

Meeting	SPA Authority Meeting
Date	30 June 2021
Location	Video Conference
Title of Paper	Police Scotland Chief Constable's 2020/21 Year-end Performance Assessment
Presented By	Iain Livingstone QPM, Chief Constable
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Chief Constable's Assessment of Policing Performance

PURPOSE

The purpose of this paper is to present the Chief Constable's Assessment of Policing Performance for 2020/21.

Members are invited to discuss the contents of this paper.

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 The Chief Constable is required to provide, within three months of the end of the reporting year 2020/21, an assessment of the performance of Police Scotland.
- 1.3 Police Scotland is responsible for producing an Annual Police Plan (APP) that sets out the arrangements to deliver against the Strategic Police Plan.
- 1.4 In order to streamline the reporting of activities towards objectives the decision was taken to merge reporting on progress against the APP and Chief's Assessment of Policing Performance. This has resulted in a coherent and focussed report that provides key updates and links progress across activities to the objectives they belong to.

2. FURTHER DETAIL ON THE REPORT TOPIC

Chief Constables Assessment of Policing Performance

- 2.1 For the year 2020/21, the requirements for the Chief Constable's Assessment of Policing Performance have changed in light of the extraordinary circumstances caused by the pandemic. The report is set out in accordance with the request from the SPA that it:
 - Complies with HM Treasury Financial Reporting Manual (FReM);
 - Includes a performance analysis of Police Scotland's delivery of the Performance Framework 5 Outcomes and 27 Objectives, as well as Operation TALLA;
 - Is supported by key case studies;
 - Includes a horizon scan of the coming year.
- 2.2 The structure of the Chief Constables Assessment of Policing Performance is largely shaped around the strategic outcomes, and the objectives and activities that sit beneath them. However, to ensure that an appropriate update is provided in relation to the police response to the pandemic, this report is presented with the following sections:

- Chief Constable's foreword;
- Executive summary;
- Policing in 2020/21;
- Public Confidence;
- Operation TALLA – Police Scotland Response to COVID-19;
- Summary of Performance;
- Measures of Progress towards Strategic Outcomes.

In addition to the above, the 117 activities committed to in the Annual Policing Plan (APP) activities are also listed at the back of the document, with the current status of each, as well as an overview of crime trends in the main crime groups.

2.3 A full copy of the Chief Constable's Assessment of Policing Performance is provided at Appendix A.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no legal implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications associated with this report.

9. EQUALITIES IMPLICATIONS

9.1 Equality data is provided where appropriate and available.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

Police Scotland

Chief Constable's Assessment of Policing Performance 2020/21



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Chief Constable's Foreword



This report covers the 12 months of 2020/21, an extraordinary and difficult time. The environment we live and operate in has felt very different since COVID-19 was declared a pandemic in March 2020. The changes brought about by the virus to our operational and organisational environment represent a remarkable challenge, demonstrating the relentlessness and complexity of policing in the modern world. Policing in Scotland's crucial role in keeping people safe and ensuring the wellbeing of all communities across the country has never been more evident than over the last year.

At an early stage, I identified three criteria against which Police Scotland's response to the pandemic would be assessed. Firstly, were we able, through the dedicated work of our officers and staff, to support the public health response and national effort to reduce the virus related mortality rate? Secondly, did we achieve this while maintaining the strong relationship of trust and consent with the public that underpins policing in this country? Finally, in pursuing these aims, did we protect the welfare and safety of all of our officers, staff, and their families?

Across all of these areas, I consider that our response was successful. Policing was required, often at short notice, to take on additional responsibilities and duties to support unprecedented restrictions on people's freedom of movement and association – I am grateful to the vast majority of citizens who complied with restrictions to help tackle the pandemic, and

pay tribute to the dedicated professionalism of our officers and staff who worked tirelessly to maintain our service in difficult times.

Our officers had over 120,000 interactions with the public regarding COVID-19, and all our actions were based on the common sense 4 E's approach – Engage, Explain, Encourage and only then Enforce. In fact, only a relatively small percentage of interactions with the public resulted in formal enforcement action. I believe that the maintenance of the high levels of public confidence in Police Scotland has validated our approach.

The Independent Advisory Group on our use of emergency powers during the pandemic, chaired by John Scott QC, concluded that the overall approach was informed by and consistent with human rights principles, in particular lawfulness, necessity, and proportionality.

Early in the pandemic, we quickly undertook work to ensure the safety, health and wellbeing of our people. This included establishing a 24/7 logistics operation to procure and deliver personal protective equipment and training to over 16,000 officers and staff working in crucial public facing roles. In addition, we issued significant quantities of personal hygiene equipment such as hand sanitiser, gloves and surgical face masks, reorganised our office spaces and facilitated home working where possible.

The impact of the public health crisis has increased the complexity of the demands placed on us over the past year. Overall recorded crime has fallen, but we have not seen any reduction in the demand for our services with increasing levels of vulnerability and harm often taking place away from the public space. We received over two and a half million calls in the last year, a slight (0.7%) decrease on the 2019/20. However, the number of 101 calls rose on the previous year, with an increased demand for a police response in relation to public nuisance, neighbour disputes or noise complaints.

The successful rollout of THRIVE assessments across our call handling centres enabled us to deal appropriately with calls particularly when physical attendance at incidents became less frequent.

During the year, we also saw increased incidents in areas of concern such as online child sexual abuse and cyber-enabled fraud. During 2020/21, 1,256 National Online Child Abuse Prevention (NOCAP) packages were actioned. These are complex and resource-intensive investigations necessary to keep vulnerable people safe. These trends highlight why it remains necessary to enhance our specialist capabilities and capacity to protect vulnerable people from threat, harm and risk in the public, private and virtual spaces.

Tackling organised crime remains a high priority. Police Scotland is a key partner in Operation VENETIC, a UK-wide operation targeting high-level criminals involved in serious organised crime. Over the last year, these efforts have removed over £32 million worth of illegal drugs, weapons, and laundered money from the hands of the most serious criminals.

Operating as a single national police service transformed how we respond to complex and serious incidents wherever they occur and enabled us to quickly deploy the right teams to tragic incidents such as the train derailment near Stonehaven and the multiple stabbings in West George Street, Glasgow.

It remains a key priority for Police Scotland to ensure that our officer and staff workforce is skilled, equipped and supported to meet the varied demands we face. In January we published our first Strategic Workforce Plan, a significant step towards ensuring that we invest in building, maintaining and developing the policing workforce of the future while demonstrating value to the public purse.

In January I welcomed the Scottish Government's commitment to eliminate the structural deficit that has existed in policing's core funding since the single service was established. The additional £10m capital funding for our fleet announced in March

and the growing consensus across the political spectrum of the need to invest in policing's infrastructure are also positive steps which reflect the significant value policing provides to the public we serve.

I remain committed to driving change and improvement in our services, and it is vital that where efficiencies and benefits are achieved, these are invested into improving the service we provide to the public as well as supporting investment in the safety and wellbeing of our people.

In the last year we have seen the successful rollout of mobile devices to operational officers across all 13 local policing divisions, greatly enhancing the ability of officers to conduct checks and process administrative tasks away from the office. Independent academic research, conducted by Abertay and Robert Gordon Universities over a 14-month period, found that the introduction of mobile devices had a significant and positive impact on public safety, wellbeing and public confidence, as officers now have more time to deal with incidents, support victims and focus on crime prevention.

This year the Chief Constable's Bravery and Excellence Awards were held virtually due to the pandemic. All that attended the event were humbled by the stories of the 31 police officers and 16 members of the public who showed immeasurable bravery to help others in their greatest time of need. I was also delighted to recognise the excellent work of individuals and teams across the service.

As this remarkable and unrelenting year reaches its conclusion, I thank the officers and staff of Police Scotland and their families for their professionalism, dedication and commitment to public service. It is my utmost 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

Executive Summary

Background

This report fulfils the requirement under section 39(4) of the Police and Fire Reform (Scotland) Act 2012 that the Chief Constable's provide the Scottish Police Authority with a report setting out his assessment of the Police Service's performance during the reporting year.

This report has been compiled in line with the SPA requirements that it complies with the HM Treasury Financial Reporting Manual (FReM) reporting standards and that the content and format aligns to the jointly agreed (between Police Scotland and the SPA) [2020/21 Performance Framework](#) against which quarterly and half yearly reporting has been delivered throughout the year.

Our purpose and values

The purpose of policing is set out in the Police and Fire Reform (Scotland) Act 2012. It is to improve the safety and wellbeing of people, places and communities in Scotland. The Scottish Government set Strategic Police Priorities in December 2019 (under section 33 of the 2012 Act) which covered the period of this report. These were that Police Scotland and the SPA should prioritise:

Crime and Security – prioritises prevention, detection, investigation, equality and human rights to support positive criminal justice outcomes; responds to threats, and maintains public order, both locally and nationally.

Confidence – continues to inspire public trust by being ethical, open and transparent; maintains relationships and engages with local communities, to build a positive reputation at a local, national and international level.

Partnerships – works collaboratively to keep communities safe, sharing a collective responsibility to deliver preventative services that improve outcomes for individuals, increase resilience and address vulnerability.

Sustainability – adapts resources and plans for both current and future social, economic and financial circumstances, considering the environmental impact of policing and its operations.

People – values, supports, engages and empowers a diverse workforce to lead and deliver high quality services, with a focus on workforce development and overall wellbeing.

Evidence – uses evidence to innovate and develop services which address the current and emerging needs of individuals and local communities, and ensure that resources, capacity and skills are in the right place to deliver outcomes.

These priorities informed the development and agreement of the [Joint Strategy for Policing](#) which was published in March 2020 and set the direction for the [2020/21 Annual Police Plan](#).

Our strategic outcomes and objectives

Our outcomes-focused [Performance Framework](#) is linked to our strategic planning processes and aligns to the strategic outcomes as detailed in the [2020/21 Annual Police Plan](#), these being:

- **Public Safety and Wellbeing** – threats to public safety and wellbeing are resolved by a proactive and responsive police service
- **Needs of Local Communities** – the needs of local communities are addressed through effective service delivery
- **Confidence in Policing** – the public, communities and partners are engaged, involved and have confidence in policing
- **Positive Working Environment** – our people are supported through a positive working environment, enabling them to serve the public
- **Sustainable and Adaptable Service** – Police Scotland is sustainable, adaptable and prepared for future challenges

This report describes progress against the achievement of these strategic outcomes and the associated objectives set out in our Joint Strategy and Annual Police Plan. We have provided updates on a selection of activities underneath each objective to evidence the progress made in each area.

In addition, and in line with the [2020/21 Performance Framework](#), this report contains an overview of Public Confidence in policing throughout the year and the success of Police Scotland's response to the global pandemic (Operation TALLA).

Police Scotland’s strategic outcomes and objectives are set out below:

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

Evidencing progress towards our outcomes

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

Policing during 2020/21

The complexity of demands on policing continued to grow during 2020/21, while restrictions associated with the pandemic impacted on recorded crimes and offences. The number of crimes and offences (Groups 1-7) recorded fell during the last year, with 5.8% fewer observed than during 2019/20. Though multi-faceted, in large part this is thought to be influenced by a dramatic reduction in face-to-face criminal opportunity over the year, people spending more time in their domestic properties, fewer alcohol-related public encounters, as well as a decrease in interactions between individuals and partner agencies (such as the NHS and Local Authority services) that may previously have led to crimes being reported.

Though overall crime numbers fell, detection rates increased, a trend particularly pronounced during the initial period of lockdown. The year-end total crime (Groups 1-5) figures were lower than any of the previous five years, whilst the detection rate was significantly higher.

Overall Groups 1-5 crime and detection rates, 2015/16 – 2020/21

Year	Total Crimes (Groups 1-5)	Detection Rate
2015/16	245,140	52.0%
2016/17	236,688	50.4%
2017/18	242,324	50.1%
2018/19	244,772	51.6%
2019/20	244,116	52.2%
2020/21	225,532	56.3%

Although the COVID-19 pandemic evidently had a suppressive effect on many types of recorded crime, it also accelerated the use of remote and communications technology, increasing the amount of time spent online and bringing with it further vulnerabilities to individuals and businesses for criminals to exploit. This is represented in the rises seen in fraud (38.2% against 2019/20), and in threats and extortion (138.9% against 2019/20). Similarly, while most recorded sexual crimes saw decreases as restrictions on movement and association were introduced, large increases occurred across various indecent communications offences which are primarily conducted online.

Backlogs in the criminal justice system caused by the pandemic also led to a significant rise in the number of individuals being managed in the community pre-trial, for a longer period of time, and a subsequent increase in bail offences (43.8%).

Notable increases attributable in part to COVID-19 circumstances

Crime Type	2019 /20	2020 /21	% Change
Fraud	10,875	15,031	38.2%
Threats and extortion	396	946	138.9%
Bail offences	7,976	11,467	43.8%
Communications Act (sexual)	254	354	39.4%
Threatening / Disclosure of an intimate image	674	780	15.7%

Demands on policing changed throughout the year with a vastly increased number of calls for service for COVID-19 related incident types: public nuisance moved from being the 6th most resourced incident type in 2019/20 to the highest in 2020/21, noise complaints moved from 8th most resourced to 6th and neighbour disputes from 18th most resourced to 13th. Conversely over the year, demand fell in relation to police responses for various other incident types such as missing persons and theft. Attendance time per incident also increased, due to the additional care required to remain safe and adhere to guidance at all times.

The changes in crime trends highlighted above with rises in cyber-enabled or cyber-dependent crimes shows a pertinent trend. This has contributed to a growth in investigational and processing demand in these areas due to the large amount of material that is often recovered. Ordinary crime types have also contributed to increases in this sort of demand, given the potentially relevant data that is now stored widely on mobile phones, laptops, and internet-enabled devices.

The last year saw a number of high profile public order deployments, also adding to the changing profile of demand. Whilst the number of deployments fell, the amount of officers deployed increased significantly. This reflects the complexities and risks involved in policing events during a period of heightened scrutiny, COVID-19 legislation, and potential antagonism between different groups. Ensuring the correct balance was struck between public safety, enforcing the law, and respecting the rights of the public added further to the complexities of our public order response during 2020/21.

A further notable aspect of the shift in demand was the continued prominence of vulnerability related demand across the country. Whilst the volume of incidents fell in general, the proportion which included an element of mental health (of either victim / offender or identified by the caller) rose throughout the year. A similar pattern was observed in missing persons, where the overall reduction in the volume was not reflected by a comparable decrease in mental health or dementia related missing persons. This suggests that whilst some police demand is highly responsive to events such as nationwide lockdowns, vulnerability related demand remains consistent.

Finally, a key part of the Police Scotland response to the pandemic was to base our COVID-19 related interactions with the public on the Four E's: Engage, Explain, Encourage and, only as a last resort, Enforce. During the first stages of the pandemic, public dispersal after being informed about the regulations was the predominant form of activity. However, the second wave of infections and restrictions saw more variation in the use of intervention. This is reflective of a more complex policing picture as the pandemic went on, which also resulted in a higher proportion of interactions where Fixed Penalty Notices (FPNs) were issued. Nevertheless, dispersal following being asked / informed continued to be the primary form of interaction throughout the year. Overall, a low overall number of arrests and FPNs were issued, with roughly 12% of encounters leading to further action.

Public Confidence

Maintaining public confidence and legitimacy in the eyes of those we serve is vitally important, and as such Police Scotland established the Public Confidence Governance Board in summer 2020.

During the past year, Police Scotland has closely monitored public confidence and experience, through our **Your Police** and **User Experience surveys**.

The total response over the 51 week fieldwork period (09 April 2020 to 01 April 2021) was 36,542 (including over 100,000 free-text responses). The average public confidence level for the fieldwork period remained broadly consistent at 57%. Overall, confidence among organisations was higher than other groups on average at 71%.

Fluctuations in public confidence were seen throughout the 12 months of fieldwork. Drivers of confidence discussed through the Public Confidence Governance Board related to changes in COVID-19 rates locally and nationally, lockdown and restriction fatigue as well as the reporting of localised events and incidents across the country and the perception of Police Scotland's overall effectiveness at a national level being impacted by these.

There continues to be strong evidence that changes in public opinion on our approach to policing the pandemic evolve in line with changes to the COVID-19 rates and restrictions. For example, when rates increased, more people wanted the police to take tougher action and when rates decreased, the public were more likely to say they were happy with the level of enforcement. This demonstrates the constantly evolving operational picture during the pandemic.

