



<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>21 June 2023</b>
<b>Location</b>	<b>Apex Grassmarket, Edinburgh</b>
<b>Title of Paper</b>	<b>Chief Constable's Year End Policing Performance Assessment</b>
<b>Presented By</b>	<b>Sir Iain Livingstone QPM Chief Constable</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes – Appendix A - Chief Constable's Assessment of Policing Performance 2022/23</b>

**PURPOSE**

The purpose of this paper is to provide the SPA Board with the Chief Constable's Assessment of Policing Performance for the reporting year 2022/23.

## 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 In the terms of section 39 of the Police and Fire Reform (Scotland) Act 2012, the SPA must prepare the Annual Review of Policing (ARP) as soon as practicable after the end of each reporting year.
- 1.3 The Chief Constable is required to provide, within three months of the end of the reporting year 2022/23, an assessment of the performance of Police Scotland.
- 1.4 Police Scotland is responsible for producing an Annual Police Plan (APP) that sets out the arrangements to deliver against the Strategic Police Plan.
- 1.5 In order to streamline the reporting of activities towards objectives, Police Scotland have merged reporting on progress against the APP within the 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 their objectives.
- 1.6 Details about work ongoing against individual activity can be provided to SPA upon request from the newly formed 'evidence bank' of specific, activity-by-activity updates.

## 2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 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 five Outcomes and 15 Objectives in our Performance Framework;
  - Is supported by key case studies;
  - Includes a horizon scan of the coming year.
- 2.2 The structure of the Chief Constable's Assessment of Policing Performance is largely shaped around the strategic outcomes, and the objectives and activities that sit beneath them. This report is presented with the following sections:

- Chief Constable's foreword;
- Joint Strategy for Policing;
- Executive Summary;
- Progress towards Police Scotland Strategic Outcomes;
- Look Forward.

In addition, the activities committed to in the Annual Policing Plan (APP) are also listed at the back of the document, with the current status of each activity noted.

2.3 A full copy of the Chief Constable's Assessment of Policing Performance 2022/23 Report is provided at Appendix A.

2.4 The Chief Constable's Assessment of Policing Performance 2022/23 Report is presented for discussion with members of the SPA Board.

### **3. FINANCIAL IMPLICATIONS**

3.1 There are no financial implications in this report.

### **4. PERSONNEL IMPLICATIONS**

4.1 There are no personnel implications in this report.

### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications in this report.

### **6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications in this report.

### **7. SOCIAL IMPLICATIONS**

7.1 There are no social implications in this report.

### **8. COMMUNITY IMPACT**

8.1 There are no community implications in this report.

### **9. EQUALITIES IMPLICATIONS**

9.1 Equality data is provided where appropriate and available. Throughout the document we have highlighted any updates that are linked to our new Joint Equality Outcomes.

## **10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

### **RECOMMENDATIONS**

Members are invited to discuss the content of this report.

Police Scotland

# Chief Constable's Assessment of Policing Performance 2022/23



**POLICE  
SCOTLAND**  
Keeping people safe  
POILEAS ALBA



**SCOTTISH POLICE  
AUTHORITY**  
ÙGH DARRAS POILIS NA H-ALBA

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# Chief Constable's Foreword



Police Scotland is now an organisation with shared values and high levels of operational competence. The service improvements achieved in our 10 years are unprecedented across the United Kingdom public sector, delivering effective policing for the public we serve.

The officers and staff of Police Scotland deliver outstanding policing and my final end of year assessment underlines the breadth and depth of the vital public service they deliver day in, day out, across all our communities. My assessment illustrates the relentless nature of policing through our response to serious crime and major events and the responsive service of safety and security provided right across the country.

I will retire in the summer of 2023, having served as a police officer for 31 years and the Chief Constable of Police Scotland for nearly six years, following appointment as interim Chief in September 2017 and being confirmed in the role in August 2018.

Following some difficult early years, Police Scotland has addressed organisational challenges over the last six years and is now in a strong position. For example, our values and operational competence have been evidenced by the successful police response during three key periods, COVID-19; COP26; and the death of Her Majesty Queen Elizabeth, and through our world-leading murder detection rate.

Police Scotland has driven action to improve the wellbeing of Scotland's communities and keep the people we serve safe now and in the future. Progress since 2017 is credit to our hard-working officers and staff. As Chief Constable, I have prioritised their wellbeing, development and providing them with the equipment, tools and training needed to do their jobs.

Police Scotland overhauled our call handling system following the tragic deaths of Lamara Bell and John Yuill in 2015. As Chief Constable, I reiterate my unreserved apology for police failings to their families.

As Chief Constable, I continue to be a core participant in the Public Inquiry into the death of Sheku Bayoh in 2015. I remain consistent in my support for the inquiry and everyone affected by Sheku Bayoh's death. My opening statement contained my commitment that Police Scotland would be an anti-racist service.

Police Scotland developed the fiscal rigour and credibility needed to secure the additional funding required to eliminate the structural deficit in policing and deliver a balanced budget for Police Scotland for the first time for financial year 2021-22. We built a compelling case for investment in policing and a structural funding correction was applied in 2021-22.

Although all public bodies must respond to intense financial challenge, policing's funding allocation is better than the flat cash settlement which had been suggested. This is important recognition of the improvements, reforms and related savings made by Police Scotland, and work is ongoing to ensure we prioritise effective operational policing.

Our operational capability and performance is very strong. Of over 570 murders committed since Police Scotland was created in 2013, only one remains undetected and it remains under active investigation.

I have consistently underlined that I am the Chief Constable of the Police Service of Scotland, not the law enforcement service of Scotland and that our mission and purpose illustrates the explicit remit of Constables in Scotland as guardians of their fellow citizens. The COVID pandemic and our response highlighted the relevance and strength of policing's role and values. The pandemic was a unique and challenging time for everyone and for all public services. Policing was required to support people to do the right thing in the face of severe restrictions on freedoms of movement and association.

Overall, our experience was that the public worked with their police service and individuals took personal responsibility. Enforcement was required only as a last resort in a relatively small proportion of

the vast number of engagements officers had with their fellow citizens. It was remarkable that policing's vital bond with our communities was in fact enhanced during periods of significant restrictions, a tribute to both the public of Scotland and our officers and staff.

During that time, Police Scotland led one of the largest ever United Kingdom policing operations, when the United Nations Climate Change Conference of the Parties (COP26) and associated events took place in Glasgow in October and November 2021. Our safety and security response, Operation Urram, ensured the conference was able to carry out its important work, enabled people to make their voices heard and minimised disruption for local communities. There was no significant violence, disorder or damage and relatively few arrests. COP26 showcased the best of our approach to policing, engaging with the public and interest groups, the UK and Scottish Governments and their agencies, the United Nations, other security services and partners across the public sector.

Police Scotland ensured significant events following the death of Her Majesty Queen Elizabeth could be held safely, securely and with dignity. Everyone played their part - those who planned our response over many years; those directly deployed to Operation Unicorn; others who provided effective policing right across the country during this intense period. There were no security breaches, disorder or safety issues and relatively few arrests among countless interactions and engagements between officers and our fellow citizens.

Throughout my time as Chief Constable, Police Scotland has continually developed to ensure we provide effective policing now and in the future.



Our commitment to building a society where women and girls live free from violence, abuse, exploitation and harassment was underlined in our Violence Against Women and Girls Strategy and Implementation Plan, published earlier this year. Building on award-winning campaigns including That Guy, the strategy was developed with extensive engagement with the general public, women and girls, survivors of violence, key partners, academics and experts to improve our response and to drive the change needed to end violence against women and girls.

Our strategy to keep people safe in a world where cybercrime is becoming more prevalent and complex was published in 2020, and is being delivered under our Policing in a Digital World programme as we continue to build a holistic national safety and security service to protect people in public, private and virtual spaces.

The terrible toll of drugs deaths in Scotland and policing's important role to contribute to reducing the harm caused to individuals, families and communities was behind my decision to train and equip operational officers with Naloxone, a life-saving nasal spray. This can be given safely to people to reverse the effects of a drug overdose and has been used by officers on more than 150 occasions.

I prioritised the safety of officers and staff and we made it clear that being assaulted is not part of the job for the police. The Your Safety Matters programme was established in 2019 to co-ordinate evidence led work across the organisation and with partners. Measures delivered under Your Safety Matters include an agreement that the impact of violence against officers and staff is now provided

to courts to allow them to take this into consideration when sentencing individuals convicted of assaulting a police officer or member of staff.

Police Scotland has also reviewed and expanded the Operational Safety and First Aid Training provided to officers, we are increasing the number of Specially Trained Officers who carry Taser and over 10,500 pairs of protective boots have been issued to colleagues. I endorsed a national partnership agreement underlining a joint commitment to reduce violence and abuse against workers. During 2022-23, the number of assaults on our officers and staff reduced year on year and compared to the five year average.

Police Scotland has driven a relentless focus on our values and standards, establishing a competency and values framework against which we can assess effective and ethical performance. In addition, with the support of the Scottish Police Authority, I appointed a dedicated Assistant Chief Constable for the Policing Together programme to co-ordinate whole service effort to eliminate institutional discrimination from policing in Scotland and deliver just and effective policing for everyone. As part of this we are listening to our people and acting to address concerns; we have strengthened recruitment and vetting; we are providing new equality and inclusion education for all officers and staff; and we are investing in leaders to equip them with the tools to build teams which reflect our values.

Although our capital budget allocations have not allowed for investment in technology, buildings or vehicles at the level required, significant improvements have been delivered during the last six years.

Police Scotland has equipped officers and staff with mobile devices, providing significant benefits for safety and wellbeing and the quality of service we provide to the public. Important progress in establishing a single national crime system for the whole of Scotland has been achieved under our Core Operational Systems programme. The national crime system has been embedded in the East of the country following successful roll out in the North with plans to develop it in the West later this year. Our refreshed digital strategy will be published this summer.

We are building a modern and sustainable estate which meets the needs of our officers and staff and the communities they serve. A central principle has been sharing buildings with partners, to deliver better service for the public at better value to the public purse while also reducing our carbon footprint and we now have 64 co-locations, around a fifth of our estate, with more planned for the future.

Police Scotland has modernised our fleet and has clear plans to operate a fully Ultra Low Emission Vehicle fleet by 2030, with over a quarter of our vehicles transitioned so far against a UK average of less than 5%. This has enabled Police Scotland to reduce the average age of the fleet from almost 8 years old in 2014 to now under 4.5 years. Modernising our fleet has increased the availability of vehicles to officers and staff to over 97%, reduced fuel and maintenance costs and saved almost 4,000 tonnes of CO2 emissions.

In my view, the test of Police Scotland's public value and contribution to Scottish life, after 10 years, is whether the people of Scotland are safer than they otherwise would be had reform not taken place. We have driven reform and improvement of our policing response and infrastructure - despite being required to deliver £200m of annual savings compared to legacy arrangements.

As Scotland's Chief Constable, my final assessment before I retire is that our communities are now better served and protected from the threats of today and, crucially, from the threats of tomorrow. I have great confidence we will continue to build upon the progress made and the stability which now exists in policing in Scotland to support our officers and staff as they serve our communities and keep people safe.



Sir Iain Livingstone QPM  
Chief Constable

# Joint Strategy for Policing



This report fulfils the requirement under section 39(4) of the Police and Fire Reform (Scotland) Act 2012 that the Chief Constable provides the Scottish Police Authority (SPA) with a report setting out his assessment of performance of the police service during the reporting year. Police Scotland works closely and continuously with the SPA who provide scrutiny, support and challenge to policing, having an integral role in maintaining and improving the service. The Scottish Government has overarching responsibility for communities, public safety and justice in Scotland. Police Scotland provides evidence to the Scottish Parliament Justice Committee at regular hearings with regards to law enforcement and public safety.

The infographic on the next page shows the strategic and policing priorities that have informed the development and agreement of the Joint Strategy for Policing which was published in March 2020 and set the direction for the 2022/23 Annual Police Plan.

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. Updates have been provided on a selection of activities under each outcome to evidence the progress made in each area, alongside case studies illustrating work undertaken.

In addition, and in line with the 2022/23 Performance Framework, this report contains an overview of public confidence in policing throughout the year.

