



Meeting	Authority Meeting
Date	23 March 2023
Location	COSLA, Edinburgh
Title of Paper	Committee and Oversight Group Reports
Presented By	Committee and Oversight Group Chairs
Recommendation to Members	For Discussion
Appendix Attached	Yes – Exec Summary from Q3 YTD Performance Date

PURPOSE

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

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

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Committee	Chair	Meeting Date	Page
People Committee	Fiona McQueen	28.02.23	3
Complaints and Conduct Committee	Katharina Kasper	01.03.23	6
Resources Committee	Grant Macrae	09.03.23	10
Legal Committee	Jane Ryder	13.03.23	13
Policing Performance Committee	Alasdair Hay	16.03.23	17



Summary report from People Committee

28 February 2023

Fiona McQueen, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 31 May 2023. This will also be published on the SPA's website. A full recording of the public items of business taken at this meeting can be accessed at <https://livestream.com/spa/people0223>

MAIN ITEMS OF BUSINESS

- Q3 Wellbeing Report
- Q3 Health and Safety Report
- Q3 Workforce report 2022/23 and Workforce MI development and improvement plan
- Ill-Health Retirement and Injury on Duty review update
- External Review - Employment Tribunal Judgment update
- HMICS Improvement Plan on Strategic Workforce Planning and Strategic Workforce Planning Development Plan – next steps
- People Strategy Development Plan
- Update of P&D activity against strategic plans
- Bi Annual Leadership & Talent update
- Long Term Psychological Absence Review
- Senior Officer Development
- Workforce Strategic Assessment
- Officer and Staff Pay Considerations

KEY ISSUES RAISED

A common theme across discussions on a number of matters and reports was Members' requests for improved insights, improved analysis and reporting of the evaluation of impact from activity. This enhanced reporting will give provide the People Committee with assurances in respect of steps being taken to support well-being of officers and staff and steps to ensure robust Health and Safety management are effective and that approaches are being changed/flexed if desired impact is not being seen. The Committee considered an overview of the work which is underway to development and improvement the Workforce Data.

Throughout the meeting, contributions and insights from Staff Associations and Trades Unions colleagues provided helpful additional context for many of the matters discussed.

Ill Health Retirement and Injury on Duty review update

- In what was introduced as a very important matter for the organisation, the Committee discussed the report at length which provided details of the effort to ensure as swift a process as possible and Members welcomed comments from the Scottish Police Federation that the steps taken have improved the process for their members.
- Future reporting to Committee will provide projections in respect of case numbers to give oversight that the arrangements continue to achieve desired outcomes and assurance that the optimal arrangements are in place for those involved. Reporting will also include analysis of feedback from those who have been through the process.

Health & Safety

- The Committee considered an update which confirmed the Health and Safety Executive (HSE) were content with the Legionella mitigation activity done the Scottish Police College and a return visit was scheduled for later this year to review the implementation of enhanced Legionella risk management across the police estate.

People Strategy and Strategic Workforce Planning

- The Committee heard work continues to develop the People Strategy and this would be a priority area of activity for the Director of People and Development who intimated the intention to engage with external Stakeholders.
- Work continues on the Strategic Workforce Plan refresh which will address all the HMICS recommendations made in their inspection report. The Committee heard that the intention was to deliver the People Strategy and updated Strategic Workforce Plan together given the significant interdependencies and linkage.

Leadership

- Members considered an update from DCC Taylor on Police Scotland and SPA involvement in the work of the UK College of Policing to develop a New Police Leadership Programme which will replace the Senior Police National Assessment Centre (SPNAC) and the Strategic Command Course (SCC). Recognising the role the Authority has in appointing Senior Officers, the Committee sought

and received assurance both Police Scotland and the SPA were appropriately involved and able to influence this development activity. In the update given, the DCC highlighting her growing confidence that the end product would support the specific requirements of policing in Scotland.

Officer and Staff Pay Considerations

- Members considered a summary of the extensive work being done to develop a pay offer for officers and staff which is both fair and affordable.

