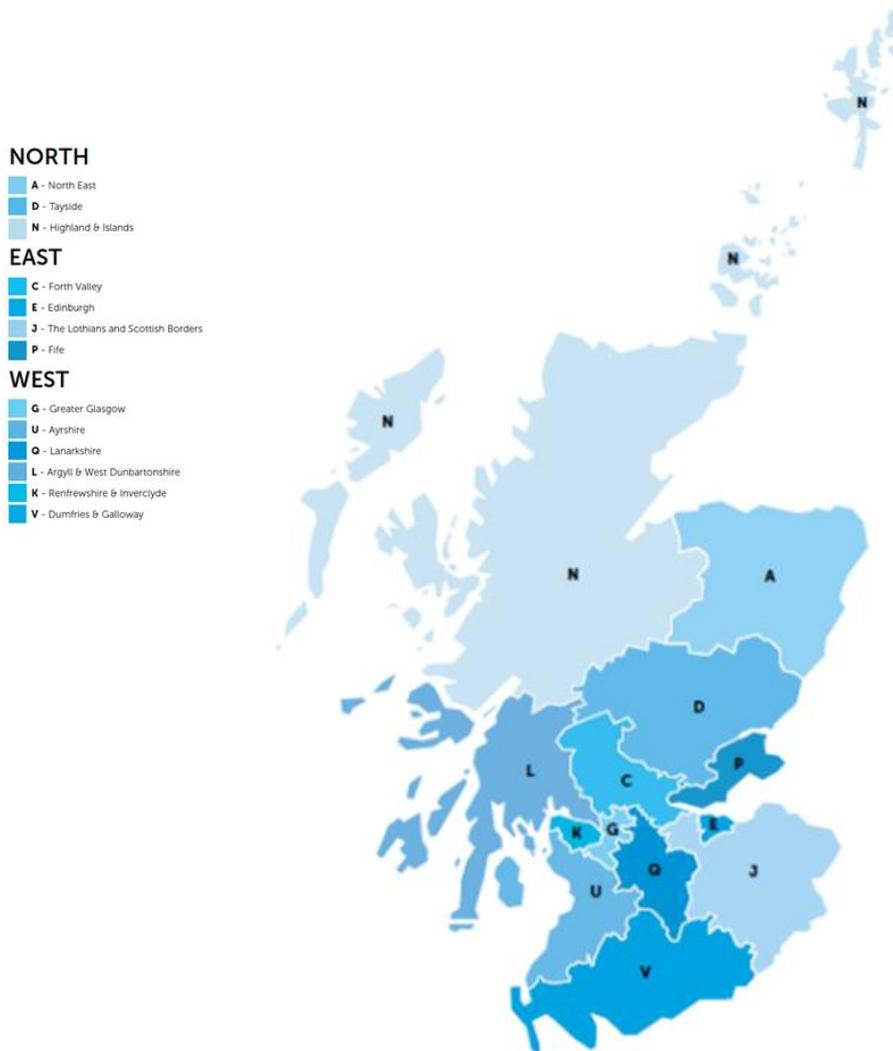
Adapt to growing and changing demands | Advance our Equality Outcomes | Develop lean and agile support services | Build a sustainable financial direction | Invest in our use of ICT | Develop an innovative culture

Police Scotland is sustainable, adaptable and prepared for future challenges

## Our structure

Our 13 local policing divisions cover the entirety of Scotland. Each of these divisions is led by a Chief Superintendent acting as the Local Policing Commander. Divisional Commanders operate with local autonomy to deliver policing to the needs of their communities and are supported by a number of national divisions such as Roads Policing, Safer Communities, Operational Support, Custody and Contact Command and Control (C3).

A range of corporate services support operational policing. These include a number of business areas such as People and Development, Finance, Fleet, Estates, Change and Business Integration.



## Summary of performance

This section outlines a brief summary of our high level performance against each of our five strategic outcomes, and their supporting objectives.

Our assessment is supported by the Scottish Crime and Justice Survey 2017/18<sup>1</sup> (SCJS), published in March 2019, which provides information about people's experiences and perceptions of crime.

The level of recorded crime has a key role in indicating the effectiveness of policing but is only part of a complex picture of the demands on Police Scotland and evidence of our impact in improving outcomes for people and communities. Total recorded crime in Scotland increased by 1.9% in 2018/19<sup>2</sup> compared to the previous year but the long term trend remains downward with a 1.1% reduction compared to the five-year average.

The SCJS provides additional, external evidence of policing performance and the continuing downward trend in overall crime. The results are based on the experiences of people across Scotland and estimates that the volume of crime has reduced by 42% since 2008/09 and by 16% since 2016/17. In addition, the survey estimates that the proportion of adults experiencing crime has fallen from around 20% to 12.5% since 2008/09.

For more detail on each, please see the [Performance Analysis](#) section of this document.

### Strategic outcome 1

**OUTCOME:** Threats to public safety and wellbeing are resolved by a responsive police service

Success means that: *The public are safer as a result of our work to reduce the harm caused by crime and other incidents, whilst people considered vulnerable are supported and protected from harm. Communities are aware of and prepared to respond to current and emerging threats and risks.*

#### **1. Use all available information/ intelligence to address our policing priorities**

Police Scotland has been working with local and national partners and the public to prevent and respond to crime. We have continued to benefit from the national intelligence system and have run several successful intelligence-led, disruption operations targeting those involved in Serious Organised Crime Groups (SOCGs).

<sup>1</sup> <https://www.gov.scot/publications/scottish-crime-justice-survey-2017-18-main-findings/>

<sup>2</sup> Recorded crime statistics are based on Police Scotland management information correct at the date of publication

Overall recorded crime in Scotland rose by 0.9% in the last year from 492,626 to 497,071. Within this small rise in overall crimes, our detection rate has reduced by 0.2% to 67.2% overall.

Police Scotland remains well supported by local and national partners as well as the public as we respond to crime. People continue to feel safe within their local communities with the majority of adults in Scotland feeling very or fairly safe.

## **2. Protect vulnerable people and victims of crime from harm**

Following the enactment of the Domestic Abuse (Scotland) Act 2018, Police Scotland worked with partners to develop a pioneering training programme for frontline officers and members of staff to support effective and consistent implementation of the new legislation. The training ensured that they understand the dynamics of different types of domestic abuse, so that they can recognise it and take effective action to prevent further occurrence.

The Act ensured that abusive behaviours such as coercive and psychologically abusive behaviour is acknowledged with victims identified and supported.

In the first year of implementation, a significant number of abusive behaviours have been reported and investigated. In this first year we have dealt with 1,681 offences under the new Act, of these 1,158 have been detected.

Effective partnership working has increased awareness, detection and prevention across a range of crime types such as human trafficking and sexual assault.

Police Scotland continues to support our partners and work together on initiatives in order to target our shared priorities and to fulfil our objectives more effectively.

Work has been undertaken to ensure that front-line officers are better equipped to deal with reports of sexual offences, which in turn maximises the opportunity for gathering forensic evidence and minimises the traumatic effect for victims.

## **3. Improve our understanding of, and response to, the threat from cybercrime**

The threat of cybercrime is ever-increasing and offences relating to internet grooming and online sexual abuse continue to rise in Scotland.

Police Scotland has enabled a process which enables officers to accurately record cybercrimes. This marking system provides us with a true reflection of growth and demand, and allows us allocate resources more effectively. A total of 7,943 crimes have now been marked with a cyber marker, this represents a 162.5% increase compared to last year's number of cyber marked crimes (3,026).

We continue to build upon our understanding and response to this crime type as its frequency and pervasiveness continues to rise. Significant progress is being made throughout the organisation from communications to raise awareness amongst the public

to the development of a comprehensive cyber strategy that will transform Police Scotland's response and resilience towards these crimes.

**4. Work with the public, communities and partners to reduce re-offending**

Police Scotland has introduced measures such as the Third Sector Organisation Referral Consent Form, which enables better signposting to relevant services for persons who enter our custody system. This has been successful to date and enacts an approach which encompasses both our support of vulnerable persons in our care and the proactive prevention of criminality within our communities.

This work is reliant on the creation and maintenance of strong partnership working arrangements with public sector and third sector partners. Promising results have been observed particularly within the custody setting whereby initiatives to engage with prisoners in order to understand their offending and offer support to resolve these have been introduced in parts of the country.

**5. Work with communities to ensure they are well equipped and prepared to deal with all threats to public safety**

Police Scotland seeks to continuously improve the services provided to the public and communities. We have recently been testing our response plans with key partners, to ensure we are prepared for future challenges/major incidents.

For example, we have employed our learning from previous years to better police the fireworks season. By exercising our major incident plans, working closely with partners and local communities, we were able to direct our resources more effectively and provide Scotland with a more robust policing response to related criminality, e.g., anti-social behaviour.

We continue to work with emergency service partners to ensure preparedness for unexpected and planned events where public safety could be at risk.

**6. Effectively tackle current and emerging serious criminal threats to public and community wellbeing**

Our specialist resources have worked closely with divisions and partners to share information and progress enquiries.

Recent reports from the Serious Crime Taskforce in Scotland highlight the progress we have made towards Scotland's Serious Organised Crime Strategy.

Significant work has been undertaken to understand and respond to emerging crime types and public concerns such as online fraud and county lines activity. Again our work with other forces, public, private and third sector agencies informs and supports our work in responding to and tackling Serious Organised Crime.

**Strategic outcome 2**

**OUTCOME:** The needs of **local** communities are addressed through effective service delivery

Success means that: *Police Scotland can ensure tailored local policing delivery that meets the needs of Scotland's diverse communities. Support will be provided by national resources, delivered locally. Prevention and partnerships have a positive impact on reducing demand.*

**1. Ensure our operational resources deliver services that meet the needs of local communities**

A great deal of work in 2019/20 has focused efforts on service delivery, with the Local Policing Programme (LPP) at the forefront. This program has driven our new Contact Assessment Model (CAM).

Police Scotland has continued to work tirelessly at both a local and national level to target those involved in criminality. 2019/20 has seen great results in our efforts to target Serious Organised Crime Groups, through operations such as DALCROSS and SYNAPSIS.

We have enforced new legislation, such as the Section 5A of the Road Traffic Act 1988, an update to existing Drug Driving legislation, which has allowed our officers to more effectively police our roads network and ensure the safety of the communities we serve.

The rollout of CAM has significantly improved our capacity to deliver an appropriate service to meet the needs of individuals who contact Police Scotland as well as the response we provide. Our local officers play an instrumental role in our communities and focus their efforts on tackling problems which often feature at both national and local level such as drugs, driving offences and human trafficking.

**2. Work collaboratively with our partners on our shared priorities, including public health and vulnerability**

Police Scotland continues to be fully committed to working in partnership with others as we fully recognise that a whole range of issues and incidents don't have a police-only solution.

Significant progress has been made with Crimestoppers and the Royal Edinburgh Hospital demonstrating our commitment to finding solutions to public health and vulnerability issues.

We have been involved in a range of initiatives and campaigns with key partners in 2019/20, including the #DontTolerateHate and "Drug Dealers Don't Care" campaigns.

**3. Design, develop and support local preventative approaches to reduce harm and demand**

Various initiatives to disrupt criminal activity and divert vulnerable people from making negative life choices contribute to reductions in the likelihood of harm occurring and demand across the public sector. Partnerships as outlined are helping to break the cycle of offending and prevent individuals entering the criminal justice system.

We are committed to tackling the harm caused by illicit drugs within our communities. With the number of drugs deaths increasing across the country in 2019/20, we continued to investigate every drugs death, meticulously investigating any criminal link. As part of a long-term approach, we searched for every opportunity to break the cycle of offending for people addicted to illegal drugs, and potentially prevent further tragic untimely deaths.

#### **4. Build, develop and maintain effective local partnerships**

We continue to work hard to maintain and strengthen local partnerships and our formal structure reflects this priority across the organisation. Successful partnerships have never been more important as officers across Police Scotland face increasing demands due to a range of factors. Work is underway to enhance officer understanding of the need for collaborative, connected and compassionate work with a 'person centred approach', involving all emergency services, partners and third-sector organisations.

Police Scotland has worked closely with partners in 2019/20 to develop long term approaches to our key issues including alcohol misuse and mental health and suicide prevention.

#### **5. Improve our support services to enable the delivery of effective local policing**

The continued roll out of CAM has seen all service centre staff and supervisors trained in THRIVE – an enhanced assessment and decision-making model of threat, harm and risk to ensure we correctly identify risk and which other agency could potentially assist in any given set of circumstances.

Police Scotland has worked to implement a range of approaches to encourage the reporting of crime, specifically those which typically go unreported, including non-recent sexual offences and hate crime. The importance of this work has been highlighted by the 1.9% decrease in recorded sexual crime.

### **Strategic outcome 3**

**OUTCOME:** Public and communities are engaged, involved and have confidence in policing

Success means that: *The public feel that they have a voice in shaping our policing approach. People will feel that Police Scotland delivers a service that builds their confidence in policing.*

**1. Enhance public contact and ensure our services are available by a range of accessible channels**

Significant progress has been made against this objective through the research and development of the public contact strategy. The accessibility of our service is a key focus of this work.

**2. Maintain and enhance public and community (user) satisfaction**

The progress made against this objective, in particular our redesigned and refreshed approach to understanding public experience, will continue to underpin our service design and delivery into the future.

**3. Improve the reach of our public and community engagement initiatives**

Our approach to public and community engagement has been strengthened, and as a result we have made significant progress against this objective. Strides have been made to make engagement accessible and the reach of our engagement activities has significantly improved.

**4. Use insights and feedback to shape and improve our services**

Significant progress has been made against this objective, with insights gained from engagement activities used to shape a number of different services. Uptake of our engagement activities has been substantial and the insight gained has been used in a meaningful way.

**5. Develop our approach to understanding and improving public confidence**

Our approach to understanding and improving public confidence has continued to develop and significant progress has been made against this objective. Our public contact and engagement strategy and public engagement framework have been designed to improve public confidence and trust in police.

**Strategic outcome 4**

**OUTCOME:** Our people are supported through a **positive working environment** enabling them to serve the public

Success will mean that: *Police Scotland's officers and staff have the necessary skills, resources and technology available to them. We will have a positive working environment that supports the wellbeing and development of our people.*

**1. Implement a strategic workforce plan to build a diverse workforce that has the right size, shape and capability**

In June 2019 Police Scotland launched a Framework for Strategic Workforce Planning 2019-2026. This framework recognises that our workforce is our most important asset and focuses on key aims relating to workforce capability, flexibility and diversity. Significant and intensive work is under way to develop Police Scotland's strategic workforce plan for consideration and implementation from late 2020.

## **2. Create a positive environment for our people to achieve their potential**

In April 2019 the Chief Constable announced a set of six commitments to the officers and staff of Police Scotland. These commitments relate to communications and engagement, probationary training, promotion and performance, uniforms, mental health and wellbeing and divisional funding.

The 2019/20 period has seen progress across all areas however in an organisation of the size, scale and breadth of Police Scotland, with people working right across the country, we recognise our responsibility to continue our focus on this area.

## **3. Promote the health, safety and wellbeing of our people**

Progress has been made against this objective. Officer and staff wellbeing continues to be an ongoing priority for the service with a range of supporting initiatives and projects have been completed in the last year all across divisions and departments.

This work focused on establishing core systems and processes to provide support as and when it is required across the organisation for officers and staff.

## **4. Ensure our people are confident to lead and equipped to face current and new challenges**

Progress has been made against this objective, in particular our work to implement and equip officers with mobile working capabilities across Scotland.

A range of training products aimed at developing key leadership skills and attributes have been trialled in the last year, with positive evaluations. Wider roll-out and mainstreaming have been delayed due to the COVID-19 situation.

## **5. Develop and maintain the right crime and specialist support services for policing in Scotland**

Good progress has been made to continue to develop and maintain crime and specialist support services. Officers have been deployed to numerous incidents in support of local policing divisions, with all communities of Scotland benefitting from a range of specialist services.

**Strategic outcome 5**

**OUTCOME:** Police Scotland is sustainable, adaptable and prepared for future challenges

Success means that: *Our services are meeting the growing and changing demands on policing, within the context of current constraints. Increased capacity and productivity are improving sustainability and flexibility.*

**1. Ensure Police Scotland is meeting and adapting to growing and changing demands on policing**

We have continued to focus on enhancing our understanding of demands on policing and the key drivers. A range of policing and project work has supported good progress to ensure that Police Scotland is an efficient, effective and sustainable organisation, equipped for future challenges.

Police Scotland's environmental performance continues to improve in relation to our climate impact, based on the use of key resources. We have exceeded our emissions reduction target of 25% (based on our 2013/14 emissions baseline) stated in our Carbon Management Plan which is due to end its operational phase this year.

**2. Develop and promote best practice in the advancement of our Equality Outcomes**

We are committed to having a workforce that is reflective of our communities throughout Scotland. This has been a challenging aspiration to achieve and still remains a focus for recruitment activity, continuous professional development and promotion processes.

There has been progress in the advancement of our Equality Outcomes and where best practice has been identified it has been shared across Scotland by our Safer Communities teams to embed and mainstream this best practice locally.

**3. Transform and develop lean and agile corporate support services for policing and forensics**

A range of development work has been undertaken during this period to ensure there are efficient, effective corporate support services for policing in Scotland.

The COVID-19 pandemic and our Operation Talla response required our ICT department to quickly source and prepare over 2000 laptop computers and supply them to key staff enabling a sustainable operational and organisational flexibility. Significant numbers of staff were enabled to work from home and continue to work and provide support to the organisation in new ways.

The Business Case for Transforming Corporate Support Services (TCSS) was approved through Police Scotland governance early in the financial year 2019/20. The Business Case

for TCSS is supported by a number of detailed Target Operating Model design products, including service catalogues, process taxonomy, organisational structures, and enabling technology requirements also approved through Police Scotland Governance. Due to funding availability, this has not been progressed fully at this stage but a range of initiatives are progressing in People and Development in line with funding allocations.

Corporate support services such as Finance, Change, Risk, ICT, Information Management and Procurement have completed a significant range of design and development work resulting in significantly improved services to support operational policing. Implementation of our Estates and Fleet strategies in the coming year will ensure that these services continue to develop and meet the needs of a National policing service and focus on our contribution to environmental sustainability.

Progress has been made in 2019/20 however this has been impacted by the limited funding available.

#### **4. Build and maintain a sustainable financial direction for policing in Scotland and evidence best value**

Good progress has been made to set out the financial challenges and investment needs for policing in Scotland. This has significantly enhanced public understanding of the requirements for a sustainable Police service.

#### **5. Invest in our use of information and technology in accordance with our digital, data and ICT strategy**

Good progress has been made to implement prioritised workstreams set out in the DDICT Strategy, however, levels of investment funding have been significantly lower than needed to deliver the key elements of the strategy within the appropriate timescales. Some key initiatives have included:

- National Network (Nat Net) Project, investment of £3.9 million pounds in a faster computer network has delivered improved service and efficiency across Scotland
- The Mobile Working Project has enabled 8257 officers to operate new mobile devices as part of their duties.
- Under Core Operational Solutions (COS), three key modules were delivered in 2019/20 – these provide a single national capability in support of the management of missing persons enquiries, road traffic collision reporting and handling of productions (physical evidence). This enables decommission of the 24 legacy solutions now replaced.

The Cyber Resilience Project has identified new technologies which will help provide additional security, monitoring and visibility across the Police Scotland ICT estate.

A single ICT Platform (ADEL) was completed in September 2019 and has included the migration of over 23,000 directory accounts - officers and staff are now able to sign-on anywhere within the Police Scotland / SPA estate and have a single national infrastructure from which to access their email, applications, files and folders.

**6. Develop and support an innovative culture**

The innovation team has made some progress to develop a shift in culture and approach including launching an Innovation Hub, running of Innovation Boot camps and the development of an innovative approach to procurement as well as project management. They have also served to advise and support a range of initiatives in Air Support, Recruitment and Victim Support, to name but a few.

## Performance Analysis

This section provides an in-depth analysis of our performance in the financial year 2019-2020. The analysis assesses our performance against our agreed strategic outcomes and their supporting objectives.

Our rigorous strategic assessment process ensures that we are defining priorities for policing in line with the changing nature of crime and the demands that we face.

Our 5 strategic outcomes describe the impact and difference Police Scotland aims to make to the lives of people in Scotland by addressing our priorities for policing.