Our Quarterly Performance reports show how we are delivering on our strategic outcomes, highlighting key challenges, successes and impact. For further detail reports can be accessed here ([Quarterly Performance reports](#)).

We have just published our Annual Police Plan for 2023/24 ([Annual Police Plan 2023/24](#)) and work is ongoing to continue to build on our success and mature our approach with the development of the Joint Strategy for Policing 2023/26 and the Performance Framework Refresh 2023/24.



# Joint Strategy for Policing

**Our Vision** Policing for a safe, protected and resilient Scotland

**Our Purpose** The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland

**Our Values** Fairness Integrity Respect Human Rights

## Strategic Police Priorities

Crime and Security      Confidence      Sustainability      Partnerships      People      Evidence

## Priorities for Policing

Protecting Vulnerable People      Tackling Crime in the Digital Age      Working with Communities      Support for Operational policing

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

## Performance and Implementation

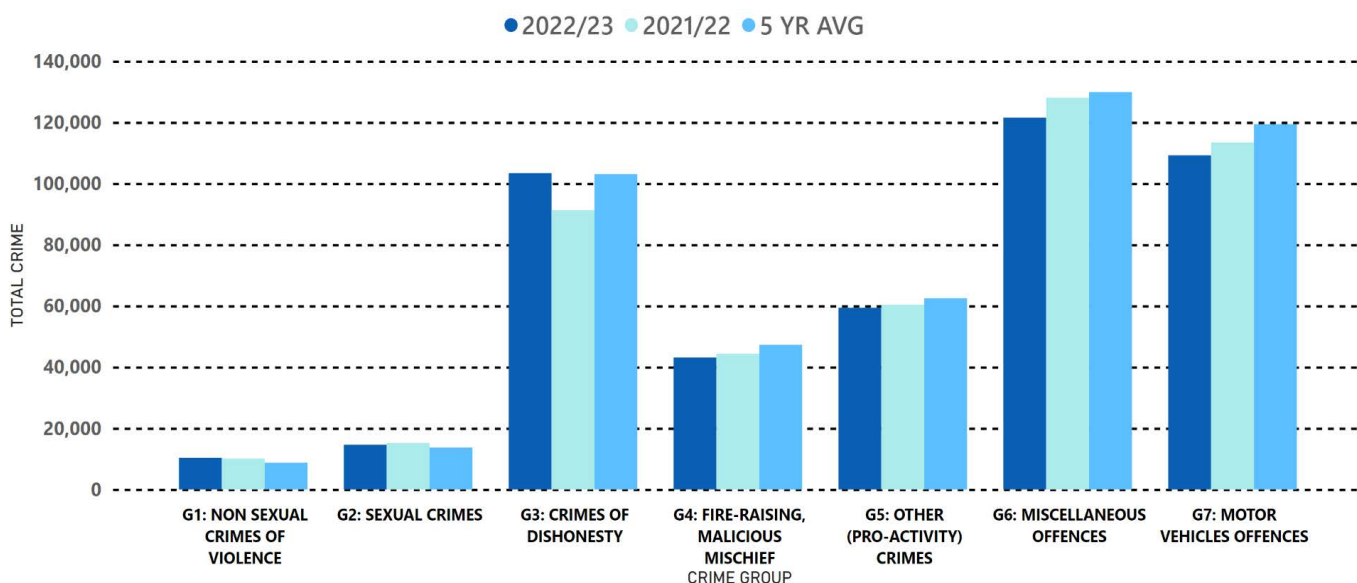
Evidence based policing

# Executive Summary

## Policing during 2022/23

The following table and graph shows overall recorded crime for 2022/23, compared with the previous year and the five year mean.

Crime group	2022/23	2021/22	5 year Mean	% change from 5 year Mean	% change from 2021/22
<b>1 – Non sexual crimes of violence</b>	10,322	10,079	8,738.2	+18.1%	+2.4%
<b>2 – Sexual crimes</b>	14,602	15,170	13,671.6	+6.8%	-3.7%
<b>3 – Crimes of dishonesty</b>	103,393	91,283	103,065.4	+0.3%	+13.3%
<b>4 – Fire-raising, malicious mischief etc.</b>	43,123	44,339	47,263.6	-8.8%	-2.7%
<b>5 – Other (pro-activity) crimes</b>	59,374	60,396	62,481.8	-5.0%	-1.7%
<b>Total Groups 1-5</b>	230,814	221,267	235,220.6	-1.9%	+4.3%

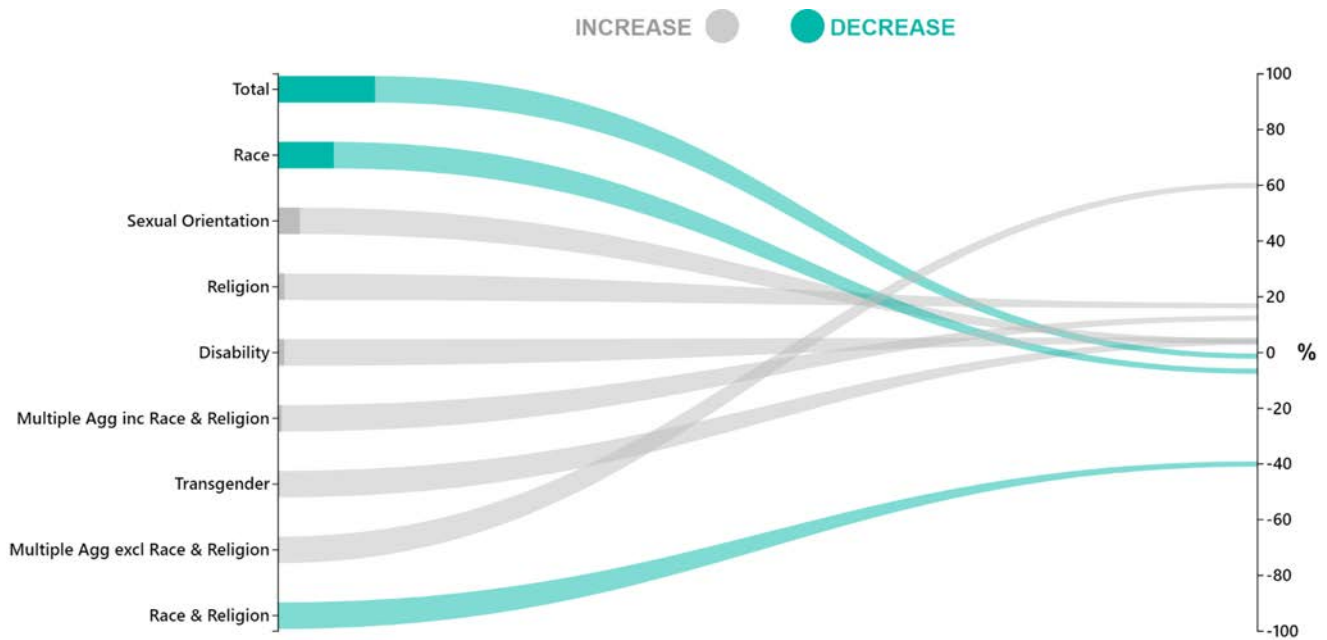


## Key Insights

Throughout 2022/23, we highlighted a number of key performance insights, changes in crime trends, key challenges and successes in our quarterly performance reports.

This section reflects on some key insights throughout 2023/24 and shows how these areas have concluded at year-end.

In **Quarter 1**, we reported that there had been a decrease in hate aggravated crimes.



There were a total of 1,813 hate aggravated crimes in Quarter 1 2022/23 compared to 1,836 for the same time period last year, a decrease of 1.3% (23 fewer). Hate aggravated crime had increased from the five year mean (+5.6%, 96.4 more crimes).

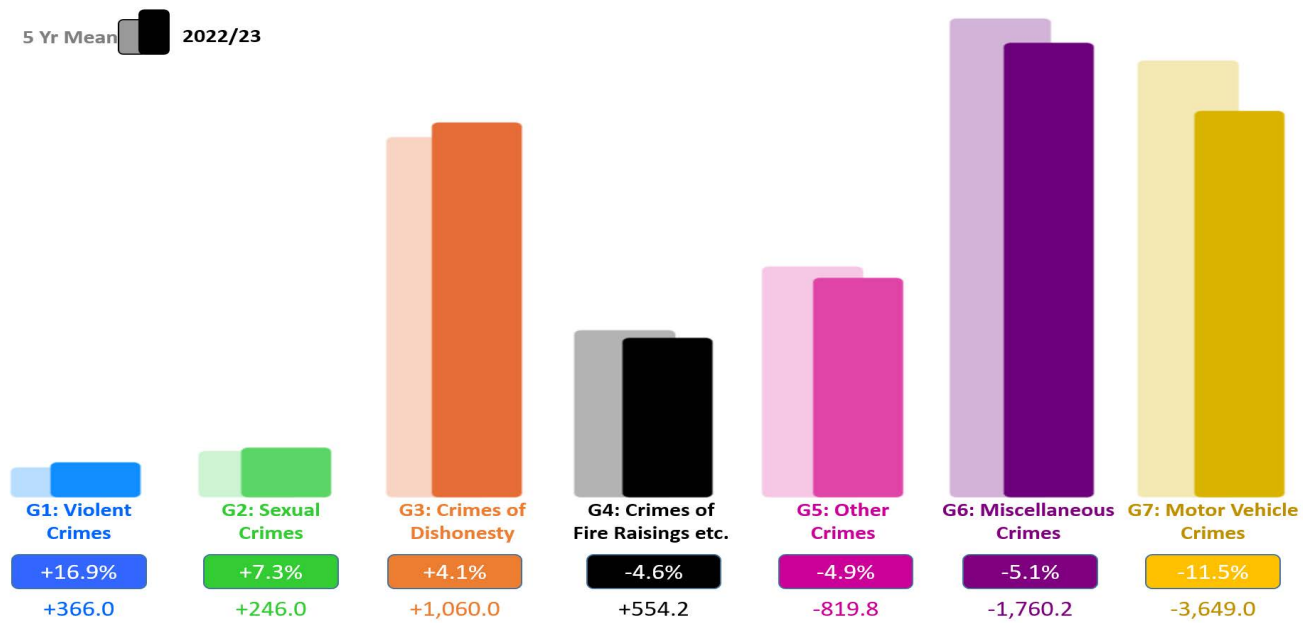
This trend has continued into the end of 2022/23 with 6,233 hate aggravated crimes. This is a decline of 10% (692 fewer crimes) in hate aggravated crimes when compared to the previous year.

Additionally, our national hate crime campaign was launched on 25 April 2023. This campaign is targeted at young white men aged 18 to 30 as they were identified as most at risk of committing a hate crime. The

campaign, called Don't Feed Hate, features an animation Hate Monster which provides an opportunity for young men to engage and reflect on their behaviour.

In **Quarter 1** we drew attention towards overall recorded crime in Scotland remaining relatively low and below the five year mean. The number of crimes and offences during Quarter 1 2022/23 had decreased from last year by 1.6% (2,016 fewer) and were down on the five year mean by 4.0% (4,620.6 fewer).