Deep Dive Workshop Sessions

- A number of areas of work have been agreed by Members and Police Scotland colleagues as suitable for more detailed consideration. These include but are not limited to; Workshop on Long Term Psychological Absence, insights and actions from the data; Workshop on Modified Duties to explore the processes in place to robustly manage this and; workshop to understand the steps being taken to robustly manage Re Rostered Rest Days and ensure levels are returned to and maintained at acceptable levels

CONCLUSIONS/ACTIONS REACHED

- Future reporting this Committee to provide members with improved insights and improved analysis and reporting of the evaluation of impact from activity.
- Ill Health Retirement and Injury on Duty report to be a standing item at future meetings. Future reporting to provided oversight of progress made towards improving the overall processes and projections for case numbers.
- Briefing to be provided to Members which gives an understanding of the end to end IHR process for both Officers and Staff.

Summary report from Complaints and Conduct Committee

1 March 2023

Katharina Kasper, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for Complaints & Conduct Committee. This will also be published on the SPA's website. A full recording of the public items of business taken at this meeting can be accessed at [Complaints & Conduct Committee - 1 March 2023 on Livestream](#)

MAIN ITEMS OF BUSINESS

- Police Scotland PSD Quarterly Performance Report (Q3)
- SPA Quarterly Report (Q3)
- PIRC Quarterly Report on PS Handling of Complaints and Investigation Referrals (Q3)
- Continuous Integrity Screening
- Dip Sampling of Police Scotland Complaints
- Revised SPA Complaint Handling Procedures
- Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing (PS and SPA Updates)
- Police Scotland Restricted Duties and Suspended Officers
- Police Scotland Suspension Critical Analysis
- SPA Ongoing Complaints Update

KEY ISSUES RAISED

Police Scotland Professional Standards Quarterly Performance Report (Q3)
_Members were provided with a report detailing statistical information on the overarching performance activity in relation to complaints and conduct matters about members of Police Scotland for period (1 April 2022 – 31 December 2022). Members were assured that the increase around complaints in relation to sexual misconduct was due to confidence in reporting and that Police Scotland have a sharp focus in this area. Members discussed Organisational Learning from complaints and Police

Scotland have committed to bring something more substantive to the committee in relation to this. Members were provided assurance around how Police Scotland are addressing Quality of Service complaints and will be provided with further information in relation to the categories of upheld and not upheld complaints. In addition, Police Scotland have committed to report back more details around what elements of procedure are generating the large number of allegations in relation to irregularity in procedures and what Police Scotland are doing within that space.

SPA Quarterly Report (Q3) – Members were provided with a report which informed them on complaints and conduct matters including includes key statistics reflecting the position at the end of Q3, 2022/23. Members were assured around the work done by the SPA to reduce the number of complaints out with the remit of the SPA.

PIRC Quarterly Report on Police Scotland Handling of Complaints and Investigation Referrals – Members were provided with a report which contained statistical information in relation to PIRC Complaint Handling Reviews and Investigations and Investigation Referrals. The report included key statistics reflecting the position at the end of Q3, 2022/23. Members were updated on the quality of training received by inquiry officers and were assured by Police Scotland that they aspire to be as efficient and effective as they can be in relation to complaint handling. Members were assured around the benefit of impact factors and understood that they assist the PIRC in understanding themes, assist with the recommendations and potential policy change back to Police Scotland. Members were advised that the Joint Audit was in the final quality assurance stage. Members have asked that the completed report is shared with members ahead of the next committee meeting. In addition members have asked for consideration to be given to the best way to conduct and streamline these audits in future to avoid these lengthy delays.

Continuous Integrity Screening – Following the same report that went to the SPA Authority Meeting on 23rd February 2023, members were advised on Police Scotland's approach to Continuous Integrity Screening. It has been agreed that the progress of this work will be reported to the next committee meeting in June.

Dip Sampling of Police Scotland Complaints – Members were provided with a report which informed them of proposed areas for dip-sampling following the reintroduction of the process. Following a detailed discussion members have asked to have sight of the historic work in relation to Dip Sampling in order to understand what is being achieved. In addition the SPA Complaints Team have been asked to give further consideration to

this piece of work offline, including the output from the joint PIRC/SPA Audit, in order to make this piece of work more meaningful and to avoid duplication of effort.

Revised SPA Complaint Handling Procedures – Members agreed to approve the revised SPA Complaints Handling Procedures.

Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing (PS and SPA Updates) – Members were provided with a written report from Police Scotland verbal update from the SPA in relation to this item. As there had been no significant updates from both, members agreed that future updates are delivered by exception ensuring that members are updated on how outstanding recommendations are implemented for both SPA and Police Scotland.

PRIVATE ITEMS DISCUSSED

- Police Scotland Restricted Duties and Suspended Officers
- Police Scotland Suspension Critical Analysis

CONCLUSIONS/ACTIONS REACHED

- Members **AGREED** the need for a substantive report in relation to Police Scotland Organisational Learning.
- Members **AGREED** to have a report back on information around complaints upheld against not upheld in terms of category by category in order to provide members with more detail.
- Members **AGREED** the need for more details around what elements of procedure are generating the large number of allegations in relation to irregularity in procedures and what Police Scotland are doing within that space.
- Members **AGREED** the need for the completed audit report to be shared with members ahead of the next committee meeting. In addition, for consideration to be given to the best way to conduct and streamline these audits in future.
- Members **AGREED** to review some of the historic work in relation to Dip Sampling in order to understand the objectives of the exercise.
- Members **AGREED** for the need for further consideration to this piece of work offline in order to make the Dip Sampling of Police Scotland Complaints more meaningful and to avoid duplication of effort.

- Members **AGREED** to a progress report on Continuous Integrity Screening to come to the next committee meeting.



Summary report from Resources Committee

9 March 2023

Grant Macrae, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 9 May 2023. This will also be published on the SPA's website. A full recording of the public items of business taken at this meeting can be accessed at

<https://livestream.com/spa/resources0323>

MAIN ITEMS OF BUSINESS

- Financial Monitoring Report P10 2022/23
- 2023/24 Draft Budget
- Pay Considerations
- Housing Strategy Implementation Plan update
- Police Housing Purchase Kirkwall, Orkney
- VR/VER Scheme 2023/24
- Contract Award: Vehicle Conversions
- Mobile Working Phase 2 End Project Report

KEY ISSUES RAISED

Financial Planning

- The Committee considered the year to date budget and forecast position for 2022/23. As has been a theme across the financial monitoring reporting to committee, Members commended the clarity of reporting. The Committee raised concern that despite a new budgeting approach having been implemented, a large amount of capital budget remained unspent at the end of the calendar year. This will be an area of focus for the new Head of Finance as he takes up post and a number of workshops are to be planned to support budget holders in this area and drive future improvements.
- Members noted the intention by the Chief Financial Officer to review internal governance arrangements now that robust project financial management is in place across the organisation. This will seek to

remove unnecessary delays which may be resulting from a system which was in place prior to the financial rigour now seen across the organisation.

- The draft 2023/24 budget was discussed at length and Members questioned assumptions and sought clarity across a number of areas in a budget which although balanced, will carry some significant implications for the delivery of policing in Scotland.
- The Committee sought and received assurances from the Director of Forensic Services that the budget allocation would be sufficient to continue to deliver transformation of Forensic Services.
- Police Scotland, Scottish Police Authority and Scottish Government Police Division finance colleagues will continue to work very closely on all budget related matters.
- The Committee agreed it was an issue to not have a supporting operational paper to explain how the budget implications would be seen in the delivery of policing across Scotland and highlighted this would be an area of interest for the Authority at its meeting in March.
- The End Project Report for Mobile Working was considered and the significant reduction in numbers of officers expected to receive mobile devices from what was projected in the Full Business Case was explained to Members with an assurance provided that the right officers now are equipped with mobile devices. Although the model will evolve over time, the optimal arrangements for mobile device use are believed to be in place at present. Members were keen to better understand how the anticipated benefits had been impacted given the assumptions made in the approved Business Case will now not be realised due to the reduction in roll out by c.50%.

CONCLUSIONS/ACTIONS REACHED

The following items were recommended to the Authority for approval;

- Draft 2023/24 budget recommended to the Authority for approval.

The following items were approved;

- Police Housing Purchase Kirkwall, Orkney
- VR/VER Scheme 2023/24
- Contract Award: Vehicle Conversions

Committee requested further information on benefits realisation for Mobile Working project and governance route to be clarified.