This helps us to show how we will make a positive impact through what we are doing across the service. In reviewing the 2019/20 performance we are reporting against the Outcomes and objectives in our long term strategy, performance we are reporting against the outcomes and objectives within the APP.

These include activity to meet the strategic objectives within the Serving a Changing Scotland Strategy.

### Our performance

#### Outcome 1

**OUTCOME:** Threats to public safety and wellbeing are resolved by a responsive police service

The role of the police service is to keep people safe, and to protect people from threats to their safety and wellbeing. As crime becomes more complex, and the nature of crime evolves, Police Scotland is required to enhance our capability to anticipate threat, adapt delivery to address increasing complexity and make the most of technical and specialist resources.

Success means that: *The public are safer as a result of our work to reduce the harm caused by crime and other incidents, whilst people considered vulnerable are supported and protected from harm. Communities are aware of and prepared to respond to current and emerging threats and risks.*

#### **1. Use all available information/intelligence to prevent and respond to crime**

This objective describes how well Police Scotland is using available intelligence to prevent and respond to crime.

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Overall recorded crime in Scotland rose by 0.9% in the last year from 492,626 to 497,071. Within this small rise in overall crimes, our detection rate has reduced by 0.2% to 67.2% overall.

Police Scotland is working with local and national partners and the public to prevent and respond to crime.

Police Scotland continues to forge strong links with partner agencies across all aspects of law enforcement and the collaborative approach is epitomised by the structures and process in place within the Scottish Crime Campus to allow the sharing and developing of joint intelligence assessments. Intelligence support within Specialist Crime Division is the conduit for local, regional, national and international intelligence sharing which provides consistent support to all of policing. The approach from National Intelligence Support is to have embedded staff from a number of agencies working alongside Police Scotland intelligence staff, in a true collaborative approach.

In 19/20 there were 63,738 violent crimes recorded, this represents a slight decrease of - 0.6% (394 fewer crimes) from last year, but a 0.1% increase against our 5 year mean average. Of the total violent crimes recorded, 44,279 were detected, highlighting an increase of 0.5% detections compared to the previous year. All detection rates for violent crime are above 70%, with the exception of common assault that has a detection rate of 68.9%.<sup>3</sup>

Serious and organised crime and related groups pose a significant threat to both our communities and economy and remains a key area of focus for activities to divert, disrupt, deter and detect. The Serious and Organised Crime Strategy is designed to reduce the threat from Serious Organised Crime and has intelligence systems as one of its foundations.

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<sup>3</sup> Q4 Performance Report (draft)

**Case Study – Serious Organised Crime Groups disrupted**

During this reporting period there has been significant successful disruption to a large number of Serious Organised Crime Groups (SOCGs). There are 98 known SOCGs comprising of 2,106 individuals being investigated by police and partners in Scotland. Since the start 2019/20, the number of groups has dropped by 16% and numbers of individuals reduced by 15% due to successful disruption and enforcement activities.

The greatest prevalence of SOCGs remains in the West of Scotland and Specialist Crime Division (SCD) covering the West area have recovered 72kg of cocaine, 30kg of diamorphine and 40kg of cannabis resin with a street value of nearly £5,000,000 during 2019/20.

Significant work continues on an international, national and local level tackling SOCGs and during this reporting period 11 people were arrested for money laundering and drug importation, resulting in 3.5 tonnes of drug importation and around £20 million in money laundering being recovered.

Intelligence gathered allowed 30 drug warrants to be executed by Argyll and West Dunbartonshire division to disrupt and detect Serious Organised Crime activity resulting in drug seizures and a sizeable sum in cash.

Four individuals linked to the one significant SOCG in the West of Scotland were sentenced to a total of 32 years for discharging a firearm.

Between July and September 2019 intelligence assets have enabled operational and specialist policing officers to recover 17 firearms across Scotland. This has prevented the commissions of violent offences, likely loss of life and has protected the public from potential harm.

The National Intelligence system that Police Scotland operates provides an authoritative overview and coordination of all intelligence to ensure that the priorities from identifying high risk threats are in line with other National Policing Priorities. This ensures that all intelligence opportunities are explored from collection, assessment, development through to dissemination in order to target Serious and Organised Crime (SAOC) whilst protecting communities from the threat risk and harm that SAOC poses.

Overall, the proportion of adults feeling safe in their local area and around their home at night has increased in the last decade. The SCJS indicates that in 2017/18, the vast majority of adults in Scotland (77%) said they felt very or fairly safe walking alone in their local area after dark. The proportion of adults feeling safe has increased from 66% in 2008/09 and is unchanged from 2016/17.

## **2. Protect vulnerable people and victims of crime from harm**

This objective describes how Police Scotland supports people and prevent them from becoming victims of crime, including the effectiveness of interventions developed to reduce repeat victimisation.

In 2019/20 a total of 217,859 interim Vulnerable Persons Database (iVPD) entries were submitted by officers raising concerns about victims, witnesses, missing persons and other people with perceived vulnerabilities. This enables a multi-agency response to be considered to offer better support to the individual.

Police Scotland remains committed to reducing the harm caused by domestic abuse and continues to work with partners with a view to eradicating it. In the last year the Domestic Abuse (Scotland) Act 2018 was enacted giving police and victims a wider scope to understand and act against different types of abuse, not just physical abuse. For the first time, this new legislation now recognises coercive, controlling and psychological abuse and that the abuse often presents as a course of conduct or pattern of behaviour.

Under The Domestic Abuse (Scotland) Act 2018, Police Scotland has introduced a pioneering programme of change and training initiative entitled Domestic Abuse Matters (Scotland). This includes specific mandatory training for frontline officers and staff, including domestic abuse champions who will be the fundamental link between training and the practical application to support the new legislation.

In the first year of its implementation we have dealt with 1,681 offences under the new act, of these 1,158 have been detected. <sup>4</sup>This represents a significant number of previously unrecognised abusive behaviours being detected and reported with victims being identified, supported and assisted.

Police Scotland and Social Work Scotland continue to work in partnership with COSLA, the Scottish Government, Crown Office and Procurator Fiscals service (COPFS) and Scottish Children's Reporter Administration (SCRA) to take forward key recommendations of the Evidence and Procedure Review to improve the quality of visually recorded Joint Investigative Interviews (JIIs) of children.

A new and significantly enhanced training programme was completed in 2019/20 and is being delivered to two cohorts of staff from two pilot areas comprising Police Scotland divisions and a number of local authorities. One area is live with the second delayed due to COVID-19.

A strong focus is placed on planning and preparation in order to meet the needs of the individual child being interviewed. The new programme includes a robust quality assurance and evaluation process to ensure high standards are maintained. The pilots will be evaluated on an ongoing basis with a view to informing phased national implementation.

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<sup>4</sup> Q4 Performance Report (draft)

## OFFICIAL

Key outcomes include better protecting children, securing better evidence and improving children's' experience of the criminal justice process by securing high-quality visually recorded JIIs able to be used as Evidence-In-Chief, thereby sparing children the typically traumatic experience of giving evidence in court in person.

The Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019 came into force on 20 January 2020. The Act allows a 'prior statement' of children and other vulnerable witnesses, typically a visually recorded interview (VRI), to be used as Evidence-in-Chief in criminal proceedings thereby sparing such witnesses the typically traumatic experience of giving evidence in court in person. Provision is made for an 'Evidence by Commissioner' hearing prior to any trial to capture any cross or re-examination required.

As part of phased implementation of the Act, Police Scotland has developed a new training course and trained a small cadre of officers from the Major Investigation Team and Domestic Abuse Task Force in new specialist Vulnerable Witness VRI training. These interviews differ from the child protection focused Joint Investigative Interviews (JIIs) completed in conjunction with social work, albeit JIIs will also qualify as a 'prior statement' under the Act.

The cadre will be deployed to incidents involving murder and serious domestic abuse cases (including domestic sexual abuse) likely to be prosecuted in the High Court. Additionally, the ongoing Adult Rape and Serious Sexual Assault SOLO VRI pilots will supplement the VW Act provision in the SOLO VRI pilot areas.

Further implementation has been delayed due to COVID-19 but planning is underway to expand the number of officers trained to allow Police Scotland to fulfil phase one implementation of the Act.

Police Scotland continually encourages reporting and seek to remove either real or perceived barriers.

### **Case Study – Domestic Abuse Investigation Unit**

Lanarkshire Police Division's Domestic Abuse Investigation Unit (DAIU) held their second Facebook/Twitter live chat in April 2019 in partnership with Advocacy Support Safety Information Services Together (ASSIST) which focussed on the Domestic Abuse Legislation.

The chat provided advice and an explanation of the types of behaviour that constitute coercive control. The event reached over 38,000 people, with in excess of 4000 comments, likes etc. Feedback from ASSIST colleagues has shown the chats were beneficial and would be keen for further joint engagements of this nature.

We continue with successful partnerships and initiatives such as Crimestoppers, remote reporting and Third Party reporting with a wide variety of key partners and charities to offer additional reporting channels and avenues of support in addition to people being able to report incidents directly to us.



### Case Study – Ask for Angela

Over the last year we have continued to support the 'ask for Angela' initiative.

This is becoming mainstreamed throughout the UK as a coded discreet request for assistance, which can be used by anyone feeling uncomfortable in their situation.

Its rise in use coincides with the expanding use of online dating apps and a typical example of its use is when a first date isn't going to plan and someone feels uncomfortable.

This discrete system promotes safety awareness among staff and patrons and has undoubtedly prevented a number of crimes. Anyone going to a bar and asking for Angela gets safely assisted to leave the premises.

One area which we know is historically underreported is domestic abuse. We also know from victim feedback and experience that there is often a series of unreported incidents which take place before victims contact the police and that many victims experience of abuse is not limited to physical abuse.

Work has continued with the National Human Trafficking Unit (NHTU) to train and raise awareness of Human Trafficking within Police Scotland, partner agencies and the public, to encourage and increase reporting. We have Human Trafficking Champions within every division across Scotland. During 2019/20 there were 244 crime of modern slavery/forced labour recorded, an increase of 548.6% (206 more crimes) when compared to the five year mean, and 115.9% (131 more) compared to last year.<sup>5</sup>

We are working with charities aiming to develop a strategy to support potential victims of trafficking once they exit the process.

Trafficking Exploitation Prevention Orders (TEPOs) are available to police and prosecutors to apply for in court to assist in preventing and controlling a person convicted of committing human trafficking and exploitation offences. TEPOs granted by the court can place restrictions on individuals such as preventing them from recruiting individuals into employment, travelling abroad or engaging in certain types of business activities. Six were granted in 2019.

Police Scotland has undertaken work to raise awareness internally and externally in respect of the use of these orders. A new application process has been agreed between Scottish Government, COPFS and Police Scotland which will streamline the application process and lead to an increase in the quality of information and applications made to the courts.

<sup>5</sup> Q4 Performance Report (draft)

## OFFICIAL

Police Scotland continues to work closely with partners in Scotland, across the UK and internationally to share intelligence and co-ordinate work to tackle human trafficking. Police Scotland is involved in Joint Investigation Teams (JITs) in relation to human trafficking and exploitation with law enforcement and prosecution partners across the UK and Europe from countries such as Romania.

Joint days of action have taken place to execute warrants and disrupt illegal activities. Police Scotland, with the assistance of Trafficking Awareness Raising Alliance (TARA) and other support services have aided a number of victims to safety. A number of the JIT operations are subject to judicial process both here in Scotland and across Europe.

The success of this joint working has been crucial to protect vulnerable individuals and to bring those responsible to justice.

In September 2019, Police Scotland hosted a conference on Human Trafficking at the Scottish Police College. 180 delegates from police and partner agencies, third sector agencies and government attended. The conference examined successful police prosecutions and support available to victims, in Scotland and across the UK, to identify and share best practice.

Police Scotland has engaged with the newly established charity - Survivors of Human Trafficking in Scotland (SOHTIS) to begin develop a strategy to support potential victims of trafficking when they exit the National Referral Mechanism process. A short Life Working Group was established between Police Scotland, COPFS, Legal Services and the Scottish Government to review and improve the process in place to apply for and monitor Trafficking and Exploitation Prevention and Risk Orders.

The National Human Trafficking Unit (NHTU) has now, with agreement from COPFS, Scottish Government and Legal Services, established an application and monitoring process in respect of Trafficking and Exploitation Prevention and Risk Orders Scotland. Police Scotland continues to work with SOHTIS to refine a process of referral for victims of trafficking to aid their path to recovery to include assistance with accommodation and employment.

The Consortium of Anti-trafficking Research in Scotland (CATRiS) are a coordination unit for academic research on trafficking, including human trafficking in Scotland. The consortium was created in 2018 with a view to becoming a repository of knowledge in this field and to link up researchers previously working in silos to share research topics and results. Police Scotland will look for opportunities to collaborate and engage where possible.

Internally, Police Scotland's four day Human Trafficking National Investigators Course has been delivered to representatives from across all divisions. This learning is shared by attending officers, who regularly attend multi-agency training events at local Police Divisions, sharing their knowledge from the course.

Delivery of the National Missing Person (NMP) application in 2019 was completed on schedule and will greatly enhance our ability to manage missing person enquiries. The application will provide technology that will enable us to recognise repeat missing persons,

map locations which feature in investigations and allow multi-users to input to the same record. The application will continue to be developed to assist in missing persons data to be used for analysis.

There was a reduction in reports of rape in this reporting year from 2310 down to 2213, this represents a 4.2% reduction on 2018/19 however is a 13.8% increase in the 5 year mean average of 1945. The detection rate for rape was 52.8% which is an increase of 1.2 percent compared to last year, however reflects a decrease of 8.9 percent compared to the five year mean.<sup>6</sup>

It is paramount that victims are provided with professional help at the earliest opportunity. Our professional victim support and investigations team has assisted when cases go to court and the recent Crime and Justice report, Criminal Proceedings in Scotland 2018-19 shows that convictions for Rape and Attempted Rape have risen by 43% compared to the previous year.<sup>7</sup>

Sexual assault (SOSA 2009) crimes are up 22.0% (639 more crimes) against the five year mean and other sexual crimes (SOSA 2009) are up 37.1% (588 more crimes) against the five year mean. These increases are reflective of the increased awareness of these crimes in society and a positive change in culture that support the reporting of these offences to the police.<sup>8</sup>

Officers attending a report of sexual offending now carry early evidence kits, maximising the opportunity for gathering forensic evidence and minimising the traumatic effects for the victims.

Delivery of the Hate Crime Champions Course continued in 2019/20 bringing the total number of police officers and members of police staff trained to 459 from a variety of ranks and roles. Bespoke sessions were also delivered to specialist divisions and departments such as Contact, Command and Control and service centre advisors. This network shares best practice receiving regular updates from the Equality and Diversity (E&D) Unit and other key partners, on hate related matters to continually improve their understanding, awareness and confidence.

Police Scotland worked in partnership with the Wheatley Group for housing associations covering 200,000 residents to develop and co-deliver hate crime awareness training to their staff. It increases their awareness of diverse communities and hate crime and how to address and report hate crime to police through Third Party Reporting. Approx. 200 front line staff members have been trained and an e-learning package is being developed.

The external delivery of hate crime training will be evaluated and it is anticipated that it will be adapted and delivered with other key partners in pursuit of common goals. This joint external hate crime training raises awareness of hate crime in communities, increases public

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<sup>6</sup> Q4 Performance Report (draft)

<sup>7</sup> [National Statistics, Criminal Proceedings in Scotland, 2018-19](#)

<sup>8</sup> Q4 Performance Report (draft)

## OFFICIAL

confidence and reporting and ultimately strives to make communities safer and build community cohesion.

Transport Scotland funded Disability Equality Scotland to work with SEStrans to develop a hate crime charter for transport providers. A working group was established to gain a greater understanding of the extent of disability hate crime on our transport system and to consult on and develop the charter. Police Scotland Safer Communities Equality and Diversity unit joined the working group and supported the delivery of three consultation events in Fife, Clackmannanshire and West Lothian which attracted 114 representatives from equalities groups covered by the Hate Crime legislation. Working in partnership, a draft Hate Crime Charter was developed that will have common standards across all transport modes and be aligned to consistent processes for roll out at a national level by early 2021. A pilot of the draft Charter is taking place in the South East of Scotland Regional Transport Partnership area on going to March 2020.

To build on the success of the 2019 campaign the Disability hate crime campaign 2020 was launched on 4 March 2020 for four weeks. It was planned and delivered in conjunction with partner organisations including People First (Scotland) and I Am Me Scotland. Real people with lived experience of hate crime volunteered to feature on the campaign videos, materials and posters against the 5 different backdrops listed above. The text of campaign posters reflect the most commonly experienced forms of hate crime (Threatening and abusive behaviour, assault and online abuse.) A full evaluation for this is underway and is being led by Corporate Communications in conjunction with Safer Communities Equality and Diversity Unit. Early indications are that the campaign was extremely well received despite the last two weeks of the campaign taking place during COVID19 social distancing restrictions.

Police Scotland continue to work in partnership with charity I Am Me, a community led charity with the aim to change attitudes and behaviours towards disabled people and to raise awareness of disability hate crime. The charity works with Police Scotland on two main initiatives:

- I Am Me – an innovative range of resources to educate young people, disabled people and community groups about disabilities and hate crime, and
- Keep Safe - a partnership initiative which works with local communities to create a network of places for people to go if they feel lost, scared or vulnerable when out in their communities. Keep Safe includes an app for mobile phones which vulnerable people can access while out and about and also directly report hate crime.

Police Scotland's International Development and Innovation Unit undertook specific training and development activities in Africa and Asia specifically designed to tackle Sexual and Gender Based Violence, working with national police services and major international NGO's. Very specifically Police Scotland were the only non-African speakers at the Kigali Convention Declaration Conference aiming to tackle Sexual and Gender Based Violence across the entire African continent. In addition to this work is being undertaken under the auspices of the European Union funded "Improdova" programme tackling domestic abuse.

### **3. Improve our understanding of, and response to, the threat of cybercrime**

This objective describes the extent of Police Scotland's understanding of the threat of cybercrime and how effectively we respond.

Developments in technology will provide opportunities and threats for both criminals and police services. It is important that police services make full and appropriate use of technology to keep people safe.

The threat of cybercrime continues to grow and evolve with the rise of internet connected devices and advances in technology.

Internet grooming and online child sexual abuse remains a major threat across the UK. The worldwide coverage and availability of the internet enables perpetrators easy online access to children for the purposes of online sexual grooming. The impact of this can be wide-ranging and potentially have a life changing effect on a child.

In Scotland, the internet was used as a means to commit 20% of all recorded sexual crime in 2016/17. In the same period this year, 51% of other sexual crimes, indecent communications and images, were cyber-enabled<sup>9</sup>. Offences continue to rise with 1,881 recorded in Scotland between April 2019 and March 2020, compared to 1,713 in the same period last year.<sup>10</sup>

Fraud remains at its highest level in the last five years and is up 58.3% (4,396 crimes) on the five year mean. The detection rate for fraud was 28.3% this year compared to 37.3% last year and down on a five year average detection rate of 43.5%. These increases are largely due to the continued increase in the varied cyber related crimes reported under fraud offences<sup>11</sup>

New online scams emerged in the early days of the COVID-19 crisis, as criminals sought to exploit vulnerable people at a time of significant uncertainty. We launched a successful online and social media campaign to raise awareness within the wider public of the possibility of these new scams and took the opportunity to reinforce online security advice.

We supported the Scottish Government's Cyber Scotland Week in February 2020 promoting a range of online safety and security messages through a range of channels such as business visits and via our social media channels.

Cybercrime is closely linked to serious organised crime, with those involved often located outside the country that their criminality impacts upon.

Our Organised Crime and Counter Terrorism Unit (OCCTU) delivered a series of senior leader cyber forums aimed at CEOs and senior leaders in the private sector. These were held in

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<sup>9</sup> [Cyber-crime in Scotland: A Review of the Evidence, The Scottish Government Social Research series, March 2018](#)

<sup>10</sup> Q4 Performance Report (draft)

<sup>11</sup> Q4 Performance Report (draft)

Perth, Inverness and Glasgow and delivered advice and support in terms of managing cyber risks within organisations.

Our own Corporate Communications department published a series of updates internally on our intranet, restating basic IT and cyber safety advice and techniques as well as promoting the security benefits of using more complicated security passphrases as opposed to historic simple passwords.