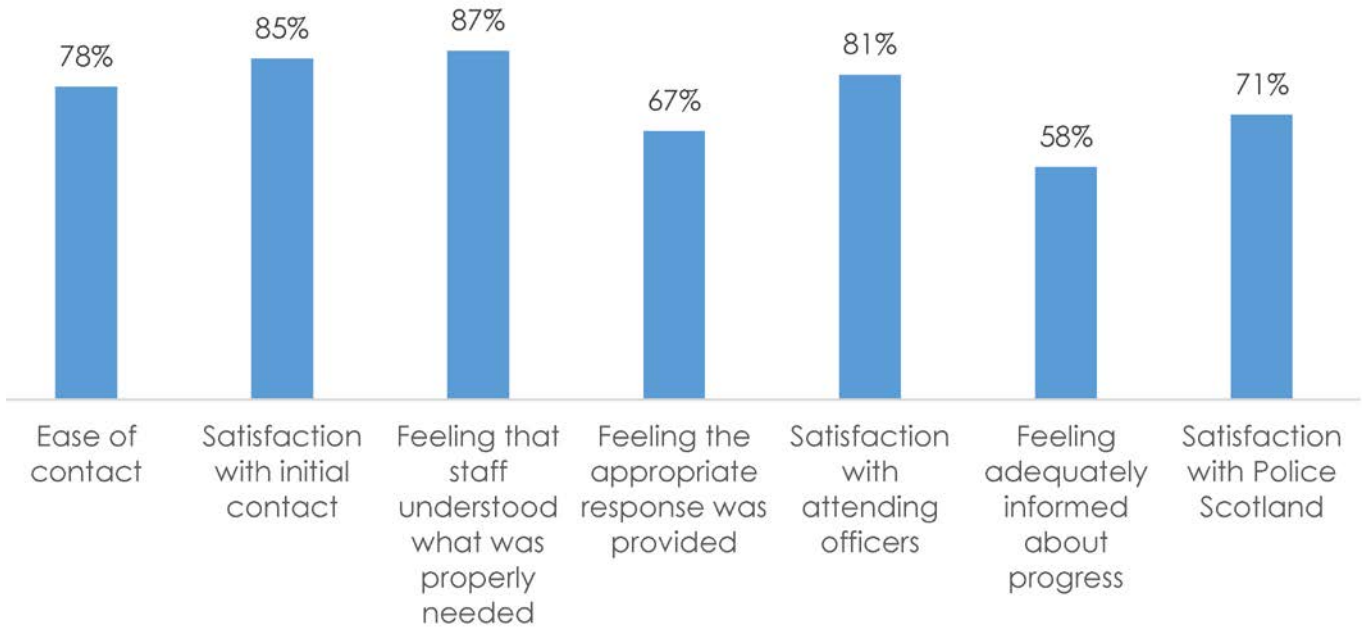
A large proportion of the data collected in relation to public confidence is qualitative, and the information collated in this area over the past year highlights several important themes. For example, a desire amongst some members of the public for greater enforcement of COVID-19 restrictions, a demand for increased patrols in local areas, a focus on the need to engage with children and young people, as well as tackling speeding and dangerous driving as many roads saw reduced traffic levels.

User Experience survey

In March 2021, 1,450 individuals were surveyed about their experience of contacting and interacting with Police Scotland (see below). A high level of user satisfaction in Police Scotland was observed: 71% of all respondents were satisfied or very satisfied with their overall

experience. This ranged from 69% to 86% across local policing areas. Measures of confidence in other areas, from contacting Contact, Command and Control (C3), to satisfaction with attending officers, was also largely high.

User Experience: March 2021



Complaints Against the Police

Police Scotland closely monitor the number and type of complaints received from the public. The total complaints received during April 2020 to March 2021 was 6,958. This is up 9.7% on last year (613 complaints). COVID-19 related complaints are assessed as a key factor in the increase with 12.5% of all complaints (868) identified as such. In total, there were 6,090 non COVID-19 complaints received, which represents a 4.0% decrease (255 complaints) when compared to the same period last year.

Throughout the year, across various channels, numerous respondents have expressed support and thanks to Police Scotland for the work we have done during the pandemic.

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

Over 2020/21, as part of Operation TALLA, Police Scotland implemented a Command Structure to manage the planning and response to the impact of COVID-19. Eight bespoke strategic objectives, aligned to our overarching strategic outcomes, are detailed below. These objectives have been reviewed throughout the year to ensure that they best address the evolving nature of the pandemic.

These strategic objectives provide a focus for operational activity associated with maintaining critical policing functions, serving changing public needs and supporting our staff to continue to provide a professional and effective service to our communities. Police Scotland also established a Strategic Oversight Board chaired by the Chief Constable to support the Operation TALLA command team and ensure a clear and maintained organisational focus on the agreed strategic objectives of this police operation.

Outcomes	Operation TALLA Strategic Objectives
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	<ul style="list-style-type: none"> - Maintain critical policing functions to best serve the communities of Scotland throughout the pandemic - Work in partnership in providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving COVID-19
The needs of local communities are addressed through effective service delivery	<ul style="list-style-type: none"> - Support partners as part of local and national resilience arrangements to mitigate the impacts of COVID-19 and to safeguard community resilience and cohesion, through effective planning preparation, response and recovery - Monitor and respond appropriately to any internal or external tensions
The public, communities and partners are engaged, involved and have confidence in policing	<ul style="list-style-type: none"> - Maintain officer, staff and public trust and confidence through effective, pro-active internal and external communications
Our people are supported through a positive working environment, enabling them to service the public	<ul style="list-style-type: none"> - Protect, safeguard and support our officers and staff, throughout the period of the pandemic
Police Scotland is sustainable, adaptable and prepared for future challenges	<ul style="list-style-type: none"> - Renew and rebuild our working practices in a way that captures organisational learning and seeks out opportunities for continuous improvement - 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 and managed, whilst ensuring that financial control, governance and discipline are maintained throughout this response

Overview of progress against Op TALLA strategic objectives

OP TALLA Strategic Objective 1 - Maintain critical policing functions to best serve the communities of Scotland throughout the pandemic

Staffing levels were most impacted during the spring of 2020, coinciding with the outbreak of the first wave of COVID-19. From mid-May however, absence levels were generally in line with, or below, those experienced the previous year. A slight increase was noted in absence levels over the festive period, at a time when a temporary easing of restrictions allowed families to meet.

Police Scotland put a number of plans in place to maintain levels of policing and staffing across key functions. These included establishing the Conventional Response Unit (CRU), a high visibility presence to support Local Policing, enforce Level 4 Pandemic Restrictions and provide enhanced reassurance to the public, as well as creating the Outbreak Management Team (OMT) to manage the impact of Test and Protect across the organisation. The Volunteer Coordination Unit was also formed, utilising Special Constables who were able to supply additional deployment hours in support of their regular colleagues.

Effective physical distancing allowed officers and staff who were unable to work from home to continue in their roles safely. Equally, those who are able to work from home have done so to further protect those that are required to be at work, thus reducing occupation levels across the police estate during this critical period.

Across Police Scotland, we instituted a COVID-19 Response Model (CRM), moving towards a policy of increased remote resolution where possible and appropriate contact to non-priority calls. This ensured that public and officer safety was managed appropriately, with officers only deploying to incidents where their attendance was essential.

OP TALLA Strategic Objective 2 - Work in partnership providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving COVID-19

The ability to manage resource requirements for concurrent events and resolve pandemic absence spikes has been critical to maintaining Police Scotland's service delivery. Throughout this year, interim governance arrangements were developed via Operation TALLA to ensure that Police Scotland could respond swiftly to emerging threats and challenges.

Police Scotland have been required to respond rapidly to legislative changes and a constantly evolving social context. When the Scottish Government announced a series of measures to tackle the specific issue of house parties (after evidence emerged that these events were responsible for clusters of COVID-19) Police Scotland's officers were afforded a new power of entry, including the use of reasonable force where required.

Similarly, Police Scotland's policy on policing static protest and demonstrations ensured that event commanders continued to have the autonomy to decide on the appropriate police action to be taken, while ensuring adherence to regulations around public assemblies. The proportionate use of these and other powers to keep people safe during the pandemic was overseen through Police Scotland's operational governance, through SPA oversight and scrutiny and with the benefit of the advice of the Independent Advisory Group (IAG) chaired by John Scott QC.

OP TALLA Strategic Objective 3 - Support partners as part of local and national resilience arrangements to mitigate the impacts of COVID-19 and to safeguard community resilience and cohesion, through effective planning preparation, response and recovery

Resilience structures in Scotland are well established and there is effective partnership working taking place across the country. The Scottish Government Resilience Room (SGoRR) has been operating and has strategic oversight of the partnership response to the pandemic at a Government level. Police Scotland has been represented at a senior level at SGoRR meetings and has played a key role in the collaborative multi-agency response to the pandemic, including chairing the Strategic Co-ordinating Group of first responders.

OP TALLA Strategic Objective 4 - Monitor and respond appropriately to any internal or external tensions

Over the last year, Police Scotland have managed the response to the pandemic as a Major Incident. As such, a Community Impact Assessment (CIA) is being maintained to ensure that the response from the service takes proper account of the impact of new regulations and police powers on particular geographic communities and communities of interest. The CIA records the background and any significant developments that may have an impact on community tensions.

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

Each week, Partnerships Prevention and Community Wellbeing (PPCW, a new Police Scotland Division formed from Safer Communities) Equality and Diversity Team

produces a national community tensions report providing an overview of emerging community tensions and concerns as a result of current social restrictions and the public response to those restrictions, as well as the policing approach during the COVID-19 pandemic. This report includes information received from the National Community Tensions Team (NCTT), which provides the UK wide picture and is produced and distributed by the National Police Chiefs' Council (NPCC), to every police force in the UK.

OP TALLA Strategic Objective 5 - Maintain officer, staff and public trust and confidence through effective proactive internal and external communications

The most important element of our communications on the policing of the COVID-19 regulations over 2020/21 has been the consistency of our messaging. Although this will have shifted in line with any additional regulations or other factors, the core messaging both nationally and locally, has remained consistent throughout the pandemic.

Police Scotland has worked to signpost people to the best source of the information they need, directing the public to the Scottish Government and NHS websites for accurate, up-to-date information on the pandemic.

The Professional Standards Department (PSD) established a process to identify all complaints relating to COVID-19 and deal with these efficiently as possible. During 2020/21, 868 complaint cases were received in relation to COVID-19. The PSD National Complaint Assessment & Resolution Unit (NCARU) resolved 54.7% of these by Frontline Resolution (FLR) through simple explanation, assurance or apology.

PSD continues to identify the themes around complaints and shares these with Operation TALLA on a regular basis, to inform the continual reinforcement of positive guidance and messaging to assist operational officers in the discharge of their duties.

OP TALLA Strategic Objective 6 - Protect, safeguard and support our officers and staff, throughout the period of the pandemic

As of 31 March 2021, over 17,000 PPE training courses have been delivered to frontline police officers and staff. To ensure availability and accessibility of appropriate fitting FFP3 face masks, a recent programme has delivered re-fit training to 11,400 officers that provides an alternative FFP3 face mask. This has been achieved through the careful maintenance of sufficient stock levels during the year.

Throughout the crisis, Police Scotland have adopted critical workforce strategies, interventions and actions to protect the wellbeing of officers and staff. A communications strategy was put in place to deliver high quality information to officers and staff on an ongoing basis, with channels, routes and resources being continually developed to ensure the workforce remains informed, educated and reassured.

A range of interventions have been put in place for our officers and staff in recognition of the wider professional, personal and social implications and restrictions that the pandemic and associated guidance and regulations place on them.

OP TALLA Strategic Objective 7 - Renew and rebuild our working practices in a way that captures organisational learning and seeks out opportunities for continuous improvement

As part of the organisation's response to COVID-19, one of ICT's key priorities was to ensure that mobile solutions were in place to enable home and remote working. In total, we now have 6,358 staff registered with remote access capability.

The introduction of Microsoft Teams has been significant with over 13,300 staff now having access, enabling them to have virtual face-to-face time with their staff and colleagues, reducing the requirement to travel to attend meetings.

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

OP TALLA Strategic Objective 8 - 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 and managed, whilst ensuring that financial control, governance and discipline are maintained throughout the response

At the outset of Operation TALLA, measures were implemented to capture the costs associated with the organisational response to the COVID-19 pandemic. At the end of February 2021, the 2020/21 year to date incremental revenue costs for Operation TALLA were £6.7m. The expected full year forecast is £7.3m. The year to date incremental capital costs were £2.5m, with an expected full year forecast of £2.7m.

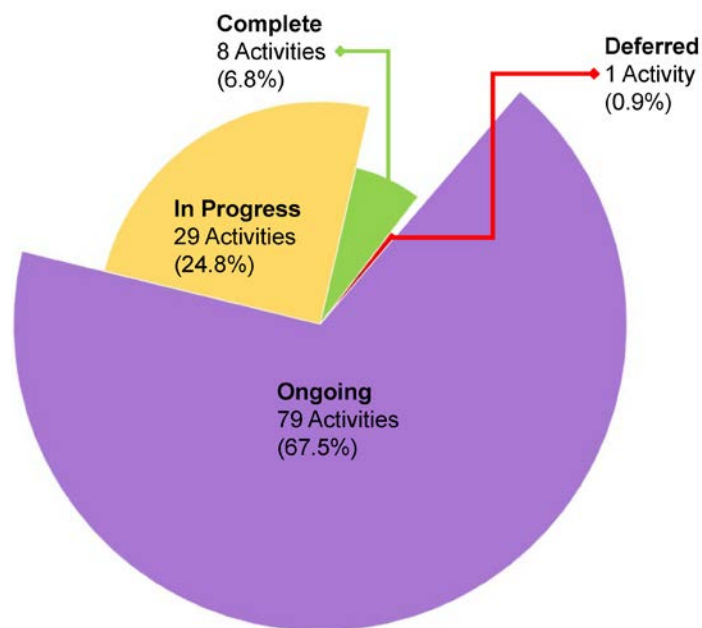
The full financial impact of operating in a COVID-19 environment across the SPA budget is also being monitored. As at Quarter 3, the full year revenue forecast was a fully funded overspend of £2.7m, with an underspend of £0.5m on capital.

Progress towards Strategic Outcomes

Police Scotland continues to make progress towards our five strategic outcomes, measured by progress marked against the objectives and activities outlined in the [Annual Police Plan 2020/21](#). While the majority of activities remain ongoing or in progress, reflecting the nature of policing in these areas, a number have been completed this year. This section takes each outcome and objective in turn, providing narrative updates on important activities, adding additional context, and utilising key case studies to illustrate work undertaken. It is intended to provide an overview of our progress against each outcome and objective, utilising a selection of activities, rather than an activity-by-activity update.

This report is complimented by the [Bi-Annual Progress Report](#), released in November 2020, which provides a detailed update on each activity, and the [Quarterly](#) reports, which supply a full breakdown of the statistical Measures of Progress. These products form a suite of documents which, taken together, provide a comprehensive overview of Police Scotland's performance.

Overall Activities Progress



Status definitions

Deferred – An activity which has been postponed to a later date.

Complete – An activity which was completed during the reporting period.

In Progress – An activity which has an end date for completion and work continues.

Ongoing – An activity which is considered as 'business as usual' therefore has no end date for completion.

A full breakdown of activity progress can be found within Appendix I.

Strategic Outcome 1:

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

Police Scotland's objectives are to:

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

The core purpose of policing is to improve the safety and wellbeing of persons, localities and communities in Scotland. Police Scotland continues to enhance our capability to deal with threats, harms and risks in an environment of increasing complexity by aligning resources in line with operational assessments and our strategic direction.

The achievement of this outcome will mean that the public are safer as a result of our work to reduce the harm caused by crime and incidents; people considered vulnerable are supported and protected from harm; and communities are aware of and prepared to respond to current and emerging threats and risks.

Outcome 1

Objective 1: Keep people safe in the physical and digital world

14 activities: 3 complete, 2 in progress, 9 ongoing (listed on page 50-51):

The following provides a summary of some key Police Scotland activities that contribute to the objective of keeping people safe in the physical and digital world. A case study on Operation VENETIC, a significant UK operation into serious and organised crime, is included to highlight recent key successes and crime prevention opportunities.

Serious Organised Crime

Serious Organised Crime (SOC) presents in many forms across all Scottish communities, including cybercrime, drug supply, human trafficking, money laundering and the sale of counterfeit goods. To reduce the harm caused by SOC, we work together with partners to deliver the four strands of the SOC Strategy: Divert, Deter, Detect and Disrupt. The coordination of this activity to tackle SOC 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. In order to provide a whole system view of SOC demand, the Agency and Partnership Management Information System (APMIS) was developed and is now live. This facilitates the tasking of the highest priority threats and access to capabilities across all UK Law Enforcement.

Case Study – Operation BEAR

On 09 September 2020, following a year-long investigation, Police Scotland led an international operation targeting an organised crime gang suspected of human trafficking for the purposes of sexual exploitation under the auspices of Operation BEAR. This operation was co-ordinated by the National Human Trafficking Unit (NHTU) and supported by colleagues from the National Crime Agency, Romanian Police's Directorate for Countering Organised Crime and officers from Leicestershire, West Midlands and Northamptonshire Police.

Enforcement activity was carried out at over 30 locations in Scotland, England and Romania, leading to ten arrests in the United Kingdom in connection with offences related to serious and organised crime and human trafficking and 14 suspects being detained by Romanian police. A number of potential trafficking victims were also recovered from several of the addresses in the UK and Romania. This included ten females who were located at four premises in Glasgow and Aberdeen, five of whom attended a reception centre, operated by Police Scotland and Non-Governmental Organisations (NGO's) and were afforded assistance.

Within Highlands and Islands Division, there were 111 seizures of controlled substances from post offices in the period, an increase of 20 on the previous year, a rise attributed to the lockdown restrictions affecting supply routes. The majority of seizures took place in the island command areas, driven by pro-active policing. Following this activity, several enquiries have resulted in the senders, frequently based in other divisions, being reported for supply offences.

Police Scotland continue to work closely with partners to share information and combat SOC activity. The Prison Intelligence Unit regularly collaborates with the Scottish Prison Service to develop intelligence around serious organised crime nominals in prison who may seek to continue their activities, utilising targeted cell searches and coordinated community action to disrupt and prevent SOC. The National Intelligence Bureau provides a high quality of intelligence support in relation to SOC in addition to driving intelligence development and focus around specific areas of concern such as Albanian SOC activity and drug related deaths.

Intelligence and strategic risk management are embedded in processes across Police Scotland to disseminate relevant information internally and with partners. As such, the Firearms and Human Trafficking Threat Desks provide monthly threat assessments identifying emerging trends and risks, informing the organisational response to these priority areas. The National Intelligence Bureau provides a high quality of intelligence support focussed on delivering the strategic intelligence requirements, in addition to the ongoing review, refresh and production of the Scottish Intelligence Requirements. The overarching monthly overview of County Lines threats within Police Scotland is shared with the National Crime Agency and other relevant partners.

In a rapidly changing operational environment, SOC groups continue to adapt, exploiting new technology, ways of communicating and moving illicit goods and funds, as well as preying on the vulnerabilities present in new systems. In order to transform Police Scotland's cyber capacity and response and combat these trends, the Cyber Strategy was developed, and is currently at the early stages of implementation across a number of workstreams.