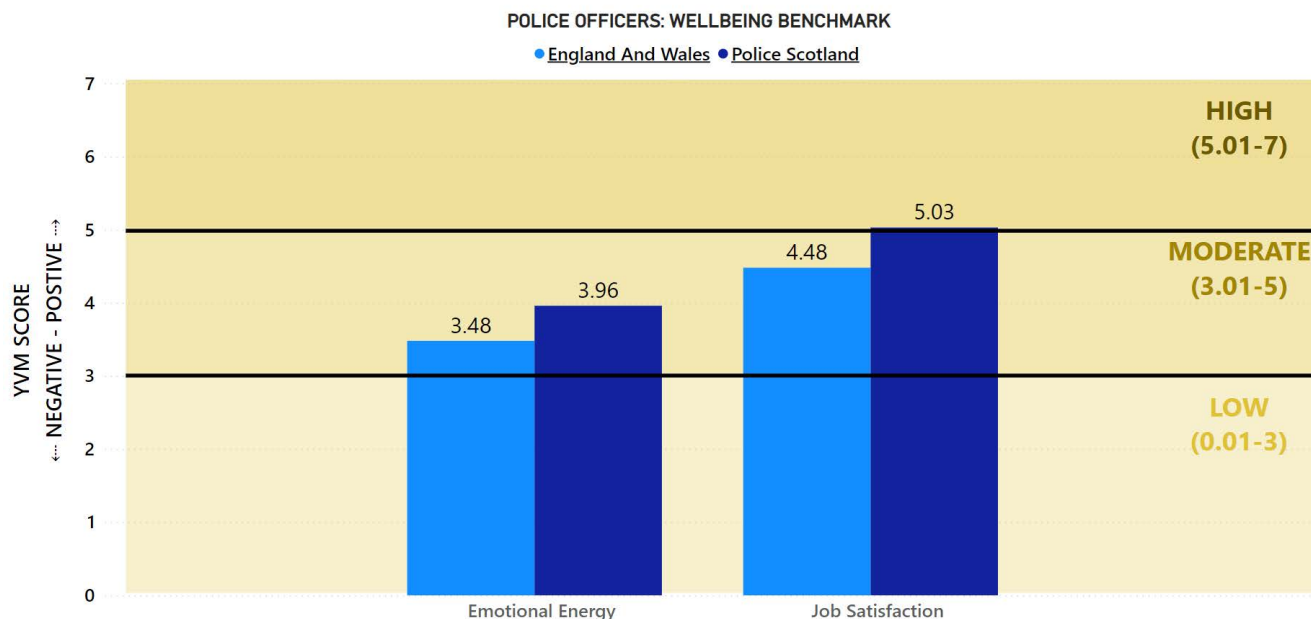


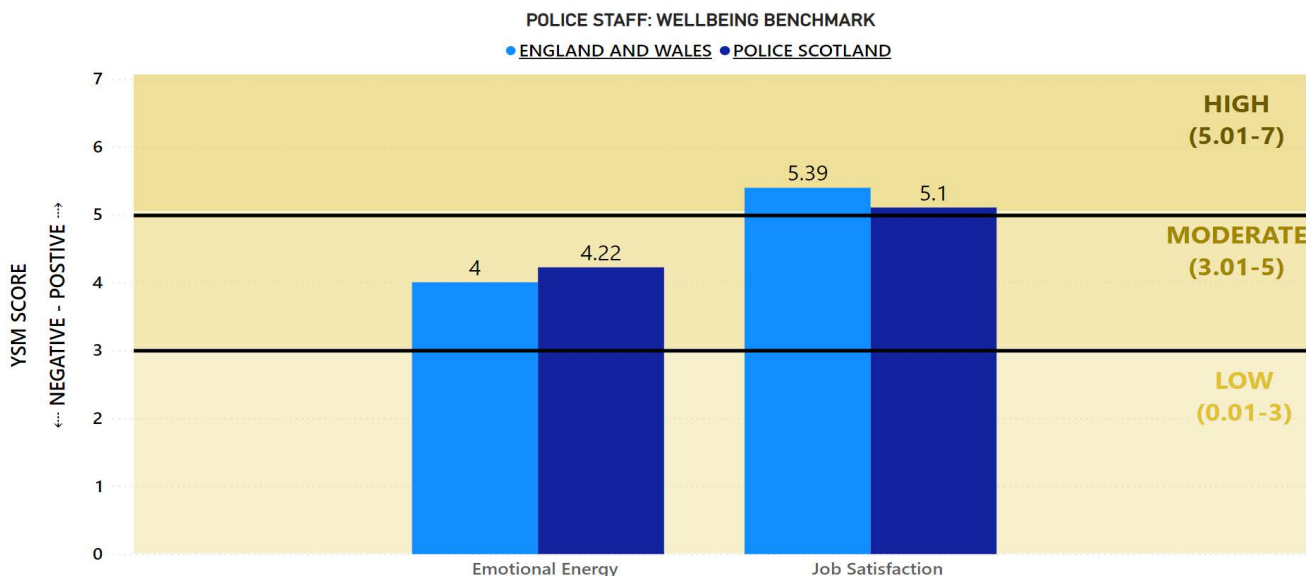
This is a trend that has continued into Quarter 4 of 2022/23 with overall crime having decreased from the previous year by 0.2% (1,151 fewer crimes) and are down on the five year mean by -4.7% (22,914.6 fewer crimes).

Throughout the year, Police Scotland has continued with efforts to reduce and prevent crime across the country. We have launched campaigns such as our Violence Against Women and Girls strategy, sought to strengthen our resilience against cybercrime through partnership working,

and tackled serious violence via the implementation of the Offense Weapons Act 2019. Whilst there are challenges ahead we remain committed to improving the safety and wellbeing of people, places and communities in Scotland.

In **Quarter 2** we benchmarked Police Scotland officer/staff wellbeing against officers/staff from England and Wales. The wellbeing measures were scored on a scale of one to seven (one being low, seven being high).





Police Scotland officers scored high for Job Satisfaction and officers in England and Wales scored moderate. Police staff in Scotland and in England and Wales scored high for job satisfaction, with staff in England and Wales having a slightly higher point score, indicating some opportunity for learning.

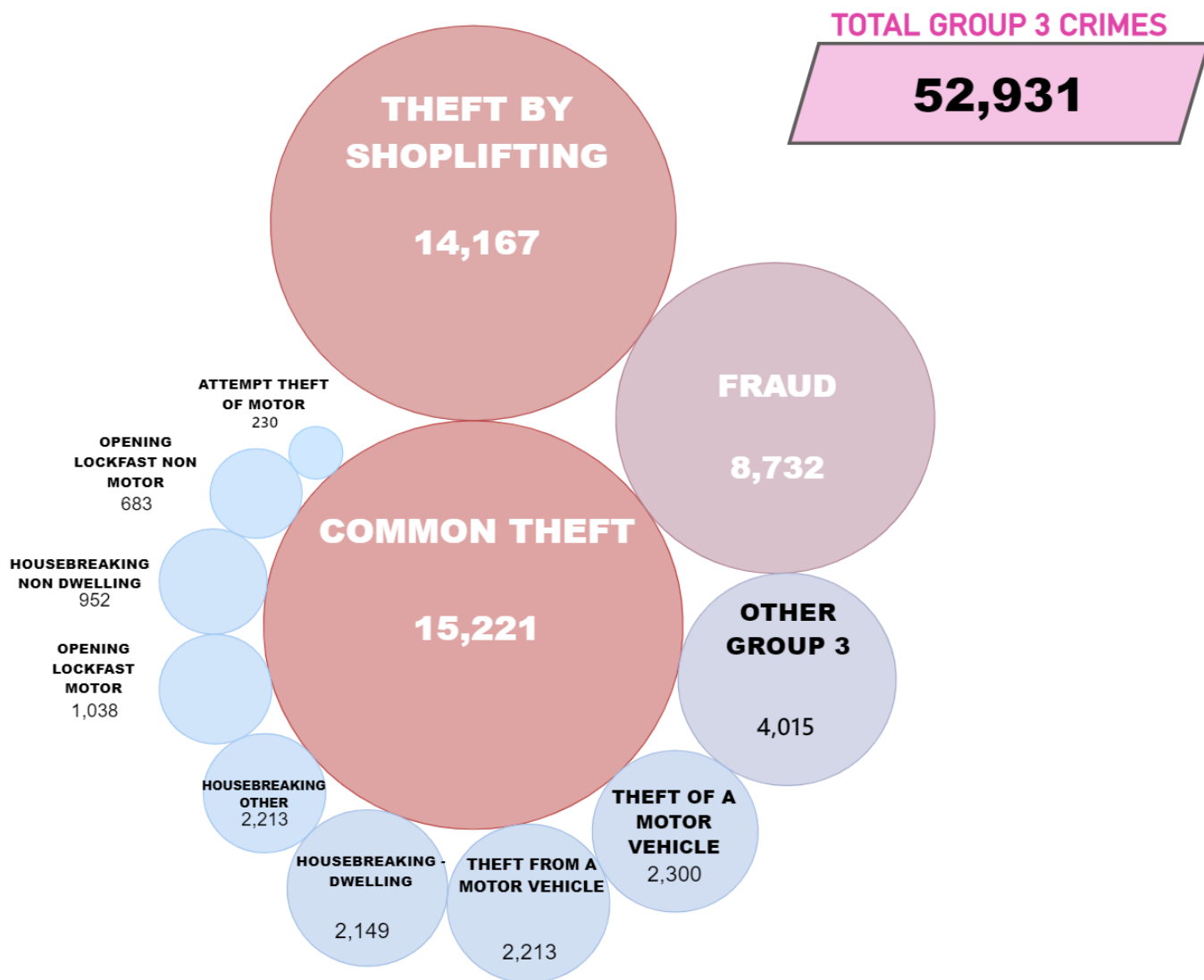
A Health and wellbeing framework was developed to encapsulate the emerging priority areas and the shift in focus and approach to proactive health and wellbeing. Our core aim to support our people through a positive working environment enabling them to serve the public is the driver behind the framework.

Our Health and Wellbeing advisory group is now in place and will drive delivery against the priority areas whilst considering and developing solutions. The purpose of the group is to ensure our workforce feels supported, engaged and valued and has access to appropriate health and wellbeing services. The group has representation from our range of staff associations, local policing divisions, specialist divisions and corporate functions including SPA/Forensics.

We understand the role of sharing lived experiences and the unique knowledge and insight it can bring and has a valuable part to play in reducing the stigma around mental health. We have developed a health and wellbeing 'Lived Experience Series' which features officers and staff sharing their own experiences.

Police Scotland remains committed to supporting the wellbeing of our workforce as they work relentlessly in challenging environments to meet the policing needs of Scotland's communities.

Also in **Quarter 2** we raised awareness of the rise in Group 3 (acquisitive crime).



In Quarter 2 of 2022/23 there were 52,931 Group 3 crimes. That was an increase of 17.6% (7,936 more crimes) compared to the previous year. The majority of Group 3 crimes had shown an increase.

Common theft In Quarter 2 accounted for 28.8% of all acquisitive crime in 2022/23 (15,221) and increased by over a quarter (up 29.4%, 3,457 more crimes) compared to the previous year. A contributory factor to the increase in common theft is fuel thefts/drive offs which may be influenced by the cost of living impact and increase in fuel prices/ banning of red diesel.

This trend has again continued into the end of 2022/23 with acquisitive crime increasing by 13.3% (12,110 more crimes) compared to the previous year.

Police Scotland continue to engage with other Police Forces and partners in order to tackle acquisitive crime. We play an intricate part in the UK and global effort to tackling fraud and currently considering the new National Fraud Strategy, published by the UK Government in May 2023, with a view to adopting this as the strategic direction for Police Scotland.