Police Scotland Safer Communities undertook a series of training and information events across Scotland with schools and also parents groups. They also delivered cyber safety events within hospitals and to business groups.

Police Scotland has enabled a process that will capture cybercrimes which will encourage officers to accurately record cybercrimes and help inform the true growth in demand. Since the introduction of the 'Tag It, Mark It. Log It' campaign, 7,943 crimes have now been marked with a cyber marker, this represents a 162.5% increase compared to last year's number of cyber marked crimes (3,026). There has also been an increase of 95.8% in relation to marked intelligence logs, and 454.2% of cyber marked incidents compared to last year.<sup>12</sup> This represents important progress in understanding the true scale of the occurrence of cybercrime and the methods of perpetration.

The implementation of the Banking Protocol, which is a rapid response scheme designed to prevent bank customers falling victim to a scam, began in March 2018. Since then the protocol has prevented more than £13m fraudulent transactions in Scotland, with many of the potential victims being in a position of vulnerability.

Police Scotland is currently developing a cyber strategy which will cover cybercrime and internet enabled/facilitated crime, organisational resilience, data and security.

The deployment of Digital Triage Devices (Cyber Kiosks) for use by trained frontline officers provides the opportunity to triage devices to assess whether evidence exists in furtherance of police investigations. This enhances operational effectiveness and the criminal justice process. Importantly, where no evidence is found the device may be returned to the owner providing an improved service to the public.

During this time there has been significant interest in relation to law enforcements examination of digital devices with a focus on digital triage. Scrutiny and consideration on the matter has been widespread and continues to generate significant media coverage, in particular where devices feature in an enquiry involving rape or serious sexual crime.

Following significant public scrutiny, comprehensive engagement, legal opinion and specialist advice, all matters arising and activities to support the implementation of Digital Triage Devices are now in place. Approval was granted at Police Scotland's Strategic Leadership Board in December to begin the roll out of 41 devices from January 2020. This

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<sup>12</sup> [Q3 Performance report](#) – p14

roll out is incremental, and started in Forth Valley and Fife Divisions. An enhanced consent capture process has also been introduced. Where consent is the authority used to take a digital device, officers will provide the victim / witness with a copy of the 'Digital Device Consent Public Information Leaflet'. This leaflet was designed with the public and contains relevant information ensuring any decision made by the victim/witness to provide the device is adequately informed.

410 officers have been trained in the use of this technology and will continue to access support as required (including training resources and access to Cybercrime Digital Investigators).

16 Digital Triage Devices have been deployed across Police Scotland since January 2020 covering 6 territorial divisions. The roll out of the remaining 25 kiosks was due to be completed by the end of May 2020 however this has been paused at present due to the impact of COVID 19 with the recommencement of the roll out programme anticipated in the very near future.

The introduction of the Digital Triage Devices has already provided the opportunity for victims and witnesses devices to be returned to them in timescales which prior to the introduction of these devices would not have been possible.

Similarly, evidence in respect of a variety of offences including SAOC has been identified using the Digital Triage Devices at an early stage in investigations allowing for these devices to be progressed for full examination at a Digital Forensic hub promoting efficiency in respect of the criminal justice process and equity of service across Police Scotland.

#### **4. Work with the public, communities and partners to reduce re-offending**

This objective describes how Police Scotland work with others to prevent people from reoffending, including working with communities and the development of initiatives. Police Scotland has introduced a Third Sector Organisation Referral Consent form facility into custody suites across Scotland. This enables officers to refer and share information with local divisional support services, allowing those most vulnerable to be identified, assessed and assisted within their communities.

Thereafter, there is a range of local activity ongoing across Scotland engaging people who come into police custody, and have an addiction, with sustainable pathways to recovery, for example the custody / arrest referral service in Falkirk where Police Scotland works with Signpost Recovery.

People engaging with this receive a wrap-around service from Police Scotland, NHS, local council and third sector organisations. A full assessment of a person's needs are carried out covering different aspects of their life which may have a detrimental effect on their offending behaviour. Pathways and services to support individuals include housing, benefit entitlement, medical reviews, entry to recovery services, starting opiate substitution therapy prescriptions and working with staff to achieve their goals.

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There have been 217 referrals from custody staff and nurses in Falkirk Custody Suite from a total of 3,953, made via custody this year.

- 50 (23%) of these individuals, who were not previously engaged with substance misuse services, have begun treatment for their substance misuse.
- 50 (23%) of these referrals have been for people who are already engaged with substance misuse services. This allowed their information to be shared with their current keyworker who then can tailor sessions to explore the reasons for their continued offending behaviour.
- 117 (54%) individuals were offered support and assessments by Signpost Recovery however these individuals declined the service.

Safer Communities National Violence Prevention and Licensing Unit works closely with partners and local policing to target issues through national campaigns in an effort to highlight and reduce the dangers and impact of violence.

### **5. Work with communities to ensure they are well equipped and prepared to deal with all threats of public safety**

This objective describes how Police Scotland supports communities to deal with public safety threats.

Police Scotland seeks to continuously improve the services provided to the public and communities. We have recently been testing our response plans with key partners, to ensure we are prepared for future challenges/major incidents.

In October 2019, in conjunction with other emergency services and partner agencies, Police Scotland took part in an exercise designed to test the Glasgow SEC (Scottish Exhibition Campus) Incident Response Plan. The exercise was a live-play and consisted of multi-agencies, emergency responders and the local authority taking part. There were numerous aims and objectives both from a response to SEC internal mechanisms and the interdependencies of the emergency services which reinforced the joint emergency services interoperability principles. The exercise confirmed the SEC Incident Response Plan remains fit for purpose.

Building upon learning from previous years, our policing response to the fireworks season was run as a Public Order policing operation. Officers within our public order units have significant experience of dealing with potentially challenging operational incidents, and have personal protective uniform and equipment that provides enhanced levels of protection. We worked with partners, retailers, Trading Standards and schools to make this season focus around safety as well as being enjoyable. Feedback from staff and communities has been positive and calls relating to fireworks, fires, anti-social behaviour and persons being injured were all reduced compared to previous years.

### **6. Effectively tackle current and emerging serious criminal threats to public and community wellbeing**

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This objective describes how Police Scotland is tackling existing and new serious crime threats.

The SCJS indicates that fraud remained the crime the public were most commonly worried about in 2017/18, although generally concern about different crime types has fallen in the last decade. 51% of adults said they were worried about someone using their credit or bank details to obtain money, goods or services, whilst 43% were worried about their identity being stolen. By comparison, just under a fifth (18%) were worried about being physically assaulted or attacked in the street or other public place, whilst around a tenth (11%) were concerned about being sexually assaulted.

Specialist Crime Division (SCD) Intelligence Support serves all Police Scotland's local policing and wider specialist divisions. By providing increased accessibility to International Unit assets, local policing divisions will utilise a wide range of international policing tools to help keep their communities safe.

Throughout the last year the National Disruptions Unit (NDU) has worked closely with divisions and partners to share information and progress enquiries. This process has allowed the sharing of intelligence and has supported various authorities in identifying links to Serious Organised Crime (SOC).

Police Scotland remains committed to tackling groups utilising the County Lines model in Scotland. This is the name given to the practice of drug dealers from larger cities expanding their activities into smaller towns and rural areas, exploiting children and vulnerable people to sell controlled drugs and often using violence to drive out local dealers.

Officers from Police Scotland, together with a number of forces from England including British Transport Police, targeted people believed to be involved in county lines drugs supply. This resulted in the arrest of 56 people for a variety of drug offences, including the seizure of heroin, cocaine and a substantial amount of cash.

Police Scotland is an integral member of the National SOC Taskforce in Scotland. The Taskforce is chaired by the Cabinet Secretary for Justice, with membership including senior representatives from across the public, private and third sector. In March 2020, the Taskforce published a report highlighting progress made to implement Scotland's Serious Organised Crime Strategy. This highlighted, amongst other things, the progress made on the successful implementation of the Banking Protocol and the Action for Children's SOC Intervention Service which successfully diverts young people away from involvement in serious organised crime.

The Scottish Multi-Agency Strategic Threat Assessment (SMASTA), is an annual document, strongly aligned with Scotland's Serious Organised Crime Strategy and provides a comprehensive analysis of the National threat from Serious and Organised Crime and the potential impact it may have on our communities. The objective of this assessment is to drive collaborative activity across all the multi-agency space, by identifying risks and

emerging trends and utilising our collective resources and skills to reduce the harm caused by serious and organised crime.

The mechanism for coordinating activity to tackle serious organised crime related threats is driven by the Scottish Multi-Agency Tasking and Delivery Board, a bi-monthly meeting which provides focus on the identified cross-cutting threat themes contained within the SMASTA. The Board ensures a co-ordinated engagement and sharing of resources with partners and have been successful in tackling SOC and other partnership priorities.

An example of this was a multi-agency approach including SEPA, Police Scotland and DVSA where they successfully disrupted a waste industry business, linked to SOC and prevented an emerging illegal transfer waste station from becoming established, which would have resulted in long-term pollution and public nuisance.

## **Outcome 2**

**OUTCOME:** The needs of local communities are addressed through effective service delivery

Local policing is at the heart of our service. Police Scotland seek to provide the best of local policing supported by the strength of the national service. It is also clear that the level of crime, and the impact of crime, vary across communities in Scotland. The growing demands placed upon policing requires an emphasis on partnerships with various other service providers in the local community.

*Success means that: Police Scotland can ensure tailored local policing delivery that meets the needs of Scotland's diverse communities. Support will be provided by national resources, delivered locally. Prevention and partnerships have a positive impact on reducing demand.*

### **1. Ensure our operational resources deliver services that meet the needs of local communities**

This objective describes how Police Scotland manages resources to detect crime in local communities and how we are tackling priorities at a local level.

The Your Police Survey 2019 was completed by 11,656 respondents from all across Scotland in November and December. The findings showed that:

- A majority (88%) of respondents felt either 'very safe' or 'fairly safe' in their area.
- Almost half (46%) of respondents reported that their concern about crime has increased either 'a little' or 'a lot' in the past 12 months.
- 42% of respondents agreed or strongly agreed that the police listen to the concerns of local people.
- A third of respondents agreed or strongly agreed that police deal with issues that affect their local area.
- 48% of respondents reported that they had confidence in their local police.
- 19% of respondents reported that they did not currently access any information about policing.

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- Almost a quarter (24%) of respondents would like the police to provide information about local community plans.

Our Local Policing Programme (LPP) is designed to enhance and improve the quality of service we offer, delivering national priorities locally. This work serves to better balance the increasing demand upon our services and ensure that we can meet the individual needs of every caller.

The Contact Assessment Model (CAM) has been the key focus of the LPP in 2019/20. CAM represents the largest change to traditional police deployment methodologies to date and embeds a true partnership approach from the outset, to ensure that every caller gets dealt with according to their own particular needs.

The CAM programme continued its phased roll out in the past year and works to deliver against its 4 strategic aims, namely to deliver:

- Improved service delivery to the public
- Significantly improved assessment of threat, harm, risk and vulnerability at first point of contact
- Improved management of demand
- An empowered and enabled workforce



The new Contact Assessment Model (CAM) was introduced on 12 June 2019 in our Lanarkshire (Q) and Dumfries and Galloway (V) Divisions marking a significant milestone in the development of police call handling arrangements for Police Scotland.

In the first 24 hours of operation, CAM-trained service advisers in our Contact, Command and Control centres (C3) assessed approximately: 53 calls to 999 and 439 calls to 101. There were a number of incidents within both local policing divisions successfully resolved without the need for police officer attendance.

Following the successful trial, the roll out extended to Greater Glasgow (G) division in October 2019, and is now live in every division.

Due to the phased roll outs, a full data set is not yet available, however early indications are that this has been met with a positive response from callers, staff and partners alike.

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Focus groups were undertaken with 47 frontline staff and officers during August 2019 - following first phase of implementation of CAM in Divisions Q, V and C3 - to explore their feedback, experience and requirements for managing public contact. Further engagement is planned with frontline colleagues in G division.

CAM has the opportunity to enhance officer capacity to spend time where this is needed most, be proactive and enquire properly. Officers see the real value of this on the quality of policing and providing a better public service.

Officer experience of CAM in its first phase has been positive in the reduction of non-police related calls and enhanced capacity to manage enquiries. The diary appointment system has particularly increased efficiency and improved the way public expectations are managed. Level of demand feels about the same for response officers, and most say they are not getting comfort breaks. Officers are still attending calls they are unequipped to handle, particularly, medical and mental health related incidents.

The biggest impact on levels of confidence and well-being has been experienced by C3 colleagues, who feel most supported and empowered. Colleagues have attributed this to a positive learning environment and working in multi-skilled teams (comprising police officers and staff). Threat, risk and harm assessments have increased confidence in decision-making.

Internally, areas for further development relate to operating procedure, training, data and tech for supporting demand management and productivity, and meeting public needs and expectations.

Externally, significant change is required in how we work with our partners to manage vulnerability and community well-being. For example, alignment of contact assessment models, data sharing and information, and shared understanding of roles and responsibilities.

Overall call demand increased by 5% in 2019/20. We received 2,585,110 calls, up from 2,463,827 in 2018/19.

Calls to our 101 non-emergency number rose by 3% in 2019/20. 1,945,042 calls were received in 2019/20, up from 1,909,016 in 2018/19.

Emergency calls to 999 rose by 15% in 2019/20. We received 640,068 999 calls in 2019/20 compared to 554,811 in 2018/19.

In autumn 2019 public confidence in policing was assessed through a survey. This revealed that 48% of the public had confidence in policing at this time.

Our local officers play an instrumental role in our communities and focus their efforts on tackling problems which often feature at both national and local level.

As described under Outcome 1, serious and organised crime affects everyone within Scotland, with its daily impact felt across public services, businesses and infrastructure, as

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well as local communities, through their involvement in criminality particularly drug crime and violence.

Local officers are at the forefront in pursuing those involved in organised criminality, detecting offenders and disrupting their daily business as shown in the examples below.

In 2019, a 28 year old male was imprisoned for 64 months at the High Court in Glasgow after being convicted of being concerned in the supply of cocaine. He was apprehended by Maryhill's Local Problem Solving Team which seized over 6kg of cocaine, with an estimated street value of nearly £700,000.

Local officers in Lanarkshire observed people acting suspiciously within a rural area, near to several containers. Due to their work, herbal cannabis and diamorphine with an estimated street value of £1.6 million was recovered and five arrests made.

Officers from the Local Problem Solving Team in Kirkintilloch attended at premises within an Industrial Estate, where there was a strong smell of cannabis. 521 Cannabis plants recovered with an estimated street value of £312,660 and one person was arrested.

Local policing lies at the heart of Police Scotland and is supported every day by Specialist Crime Division (SCD). Specialist resources provide highly trained and effective investigative support both regionally and nationally. Within SCD there are seven business areas, Major Crime, Public Protection, Local Crime, Intelligence Support, Safer Communities, Specialist Crime Support and Organised Crime and Counter Terrorism (OCCTU).

The Safer Communities Prevention Task Force works closely with local divisions to provide additional national resources to support them in tackling local community issues including violence, disorder and serious and organised crime.

Safer Communities PPDUs provide divisional teams a mapping service which helps them look at their demand and where partnerships are providing or could provide a service to better meet the needs of their local communities. This service has been taken up by most divisions.

Keeping people safe on our roads and tackling crime on our roads are national priorities for police Scotland. We work closely with partners to contribute towards the Road Safety Framework and have run several campaigns to impact upon our shared priorities. One such campaign included the Motorcycle Safety Campaign, in which numerous offences were detected and invaluable advice given in relation to safe and responsible motorcycling.

Police Scotland is a key contributor to the Scottish Government's Trafficking and Exploitation Strategy. Operation SYNOPSIS commenced in 2014 and was led by Police Scotland, supported by Europol and Eurojust. It centred on the trafficking of Slovakian females into Scotland for the purpose of sham marriages and prostitution. Enquiries by Police Scotland's National Human Trafficking Unit, supported by the National Rape Task Force resulted in four offenders being arrested, charged with 18 offences linked to Human Trafficking. They were subsequently sentenced to 36 years in prison, were placed on the Sex

Offenders Register and made the subject of Trafficking Exploitation Prevention Orders (TEPOs).<sup>13</sup>

The new drug driving legislation came in to effect in 2019 and provided officers with a very effective tool to assist in identifying those who seek to place themselves and others in danger by driving with drugs in their system. Police Scotland has around 750 officers who are drug test trained. These officers are geographically located across the country to cover demand. Since the new legislation started, Police Scotland has carried out a total of 951 drug tests, of which 336 (35.3%) were positive, resulting in blood being submitted to the laboratory for further testing.<sup>14</sup>

## **2. Work collaboratively with our partners on our shared priorities, including public health and vulnerability**

This objective describes how Police Scotland works with partners to deliver shared priorities.

As our initial response to the COVID-19 situation quickly scaled up in March 2020, we stood up and utilised tried and tested structures from within the pandemic framework and also our major incident response plans. We established a MACC (Multi Agency Co-ordination Centre) and SCG (Strategic Co-ordinating Group) to manage and coordinate our shared partnership responses with health, resilience, government and other partners.

Police Scotland continues to be fully committed to working in partnership with others as we fully recognise that a whole range of issues and incidents, which initially come to our attention, often have complex and underlying characteristics and histories, where other agencies may well be in a better position to deal with or provide appropriate support.

Our Safer Communities division was commended with the Public Sector Racial Equality award, at the CEMVO Impact Awards, for the campaign, #DontTolerateHate. This initiative aimed to improve hate crime reporting amongst workers employed in the night time economy, who were deemed to be at a higher risk of falling victim to hate crime. The campaign was delivered alongside several key partners. This period saw an influx of unique visits on Police Scotland's hate crime reporting pages indicating that there was an appetite for people to learn more and get involved.<sup>15</sup>

The continued and significant level of drugs deaths in Scotland, plus a move towards a public health approach, highlighted the need to revise Police Scotland's strategic approach to this issue.

In order to enhance Police Scotland's approach to drug misuse, and the contribution the Service makes to relevant national strategies, two key activities have been undertaken:

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<sup>13</sup> [Q3 Performance report](#) p9

<sup>14</sup> [Q3 Performance report](#) p19

<sup>15</sup> [Q3 Performance report](#) p9

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- Creation of a Drug Strategy for Police Scotland; and
- Instigation of a new Drugs Strategy Board with a defined vision, membership and supporting sub-structure, with appropriate decision making authority.

The inaugural Drug Strategy Board (DSB) is chaired by the Assistant Chief Constable for Partnership and Community Wellbeing and met for the first time in March 2020. The membership includes various internal departments and key external stakeholders, including the Scottish Government, Public Health Scotland, COPFS and relevant third sector organisations. The vision for the new DSB is to ‘Reduce the harm caused by substance use while continuing to disrupt illicit supply, maximising the safety of our communities’.

Police Scotland needs to consider innovative solutions in addressing the continued and significant level of drug deaths in Scotland and to ensure we deliver the best possible service for individuals and wider communities.

Naloxone, administered as a nasal spray, is a medication that can reverse the effects of an opioid-related overdose. The carriage and use of Naloxone by Police Scotland officers has been discussed extensively, including within the Drug Deaths Taskforce, who are fully supportive. The subject was presented at the Police Scotland Strategic Leadership Board in January 2020, whereby it was proposed to undertake a Test of Change exercise, to explore the benefits and perceived issues around Naloxone carriage, whilst allowing development of future evidence-based policy.

The Chief Constable subsequently approved the development of proposals for a Test of Change and the creation of a Delivery Steering Group (DSG), with representation from relevant partners. Any decision to continue to a Test of Change thereafter, remains with the Force Executive.

The inaugural meeting of the Naloxone Delivery Steering Group took place on Thursday 12 March 2020 and was chaired by Assistant Chief Constable Ritchie. It was a well-attended meeting, with representation from a wide range of external stakeholders and an array of internal Police Scotland business areas. The Group considered and agreed its Terms of Reference and actioned several work streams to progress the proposals.

The Substance Harm Prevention team produced an addiction stigma video which has contribution from people in recovery, family members, Police Scotland and NHS Scotland. Work has also continued in providing opportunity to all new probationary officers to receive Naloxone awareness training within Tulliallan. This input is provided in conjunction with Scottish Drugs Forum and will ensure, through the cascading of information within Divisions, that a greater understanding of Naloxone and its use is seen within operational policing.