Case Study – Operation VENETIC

This year saw a significant UK operation into serious organised crime in the form of Operation VENETIC. This collaborative operation included Police Scotland, the National Crime Agency (NCA), Border Force, police forces across the UK and European law enforcement partners.

In Scotland, more than 50 warrants were executed by hundreds of officers at addresses throughout the country resulting in 59 arrests. The operation led to cocaine, heroin, cannabis, herbal cannabis and thousands of etizolam tablets being recovered, with a combined street value of over £25 million.

Seizures also included the recovery of over £7 million of laundered cash, firearms, ammunition, explosives, industrial pill presses, six stolen cars and a stolen motorcycle.

This activity underlines our commitment to the country's Serious Organised Crime (SOC) Strategy through the SOC Taskforce and our collective determination to target those involved.

Policing major events

Policing major events and incidents remains a key aspect of Police Scotland's remit, and although a large number of demonstrations, marches and other mass gathering were postponed as a result of the pandemic, work continues to ensure that our response in these instances is well planned and proportionate. The creation of the Protest and Demonstration Co-ordination Unit (PDCU) has greatly assisted our efforts in this area.

During the last year, the Resource Deployment Unit, in conjunction with the PDCU, Events, the National Co-ordination Centre (NCC) and the Flexible Response Unit (FRU), worked closely together to ensure resource allocation was available to address any short term and high impact demands arising, including any associated with the UK's exit from the European Union.

Following the postponement of COP26 until November 2021, Police Scotland has continued to actively engage with a wide

range of partners and stakeholders from the UK and beyond. The aim of this work is to deliver a safe and secure event across all COP26 related venues throughout Scotland whilst minimising disruption to the wider community. Planning continues in line with the Gold Strategy and will be subject to a multi-agency testing and exercising programme which will challenge the readiness of all partners.

Police Scotland is playing a central role in the planning and delivery of COP26 and engages regularly with the UK Government, the Scottish Government and the Scottish Police Authority. External audits and reviews, such as those carried out by the Metropolitan Police, HMICS and the Independent Advisory Group (chaired by John Scott QC) as well as strategic and tactical scrutiny and support through Police Scotland's internal governance framework will ensure the successful and safe delivery of this global event.

Objective 2: Design services jointly to tackle complex public safety and wellbeing challenges

7 activities: 1 in progress, 6 ongoing (listed on page 51):

The following provides a summary of some key Police Scotland activities that contributed to the objective of tackling complex public safety and wellbeing challenges. A case study on Operation PARROR, which aimed to mitigate the growing threat of Online Child Sexual Abuse and Exploitation has also been included.

Public safety and wellbeing

We are committed to providing a more effective, efficient and supportive service to victims of sexual crime. In the last year, we have established a pilot scheme for forensic nurse examiners to complete medical examinations of victims, rather than doctors – increasing the choice for victims at a time when they can often be at their most confused and vulnerable. In addition, agreement has been reached with a number

of mobile phone providers to provide victims of sexual crime with a range of options so as not to disrupt their lives whilst their phones are being held for investigation.

A national child protection flagging system is now live across 32 local authorities, enabling early identification of those children at greatest risk. A non-recent Child Abuse Governance and Review team was established to provide enhanced risk assessments of non-recent (reported more than 12 months after crime was committed) cases and increased national governance.

Advanced planning and engagement was undertaken around the Domestic Abuse (Protection) (Scotland) Bill, and in relation to the potential consequences for Domestic Abuse Prevention Orders / Notification (DAPO/N). The Bill achieved Royal Assent on 05 May 2021. Scottish Government are to establish an Implementation Board, which will comprise of Police Scotland and other stakeholders, to prepare for implementation of the new Act.

Case Study – Operation PARROR

To help mitigate the growing threat of Online Child Sexual Abuse and Exploitation (OCSAE), a three month taskforce was established on 01 September 2020 under the name Operation PARROR. The taskforce brought together Specialist Crime Division (SCD) resources from the National Child Abuse Investigation Unit, Internet Investigations Unit, OCCTU, and Major Investigation Teams. Cyber Digital Forensics also re-aligned resources to increase capacity in order to support cyber examination at the point of enforcement.

Since then, Operation PARROR teams have undertaken the majority of National Online Child Abuse Prevention (NOCAP) enforcement, significantly reducing demand on local policing divisions, whilst maintaining strong relationships with each local policing division to address child protection issues and safety planning without delay. Between 01 September 2020 and 31 March 2021 there have been 728 NOCAP packages allocated, with 649 enforced, 275 arrests and 434 children safeguarded or protected via IRD and / or iVPD.

Following the success of Operation PARROR and its demonstration of the resourcing required to meet current demand levels, a number of posts from the Taskforce are transitioning to an initial permanent elevated uplift in SCD-Public Protection National Child Abuse Investigation Unit (NCAIU) Online Child Sexual Abuse and Exploitation (OCSAE) establishment and a small uplift to SCD Internet Investigations Unit (IIU) resource. This initial uplift will help provide consistent, coordinated, expert and efficient SCD-based national service delivery to local policing in this high risk area of threat.

Ongoing projects and tests of change

Over the last few months, the Digital Evidence Sharing Capability (DESC) project team have been supporting an extended procurement process, coordinated by Scottish Government, for the provision of a new ICT software and service contract. With the agreement of all DESC Criminal Justice partners and Scottish Government, Police Scotland have been confirmed as the Lead Delivery Partner. The transition is at the planning stage, with a handover expected from Scottish Government to be after contract award and pilot period, ensuring the system is integrated and operational prior to Police Scotland taking lead responsibility. The pilot phase of the DESC solution will begin following the Invitation To Tender (ITT) process and contract award which will take place in July 2021.

The funding application for the Criminal Justice and the Law Sub-Group proposed Test of Change has now been approved and the pilot will be delivered in the Inverness area. This pilot involves a referral system for persons accused of possessing a controlled drug under S5(2) Misuse Drugs Act 1971, guiding them towards support services. Funding has been secured for the creation of peer mentor / Navigator roles, who will receive the referrals and undertake outreach and engagement. The Navigators will also update COPFS regarding the level of engagement and progress, in order that a fully informed decision can be made at the time of case disposal. The pilot is planned to run in parallel with existing Criminal Justice processes and COPFS disposal options.

Work continues around the implementation of the naloxone Test of Change in the test bed areas of Glasgow East, Falkirk and Dundee. Procurement is complete for obtaining the naloxone kits and pouches. Training sessions began in March 2021, with instances already recorded of officers administering naloxone at incidents.

Distress Brief Interventions

The Distress Brief Intervention (DBI) process has now been running successfully for over three years, and in July 2020 made its 8,000th referral. The overarching aim of the DBI programme is to provide a framework for improved inter-agency co-ordination, collaboration and co-operation across a wide range of care settings, interventions and community supports, towards the shared goal of providing a compassionate and effective response to people in distress. The first level of the DBI process is proved by front line staff and involves a compassionate response, signposting, and the offer of referral. The second level is provided by trained third sector staff who contact the individual within 24 hours of initial referral and provide a range of community-based support.

In order to share this approach more widely, Police Scotland presented at the 4Nations conference, an excellent platform for work such as this to be showcased to other UK forces. The National Police Chiefs' Council have been briefed on DBI for nationwide consideration. Within Scotland, Police Scotland's Mental Health and Suicide Prevention team are in discussions with the University of Glasgow DBI training team to consider the wider use of online training videos currently used by NHS24 Mental Health hub staff.

Objective 3: Support policing through proactive prevention

14 activities: 2 in progress, 12 ongoing (listed on page 51-52):

The information below gives examples of Police Scotland's activities that support policing through proactive prevention, including a summary of the Festive Drink and Drug Drive Campaign which ran from 01 December 2020 to 03 January 2021.

Hate Crime

Hate crimes increased slightly during 2020/21 by 249 crimes (3.9%) compared to the previous year and 1.8% (121) against the five year mean. Throughout the year 2020/21, crimes peaked in August at 731 and descended over the autumn and winter months to a low of 371 in January. The detection rate for hate crimes was marginally down on the previous year and the five year mean (-0.5% and -1.4% respectively).

During the summer months of 2020, as lockdown restrictions eased, people were afforded more opportunity to interact leading to the potential for more offences. A number of protests and counter demonstrations, particularly those linked to the Black Lives Matter movement, have resulted in incidents including verbal abuse, vandalism, comments posted on social media and offensive posts / banners / signs which have contributed to the increase.

During the winter months, when strict lockdown restrictions were re-imposed, hate crime figures fell initially before increasing as the lockdown persisted. Potentially, the possible misinterpretation of guidelines during the easing of lockdown and perceived flouting of restrictions has also contributed to increased community tensions. A significant number of hate crimes relate to neighbour disputes, many of which likely result from heightened tensions stemming from the pandemic situation.

In order to ensure that communities and individuals are aware that Police Scotland continue to take hate crime seriously and encourage its reporting, a number of community reassurance messages have been produced and released during the year, increasing awareness of hate crime and advertising reporting mechanisms. We also ran a Disability Hate Crime campaign (see below), and it is plausible that this work to encourage reporting has contributed to the increase in recorded hate crime.

Case Study – Hate Crime Disability Campaign

This year's hate crime campaign which ran for four weeks in March 2020 had a focus on disability hate crime. The campaign was evaluated highly and supported by partner organisations, and it is assessed that the increased confidence in reporting, may in part be a reason for the increases in disability hate crimes.

In addition, Police Scotland has been encouraging the reporting of disability hate crime during the COVID-19 pandemic. Consultations with partner organisations representing disabled communities illustrated that many disabled people have felt disproportionately affected by restrictions and guidelines associated with COVID-19. As such Police Scotland has taken part in webinars with British Deaf Association, Scottish Autism and Disability Equality Scotland to encourage disability hate crime reporting. This included the development of a reassurance message to communities and partners regarding issues affecting disabled communities. This was provided in video format in English, British Sign Language and subtitled and had over 84,000 hits on social media.

Police Scotland worked with I Am Me Scotland to provide Keep Safe cards for local authorities to include in packs for people in the shielding categories. The Keep Safe card details information about the card holder's communication requirements, health concerns, and who to contact in the event of an emergency. This partnership also developed basic guidance on the delivery of services to disabled people during COVID-19 which has been shared with staff at 864 Keep Safe premises across Scotland.

Information sharing

A national consultation has been conducted in respect to information sharing relating to vulnerable people. This consultation was aimed at both statutory and non-statutory organisations and the output is currently under assessment to identify and disseminate best practice, in addition to informing the development of new prevention and intervention approaches. Liaison has also taken place with Scottish Government in relation to vulnerable offenders in homicide, in particular those where mental health has been a factor. Homicide Governance and Review (HGR) continue to debrief all homicide investigations and share learning via the appropriate forums.

Police Scotland also carried out consultation nationally regarding the functionality of the interim Vulnerable Persons Database (iVPD) and how it could be improved. As a result, a program of development has commenced, reforming the system so that it identifies links between individuals to better manage risk, integrating quality assurance to ensure business processes and policy are being followed, and embedding escalation prompts to flag up earlier opportunities for support.

Multi-agency approach

Across all of Police Scotland's regional command areas, processes are in place to make sure people considered vulnerable are protected through a multi-agency approach. Divisions utilise local governance and multi-agency partnerships via Concern Hubs, Inter-Agency Referral Discussions (IRDs), risk management plans and Child and Adult Protection Committees with oversight from Chief Officer Groups. In North Command, Highlands and Islands Division's Alcohol and Drug Partnership (ADP) funded Harm Prevention Post is now in place, which seeks to reduce drug and alcohol-related harm in the Highlands by working with key partners and existing services.

In East Command, victim support and prevention advice is offered and often managed through the Divisional Safer Communities Teams. In West Command, the Herbert Protocol is now in operation. This is a pro-active system which provides a support service for persons with dementia / Alzheimer's and their family and carers.

Support continues to be given to the Young Person Strategic Suicide Prevention Group (YPSSPG). This is a multi-agency approach to manage a crisis response to the suicide of a young person. This group is supported by the Young Person Operational Suicide Prevention Group (YPOSPG). Whilst this group previously only acted following a death by suicide, it now meets following an attempt or hospital admission where there are grounds for concern.

In Argyll and West Dunbartonshire Division, a Domestic Abuse Partnership Pledge was instigated. The initiative delivered core work within education and private and public sector workplaces, with schools across the area training staff in how to break the circle of violence and support young people on how to deal with witnessing and being part of violence. In the workplace, the focus was on raising awareness of domestic abuse and the need for HR strategies to reflect an appropriate response to domestic abuse in respect of victims and offenders.

National guidance and best practice on undertaking cuckooing (a term used to describe a vulnerable person's home being taken over for the purpose of selling and storing drugs) safeguarding visits has been drafted in order to establish an approach to diverting vulnerable individuals away from serious and organised crime. Utilising a multi-agency victim-focussed response, the aim is to help people find routes out of their situation, and to deal with the issues that made them vulnerable to exploitation in the first instance.

Campaigns

Despite the COVID-19 pandemic, a full calendar of road safety activity was delivered, with campaigns tailored to local restrictions and government guidelines. Social media was used where appropriate to ensure the road safety message was delivered to as wide an audience as possible. Partnership working was curtailed due to the circumstances, however

collaborative working continued via social media. Campaign launches were carried out virtually, such as the Festive Safety Campaign which received favourable feedback. The campaign calendar for 2021 has been drafted in line with NPCC activities and the new RS Framework 2030 and was approved in March 2021 by the Road Safety Governance Board.

Case Study – Festive Drink and Drug Drive Campaign

The annual Festive Drink and Drug Drive Campaign ran from 01 December 2020 to 03 January 2021.

This was a national campaign supported by Road Safety Scotland, Transport Scotland and Corporate Communications, focussing on the enforcement of relevant legislation through the detection of offenders, reducing the occurrence of road traffic collisions, particularly those with a causation factor of alcohol and / or drugs and the education of drivers to discourage them from drink / drug driving through a high visibility policing presence on the roads network.

We stopped 4,013 drivers during the 2020/21 festive campaign, with a total of 508 drivers being detected for drink / drug driving offences. In comparison, 8,687 drivers were stopped, with 580 being detected for drink / drug driving offences during the same period in 2019/20. Of the 508 detected, 28 were detected the morning after, compared to 29 in 2019/20. This suggests that despite the lower number of drivers stopped, the detection rate was far higher, indicating better targeting by officers and a change of driver profile on the roads caused by the pandemic.

During the campaign, 437 drug screening tests were carried out, of which 211 were positive, resulting in arrests and blood samples being submitted for analysis.

Strategic Outcome 2:

The needs of local communities are addressed through effective service delivery

Police Scotland's objectives are to:

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

The level and impact of crime varies across communities in Scotland. The long-term, increasing demands facing Police Scotland require effective partnership working with various service providers in the local community. Serving local communities is at the forefront of the work we do, and Police Scotland aim to deliver the best possible local policing service, supported by national resources. Successful performance in this outcome means that Police Scotland are able to provide a tailored local policing response, meeting the needs of Scotland's diverse communities whilst reducing demand through the impact of prevention and partnership working.

Outcome 2

Objective 4: Understand our communities and deliver the right mix of services to meet their needs

8 activities: 6 ongoing, 2 in progress (listed on page 53):

The following summary of key activities show what Police Scotland are doing to understand communities and their needs and how the right mix of services are being delivered to meet these. To support this, case studies on the North East Division Integration Project and local policing operations have been included.

Local partnership working

Local policing divisions actively support the Community Planning Partnership framework in order to progress local initiatives within communities. The importance of good and effective relationships with partners and communities to address their concerns are reflected within our Local Policing Plans. Demand is constantly reviewed and risk assessed with resource prioritisation aligned towards identified priorities, ensuring continued service delivery and utilising national, specialist or partnership support when appropriate.

Across the country, Police Scotland engage with our counterparts in local authorities to improve services within the area. One example, is the North East Division Integration Project, which aims to deliver real improvements in the level and nature of collaboration and integration amongst public sector partners. With increased co-location, integration and advances in digital technology, we aim to enhance service delivery through effective partnership working.

Case Study – North East Division Integration Project

The necessary closure of North East Division Headquarters in Aberdeen presented Police Scotland with the opportunity to instigate an evaluation of the service we could provide by co-locating with Aberdeen City Council.

Police Scotland's Design team guided the North East Division Integration Project (NEDIP) using an approach which focussed on user experience to assess the risks and benefits that a multi-functional environment would bring. Through this approach, joint working facilities and practices have been adopted and the foundations set for further integration of services in future.

In anticipation of increased domestic tourism in 2021, Dumfries and Galloway Division have collaborated with the local council to look at the lessons learned from staycations after the first lockdown restrictions were eased in July 2020. Community tensions were raised due to increased visitor numbers and associated anti-social behaviour such as littering and disregard for the local community. Ongoing work involves engagement opportunities with visitors, accommodation providers and educating our partners on current Scottish Government tier restrictions. This will be supported by robust patrol plans to provide

community reassurance and visibility.

The creation of Glasgow City Centre Risk Oversight Group, linking both public and private sectors and the homeless communities within Glasgow City hotels, is a good example of the development of a specific local plan for a vulnerable community. The division also has two Mental Health Assessment Units working in partnership with local NHS, SAS and relevant leaders within Glasgow Community Planning Partnership (GCPP), to provide direct access to mental health support for people in distress and presenting with mental health issues.

Case Study – Local Policing Operations

Police Scotland ran a number of operations over the last year aimed at keeping people safe and improving the welfare of our communities.

Operation SKIPJACK was created in response to vulnerable members of the community being targeted by bogus callers. The operation included an education phase aimed at prevention and has had a number of successes in terms of arrests of individuals who have defrauded elderly persons of money.