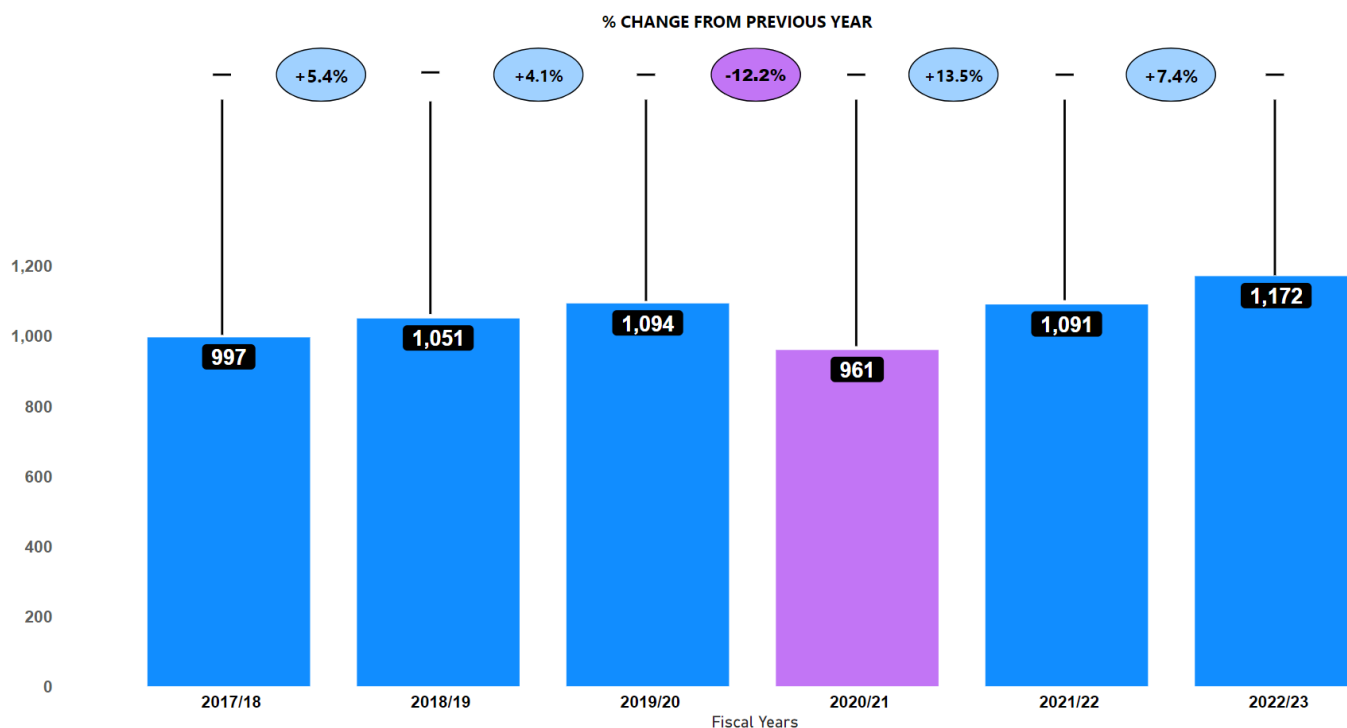
As a key partner on the Fraud Strategic Governance Group we have a better understanding and can direct activity at a strategic level to combat the threats posed by increases in fraud. The group provides a coordinated public awareness raising initiative to prevent fraud from being committed and to ensure appropriate governance around a consistent and joined up strategy across agencies and organisations is undertaken.

In response to the growth of cyber-enabled crime due to the cost of living crisis the '#CostofLivingScams' Campaign was delivered. The four week campaign included events held in person along with supporting

social media messaging. The campaign was assessed as the most impactful following the success of the 'Shut out Scammers' events at the beginning of the year.

We continue to conduct research and analysis to increase our understanding of the impact the cost of living is having on the communities we police.

In **Quarter 3** we brought attention to the rise in recent rapes (rape that has occurred within a year of being reported to Police Scotland) as it was at highest level over the reporting period (01 April – 31 December 2022).



There had been a total of 1,172 recent rapes in Quarter 3 2022/23 which was an increase of 12.8% (133.2 more crimes) from the five year mean and an increase of 7.4% (81 more crimes) from the previous year.

This trend has continued into Quarter 4 with a total of 1,539 recent rapes, an increase of 4.9% (72 more crimes) compared to the previous year.

In March 2023 the SPA Board approved Police Scotland's Violence Against Women and Girls (VAWG) Strategy. The strategy will tackle and divert incel culture through education, expand the use of sexual offences liaison officers (SOLO) led visually recorded interviews (VRI), and deliver trauma-informed training to all police officers and staff.

In December 2022 approximately 90 conventional SOLO officers attended the first of our upskill Short Life Working Group courses, with a further 100 attending the second course in March 2023. This course provides learners with the requisite skills and knowledge required to conduct investigative interviews of survivors of rape and sexual offences under VRI conditions. Students also undergo a skills based practical exercise within their division along with their first two interviews being validated as part of the training.

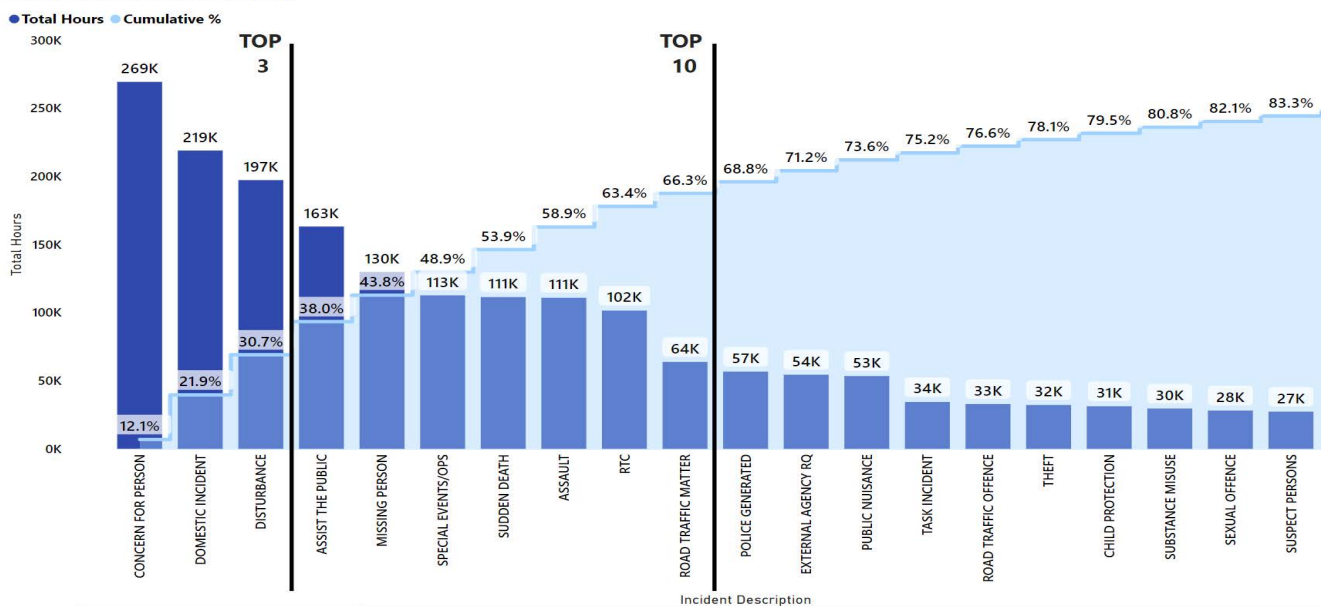
The VAWG strategy, which was based on wide-ranging and unprecedented engagement, is our commitment to act

and to improve how we tackle the sexual and domestic abuse that disproportionately affects women and girls.

The second phase of our 'That Guy' campaign was also launched in October 2022, with the aim of urging men to take responsibility for ending sexual violence by changing their attitudes and behaviours towards women and by challenging their peers. This second phase is being supported by Scottish Rugby, helping to push our messaging to a wider audience.

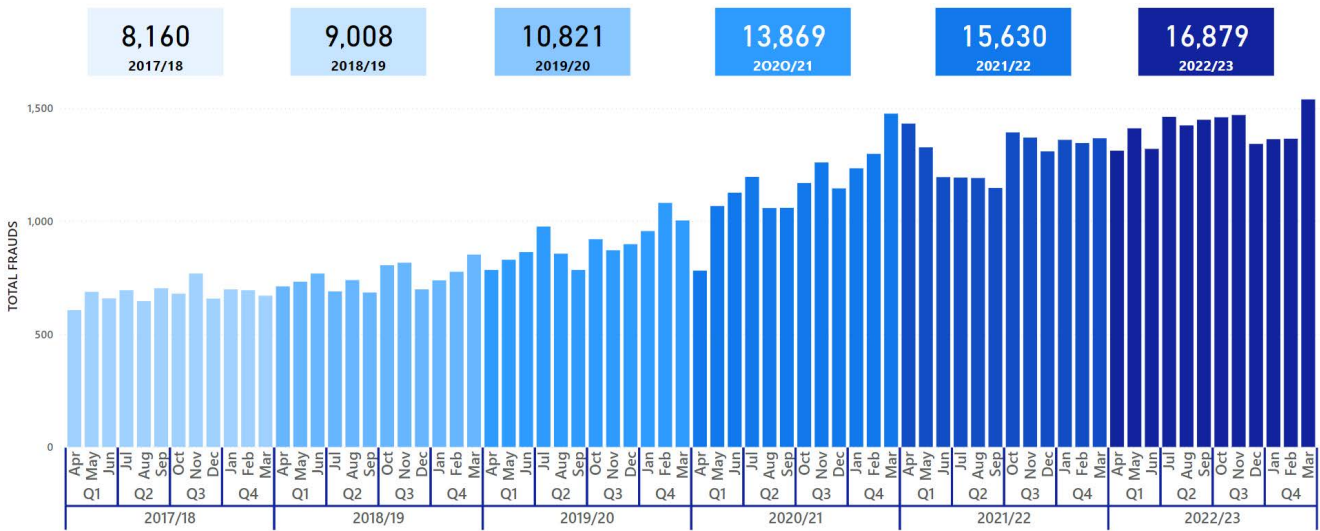
Additionally in **Quarter 3** we directed focus towards the time officers spend at incident types.

Pareto Chart: Total Hours (Top 20)



In Quarter 3 2022/23, around 80% of the total hours at incidents were spent at the top 20 incident types shown above. Further exploration highlights that the top ten incident types account for around 66% of total hours at incidents and the top three incident types accounted for almost a third of this time spent at incidents. Police officers were deployed for around 269,000 hours to concern for person incidents, of which only around 9% result in a crime being raised.

Moving into **Quarter 4**, we drew notice towards the continued year on year increase in Fraud, which has increased from 8,160 in 2017/18 to 16,917 in 2022/23 (up 107%, 8,160 more crimes).

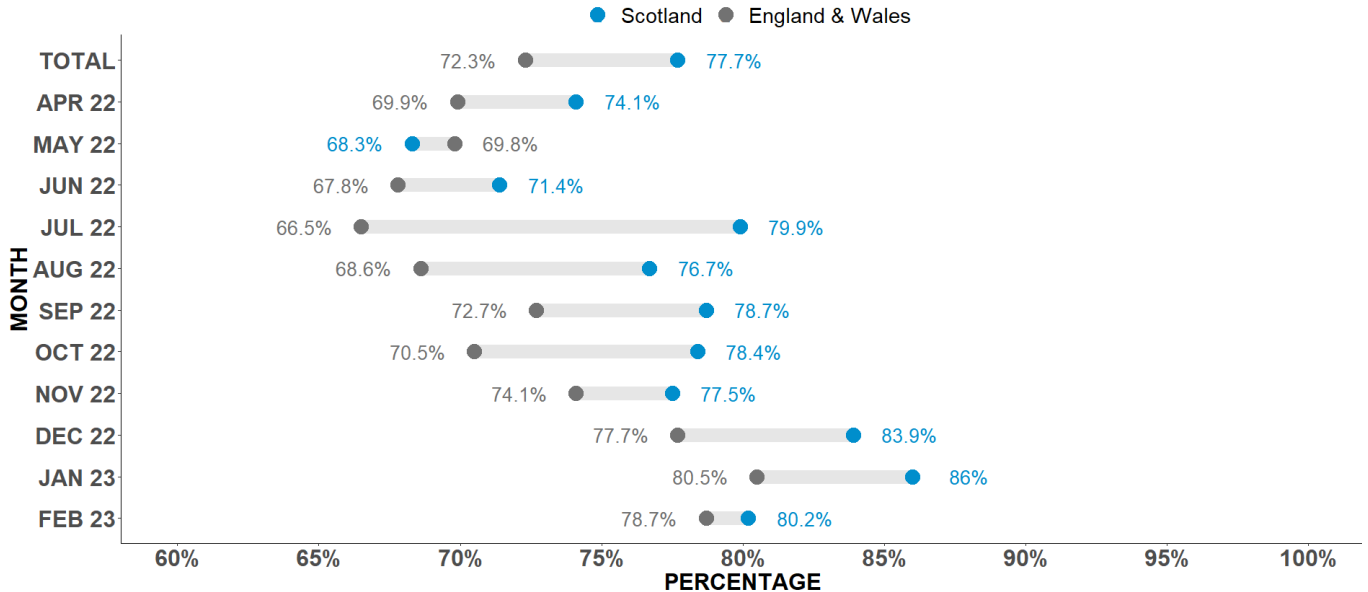


In 2022/23, there were 16,879 reported cases of fraud in Scotland, which equates to an average of 46 cases per day. Police Scotland conduct criminal intelligence analysis to help understand and tackle fraud, including both qualitative and quantitative analysis. Fraud remains a significant challenge for Police Scotland. It is recognised that there is more work to be done to address this issue, and Police Scotland are committed to continuing

to work with our partners to identify and implement new strategies for preventing and detecting fraud.