Police Scotland and the Scottish Government, in conjunction with Crimestoppers, launched the ‘Drug Dealers Don’t Care’ campaign which ran from June to July 2019. It aimed to raise awareness of drug dealing in Scotland and show the exploitation by drug dealers of those who may be vulnerable or experiencing a challenging or difficult time in their life. It also

encouraged the reporting of drug dealing activity in communities. The campaign generated significant media interest with overwhelmingly positive comments.<sup>16</sup>

Crimestoppers noted that the campaign generated a 55% increase in information about drug dealers, manufacturers and suppliers compared to the previous month. This information was captured and progressed showing that by working together with key partners we are able to deliver on shared priorities.

Missing people are a high priority for Police Scotland and often have a significant impact upon our resources. The Royal Edinburgh Hospital (REH) is the single mental health facility serving Edinburgh. Staff within REH are experienced and work very well with police when individuals leave the care of the hospital without having been discharged.

Through a joint, sustained and evolving commitment to partnership working and information sharing, as well as the redesign and upgrade of hospital facilities, demand has significantly reduced. In 2019/20 there were 583 missing persons from the REH when compared to 2016/17 where there were 1,324.<sup>17</sup>

The National Safer Communities Children and Young People team, along with Dumfries and Galloway Division and our partners, has led on the development of an innovative approach to addressing vulnerabilities and risks of harmful behaviour in young people. This has taken form of a pilot which has focused on a test of change policy which allows officers and partners to review the available interventions for addressing harmful behaviour, while avoiding criminalising young people for minor offences which have occurred within care house settings. This has been delivered and is in the process of evaluation with a view to wider testing and adoption across Scotland.

Safer Communities has 16 officers who work in partnership with the Wheatley Housing Group with the principle aim of facilitating the effective sharing of intelligence between agencies and supporting collaborative working to identify and tackle crime and antisocial behaviour issues within the Wheatley communities.

A wide range of opportunities for the development of officers and staff were undertaken in the reporting year, with our people deploying to a range of countries across Africa, Asia and the Caribbean, supporting programmes of work aimed at delivering international training, building international collaborative partnerships and providing specialist advice and mentoring. The focus of that work was the protection of vulnerable people, tackling sexual and gender based violence and supporting gender equality in policing.

### **3. Design, develop and support local preventative approaches to reduce harm and demand**

This objective describes how Police Scotland's local prevention approach reduces harm and demand.

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<sup>16</sup> [Q3 Performance report](#) p12

<sup>17</sup> [Q3 Performance Report](#) p17

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Police Scotland has a network of Missing Persons co-ordinators located across our 13 local policing divisions. Supported by the National Missing Persons Unit, the network has a critical role in identifying and sharing best practice across divisions. One such development has seen the development of a 'Not at Home' policy for missing people which provides clear direction to Police Scotland and our partners as to joint responsibility to manage the risk posed to young people who are in local authority care. It provides a framework of tactical options for each organisation.

£19 million seized from criminals was distributed in 2019/20 as part of the CashBack for Communities scheme. This money has been shared with a number of organisations to further their work in diverting at-risk youths away from potentially criminal or anti-social behaviour. There are examples from across Scotland, one of which relates to a unique collaborative project in Edinburgh, where local officers work alongside a number of partners to engage and empower vulnerable young-people to make positive life choices.

This partnership helps break the cycle of offending and prevent individuals from entering the criminal justice system. The scheme has seen offending reduced by up to 80% since its inception. The funding will ensure this vital work continues and even expands in the coming years.<sup>18</sup>

Drug trafficking remains one of the largest criminal market for Serious Organised Crime Groups (SOCGs) and the increasing number of drug related deaths across the country illustrates the significant level of harm this causes. Drug related deaths in Scotland are almost three times higher than the rest of the UK, Scotland also exhibits the highest level of recorded drug related deaths.

Total drugs offences sits at 35,303 for 2019/20, which is an increase of 3.6% (1,223 more crimes) compared to last year, and a 5.4% on the five year mean<sup>19</sup>.

We continue to investigate every drugs death in Scotland to establish any criminality involved and deal with this appropriately. Whilst we rightly maintain a focus on enforcement against those presenting a risk to our communities, including suppliers and organised crime groups, Police Scotland is also fully committed to working in partnership to deliver early intervention, education and positive pathways for individuals with addictions, away from inappropriate police involvement.

In August 2019 the Dundee Drugs Commission issued findings into the increasing number of drugs deaths occurring in the city. The Commission highlighted the importance of continuing a partnership approach between police, health and other services and recognises that drug use is a health and social matter. While there is a continuing role for police in terms of enforcing the law, there is a wider recognition that drug users are victims and that wide ranging support from a variety of agencies is needed to help people combat addiction.

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<sup>18</sup> <https://spi.spnet.local/policescotland/news/Pages/Edinburgh-Youth-Project-Receives-CashBack-for-Communities-Funding.aspx>

<sup>19</sup> Q4 Performance Report (draft)

Safer Communities works closely with divisions to support them in ensuring that we are using Stop and Search as an effective policing tactic in detecting and preventing crime. These searches are through intelligence led and proactive policing and help us address our local and national policing priorities through effective use of our powers. Over 41,000 searches were carried out 2019-2020 with a positive stop search rate of 36%.

#### **4. Build, develop and maintain effective local partnerships**

This objective describes how Police Scotland is effective at local partnership working. We continue to work hard to maintain and strengthen local partnerships and our formal structure reflects this priority across the organisation. We have an Assistant Chief Constable designated to lead on Partnerships, Prevention and Community Wellbeing (PCCW).

Place centred policing emphasises the need for our local divisions to build, develop and maintain local partnerships. PPCW provide guidance to divisions to achieve this and works with partners in Community Planning Managers Network and the Community Planning Improvement Boards to look for additional ways in which we can build improved partnerships.

The multiple and complex socio-economic challenges within Scotland are placing increasing pressures across the system as members of the public often fail to receive the right support from the right provider at the right time they need it. Partnership and collaborative working sit at the heart of taking a public health approach to policing, and ensuring the public receive the right help when they need it from the best equipped partner. This work looks at understanding the causes of the causes, and trying to intervene early to prevent harm being caused to the individual and their families. We are looking to embed a whole system approach which recognises the interconnectedness of those that can contribute or are affected by the issues.

Our academic research partners also assist us in understanding the relationship between alcohol, violence and vulnerability.

Police Scotland understands the importance of our commitment to strengthen effective, longstanding partnerships and provide support for the development and design of services to improve safety and wellbeing in our communities.

**Case study**

The North West Edinburgh Community Alcohol Partnership (CAP) is just one example of the many ongoing initiatives Police Scotland is part of to help improve our community's health and wellbeing.

In 2020 local officers were awarded for Scotland's CAP of the year 2019 for their work on alcohol intervention and education in the North West area of Edinburgh. The CAP is designed for social enterprises that want to use their profits for the public good and aims to bring together a range of professionals in order to tackle underage drinking and the associated anti-social behaviour.

The partnership collaboration involves police, trading standards, alcohol retailers, youth groups and other agencies working together to reduce harm to the community from alcohol through education, enforcement and diversionary activities.

Work is under way to enhance officer understanding of the need for collaborative, connected and compassionate work with a 'person centred approach', involving all emergency services. The Mental Health & Suicide Prevention Awareness (MH&SPA) team within Safer Communities has liaised with the Scottish Police College probationer training team to create more realistic operational scenarios in the programme to better prepare new officers for the challenges and situations they will face on completion of their training.<sup>20</sup> This development work will continue into 2020/21.

Scottish Government's Distress Brief Intervention (DBI) programme is currently in operation in four test areas around Scotland - Lanarkshire, the Scottish Borders, Aberdeen and Inverness. DBI is an innovative approach to help people in distress manage their immediate and future episodes of distress through compassionate and connected support initially from frontline emergency services, including police officers, and subsequently third sector support agencies who provide 14 days of support within a 24 hour period. Police Scotland is an instrumental member of the DBI Programme Board.

DBI will be evaluated in March 2021, with current reviews and findings showing that the programme is ensuring that people in distress are getting the support they need, allowing officers to return to frontline duties confident that people are being treated with compassion. As at February 2020, 6600 referrals had been made to DBI with 19% of these made by police officers. 85% of those who engaged in DBI were concluded cases. It may have prevented some deaths by suicide.

DBI provides busy frontline staff with additional option for the effective management of a wide of range of distress presentations and equips those who present to frontline services with skills and supports to manage their distress in future. This is reducing future presentations to frontline services.

On 1 December 2019 a resilience partnership was formed to ensure a collaborative response to a reported gas outage within the Falkirk area of Forth Valley affecting over

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<sup>20</sup> [Q2 Performance Report](#) p33

8,000 homes. The multi-agency coordination was initially led by Police Scotland and supported by Scottish Government Resilience Division. The matter was successfully resolved within 72 hours by SGN with the vast majority of user’s facilities reinstated by this time. The incident and subsequent response from partners received national media coverage with responders being praised by the DFM and members of the public for the collaborative response<sup>21</sup>.

The REH is the single mental health facility serving Edinburgh. There is a large demand placed on staff within REH and on the police by the number of individuals who leave the care of the hospital without having been discharged.

Prior to a joint working initiative being put in place in 2016 this placed a significant demand on police resources as can be seen from the number of missing persons provided in the table below.

Missing persons from the Royal Edinburgh Hospital by year			
2016	2017	2018	2019
1,324	866	645	583

These scenarios will provide useful experiences, invoke discussions and ultimately lead to better decision making by our officers, to the benefit of persons in the community suffering from distress or mental ill-health. This will approach has been incorporated into the new SQA Apprenticeship starting in April 2020.

This demand has reduced due to the work the hospital has undertaken to through a joint, sustained and evolving commitment to partnership working and information sharing.

**5. Improve our support services to enable the delivery of effective local policing**

This objective describes how Police Scotland has improved support services to deliver effective local policing.

Adult concern calls have risen by 13.7% in the last two years<sup>22</sup>, with a significant proportion of calls relating to vulnerability. The new Contact Assessment Model, detailed in objective 1, improves the way we triage and respond to contact from the public so that our local divisions can do more to protect the vulnerable and ensure every individual gets the right response when they contact Police Scotland.

Historical sexual abuse is a particularly difficult area of criminality to impact upon. Police Scotland understands that not every person may feel ready or able to speak about the abuse they have experienced in childhood or some years previously, however it is important that survivors of abuse know we are here to listen and that we can provide relevant support services when they feel ready.

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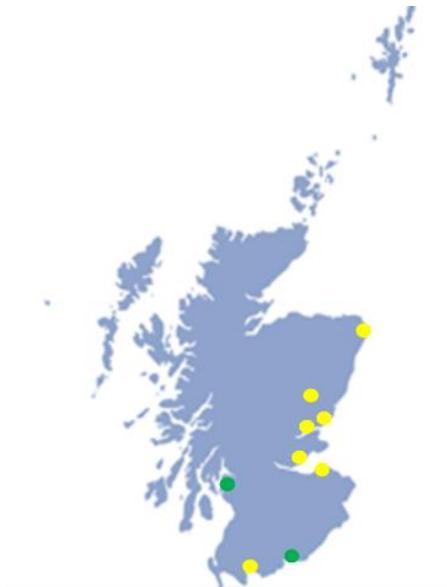
<sup>21</sup> [Q3 Performance report](#) p18

<sup>22</sup> [Annual Police Plan 20/21](#) p7

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We rely heavily upon survivors of abuse coming forward to report the crime. By building the confidence to report and trust that survivors have in Police Scotland, we are then in a position to assess the current risk posed by the abuser and ensure that no further persons are at risk in our communities. A report may also lead to an abuser being brought to justice. With this in mind, Police Scotland has recently launched an 'Information for Adult Survivors of Childhood Abuse' animation film. The film aims to raise awareness among adult survivors of how to report childhood abuse to police, criminal justice processes, and the existence of survivor support services.

Co-location / collaboration with our public sector partners also reduces our estate footprint, drives recurring revenue savings through sharing with partners, generates capital receipts and reduces carbon emissions. These also provide modern working environments for our officers and staff, thereby contributing to and enhancing wellbeing.



Since the inception of Police Scotland, we have developed 60 co-locations with our public sector partners.

In 2019/20, year to date, we have delivered the following projects:

- **Largs** - Now co-locating with NHS Scotland.
- **Gretna** - Now co-locating / collaborating with Dumfries & Galloway Council and other partners in the Council Community Hub.

A further seven co-location projects are ongoing at:

- **Kirkcaldy** - Scottish Courts and Tribunal Service (SCTS) taking space with Police Scotland in Kirkcaldy Police Station.
- **Kirriemuir** - Local Council to take space within Police Station to create local hub office. In progress.
- **Monifieth** - Co-location within local library. Proposal stage.
- **Peterhead** - Co-location/collaboration with local Council.
- **Haddington** - Co-location/collaboration with local Council
- **Kirkcudbright** - Co-location with Scottish Fire & Rescue Service within local fire station.

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- **Carnoustie** - Co-location with Angus Council in local offices

A divisional estate planning exercise is under way with further co-location / collaboration opportunities to be identified, explored and developed with our partners. These will then be prioritised and incorporated into our future estate transformation implementation plan.

Police Scotland has also identified property that is no longer required as part of its estate but will benefit the communities it serves. During 2019/20 the following Community Asset Transfer requests have been completed or are in progress:

- **Gorebridge** – to Gorebridge Community Care
- **Dornoch** – to Dornoch Area Community Interest Company
- **Johnstone** – to Active Communities

Further detail on our estates management and strategy can be found under outcome 5.

### **Outcome 3**

**OUTCOME: Public and communities are engaged, involved and have confidence in policing**

Community engagement is vital to policing. Police Scotland aims to increase the presence of policing in local communities and also its knowledge of local communities.

Success means that: *The public feel that they have a voice in shaping our policing approach. People will feel that Police Scotland delivers a service that builds their confidence in policing.*

#### **1. Enhance public contact and ensure our services are available by a range of accessible channels**

This objective describes how Police Scotland has improved public contact access to its services.

During 2019/20 Police Scotland has been developing a new public contact and engagement strategy with the public, our people and senior management teams. This will be presented to the Scottish Police Authority Board early in 2020/21 and is fully aligned with the outcomes and objectives of *Policing for a safe, protected and resilient Scotland*.

The development of a strategic approach to public contact and engagement is driven by UK and EU legislation, government strategy and the impact of change in Scotland. It also responds to HMICS recommendations that Police Scotland should develop a public contact strategy, which sets out multi-channel approach to engagement and service provision, and includes publication and monitoring of standards of service.

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At the UK level, the strategy is aligned with NPCC's emerging revised contact and digital policing strategies, the Scottish Government's digital strategy and guidelines for community engagement.

This work has included assessment of our current state and reviews of external and internal research evidence, drawing on worldwide experience of public contact and engagement technologies in blue light services. This includes public focus groups and insights gathered through online surveys, internal focus groups, workshops, shadowing, journey mapping and data review.

The draft strategy focuses on making contact channels accessible (for the public to use with ease), relevant (and supportive to the user circumstances) and responsive (adhering to our standards of service). This will require digital transformation to improve the ease, speed and accuracy of public contact, and to make the experience of contacting the police as helpful, personal and reassuring as speaking to an officer.

The strategy addresses how we might develop our contact platform so it is more accessible and supportive to people's circumstances – using voice, video and text, social media, and providing face to face reassurance where needed. And how we can meet expectations of high visibility and personal contact with different communities and groups in the physical and virtual spaces.

Officers and staff are users too and have the greatest impact on public experience. They must be supported to serve our communities and handle new demands – with easy access to the right information, learning environment, resources and technology to provide the appropriate response.

The strategy is underpinned by best practice design principles for improving the overall public experience; these are aligned to our core values, our user experience mapping, public and operational frontline insights. They will be implemented by four key enablers – aligning the public experience with our people, data and technology, and how we work with others.

The replacement of our national contact platform (UCCP) will enable voice, text and video (Next Generation 999), as part of a two way conversation. This will significantly transform our communications, enabling the operator (with a callers consent) to activate digital contact for providing a more robust assessment of the situation. For example, connecting with a smart phone during a call to identify the caller's precise location, communicate in another language, and live stream what's happening. Text and video are welcomed by the public in situations where the person is afraid of being overheard, is not confident or unable to speak; and for capturing live evidence.

The provision of BSL interpreters when required by police has been improved as a result of feedback received from deaf BSL users and BSL / English interpreters regarding the inability of spoken language companies to understand the needs specifically relevant to BSL. Procuring direct from BSL service providers will ensure maximum community benefit with the needs and concerns of the deaf, deafened and hard of hearing community being better

understood and provided for.

## **2. Maintain and enhance public and community (user) satisfaction**

This objective describes how Police Scotland is improving user satisfaction with its services. In January 2020, a redesigned and refreshed approach to understanding public experience with Police Scotland services was launched. Previously, Police Scotland measured satisfaction with its service with User Satisfaction Survey (USS) – a telephone survey with members of the public conducted by police officers and staff every month.

User Experience Surveys (UES) have been introduced which will aim to evaluate perceptions of performance and effectiveness. They are conducted by a market research agency, Progressive Partnership Ltd, to ensure the validity and robustness of research and insight quality.

Each month a random sample of people who have contacted Police Scotland to report an incident and crime are contacted to share their opinion about the service they have received.

Given the difference in questions set and methodology used, it is difficult to compare all the results of the UES to those of the previous USS.

However, four questions across the two surveys remain comparable. These are outlined below.

### **Q - Satisfaction with attending officers**

Despite the changes in methodology and question, there were no significant differences between the feelings of satisfaction with attending officers between 2018/19 and 19/20. Satisfaction with attending officers remains very high, with 90% of respondents reported to be satisfied or very satisfied with their initial contact with Police Scotland.

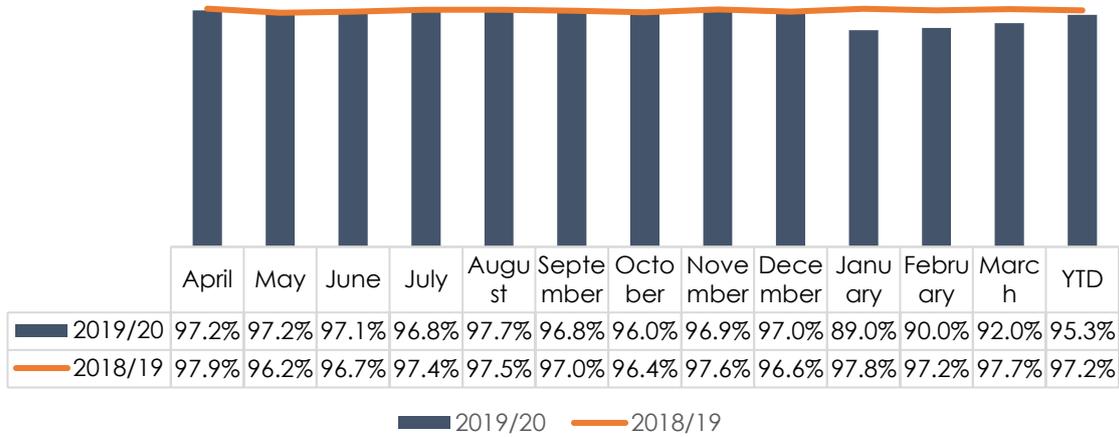
### **Q - Satisfaction with initial contact**

The USS asked, “How satisfied were you that the staff member you spoke with was both professional and courteous when you contacted Police Scotland?” The UES asks, “During the initial contact, how satisfied are you with the way you were treated by a staff member on the <contact method>?”

Since January 2020 there has been a fall in the percentage of respondents reporting that they were satisfied with their initial contact. This is likely due to the change in data collection methods.

Despite this fall, overall satisfaction with initial contact remains very high, with an average of 95% of respondents reporting they were either satisfied or very satisfied with their contact during 2019/20. This is shown on the Figure below.