Operation ENCOMPASS is an early intervention Trauma Informed initiative which aims to support children who are exposed to domestic abuse. This enables early notification to the education authorities following an incident to ensure welfare and wellbeing support is provided.

Operation ARGONITE, a crime suppression initiative based within Dundee local policing area, provides support to the community of Dundee, partners and directly influences Response and Community Policing. The team deal with a wide variety of issues including anti-social behaviour, crimes of violence, acquisitive crime and drugs issues.

Early Intervention

Across the country, we have officers embedded within the Alcohol and Drugs Partnership to ensure a multi-agency approach to all substance misuse issues such as emerging drugs trends, public health risks, drug related deaths and non-fatal overdoses. Youth Engagement Officers in schools are visible and continue to engage and deliver talks on alcohol and drug misuse.

Alcohol and drugs are not the only area in which we are committed to early and effective intervention with our young people. Supported by the use of School Community Officers, Community Policing Teams, and Youth Engagement Officers, we work in partnership with licenced premises providing advice, guidance and reassurance to the public and partners, as well as with local authority anti-social behaviour teams, mitigating further risk associated with ASB in our communities. We are also present in schools, where ongoing work aims to promote awareness amongst young people and increase knowledge of what constitutes sexual offending, and includes increasing awareness of cyber security.

In Dumfries and Galloway Division, we have introduced the Dumfries Galloway Virtual Online Support Team who work in collaboration with statutory partners during major incidents. This is a framework which allows for the gathering of real time information from the public on a joint online platform and provides situational awareness to incident commanders. In February 2021, during a severe weather incident, the joint platform was stood up and received over 20,000 hits on social media to report situational awareness including live time photographs to the public to ensure that they are aware of risks in their area.

East Command has supported the introduction of a Corporate Parent Coordinator to support activities to further Corporate Parenting. Safeguarding through Rapid Intervention (STRIVE) is a further example of a joint initiative in Clackmannanshire seeking to provide a

collaborative approach to those individuals who require support, but previously did not meet recognised thresholds for support and intervention from partner agencies. An extension of this pilot was granted until March 2021 and a formal evaluation is planned in due course to evaluate its effectiveness.

Police Scotland deals with an increasing number of calls from people in crisis. The service is on the front line helping some of the country's most vulnerable people and communities. As such, it is essential for Police Scotland to have officers and staff who understand the trauma which is often at the root of such appeals for help. The Children and Young People (CYP) trauma informed awareness presentation has been refreshed and is consistent with the aims and objectives of the national training material. A psychologist, seconded to NHS Education for Scotland (NES), is producing a Level 2 (skilled) trauma training product for CYP and we hope to use this training product across Police Scotland.

Staff and officer wellbeing

Wellbeing and inclusion remains a priority and strong focus for Police Scotland, with key messaging around the extensive support available to all through the Employee Assistance Programme, SPRA, Trauma Risk Management (TRiM), HR, Police Mutual Association (PMAS), etc. Wellbeing meetings take place regularly, bringing together wellbeing champions to share best practice, particularly in the advancement of the Equality Outcomes.

We are promoting a culture of inclusivity and openness that allow officers and staff to have confidence in delivering their roles and be willing to develop new ideas. Internal and external meetings take place in relation to equality and diversity, providing opportunities to enhance local partnerships, implement changes to improve service delivery and staff wellbeing. Dedicated liaison officers for minority groups continue to engage with communities to identify and mitigate risk.

The Chief Constable has committed to reduce the impact of violence and to improve the safety of officers and staff in his Your Safety Matters Assault Pledge. The pledge ensures Police Scotland respond to violence or abuse towards officers and staff with the same care and compassion received by members of the public. We continue to embed this as part of our daily business and have made process changes to ensure all assaults are appropriately recorded and reviewed.

Objective 5: Support our communities through a blend of local and national expertise

9 activities: 7 ongoing, 1 in progress, 1 complete (listed on page 53-54):

The information below provides some examples of Police Scotland activities in supporting communities through a blend of local and national expertise. This includes an update on the Contact Assessment Model (CAM) project which was completed on 31 December 2020.

Supporting local divisions

The national Domestic Abuse Taskforce provide support to local policing divisions through the Multi-Agency Tasking and Co-ordination (MATAC) process. A revised MATAC structure was implemented in February 2020, to ensure greater national consistency in terms of MATAC delivery, resilience and investigative approach, in order to effectively tackle offending by those domestic abuse perpetrators who present the greatest risk of harm. Multi-agency information sharing supports intelligence development and pro-active investigative and enforcement action against identified perpetrators.

Local policing divisions can rely on national units to provide specialist investigative support and resources where appropriate. For example, the National Child Abuse Investigation Unit, National Rape Task Force and National Human Trafficking Unit all supply assistance to local investigations, based on the risk posed by individual

cases and circumstances. This support is constantly reviewed to ensure it is being directed to the most appropriate area.

As part of a pilot and in response to HMICS recommendations, Digital Forensics continue to support Operation PARROR with a dedicated team to focus on the investigation and collection of data from digital devices to identify they contain any evidential data. This will continue to ensure a standardised and robust response to tackling online CSA and protect children from risk and harm.

Effective service delivery at a local level requires high quality and effective corporate communications. A programme of communication activity for 2020/21 in support of Police Scotland's strategic priorities was developed and delivered successfully. A new Corporate Communications Department Strategy was published in 2020 that comprehensively outlines our communication approach. Our activity in 2020/21 included public-facing behaviour change campaigns, key internal communication projects and providing both reactive and planned support to operational colleagues.

The CAM project

The CAM project was completed on 31 December 2020, despite the challenges presented by the pandemic to the delivery of the model. The THRIVE assessment was adapted in line with the Operation TALLA response to incorporate a COVID-19 related element.

C3 Division have fully embedded CAM and continue to support and empower our people to confidently make decisions at the first point of contact and throughout the journey of the incident. This framework includes continued training, professional development and a range of quality assurance activities to support performance. This framework will set strong foundations to enable the proposed enhancements to the C3 and Local Policing operational model to progress, if approved, as part of the Modernised Contact and Engagement Project.

Community partnership working

Across the service, all divisions are integral partners to Community Planning Partnerships with joint responsibility for the delivery of the Community Outcome Improvement Plans. Regular engagement with Community Councils, elected members and feedback from surveys supports the content of the Local Policing Plans. Divisions routinely undertake localised initiatives, supported by partners, to tackle identified issues to improve outcomes for communities. As an example, Forth Valley Division have led on the collaborative learning which has been taken locally from the public sector approach to the pandemic, the results of which will inform and shape national collaborative activity going forward.

Community planning arrangements are well established through legislative frameworks and a long established history of partnership working. Collaborative working is also undertaken with key partners through Alcohol and Drug Partnerships, Child and Adult Protection Committees and Violence against Women Groups. Across Ayrshire, Locality Policing Teams are engaging with partners and community groups to identify the causes of ASB and disorder and developing joint plans and initiatives to address these issues. An example of this in North Ayrshire is officers working with Youth Services Community Learning and Development Team to examine the outcomes of a youth engagement survey to better understand youth requirements, with the aim of reducing ASB and other criminality.

Across the country, Police Scotland works closely with the communities we serve, drawing on shared knowledge and experience to improve outcomes. Lanarkshire Division, for example, has a Drug-Death Prevention Group, a multi-agency forum that utilises the Scottish Drug Forum Good Practice Indicators to monitor progress across the area. This pan-Lanarkshire group has used monies made available by the national Drug Death Task Force to improve service provision in a bid to reducing drug related deaths across

the area. Additionally, the division routinely deploys localised initiatives, in partnership with local authority resources, to tackle anti-social behaviour and nuisance, improving outcomes for communities.

In Renfrewshire and Inverclyde Division, we continue to develop and foster a number of working relationships with third sector organisations, other agencies and community groups. This inclusive approach allows all partners to share their collective knowledge and understanding. One example would be the allocation of an officer to a large scale independent children's home provider located within the division. This officer works on-site and is focussed on improving the outcomes of those within the care setting, whilst positively impacting the policing footprint and resource required at the location.

Dumfries and Galloway Division work with community justice partners to identify potential further engagement and collaboration around cyclical offending and people in our community serving repeat short term custodial sentences. This group was further enhanced with commitment from housing services and Apex Scotland to look at additional opportunities to reduce repeat offending. Various options continue to be explored, including allowing NHS outreach staff to engage with people whilst in police custody.

International collaboration

Over the last year, we hosted the secondment of two Vietnamese Officers from the Ministry of Public Service Vietnam for a period of six months. Collaborative working continues with Border Force and the NCA to develop a greater understanding of Vietnamese Potential Victims of Trafficking (PVoTs) and fill existing intelligence gaps. The Human Trafficking Threat Desk (HTTD) continues to maintain an overview of the emerging trends and risks being seen through the Scottish intelligence picture, receiving all partner updates and incorporating these into a disseminated analytical product.

Objective 6: Support the changing nature of communities

3 activities: 1 ongoing, 1 in progress, 1 complete (listed on page 54):

The following activity updates show key Police Scotland's actions in supporting the changing nature of communities in each of the North, East and West regions.

Information sharing

Police Scotland support the changing nature of communities through the use of multi-agency information sharing processes, driven at a national and international level. In November 2020, the National Human Trafficking Unit participated in the International Justice Ministry Scottish Stakeholders Round Table. International Justice Mission (IJM) have now expanded their operations to Romania and will provide victim support to those who have been trafficked and exploited in the UK and have chosen to return to Romania which will assist Senior Investigating Officer (SIO) victim safety planning.

Discussions are underway with the Mental Welfare Commission to support the development of an Information Sharing Agreement (ISA) for the sharing of information following repeat iVPD concern reports. This will supplement ongoing work to share Place of Safety reports.

Across the country, we protect those most at risk in our communities through collaborative data sharing. In North Command, processes are in place to ensure people considered vulnerable are protected through a multi-agency approach. Divisions utilise local governance and multi-agency partnerships via concern hubs, IRDs, risk management plans and Child and Adult Protection Committees with oversight from Chief Officer Groups.

In West Command, a West Dunbartonshire Vulnerable Adult Multi Agency Forum (MAF) is now established with partner agencies (mental health, learning and disabilities Social Work, Addictions, etc.), providing early intervention for nominals who come to the attention of services on a regular basis. The MAF develops support plans and allocates responsibility for delivering a multi-agency response to vulnerable adults. The aim is to provide early intervention opportunities before crisis is reached. The MAF process was also introduced in Argyll and Bute in January 2020.

Domestic abuse

The Disclosure Scheme for Domestic Abuse Scotland (DSDAS) continues to be an ever increasing area of business for the Domestic Abuse Investigation Unit and PPU. DSDAS applications have increased by 33% overall with a 39% increase in Power to Tell applications and a 19% increase in Right to Ask applications compared with the previous year. The majority of the applications arise from the 'Power to Tell' proactive function of DSDAS. Our Domestic Abuse Champions network is being increasingly utilised, encouraging more officers to get involved in initiatives and operations whilst learning and sharing information to colleagues surrounding domestic abuse.

In East Command, Multi-Agency Risk Assessment Conferencing (MARAC) processes are well established ensuring maximum information sharing and the delivery of optimum outcomes for victims of domestic abuse. The new Multi-Agency Tasking and Co-ordination (MATAC) process is working well, ensuring local divisional officers, in conjunction with Domestic Abuse Task Force officers, deliver a consistent approach to the disruption of domestic abuse perpetrators, focussing on identifying perpetrators who present the greatest risk.

Strategic Outcome 3:

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

Police Scotland's objectives are to:

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

Delivering a modern policing service that is technologically enhanced, accessible to all, and thoroughly embedded in our communities requires that Police Scotland remain conscious at all times of the ethical and privacy framework in which we operate. It also means that we must be careful to retain the confidence of those we serve and work hard to maintain our legitimacy in the eyes of the public. Success in this outcome means that individuals are able to seamlessly access the assistance that they need, safe in the knowledge that the service they are accessing is built on a robust set of principles and deeply aligned with other relevant organisations across local communities, the public, private, and third sectors.

Outcome 3

Objective 7: Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service

3 Activities: 3 Ongoing (listed on page 55):

The information below provides some examples of Police Scotland's efforts to embed the ethical and privacy considerations integral to policing. Part of this update includes a case study on The CivTech Challenge and the ongoing engagement with the Scottish Government in relation to the project.

The complexity and sensitivity of a data-rich environment presents both opportunities and challenges to any public organisation looking to improve their service through the utilisation of large datasets. This objective is about making sure that Police Scotland's approach is carefully calibrated to ensure ethical and privacy considerations are built into all of our processes, whether that be data collection, storage and use, or in our interactions with members of public on the street.

Accountable and transparent use of technology

Maintaining public confidence and trust is vital if we are to make the most of the technology available to us whilst building robust frameworks of transparency and accountability. This is why we have developed a new Partnership Agreement with the Centre for Data Ethics and Innovation (CDEI), an independent advisory group within the Home Office, in order to create a tailored Data Ethics Strategy for Police Scotland. This includes an associated data ethics governance framework, which embeds ethical governance into the development of any new, data-centric technology products – whether biometrics, data sharing agreements, digital forensics, cyber-technology, predictive analytics or machine learning – from the beginning of the process.

Taking this approach means that any capture, storage, use, or retention of data is handled in a manner that accords with Police Scotland's values and, crucially, is done so by design.

At present, we remain in the preparatory stage of the process and are focussing on building a knowledge base through a wide range of stakeholder interviews. This includes gathering feedback from inside Police Scotland (from the Executive to officers and members of staff), the SPA, the public (via the existing Ethics Advisory Panels), academia, and Scottish Government. A draft Data Ethics Strategy and Governance Framework is expected to be ready later this year for further discussion and engagement.

Data science

Police Scotland has also taken steps to responsibly harness the potential of new technology and techniques, launching a Data Science Working Group to provide oversight of all data science, predictive analytics and Artificial Intelligence (AI) activities across the service. This group aims to define a standard data science process, assess what capability Police Scotland requires going forward, and develop a comprehensive risk framework for data science use cases. The framework will assess each use case against a variety of pertinent factors, including the ethical and privacy implications, data quality and transparency of the model, and the business benefit.

Case Study – CivTech Challenge

As part of the CivTech Challenge, funding is available from the Scottish Government on the grounds of the need for 'Explainable AI' within the Public Sector in Scotland. This project aims to support the development of explainable and ethical artificial intelligence solutions that are scalable, repeatable and transparent.

Police Scotland have engaged with Scottish Government and submitted a bid for funding to produce an AI experiment / proof of concept in order to take advantage of this opportunity. The use case, submitted with the support of Scottish Government, is to prove the concept of developing an AI 'assistant' capable of automating the triage of intelligence logs to improve the efficiency of the intelligence process and release officer capacity.

Data ethics

To further ensure that we maintain legitimacy in everything we do, Equality and Human Rights Impact Assessments (EqHRIAs) and work towards the Police Scotland Equality Outcomes and the Specific Duties are mainstreamed into all business areas. These have been utilised most recently in the introduction of Lawful Business Monitoring, and are in progress for both the nominal and crime Data Standards, the new Data Policy, and the Data Drives Digital Project.

Work within our Ethical Advisory Panels at both regional and national levels has continued apace, providing us with independent public opinion on key matters that affect public life and Police Scotland's interaction with our communities. Additionally, engagement continues on the use of Body Worn Video in policing. Our public survey had over 8,000 responses with very significant levels of support shown for this policing approach.

Objective 8: Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective

8 Activities: 1 in Progress, 6 Ongoing, 1 Complete (listed on page 55):

The following updates provide some examples of Police Scotland's efforts to protect the public and promote wellbeing across Scotland and what is being provided to do this effectively. Part of this update includes case studies on video conferencing for custody court appearances and our response to public confidence surveys.

This objective is concerned with making sure that individuals in need are able to seamlessly access the right kind of help and that Police Scotland's response, forms part of a whole systems approach across the public sector to ensure this. Inextricable from these aims is the requirement to improve public confidence in reporting crime, and the experience of reporting crime, particularly in instances of domestic abuse, sexual crime, hate crime, and human trafficking. To deliver on this outcome requires a culture of openness and transparency, but also innovation and continuous improvement.

Right help to the right people

Getting the right help to the right people is crucial to improving outcomes for our communities across Scotland. The national roll out of (CAM) was completed in December 2020. This means that all calls and online reports made to Police Scotland are now subject to an enhanced assessment and decision making model, which applies criteria such as risk and vulnerability to identify and then direct the most appropriate policing response at the first point of contact. Although the pandemic presented novel challenges for the delivery of this model, adaptations in line with the Operation TALLA response were incorporated at an early stage.

This involved the integration of COVID-19 elements to the assessment, and the presumption of appropriate contact and deployment only to priority calls was implemented to ensure the safety of the public and our officers at all times. In recognition of best practice, CAM won the Campbell Christie Public Sector Reform Award at the Public Service Awards 2020.

Work continues to build on the opportunities created by CAM in order to provide the most appropriate investigators or responders at point of first contact, lessening the burden on victims and reducing overall police demand in the process. This is being achieved through the Contact, Engagement and Resolution Project (CERP), which includes three workstreams. The first, Direct Partner Referral Pathways; provides mental health practitioners inside C3, increasing the proportion of calls diverted directly to the NHS whilst providing expert support to officers dealing with such incidents. The second, Enhanced Remote Resolution and Support; widens the capability of Resolution Teams (RTs) with the inclusion of specialist PPU officers, enabling direct agency coordination at the point of first contact. The third, Remote Crime Reporting and Management; maximises the impact of direct crime reporting to reduce demand and in time will include the establishment of Crime Management functions within C3. Thus enabling RTs to directly record, investigate and file appropriate crimes without requiring reallocation to local officers. This year the Resolution Team created over 75,000 crime reports.

In support of this work, the new Unified Communications and Contact Platform (UCCP) is currently out to tender, with the ITT expected to close on 06 April 2021. Following on from this, a Full Business Case will be developed and will be fed through Police Scotland's governance routes.

