



Meeting	Authority Meeting
Date	21 June 2023
Location	Apex Grassmarket Hotel, Edinburgh
Title of Paper	Committee and Oversight Group Reports
Presented By	Committee and Oversight Group Chairs
Recommendation to Members	For Discussion
Appendix Attached	Yes – Performance Report Executive Summary

PURPOSE

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

- People Committee
- Complaints and Conduct Committee
- Resources Committee
- Policing Performance Committee

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People Committee	Fiona McQueen	31.05.23	3
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Summary report from People Committee

31 May 2023

Fiona McQueen, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 29 August 2023. This will also be published on the SPA's website.

A full recording of the public items of business taken at this meeting can be accessed at [People Committee - May 2023 on Livestream](#)

Following comments made by the Chief Constable at the Scottish Police Authority (SPA) Board meeting on Thursday, 25 May, in which he publicly addressed the matter of institutional discrimination, attendees and observers of this committee were reminded that the papers had been drafted prior to this and should be considered accordingly.

MAIN ITEMS OF BUSINESS AND KEY ISSUES RAISED

Wellbeing and Inclusion

Improved reporting was welcomed across a number of committee reports and commitments to further improvements noted.

The Committee considered updates across several areas of health and wellbeing activity and heard that delivery in a number of priority areas will be supported by the 'Health & Wellbeing Framework' which seeks to promote a proactive, preventative and person centred approach that will seek to understand and consider what our people are experiencing both inside and outside of work. The committee welcomed an assurance this Framework would also recognise the impact of significant moments on our people's lives and the importance of providing 'fit for purpose' tools, and support which empowers and enables our people to take positive action in relation to their health and wellbeing.

An area of interest for Members going forward, will be to seek assurance of a joined up approach by the organisation to ensure those who require support are able to access the required help whether this is internally or externally. As has been the request of the committee for some time now, mechanisms must be in place to measure impact, track progress and report to the Authority on the initiatives.

Following on from the recent Police Scotland/SPA Trauma and Mental Health Roundtable event, the Committee agreed it was a priority that the Committee can consider a report which outlines the outcomes and what

next steps are planned in response to the insights gained from the event. The role of Staff Associations and Trade Union representatives was recognised by the committee as key to any next steps being the right ones.

The focused effort to improve and where possible, streamline processes in respect of IHR continues. Data from cases will be analysed with reporting that will allow Members to explore trends, causal factors and insights so that assurances can be provided that plans are in place to address any areas that have been identified as requiring attention.

Members considered a report which provided details of the work being done to achieve equality outcomes with these strategic outcomes now supported by the Policing Together Equality, Diversity and Inclusion Strategy. As part of the lengthy discussion it was agreed that a report will be provided that gives an insight and analysis of data into disproportionate impacts on protected characteristics throughout the recruitment process with assurances that no groups are being unfairly impacted. Members also requested a report on the planned programme of work across this area with timelines for these activities with confirmation of the arrangements to track progress and impact.

Members considered a report on Sex Equality and Tackling Misogyny and welcomed the commitment from Police Scotland to ensure that the any areas highlighted in the report had a robust response and the Committee look forward to receiving the evidence of improvement.

Strategy Policy and Planning

The Committee considered and asked questions on the Q4 and Year-end Workforce MI Report, an update on the progress towards refreshing the Strategic Workforce Planning and People Strategy (with assurances provided work remained on track), a Fair Work Annual Assessment and an update on Volunteering. The committee were assured that processes are in place to capture insights from those who leave the organisation and that work to explore how Staff Association and Trade Union colleagues can support this work.

Health and Safety

Members approved the joint SPA/Police Scotland Health & Safety Policy. The Committee restated its ongoing support for the Your Safety Matters (YSM) work and welcomed an assurance the YSM team worked closely with other teams when required as issues emerge.

The Q4 and Year End Health and Safety Report was considered by the committee and recent improvements to the reporting were recognised alongside the commitment to further refine the reports to provide details and analysis of trends and impact of actions. The Year End Report will be considered by the Authority at this meeting and it is hoped that the

improved reporting planned for 2023/24 will mean an improved Annual Report can be brought forward to the Authority this time next year.