**Satisfaction with initial contact:** Since January 2020 there has been a small dip in confidence that is likely attributable to changing data collection methods



**Figure 1:** Measures of satisfaction with initial contact with Police Scotland in the USS & UES. Source: [Police Scotland data (April 2018 - January 2019) and Progressive Partnership LTD data (January - March 2020)]

**Q - Satisfaction about incident updates**

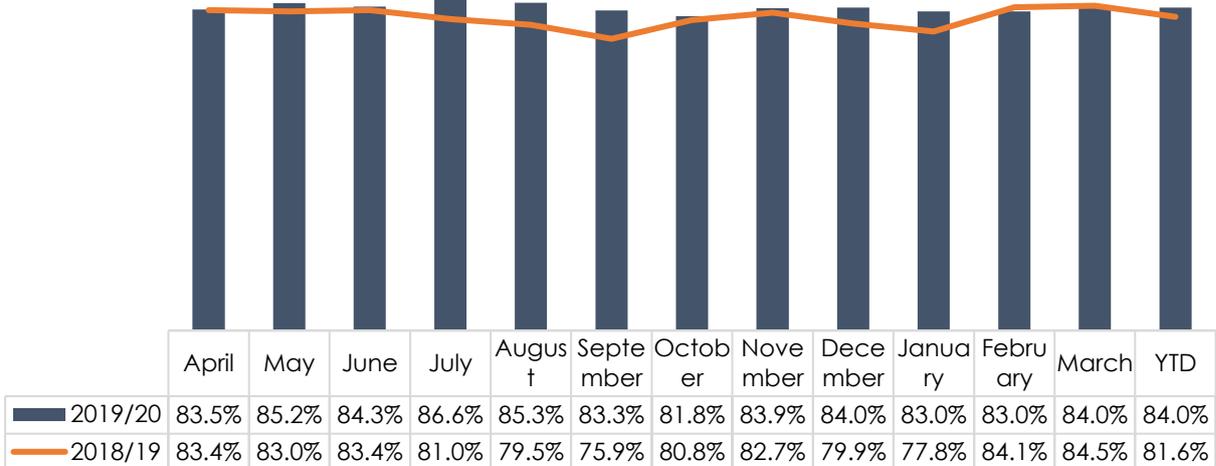
Overall satisfaction with incident updates remains consistent across 2018/19 and 2019/20. However, there has been a slight drop in the percentage of respondents reporting that they were satisfied since the introduction of the User Experience Survey in January 2020. This is likely attributable to the change in data collection methods.

**Q - Satisfaction with Police Scotland**

The USS asked, “What was your level of satisfaction with the way the police dealt with the incident you reported?” The UES asks, “Based on your overall experience, how satisfied are you with Police Scotland?”

Satisfaction with Police Scotland was higher in 2019/20 than in 18/19. For 10 of the 12 months of 2019/20, levels of satisfaction were higher than in 2018/19. The introduction of the User Experience Survey had no notable effect on reported levels of satisfaction.

**Overall satisfaction with Police Scotland:** The average for 2019/20 was slightly higher than the average for 2018/19



**Figure 2:** Measures of satisfaction with Police Scotland in the USS & UES. Source: [Police Scotland data (April 2018 - January 2019) and Progressive Partnership LTD data (January - March 2020)]

### 3. Improve the reach of our public and community engagement initiatives

The objective describes the how Police Scotland is improving the reach and variety of engagement initiatives.

In August 2019, Police Scotland moved to using [Citizen Space<sup>23</sup>](#) as the online tool for internal and external engagement and consultations.

Citizen Space hosts engagement activities run by Police Scotland including local and national consultations and surveys. The site is compliant with General Data Protection Regulations and provides the organisation with an oversight of live, planned and past consultations by theme, geographic area and ‘We Asked, You Said, We’re Doing’ feedback.

Citizen Space is fully compliant with accessibility standards, meets government digital accessibility standards and allows for British Sign Language videos to be embedded within and for responses to be received in this format.

In 2019/20, the Strategy, Insight and Innovation department designed and supported a range of public engagement, surveys and consultations on the Police Scotland Consultation Hub. Overall:



**Over 22,000 responses received to engagement (April 2019 – March 2020)**  
**311% increase**

This includes the following engagement activities:

<sup>23</sup> [Citizen Space website](#)

Activity	Timeline	Overall response	Demographics overview	Public report
<b>Police Scotland Football Engagement Strategy</b>  Survey	7 weeks engagement period	<b>6,817 responses</b>  <b>The biggest Police Scotland survey with football supporters.</b>	BSL video of the survey available.  A good mix of responses from football supporters and communities living in areas where football happens.  <b>Great response from younger people</b> – 2% were aged under 16, 22% were aged 16-25.  16% of respondents were female and 6% considered themselves to have a disability.	<a href="#">Consultation Hub update</a> (including you said we're doing feedback)
<b>Children and young people</b>  Face-to-face engagement and public survey	5 months engagement	<b>1,609 responses</b> <ul style="list-style-type: none"> <li>• 1,159 online survey responses</li> <li>• 450 from face-to-face engagement with officers at festivals</li> </ul> <b>The largest survey run by Police Scotland with children and young people.</b>	Wide reaching national engagement via Police Scotland social media and at festivals. Lewis Capaldi joined the campaign during TRNSMT. One of the most successful Instagram posts by Police Scotland.  61% were aged between 12-15 years old, and 38% aged between 16-18 years old.  The sample provided a good split of male and female respondents.	<a href="#">Engagement report (PDF)</a>  <a href="#">Consultation Hub update</a> (including you said we're doing feedback)
<b>Use of pyrotechnics in Scotland</b>  Survey	4 weeks	<b>693 responses</b>  Police Scotland and SFRS targeted survey to relevant stakeholders		
<b>Your Police survey 2019</b>	7 weeks	<b>11,656 responses</b>	A great response from across all demographic groups, making the survey	<a href="#">Engagement report</a>

Face-to-face engagement and public survey		Police Scotland’s largest survey at that point.  This is in the top 20 of biggest consultations ever hosted on the platform of thousands of published consultations worldwide.	representative of Scotland’s diverse communities.	<a href="#">Consultation Hub update</a> (including you said we’re doing feedback)
<b>Policing for a safe, protected and resilient Scotland</b>  Consultation	6 weeks	<b>1,451 responses</b>	A good representation across different demographic groups.	<a href="#">Engagement report</a>  <a href="#">Consultation Hub update</a> (including you said we’re doing feedback)

**4. Use insights and feedback to shape and improve our services**

The objective describes how Police Scotland is using insights and feedback to shape and improve its services.

From 12 November to 31 December 2019, the **Your Police** survey asked the public and organisations what issues the police should prioritise in local areas. The survey gained an in-depth understanding into local requirements across different areas for local policing to support. The questions explored:

- Feelings of safety in own area;
- Concern about crime in local area and how local police can address;
- People’s priorities for local policing;
- Experience of contacting and engaging with the police;
- How people would like to engage with local police in the future.

The survey received 11,655 responses from across Scotland, 316 of which were from local organisations. Over 8000 open text responses were received, providing significant qualitative insights.

The survey insights were used to inform the Local Police Plan relevant to respondents’ local authority area.

The public report can be found on Police Scotland consultation hub website:

<https://consult.scotland.police.uk/surveys/your-police/>

Police Scotland asked the public how they want to engage with the service about football policing. The survey asked for details of any experience of football-related engagement with Police Scotland, including feedback on positive and negative experiences, alongside suggestions for improvement.

Overall, 6,817 responses were received from a mix of football supporters (95%) and non-football supporters (5%), and 57% of survey respondents live or work in an area where football takes place.

These insights will directly contribute to the development of a new engagement strategy, making sure football supporters and communities are involved in how Police Scotland works at football.

### Key insights from football engagement

#### Engaging with us

- 77% of people said they had not previously engaged with Police Scotland about football.
- 41% of football supporters said that they want Police Scotland to engage with them about football policing in the future.

#### Methods of engagement

- Engagement carried out via a club – 30%
- Police Scotland local social media accounts – 20%
- Passing on information from other sources such as traffic and travel information – 16%
- Face-to-face meetings – 15%

A public update can be found on the Police Scotland Consultation hub website: <https://consult.scotland.police.uk/surveys/football-engagement-strategy/>

The public consultation on the Joint Strategy for Policing, *Policing for a safe, protected and resilient Scotland* took place between 20 January and 2 March 2020.

The Scottish Police Authority and Police Scotland wanted to gather the views of the communities of Scotland on the long-term strategic direction of policing. An online consultation was launched to support ongoing conversations. Feedback was captured online using Police Scotland Consultation hub platform, and through written feedback.

In total, the consultation received 1451 responses – 91% of these responses were from individuals and 8% were from organisations. In total, approximately 2,455 free text responses were received.

Feedback from this consultation and from key partners was considered and used to finalise *Policing for a safe, protected and resilient Scotland* before the plan was approved by the Scottish Police Authority, endorsed by the Cabinet Secretary for Justice and laid before Scottish Parliament. The comments received will also inform future strategic work, such as Police Scotland's approach to cybercrime and the environment.

Police Scotland wants to listen to young people and learn about their views of the police - how it's currently working and what it could do better. We want to understand the issues that affect young people and influence the way the police work, now and in the future. As part of our 2019 Summer Safety campaign, we carried out focused, national engagement with children and young people to transform how we involve young people in shaping our approaches. As part of this engagement, we launched an online survey and attended festivals and events during the summer to listen to young people's feedback about the police.

Using our established and far reaching network of partners we can extend the reach of our community engagement, which has proved effective in 2019/20 surveys which saw record numbers of responses.

The national survey closed on 1 December 2019, achieving 1,609 responses (28% of respondents were engaged at music festivals during the summer). This is the largest survey run by Police Scotland with children and young people (aged 12 -18 years) and captures quantitative and qualitative feedback on how young people feel about their safety and how the police might be more accessible and approachable for them. The results are being used to help shape Police Scotland's approaches to communicating and engaging younger people.

#### **Key insights from children and young people**

- "Speaking to young people regularly and getting to know us Police should be more aware of trauma and how it affects young people."
- "As there's no community police where I live I think it would be really helpful for there to be police that routinely go around the town to keep things in order accordingly."
- "Patrols around different areas to be safe come into schools and talk about different do's and don'ts."
- "Just engage a little more. A little hello could go a long way. It could encourage younger people to feel comfortable approaching police officers. As they'd feel like it's okay to speak. Some police officers are fantastic and always engage with the public however some are quiet which could possibly stop younger people to feel welcome to start a conversation about an issue."

#### **5. Develop our approach to understanding and improving public confidence**

This objective describes how Police Scotland developed its approach to understanding public confidence.

Police Scotland has been working with the Scottish Government to refresh questions in the Scottish Crime and Justice Survey on public confidence for relevancy which will help the service to act on the findings. The team has been working with their research team who manage the survey and engaged the public confidence steering group / satisfaction user group for feedback.

Based on Police Scotland's advice, the Scottish Government has included additional new questions to address the current gaps: measuring public confidence in Police Scotland as a national service as well as at a local level; reasons why the public think the police are doing a good or bad job; confidence in Police Scotland's effectiveness to police public events in local area; support victims of crime; awareness of the SPA's role and perceived effectiveness; awareness of community engagement by local police; expectations around local communications and social media presence; and friendliness/approachability of police in local area.

The Scottish Government has also agreed to do further analysis of the survey data to give clearer insights on perceptions of visibility (physical and virtual) and contacting the police.

Both the previous Your View Counts survey and the replacement Your Police survey include a question on public confidence on police in local areas. This has also been captured in the User Satisfaction Survey.

As detailed above, we refreshed our User Experience Survey to better understand the public experience of interacting with our C3 call operators and attending officers – particularly in relation to our values and behaviours which we know strongly influences public confidence and trust in police services.

Our public contact and engagement strategy has been designed to improve public confidence and trust in police – through making our contact and engagement accessible, safe and responsive. This includes the main drivers of public confidence - community engagement, visibility (in the physical and virtual space), and, our values and behaviours. The strategy was informed by focus groups and a large survey including communities across Scotland, which captured in-depth insights into public confidence, perceptions and experience of policing.

This year we introduced a Public Engagement Framework <sup>24</sup>to embed a clear and consistent process to our local and national engagement activities, ensuring they are accessible, inclusive and lead to action. The framework is aligned with the National Standards for Community Engagement and has been tested with services undertaking engagement.

The framework includes best practice principles for establishing meaningful and effective engagement that involves genuine dialogue, transparency and accountability. The priorities are to:

- Increase accessibility the of our engagement activities
- Talk and listen to diverse communities and groups
- Combine local and national engagement and insights

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<sup>24</sup> [Police Scotland Public Engagement Framework](#)

## Outcome 4

**OUTCOME:** Our people are supported through a **positive working environment** enabling them to serve the public

Police Scotland must ensure the working environment is inclusive, diverse and supportive. It means that our people are supported and equipped with the right skills and tools to carry out their roles.

Success will mean that: *Police Scotland's officers and staff have the necessary skills, resources and technology available to them. We will have a positive working environment that supports the wellbeing and development of our people.*

### **1. Implement a strategic workforce plan to build a diverse workforce that has the right size, shape and capability.**

This objective describes what progress Police Scotland has made to implement a strategic workforce plan.

In June 2019 Police Scotland launched a Framework for Strategic Workforce Planning 2019-2026. This framework recognises that our workforce is our most important asset and focuses on key aims relating to workforce capability, flexibility and diversity. Significant and intensive work is under way to develop Police Scotland's strategic workforce plan for consideration and implementation from late 2020.

We have taken industry best practice and implemented a 6-stage workforce planning methodology which had been used successfully in the NHS and other large public sector bodies.

Staff and officer turnover rates: turnover rates for police officers have remained largely unchanged over the past four years, with a slight increase to 5% in the period October 2018 to September 2019. This is marginally above the four year average of 4.8%.

The police staff turnover rate has reduced to 7.1% in the period October 2018 to September 2019, which is below the four year average figure of 8.1% for the second consecutive year<sup>25</sup>.

Work is ongoing developing the Strategic Workforce Plan to ensure assumptions and predicted future workforce profile and resource requirements are fully captured, benchmarked, itemised and planned, with a view to changing our workforce profile to better deliver on the joint strategy.

A detailed programme of future work covering a period of 12 months was agreed in principle and reported at the SPA Board in November 2019. This detailed the structure of the future draft plan at macro and micro levels, the approval structure at each level, and a timeline for production of a completed plan in November 2020.

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<sup>25</sup> [Q2 Performance Report](#) p54

## 2. Create a positive environment for our people to achieve their potential

This objective describes how Police Scotland creates a positive environment to enable people to reach their potential.

In April 2019 the Chief Constable announced six personal commitments to the officers and staff of Police Scotland.

### Chief Constable's Commitments



When launching his commitments the Chief Constable recognised people are key to the success of Scottish policing both now and in the future and that these commitments will enable, empower and develop our officers and staff to deliver excellence in policing, to the ultimate benefit of the public we serve.

One year on since their inception significant progress has been made against these commitments to the benefit of individuals, and the wider organisation.

#### Communication and Engagement

A quarterly online Chief's forum has given staff and officers within the organisation three opportunities thus far to raise their important issues and questions with the Chief constable and force executive. From these initial sessions a vast array of questions have been answered and has showcased the value of clear lines of communication and engagement.

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Topics have been wide ranging from wellbeing and promotion processes through to partnerships, budgets and pay and conditions.

The deployment of Wellbeing Champions and Your Say surveys have provided further scope for individuals to have their say in shaping the development, and future of the organisation. Efforts have also been made to ensure that the Intranet is fully utilised and continually updated to ensure staff are kept well informed of important information.

### **Probationary Training**

Development of the new probationer training programme continues with efforts to modernise teaching resources and materials, along with delivering training on a number of electronic platforms such as Interim Vulnerable Persons Database (iVPD) and the National Missing Persons Database. This work, along with enabling earlier access to police systems (Scope, Outlook and the Intranet) will allow new officers to utilise these tools at the earliest opportunity and use online training platforms. Looking forward work is due to commence on the development of a new tutor's constable course and open distance learning material to deliver a truly modernised training programme.

### **Trauma Informed**

National Safer Communities Children and Young People team have led on Police Scotland's actions to support the Scottish Government's aspirations that Scotland's workforce will become Trauma Informed. This has included a review of current processes within policing and along with National Health Service Education Services we are supporting the roll out of a national programme of awareness raising. This has included bespoke inputs to specialist officers and specific groups including probationers, public protection and detective training. The overall objective is to incorporate a trauma informed approach as we develop policing services, including working alongside our partners, to reduce the impact on young people caused by trauma.

### **Promotion and Performance**

Recognising that our people are the heart of our organisation, efforts have been made to enable those who wish to develop and advance clear pathways and opportunities to do so.

A new promotion system has been launched in 2020 and will be trialled with the next Superintendents promotion process. This is a new values-based system which takes account of the candidate's day-to-day performance. This improved system has been brought in as part of the Chief Constables commitment to staff to improve promotion processes. The change follows a range of feedback from staff at all ranks requesting that their everyday performance be recognised as part of the process.

A new promotions process and an Accelerated Leadership Pathway have been launched, detailed under objective 4.

### **Uniforms**

A range of new, fit for purpose uniform items have been procured based on engagement with colleagues to identify the most suitable items. Police Scotland officers are now permitted to wear police issue 'baseball' caps as gender-neutral headwear. The baseball

style caps have been widely used by specialist officers for a number of years and other UK forces have adopted them as a non-gendered option. The decision is in line with our commitment to support an inclusive workforce and organisation.

### **Mental Health & Wellbeing**

Commitment to staff wellbeing is a vital aspect of the organisation and has rightly received a great deal of focus on ensuring staff have the tools and to support their physical and mental wellbeing. A programme of inputs is currently being delivered by the wellbeing and inclusion team which highlights access to support services and self-care. With the increasing rollout of mobile devices, the Backup Buddy app has been specifically developed to provide useful information in an accessible, yet private way for officers.

Violence against officers is a vital matter that requires attention to ensure officers are supported and steps taken to mitigate risk, to this end a 'Your safety Matters' Diamond oversight group has been established to conduct an analytical assessment to understand the current situation and take steps to mitigate any potential risks.

### **Divisional Funding**

A dedicated financial provision has been assigned to all Divisional Commanders in recognition of Police Scotland's commitment to local autonomy and to ensure individual divisional needs can be met, as far as possible within current financial constraints. As we evolve as an employer and the employment landscape across Scotland continues to develop, we are looking at new ways of attracting talented people to come and work with us. Work has begun to develop a Modern Apprenticeship framework and is at an early stage at this time.

We want Police Scotland to be an employer where people can thrive and achieve their potential, whether that be gaining significant experience in their role, specialising, or if they choose to, put themselves forward for promotion.

## **3. Promote the health, safety and wellbeing of our people**

This objective describes how Police Scotland promotes the health, safety and wellbeing of our people.

The Chief Constable made a number of commitments to staff in 2019 as described earlier.

We are committed to improving wellbeing and recognise that it is vital for building a healthy and engaged workforce, equipped to deal with the changing demands of policing in Scotland. Figures show that mental health significantly affects our officers and staff, acting as the biggest reason for absence. The number of days lost to psychological illness during the April to June 2019/20 period increased by 5.5% (2,060 days) compared to the same period previous year.<sup>26</sup>

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<sup>26</sup> [Q1 Performance Report p8](#)

Assault of emergency workers remains an area of focus for Police Scotland. Common assault figures are up 5.7% (407 more crimes) from last year, 12.0% (806 more crimes) when compared to the five year mean.<sup>27</sup>

Under Your Safety Matters a series of focus groups were undertaken between October 2019 and February 2020. Each group comprised 6-8 participants - over 100 colleagues participated from different divisions and locations: special constables, constables, sergeants, inspectors, chief inspectors, CJPCSO and PESA. The groups explored colleague experience in relation to injuries and assaults on duty, gaps and challenges in current post-incident processes, opportunities for improvement, and any regional variations in post incident processes.

A strong theme emerging from the research was about culture and the police approach to managing safety and wellbeing. The approach was considered to be process driven, with more focus needed on creating positive working environments to support and understand the needs of the individual.

To continue to support our people and sustain positive working environments, we must focus more on being a values-led organisation. Including behaviours such as compassion, bringing empathy to interactions and focusing on the individual to understand their circumstances for providing the appropriate support for them.

This includes supporting our people who have been assaulted through the criminal justice system so that they feel treated fairly and with respect - there is strong feeling that officer assaults are not treated as seriously as assaults on civilians. This understanding is based on officers' perception and own experience of reporting exposure to violence - cited as a reason for under-reporting of assaults.