Case Study – Video Conferencing for Custody Court Appearances

Following a joint review with Crown Office and Procurator Fiscal Services (COPFS) and the Scottish Court and Tribunal Services (SCTS), we examined alternative measures to custody court appearances using video conferencing rather than personal appearances. The objective surrounding the work was to identify and mitigate any barriers that may prevent individuals, particularly those with protected characteristics, from being able to utilise this method of court attendance.

An EqHRIA was completed, enabling us to highlight both improvements and any obstacles in introducing this method. We consulted extensively with court users, including Sheriffs, Court Officers and Prosecutors and representatives from the Law Society and members from Equality Advocacy groups. We also invited members of Supporting Offenders with Learning Difficulties (SOLD) to attend at a custody suite, to enable them to see and provide their input on the process.

We have now adapted a full mitigation plan to allow all persons in custody to be able to appear at court via video conferencing, as well as using their personal feedback to further improve the process. Carrying out the consultation and using the EqHRIA has allowed us to identify a virtual process for all persons who need to appear at court which takes cognisance of human rights and equality considerations.

Confidence in reporting

Ensuring that everyone feels confident in reporting crime is vital to providing a respectful, professional and appropriate service to all of our communities. Police Scotland continuously takes steps to strengthen our accountability and improve the response we are able to offer members of the public, particularly in instances of serious and traumatic crime.

In the service of these aims, the National Rape Review Team (NRRT) maintain regular contact with Rape Crisis Scotland (RCS), tailoring the questions asked by RCS to victims in order to provide insight and potential improvement to Police Scotland's service delivery.

The Sexual Offences Liaison Officers (SOLO) Visual Recording Interview (VRI) Pilot continues across multiple divisions, with further training scheduled for later this year. This work provides enhanced victim engagement in rape and sexual crime cases, improving the confidence of victims to report.

Police Scotland continue to work with external partners to provide scrutiny and continuous improvement. A Scottish Institute of Policing Research (SIPR) funded independent evaluation of the Disclosure Scheme for Domestic Abuse Scotland (DSDAS), led by Professor Lesley McMillan of Glasgow Caledonian University, will be completed during 2021/22.

The research will utilise a procedural justice framework to investigate applicants' confidence in the police, motivations to engage, and satisfaction with the process. The research will also investigate local officers' experience of participating in and administering the process, within a multi-agency approach.

It is important that Police Scotland understands and monitors public confidence in order to maintain legitimacy in the eyes of the communities we serve; as such we continue to engage and involve the public and our partners in policing through a number of ongoing national surveys and other engagement activity.

Our core national surveys have increased representation of communities across Scotland in location and diversity, with participation of over 60,000 people during the last year.

Throughout 2020/21, numerous surveys were undertaken to measure and understand public confidence in the police. These included the Your Police 2020/21 local policing survey, as well as the User Experience Survey, an independent survey administered outwith Police Scotland,

which continued to engage people who contacted us during the pandemic. In December 2020, we launched our Fair and Inclusive Police Service survey, which focusses on confidence in reporting hate crime and gender based violence, and more broadly the steps Police Scotland can take to support vulnerable and diverse communities. The public confidence and experience survey insights are reviewed weekly and have helped us respond to emerging issues and shape our approaches at a national and local level.

Case Study – Response to Public Confidence Surveys

Police Scotland use the results of public confidence surveys to drive improvements in our relationship with the communities we serve. Over the last year, in response to public feedback, we have increased police presence at identified key locations, with a focus on patrolling during the evening and after dark. We have also enhanced our capability to receive digital public contact, including an online form for reporting COVID-19 restriction breaches, and video appointments for safe face-to-face contact. Alongside these measures, we instituted monthly public confidence trackers in each local policing division.

We also seek to understand public confidence in relation to key issues through collaboration with academia. Three separate studies have been approved in this area: to research the drivers of public confidence and the impact of COVID-19 on our response in rural and remote communities, to evaluate domestic abuse related calls during the pandemic, and to investigate our interactions with the deaf community.

Care for those in custody

Police Scotland always strives to deliver a high standard of care to those in police custody and is constantly looking to improve the service we provide.

This is achieved through various strands of activity across the country including; working with partners to look at novel services to assist offenders and break the cycle of reoffending, aligning ourselves with all 14 NHS Health Boards to improve not only the service provided to persons in custody but also facilitate their access to necessary services once released, identifying inconsistencies internally before

developing and delivering uniform solutions through such means as the Custody Quality Assurance Plan.

In order to maintain accountability, regular audits are carried out of custody services, and the impact of introducing Quality Assurance Inspectors has been significant. Complaints Against the Police (CAPs) in relation to custody are dealt with timeously, and there are now monthly meetings in place between the Criminal Justice Services Division and Professional Standards Department to go through CAPs and assess their status in order to ensure this.

Objective 9: Work with local groups and public, third and private sector organisations to support our communities

9 Activities: 1 in Progress, 8 Ongoing (listed on page 56):

The following provides selected updates on Police Scotland's ongoing work with local groups and public, third and private sector organisations. This update also includes a case study on the work carried out so far as part of Operation WINGSPAN.

Police Scotland relies on building and maintaining excellent relationships across a number of sectors, without which we would be unable to fully understand our communities, improve our service, or act alongside others to combat difficult and complex issues. This objective is about tracking those relationships and connections to make sure that Police Scotland are fully maximising the opportunities that exist for collaborative working, to support victims, public health, other public services, and our communities more widely.

Engagement

Engagement with the public and partners is vital in designing and improving our services in order to address the issues that matter most. This is achieved through numerous workstreams around the country and attendance on various forums. An example of this is Community Planning Partnerships, where officers strive to improve partnership action on a daily basis, reviewing Local Outcome Improvement Plans to make sure they remain relevant. This is particularly salient regarding the severe challenges experienced as a consequence of the pandemic, such as economic uncertainty and compromised mental health. In spite of the restrictions placed on Police Scotland by COVID-19, social and local media have been utilised to keep communities abreast of policing developments in their area.

Road Policing engage closely with local authorities and external groups such as Road Safety Scotland and Cycling Scotland to adapt and respond to concerns raised through their engagement programmes. We delivered Operation Close Pass and Lose the Blinkers in partnership with cycling and horse riding bodies. In addition, Safety Camera Units work closely with their local authorities to identify areas for deployment that would be most effective in reducing road casualties.

Multi-agency response

Police Scotland play a vital, contributory role in assisting work across the public and third sectors to alleviate numerous public health issues, a position made evident by work in the last year to support the response to the pandemic. One primary workstream within this role relates to improving the mental health of our communities, through enhanced data sharing and collaboration. Work continues to join Public Health Scotland (PHS), the Scottish Suicide Information Database (SSID), the Convention of Scottish Local Authorities (COSLA) and the National Suicide Prevention Leadership Group (NSPLG) in creating national data sharing processes around suspected suicide figures, allowing the rapid dissemination of information, increased suicide prevention awareness, and ultimately saving lives.

Direct joint working is necessary to address issues that cut across numerous areas of society and do not sit wholly within the remit of any one organisation or sector. In recognition of this, regular sessions are held between Police Scotland and the PHS mental health team, with the ambition of developing a joint delivery plan, including shared priorities and key activities to be the responsibility of both agencies. Discussions continue with the Scottish Ambulance Service (SAS) to consider improvement opportunities from previous community triage car pilots in Glasgow, and meetings are planned with Toronto Police Service to consider their Mobile Crisis Intervention Teams triage service, with a focus on the potential to adapt best practice.

Public health is not the only area in which a multi-agency response is necessary. Across the country, Police Scotland regularly engage with partners to embed joint working into our response. Emergency, Event and Resilience Planning (EERP) and the British Transport Police (BTP) have integrated Joint Emergency Services Interoperability Programme principles in their training. This, in tandem with the Joint on Scene Command Course, provides multi-agency training to frontline

incident commanders who may deal with major incidents. The Scottish Fire and Rescue Service are also major partners in developing a shared vision for the delivery of public services. Whilst agreement on the joint vision statement and Reform Collaboration Group improvement model has been reached, the timeline for the Collaborative Improvement Model has been delayed (a draft is now expected May 2021), to allow for each service to prioritise its own response to COVID-19.

Case Study – Operation WINGSPAN

Wildlife crime is an area in which joint working across different sectors is necessary to collect information, disseminate effective messaging, and ultimately prevent and combat criminal behaviour.

Operation WINGSPAN is a national operation which will focus on each of the NPCC wildlife crime priorities over a 12 month period. Tailored activities will be undertaken under the headings Interventions, Preventions and Enforcement, across the priority areas of Bat Persecution, Badger Persecution, Convention on the International Trade of Endangered Species (CITES) offences, Raptor Persecution, Fresh Water Pearl Mussels and Poaching (Hare / Deer / Fish). Much of this work has already taken place.

During October and November 2020, the CITES phase of Operation WINGSPAN was undertaken, with approximately 300 businesses visited and over 45 items seized on suspicion of being sold illegally (including furs, ivory and alligator heads) following intelligence from the National Wildlife Crime Unit. In December and January, the focus turned to badger persecution, with training provided by the charity Scottish Badgers (including visits to live setts), followed by regular checks on the most vulnerable locations and awareness-raising activity throughout divisions. In February and March, the bat phase of the operation was undertaken, utilising social media to run a public information campaign and working with the Built Environment Forum Scotland to educate professionals involved in the building industry and highlight the threat caused to bats by development.

Serious Organised Crime

Combatting serious organised crime (SOC) requires joint agency working. The overarching aims of the newly formed National SOC Interventions Unit acknowledge this by providing a holistic response towards SOC in Scotland. The Unit aims to support intervention across all four strands of Scotland's SOC strategy, combatting emerging threats and risk using the latest tactics available.

Numerous specific operations over the last year validate this approach. In November 2020, arrests were made in Glasgow as part of Operation FASTHOLD for brothel keeping and human trafficking offences. This operation coincided with the 16 Days of Activism for the abolition of violence against women and girls. Likewise, action taken on county lines in September 2020 resulted in a number of vulnerable people being identified. 'Cuckooing' addresses were visited, numerous drugs search warrants executed and several people arrested. A large quantity of controlled drugs, including heroin, cocaine, amphetamine and cannabis were seized, alongside tens of thousands of pounds in cash and weapons, including a Samurai sword, were also recovered.

Victim support

Police Scotland constantly look for ways to improve support for victims of crime. The Partnerships Prevention and Community Wellbeing team have worked alongside Strategy and Innovation colleagues and key contacts within Victim Support Scotland (VSS) to deliver a six month implementation plan intended to improve the quantity and quality of referrals made to VSS in support of victims. This plan is scheduled to run until August 2021.

Strategic Outcome 4:

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

Police Scotland's objectives are to:

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

Any organisation is only ever as strong as its people. Police Scotland prioritise the wellbeing and safety of all those who work for us, whilst providing clear and rewarding career paths and a strong set of values that cut across everything we do. Success in this outcome represents a safe and healthy workplace, where officers and staff feel valued, protected and well equipped to do their jobs, enabling them to better serve our communities.

Outcome 4

Objective 10: Prioritise wellbeing and keep our people safe, well equipped and protected

6 Activities: 1 Complete, 1 In Progress, 4 Ongoing (listed on page 57):

The following provides updates on Police Scotland's efforts to prioritise wellbeing and keep officers and staff safe, well equipped and protected and includes how this has been addressed during the COVID-19 pandemic. This update also includes case studies on enabling remote working; communication and collaboration; and cyber security and assurance development.

Personal Protective Equipment

The safety and wellbeing of officers and staff is at the heart of Police Scotland's commitments and this has been especially true throughout the pandemic. Over the last year Police Scotland have ensured

appropriate Personal Protective Equipment (PPE) has been sourced and provided, with over 15,000 frontline officers and staff trained and equipped or resupplied with PPE. Following government advice to work from home where possible, ICT equipment including 3,901 laptops and 3,995 remote access tokens (RAS) has been provided to officers and staff.

Mobile devices

In early 2020, mobile devices replaced paper notebooks for front line officers. The Samsung Note 9 device has been specifically programmed for Police Scotland providing officers access to a variety of every day policing applications whilst out on patrol that were previously only available in an office environment. The modernisation of the paper notebook has already reduced paperwork time for officers, ultimately improving our service on a day to day basis.

This investment in technology is vital to ensure that Police Scotland adapt to the changing needs of our communities and our officers are best equipped to deal with incidents. Phase one has seen nearly 11,000 response, community and specialist officers equipped with the technology as part of their operational duties. Phase two will be rolled out over the next 12 months and will see over 3,500 operational officers and approximately 60 Forensic Scientists equipped. This is in addition to devices purchased for training and testing.

Officers are now able to spend more time in the communities they serve, conducting patrols and focussing on crime prevention. Divisional roll out of devices and associated training was completed as scheduled in June 2020.

A 14 month study carried out by Abertay and Robert Gordon Universities concluded the introduction of mobile devices for Police Scotland's frontline officers had a significant positive impact on officer safety, wellbeing and on public confidence.

Case Study – Enable Remote Working, Communication and Collaboration (Teams)

To support Operation TALLA in response to the initial COVID-19 lockdown in March 2020, the ICT department identified and implemented a tactical solution to provide remote meeting and conferencing facilities to key officers and staff to support operations and support remote working for staff.

Following a review of available solutions, the Systems Team worked with existing partners to deploy Microsoft Teams to an initial group of 500 users, covering the Executive Team and other senior staff, with the system going live within a matter of weeks.

Due to the success of the tactical solution, funding was subsequently secured to expand deployment to a total of 14,000 officers and staff. This expanded deployment was completed at the end of January 2021 and an average of 7,000 meetings and 7,500 one to one calls are now taking place per week on the platform. This solution has now been used regularly to host the Chief Constable's Operational Review Meeting (ORM); SPA Board meetings; as well as a number of key external conferences such as the International Development Conference.

COP26 wellbeing strategy

A key consideration when planning for COP26 is to ensure the health, safety and wellbeing of all police personnel. Taking cognisance of the unique operational demands of COP26, Police Scotland recognises the wellbeing of our officers and staff is absolutely fundamental to the delivery of this event. A dedicated health, safety and wellbeing team will ensure that this objective is met. The COP26 wellbeing strategy also considers how policing during COP26 may affect staff wellbeing and how Police Scotland can positively impact on this by ensuring that wellbeing considerations are embedded into all areas of the operation. Health and Safety Advisors will ensure that all obligations under the Health and Safety at Work Act are met, and the event is delivered within the framework of Your Wellbeing Matters and Your Safety Matters.

This is governed by a Health, Safety and Wellbeing sub group which maintains a register of all wellbeing considerations. Effective and regular communication and education is also key to the success of COP26 and health, safety and wellbeing will provide regular updates to staff prior to and during the event. Staff are being actively encouraged to provide ideas to support wellbeing prior to the event, whilst feedback during it can address any immediate concerns. Post-event feedback will be utilised to provide learning for the future. Briefings, toolkits and operational orders will provide further assistance and ensure that leaders and supervisors have the tools and knowledge to support their staff. During event delivery, the health, safety and wellbeing team will be a single point of contact, and will ensure that any negative impact on wellbeing is kept to a minimum.

Your Safety Matters

Your Safety Matters (YSM) Diamond Group continues to progress a number of workstreams and has appointed a network of champions to support staff across all divisions. The champions' network of senior officers has been set up to provide divisions with a single point of contact for all YSM enquiries. YSM Champions will be responsible for a number of activities, including engaging with each

other, wellbeing champions and the Diamond Group to identify opportunities for organisational learning. They will also share information with officers and staff across their division or department on YSM guidance and developments, as well as taking action to execute new initiatives and tackle any divisional issues related to the safety of officers and staff.

Case Study – Cyber Security and Assurance Development

A key component of the corporate Cyber Strategy is ICT's recently revised Cyber Security and Assurance Strategy.

The strategy sets out a comprehensive programme of works to maintain and enhance Police Scotland's internal cyber security and resilience, building on existing monitoring and assurance capabilities.

The strategy defines a roadmap for the delivery of further cyber defence initiatives that contribute to our continued response to the increasing global cyber threat.

Objective 11: Support our people to be confident leaders, innovative, active contributors and influencers

3 Activities: 2 In Progress, 1 Ongoing (listed on page 57):

The information below provides some examples of activities which support our people to be confident leaders, innovative, active contributors and influencers. This includes an update on the new Police Leadership Development Programme (PLDP) which commenced on 01 April 2021.

People strategy

Police Scotland remain committed to investing in our people and provide the support they need to deliver an excellent service. We will create the right environment for our staff to be able to work effectively and equip them to make decisions, ensuring they are trusted and empowered to do so. Police Scotland's People Strategy is an important part of this process and Year 3 (2020/21) Annual Delivery Plan has now

been approved with development and design work for the next iteration of the People Strategy in progress.

MyCareer

One of the Chief Constable's six personal commitments is promotions and performance and includes the desire to provide a focussed promotion process, which recognises day-to-day performance. This is why we have introduced a new appraisal system, MyCareer. MyCareer launched on 01 October 2020 as a proof of concept in three business areas – C3, Forth Valley Division and Forensic Services – and will run until July 2021. MyCareer is underpinned by the Competency and Values Framework (CVF) and will support continuous development for officers and staff, while providing the gateway for future development and promotion. Following the introduction of MyCareer as a proof of concept, user groups will help shape the system to ensure it is fit for purpose and ready to roll out to all areas of the organisation thereafter.

Police Leadership Development Programme

The Diploma in Police Service Leadership and Management (DPSLM) is being replaced by a pilot of the new Police Leadership Development Programme (PLDP). This commenced on 01 April 2021 and it is intended that the PLDP will become the new qualification required prior to promotion to the rank of Sergeant. Initially, 20 officers will take part in the pilot. The aim of the PLDP pilot is ultimately to provide Police Scotland with a new and modern promotion qualification in which officers are assessed on work based performance by undertaking vocational tasks, while reducing the home working element associated with the Diploma. Full implementation of the qualification is subject to an evaluation and review process and may also be dependent on the full roll out of the MyCareer appraisal system.