Summary report from Legal Committee

13 March 2023

Jane Ryder, Committee Chair

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

MAIN ITEMS OF BUSINESS

- Statistical Report on Ill Health Retiral and Injury on Duty Awards
- Police Scotland Legal Data
- Non-Disclosure Agreements
- Review of the SPA Litigation and Claims Procedure
- Sheku Bayoh Inquiry Update (Operation Tarn)
- Litigation Overview
- Legal Services Claims Handling - Quarterly Statistical Information Report - Trends & Analysis in litigation – NDA's
- Settlement of Claim
- Legal Assistance Appeals Update
- Pension Forfeiture Update
- Potential Forfeiture of Police Pension
- Committee Statement of Assurance

KEY ISSUES RAISED

Statistical Report on Ill Health Retiral and Injury on Duty Awards – The Committee noted a report providing an update on the ill health retirement and injury on duty decisions made between December 2022 and February 2023 which remain the delegated responsibility of the SPA Chief Executive. Members welcomed the improvements noted within the report and commended the work undertaken to address the previous delays

Police Scotland Legal Data – Members had requested management information be provided within the statistical report on litigation and claims that is currently provided to the Committee Police Scotland's

report detailed how information was currently held and for what purpose , with number of proposals to enable more management information to be derived from an enhanced the Claims register. Members welcomed the proposals which, together with analysis, should provide the committee with more relevant information. The committee therefore requested that those changes should be introduced and requested an update by September 2023.

Non-Disclosure Agreements - Throughout 2022, reports have been laid before members detailing the number of NDAs entered into by Police Scotland and providing anonymised summaries as to why they have been used. This, together with detailed discussion of the internal governance changes, was done to ensure that members might be a satisfied that there is strong governance around the use of NDA's and that they are never used to prevent whistleblowing or breach ACAS guidance. Members welcomed the transparency and detail in this area and were satisfied with arrangements now in place and the outcome evidenced over recent meetings. Members agreed that quarterly reports were no longer necessary and that annual reporting will now be appropriate.

Review of SPA Litigation and Claims Procedure – Members **approved** the revised SPA Litigation and Claims Procedures.

Operation Tarn Public Inquiry Update - Members noted the update in relation to Police Scotland's response to the Public Inquiry into the death of Sheku Bayoh. Much information is already in the public domain and further detail will be coming to the Board in early course. Drawing on this reporting, members agreed the value of Police Scotland in future now providing members with regular reports providing an overview of all significant impending Public Inquiries and Fatal Accident Inquiries (FAI).

Legal Costs – Members considered a report summarising the Legal costs faced by Police Scotland. Members discussed and asked for an indication of the intended of the legal team over the next 3 years, and understanding of how potential growth of in-house resource will impact on the cost and profile of the workforce. The committee will continue to consider Legal costs on a regular basis.

Legal Services Claims Handling – Quarterly Statistical Information Report – Members noted this regular report , and as noted in the data discussion earlier, have asked for additional information with data analysis and conclusions drawn from the data to be brought to the Committee, in order to identify whether or not there were any trends in litigation over the past 5 years. Members have also asked for

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consideration to be given to benchmarking or comparators and to look at the types of data considered by other organisations such as health boards and local authorities, not restricted to police

Settlement of Claim – Members had a detailed discussion in relation to an ongoing claim. Having considered the information provided to them Members provided authority to Police Scotland to negotiate settlement up to a certain financial limit.

Legal Assistance Appeals Update – Members were updated on two Legal Assistance Appeals. Further information is required and both appeals to be brought to the next committee meeting for consideration.

Pension Forfeiture Update – Members were updated and had a detailed discussion on an ongoing pension forfeiture case. It is hoped this case will be progressed by the time of the next committee meeting.

Potential forfeiture of Police Pension – Members carefully considered and took a decision around a forfeiture of a police pension.

Committee Statement of Assurance – Members considered a committee Statement of Assurance and agreed on the content of the final document which will inform the Annual Report and Accounts.

CONCLUSIONS/ACTIONS REACHED

Members **AGREED** that the Committee should be informed by September 2023 what proposed changes to the claims register have been implemented.

Members **AGREED** to annual reporting of Police Scotland's use of NDA's.

Members **AGREED** Police Scotland should in future be reporting on significant Public Inquiries and Fatal Accident Inquiries (FAI)

Members **AGREED** that Police Scotland should report on anticipated changes to the cost and profile of the workforce.