The research identified a need to develop and reinforce the following:

- The support, which is available for managing wellbeing and mental health, with protected time
- Training for supervisors and management teams to manage wellbeing, create supportive environments and ask the right questions - where people feel safe to talk about how they're feeling and what affects them
- Workplace social spaces for peer interaction, building personal relationships, trust and support

Other areas for action include raising awareness of the reporting process and support available, and streamlining our processes to encourage more people to report an assault or near miss. We can also use our data better to track patterns of repeat assaults and why these might happen to target improvements and prevention. Equipping frontline officers and staff with good communication and engagement skills for diffusing confrontation and preventing an assault - this should be a consideration particularly for repeated assaults.

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<sup>27</sup> Q4 Performance Report (draft)

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Wellbeing has been a key priority for the service for some time and numerous initiatives and projects have been completed in the last year all across divisions and departments. Local funding was made available to divisions to spend on items which would improve local wellbeing. Improvements in décor, furnishing, lighting, amenities were common examples of local improvements.

Recognising that mental health plays a key part in overall health and that there has been an historic stigma attached to people talking about mental health issues, Police Scotland undertook a range of initiatives including launching the Backup Buddy app.



This free app has a range of advice, case studies, testimonials, offers of help, contact details and signposts users to a variety of help services. The app features powerful video case studies from a selection of officers and staff telling their story in relation to their own mental health conditions, experiences and journeys.

### **Case Study – Health and Wellbeing Project Officer**

In our Highlands and Islands Division it was recognised that due to the unique challenges experienced through remote and island working, that our staff can potentially be exposed to a higher proportion of challenging incidents.

Funding was secured from Police Care UK to employ a Health and Wellbeing Project Officer. This new project officer will work in collaboration with the charity SeeMe which aims to directly challenge the stigma and discrimination which often surrounds mental health.

Police Scotland Health and Safety advisers have been instrumental in continuing to raise standards across a wide number of business areas throughout the last year. This team produced specific risk assessments for large scale events such as the Scottish Open Gold events, the Solheim Cup, Summer City, Festival Fireworks and Hogmanay among others. They have delivered a range of corporate training events improving the knowledge base of senior managers and rolled out nationally a Health and Safety Assurance model providing advice and guidance to all divisions.

In addition to providing training, advice and guidance, this team attended a number of challenging operational incidents to provide health and safety support to incident commanders. These incidents included a fatal gas explosion in Fountainbridge, Edinburgh, a

wilful fire raising scene at Peebles High School, and house fires and building collapses such as in Pollokshaws in Glasgow.

This team are key internal advisors as part of the ongoing COVID-19 response and were instrumental in shaping our early responses to this pandemic.

**4. Ensure our people are confident to lead and equipped to face current and new challenges**

This objective describes how Police Scotland ensures its people are confident to lead, and meet current and new challenges.

A total of 148,916 days of training was delivered to police officers in 2019/20, an increase of 21,435 days on the previous year, representing a 17% increase. In the same period 17,480 days of training was delivered to police staff, an increase of 3,166 days compared to the previous year, representing a 22% increase.

The Competency Values Framework (CVF) aims to support Police Scotland, now and into the future by setting out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national people processes. This framework will ensure that expectations of everyone working in policing are clear, which in turn will lead to standards being raised for the benefit and safety of the public. The framework has six competencies that are clustered into three groups. Under each competency there are three levels which show what behaviours will look like in practice. All of the competencies are underpinned by our values that supports everything we do as a police service.



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Changes to the officer promotion process have been initiated to transition to a new approach supported by the CVF. While new to Police Scotland, the method of evidencing values as part of a promotion process is well established across UK Policing. The competency application form will be replaced with candidates being asked to evidence their performance in the rank that they are in using a Values Statement, a Competency Development Statement linked to CVF and a statement of skills and specialisms. During this transition, the candidate's suitability for advancement will be assessed by their line manager and if supported will progress to interview. As our transition continues, the current interview process will adapt into an alternative assessment method, which is currently being developed.

The new Coaching Programme Pilot for probationary sergeants has commenced giving all newly promoted sergeants and selected newly promoted police staff supervisors the skills and confidence to take early ownership and resolve emerging challenges with personnel matters.

As part of our commitment to introduce new leadership development pathways, a new Accelerated Leadership Pathway (ALP) has been launched, aiming to identify and develop individuals with the potential to become future Chief Officers. This programme will ensure that they have the support and experience needed to effectively fulfil their roles at all ranks up to and including Superintendent. There were 118 applications for ALP and after internal selection processes, in March 2020 Police Scotland sent a cohort of 18 candidates to attend the national assessment centre at the College of Policing. From this assessment centre, 7 candidates were recommended for progression onto the ALP programme. This new process replaces and improves upon the previous Accelerated Careers Development Programme (ACDP).

Work is ongoing on a new appraisal process for all colleagues called 'MyCareer'. This is framed around the CVF and will promote the importance of development conversations for individual and organisational performance and provide a focus to drive improvements in our service. It is currently being tested by ICT prior to a proof of concept roll out and will be integrated into our HR system (SCoPE).

"HOW TO" is a web based learning platform provided by GoodPractice - this can be found on our intranet. The e-learning kit is full of self-serve resources to help staff and officers in their development journey. Included are videos and audio interviews, hint and tips, self - assessments, 'how to' guides and more. It can be access on personal devices and most activities are less than 15 minutes in duration.

### **5. Develop and maintain the right crime and specialist support services for policing in Scotland**

This objective describes how Police Scotland develops and maintains appropriate crime and specialist support for policing.

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Our Operational Support Division (OSD) is a national policing division and provides specialist advice, support and assistance to local policing and specialist divisions. These specialist services range from Air Support; Armed Policing and Dog Unit to Hostage Negotiation and Mountain Rescue among many others. Request for resources is achieved via directed tasking, directed patrols and resource requirements.<sup>28</sup>

Specialist Services officers continued to deploy to numerous incidents, in support of local policing divisions, involving vulnerable people including searches for vulnerable high risk missing persons, and incidents involving people intent on self-harm or harm to members of the public / police.

This year, 32 incidents of reckless conduct (with firearms) were recorded, compared to 37 last year<sup>29</sup>. This represents a 50.3% reduction of crimes recorded compared to the five year mean of 64 incidents for this crime

Between July and September 2019 intelligence assets have enabled operational and specialist policing officers to recover 17 firearms across Scotland.<sup>30</sup>

Between April 2019 and March 2020 OSD officers assisted in 2724 missing persons enquiries across Scotland.

Areas of violence, disorder and antisocial behaviour were targeted with 474 Anti-Social Behaviour Fixed Penalties issued and 3121 persons apprehended.

Serious assaults recorded also decreased during 2019/20 to 3,850, a 6.8% reduction (279 fewer crimes) compared to the previous year. The serious assault detection rate of 76.3% is also up 2.3% from the previous year.

1906 warrant / bail checks were carried out during the period to assist in tracing wanted persons.

25268 road traffic offences were detected through Operation CEDAR (Challenge, Educate, Detect and Reduce) contributing to the Scottish Government's 2020 road casualty reduction targets. Overall 150,542 offences relating to motor vehicles were recorded in 2019/20, a reduction of 28,635 compared to last year, and a reduction of 19% compared to the five year mean.

All communities across Scotland benefit from the range of specialist services that our OSD department can provide. The Major Investigation Team utilised specialist officers via the OSD tasking process to assist in carrying out a Police Search Advisor (PolSA) led search in relation to a murder which occurred on Shetland in August 2019.

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<sup>28</sup> [Q2 Performance Report](#) p47

<sup>29</sup> Q4 Performance Report (draft)

<sup>30</sup> [Q2 Performance Report](#) p15

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Armed Policing officers in the past year have attended 10,925 conventional (non-firearms) incidents. Within this figure of 10,925 is the following:

- 386 – Incidents requiring entry to a premises be forced (Method of Entry (MOE))
- 1847 - Missing Person Incidents attended directly resulting in 330 Missing Persons Traced
- 1,160 – incidents where a vulnerable person required assistance
- 1,888 - Road Traffic incidents
- 385 – incidents where medical assistance was provided

The remaining number are miscellaneous incidents such as alarm activations, searches for offenders or general help to divisional colleagues.

The National Disruptions Unit (NDU) has worked closely with divisions and partners to share information and intelligence through the use of Intelligence Assessment Disclosures. NDU and Procurement have designed a robust vetting process to identify businesses, linked to SOC, tendering for contracts. This helped to ensure 16 businesses did not benefit from police contracts<sup>31</sup>.

OSD officers assisted with specialist search capabilities on the Isle of Lewis in relation to a large scale joint agency firearms and drug operation. A significant number of illegal firearms, drugs and other items were discovered

Specialist Services Dog Unit officers assisted in the search for a vulnerable missing person in Ayrshire who was suicidal, successfully tracing him, and rendering life-saving medical assistance.

They also supported a number of festivals in remote and island locations including the Heb Celt Festival on Stornoway, Isle of Lewis, the Eilean Dorcha Festival on Benbecula, and Balladrum Music Festival in Beaulby by Inverness.

Our Major Investigation Teams (MITs) provide support all across Scotland to investigate and deal with the most serious of crimes.

There were 251 attempted murders recorded during 2019/20. This a decrease of 19.3% (60 fewer crimes) when compared to last year when a higher than average increase in the number of attempt murders was recorded<sup>32</sup>.

Our MITs conduct enquires into all homicides and suspicious deaths which may include unexplained deaths and where necessary or as directed, these teams also conduct enquiries into Critical Incidents throughout the force.

They are spread geographically throughout Scotland and have dedicated Home Office Large Major Enquiry System (HOLMES) personnel to assist with the administration of investigating major crimes and incidents.

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<sup>31</sup> [Q2 Performance Report](#)– p15

<sup>32</sup> Q4 Performance Report (draft)

The Major Investigation Teams also conduct enquires and assist in undetected and unresolved murders and double jeopardy cases as instructed by COPFS.

The number of homicides committed throughout 2019/20 remained unchanged from the previous year, with 59 instances recorded involving 59 victims. Of the 59 homicides committed during 2019/20, 31 were investigated by a specialist Major Investigation Teams (MITs) with the remaining 28 homicides investigated by divisional Criminal Investigation Departments (CID) with MIT assistance.<sup>33</sup> Our detection rate for homicides was 103.4%. (This figure is above 100 as some of the murders solved in this year relate to crimes that took place before this reporting year).

## **Outcome 5**

**OUTCOME:** Police Scotland is sustainable, adaptable and prepared for future challenges

Given the increasing complexity of crime and demand placed on Police Scotland it is important that our resources are used in the most effective way to meet the demands placed on policing. Sound financial planning is also an important part of our approach, balancing the investments necessary for change with the improvements in efficiency and productivity that will ensure long-term sustainability.

Success means that: *Our services are meeting the growing and changing demands on policing, within the context of current constraints. Increased capacity and productivity are improving sustainability and flexibility.*

### **1. Ensure Police Scotland is meeting and adapting to growing and changing demands on policing**

This objective describes how Police Scotland is adapting to the changing demands of policing.

The creation of a Partnership Superintendents Forum has allowed a space for discussion and sharing of ideas and good practice. This allows our divisions to learn from each other and look at ways we can tackle some of the complex and sustaining issues affecting our communities in new and dynamic ways.

In preparation for 2019/20 we planned for large scale operational challenges and events including Britain's Exit from the EU, the European Cup football matches, the COP26 climate conference and also to adapt to the increasing number of marches, parades and protests.

The Chief Constable created a Force Reserve (FR), comprising 300 Public Order trained officers working out of 5 hubs located across Scotland. The Force Reserve have been

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<sup>33</sup> Q4 Performance Report (draft)

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deployed to assist not only with large scale sporting events and public processions, but also to assist local policing by providing a high visibility policing presence in hot-spots and assisting with a variety of call types including missing person searches and anti-social behaviour calls. The officers within the Force Reserve were among the first to be fitted with specialist PPE to assist local policing in responding to calls where COVID-19 was known or suspected to be present.

Police Scotland measures concern for person calls, domestic incidents and external agency requests as a separate category of demand as these three call types are the most staff and resource intensive types of calls, that take the longest to resolve and that have the largest impact on front line staff availability.

In overall number these types of calls have fallen 1.8% from 30, 410 in 2018/19 to 29870 in 2019/20. And within the overall call number, the proportion that we require to attend has also dropped by 2.4% from 88.62% in 2018/18 to 86.27% in 2019/20. Non-attendance occurs where the incident can be resolved some other way, or by passing the call to a better suited agency to progress.

The implementation of the contact assessment model will assist us to better deal with incoming demand for policing services. Built into to the CAM model is facility whereby we can pass details of a call onto other agencies where that is the most appropriate response. Accordingly, we are better able than ever to meet a person's needs from the outset and ensure they get the right help from the right agency.

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## **2. Develop and promote best practice in the advancement of our Equality Outcomes**

This objective describes how Police Scotland has developed and promoted best practice in the delivery of our Equality Outcomes.

- **Equality Outcome 1 - Victims, witnesses and partner agencies feel more confident in reporting hate incidents through a variety of methods.**  
Police Scotland is a member of the Scottish Government's Tackling Prejudice and Building Connected Communities Action Group chaired by the Cabinet Secretary for Communities and Local Government. Work is ongoing in respect of the PSOS recommendations in relation to Third Party Reporting of hate crime, including two consultation engagement sessions.

On 15 October 2019 BEMIS Scotland and Police Scotland held the second annual Tackling Prejudice and Building Connected Communities conference which informs the work of the group. BEMIS has instigated a national conference sub-group to integrate more group members and communities into the conference development to lead on additional areas of focus. In 2020 provisional members include BEMIS, the Scottish Government, Police Scotland, Youthlink Scotland, Respect Me, Interfaith Scotland and the Glasgow Disability Alliance.

Police Scotland Safer Communities Equality and Diversity Unit is part of a Hate Crime on Public Transport Working Group. A pilot began on a draft Charter for the South East of Scotland Regional Transport Partnership area in March 2020 as detailed in the Transport Scotland accessible travel framework.<sup>34</sup>

- **Equality Outcome 2 - All incidents involving harassment of people based on their protected characteristics are recorded and subject to a holistic assessment of wellbeing concerns and needs: to influence wider multi-agency investigation, intervention and support tailored to individual needs, and to prevent repeat victimisation.**

Police Scotland's Online Child Sexual Abuse Campaign, in collaboration with Stop It Now! Scotland, launched on 18 March 2019 and ran for four weeks. The campaign focused on child sexual abuse groomers and aimed specifically at perpetrators. During the campaign, internet traffic to the Stop it Now! Website increased from 765 (monthly average) to 68,000 for the duration of the campaign. Visitors to this site clicking on the 'Get Help Resource Link' rose from an average of 14 per day to a peak of 170 per day during campaign.

- **Equality Outcome 3 - Victims of gender-based violence/abuse are safer and are confident that the police are responsive to their needs.**

A newly revised Domestic Abuse Investigators Course has been devised and is being delivered to specialist investigators who provide a response at Tier 2 (Domestic Abuse Investigation Units) or Tier 3 (Domestic Abuse Task Force). The course aligns directly to the Investigators Development Programme and ensures that we are upskilling specialist officers to respond to domestic abuse, honour based abuse and forced marriage and stalking and harassment in an effective and co-ordinated manner. Alongside the investigative focus of the course, the importance of support and advocacy services is emphasised and national service providers have agreed to a rotational approach to presentations ensuring that there is parity in awareness raising across the diverse business and geographical areas.

#### **Improving the Frontline Response to Domestic Abuse across Europe**

Improdova is a research and innovation project funded entirely by the European Union, working with practitioners and researchers from eight European countries, to improve frontline response to domestic abuse.

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<sup>34</sup> <https://www.transport.gov.scot/publication/scotland-s-accessible-travel-framework-delivery-plan-for-2019-2020>

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Police Scotland representatives from the business area and the International Development Unit have attended several meetings across Europe. In November 2019, Police Scotland offered to provide a training opportunity to delegates and a 'study week' hosted at SPC Tulliallan in June 2020.

The intention being to deliver a variant of our Domestic Abuse Investigators Course with our standard course delivery amended to reflect and encourage discussion on the various contexts across Europe. Due to the current COVID-19 situation the study week is now postponed until an achievable date can be set.

As a result of the significant risk to victims and families during COVID-19, the Scottish Government launched a national campaign, supported by Police Scotland. The campaign reassures the public that domestic abuse remains a priority, services and support are available and that reports should continue to be made. Campaign assets including posters, online and social messaging have been made available to all relevant partners and have been distributed nationally.

The National Sexual Offence Liaison Officer (SOLO) Conference was held at the Scottish Police College on 2 May 2019. The theme for the event was witness capacity and mental health. Representatives from partner agencies and third sector support groups attended, providing inputs and shared learning in respect of dementia and bipolar disorder.

Police Scotland continues to deliver national campaigns in respect of rape which will focus on the issue of consent and targeting perpetrators. The #GetConsent campaign launched in September and ran for six weeks across a range of channels, warning that sex without consent is rape. Data for 2018/19 suggests that more than one in 10 rapes committed by someone other than a partner or ex-partner occurred on the first or second date, including people who met online, through dating apps or on social media. The campaign was aimed primarily at 18–35 year old men, the peak age for offending, and it builds on reinforcing our focus on consent and changing behaviour and attitudes towards sexual crime.

The development of the multi-agency child and adult victim centre at the St Katherine's complex, Edinburgh continues to progress. New premises to accommodate the Archway facility have been identified at William Street, Glasgow. Multi-agency consultation is on-going in order to assess the suitability of these premises and to ensure that future service provision is designed and developed to reflect the proposed model approved by members of the Chief Medical Officer (CMO) Taskforce. The Sexual Assault Forensic Examination (SAFE) Centre at The Meadows, Larbert, is now fully operational and provides forensic medical examinations for Adult victims within the Forth Valley area. The new adult facility at the Queen Margaret Hospital, Dunfermline, was operational from April 2019.

The forensic suite within Mountainhall Treatment Centre, Dumfries, will be available for use with effect from 26th June 2019. Premises have been identified in Kings Cross

Hospital, Dundee, and work is progressing to move the forensic examination suite from Dundee Police Station. CMO Taskforce funding has also been provided to create a new facility within the grounds of Raigmore Hospital in Inverness and it is expected that this facility will be completed by June/July 2019.

The SOLO VRI Pilot is ongoing in E, N and V Divisions. The pilot will take place over a 2 year period with 100 complainers being interviewed during this time. The pilot will be subject to both internal and external evaluation. The pilot seeks to improve rape complainers' experiences of the justice process and to develop a better understanding of how to obtain best evidence,

The pilot:

- Visually records adult rape complainers' statements
  - Ensures that the visually recorded interview is of a standard which could be used a 'prior statement' in evidence in chief
  - Considers the likely impact of the use of visually recorded interviews on any court proceedings
- **Equality Outcome 4 - People from and across protected groups are meaningfully with us and their views contribute to service improvements**  
Police Scotland's Strategy, Insight and Innovation (SII) team is leading development of the public contact and engagement strategy with frontline services, including local policing and stakeholders in key areas of contact and engagement across Police Scotland. This includes work with Safer Communities and engagement with organisations for developing approaches to contact and engagement suitable for diverse communities and people with disabilities.

An Equality and Human Rights Impact Assessment, developing this alongside internal workshops and wider engagement to identify and mitigate factors which may impact on protected groups in the execution of Police Scotland's operational and corporate activities.

Our strategic outcomes, priorities for policing and objectives were tested through engagement with the public, partners and officers/staff. Responses were collated through Citizen Space, Police Scotland's survey and consultation platform which is the public sector standard due to accessible design. In the same survey we also asked questions relating to prevention and public contact and engagement which will inform forthcoming strategies and work across the services.

- **Equality Outcome 5 - Everyone accesses services, communication and information from Police Scotland in ways or methods that best suit their needs**  
Third Party Reporting (TPR) is a mechanism whereby people who are not comfortable reporting hate crime direct to the police can attend at a centre who will provide support and assist people to report to police or submit a report on their behalf. There are currently over 400 centres available across Scotland, with provisions in all regions to use this method to report hate crime.

Police Scotland continue to receive online reporting of hate crime / incidents from Third Party reporting centres, and development work is ongoing using feedback from victims and discussion with key stakeholders, ensuring this continues to provide accessible means to report hate crime.