In **Quarter 4** we highlighted with our benchmark '999 calls answered in under 10 seconds', (benchmarked against England and Wales) that Police Scotland are performing in-line with England and Wales and are performing well in answering 999 calls in under 10 seconds.

**BENCHMARKING: PERCENT OF 999 CALLS ANSWERED IN UNDER 10 SECS**



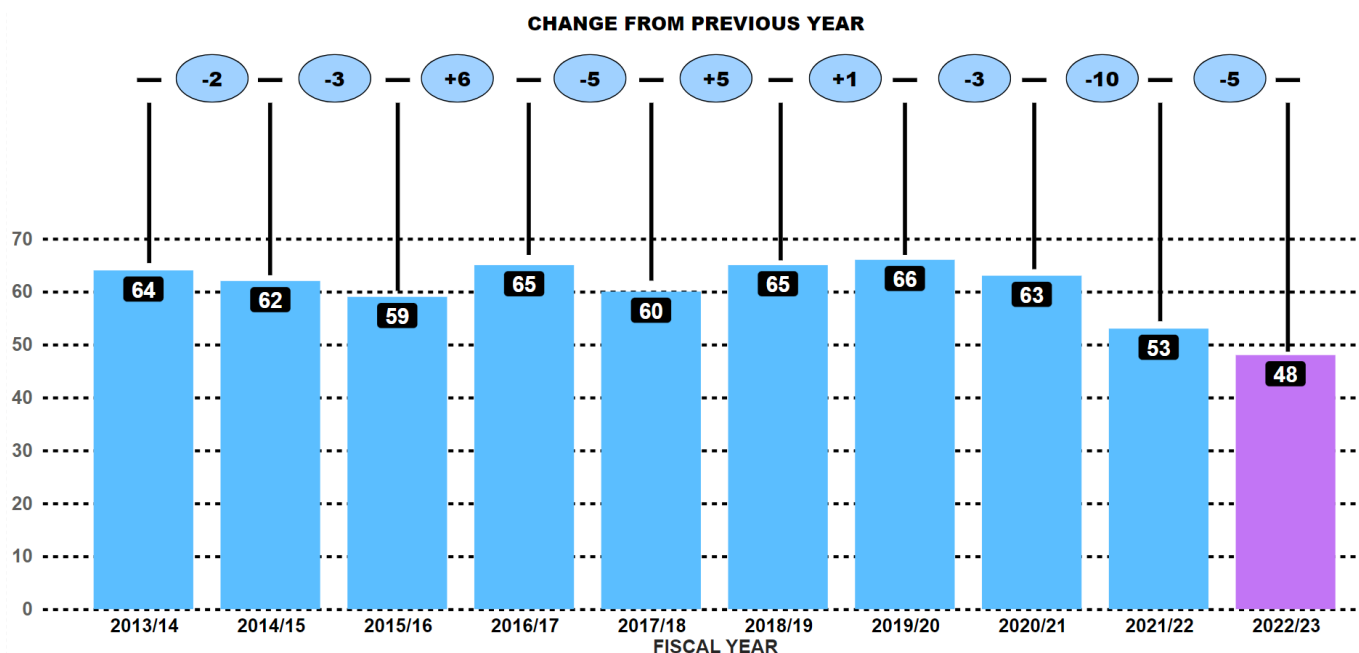


The result highlights that overall Police Scotland answered 77.7% of its calls in under 10 seconds (from April 2022 to February 2023 - at the time of writing March 2023 data was not available). This compares to England and Wales who answered 72.3% of its calls in under 10 seconds.

Also in **Quarter 4** we provided context around Scotland's current homicide rate in context with previous years. Historically, Scotland has experienced fluctuations in its recorded homicide rate. From the 1970s to the early 2000s, the number of homicides generally increased, peaking in the early 2000s. Since then, the homicide rate in Scotland has been on a declining trend with the number recorded experiencing a

significant decrease.

There were 48 homicides (crimes of murder or culpable homicide (common law)) recorded in Scotland during 2022/23 comprising 47 murders and one crime of culpable homicide (common law). This was five fewer homicides than last year and 13.4 fewer than the five-year average. This year's figure is the lowest number of homicides in any year since the introduction of modern crime recording standards in the 1970s. This was also the first year since the inception of Police Scotland not to have any child homicides recorded.



In 2022/23 the detection rate for homicides was 91.7%. While this was the second lowest end of year detection rate since the inception of Police Scotland it is important to note that the decrease is due to a higher than usual number of homicides recorded in February and March 2023, some of which had not been detected as of the end of the reporting year. It is likely that most, if not all, of the undetected homicides recorded this year will be detected in 2023/24.

There have been 605 homicides recorded since the inception of Police Scotland and 599 homicides detected. That gives an overall detection rate of 99.0% for the ten-year period.

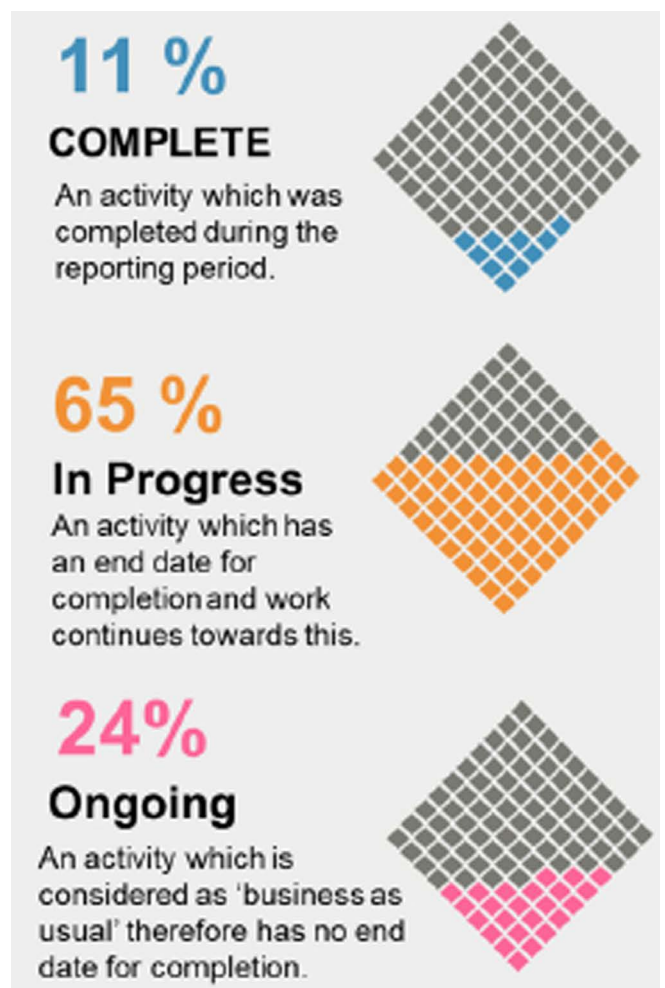
As we move into 2023/24, we will continue to highlight and draw out key insights in order to provide additional context and more meaningful reporting of our performance and notable trends.

# Progress towards Strategic Outcomes

Police Scotland continues to make progress towards our five strategic outcomes, measured by progress marked against the operational and change activities outlined in the [Annual Police Plan 2022/23](#). 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 in turn, providing narrative updates on important activities, adding additional context, and utilising key impact pieces to illustrate work undertaken. It is intended to provide an overview of our progress and successes aligned under each outcome, utilising a selection of operational and change updates provided by divisions and departments.

This report is complimented by the [Bi-Annual Progress Report](#), released in December 2022, which provides a detailed update on each activity, and the [Quarterly reports](#), which provide a full breakdown of the Measures of Progress. These products complement each other and, taken together, provide a comprehensive overview of Police Scotland's performance.

## Overall Activities Progress



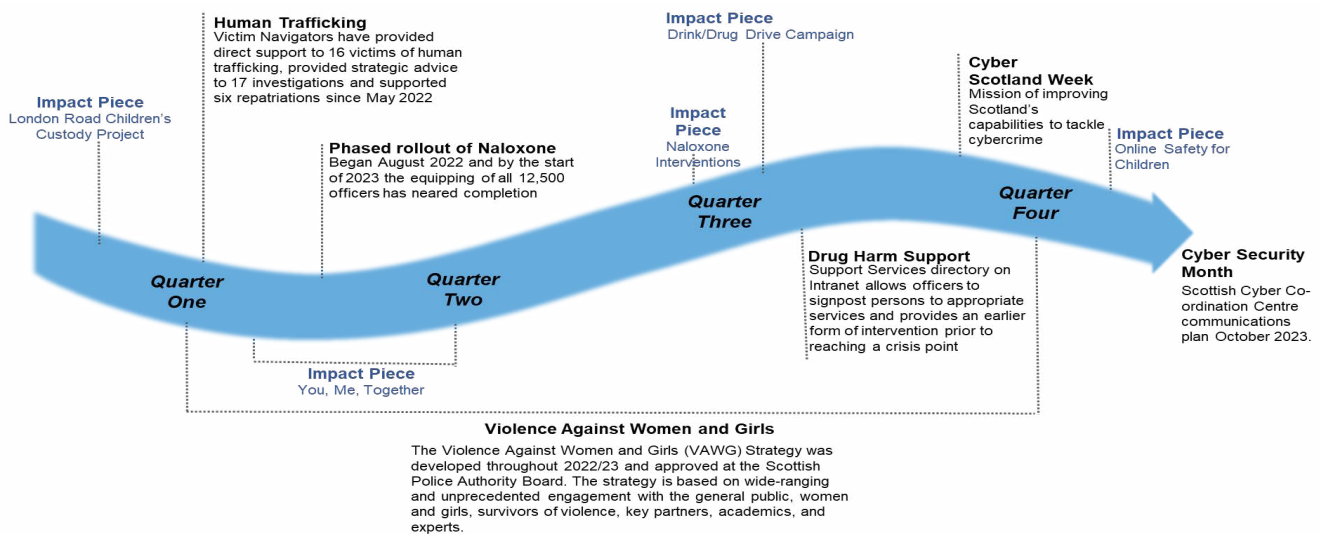
A full breakdown of activity progress can be found within Appendix I.

# 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

## Timeline



The following context provides a summary of some key Police Scotland activities that demonstrate how the organisation provides a proactive and responsive police service to the public. Impact pieces are included to highlight Police Scotland key successes and challenges experienced during 2022/23.

### Violence Against Women and Girls

Police Scotland Violence Against Women and Girls (VAWG) Strategy was approved at the Scottish Police Authority Board in March 2023. The strategy is based on wide-ranging and unprecedented engagement with the general public, women and girls, survivors of violence, key partners, academics, and experts. The strategy includes tackling and diverting incel culture through education, expanding the use of

Sexual Offences Liaison Officer (SOLO) led visually recorded interviews, and the delivery of trauma-informed training to all police officers and staff. The Strategy shows Police Scotland's commitment to act and to improve how we tackle the sexual violence and domestic abuse that disproportionately affects women and girls. We will work closely with our partners across criminal justice and support services to improve the opportunities and support for women who report. We will continue to engage, to work with our partners, to improve our response and to drive the change needed to end violence against women and girls.

### Impact Piece – You, Me, Together

You, Me, Together is a resource that targets Domestic Abuse (including themes of coercive control, inappropriate relationships and peer pressure) in young persons' relationships. The resource forms part of a national standardised interactive educational workshop delivered in schools to educate students around the issues of Domestic Abuse and its correlation with Violence Against Women and Girls. In total, the resource was presented to 1,100 students with 574 students and 31 teachers completing the evaluation. The evaluation feedback was positive with 96% of students finding the input impactful, 95% left with a better understanding of Domestic Abuse and 92% had an improved understanding of coercive control within a relationship. It is hoped the You, Me, Together resource will, in partnership with Education Scotland, be rolled out across Scotland.

### Protecting Children

Police Scotland continue to be a key partner in the roll out of the National Child Protection Guidance Improvement Plan and fully support the drive to bring consistency and equity of practice for children across all areas of Scotland who have experienced all types of abuse but particularly child sexual abuse and exploitation (CSAE).