Divisional commander's award ceremony

Across Police Scotland regular meetings take place in order to share ideas, best practice and encourage suggestions for organisational improvement. Staff are regularly praised for good work and nominations submitted for both internal and external awards where appropriate. In June 2020, Greater Glasgow Division celebrated the achievements of many officers during the annual Divisional Commander's Award Ceremony. Due to COVID-19 restrictions, this was the first time the event was arranged virtually and it was recorded and posted on the Greater Glasgow Division Local Policing intranet page. Overall, some 75 reward recipients had their contributions acknowledged by members of the local Senior Management Team.

On-line training and development

Whilst face-to-face training provision has been impacted by COVID-19, provision of multiple development opportunities have been made available to individuals to access independently through the Force's intranet and other remote means. These include HowTo, a 24/7 online learning resource, continuous professional development quick guides and a newsletter issued on a bi-monthly basis, the RISE programme delivered to support colleagues from BME backgrounds, and empower hours (bite-sized CPD sessions available for all staff). Developing our leaders has also continued, with 131 sessions of Executive CPD delivered by January 2021, the national mentor programme relaunched in December 2020, an online First Line Managers (FLM) course launched in February 2021, and the Your Leadership Matters Senior Leadership Programme launched in March 2021.

Objective 12: Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

6 Activities: 1 In Progress, 4 Ongoing, 1 Complete (listed on page 57):

The following provides a summary of Police Scotland activities that support our people to identify with and demonstrate our values and have a strong sense of belonging. A case study on recent Talk Truth to Power sessions is also included where officers and staff from ethnic minority backgrounds were invited to talk directly to the DCC about their lived experiences of working for Police Scotland.

Equality and diversity mainstreaming

The Equality and Diversity Mainstreaming and [Equality Outcomes Progress Report 2021](#) demonstrates how Police Scotland is progressing against Equality Outcomes across all levels of the organisation and highlights activity undertaken to make progress against the most recent Equality Outcomes. Significant work is ongoing to improve EqHRIA training, guidance, communications and governance. This activity aims to improve compliance with the specific duties and ensure considered decisions from an equality, diversity, inclusion and human rights perspectives at all levels of decision making across Police Scotland.

Continuous improvement work is ongoing in relation to equality and diversity workforce monitoring to ensure that legislative requirements are met in an efficient and effective way.

Police Scotland have focussed on developing the mainstreaming approach at a strategic level and have seen improvements in this area since the last reporting period. In order to integrate mainstreaming, Police Scotland are working to embed equality, diversity and human rights into all strategies, plans and the performance framework. This strategic approach ensures that equality, diversity and inclusion is captured

in strategy, delivered through normal business planning and reported through our national performance framework. In addition, specific equality and diversity plans and reports are developed as required to complement the organisation planning and performance mechanisms and provide a specific focus where required.

To strengthen the diversity of our workforce, activity is ongoing in relation to recruitment and improving access to timely recruitment data. Work is also progressing with recruitment and vetting to ensure there is no disproportionality in relation to vetting outcomes. Equality and diversity monitoring work continues to progress in respect of the promotion process to ensure that it is fair and supports individuals from under-represented communities in their policing career.

In order to promote diversity and inclusion, Police Scotland leadership team have established executive level sponsors for a number of protected characteristic groups. The creation of these sponsors sets out a strong executive level commitment to equality, diversity and inclusion. The executive sponsors work closely with equality and diversity specialists and diversity staff associations and advocate the priorities of these protected groups.

Case Study – Talk Truth to Power

The Deputy Chief Constable (DCC) sponsor for race recently held a series of ‘Talk Truth to Power’ sessions where officers and staff from ethnic minority backgrounds were invited to talk directly to the DCC about their lived experiences of working for Police Scotland.

The officers and staff openly discussed their personal experiences in a safe space and to express what action they felt could support the organisation in creating a more inclusive culture.

Following these sessions the DCC shared the learning with other members of the executive team and supported the development of a BME action plan which sets out the action that we will take to create an inclusive culture that attracts, develops and retains a diverse and representative workforce.

Strategic Outcome 5:

Police Scotland is sustainable, adaptable and prepared for future challenges

Police Scotland's objectives are to:

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

A modern police force must make the most of opportunities for innovation and development to improve service delivery and support operational policing in an environmentally sustainable way. Success in this outcome means that our estate and fleet are utilised as efficiently and sustainably as possible, our corporate services are accessible and effective, and operational policing is supported to the fullest extent across Police Scotland.

Outcome 5

Objective 13: Use innovative approaches to accelerate our capacity and capability for effective service delivery

13 Activities: 6 In Progress, 6 Ongoing, 1 Deferred (listed on page 58):

The following provides a summary of some key Police Scotland activities that show innovative approaches to accelerate our capacity and capability for effective service delivery including an update on the National Custody Operating Model.

Transforming Corporate Services

Transforming our Corporate Support Services to improve processes and systems to enable a modern national police service is a key objective of the Serving a Changing Scotland Strategy. The aim is to provide easily accessible, efficient and high quality corporate services, by introducing new technology that will reduce administration, streamline processes and better support operational policing.

The Electronic and Documents Management System (EDRMS) and eRecruitment projects have been approved to move into the delivery phase.

The design, build and configuration of eRecruitment activities have progressed with the third party supplier, including a review of current recruitment processes, forms and communications. Stakeholder engagement has commenced. On completion of systems testing, the modules will then move into User Acceptance Testing prior to a phased go live.

National Custody Operating Model

In 2018/19 Criminal Justice Service Division (CJSD) approved the introduction of a National Custody Operating Model and review process which delivers an evidence based approach for determining what estate, staff and capacity is reasonably required at any given time across the country. This piece of work to establish an appropriate staffing model for custody was welcomed by HMICS within an inspection report published in June 2019 on the 'strategic arrangements for the delivery of police custody'. The model has been the subject of two annual reviews, the outcomes of which inform amendments to the operating model and classification of custody centres. As of March 2021, the model has contributed to a reduction in backfill of over 23,175 shifts, which equates to approximately 220,000 policing hours or 137 FTE officers.

The conduit for change within Custody Operations began with the concept of Criminal Justice (CJ) Hubs through which transformation of Estate, Operating Model and People would deliver benefits to people in custody, other criminal justice functions, our partners and local policing.

To date, nine CJ Hubs have been introduced across the country with plans to also develop Community Justice Campuses. The CJ Campus concept is the next stage of remodelling, designed to transform custody facilities from disparate legacy places of detention, to modern integrated places of safety and gateways for the delivery of wellbeing, prevention, diversion and transformation services.

The aim is to provide a secure environment where the most vulnerable people in custody, who often have multiple complex needs, can be signposted to on-site public and voluntary sector services. The first CJ Campus location will be Greater Glasgow, scheduled to go-live in early 2021 following the refurbishment of London Road Police Station.

National Productions Application

The national roll out of Productions Application is now complete. The National Productions Application is accessed via the Digitally Enabled Policing Programme dashboard. The application will bring a vastly improved way of working to those divisions who currently use paper based systems, including reducing risk and improving efficiency.

Local policing officers are now electronically submitting and recording productions onto the new system. In addition to a new national productions management system, multiple changes have been made to improve and develop the productions operating model. These include a review of job roles and grades, with a new standard national set of job roles and grades introduced, and a major purge of production stores.

The new productions store at London Road, Glasgow, has been completed and the transition from other stores has begun. A contract is being let to create a new national deep store at Glenrothes and work will begin on that later this year, as well as a new regional store at Aberdeen.

Objective 14: Commit to making a positive impact through outstanding environmental sustainability

5 Activities: 2 In Progress, 3 Ongoing (listed on page 59):

The following information shows Police Scotland's efforts in committing to making a positive impact through outstanding environmental sustainability. An update on the roll out of our Ultra-Low Emission Vehicle (ULEV) fleet is also provided in support of this.

Environmental sustainability

The Environmental Sustainability Strategy for Police Scotland was produced over the last year and approved through the relevant governance forums at the end of March 2021. The implementation phase will begin in 2021/22. Procurement aspects are also considered within the strategy and will form part of the updated Procurement Strategy in 2021/22.

One objective of the COP26 Operation URRAM Gold Strategy is to 'ensure Police Scotland embraces a sustainable approach to the planning and delivery of the event and is able to demonstrate best value in terms of financial management'. Planning to mitigate any carbon footprint continues and is still subject to ongoing review to ensure compliance. Arup Group Ltd have been appointed by UK Government as project management environmental consultants. Arup have set seven sustainability governing principles which are reflected in the draft Environmental Strategy and Action Plan.

UK Government are aiming to be awarded ISO accreditation in relation to COP26 of which Police Scotland will assist by using, wherever possible, sustainable options for event planning and delivery.

A number of control measures have been implemented or are being pursued in aid of environmental sustainability.

These include where possible; the use of electric or hybrid vehicles (including hire vehicles), the minimising of printed documents and use of electric means, the use of sustainable products across the service, engaging with Scottish Water in relation to providing a water bowser and environmentally friendly water carriers, deploying officers on foot where appropriate, instituting a force-wide policy on using trains as the default travel method, and the extensive use of online meeting facilities to reduce unnecessary travel, both to the office and between sites.

Police Scotland continue to progress our innovative fleet strategy that will see us become the first emergency service in the United Kingdom to have an Ultra-Low Emission Vehicle (ULEV) fleet. Roll out is currently in progress with the contract for supply of ULEV awarded to Hyundai in September 2020. The contract for supply and installation of ULEV infrastructure was awarded to BP Charge Master, also in September 2020. Infrastructure roll out plans have been developed, with the first charging posts being installed in March 2021 and 179 electric vehicles online by the end of March 2021.

Co-location of services

Since approval of the Estate Strategy in 2019, we have delivered six new co-locations at Largs (with NHS), Gretna (with Dumfries and Galloway Council and Community Group), Kirkcudbright (with Scottish Fire and Rescue), Peterhead (with Aberdeenshire Council), Inverness Justice Centre (with various CJ partners) and Lesmahagow (with SFRS).

Further approved co-location projects are in progress at Alloa, Crieff and Haddington (where lease negotiations are ongoing). Alloa and Crieff co-locations are due to be complete in summer 2021. Planning, design and negotiation of lease terms continues on Project Quest, as well as feasibility work across 30 other co-location and strategic projects across North, East and West regions.

Objective 15: Support operational policing through the appropriate digital tools and delivery of best value

9 Activities: 6 In Progress, 3 Ongoing (listed on page 59):

The following information demonstrates some of Police Scotland's key efforts in supporting operational policing through appropriate digital tools and delivery of best value. Updates on the new National Productions System, Road Traffic Collision system and Telematics national system have also been provided.

As part of the Digitally Enabled Policing Programme, and the Core Operating Systems Project, newly integrated IT capabilities are being deployed in a phased and modular manner, via pilots, refinement, geographical and national roll out. This delivery includes the procurement of Capita's Unifi system, modules relating to National Missing Persons, National Road Traffic Collision, and National Productions, and the Direct Measures (Pentip) Tayside Division Pilot.

The Core Operational Solutions Warrants Module was successfully rolled out to Tayside Division on 25 March 2021. Initial feedback since launch has been very positive regarding the usability and capability of the system. The roll out of the Warrants module to other divisions will be scheduled to align with the roll out of the National Crime module following COP26.

Telematics

The Telematics national system was activated in September 2020 and switched on in nearly 3,000 police vehicles. Telematics provides real time in-car feedback to promote a safe, confident and efficient driving style by using the LED unit mounted on the dashboard. This new technology will support the management of our national fleet of vehicles and assist the delivery of the ULEV charging infrastructure as we roll out the electric vehicles to ensure the right vehicle is available at the right time, in the right place. Telematics is a key part of Police Scotland's Fleet Strategy that aims to provide a fit for purpose, safe, reliable and cost efficient fleet. Reports regarding Telematics data to help support utilisation have now been set up, and will be sent out on a monthly basis.

Look Forward

The remarkable events of the last year have affected every aspect of society and will continue to have a lasting impact. The pandemic had a huge impact on businesses and the economy, and it is likely that the resultant economic downturn will continue to be felt for some time. Scotland's GDP is not projected to recover to pre-pandemic levels until 2024 and unemployment is expected to rise by the end of the furlough scheme, potentially accompanied by instances of homelessness.

Our response to the pandemic has highlighted the extensive remit of modern policing to maintain wellbeing and support communities, which goes far beyond law enforcement. It is likely that we will see an increase in the number of vulnerable people requiring our assistance due to economic hardship and the lasting psychological and physical effects of the pandemic. This may be reflected in increasing numbers of missing people, those living with substance abuse, or a rise in concern for person incidents.

The further roll out of the vaccination programme and lifting of restrictions will hopefully provide our route out of lockdown. Sporting, entertainment and cultural events will gradually return throughout the coming year, alongside the reopening of the hospitality industry and the borders. Throughout this transition, we will continue to work with our partners to ensure the safety of the communities which we serve.

The United Nations Climate Change Conference of the Parties 26 (COP26), hosted in Glasgow in November 2021, will be one of the most high profile and significant security and policing events ever held in Scotland and the United Kingdom.

Over a two week period, it is expected that COP26 will attract around 30,000 accredited delegates, including many world leaders, observer states, personal staff and media representatives. In addition to the conference, there are associated COP26 events planned across the country, alongside the potential for protest activity at sites throughout Scotland.

We will be working with the UK Government, the Scottish Government and other partners to ensure people and businesses are able to plan ahead for any potential disruption. We will also be providing reassurance that communities outwith the conference venue will be appropriately resourced during conference time.

This summer, Scotland is due to host several postponed Euro 2020 matches, increasing the demand on policing. Planning for these games continues and we are working with our partners to ensure the safety of the public and everyone involved to make the event a success. Likewise, it is expected that this summer will see significantly higher than usual levels of domestic tourism, with demand on the roads and at beauty spots expected to be particularly severe. This is being managed through our Visitor Management Strategy, developed in close collaboration with partners. Planned and unplanned protest activity and other mass gatherings are also likely over the summer months, again intensifying the pressure placed on policing in Scotland.

The nature of demand placed on police continues to grow in complexity, influenced by a number of factors including advances in technology and shifts in vulnerability related to domestic crime, sexual abuse, mental health and drug addiction.

As such, we will continue to focus on the capability, skills and capacity of our workforce to ensure we provide a high quality policing service that meets the needs of the communities of Scotland.

In particular, the use of communications technology, whether on mobile devices or by organisations moving towards a remote working model, have seen businesses and individuals become more vulnerable to cyberattack, fraud, and sexual exploitation. Long term rises in these areas look set to continue at an advanced rate, given the accelerated shift to a more connected, more remote world in many people's personal and professional lives over the last year.

The coming years will also see the full resumption of the courts system, and work is already planned to clear the backlog that resulted from the pandemic. This will involve an additional 23.8% increase in capacity from September 2021, with courts not returning to pre-COVID-19 levels until 2025. This will affect our resourcing ability, given the necessary support and attendance requirements that accompany this increase in capacity.

The results of the Scottish Crime and Justice Survey (SCJS) 2019/20 were released in April 2021, and we were greatly encouraged to see that Scotland continues to become a safer place to live with crime levels (down 46% since 2008/09) and the likelihood of becoming a victim of crime (falling from one-in-five in 2008/09 to one-in-eight) falling. Serving the needs of the people of Scotland is at the heart of everything we do so we were also pleased to see that the majority of the Scottish public have confidence in the Service.

We understand that listening to the views of the communities that we serve is key to building trust and confidence, whilst allowing us to continually improve the service we provide. We will use the results of our various public confidence surveys to address our priorities at both a national and local level.

We will also continue to encourage the public to express their views and concerns through our online survey, **Your View Counts**.

The culture of Police Scotland must be welcoming and inclusive to all and fully reflect and represent our communities. We continue to work to fully embed equality, diversity and inclusion in Police Scotland. The new Equality Outcomes, describing the impact we want to have on eliminating discrimination, advancing equality of opportunity, and fully mainstreamed across the Service will form a vital part of this work. An enhanced and robust governance structure is already in place to accelerate progress in this area.

Our Annual Police Plan sets out our intentions for the coming year, with specific reference to Outcomes and Objectives which will be reported throughout 2021/22. These will allow us to measure our performance as we progress through the year, highlighting good work and any areas for further action.