CONCLUSIONS/ACTIONS REACHED

- Continued effort to further improve reporting to this Committee which will provide Members with insights, analysis and robust reporting of the evaluation of impact from activity.
- Future reporting Ill Health Retirement data to be analysed with causal factors, insights and trends to be reported to the Committee. Report to provide details of what work is in place and planned in response to the findings.
- Provides an overview of the joined up approach being taken by the organisation to ensure those who require Health and Wellbeing support are able to access the appropriate help whether that be internally or externally and what arrangements are in place to report progress and measure impact of initiatives and how this will be reported to the Committee going forward.
- Committee to consider an update report that provides details of the outcomes from the Scottish Police Authority/Police Scotland Trauma and Mental Health Roundtable event.
- Committee to be apprised of what action Police Scotland will take following the Chief Constable's announcement on discrimination to ensure appropriate action is being taken.

Summary report from Complaints and Conduct Committee

1 June 2023

Katharine Kasper, Committee Chair

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

A full recording of the public items of business taken at this meeting can be accessed at [Complaints & Conduct Committee - 1 June 2023 on Livestream](#)

MAIN ITEMS OF BUSINESS

- Police Scotland PSD Annual and Quarterly Performance Report (Q4)
- SPA Annual and Quarterly Report (Q4)
- PIRC Annual and Quarterly Report on PS Handling of Complaints and Investigation Referrals (Q4)
- PIRC Joint Audit
- Police Scotland Vetting Overview
- Professional Boundaries – Bi-Annual Progress Update
- Police Scotland Organisational Learning
- Police Scotland Conduct Report
- SPA Ongoing Complaints Update

KEY ISSUES RAISED

PS PSD Annual and Quarterly Performance Report (Q4) Members welcomed a newly formatted report in relation to complaints and conduct matters about members of Police Scotland (PS) for period (1 April 2022 – 31 March 2023). As this is a new approach to the report it has been requested that SPA colleagues review to ensure that no areas or recommendations have been overlooked or reversed as noted within the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing (Dame Angiolini Recommendations). Members were assured that, following recent comments by the Chief Constable around institutionalised discrimination, PS await updates to the Centurion system which will allow for diversity

information to be pulled, they intend to review this area and return to the next committee with an update. Members were also assured around work being done by the team in order to inform and develop the picture in relation to public satisfaction of PS.

SPA Annual and Quarterly Report (Q4) Members were updated on key statistics reflecting the position at the end of Q4, 2022/23. The report also included key statistics over the past 4 years, 2019/20 to 2022/23. Following discussions SPA colleagues have committed to reflect on the presentation of data in relation to complaints upheld and not upheld.

PIRC Annual and Quarterly Report on PS Handling of Complaints and Investigation Referrals (Q4) Members were provided with statistical information in relation to PIRC Complaint Handling Reviews along with an overview on the Investigation Referrals. The report included key statistics reflecting the position at the end of Q4, 2022/23. Members were assured around any queries they had on the data presented, and asked that a risk based approach to complaints be included within the data presented for future reports.

PIRC Joint Audit Members reviewed the Audit Report of Police Scotland on the triage of Complaints about the Police carried out by the PIRC, noting findings and relevant recommendations made. It was noted that this report was two years out of date, and the delays to the publication were due to resource issues at PIRC. Members have been assured by PS that they will take on any relevant learning, however, the Complaint Handling Model has dramatically changed since the publication of the report with many of the recommendations already discharged.

PS Vetting Overview Members were updated on recent developments and improvements to processes within PS vetting department. Members had a number of queries in relation to the report, noting the importance of consultation around Continuous Integrity Screening and expect further updates in relation to this matter. Members were assured by HMICS that they will be publishing a report on vetting, expected in August 2023.

Professional Boundaries – Bi-Annual Progress Update Members were updated on the ongoing activity in relation to Professional Boundaries. Members were assured that work was ongoing with PS Strategy and Innovation colleagues to provide support and assistance in devising a framework to measure success or otherwise. Engagement with staff associations on a monthly basis will also feed into this. Members were also assured that work is continuously addressed to enhance this piece of work and the approach is broad and inclusive with learning being gained at all times.

PS Organisational Learning Members were updated on Organisational Learning which detailed what work was being done and needed to be done going forward. Members encouraged PS to progress the continuous improvement element as much as possible and assess the effectiveness and impact. PS colleagues intend to discuss and report back the best way to assure members around the output of this work from an assurance perspective.