Our robust enforcement against online child sexual abuse and exploitation, which disproportionately affects girls, is led by the National Child Abuse Investigation Unit (NCAIU) nationally and Public Protection Units locally, mainly through enforcement of National Online Child Abuse Prevention (NOCAP) packages. NOCAP aims to prevent individuals from abusing children, by targeting them at the earliest stage in their offending behaviour and intervening before

contact abuse takes place. Correlated to our enforcement activity we established our Victim Identification Office enabling us to increase our capacity to review and engage with all child protection enquiries that have an online footprint, significantly increase support to policing divisions, all to improve instances of identifying unknown victims. Identifying these victims means that safeguarding mechanisms can be put in place, furthermore the image can be removed from the Internet and reduce the potential of these being shared in the future, thus supporting victims which in the main are female children.

### Impact Piece – Online Safety for Children

The Children and Young People team have collaborated with Cyber Harm Prevention, PPCW and the National Serious Organised Crime Intervention Team to deliver a pilot project which seeks to increase awareness and understanding of child exploitation to staff working within a children's house in order to reduce the risk of exploitation to our care experienced children and young people. This collaborative project aims to support external corporate parents, delivering training, support and learning materials to staff working within children's houses in order to uphold the rights and secure the wellbeing of care experienced children and young people in their care by enhancing staffs skills and knowledge around child exploitation online and in the physical world. This training will improve earlier identification and reporting, keeping children and young people safe. The training and resources will be delivered to staff at St Mary's Kenmure, Glasgow in May 2023. The project will be reviewed with consideration given to rollout across children's houses.

## Cyber Strategy

As more of our daily lives move online through social media, banking, and work, there has been an increase in crimes with a digital aspect. In particular fraud has seen significant increases, and the vast majority of fraud crimes now contain an online aspect. Police Scotland has responded to this rise in cyber-enabled crimes in various ways, with one being to work closer with our partners to tackle and prevent this escalating threat. We host a Strategic Fraud Governance group, in partnership with the Scottish Government, the banking and financial sector and the Cyber and Fraud Centre Scotland. On a wider UK level we are also participating in the development of the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS), formerly known as Action Fraud. This will assist in aligning our approach to the soon to be published UK Fraud Strategy which aims to improve victim experience and satisfaction, lead to criminal justice outcomes, and prevent crime and reduce harm.

In continuing our partnership working in this area, our Policing in a Digital World Programme (PDWP) over the last year has identified and developed strong working relationships with a number of organisations across law enforcement as well as public, private, and third sector partners. One of the key areas of collaboration is with the Cyber Scotland Partnership – a collection of partners all with the goal of tackling cybercrime. Together, all partners drive activities towards the outcomes of the Strategic Framework for a Cyber Resilient Scotland. The Cyber Scotland Partnership offers a range of services and guidance to people and businesses, assisting in educating and training them to become more resilient and better prepared to mitigate future cyber threats.

Police Scotland are also a key stakeholder in the Scottish Cyber Co-ordination Centre (SC3) which was announced as part of Cyber Scotland Week in February 2022. SC3 brings together partners with the mission of improving Scotland's capabilities to tackle cybercrime. By Spring 2023 a Head of Centre will be appointed alongside work stream leads and governance structures, paving the way for a communications plan at the next SC3 milestone; Cyber Security month in October 2023.

Within Police Scotland, the PDWP commissioned a "critical friend" review of our own Cyber Strategy by PricewaterhouseCoopers. The Police Scotland Cyber Strategy was noted for providing a clear strategic ambition and intent, fit for purpose in setting the conditions for implementation. The Strategy's Target Operating Model will focus on three priority areas: Prevent, Pursue and Partnerships. Various work streams are ongoing under this model such as securing three digital forensic triage vans, recruiting and training digital evidence detection dogs, and formal accreditation of all five Police Scotland digital forensic laboratories. PDWP are also progressing the emerging and horizon scanning work stream with the aim of delivering/developing DarkWeb capability, and crypto currency capability.



## Drug Harm

Police Scotland aims to tackle the harm caused by drugs in our communities through collaborative approaches and proactive means. Tackling substance use and the harms they cause is complex, with issues such as poverty due to economic difficulties and mental health vulnerabilities contributing. Police Scotland acknowledge the need for a public health, whole system approach in addressing the harms caused by problematic substance use. We work alongside various groups in the public, private and third sector to bring about real change in the lives and safety of people living within our communities.

Police officers have access to a Support Services Directory on the Police Scotland intranet which provides details for areas of support for people with addiction issues. Whilst not replacing the creation of a vulnerable persons report, the directory allows officers to signpost persons to appropriate services and provides an earlier form of intervention prior to reaching a crisis point. The directory launched in August 2022 and going forward work is continuing to explore adding the directory to police hand held devices via an accessible app.

The phased national rollout of Naloxone, an emergency first aid reversal agent for opioid-related overdoses, began on 31 August 2022, and by the start of 2023 the equipping of all 12,500 officers has neared completion. The Naloxone project is fully funded by the Scottish Government and forms part of their commitment to reduce drug related deaths. Discussions are also being held at this time regarding the potential for the training and equipping of all Criminal Justice Police Custody and Security Officers.

## Impact Piece – Naloxone Interventions

Administrations of Naloxone have continued since the conclusion of the Test of Change period, with a total of 154 Naloxone interventions on people experiencing an overdose occurring. The vast majority have shown sufficient recovery to either receive further medical attention by medical professionals or leave the scene of their own volition. Five people, despite the intervention of Naloxone, have succumbed to the effects of their overdose, with four of these people having died at the scene prior to police attendance and one person conveyed to hospital however dying one month later in the care of hospital staff due to unrelated health complications and not regaining consciousness. Naloxone was administered to all five people in order to give the best opportunity to protect life, and no concerns have been raised with regards to agreed processes involving police administering Naloxone or any post administration actions.

## Road Safety

Police Scotland continues to work towards the aims of the Road Safety Framework 2030. These aims, measured against the 2014/18 baseline, are to reduce the number of people killed and seriously injured on Scotland's roads by 50% and reduce the number of children killed and seriously injured by 60%. These interim reductions are deservedly challenging as we work with our partners towards Vision Zero – no deaths or serious injuries on Scotland's roads by 2050.

Over the last year Police Scotland commissioned an in-depth fatality study to assist in keeping our roads safer. Supported by a Transport Scotland funded analyst plus a seconded Road Policing Sergeant, the study affords the opportunity to



identify learning from previous collisions and assist Police Scotland and partners to introduce preventative measures to further mitigate risk across all road user groups. A draft report covering the 2015 to 2020 period has been completed which includes findings plus recommendations and countermeasures. A working group will be held to comprehensively review same and inform the final report, anticipated in July this year.

All road safety campaigns on our National Calendar of Road Safety Activity 2022/23, compiled in consultation with our road safety partners, were completed with the exception of one initiative coinciding with the death of Her Majesty the Queen. The majority of campaign work was Fatal-Five focused and all supported by our Corporate Communications department for national promotion.

#### Impact Piece – Drink/Drug Drive Campaign

Our Festive Drink/Drug Drive campaign was officially launched at Inverurie on 30 November 2022. Running from 01 December to 02 January, Road Policing worked in partnership to ensure education, engagement and enforcement work was wide reaching. Corporate Communications developed social media content and provided support. In addition to favourable media coverage, we received additional social media support from partners at Transport Scotland, Road Safety Scotland and Traffic Scotland. Across the campaign a total of 3,049 roadside tests were carried out, resulting in 722 drivers being detected for drink or drug driving offences. This is an increase of 15% detections compared to the same campaign the previous year.

## Organised Crime

In 2022 Police Scotland delivered the Scottish Multi-agency Strategic Threat Assessment (SMASTA) which has been produced in close collaboration with law enforcement partners to present a comprehensive analysis of the threats facing us. The objective of the SMASTA is to drive intelligence led collaborative operational activity. Its aim is to provide a strategic analysis of the threat from serious crime and the potential impact it has on our communities.

The SMASTA identifies threats and emerging trends as part of a multi-agency approach to reduce the harm caused by serious organised criminality. The SMASTA is strongly aligned with Scotland's Serious Organised Crime (SOC) Strategy, developed by the SOC Taskforce and overseen by the Scottish Cabinet Secretary for Justice. It also takes cognisance of the National Crime Agency led National Strategic Assessment (NSA) as well as the European Union (EU) Serious Organised Crime Threat Assessment (SOCTA).

The need for partnership working is greater than ever to facilitate an effective response to the threat posed by SOC. The tactical response is directed and chaired by ACC Organised Crime, Counter Terrorism & Intelligence through the Scottish Multi-agency Tasking and Delivery Board (MATDB). Such a complex environment requires ongoing collaboration with partners and a law enforcement response that is well informed and cohesive. Law enforcement in Scotland have adopted the tactical Management of Risk in Law Enforcement (MoRiLE) model to score groups, individuals and vulnerabilities in the last year.

With all law enforcement agencies in the UK using the MoRiLE tactical model, it will facilitate the interoperability and the movement of operational and tactical work between law enforcement agencies whilst prioritising use of resources. This ensures resources are used to target the issues causing the greatest risk.

### Human Trafficking

The National Human Trafficking Unit (NHTU) has continued to build close relationships with International Law Enforcement and partners to tackle and deter trafficking and exploitation. Europol continues to support Police Scotland with intelligence and international assistance. Throughout 2022 Police Scotland NHTU has been involved in numerous work streams, including seconding two Victim Navigators within the team to support victims of human trafficking and prevent them from being targeted again. The Victim Navigators have provided direct support to 16 victims of human trafficking, provided strategic advice to 17 investigations and supported six repatriations since May 2022.

June 2022 saw the NHTU host an international conference in Glasgow with speakers from the US Department for Homeland Security, Romanian law enforcement, and the National Crime Agency (NCA). During Quarter 4 we have also been directly supporting Romanian law enforcement, prosecutors and International Justice Mission with two investigations to trace and safeguard potential victims of human trafficking.

### Police Custody

Police Scotland's Criminal Justice Services Division published their five year Vision and Direction report last year which provides the foundation for their work going forward. This includes a recent review of the Custody Officer Induction course with additional inputs delivered by NHS colleagues in relation to both physical and mental health. Custody Support and Interventions Champions have been identified at each custody centre and provided with additional training in distress brief intervention, trauma informed practices and motivational interviewing.

Work is currently ongoing with all 14 NHS health boards to establish clear mental health pathways within our establishments, whilst HMICS, in partnership with Healthcare Improvement Scotland, have developed a joint inspection framework to ensure police custody inspections include healthcare provision. We are also working closely with NHS colleagues on the implementation of Medically Assisted Treatment (MAT) Standards, with a trial due to commence in Inverness. This will provide more holistic, person centred approaches to healthcare intervention for persons with addiction issues. This work includes a number of third-sector organisations who provide interventions support to persons within and following their release from police custody. Local initiatives include the provision of foodbank vouchers to persons leaving police custody and the provision of hygiene products by a local charity. Such best practice as this is sought to be replicated across all our custody estates.

## Impact Piece – London Road Children's Custody Project

Police Scotland acknowledge that police custody is not a suitable place for children. Where children come into conflict with the law and circumstances require investigations, or are such that the child requires to come into custody, there are at present no alternative options for police officers.

In response Police Scotland created a separate six cell facility within the newly renovated London Road Custody Centre in Glasgow which was better suited to meet the needs of a child. The model was developed following extensive research and benchmarking with other UK police forces and in consultation with the Children and Young Persons Centre for Justice. In this facility children have a separate entrance and are completely segregated from adult prisoners. The charge bar is lower, within a private room, and has a seating area for the child, similar to the models used by local authority children's secure units. All has been designed to reduce stress and anxiety and provides distraction activities including age appropriate books, jigsaws and chalkboards. An animated rights of accused video is in development as well to ensure children have equal access to information and clear understanding of the criminal justice process. This project is subject of ongoing review with a view to consider some of the benefits of décor, environment, culture and distraction activities and how these could also benefit all areas of custody, including adult cells.

### Counter Terrorism

Police Scotland continues to ensure the CONTEST strategy is delivered on both a local and national level.