Members **AGREED** Police Scotland finance should continue reporting legal costs to the committee on a regular basis.

Members **AGREED** the need for data analysis in order to identify whether or not there have been any trends in claims and litigation

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over the past 5 years, and what can be anticipated in this area going forward.

Members **AGREED** a report on appropriate benchmarking should come to the committee by September 2023



Summary report from Policing Performance Committee

16 March 2023

Alasdair Hay, Committee Chair

The formal minute of the items of business will be available at the meeting scheduled for 15 June 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/ppc160323>

MAIN ITEMS OF BUSINESS

- Public Confidence and Partnership Activity
- VAWG Strategy and Improvement Plan
- Performance Reporting
- Police Scotland Improvement Plans on HMICS recommendations

KEY ISSUES RAISED

Public Confidence and Partnership Activity

HMICS Review – Joint Healthcare Custody Inspection – Members welcomed the presentation from HMICS and HIS (Health Improvement Scotland) on the key findings and recommendations of this joint review. Members were advised that the report was presented to the National Oversight Board for Justice and the coordination and tracking of the recommendations will likely sit under the Scottish Health in Custody Network.

Community Confidence Project Overview – Members were provided with an interim review of progress of the project and noted the strong links with local policing and partners, particularly the activity in progress to increase awareness of modern policing in the local communities of this project.

SPA Public Confidence Polling Report – Members welcomed Mark Diffley's presentation and acknowledged the mainly static polling position in trust, confidence and performance from August 2022 to February 2023.

Members noted the data from this polling is utilised and reviewed by the Public Confidence Board/Senior Leadership Board and Local Policing, alongside a wider suite of information including Police Scotland's own survey data, research and benchmarking.

Police Scotland Violence against Women and Girls Strategy and Implementation Plan – ACC Smith provided members with an overview and members supported the level of research and engagement undertaken to reach this point. Members welcomed the tone and ambition of the strategy and asked how activity and success will be monitored and measured. ACC Smith advised this would be tracked through Police Scotland's governance arrangements which will include delivery of updates to the SPA and a public communication plan. Members acknowledged the complexity of measuring the success of the strategy and welcomed Police Scotland's commitment to identifying the best way to achieve this.

Members expressed concern regarding paragraph 3.4 of the report which states "The delivery of the VAWG Strategy and its Implementation Plan are key strategic priorities for Police Scotland, however fully realising our ambition is dependent on appropriate funding being made available to deliver the resources required". ACC Smith assured members that the plan was not wholly dependent on additional funding, but additional funding would enhance the scope of what is achievable.

Members were fully supportive of the high level strategic direction of the VAWG strategy and implementation plan.

Performance and Improvement Reporting

Quarterly Policing Performance Report (Q2) – Members welcomed the update from Tom McMahon and discussion centred on the rise of Fraud crime and the reduction of detections in this area. Police Scotland assured members that extensive prevention activity continues in this area including the potential introduction of Action Fraud in Scotland.

Police Scotland Improvement Update – HMICS Assurance Review of Contact Assessment Model – Chief Supt Paul Wilson provided members with a comprehensive update on the 8 recommendations and 5 areas for development.

Police Scotland Improvement Update – HMICS Crime Audit – ACC Smith provided an overview and members acknowledged that completion of many of the recommendations are dependent on the roll out of COS by

the end of the year. With this in mind, HMICS advised that any follow up to this will probably move into the second cycle of the HMICS scrutiny plan.

Police Scotland Improvement Update – HMICS Thematic

Inspection of Hate Crime – ACC Ritchie advised members that a revised target date for completion of some of the recommendations have been agreed with HMICS. Members acknowledged that benchmarking has been included in the report. ACC Ritchie advised that a business case has been put forward for a hate crime project team.

ICVS Quarter 3 Report – Scott Ross provided members with an overview and listened to the experiences of ICVS volunteer Susan Stokes. Members recognised the volunteering efforts of Susan and her colleagues. Members noted that estate issues continue to be a concern and Chief Supt McCreadie advised that Custody is an ongoing focus for the Estates team and he welcomed the custody visits from members who will visit London Road and Motherwell in the coming weeks.