Appendix I – Status of Activities

Strategic Outcome 1 - Threats to public safety and wellbeing are resolved by a proactive and responsive police service

Annual Police Plan 2020/21 - Activities			Status
Strategic Objective 1 - Keep people safe in the physical and digital world	1	Plan and deliver a safe and secure COP26 working with international, national and local agencies	Ongoing Activity
	2	Safely deliver all public events, including those with a high profile and level of public interest	Ongoing Activity
	3	Understand and review resource allocation in response to UK exit from the European Union ensuring that demand is met locally and nationally	Complete
	4	Ensure a high state of preparedness to mitigate and respond to major incidents, terrorism, pandemic and inclement weather	Ongoing Activity
	5	Disrupt and prevent serious organised crime activity to support delivery of the outcomes in the Serious Organised Crime Strategy	Ongoing Activity
	6	Maintain and improve our business continuity plans, ensuring a high level of preparedness to respond to disruption	Ongoing Activity
	7	Develop a Cyber Strategy for policing in Scotland to transform cyber capability and response, while enabling pro-active support to individuals, communities and partners that embeds resilience and aligns to our wider partnership and preventative model	Complete
	8	Deliver policing elements of the Scottish Government's Cyber Resilience Strategy and Public Sector Action Plan	Ongoing Activity
	9	Complete the roll out of Cyber Kiosks	Complete
	10	Deliver digital knowledge and skills training, including in digital forensics, and recruit people with the right skills, within our specialist Cybercrime Unit and across the service	Ongoing Activity
	11	Plan, prepare and begin training for the implementation of the Age of Criminal Responsibility (Scotland) Act 2019	In Progress

Annual Police Plan 2020/21 - Activities			Status
Strategic Objective 1 - Keep people safe in the physical and digital world	12	Plan, prepare and begin training for the implementation of the Children (Equal Protection from Assault) (Scotland) Act 2019	In Progress
	13	Provide high quality intelligence support to deliver the strategic intelligence requirements and implement a process to measure the effective use of intelligence and analysis in responding to priority crimes and threats	Ongoing Activity
	14	Improve our response to threats posed from the criminal use of firearms	Ongoing Activity
Strategic Objective 2 - Design services jointly to tackle complex public safety and wellbeing challenges	15	Improve and enhance our processes to identify and support individuals at risk of harm	Ongoing Activity
	16	Design and implement fit for purpose criminal justice processes and services, ensuring preparedness for digital evidence sharing and productions remodelling	In Progress
	17	Develop our approach to Cyber Prevention and Education including reviewing links to national intelligence products and trend information to ensure a dynamic approach	Ongoing Activity
	18	Develop partnership approaches to tackling the harm caused by substance misuse and deliver the outcomes within Scotland's Rights, Respect and Recovery Alcohol & Drug Treatment strategy	Ongoing Activity
	19	Further enhance and invest in our approach to partnership, prevention and community wellbeing, working constructively with our partners across the public, private and third sectors to support Scotland's public health approach	Ongoing Activity
	20	Continue to collaborate effectively with the Scottish Fire and Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration Strategy across four key areas – co-location, co-response, shared knowledge and share services	Ongoing Activity
	21	Continue to actively support and engage in DBI pilot programme	Ongoing Activity
Strategic Objective 3 - Support policing through proactive prevention	22	Protect people considered vulnerable and prevent all forms of abuse, neglect and exploitation including domestic abuse, child sexual abuse & exploitation, rape and sexual crime, hate crime and human trafficking, including online	Ongoing Activity

Annual Police Plan 2020/21 - Activities			Status
Strategic Objective 3 - Support policing through proactive prevention	23	Design, develop, deliver prevention and early intervention approaches to reduce vulnerability with appropriate mechanisms for evaluation and review	Ongoing Activity
	24	Develop appropriate delivery plans to support the organisational response to violence	In Progress
	25	Counter the threat from terrorism through active engagement with communities and working with partners to deliver the four key strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare	Ongoing Activity
	26	Improve and enhance our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents.	Ongoing Activity
	27	Target our resources to reduce re-offending and effectively manage offenders who pose a serious risk to reduce harm and demand	Ongoing Activity
	28	Deliver policing's contribution to the Justice Strategy for Scotland outcomes focusing on partnership, prevention and community wellbeing, aligned to our ethics/values and the development of a rights-based approach to policing	Ongoing Activity
	29	Implement innovative approaches to preventing crime and reducing the resulting harm and demand	Ongoing Activity
	30	Provide Corporate Parenting leadership and training to support front facing officers and enable best practice	In Progress
	31	Contribute to the delivery of the Scotland's Road Safety Framework to positively influence driver and road user behaviours and reduce injury on our roads	Ongoing Activity
	32	Strengthen educational measures with partners and increase the use of diversionary measures to improve driver and road user behaviour, reduce re-offending and enhance road safety	Ongoing Activity
	33	Deliver a calendar of road safety and road crime campaign activity and initiatives in collaboration with Road Safety Scotland.	Ongoing Activity
	34	Enhance and develop analytical products to aid effective planning and decision making	Ongoing Activity
	35	Share information in an appropriate and ethical manner to more effectively co-ordinate our resources with public sector partners to tackle the persistent issues that impact on wellbeing and resilience in Scotland	Ongoing Activity

Outcome 2 - The needs of local communities are addressed through effective service delivery

		Annual Police Plan 2020/21 - Activities	Status
Strategic Objective 4 - Understand our communities and deliver the right mix of services to meet their needs	36	Implement local policing approaches, aligned to demand, reflecting the differing needs of rural, remote, island and urban communities	Ongoing Activity
	37	Engage and work effectively with local public sector leaders to plan, support and deliver effective services to our communities	Ongoing Activity
	38	Address local priorities through local authority planning and partnership arrangements and deliver the commitments in our local police plans for the public and communities throughout Scotland	Ongoing Activity
	39	Deliver prevention and early intervention approaches to reduce vulnerability	Ongoing Activity
	40	Engage and support cultural change in Local Policing	Ongoing Activity
	41	Empower local divisions to develop, test and deliver innovative and collaborative initiatives to suit local needs	Ongoing Activity
	42	Embed our engagement standards and principles, built around inclusion and accessibility, across Police Scotland	In Progress
	43	Scale up our existing approaches to engagement with children and young people, including development of trauma-informed approaches to engagement	In Progress
	Strategic Objective 5 - Support our communities through a blend of local and national expertise	44	Provide specialist operational resources to meet communities needs and protect them from risk and harm
45		Increase officer capability to support UK, cross divisional and local needs in order to support our National Mobilisation Agreement, including an increase in public order trained officers	Ongoing Activity
46		Complete the roll out of the Contact Assessment Model across all Divisions	Complete

Annual Police Plan 2020/21 - Activities			Status
Strategic Objective 5 - Support our communities through a blend of local and national expertise	47	Review and consider recommendations for service delivery improvements to standards of service for victims and witness based on insights	In Progress
	48	Work with partners to enhance our understanding of the scale and scope of human trafficking in Scotland and reduce the harm it causes	Ongoing Activity
	49	Effectively tackle acquisitive crimes that impact on local communities including housebreaking, bogus workers & doorstep crime and theft of motor vehicles	Ongoing Activity
	50	Provide high quality corporate communications services to support policing delivery	Ongoing Activity
	51	Work collaboratively with the communities we serve, drawing on our shared expertise and experience to improve outcomes	Ongoing Activity
	52	Continue the implementation of our Local Policing Programme	Ongoing Activity
Strategic Objective 6 - Support the changing nature of communities	53	Broaden local engagement using insights gained, alongside operational data, to understand the context of people's experience, public perception and demand	In Progress
	54	Use national processes to ensure multi-agency information sharing to protect victims and vulnerable people and target high risk offenders	Ongoing Activity
	55	Create a new officer safety training package to provide officers with a greater awareness and understanding of those suffering from distress and poor mental health	Complete

Outcome 3 - The public, communities and partners are engaged, involved and have confidence in policing

Annual Police Plan 2020/21 - Activities			Status
Strategic Objective 7 - Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service	56	Engage with the public, SPA, SG and criminal justice partners on new policing approaches, including predictive analytics, in accordance with our rights based approach to policing	Ongoing Activity
	57	Ensure a strong and consistent ethical oversight in key areas that is open to scrutiny and maintains public trust and confidence	Ongoing Activity
	58	Use high quality Equality and Human Rights Impact Assessments (EqHRIA) to ensure that policy and practices in policing proactively consider the potential impact on equality and human rights	Ongoing Activity
Strategic Objective 8 - Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective	59	Transform our approaches to public contact and engagement to meet our objectives to: <ul style="list-style-type: none"> - Create an accessible and seamless public experience, enabled by digital services - Empower our people to manage public contact, harm and vulnerability - Collaborate to tackle public safety and wellbeing challenges using a whole public sector approach - Continue to improve the reach of our public and community engagement activities 	In Progress
	60	Procure and begin implementation of a new Unified Communications and Contact Platform (UCCP)	Ongoing Activity
	61	Develop and implement new public contact channels and communication methods	Ongoing Activity
	62	Create and test meaningful measures for public confidence	Complete
	63	Improve public and stakeholder confidence to enhance reporting (including third party reporting) of crime, especially domestic abuse, sexual crime, hate crime and human trafficking	Ongoing Activity
	64	Involve the public and partners in shaping change, innovation and continuous improvement through effective engagement and consultation	Ongoing Activity
	65	Maintain openness and transparency in our communications	Ongoing Activity
	66	Deliver a high standard of care to those in police custody	Ongoing Activity

Annual Police Plan 2020/21 - Activities		Status	
Strategic Objective 9 - Work with local groups and public, third and private sector organisations to support our communities	67	Act on insights gained from public engagement to design our services and address issues that matter to the public and partners	Ongoing Activity
	68	Deliver a multi-agency approach to the Scottish Government's Mental Health Strategy and reduce related demand	Ongoing Activity
	69	Build on our strong collaborative relationship with British Transport Police to improve service delivery in communities and on the railways	Ongoing Activity
	70	Strengthen and enhance our work with partners through community planning arrangements to share information and develop education, prevention, diversionary and enforcement measures to tackle national and local priorities	Ongoing Activity
	71	Deliver a multi-agency approach to preventing and tackling wildlife crime	Ongoing Activity
	72	Work with the Scottish Fire & Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration strategy. We will explore opportunities for collaboration in four core areas: co-location, co-response, shared knowledge and shared services, including fleet	In Progress
	73	Contribute to and participate in key stakeholder activities, including the government's Victim's Taskforce, to improve support, information and advice for victims of crime	Ongoing Activity
	74	Improve the whole system approach to mental health by enhanced engaged with partners and groups including the SG Distress Intervention Group, National Suicide Leadership Group and Health and Justice Collaboration Improvement Board	Ongoing Activity
	75	Tackle Serious Organised Crime through active engagement with communities and a multi-agency approach to deliver the four key strands of the Scottish Government's Serious Organised Crime strategy – Divert, Deter, Detect and Disrupt	Ongoing Activity

Outcome 4 - Our people are supported through a positive working environment, enabling them to service the public

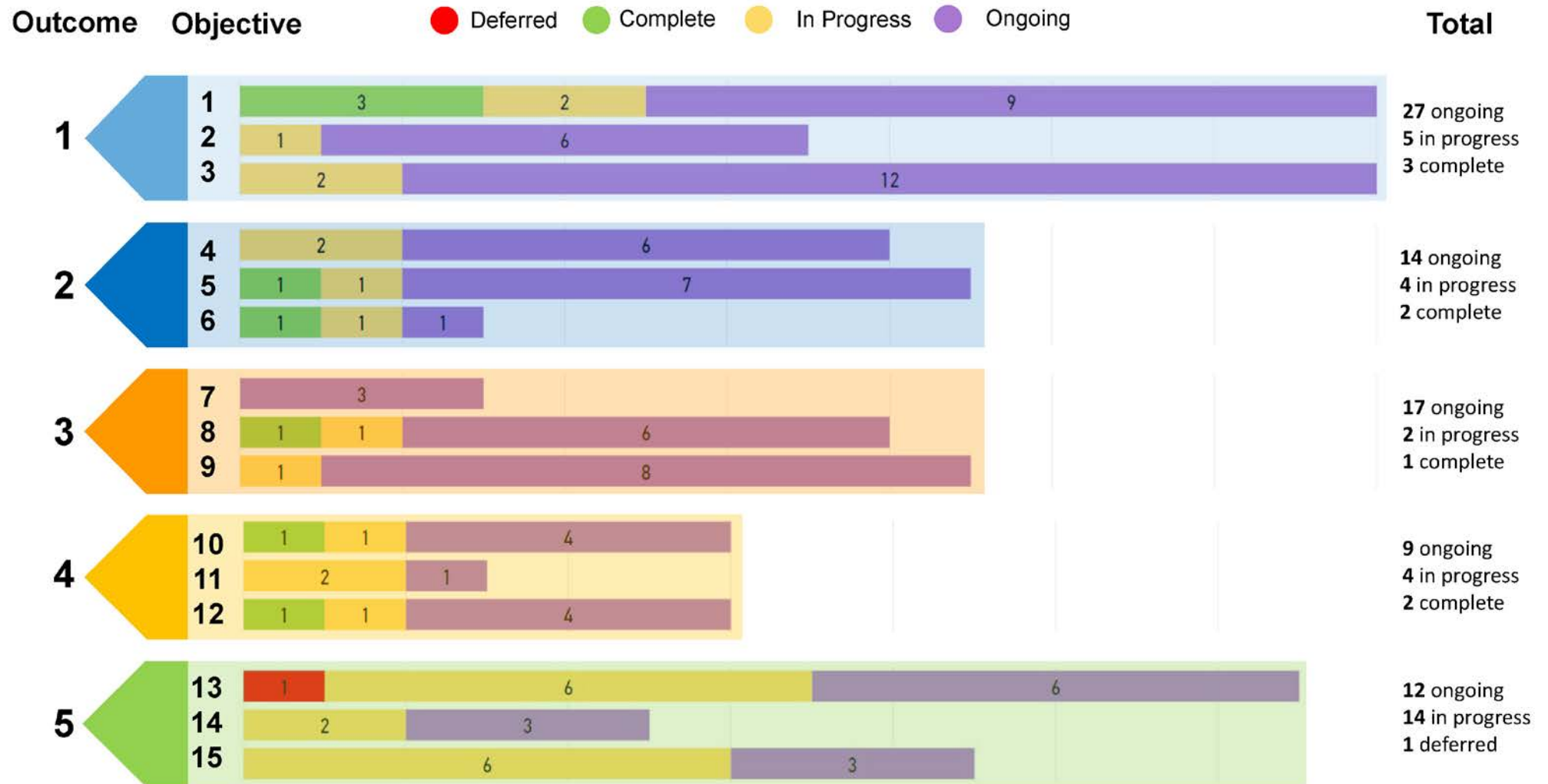
Annual Police Plan 2020/21 - Activities			Status
Strategic Objective 10 - Prioritise wellbeing and keep our people safe, well equipped and protected	76	Provide officers and staff with the appropriate equipment and technology to work safely	Ongoing Activity
	77	Complete roll out of mobile devices to local divisions (phase one)	Complete
	78	Ensure the safety and wellbeing of our people in the planning and delivery of all major events, including COP26	Ongoing Activity
	79	Ensure we are adaptable in our approach to health and safety, flexible working practices and resource management, learning from experience of emergency planning and response, including the COVID-19 pandemic	Ongoing Activity
	80	Enhance the wellbeing programme as part of our people strategy, to support a healthy working environment including the delivery of a wellbeing framework	Ongoing Activity
	81	Continue strategic review of prevention of violence towards officers and staff	In Progress
Strategic Objective 11 - Support our people to be confident leaders, innovative, active contributors and influencers	82	Launch MyCareer and embed competency value frameworks along with leadership pathways	In Progress
	83	Develop and implement programmes of work that support individual performance and development	In Progress
	84	Effectively engage with our people, acknowledging good work, encouraging innovative thinking and co-creating solutions	Ongoing Activity
Strategic Objective 12 - Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	85	Continue to implement all key areas of our People Strategy, refreshing where appropriate	In Progress
	86	Effectively engage with, and support, our people through local delivery of people plans	Ongoing Activity
	87	Ensure effective engagement and communication across the service to support the people impact of change	Ongoing Activity
	88	Deliver and implement a strategic workforce plan to achieve the right balance of resources and skills	Complete
	89	Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty	Ongoing Activity
	90	Strengthen the diversity of our workforce by continued positive action initiatives to support people from under-represented groups to consider and begin a career in policing	Ongoing Activity

Outcome 5 - Police Scotland is sustainable, adaptable and prepared for future challenges

Annual Police Plan 2020/21 - Activities			Status
Strategic Objective 13 - Use innovative approaches to accelerate our capacity and capability for effective service delivery	91	Implement improvements to our professional support services and processes to enable policing, including continuation of the Transforming Corporate Support Services Programme	In Progress
	92	Develop, design and deliver a strategic roadmap for Police Scotland to enable future organisational design	Deferred
	93	Continue to develop our design function and target operating model for policing, including local, national and corporate structures to deliver the best services for people and communities	In Progress
	94	Invest in our use of data, digital, analysis and intelligence and the resources to support evidence based policing	Ongoing Activity
	95	National infrastructure funding – progress the strategic business case to meet the future needs of Policing in Scotland	Ongoing Activity
	96	Deliver effective financial management and budgetary control to support a sustainable financial direction for policing in Scotland	Ongoing Activity
	97	Effectively prioritise and develop plans to deliver recurring financial savings across our support services	Ongoing Activity
	98	Embed a culture of innovation to generate and develop ideas	In Progress
	99	Promote equality and diversity initiatives both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty	Ongoing Activity
	100	Deliver planned tactical projects in Corporate Support Services including process improvement, E-recruitment and ERDM	Ongoing Activity
	101	Implement and evaluate the Custody Re-modelling programme	In Progress
	102	Implement and evaluate the Productions Re-modelling programme	In Progress
	103	Launch an International Development Academy at the Scottish Police College, with a programme of study visits	In Progress

Annual Police Plan 2020/21 - Activities			Status
Strategic Objective 14 - Commit to making a positive impact through outstanding environmental sustainability	104	Develop and implement an environmental sustainability strategy for Police Scotland, including procurement	Ongoing Activity
	105	Embed environmental sustainability into the delivery the policing of large scale events, such as COP26	Ongoing Activity
	106	Continue Small Action, Big Impact campaign including our reduction of single use plastics	Ongoing Activity
	107	Continue the implementation of the Fleet Strategy including the roll out of ULEV vehicles and associated infrastructure	In Progress
	108	Continue the implementation of the Estates Strategy including exploring the scope for further co-location with partners	In Progress
Strategic Objective 15 - Support operational policing through the appropriate digital told and delivery of best value	109	Implementation of the Digital, Data and ICT strategy	In Progress
	110	Develop integrated national ICT solutions for crime, vulnerable people, productions and warrants, reducing duplication and allowing decommissioning of legacy IT systems	In Progress
	111	Utilise real-time telematics data on fleet utilisation, and location	In Progress
	112	Implement a new service to enhance analysis, insight and performance information, including demand and productivity to support strategic and resource planning	In Progress
	113	Support the Digital Evidence Sharing Capability project within Scottish Government	In Progress
	114	Deliver the Emergency Services Mobile Communication Programme to support operational policing	Ongoing Activity
	115	Deliver robust and effective procurement service, supported by roll out of procure to pay systems	In Progress
	116	Continue to enhance our response to external audit / inspection activity	Ongoing Activity
	117	Enable continued effective management of our internal governance and strategic risks	Ongoing Activity