To support its delivery and the identification of CT priorities/emerging issues we produce a Biannual Strategic Assessment. This helps to inform our strategic direction and joint working with key stakeholders as well as ongoing intelligence requirements. A suite of analytical intelligence products have been developed over the past year to brief both police and partners on ongoing and emerging threats as well as to inform the policing response to events in Scotland. We have also sought to develop our joint working with partner agencies to explore opportunities within Intelligence Internet Investigations. With the increase in terrorist use of online spaces this is crucial to maximising our capability in this area.

The impact of the COVID-19 pandemic presented unique challenges to our working practices, processes, resilience and engagement with partners. The increased isolation during the pandemic may have left vulnerable individuals susceptible to 'grooming' by individuals or groups, or left them unchecked to self-radicalise. A main focus of our work over the last year has been to use our existing close and effective partnerships to ensure individuals who were isolated and vulnerable are visited, checked, and supported.

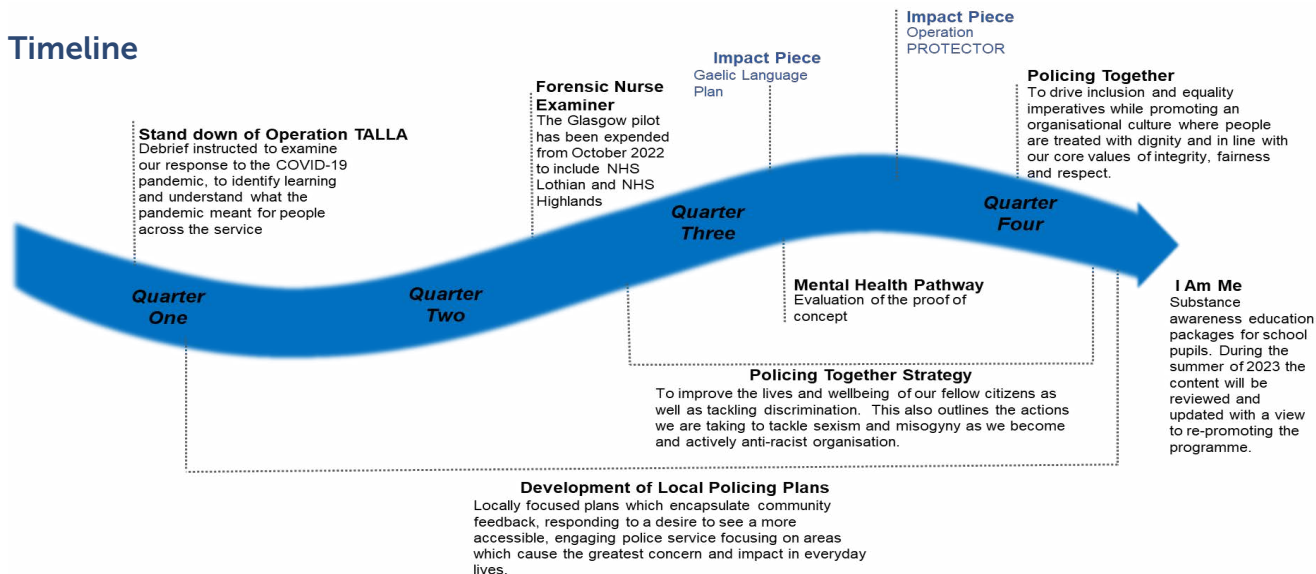
The Protect Duty, now known as Martyn's Law, places additional requirements on certain publicly accessible locations to demonstrate a level of preparedness to respond to a terrorist attack. Introduced in tandem with the Publicly Accessible Locations Scheme, this will bring significant changes in the work performed by our Counter Terrorism Security Advisors. Police Scotland will continue to work closely with the Scottish Government around these matters to consider any devolved administration arrangements which may have to be applied.

## 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

### Timeline



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 is 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. To support this evidence, various impact pieces have been included.

### Operation TALLA

During March 2020, Police Scotland implemented the Operation TALLA Command Structure to manage the planning and response to the impact of COVID-19. This was continuously reviewed and refined as our response to the pandemic evolved and restrictions eased. A number of bespoke strategic objectives, aligned to our overarching strategic outcomes, provided a framework to focus operational activity associated with maintaining critical policing functions, serving changing public needs and supporting our staff to continue to provide a professional and effective service to our communities.

In June 2022, as the final COVID-19 restrictions were lifted, the Chief Constable approved the stand down of Operation TALLA structures and directed that an organisational wide debrief should be conducted to examine Police Scotland's response to the COVID-19 pandemic in order to identify learning and to understand what the pandemic meant for people across the service. All police officers and staff were asked to contribute their views and experiences as part of this debrief which was led by SMARTEU in line with an agreed terms of reference.

The formal debrief examined Police Scotland's response to the pandemic following the outbreak from March 2020 up to and including June 2022. The methodology was a simple and broad set of five questions which were hosted on the Citizen Space (CS) platform.

The results from this debrief were collated and formulated into a debrief report containing 15 recommendations and six practice observations. It is the intention to progress the recommendations and practices with a phased approach supported by an internal communication strategy.

### **Local Policing Plans**

Police Scotland prides itself on local policing as this is where we come into direct contact with members of the public. Through our interactions with the communities of Scotland we can make positive changes in people's lives and help those in need. We maintain Local Policing Plans (LPPs) for all areas of the country and these are tailor made to suit the needs of communities. To ensure the LLPs were fit for purpose we held a tripartite review of our LPP with assistance from the Scottish Police Authority (SPA) and the Convention of Local Authorities (COSLA).

Overall there was broad satisfaction with the approach and engagement taken in developing the LLP, and progress made in using demand, insight and engagement tools.

From this tripartite review we have ensured that recommendations have been taken forward into the planning approach for the 2023 LLP. All Police Scotland divisions report on progress to local scrutiny groups and undertake reviews of progress. Utilising the outcomes from our Your Police Survey and User Experience Surveys, which run throughout the year, we gain a better insight and understanding from the public and service users on how they perceive and experience the police service in their local community. This then allows local police commanders to directly respond to and address these issues, as well as measure the trust and confidence in policing.

Development of our future LLP for 2023-26 began in May 2022 and involved staff from our Strategy Insight and Engagement team, who provided coordinating expertise and support, as well as other key corporate support services colleagues from across local divisions. The development phase also included a range of measures, including public engagement through specific questions added to the Your Police Survey, engagement with seldom heard groups, and stakeholder engagement.

The development culminated in locally focused plans which encapsulate community feedback, whilst responding to a desire to see a more accessible, engaging police service which focuses on areas which cause the greatest concern and impact in everyday lives. To ensure the LLP was fit for purpose we also tested them through public consultation.



This comprehensive development plan has received positive comments from those within Police Scotland as well as the SPA and COSLA. Due to the inputs from stakeholders in Local Authorities, we are on schedule to receive final approval when the Joint Strategy for Policing (2023) plan is considered by the SPA Board in May 2023.

### Equality Outcomes

Following from the publishing of our Joint Equality and Diversity Outcomes alongside the Scottish Police Authority (SPA) in 2021, work has been ongoing to have these embedded into our service delivery across all areas of policing. The outcomes focus on eight areas, including meaningful engagement with people from across protected groups, violence against women and girls, as well as leadership to ensure our leaders have the right skills in relation to equality, diversity, inclusion and human rights. By embedding all eight outcomes across Police Scotland we can ensure policing better represents, reflects and serves our communities as we build and maintain our bond of trust with the public.

The Joint Equality Outcome Progress and Mainstreaming Report 2023 was recently approved at the Policing Together Strategic Oversight Board and subsequently at the Senior Leadership Board. Given that this is a joint report a final version is also being taken to the SPA Performance Committee for discussion, their awareness and noting. The main report is currently being developed by our Corporate Communications design team with the view to creating a summarised version which will be more accessible and supported by Easy Read and British Sign Language.

### Policing Together

In September 2022 Police Scotland launched a preventions programme which has become an integral element of Policing Together, which recognises that integrity within Police Scotland is vital to building the trust and confidence within our communities.

As part of this programme we have embarked on a 12 month educational and communication programme to promote and clearly articulate the 10 standards of professional behaviour which are the cornerstone of our organisational values. To date more than half of the 10 standards have been articulated across the organisation.

In addition, Police Scotland have enhanced their approach to all elements of vetting from recruitment vetting to those posts which are designated and require a greater level of vetting. To enable this activity the vetting function was enhanced in the latter part of 2022 and now new recruits undergo a reaffirmation process upon commencement of their employment reassuring their suitability to uphold the role of Constable.

Furthermore Force wide Continuous Integrity Screening commenced in March of this year which will see every employee screened against the Police National Database, in line with work being taken forward in England and Wales at the request of the Home Secretary. This work is ongoing; we have a team dedicated to reviewing the results of these checks and we have committed to having this completed by the end of September 2023. We are resolute in our determination to address sexism, misogyny and violence against women, within our organisation and across society and to root out those within policing who are unsuitable to be here.



Police Scotland are also undertaking a case review of complaint and conduct matters which contain domestic or sexual circumstances reported to or within Police Scotland. This review will ensure that Police Scotland has discharged its responsibilities in relation to the management of risk relating to reports or complaints which include sexual and/or domestic related circumstances, sexual and/or domestic offending or misconduct by officers or staff of Police Scotland. This will cover the period from January 2017 and will build upon a similar review conducted in October 2021.

Most recently Police Scotland have commenced a publication scheme in respect of circumstances where an officer has been dismissed or has resigned or retired in the midst of Gross Misconduct proceedings, the first publication in this regard took place in April of this year.

### Working with our Communities

To provide the best possible service to meet the needs of our communities, Police Scotland has been working alongside partner agencies to ensure we can offer support at the point of first contact. This is evidenced through our partnership with the NHS24 and Scottish Ambulance Service on the Mental Health Pathway project. This project aims to assign a mental health nurse practitioner to each of Police Scotland's Resolution Teams, thereby providing those in need of mental health treatment at the earliest possible time. The mental health nurses were introduced to the programme as part of Phase 2 of the project in March 2022, and this ran until the end of November. An evaluation was conducted in January 2023. Although this phased proof of concept is currently only operating in the West of Scotland there are plans to roll out the Mental Health Pathway to other areas of Scotland.

### Impact Piece – Gaelic Language Plan

Scotland has a rich and diverse culture, with the Gaelic language forming a large part of identity for many citizens. Police Scotland are currently implementing the Gaelic Language Plan 2021-26. Our Gaelic Language Plan is prepared within the framework of the Gaelic Language (Scotland) Act 2005 and seeks to support the overarching aim that "Gaelic is used more often, by more people in a wider range of situations". Police Scotland has committed to increasing the use of Gaelic, increasing the learning of Gaelic, and promote a positive image of Gaelic. In delivering this plan we recently held a meeting with Bòrd na Gàidhlig, the principal public body in Scotland responsible for promoting Gaelic development, who confirmed that the next stage of the plan has been submitted to the Scottish Government for approval. Going forwards we will be holding further discussions around the implementation as well as potential funding and governance.

Also in partnership with the NHS, Police Scotland are a key stakeholder in the ongoing Scottish Government Chief Medical Officer's Taskforce Test of Change process into Forensic Nurse Examiners (FNE). FNE undertake forensic medical examinations on adult victims of rape and give evidence in court as skilled witnesses. During this Test of Change period a Sexual Offences Examiner (Doctor) will oversee the forensic medical examinations. The pilot commenced in Glasgow however has already been expanded to include NHS Lothian and NHS Highlands for a six month period starting from October 2022.

This pilot aims to provide a more effective and efficient national service to victims of sexual crime and in doing so, create more female forensic examiners to improve the choice for victims.

As part of our aim to support communities we are developing partnership approaches to tackling drug harm in Scotland. In partnership with the registered charity "I Am Me" we created Substance Awareness Education Packages which will provide appropriate and incremental levels of knowledge of substance (drugs, alcohol, and tobacco) harm to school pupils. The aim is to ensure every pupil in Scotland receives at least one input per year, delivered by either teachers, police, or on some occasions peers. Currently 340 officers are able to access and utilise the education pack and will carry out the work as part of their role. During the summer of 2023 the content will be reviewed and updated with a view to re-promoting the programme.