PRIVATE ITEMS DISCUSSED

- PS Conduct Report
- SPA Ongoing Complaints Update

CONCLUSIONS/ACTIONS REACHED

Members **AGREED** the need for PS to give consideration to how they can present data around Irregularity in Procedure and Quality of Services complaints on a more regular basis. Members further **AGREED** the need to give consideration to an informal session on this, including a discussion document which could be linked into dip sampling and the PIRC Audit in order to bring everything together as a package.

Members **AGREED** the need for the SPA to ascertain that the National Governance Structures have an element of impact assessment in relation to Dame Angiolini Recommendations. If there are any issues from a result of that then report back to a future committee.

Members **AGREED** the need for a public report in relation to Continuous Integrity Screening returns to the committee in due course.

Members **AGREED** the need for consideration to be given to how diversity information can be drawn on for both officers and complainers in the absence of a system update.

Members **AGREED** the need for PS to engage with SPA colleagues to ensure the data within this report filters thorough to the committee annual report.

Members **AGREED** the need for the SPA to review and ensure that no recommendations noted within the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing have been reversed as a result of the new data being presented by PS.

Members **AGREED** that the number of officers for each command area is highlighted when referring to complaints received within each command area.

Members **AGREED** the need to bring forward the number of people with protected characteristics that have failed vetting. This will allow members to be assured that specific community group applications were not being excluded. In addition include the feedback provided to applicants who failed their vetting.

Members **AGREED** the need for the SPA to reflect on the presentation of data in relation to complaints upheld and not upheld within this report going forward.

Members **AGREED** the need for the PS to consider and present data to provide assurance to the committee that complaints are handled in a risk-based manner, and resources are prioritised accordingly.

Members **AGREED** the need for PS to consider how to best to inform members around the output of the Organisational Learning work from an assurance perspective.

Summary report from Resources Committee

14 June 2023

Grant Macrae, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 8 August 2023. This will also be published on the SPA's website.

A full recording of the public items of business taken at this meeting can be accessed at <https://livestream.com/spa/resources140623>

MAIN ITEMS OF BUSINESS

- Financial Monitoring:
 - o Provisional Year End Outturn 2022/23
 - o Financial Monitoring Report Period 1 2023/24
 - o Transformational Programme Benefits Tracking – Year End Report
- Pre-approval Reporting - Financial Regulations and Estates Activity
- Procurement Performance Report
- Business Case:
 - o Forensic Services Core Operating System Initial Business Case
 - o Change Requests - Criminal History System Refresh and Contact, Engagement and Resolution (CERP)
 - o End of Project Reports - Procure 2 Pay and Cyber Resilience
- Chief Officer Relocation Annual Assurance Report
- Officer and Staff Pay (verbal update)

KEY ISSUES RAISED

Financial Monitoring

- The Committee considered the Provisional Year End Out turn (which is subject to external audit) and commended the work to deliver a balanced outturn versus budget.

- Members were assured that learning from the previous year would be considered going forward and work to embed priority-based budgeting will further develop budget management controls.
- One area of focus was Police Officer overtime. It was confirmed by the CFO that whilst an overspend is forecast, steps are being taken to address this which will see a reduction in the coming months.
- The Committee was keen to have improved oversight and assurance that budgets are being managed in year as projects develop and welcomed the commitment that a paper will be tabled to explore this at a future meeting.
- Given issues resulting from high inflation rates and expectations for 2023-24 pay award, there will be significant financial challenges which require to be managed as part of the annual budget process. A Period 1 Financial Monitoring report allowed early Committee scrutiny of the financial position.
- Transformational Programme Benefits update. Members recognised the significant challenge of reporting benefits across a wide range of transformation activity, but concern was expressed that the current report does not give a comprehensive picture to enable robust oversight and assurance. It was agreed there is a need to refresh the reporting to ensure progress is understandable including articulating the impacts of investment decisions. Going forward, the Committee is keen to understand how the available benefits tracking data will be used across operational plans.