**Hate Crime Campaigns**

During the 2019 and 2020 #Don'tTolerateHate campaign, Police Scotland ensured key messages and information was provided in a variety of accessible formats including Easy read and BSL. The BSL videos were evaluated to drive a lot of traffic to YouTube and the Police Scotland website and it was also received positively on social media. A BSL video is also available on the Third Party Reporting webpage, where campaign links directed people to. During the night time economy campaign, officers with language skills across the force including BSL translated the campaign statement and presented it in a piece to camera.

**Deaf Awareness / Autism Awareness and Transgender Awareness Inputs**

The Equality and Diversity unit worked in partnership with Operational Safety Training (OST) department at Force Training Centre, Jackton, identifying common three areas requiring additional awareness/guidance for officers and staff, being; Deaf awareness, Autism awareness and Transgender Awareness. Three partner agencies REACH for Autism, BSL Scotland and Scottish Transgender Alliance worked with the E&D unit to deliver awareness sessions to OST instructors on these topics. The instructors found these sessions to be beneficial and this work led to subsequent requests for external trainers to deliver awareness sessions to probationary officers.

This work stream developed and became a permanent feature in the West probationer post initial course, whereby additional sessions were allocated to provide probationers with Diversity Awareness - Policing a diverse society training. This included guest inputs from partner organisations.

In addition to Autism, Deaf and Transgender awareness, the above sessions covered visual impairment awareness and inputs from the AMINA Muslim Woman's Resource Centre. Inputs were also provided in East post initial courses and engagement with partners took place with a view to extending into the North. Future work with Probationary training, Scottish Police College, involves reviewing Diversity Awareness sessions, to incorporate this learning into the initial probationer training course.

This work raises awareness of equality and diversity considerations, and contributes to ensuring that our communities receive equality of service in ways that suit their needs, assisting to build public trust and confidence in policing.

**Visual Impairment / Accessibility of PSoS website and social media**

Safer Communities arranged for staff from the Royal National Institute of the Blind (RNIB) Scotland to deliver awareness input to Corporate Communications team at

Clyde Gateway, Dalmarnock. This assisted Police Scotland to enhance accessibility and content on their website and social media channels, ensuring that information can be read out by screen readers for visually impaired users, there is also a translate function on the website to support users who do not speak English. The use of online forms allows users to interact with the organisation at a pace that meets their needs

- **Equality Outcome 6 - We have a workforce that is more reflective of the communities we serve**

The Equality and Human Rights Impact Assessment (EqHRIA) process ensures that equality and human rights are considered in everything that we do so it supports all of the Equality Outcomes. The EqHRIA improvement work is the key tool to support mainstreaming and the progression towards all of our Equality Outcomes

An EqHRIA Tracker, Performance Framework and Assurance Report Template were developed and piloted for change projects in Aug/Sept 2019.

The results of the evaluation of these pilots will provide senior management with an overview of the EqHRIA work for the change projects and will support assurance reporting to the EqHRIA Scrutiny Group.

**Embedding Equality and Diversity Monitoring into Promotion processes**

The Constable to Sergeant Promotion process, ran between September 2019 and February 2020. The equality and diversity profiles were provided for:

- Applications Received
- First Review Panel (FRP)
- National Selection Panel (NSP)
- Moderation Panel – to be included on completion of panel

The profiles were provided for all those who sat each stage of the process and also provides the equality and diversity profile for those who were either supported/successful and those who were not supported/unsuccessful. Those successful through the whole process will be added on completion of the Moderation Panel.

- **Equality Outcome 7 - We have a workplace where officers and staff feel valued and respected and have their needs met appropriately**

A psychological resilience screening process has been developed in partnership with Occupational Health and will pilot in N Division. This work will be delivered by the new Health and Wellbeing Project Officer (described further above in the case study in Outcome 4 Objective 3)

Evaluation of the recent Support for Neurodiversity pilot is under way and the outcomes are now informing our development of national processes for the assessment and support of conditions such as dyslexia and Autistic Spectrum Disorder

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In autumn 2019 work was undertaken by Police Scotland Professional Standards department to identify any patterns/issues in respect of officers and staff subject to suspension, duty restrictions or misconduct. This work cross referenced protected characteristics with a view to identifying any identifiable patterns with a wider goal of identifying any organisational learning which might be possible or necessary in terms of officer and staff support.

Work on the Exit Survey process continued in 2019/20 for all police officers and members of staff who left the service. This work enables comparisons to be made between the Exit Survey equality and diversity profile against the equality and diversity leavers' profile which is collated and analysed annually by the Equality and Diversity Unit.

### **National Process for the Provision of Reasonable Adjustments (NPPRA)**

In October 2019, after identifying there was not yet a national process or guidelines in respect of obtaining reasonable adjustment furniture or equipment a stakeholder group was created with the goal to discuss and create the NPPRA. An interim process was created however one of the main concerns raised in doing so was each department and division still followed their own purchasing procedures which identified that not all departments and divisions were using Police Scotland contracted suppliers to purchase furniture and/or equipment for reasonable adjustments, or using the Access to Work scheme.

In order to progress this work discussions took place with Finance and Procurement. As a result of this it was agreed that a 'Centralised Reasonable Adjustment Budget' would be created, to ensure correct processes were being followed and contracted suppliers were being used, spend could be monitored centrally with trends identified. The starting budget was challenging to determine therefore the initial costing given to the newly created national centralised budget in April 2019 was £25k, however in February 2020 the cost of orders for Reasonable Adjustments was approximately £70k.

### **Modified Duties**

To ensure that officers on restricted/modified duties were being deployed to suitable roles during events and operations work progressed to ensure a 'Deployable Status' descriptor section was added to the existing modified duties section within the Personal Details/Absence Tab on SCoPE. These descriptors would clearly define the parameters of duty an officer on modified/restricted duties could carry out. To further assist this 'Deployable Status' descriptor section will link directly to the 'Duty Roster' details on SCoPE making it easier to resource Events, Operations and/or Mass Deployments providing an more transparent overview of deployable resources nationally.

### **Gender neutral hat**

In response from requests from police officers to provide guidance for those wanting

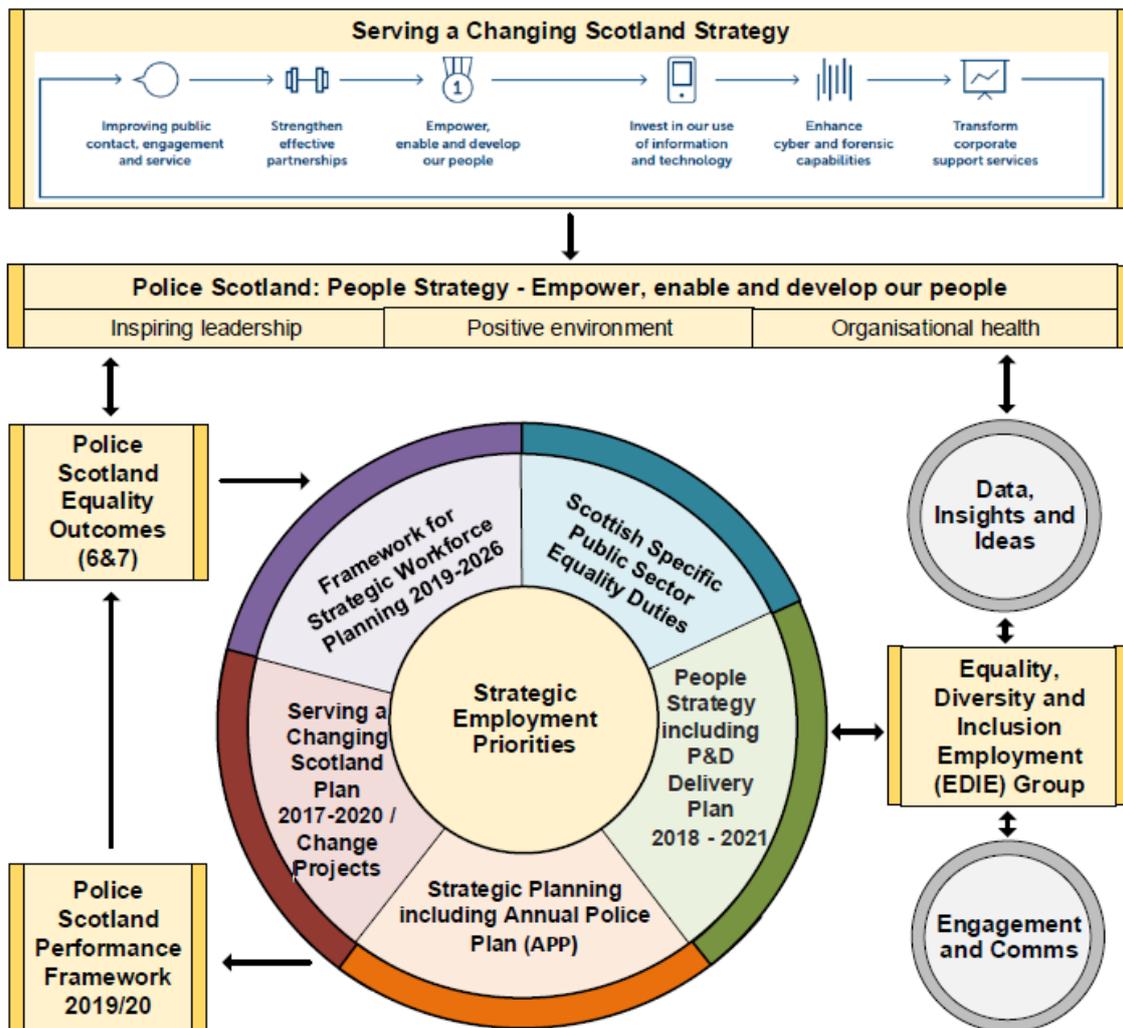
to wear gender neutral hats, in September 2019, the Chief Constable directed work to commence to identify a hat for all officers to wear.

As an interim measure it was agreed that those who do not wish to wear the current gender specific hats can be issued with a gender neutral hat such as a Police Scotland baseball hat.

The Equality, Diversity and Inclusion in Employment (EDIE) Group Terms of Reference were reviewed (Oct 2019) to ensure alignment to current priorities and wider organisational governance arrangements. This will ensure a strategic focus and encourage a partnership approach to driving mainstreaming of equality, diversity and inclusion (E, D&I) across the service in relation to employment activity.

The EDIE group also approved an Equality, Diversity and Inclusion Employment Framework which ensures that the organisations strategic employment priorities are reviewed in line with Equality Outcomes (6&7) to ensure that opportunities to progress the outcomes are achieved.

### Equality, Diversity and Inclusion Employment Framework 2019 – 2026



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Work has been undertaken to ensure workforce monitoring data is analysed and used to support the achievement of our employment equality outcomes (6&7). National profiles and summaries were developed for 2019/2020.

Our monitoring show some progress in relation to our workforce profiles and areas for further improvement. The Staff Pay and Reward Modernisation (SPRM) project was implemented in April 2019 has had a positive impact on the gender pay gap for police staff.

E&D data was also provided at a divisional level for the first time to ensure a clear understanding of the local position and to support evidenced based decision making and local actions to support progress towards a reflective workforce.

A summary of the top priorities and proposed national and local action was developed to encourage local and national activity to support equality outcome 6.

Significant work has been undertaken to strengthen our mainstreaming of equality, diversity and inclusion to ensure that it is captured in our strategy, delivered through our business planning (Annual Police Plan, supporting Deputy Chief Constable (DCC)/Deputy Chief Officer (DCO) Delivery Plans and Local Policing Plans) and reported through our organisational performance reporting.

Significant work is ongoing to continuously improve our mainstreaming of EqHRIA into all policies and practices and ensure compliance with legislation. The EqHRIA Improvement Group escalated a risk in relation to compliance, commissioned an internal review by the Risk, Audit and Assurance team and drafted an EqHRIA Improvement Plan with a focus on ensuring legislative compliance by developing the guidance, training, tools etc. available to authors and improving governance and assurance of EqHRIA.

The assurance review was undertaken and the report was finalised in Feb 2020. The recommendations have been used to develop the draft EqHRIA Improvement plan which is currently undergoing consultation. We are also in the process of undertaking benchmarking and dip sampling exercises in relation to EqHRIAs.

In addition, a memo has been circulated to all staff via Divisional Commanders and Heads of Department, highlighting the importance of EqHRIA at this time and providing contact details for E&D advisors. Whilst the process itself has not changed, we have also created a streamlined form and central mailbox to manage EqHRIA correspondence for any COVID-19 related documents.

Police Scotland was formally accredited as living wage employer by Living Wage Scotland in September 2019. The real Living Wage is an hourly rate set independently and updated annually and is the only rate calculated according to the real costs of living. It provides a voluntary benchmark for employers that wish to ensure their staff earn a wage they can live on, not just the government minimum. This will see everyone who works either directly or contracted by Police Scotland earn more than the minimum rate of £9 an hour, significantly higher than the government minimum wage for over 25s of £8.21 per hour.

Police Scotland improved its ranking in the Stonewall Workplace Equality Index (WEI) for 2020 by more than 40 places on the previous year. The WEI measures organisational progress and reported significant progress by Police Scotland in the way it supports LGBT inclusion, both for Police Scotland officers and staff and the community it serves.

Police Scotland and the Scottish LGBTI Police Association hosted our first LGBTI focused recruitment event in October 2019. The event, which was attended by more than 40 people, saw officers from a variety of different roles across the service give first-hand accounts of their role, the application process and what it's like to be a police officer. Since the event 16 attendees have submitted application forms to join the service as police officers.

Police Scotland, the SPA and the Scottish Women's Development Forum united to host Scotland's first Black, Asian and Minority Ethnic (BAME) Women in Policing event, held in March 2020. Staged as a Development Day and designed for BAME women currently working as either officers or staff within Police Scotland, the day was designed to inspire attendees to act on their personal development aspirations, expand their professional network, and collectively drive change and increase the representation of BAME women at all levels of ranks and roles as officers and staff within Police Scotland.

### **3. Transform and develop lean and agile corporate support services for policing and forensics**

This objective describes how Police Scotland is transforming our corporate support services.

The Business Case for Transforming Corporate Support Services (TCSS) was approved through Police Scotland governance early in the financial year 2019/20. The Business Case for TCSS is supported by a number of detailed Target Operating Model design products, including service catalogues, process taxonomy, organisational structures, and enabling technology requirements also approved through Police Scotland Governance.

The SPA Resources Committee has agreed the Target Operating Model for Police Scotland's corporate services that has been developed through the TCSS Programme. The next step is to agree the investment case, full business case (FBC), for its phased implementation.

The SPA Resources Committee commissioned an independent review by internal auditors Scott Moncrieff and in November 2019 agreed recommendations in relation to the TCSS FBC.

Police Scotland has stated that until the budget settlement for Financial Year 2020/21 is clarified they are not in a position to resource and progress the work necessary to inform the responses to the Scott Moncrieff recommendations. Planning work has been undertaken and will be progressed when available budget is confirmed.<sup>35</sup>

Throughout 2019/20 progress has made within Corporate Services to provide agile corporate support for policing.

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<sup>35</sup> [Q3 Performance report](#) p36

Headline initiatives include

- The implementation of our Staff Pay and Reward Modernisation programme
- Payroll Project (single platform)
- Commercial Excellence Programme
- Estates Strategy
- Fleet Strategy
- Established / built capacity in the Risk, Assurance and Change Functions
- Tactical corporate restructures aligned to TCSS target operating model

In partnership with ICT, the Demand and Productivity Unit (DPU) continues to develop and improve the Source for Evidence Based Policing (SEB-P) data repository. This repository is where all of the DPU data analytics is performed and allows for the linking of data across multiple data platforms. DPU develops and implements quality assurance and validation processes for new datasets and analysis with key internal and external stakeholders, such as Police Scotland's Chief Data Officer and the Scottish Government.

Using Microsoft Power BI thematic dashboards, the unit produces a variety of demand orientated reports and develop operational productivity methodologies. This methodology allowed them to design and deliver soft data demand surveys, workshops, methodologies and analysis in order to fill gaps in traditional data capture. This will allow us to expand beyond local policing into other policing departments to develop a further taxonomy of the organisation.

Advisory panels have been set up to review the ethical considerations of any analytical outputs, these will also consider GDPR implications.

Police Scotland's environmental performance continues to improve in relation to our climate impact based on the use of key resources. In November 2019, we submitted our fourth mandated climate change report to the Scottish Government showing continual reduction in our overall CO2 emissions since reporting began. In addition to this, we have exceeded our emissions reduction target of 25% (based on our 2013/14 emissions baseline) stated in our Carbon Management Plan which is due to end its operational phase this year.

This represents a drop in annual emissions of approximately 17,000 tonnes. This reduction is due to factors such as:

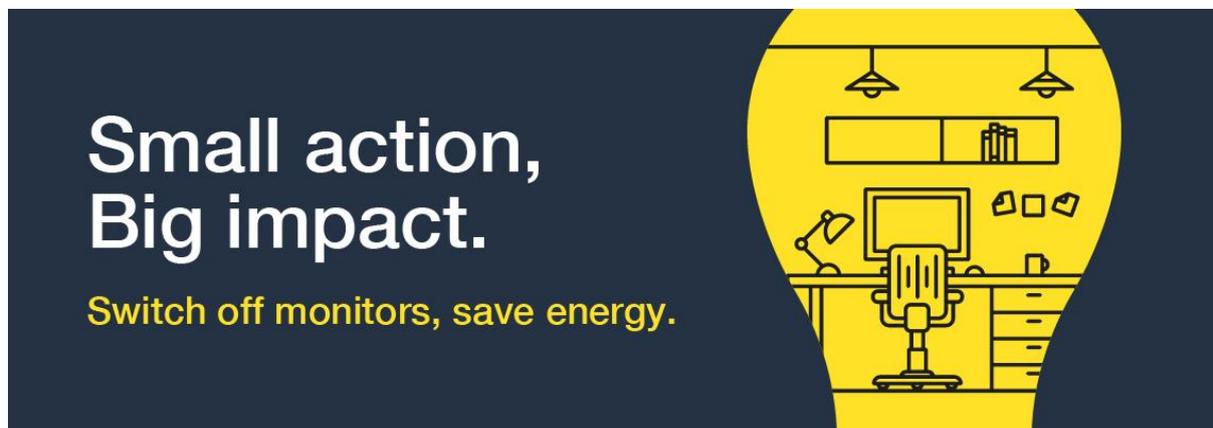
- Estate rationalisation which has presented the opportunity to reduce inefficient and obsolete buildings and to locate to modern more efficient premises.
- Installation of building management systems which improve control and monitoring of power and heat across the estate.
- Drop in carbon intensity of electricity due to increased use of renewable generation sources by the Grid.
- Increased awareness of officers and staff in relation to resource use.

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Work has started to create a new strategy that will reflect our obligations to current and anticipated environmental legislation in Scotland, including the new Climate Change Act, Energy Efficiency Route Map for Scotland and the Circular Economy Bill.

Our energy and water campaign (Small action, Big impact) helps to underpin key environmental messages to staff in relation to resource and utility use. This project has so far included a poster campaign across all our sites, a nationwide engagement roadshow, workshops and presentations as well as intranet articles and fact finding days for relevant staff. The campaign was extended to cover waste, with clearer advice and signage around waste reduction and segregation.

We are identifying key environmental issues to be considered during tendering exercises. This will involve providing training and advice on sustainability issues regarding certain goods and services we procure and also helping to refine questions and information requests during the tender process.<sup>36</sup>



### Case Study – Ultra Low Emission Vehicles

As of 31 December 2019 there were 3,465 vehicles in Police Scotland's fleet. The Fleet Strategy aims to transition all our vehicles to Ultra Low Emission Vehicles (ULEV) by 2030. To deliver the strategy over the next ten years there is a projected capital spend requirement of £129.2m. Over this period this investment is expected to realise estimated revenue savings of £42.8m. The number of vehicles being replaced will be dependent on the necessary funding being secured. At present overall CO<sub>2</sub> emissions produced by the fleet is around 16,000 tonnes per annum. By converting all our fleet to ULEV by 2030, it is estimated that CO<sub>2</sub> emissions will reduce to 6,257 tonnes per annum. The Estates team is assisting Fleet in achieving its Green Strategy by overseeing the installation of Electric Vehicle (EV) charging points across the majority of our sites. This will support the substantial increase in EVs planned over the next five years.<sup>69</sup>

<sup>36</sup> [Q3 Performance report](#) P 33

#### **4. Build and maintain a sustainable financial direction for policing in Scotland and evidence best value**

This objective describes how Police Scotland is maintaining financial sustainability and providing evidence of best value.