Progress by Outcome and Objective



Appendix II – Overview of crime trends

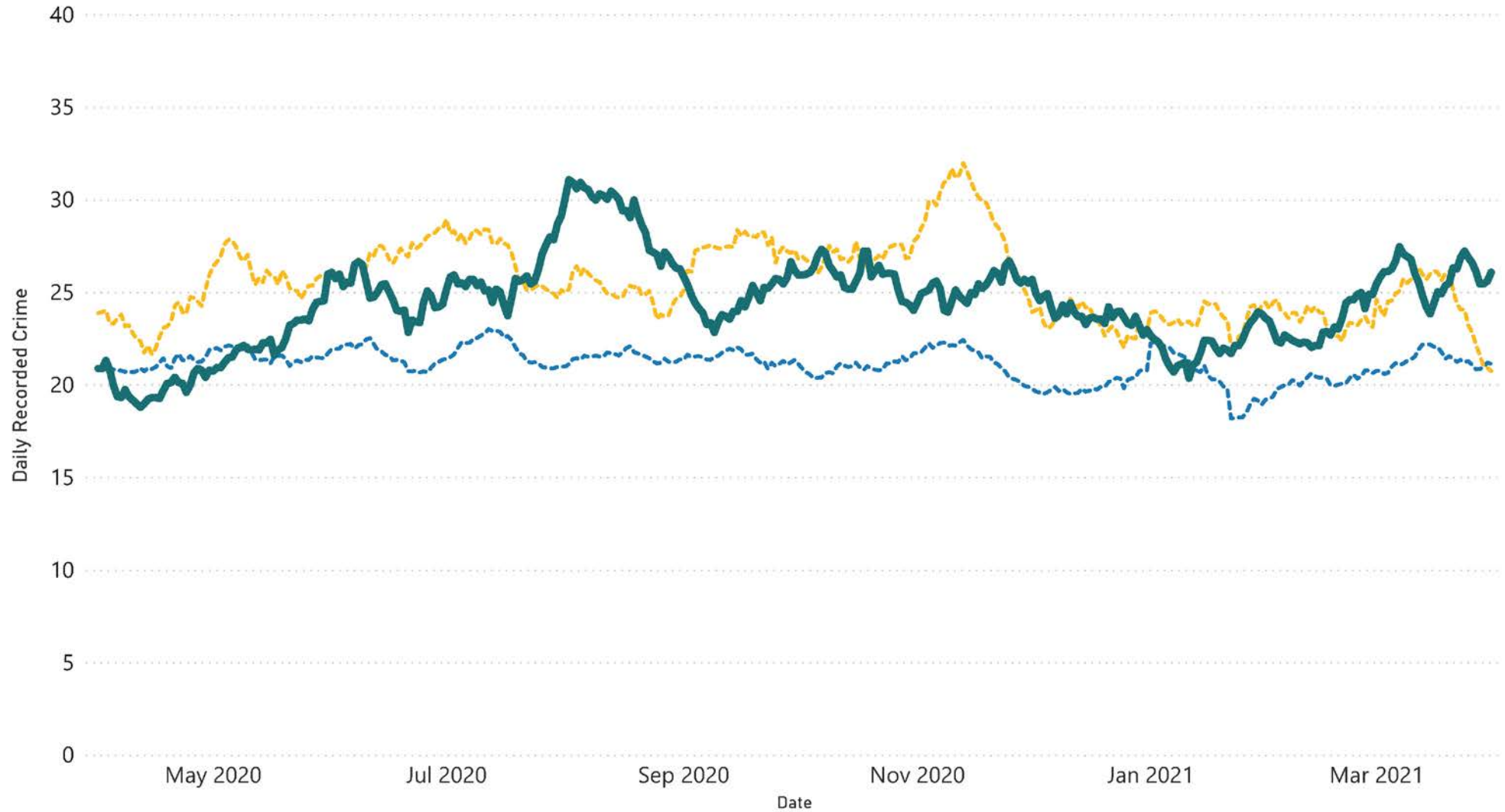
This appendix contains a high level overview of the main crime groups, providing a comparison with the previous year and the 5 year mean. This is presented to demonstrate changes observed throughout the year, outwith ordinary seasonal changes.

Crime group	2020/21	2019/20	5 yr Mean	% change from 5 yr Mean	% change from 2019/20
1	8,972	9,313	7,724.6	16.1%	-3.7%
2	13,131	13,506	12,342.2	6.4%	-2.8%
3	89,731	109,460	112,477.6	-20.2%	-18%
4	42,961	48,175	51,218.8	-16.1%	-10.8%
5	70,737	63,662	58,844.8	20.2%	11.1%
1-5	225,532	244,116	242,608	-7.0%	-7.6%

Group 1 Crime – Non-sexual Crimes of Violence

Includes: Murder, Attempted Murder, Serious Assault, Domestic Abuse, Threats and Extortion

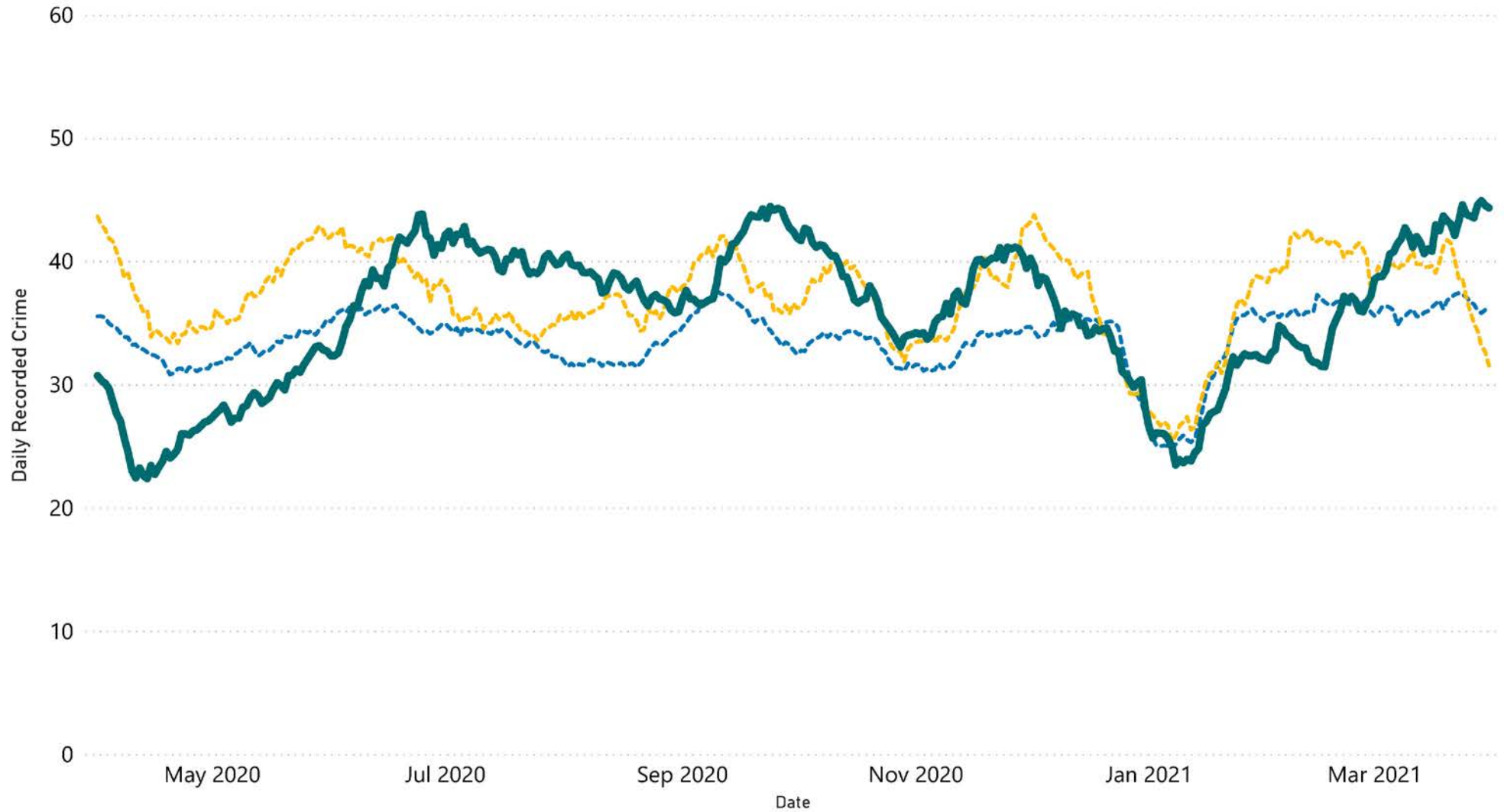
● 3 Week Rolling Average (5 Yr Mean) ● 3 Week Rolling Average 2019/20 ● 3 Week Rolling Average 2020/21



Group 2 Crime – Sexual Crimes

Includes: Rape, Attempted Rape, Sexual Assault, Communicating Indecently, Threatening / Disclosure of Intimate Image

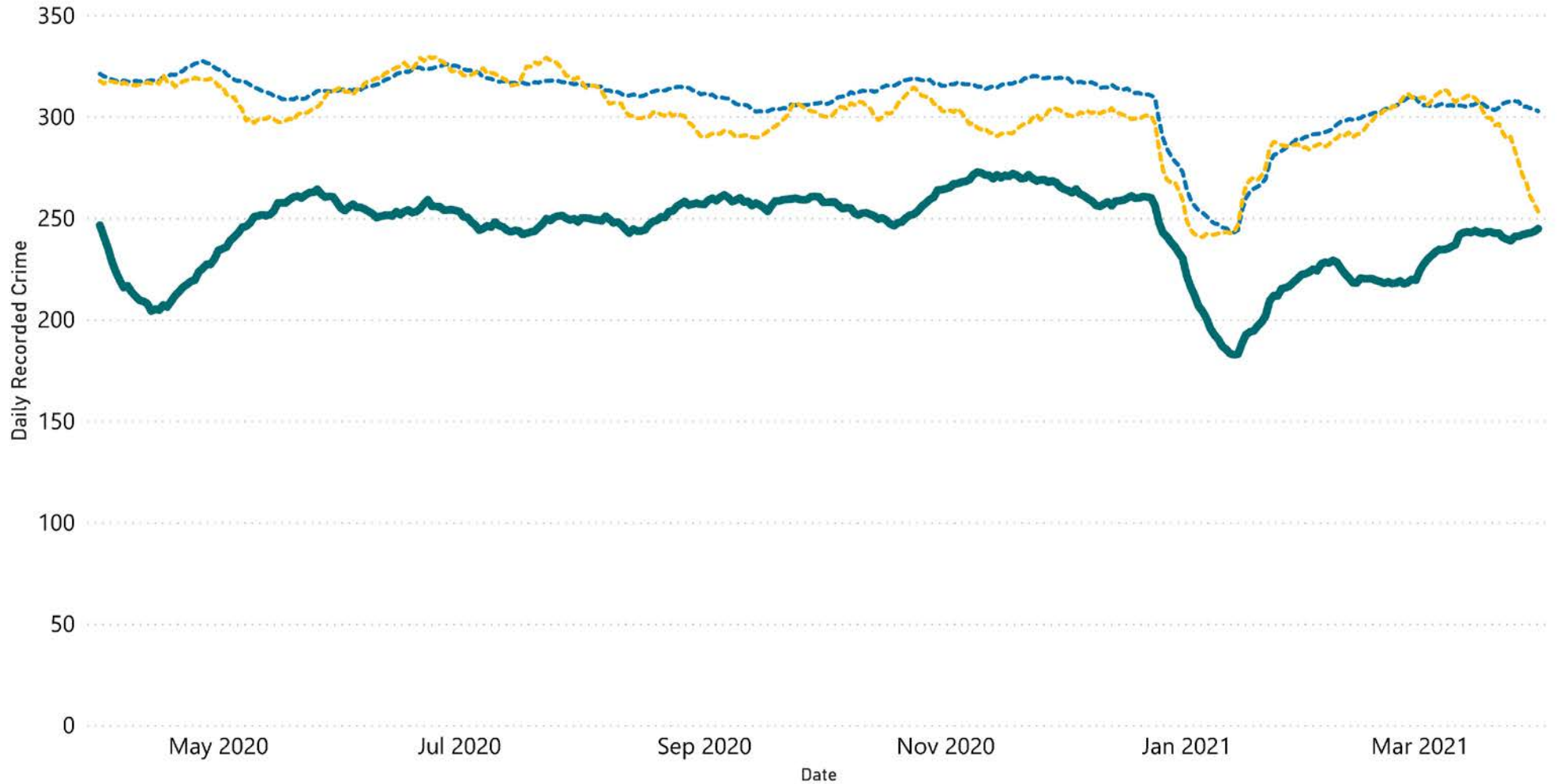
● 3 Week Rolling Average (5 Yr Mean) ● 3 Week Rolling Average 2019/20 ● 3 Week Rolling Average 2020/21



Group 3 Crime – Crimes of dishonesty

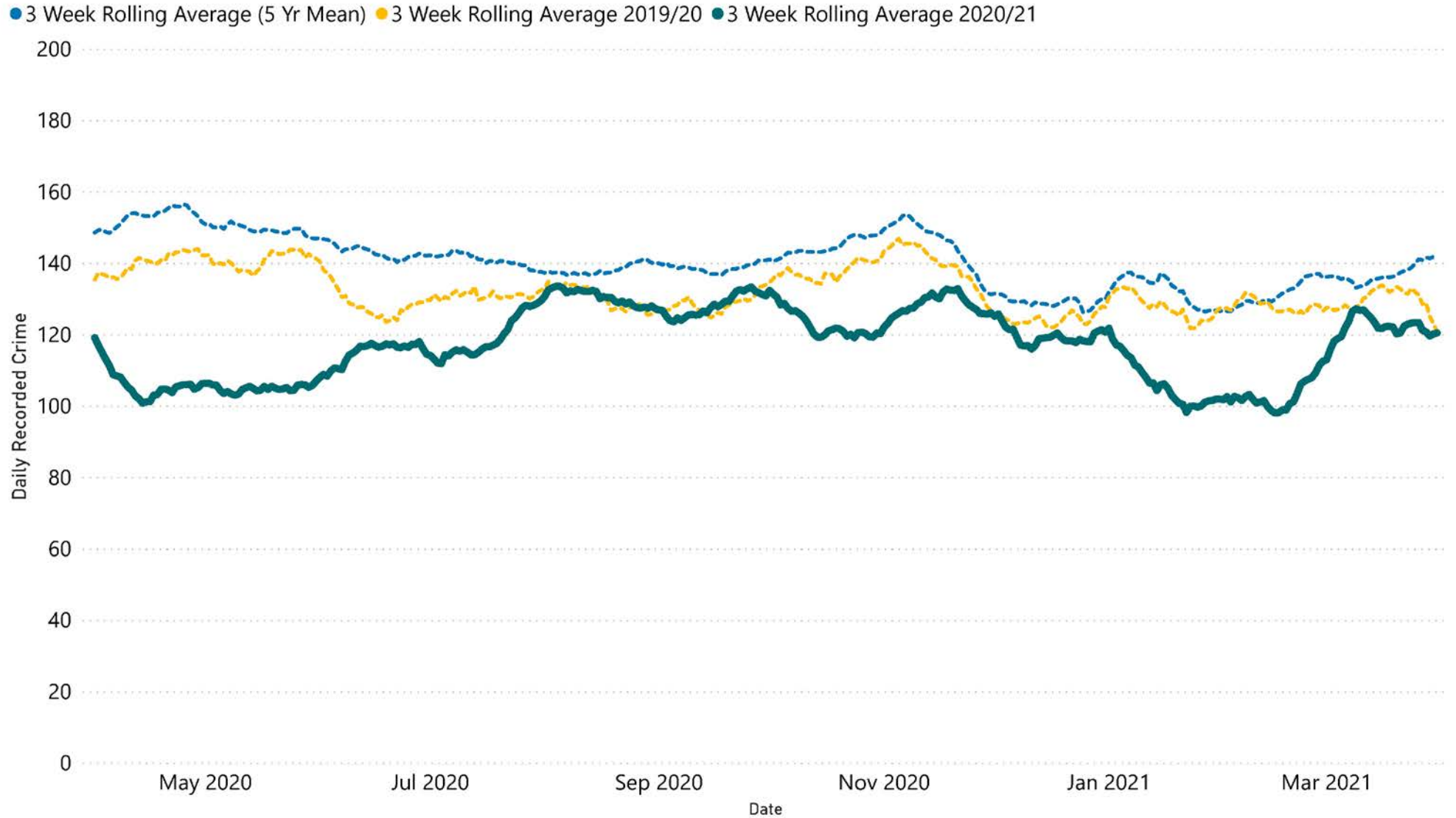
Includes: Housebreaking, Motor Vehicle Crime, Common Theft, Shoplifting, Fraud

● 3 Week Rolling Average (5 Yr Mean) ● 3 Week Rolling Average 2019/20 ● 3 Week Rolling Average 2020/21



Group 4 Crime – Fire-raising, Malicious Mischief, etc.

Includes: Fireraising, Vandalism, Reckless Conduct



Group 5 Crime – Other Crime

Includes Carrying Offensive Weapons, Production/Manufacture/Cultivation of Drugs, Supply of Drugs, Bail Offences

● 3 Week Rolling Average (5 Yr Mean) ● 3 Week Rolling Average 2019/20 ● 3 Week Rolling Average 2020/21