Bi-Annual Reporting

- Financial regulations pre-approval reports. These showed the approvals/decisions made by Police Scotland under the Financial Regulations. Members welcomed the improved processes and heard the updates were working well. A review of the arrangements will be brought forward a year after implementation to review the effectiveness of the changes as well as providing assurances of the internal Police Scotland controls in place for approvals.
- An overview of the Procurement Service work was provided with an area of particular interest for Members being the effort to develop and retain talent from within current staff.

Forensic Services Core Operating System Initial Business Case

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- The IBC was discussed at length and Members challenged a number of areas with a focus on ways the project could be de-risked.
- A phased approach to the implementation was welcomed. Members asked that the Full Business case provide answers to a number of key areas (including timeline, training, impact on teams, funding impacts).

Change Requests/ End Project Reports

- A common concern of the Members that was raised when considering change requests related to the central management of changes across all projects. There was also focus on oversight of how any changes to projects would impact on costs, benefits, timelines and how these impacts are being measured.
- Members asked that End Project Reporting is expanded to give oversight of what has been completed and what, if anything was de-scoped from the project along with any impacts and risk (along with mitigations) that may result from decisions taken.

Chief Officer Relocation Annual Assurance Report

- Report showed activity over the past 12 months. Members were assured the arrangements in place remained fit for purpose but that the policy would continue to be monitored.

CONCLUSIONS/ACTIONS REACHED

- Forensic Services Change Programme Initial Business Case recommended to move to Full Business Case with an interim update to be presented to Committee which will provide clarity in a number of areas as identified in the committee discussion.
- Committee requested further work to improve benefits reporting.
- Committee requested further work to develop End Project Reports.
- Committee approved progressing the Criminal History Systems Refresh Change Request subject to a further review of progress/options by the end of the calendar year.
- Committee approved additional time and cost variation to the CERP FBC to cover training, subject to the cost being covered by virement from other cost headings.

Summary report from Policing Performance Committee

15 June 2023

Alasdair Hay, Committee Chair

The formal minute of the items of business will be available at the meeting scheduled for 12 September 2023. This will also be published on the SPA's website.

A full recording of the items of business taken at this meeting can be accessed at <https://livestream.com/spa/ppc150623>

MAIN ITEMS OF BUSINESS

- Public Confidence and Partnership Activity
- Performance and Improvement Reporting
- Operational Policing Issues

KEY ISSUES RAISED

Public Confidence and Partnership Activity

HMICS Domestic Abuse Phase 1 Review – Members welcomed the findings from HMICS and focused on the dependencies between this and the previous item in relation to the importance of local policing in delivery. Members are keen to understand the linkages between the response to these recommendations and wider activity such as the public Protection development Programme and implementation of the Violence against Women and Girls Strategy. The inconsistencies highlighted in the report were of particular focus for committee, with further detail on action to address this expected when the improvement plan is presented in September. Members also agreed to refer this report to the People Committee given its relevance to the remit and focus of the committee.

HMICS/Inspectorate of Prosecution in Scotland/Care Inspectorate and HM Inspectorate of Prisons for Scotland – Joint Review of Diversion from Prosecution – Members welcomed the report and insights shared by HMI in presentation of the report; focusing on the importance of partnership working, communications and robust data sharing. ACC Middleton updated members on work underway internally in

Police Scotland to communicate direct measures available to officers such as FPNs. Members look forward to seeing the partnership improvement activity underway in response to this review and stressed the need for continued partnership working to deliver on improvements.

SPA & Police Scotland – Joint Response to IAG on New and Emerging Technologies in Policing – Andrew Hendry and Scott Ross provided members with summary of the report and members welcomed the activity in progress to complete the 5 recommendations.

Policing in a Digital World Update – Members provided their support and endorsement for the planned programme of work including the Rights Based Pathway. Members acknowledged that CAID FM and BERLA have been through the pathway and as a result Police Scotland wish to activate this technology.

Update on Emergency Services Mobile Communications Programme (ESMCP) – Members welcomed the report and acknowledged the slower than desired progress in the transition from Airwave to ESN (Emergency Services Network). Members were advised that the timeline for delivery of ESN will be dependent on the outcome of the new supplier in early 2024.

Biometrics Commissioner’s review of children and young people and vulnerable adults. – Dr Brian Plastow, the Biometrics Commissioner, expressed satisfaction with Police Scotland’s commitment to implement all of the recommendations. Members encouraged Police Scotland to provide an Improvement Plan at a future committee. Members showed support for the joint approach between the SPA and Biometrics Commissioner and welcomed future opportunities to work in partnership.