Approximately 87% of the SPAs budget is spent on pay costs. The remaining 13% of non-pay costs is significantly lower than the UK average of 22%. Accordingly the budget available for estates, fleet and other key enablers is under constant pressure.

Detail of the financial outturn for 2019/20 is reported in the relevant section of the Annual Review and Accounts and will be subject to external audit.

A new Estate Strategy 2019 was approved by the SPA Board on 22 May 2019. This is a critical enabler in the delivery of the transformation of Police Scotland. The Estate Strategy prioritises co-location and collaboration with public sector partners driving service integration and quicker, better outcomes for the public and our communities.

It is acknowledged that there is also the requirement to maintain the current police estate to provide a suitable working environment for all. The estates revenue budget is limited and therefore is only allocated to deal with health and safety related maintenance of buildings to ensure the force meets its statutory and compliance obligations. Funding in this area continues to be a challenge.

Co-locations and community asset transfers delivered in 2019/20 were expected to collectively deliver over £1m of capital receipts and £185k of recurring annual revenue savings, which will be reinvested into Police Scotland's future estate.<sup>37</sup>

The following table details how much of the estates repairs and maintenance budget is being spent on health and safety works. Police Scotland's priority is to maintain the safety of its buildings ensuring the Estate is safe and compliant.

The table below clearly illustrates the challenges in terms of financial sustainability. Spend not associated with health and safety is for extra compliance work, e.g. maintenance following an assessment, and works that affect operational policing e.g. repair to access / egress gates.

Police Scotland operates the largest blue light fleet in the country. Police Scotland's fleet team was recognised in the Fleet News awards, winning Fleet Manager of the Year and a highly commended award in the Fleet of the Year (1,001 plus vehicles) recognising the work done to keep Police Scotland's vehicles safe, serviced and available for front line policing. In November 2019 the SPA Board agreed a new and ambitious fleet strategy which will allow us to operate and maintain a class leading, future proof, and sustainable ULEV fleet that is technologically advanced and will meet operational requirements.

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<sup>37</sup> [Q3 Performance report](#) p31-32

The key changes will be:

1. Increasing our contingency fleet to maximise operational officer time
2. A revised replacement schedule, reducing the mileage before a vehicle is replaced
3. Replacing our fleet with ULEVs over ten years, unmarked fleet initially, followed by marked fleet, and building the appropriate infrastructure to support this
4. Utilising telematics and technology to enable us to deploy the right vehicles to the right locations at the right time
5. Working collectively with our blue light colleagues to identify opportunities where effective and practical collaboration will bring benefits across all blue light services

The fleet strategy aims to ensure that officers and staff are safe and well-equipped by providing them with an improved fleet. This included increasing the number of contingency vehicles in our fleet to 5% in order to allow officers and staff that require unscheduled maintenance of their vehicle to receive a new, fit for purpose vehicle while their vehicle is repaired. In addition to increasing our contingency vehicles, the strategy also implemented a reduction in our fleet replacement criteria. Marked vehicles will now be replaced at 120,000 miles when previously replaced at 150,000 miles. This renewed replacement programme, alongside an increase in our contingency vehicles, will allow us to maintain a modern, efficient fleet that meets and supports the demands of operational policing.

The May 2018 Financial Strategy provided a route to balancing the budget by 2020/21. This required investment in transformational change projects that would allow officer and staff reductions whilst maintaining frontline officer capacity. The deficit reduction plan continued to be achievable until the planned officer reductions in 2019/20 were put on hold due to the potential for a no-deal Brexit. This delayed the achievement of financial balance by approximately one year.

Plans for significant multi-year investment have been submitted to the Cabinet Secretaries for Justice and Finance. The ongoing transformation of the service is completely dependent on a significant uplift in investment over previous levels.

The majority of the budget is spent on its workforce and the non-pay cost base is operating at an unsustainable level. Medium term financial planning scenarios were reported to the SPA Board in September 2019. This highlighted that existing workforce numbers are not sustainable with the current budget settlement.

Taking into account new and escalating pressures such the COP26 conference and uncertainty around the impact of Brexit, it was considered right that policing has continued to retain the capacity required to respond to acute demand through the mass deployment of officers. The Scottish Government pledged to cover up to £17 million of Brexit-related costs. While the on-going challenges will extend the target date, policing remains committed to eliminating its financial deficit in the medium to long term. Police Scotland, the Scottish Police Authority and the Scottish Government worked closely together as part of the spending review process ahead of the outcome of the Scottish Government spending

review and budget allocation.<sup>38</sup> The SPA Board approved the 2020/21 budget on 25 March 2020.

In 2019/20 the finance department has led an evolving approach to annual budget setting. The 2020/21 budget setting has moved from an incremental approach towards a zero based build. This supports continuous improvement and provides a detailed review of existing spend. This will ensure that resources are allocated based on the needs of the organisation rather than previous spend. In addition, the ICT department piloted a priority based budgeting approach. The outcomes of this pilot and the wider zero based approach informed the 2020/21 approach. Work has commenced to build an accurate cost forecast of COP26 and establish the protocols for securing the necessary funding from the UK Government.

## **5. Invest in our use of information and technology in accordance with our digital, data and ICT strategy**

This objective describes how Police Scotland is investing in our use of IT and making progress to deliver the DDICT strategy within existing financial and investment constraints. Police Scotland's information and technology requirements are central to our operational response, sustainability and adaptability to new challenges and approaches. This has been tested, as have all organisations, in meeting the emerging demands to mobilise staff and maintain business critical function in response to the COVID-19 pandemic.

We have invested £3.9 million in a faster computer network, the National Network (Nat Net) Project, to improve service and efficiency across Scotland. Under this work, officers across 20 pilot sites are benefitting from the move to a single provider under the National Network Project (NatNet2). This will pave the way for NatNet2, which will provide officers with access to video conferencing and file sharing; while delivering increased network performance, stability and capability by removing legacy network access. The pilot is part of a phased rollout that will take place until March 2020.<sup>39</sup>

In February, a Scottish Government Technology Assurance Review of the Nat Net Project was undertaken. It provided a delivery confidence assessment rating of 'green', indicating that successful delivery of the project in respect of time, cost and quality appears highly likely, with no major outstanding issues identified. Identified good practice included communication, planning, preparation and flexibility. Roll out of Nat Net connectivity is approximately 70% complete and the Assurance Review assessment provides further evidence that the project is well managed with a robust implementation approach.<sup>40</sup>

The Single ICT Platform (ADEL) was completed in September 2019 and has included the migration of over 23,000 directory accounts - officers and staff are now able to sign-on anywhere within the Police Scotland / SPA estate and have a single national infrastructure from which to access their email, applications, files and folders. This consolidates existing

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<sup>38</sup> [Q2 Performance Report](#) p52

<sup>39</sup> [Q1 Performance Report](#) p53

<sup>40</sup> [SPA Meeting 19/02/2020 – Chief Constable's Report](#)

networks to a single, stable resilient network, increasing capacity. It has delivered a national email and messenger services and a single national domain (SPNET) which will enable users across the service to login and work on any networked computer anywhere in the country.

Benefits from ADEL include:

- The ability to share files and mailboxes with any user across Police Scotland and the SPA.
- The ability to logon at any Police Scotland and SPA location and have access to email, files and nationally hosted applications.
- The implementation of a single set of standardised operating procedures and practices.
- Providing a simplified platform for the adoption of new technologies.
- Mitigating the security risk from out of date desktop operating systems.<sup>41</sup>

Roll out of phase one of the mobile working programme began in June 2019 with police officers in Tayside and North East Police Divisions among the first in Scotland to start using mobile devices as part of their operational duties. This is positively changing the operational policing approach in Scotland through the improved use of technology and a change in culture which allows officers to work more effectively within communities. Officers will be able to access a wide range of police systems while out on duty without the requirement to return to a police station and log on to a computer. Mobile working is now live in all territorial divisions.

The Mobile Working Project also received a rating assessment of 'green' when it was subject of a Scottish Government Technology Assurance Framework Review in September 2019 which also identified 8 areas of best practice.<sup>42</sup> The Project has delivered 144 full-time equivalent (FTE) police officer productivity benefits to date prior to completion of the rollout. Officer feedback on the usefulness and capabilities of the device and also of the training provided, has been overwhelmingly positive.

Mobile working has resulted in call backs to the National Database Enquiry Unit (NDEU) are decreasing significantly, in line with the rollout schedule. Latest figures as of February 2020 are: A Division -60%; D Division -83%; E Division -22%; G Division -80%; J Division -33%; K Division -79%; N Division -76%; and U Division -28%.

Core Operational Solutions (COS) will address strategic risks arising from the continued operation of 100 plus aging legacy 'silo' records management systems (reference information sharing / access, poor data quality, legislative compliance and sustainability of legacy systems). It will significantly improve operational access to and management of information, delivering significant operational time and costs savings benefits through the streamlining, removal of waste, automation of processes and by providing officers with access to the right information at the right time. Under COS, three key modules were delivered in 2019/20:

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<sup>41</sup> [Q2 Performance Report](#) p56

<sup>42</sup> [SPA Meeting 19/02/2020 – Chief Constable's Report](#)

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- Missing persons – The national roll-out of a new national missing person database was completed in March 2019 with 18,000 users having access and work continued in 2019/20 to ensure consistency in the adoption of the new process. This also connects to our national custody system. To date, 8,495 cases have been recorded on the application, with positive user feedback received. Missing persons is one of the biggest demands on policing resources and has historically relied on a range of legacy processes and systems. COS for Missing Persons has also delivered 7 full-time equivalent (FTE) police officer benefits and 3 police staff FTE benefits due to the number of reports generated for Missing Persons nationally (this includes new and repeat forms, as the re-use of data is creating efficiencies). There will be additional Officer and Cashable benefits. However these will not be finalised until mid-June 2020.
- PPCW have created close links with PDU and APU colleagues to make full use of the Power BI system and the wider statistical information which is now used to influence divisional partnership work. In addition by using their partnership network they were able to provide free training for other departments keen to make full use of the Power BI system and extend its potential use. This work reflects the work being carried out within PPCW to put Whole System approach into practice using the full extent of the information available to shape our strategy locally and nationally.
- Road Traffic Collision (RTC) – Following national deployment of the RTC system on 3 July 2019, 1,643 cases have been recorded to date, including 39 fatal and 1,074 injury cases. Benefits of the Collision, Recording and Sharing system (CrASH) are that it supports targeted policing activity and re-engineering of problematic road layouts. For officers and staff it reduces re-keying and provides the facility to record the collision process at scene via the new mobile devices, and the ability to securely collect, validate, store and transmit road traffic collision reports.
- Productions - Development and delivery of a single national ICT management system which includes the control, management and movement of productions, in conjunction with Criminal Justice Services Division (CJSD) Productions Re-modelling Project and other stakeholders.

As part of the DDICT strategy our Cyber Resilience Project will bring forward enhanced capabilities related to Police Scotland's cyber security and resilience. A number of new technologies have been identified to help provide additional security, monitoring and visibility across the Police Scotland ICT estate. These new technologies, once implemented, will help address the strategic and organisational cyber risks and enhance Police Scotland's cyber defences. A full business case is now being prepared and will be submitted for internal governance in November 2019 and to the SPA Board in February 2020. <sup>43</sup>

An initial business case has been produced for the procurement and implementation of a new Unified Communications and Contact Platform (UCCP) platform. The UCCP solution proposes the implementation of a technology platform to deliver an integrated suite of enterprise communication technologies. UCCP will enhance workforce collaboration and enable omni-channel contact between the public and Police Scotland in line with the Public Contact Strategy currently in development. The initial business case was presented for

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<sup>43</sup> [Q2 Performance Report](#) p56-57

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approval at Police Scotland governance boards through October 2019 and if approved will be submitted to the SPA Resources Committee in November 2019.<sup>44</sup>

Police Scotland is soon to launch a force wide revised process for sharing of wellbeing concerns with third sector partner organisations that will reduce complexity for frontline officers. This will ultimately support the way we work with partners to improve service delivery to vulnerable members of our community. This is an ongoing process and will be subject to continuous monitoring and assessment to ensure the human rights of individuals are considered at all times and partners remain legislatively compliant.<sup>45</sup>

The Data Protection Impact Assessment for the Contact Assessment Model mental health pathways identified a technical issue that presented a high risk to certain individuals. Following statutory requirements, Police Scotland has engaged with the Information Commission Office (ICO) and it was agreed that the work would not start until a suitable solution could be found. A solution is under review, however this has delayed the implementation of the project and has shown the importance and impact of this legislation and the need to bring ICT systems and processes into line with it as quickly as possible.<sup>46</sup>

Following selection as the future COS Core Solution and Data base, a major upgrade took place in late 2019 to the UNIFI system utilised within Edinburgh, the Lothians and Scottish Borders and Tayside Divisions. This upgrade incorporated significant functionality including that requested by CJSD staff and now provides for interfaces to the Criminal History System and the employee personnel system (SCoPE) for re-use of data as well as a gazetteer and management tools.<sup>47</sup>

The Data Retention Review Design Authority (DRRDA) - This programme has been established to assess compliance of existing ICT systems. It recognises that the cost and resources required to remediate all systems means that they cannot all be completed immediately. DRRDA is working with officers and staff that are accountable for the data on each system to develop a requirements specification that ICT can cost and that can be prioritised accordingly. This is a longer-term piece of work that has demonstrated the need for significant funding to complete.<sup>48</sup>

The final few weeks of the reporting period saw a significant ramp up in activity to support the new working processes required by our officers and staff as part of our response to COVID-19 under Operation Talla. Highlights include:

- Over 900 ICT Service Requests received and processed relating to ICT requirements to support COVID-19 response
- Issued over 1,100 devices to officers and staff to support working from home, with a further 1,500 laptops ordered and issued
- Now have over 3,500 registered users of our VPN Remote Access System (RAS) - supporting remote access and working from home.

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<sup>44</sup> [Q2 Performance Report](#) p56-57

<sup>45</sup> [Q2 Performance Report](#) p59

<sup>46</sup> [Q2 Performance Report](#) p59

<sup>47</sup> [Q2 Performance Report](#) p57-58

<sup>48</sup> [Q2 Performance Report](#) p59

- Supported the delivery of virtual courts within our custody facilities
- Changes initiated to our application estate in line with the new legislation. This includes changes to over a dozen systems and includes the back-office 'ticketing' processes which enable tickets to be submitted to COPFS and through mobile devices
- Developed a solution to record and report on activity associated with 'Dispersal of Groups'. This is now operational.
- Supported an expansion of our Service Centre in Govan to better support social distancing.
- Developed a solution for service requests to be submitted to Estates - relevant in terms of COVID19 related cleaning and deep-clean activity. This is now operational.
- Preparation for the introduction of Microsoft Teams voice and video conferencing solution to an initial cohort of 500 users from April
- Actively supporting multiple business functions in the development of their requirements for other VC-type solutions<sup>49</sup>

## **6. Develop and support an innovative culture**

Innovation for Police Scotland is turning an idea into a solution that adds value from the perspective of the public, communities and/or colleagues.

A range of work to design and develop the best approach to innovation for Police Scotland has been undertaken in the last year. Despite challenges with funding the very small innovation team has made some inroads into the key areas that need to be developed to support a shift in culture and approach including:

- Police Scotland's first Innovation Hub, a space that enables facilitation, creative thinking and engagement skills. This is being used regularly for innovation boot camps, workshops and insight sessions.
- Innovation Bootcamps, the team have worked with colleagues across the service to support a different approach to problems in boot camps. This has led to very successful work with the recruitment team and a proposal to support the internet investigations team which was completed well in advance of the HMICs report.
- Innovative approach to Procurement - the Innovation team has worked closely with procurement to ensure we satisfy the needs of the organisation and have the ability to be increasingly agile, enabling the organisation to test solutions ethically before procuring.
- Continuous Improvement approaches used to review and enhance our internal processes within the Portfolio Management Office (PMO). We continue to review our processes within the PMO and this year this included the reviewing of our Potential Project Assessment and Business Case documentation.

The team has provided its skills and expertise to advice and support for a range of initiatives including:

- Air Support Unit – Innovative techniques and collaboration with industry and academia have supported the development of a drone fit for Police Scotland and

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<sup>49</sup> Q4 Performance Report (draft)

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the environment we operate in. Experimentation of radar technology including heart rate detection monitors will continue to be tested as part of this work. This technology will enable Police Scotland to improve our service to the public and become more efficient in our practices.

- Recruitment - Innovation methodologies were utilised to review the recruitment of Police Officers into Police Scotland. Challenges include being unable to deal with demand and having to pay for additional agency staff. Data breaches incurring a cost to PS and creating risk. Time and resource intensive and process heavy. Total estimated savings 4,700hrs or £147,000
- Safer Communities is working with Strategy and Innovation to deliver a partnership approach to review Police Scotland's joint working with Victim Support Scotland. The over-riding objective is to improve the quality of service delivered to our communities, as we ensure relevant support is delivered to victims
- COP 26 –The innovation team are working with key strategic partners to provide an innovative solution to how we hydrate our officers during COP 26 preventing the use of single use plastic during the conference.

## Looking forward

The end of this reporting year has seen us rise to an unprecedented operational and organisational challenge, dealing with the COVID-19 pandemic and supporting the critical work being carried out by NHS and other key workers.

While there have been many internal and external challenges, the officers and staff of Police Scotland has consistently delivered and provided an excellent policing service to the people of Scotland. To maintain this level of service it will be necessary to review Police Scotland's strategic direction in order to stay in step with the new normal society is experiencing. However our constant will remain our focus and dedication to keeping people safe whilst working in partnership to improve the wellbeing of the communities we serve.

Police Scotland maintains a Three Year Financial Plan and a Ten Year Financial Strategy which set out the scale of the operating deficit and clear savings targets that need to be delivered in order to achieve a balanced budget by 2020/21. In light of the unprecedented nature of the pandemic, coupled with business as usual requirements and the work already carried out to prepare for the delivery of COP26, this will result in additional financial pressures.

Once this COVID-19 period has passed it will be important to learn lessons in terms of our key partnerships, logistics, remote and home working, social isolating, staff wellbeing and a range of other issues relating to policing through times of challenge. This learning will be captured and embedded into organisational structures and processes to make the service increasingly robust. It is anticipated that fundamental changes to working practices will be necessary for the foreseeable future and will likely lead to permanent changes to the way in which the organisation operates

As the nation moves out of the lockdown phase and restrictions on movement ease, there will undoubtedly be huge demand on policing services to support rescheduled marches, parades, protests, sporting and large cultural events. We will work with partners to ensure these events can return and be policed to ensure the safety of persons attending. We welcome the opportunity to play a key part in supporting Scotland's communities as we emerge into a new normality, working innovatively with partners to deliver solution that meet the needs of individuals and communities.

Our business-as-usual policing and key event planning must continue as we look forward to the coming years, including for such events as the United Nations Framework Convention on Climate Change 26<sup>th</sup> Conference of Parties (COP26).

Whilst COP26 has been postponed to 2021 and the new dates have yet to be confirmed, we continue to plan for this to be one of the biggest policing and security operations in UK history.

The event will be central to Glasgow but will impact on many communities and businesses across Scotland and will involve police officers from across the country and from wider UK forces. The Chief Constable raised the need for additional resources to meet operational

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pressures and the Scottish Government has pledged to meet associated Brexit-related costs this year. While the ongoing challenges will extend the target date, policing remains committed to eliminating its financial deficit in the medium to long term.

The planning for this event is well established and Police Scotland has been working alongside international, national, local agencies and governments, to ensure a robust safety and security plan is agreed and delivered whilst minimising the impact on local communities and the public.

Officers and staff are continuing to plan and prepare for when we exit the European Union. The Brexit Co-ordination Centre will continue to collaborate with local EU-Exit teams to identify areas where additional resource, including the Force Reserve, may be required to protect and assist the public. We have plans in place to deal flexibly with any protest activity which may arise.

Overall, we are in a period of significant change and our risk management processes ensure that we regularly review our strategic risks in order that we can shape our organisation and service delivery to best meet the future challenges within policing.

We will continue to listen to the people of Scotland and ensure that policing is delivered fairly, consistently, and proportionately, with policing by consent as our abiding cornerstone.