Executive Summary

Introduction

This is the third 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 3 2022/23

Throughout Quarter 3 there have been numerous and overlapping demand pressures for Police Scotland within our operating environment. In December 2022, the Scottish Government announced the Scottish Budget for 2023/24. Following this announcement, it has been recognised that the delivery of effective policing and the progression of improvements to our technology, buildings and vehicles will be challenging as we move forward into the tenth year of Police Scotland.

In recognition of the ongoing financial pressures upon individuals, families and within the public sector in the United Kingdom and Scotland, we regularly conduct research and analysis to try and increase our understanding of the impact the cost of living has on the communities we police. While inflation has slightly reduced from its peak in October, there remains an overall increase in housing costs, mortgage rates, potential rent increases for social housing and a reduction in product availability, resulting in financial difficulty for some. The cost of living has led to an increase in vulnerability which continues to present organisational capability and capacity challenges for Police Scotland. This is in addition to the increasing demand of policing traditional crime types and cyber related crimes.

To illustrate this increasing demand in providing assistance to vulnerable people and other incidents, [Key Insight 2](#) shows the number of hours spent dealing with the top 20 different types of incidents raised. As this insight is only showing time deployed at incidents, it does not account for all of the demand that falls on police officers in our local policing divisions.

Overall recorded crime and offences in Scotland have decreased compared against last year and against the five year mean (see [Key Insight 3](#)). Group 1 is up compared to both previous year and the five year mean, mainly driven by increases in drugging, Domestic Abuse (Scotland) Act 2018 crimes and threats and extortion. There have been 1,380 threats and extortion crimes recorded during this period. These figures include attempted threats and extortions even when there has been no financial harm which helps improve our preventative messaging by identifying new trends used by online offenders.

While up 13.5% compared to last year, Group 3 crime is however down 1.0% on the five year mean. Compared to last year common theft (+4,016 crimes), shoplifting (+3,904 crimes), motor vehicle crime (+790 crimes) and fraud (+1,385 crimes) are showing increases. This could be influenced by the continued rise in the cost of living.

Scotland continues to experience large numbers of the population falling victim to a variety of frauds including investment, romance and social engineering frauds with a similar trend experienced in the United Kingdom. Cyber fraud is the most common form of financial crime directed towards individuals, with ransomware threats and attacks typically directed towards businesses and organisations. Advances and increased uses in technology, continue to translate into significantly more cyber-enabled crime presenting a persisting and evolving threat to our communities.

Police Scotland, along with partners, remain dedicated to providing a coordinated public awareness raising initiative to prevent fraud.

Police Scotland are committed to listening to the experiences of our communities and, following a survey to capture the experience and insights of victims, we are now at the implementation plan stage of developing our Violence against Women and Girls Strategy.

The volume of recorded rape crimes continue to increase, presenting a challenge to Police Scotland (see [Key Insight 1](#)). Compared to the five year mean, rape and overall sexual crime note an increase in recent crimes and a decrease in non recent crimes, indicating that recent reporting is the driver behind sexual crime recording levels. We continue to experience increased demand and expectations on both operational and non-operational policing teams.

Police Officer turnover rates decreased with a 12 month low headcount of 16,454 in October 2022, rising to 16,592 in December 2022. As before this is largely linked to retirements following the pension changes implemented on 01 April 2022.

Police Scotland has invested in the department responsible for vetting to support strengthened vetting measures, including the introduction of additional checks for new recruits and will also commence a rolling programme to review vetting decisions for existing staff and officers this year. Ongoing consultation with stakeholder groups being undertaken in respect of this process.

This report comprises of three sections:

- Policing During Quarter 3 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 3 report.

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

Challenge: At the end of Quarter 3, rape reporting was noted to be at the highest level over the last six year period. Rape of a female over 16 is the driver behind the increase in overall rape. This classification accounts for the biggest proportion of rape and also notes the highest level of reporting over the six year period.

Compared to the five year mean, rape and overall sexual crime note an increase in recent crimes and a decrease in non recent crimes, indicating that recent reporting is the driver behind sexual crime recording levels.

While the increase in the reporting of these crimes places a high demand on Police Scotland, we remain committed to working with our partners to provide the best possible care to victims reporting sexual crime and robustly targeting perpetrators.