Performance Reporting and Improvement Activity

Quarterly Policing Performance Report (Q4) - Members noted the significant detail available in the report. Discussion focused on increasing levels of fraud, public confidence insights, and increases in rape crimes. Members stressed the need to triangulate data and insights, and a desire to look at deep dives on key thematic areas over the course of 2023/24 reporting. Members stressed again their desire to see the quarterly report draw out insights on the impact resourcing decisions have on performance.

Performance Framework Refresh 2023 - Members acknowledged the focus on improvement, comparability and benchmarking and encouraged the commitment to provision of disaggregated insights and data over the lifetime of the framework. Police Scotland were encouraged to work with local authorities to develop the local policing case studies and insights proposed. Members restated the essential contribution that the performance framework, and subsequent reporting against it, makes to supporting good scrutiny and demonstrating impact of activities detailed in the annual police plan. Members asked that a series of deep dives on key themes and priority areas are planned in over the course of the performance year.

National Crime Agency Q3/Q4 Report on Performance in Scotland – Members were provided with an overview of the first public report on NCA performance in Scotland and noted the intention that this will become a bi-annual report. Members welcomed the activities and partnership work in progress and look forward to future developments.

Stop and Search Performance Update - Members welcomed this model of comparative analysis and the insights it provides, requesting that further detailed analysis is undertaken which includes insights from positive searches and an intersectional perspective. Members are keen to understand variations across Scotland and the plans in place to ensure consistency of approach.

Places of Safety for Children in Conflict with the Law – Scott Ross provided Members with an overview of the November 2022 event which attracted over 100 attendees and Cllr Chalmers expressed the desire that COSLA Children and Young People Board be included in future engagement. Members noted that following on from this event, policing divisions and their representative local authorities are convening events to consider operational approaches/improvements in this area.

Independent Custody Visiting (ICVS) Annual Report – Members welcomed the detail provided in the ICVS Annual Report and acknowledged ICV Susan Stokes' commentary on dignity, healthcare and mental health and wellbeing of those in custody. An issue with the sizes of anti-ligature outfits was raised and Chief Supt McCreadie advised that he would follow this up.

Operational Policing Policy

Local Policing Service Delivery Review Update –Members welcomed the intent from Police Scotland to ensure the continued external

engagement with partners such as COSLA and SOLACE and wider partnerships. Members explored the themes and sought further detail on locality and locations specifically relating to accessibility. Police Scotland provided assurance that this is firmly on their radar and they will address issues as they arise and consider longer term thinking on this topic. Members noted the increasing trend in Fraud crime in the virtual space and enquired how this would be captured in Local Policing. Members were advised that Police Scotland are currently working on a Capability Map and will consider how best to record this in conjunction with Policing in a Digital world activity. Members commended the methodology in this review and expressed a keenness to be provided with the benefits of the programme as Police Scotland work through the pilot phase and beyond.

Criminal Justice Services Division (CJSD) Vision and Direction

Update – Chief Supt Gordon McCreadie provided members with an overview of the report including an update on Children in Custody, Public Health and the positive impact on the recent changes in custody shift patterns.

Remotely Piloted Air Systems (RPAS) Update – ACC Mark Williams presented an overview of the report, including detail around procurement, roll out and the next steps. Members were advised that the Air Support Strategy will be presented to members at September PPC.

Taser Rollout Update – Members noted the report from ACC Williams. He advised members that whilst there is no specific policy for TASER use on children and young people he is satisfied that the current policy ensures that any usage of TASER is proportionate and has strict guidelines that must be followed before, during and after any deployment.

End

Executive Summary

Introduction

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

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

- **Public Safety and Wellbeing** – threats to public safety and wellbeing are resolved by a proactive and responsive police service
- **Needs of Local Communities** – the needs of local communities are addressed through effective service delivery
- **Confidence in Policing** – the public, communities and partners are engaged, involved and have confidence in policing

- **Positive Working Environment** – our people are supported through a positive working environment, enabling them to serve the public
- **Sustainable and Adaptable Service** – Police Scotland is sustainable, adaptable and prepared for future challenges

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

Policing Demand during Quarter 4 2022/23

Quarter 4 concludes a challenging year for Police Scotland with many significant events taking place.

Operation UNICORN was launched on 08 September, to effectively respond to the sad passing of Her Majesty the Queen. This was the first time Police Scotland implemented a no notice mass mobilisation of officers and staff.

The close bond between Her Majesty and communities in Scotland was demonstrated through the memorial events across the country where an estimated 107,000 people were in the Edinburgh area on the day Her Majesty the Queen's coffin was transferred to the Palace of Holyroodhouse. Operation UNICORN concluded with no security breaches; significant violence/disorder or safety issues. Communities supported Police Scotland during this operation with a large number of events and public gatherings taking place across the country. The delivery of this enormous and complex operation was greatly enabled by our structure as a single police service and highlights the significant benefits the Police Service of Scotland brings.

The Resource Spending Review, published in May 2022, removed the real terms protection commitment and instead indicated a flat cash settlement for policing until Financial Year 2026/27. Whilst the actual budget settlement for 2023/24 isn't as severe as flat cash, high inflation is reducing the spending power of our budgets, and when considered alongside the expectation for future pay awards,

anything below real terms protection represents a real-terms reduction in funding for policing requiring difficult choices to be made.

The use of Naloxone, an emergency first aid reversal agent for opioid-related overdoses, will become part of officer training and equipment. The national rollout of Naloxone to all operational officers, up to and including the rank of Inspector, began on 31 August 2022 and is nearing completion. We have supplied over 10,000 individual pouches to local policing divisions for all front line officers to be equipped with Naloxone. The project remains fully funded by the Scottish Government as part of their commitment to reduce drug related deaths. As opioids are implicated in 89% of drug related deaths within the country, the Naloxone nasal spray will help to save lives.

We are committed to addressing injustice and disadvantage in our organisation and society through our Policing Together Strategy. This strategy has been launched to improve the lives and wellbeing of our fellow citizens, for the benefit of all. Our detailed plans are under way to enhance recruitment, leadership and training to develop a culture which reflects its values of integrity, fairness, respect and commitment to upholding human rights. The strategy outlines the action we are taking to champion equality and inclusion so that we tackle discrimination and become a service where every officer and member of staff can flourish and thrive with the knowledge they are welcome and valued.

The Violence Against Women and Girls (VAWG) Strategy was approved in March 2023. Based on broad and unprecedented engagement with the general public, women and girls, survivors of violence, key partners, academics and experts, the strategy builds on our commitment to improve and future proof our response. The strategy shows Police Scotland's commitment to act and to improve how we tackle sexual violence and domestic abuse that disproportionately affects women and girls. We will work closely with our partners to improve the opportunities and support available for women.

We will continue to engage, work with our partners, improve our response and drive the change needed to end violence against women and girls.

In recognition of the breadth of demand that Police Scotland encounters, we have extended our demand based metrics in order to report as broadly as possible and provide a more complete profile of non-crime demand throughout the past year. This approach allows us to detail aspects of vulnerability, mental health, and partner demand throughout our reporting cycle.

Since the early 2000s, the homicide rate in Scotland has been on a declining trend with the number recorded in 2022/23 experiencing a significant decrease. This year's figure is the lowest number in any year since the introduction of modern crime recording standards in the 1970s. ([see Key Insight 1](#)).

Answering 999 calls continues to be one of Police Scotland's highest priorities. Police Scotland have benchmarked the percentage of 999 calls answered in under 10 seconds and are performing in-line with England and Wales. We will continue to use this benchmarking process to help to identify areas where we can continue to improve our call handling performance ([see Key Insight 2](#)). Efforts continue to signpost callers to the appropriate methods of contact, including via "Contact Us" and the force website. Social media is used during periods of high demand to inform the public and provides the opportunity to educate the public on correct use of our 999 and 101 contact methods.

Levels of overall recorded crime and offences in 2022/23 have virtually unchanged from 2021/22, decreasing by 0.2% and are also down 4.7% compared to the five year mean. Five of the seven crime groups have decreased during this year compared to the previous year ([see Key Insight 3](#)). Group 1 and Group 3 are the two crime groups to have recorded increases against the previous year. The increase in Group 1, is mainly driven by threats of extortion however, the increase in Group 3 is widespread with most classifications within Group 3 increasing including housebreakings, theft (including from motor vehicles) and fraud.