Response: The second phase of the 'That Guy' campaign launched in October 2022, with the aim of urging men to take responsibility for ending sexual violence by changing their attitudes and behaviours towards women and by challenging

those of their peers. Police Scotland have collaborated with Scottish Rugby to push our messaging to a wider audience and recently participated in an Official Scottish Rugby podcast. The evaluation of the second phase of the campaign continues and will hopefully be reported on in the Quarter 4 report.

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

Drugs Harm ([Further details 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 adopt a whole system approach towards public health. We work alongside multiple external agencies to address longstanding issues and improve the life chances of individuals we interact with frequently. An array of workstreams have been progressed in response to the drugs harm challenge, including the Pathfinder project and Positive Outcomes Project.

Police Scotland and the National Records for Scotland provide the Scottish Government with information for the public facing drug related death dashboard. The latest dashboard was published on 13 December 2022 showing a total of 797 suspected drug deaths from January to September 2022. This is down from 1,007 suspected drug deaths compared to the same period the previous year.

The Naloxone roll out to all operational officers began on 31 August 2022. The full national roll out to all 12,500 officers is on course to be completed during February 2023. To date, 111 Naloxone interventions have been conducted, with 107 persons showing sufficient recovery to either receive further medical attention by medical professionals or leave the scene of their own accord.

Four people have succumbed to the effects of the overdose, with three believed to have already been deceased on police attendance, and one person being conveyed to hospital who later died due to further health complications. There have been no concerns raised with regards to agreed processes involving police administering Naloxone or any of the post administration actions.

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

Challenge: The number of fatalities on Scotland's roads has increased by 25.2% (29 fatalities) compared to the same period last year. Whilst the number of fatalities decreased during COVID-19 lockdown periods, this number remains 24 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 plan awaiting update. 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.

Police Scotland has been identifying and mitigating risks to all road users to meet these targets, including an in-depth fatality study in partnership with Transport Scotland which continued in Quarter 3; analytical problem profiles to identify specific casualty types with a particular focus on vulnerable road users; working with motorcyclists to explore opportunities and develop engagement strategies; and a range of road safety campaigns which ran throughout Quarter 3 focusing on the Fatal-Five main causes of fatal collisions.

Results from Quarter 3 campaigns include 2,838 speeding offences detected during the National Speeding Campaign, 2,695 vehicles stopped and the drivers educated on winter road risks during the Get Ready for Winter Campaign, and 516 offences of failing to insure against third party risks identified during Operation Drive Insured.

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

During the reporting period, our service advisors received 1,665,411 calls via 999 or 101, a decrease of 224,226 on the same period last year. Alongside incoming calls, there have been over 206,000 additional public contacts dealt with by Contact, Command and Control (C3) Division during the reporting period, including online reports, alarm calls, partner demand and "Contact Us" emails.

Challenge: The average call answer time for 999 calls increased from 7 seconds to 10 seconds during the reporting period. In addition the average call answer time for 101 calls increased from 3 minutes 17 seconds to 4 minutes 17 seconds during the reporting period.

This has been highlighted as a challenge for the division every quarter this year and measures have been put 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. Our response to Operation URRAM during Conference of the Parties 26 in November 2021 showed a decrease in demand which may have impacted the difference in average speed of answer for same quarter this year.

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.

Maintaining a Balanced Budget **(Further details here)**

Challenge: Scottish Government's 2023/24 draft budget published on 15 December 2022 confirmed a £80m core funding uplift for policing in Financial Year 2023/24 (6.4%).

Although this is a welcomed improvement on the flat cash position indicated by the Resource Spending Review, £37m of the uplift is ring-fenced to support the ongoing cost of the 2022/23 pay award, leaving only £43m for allocation in Financial Year 2023/24.

This level of funding represents a real terms reduction when set against unavoidable inflationary and other cost pressures, along with the expectations for 2023/24 pay award requiring difficult decisions to be made.

Response: The immediate focus of financial planning is developing the annual budget for 2023/24. Although there is great value in longer term financial planning, it is very difficult in the current environment, which need to stabilise, to allow reasonable financial planning assumptions to be developed to inform longer term financial planning.

Finance will continue to develop scenario modelling to understand the impact of 2023/24 funding settlement and future financial challenges.