Rising volumes of fraud (up 107% from 2017/18) remain a concern for Police Scotland, given the scale of the issue, the complexities involved and the vast array of different vulnerabilities that a fully cyber-enabled society presents to criminals. In 2022/23, 16,879 crimes of fraud were reported in Scotland, which equates to an average of 46 cases per day. Given this, fraud remains a significant challenge for Police Scotland with more work required to address this issue. We are committed to working with our partners to identify and implement new methodologies to detect and prevent fraud ([see Key Insight 4](#)).

This year marks the 10th anniversary of Police Scotland keeping people safe in line with our values of integrity, fairness and respect. This coming year will be no different as we strive to continue to provide the best policing response to the citizens of Scotland. There will be challenges ahead, both known and unforeseen, however we remain focussed on our core values and are committed to keeping the Scottish communities safe from harm.

This report comprises of three sections:

- Policing During Quarter 4 2022/23 – Key Insights
- Public Confidence and Experience of Policing
- Measures of Progress towards Strategic Outcomes – Full Picture

Measures of Progress towards Strategic Outcomes

Measures of Progress towards Strategic Outcomes have been identified by Police Scotland in collaboration with the Scottish Police Authority. This new suite of key measures have been identified from the available management information and aims to support consistent reporting from the Performance Framework. The following is a synopsis of exceptions identified with the Quarter 4 report.

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

Challenge: The work of Operation PARROR has been embedded into business as usual activity through the establishment of dedicated online CSAE enforcement teams. Demand levels have continued to rise beyond that experienced throughout the period of Operation PARROR, and, consequently maintaining proportionate levels of enforcement has proven challenging.

There has always been workflow with a number of National Online Child Abuse Prevention (NOCAP) packages awaiting enforcement action – this has become known as the ‘Enforcement Gap’ (EG), a consequence of demand exceeding resource capacity.

This has always represented a risk to the organisation and communities as it potentially represents individuals who may have been involved in the online abuse of children. Latterly, however, the cumulative effect of the increased demand has meant that this strategic risk to the organisation and communities has grown.

Response: The demand picture has changed beyond recognition and the current modelling and allocation policies need to be shaped accordingly. Digital Forensics (DF) has had an uplift in resources which has increased pressure on the NCAIU OCSAE teams to match DF's enhanced capacity. Expanding the West and North NCAIU OCSAE teams would allow the NCAIU to meet demand and potentially subsume all suspect NOCAPs from Local Policing.

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

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

Response: Police Scotland work closely alongside partner agencies to create a whole system approach to public health. Through complimentary work and combined efforts we seek to address longstanding issues and improve the life chances of individuals we interact with frequently. This is shown in our work with school children through the Substance Education Package, developed alongside registered charity 'I Am Me', which 350 police officers are now able to deliver.

Similarly, Operation PROTECTOR, run in conjunction with British Transport Police, Local Authority, National Health Service (NHS) and Third Sector organisations to tackle drug harm, has led to 349 outreach/safeguarding visits this quarter as well as over 300 interactions at dedicated outreach hubs.

On 14 March 2023 the Scottish Government Drug Related Deaths dashboard was published, with Police Scotland data showing a reduction of 16% (203) suspected drug related deaths from January to December 2022 compared to the same period the previous year. Our National Naloxone roll-out programme is also reaching its conclusion with nearly all 12,500 operational officers soon to be equipped with Naloxone as standard equipment. Police Scotland officers have administered a total of 154 naloxone interventions since being equipped with the lifesaving equipment.

Road Safety ([Further details here](#))

Challenge: The number of fatalities on Scotland's roads has increased by 17% (26 fatalities) compared to the same period last year. Whilst the number of fatalities decreased during COVID-19 lockdown periods, this number remains 14 fatalities higher than the same period pre-COVID-19 in 2019/20.

Response: The new Road Safety Framework (RSF) with interim targets to 2030 has been published, with the 2022/23 delivery plan published in June last year. The RSF has challenging reductions in the number of adults and children killed and seriously injured from a 2014/18 baseline, working towards the Vision Zero target of no deaths and no serious injuries on Scotland's roads by 2050.

To tackle the number of fatalities on Scotland's roads Police Scotland has identified a number of key opportunities, including an in-depth Fatality Study supported by a Transport Scotland funded dedicated analyst and seconded Roads Policing Sergeant.

The study will allow us to learn from previous collisions and introduce new preventative measures to further mitigate risk to all road users. Results from our projects are shared with our partners through forums such as the Tactical Options Working Group and Road Safety Governance Board to allow resources to be best allocated to the greatest risk areas. To date, Police Scotland has delivered on all its commitments made to support the Road Safety Framework 2030.

Our annual Festive Drink/Drug Drive campaign took place this quarter between 01 December 2022 and 02 January 2023. The campaign was extensively supported through our Corporate Communications team and resulted in 3,049 roadside tests carried out, with 722 drivers detected for drink or drug driving offences. This was an increase of 15% (94) compared to the previous year's campaign.

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

During the reporting period, our service advisors received 2,184,926 calls via 999 or 101, a decrease of 228,974 on the same period last year. Alongside incoming calls, there have been over 285,000 additional public contacts dealt with by Contact, Command and Control (C3) Division during the reporting period, including online reports, alarm calls, partner demand and "Contact Us" emails.

Challenge: The average call answer time for 999 calls increased from 7 seconds to 9 seconds during the reporting period. In addition the average call answer time for 101 calls increased from 3 minutes 17 seconds to 4 minutes 27 seconds during the reporting period.

This challenge has been highlighted throughout this year and measures are in place to alleviate this as detailed in the response. It is of note that BT have also continued to report increased 999 call demand nationally.

Response: Continued measures to alleviate average speed of answer include use of the Temporary Retain on Duty and Business Continuity payments which support retaining staff on duty during periods of high demand to assist with reducing the average speed of answer. Review of staffing levels has led to permanent re-alignment of posts to our higher demand periods to improve resource availability to better meet call demand.

Efforts continue to signpost callers to more appropriate methods of contact, including via "Contact Us" and the force website. Social media is used during periods of high demand to inform the public and provides the opportunity to educate the public on correct use of our 999 and 101 contact methods. Online contacts continued to rise during this reporting period, indicating the success of this approach.

Fraud ([Further details here](#))

Challenge: Fraud is a significant global issue which is recognised as the most prominent crime type within the UK. Within Police Scotland we continue to see month on month increases in reported fraud and are now at their highest level, 46.8% above the five year mean. This rise coupled with limited resource locally to investigative fraud has led to our detection rate is falling, now sitting at 16.1%. The demand of lower level frauds is most prominent within local policing who are managing volume fraud investigations whilst also responding to the increased demand of vulnerability focused non-crime incidents.

We recognise that fraud trends have evolved with the majority of frauds now occurring online. While statistics represent victims that reside in Scotland, many of these online frauds are perpetrated from out with the UK, making enforcement and investigation much more challenging, particularly with our limited cyber capacity and minimal capability to investigate cryptocurrency crimes.

Response: We recognise that people in Scotland are targeted by scams every day, with the majority of attempted frauds going unreported to Police Scotland. Whilst on many occasions victims do not engage with the fraudster and for a proportion of those who do engage they are recompensed by financial institutions, however, fraud is not a victimless crime.

Fraud causes significant societal harm and finances the activities of other organised criminal enterprises. Behind these recorded fraud crime reports are victims who have lost life savings or significant amounts of money and businesses who have been crippled or forced to close due to this crime type.

Recognising that strengthening the protection of individuals, businesses and our Scottish communities against fraud requires to be our collective focus and that it cannot be achieved single-handedly by Police Scotland, we have now commenced a pilot of a multi-agency financial crime triage hub.

It was agreed that two meetings would be established, one weekly meeting referred to as the Cyber and Fraud Operational Call, coordinated by Cyber and Fraud Scotland, and the national threat picture with the second group meeting monthly, coordinated by Police Scotland. The multi-agency financial crime hub have discussed the under reporting of certain types of fraud. Police Scotland Partnerships, Prevention and Community Wellbeing (PPCW) identified that there hasn't been specific messaging around this crime type and proposed a dual approach to safeguard messaging with Scottish Government and the third sector adult support and protection coordinator.