### Impact Piece – Operation PROTECTOR

Operation PROTECTOR is an overarching partnership approach to reducing drug related harm with an overall aim to contribute to the reduction in drugs deaths in the North Highlands area. The operation specifically seeks to protect vulnerable people from the harm of exploitation and preventing their home addresses being utilised by both local and national criminals ('cuckooing') in furtherance of drug activities. Throughout the year the operation has run monthly 'days of action' which consist of outreach visits to those who consume drugs or who are at risk of being cuckooed/exploited. This has resulted in over 1,500 visits to date. Over 1,000 interactions at community outreach events have also taken place to raise awareness and over 3,000 home addresses in vulnerable areas have been provided with leaflets. Over 50 warrants have also been executed to date with recoveries of controlled drugs, money, and multiple arrests linked to cuckooing and/or exploitation taking place. Alongside this work there are partnership programmes such as Positive Lifestyles at HMP Grampian where prisoners have been provided with educational inputs on criminal exploitation as well as regular inputs to partners and key stakeholders. Young victims of cuckooing have also been part of a Safe Space project alongside local authorities and social work to develop accommodation outwith a police setting for those who have been trafficked into the area.

## 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

### Timeline



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.

Modern technology and the large volume of data which it creates is a fundamental aspect of our society and organisations have a duty to protect any information possessed. Police Scotland seeks to use the best methods of communication to reach as many of our communities and partners as possible whilst safeguarding the information which is core to our functionality. The following narrative demonstrates how Police Scotland ensure ethical and privacy considerations form a key aspect of our processes and ensures the integrity of our service to the public.

## Your Police Survey

The service continues to measure public confidence and feedback from the public through our Your Police Survey. This survey continues to be the largest of its kind in the UK and involves the public in a conversation about policing and their local community.

We are paying particular attention to how we reach those who are often seldom-heard or find police hard to reach; by understanding where there are opportunities to enhance engagement and working with organisations with relevant expertise.

Recent commissioned research has focused on policing with empathy among LGBTQ+ and young people from disadvantaged backgrounds; refugee and asylum-seeker experiences, trust and confidence with Police Scotland; collaborative research with ethnic minorities and local police; and taking an intersectional approach to police practitioner reform.

At a local level, we have trialled a successful participatory approach to responding to community needs. The participatory grant scheme in the Caithness area within Highland and Islands Division with the Scottish Government and Caithness Voluntary Group brought communities together to improve safety and community wellbeing. We are aiming to develop other initiatives that build collaborative relationships with communities in 2023/24.

Police Scotland also carried out in-depth qualitative engagement with survivors of violence against women and girls to inform our strategy and enhance the user experience of contact and reporting.

Other related work for enhancing public confidence focuses on our culture, values and behaviours for upholding our professional standards of behaviour, enhanced regular vetting of our officers, and embedding equality, diversity and inclusion through our Policing Together initiative.

Your Police received 16,993 responses between 12 April 2022 when it opened and 27 March 2023. This includes 95 British Sign Language (BSL) responses. The survey continues to be representative of the population by age, gender, disability and long-term conditions and geography. The Your Police Survey influences local policing by enabling the public to highlight feeling of safety, areas of concern, what police are doing well and what might be impacting confidence in local police. We gather data on public confidence and perceptions of local policing levels through this survey.

In April 2022, a public confidence index score was introduced to be comparable with how confidence is measured in the Scottish Crime and Justice Survey, YouGov and The Mayor's Office for Policing and Crime (MOPAC).

Responses are reviewed regularly by our Executive and service leads and have helped us act quickly in relation to emerging issues and community concerns.

### Impact Piece – Your Police, You Decide

Police Scotland, alongside the Caithness Voluntary Group (CVG), worked on a Participatory Budgeting project in the summer of 2022. This pilot project, called Your Police, You Decide, involved local people in the Caithness area taking part in decision making on how to spend £32,000. Funded by the Scottish Government, the aim of Your Police, You Decide was to improve local democracy and ensure communities are more engaged with decision-making to improve safety and wellbeing. Open to all in the community, a Steering Group was formed consisting of 14 people who, through workshops, meetings, and discussions over an eight month period, processed 18 applications for funding. Projects included a community café, a warm bank, transport for swimming lessons, and wellbeing sessions. The Steering Group put 14 successful projects through to a public vote, with 821 votes cast and funding allocated according to the voting. An evaluation of the pilot was held with voters afterwards which showed increases in positive attitudes towards issues such as decision making, community safety and satisfaction.

### User Experience Survey

The User Experience Survey is our independent survey to measure and enhance people's experience of contacting Police Scotland, administered by Progressive Partnership Ltd. The survey is sent via text message to a sample of approximately 12,000 people who have made contact with police each month. This survey receives approximately 1,200-1,400 responses each month and was expanded to include those engaging with our complaints process.

The survey provides insight into all aspects of a user journey from initial contact, appropriate response, attending officers and overall satisfaction. We are actively exploring ways to expand our engagement with people who contact policing in a range of contexts using this approach, for example, survivors of domestic abuse.

Data from both surveys are available in PowerBI dashboards and the Research and Insight team have continued to support local policing leaders and Regional Delivery Boards (RDBs) to utilise these resources. Our commissioned research programme with SPA and SIPR concludes on 26 April with a public event in Edinburgh where final reports will be shared and learning shared to inform meaningful discussion via the Public Confidence Governance Board.



## Impact Piece – Unified Communications & Contact Platform

Police Scotland is currently undertaking significant planning and preparatory work to deliver the Unified Communications & Contact Platform (UCCP). This project is well underway and a new suite of integrated technology has been procured through Cinos supported by Content Guru. A number of these solutions are being developed specifically for C3 – introducing modern public contact methods and tools to assist in the smooth running of a modern service centre. The project aims to introduce workforce management, contact centre analytics, full enterprise wide IP telephony, digital multimedia recording, logging, analytics and full Unified Communications tools powered by Cisco WebEx, for the whole organisation. The benefits these solutions will bring the organisation, and in turn the communities and partners we serve, are transformational. This project is progressing well and to time with high and low level Design completed and circuits delivered.

## Public Engagement

Police Scotland's Public Contact and Engagement Strategy sets out how we envisage our public contact, engagement activities and approaches to look now, and in the future. We have been clear in setting out what the public should expect from their police service and how we will continue to engage and involve communities and our partners.

Our Public Engagement and Participation Framework sets out the ways in which we will seek to engage with communities so that their insights can be utilised in meaningful ways. Working in this way aims to inform operational and strategic decision-making, ensuring that Police Scotland operates using evidence-led principles in line with our values.

The Public Confidence Governance Board oversees the development of our engagement approaches to understand public confidence within communities and inspire action, utilising robust insights from the public.

We are paying particular attention to how we reach those who are often seldom-heard or find police hard to reach; by understanding where there are opportunities to enhance engagement and working with organisations with relevant expertise.

For example, we have recently completed our public engagement activities to inform the development of our Violence against Women and Girls Strategy utilising the relationship and expertise of third sector colleagues and their networks in communities.



## Impact Piece – Commissioned Academic Research

We have supported research with seldom-heard communities to understand how we can improve our engagement practice in supportive and appropriate ways. The joint research fund between Police Scotland, the Scottish Institute of Policing Research and the SPA awarded four studies. These include:

- Policing with Empathy: In conversation with LGBTQ and young people from disadvantaged backgrounds (Abertay University);
- Refugee and asylum-seeker experiences, trust and confidence with Police Scotland (Queen Margaret University);
- Inquiring together - collaborative research with BAME communities and serving officers (Dundee University); and,
- Accounting for complexities - an intersectional approach to enhancing police practitioner reform (University of Glasgow).

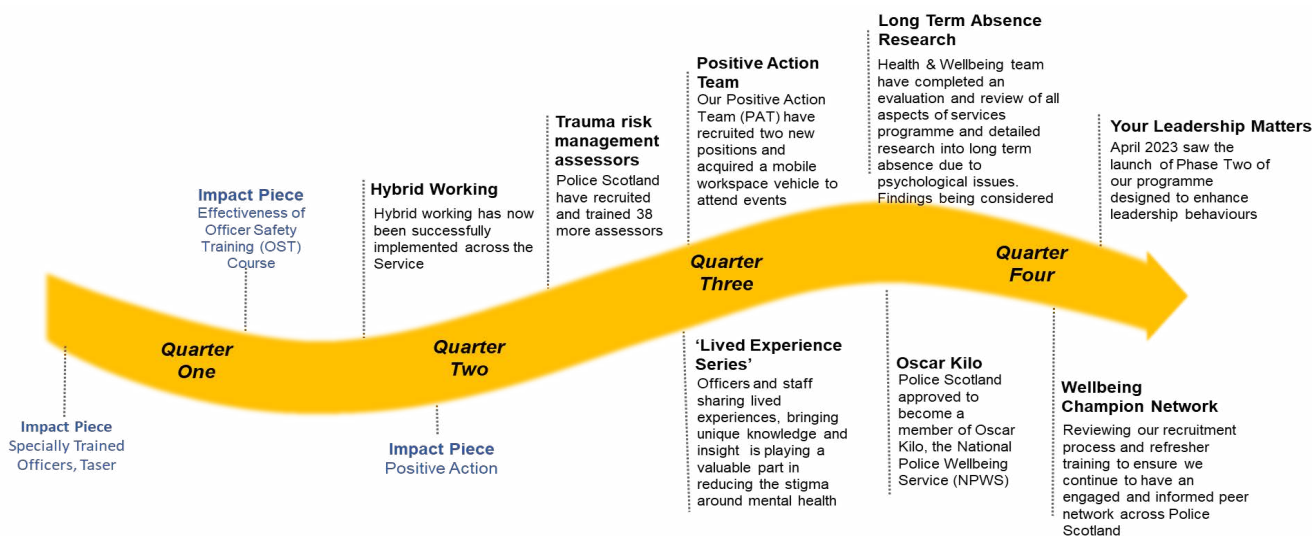
The studies provide practical guidelines and approaches for policing to enhance engagement and confidence within communities and work is underway throughout the service and through the Public Confidence Governance Board to utilise the research outputs and learning in the most appropriate ways.

## 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

### Timeline



Our people continue to be the most important driver of success for Police Scotland. Our aim remains to ensure Police Scotland is the best police service to work for and build our future workforce. This year the continued focus has been on inclusion, wellbeing and supporting of our people throughout the organisation, in what has been particularly challenging and uncertain times.

We recognise the value that a diverse workforce and inclusive culture brings. It remains a priority that we pro-actively invest in and develop our people ensuring we build capability, enhance skills and support all our officers and staff to deliver high quality policing services for the public and the communities we serve.

Police Scotland also prioritises 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.

## Wellbeing

Health and wellbeing priorities and an accompanying framework have been developed to encapsulate the emerging priority areas and the shift in focus and approach to proactive health and wellbeing. The framework is driven by our core aim which is to support our people through a positive working environment enabling them to serve the public. This proactive, preventative and person-centred approach intends to understand and consider what our people are experiencing both inside and outside of work. Recognising the impact of significant moments on people's lives and providing 'fit for purpose' tools and support which empowers and enables our people to take positive action in relation to their health and wellbeing.

A Health and Wellbeing Advisory Group has been established to sit under the Wellbeing Governance Board. The main business of the group will be to drive delivery against the priority areas, considering and developing solutions. Its purpose is to ensure that our workforce feels supported, engaged and valued and has access to appropriate health and wellbeing services.

Over the past year the Police Scotland's Health & Wellbeing (HWB) team have completed an evaluation and review of all aspects of service's programme. They have also undertaken detailed research into long term absence due to psychological issues in order that the organisation can further strengthen both preventative and supportive interventions for our workforce to engage with.

During a Quarter 4 Wellbeing Governance Board it was approved that Police Scotland become a member of Oscar Kilo, the National Police Wellbeing Service (NPWS). This will enable Police Scotland to officially make use of the breadth of Oscar Kilo

(NPWS) evidence based, sector specific services and support. This support includes a Blue Light Wellbeing Framework (BLWF), Occupational Health standards, online resources for Officers and Staff and access to the National Police Wellbeing survey and outreach service.

We understand the role of sharing lived experiences and the unique knowledge and insight the sharing of lived experience can bring, including how it has a valuable part to play in reducing the stigma around mental health. With this in mind we have developed a health and wellbeing 'Lived Experience Series' which will feature officers and staff sharing their own experiences over the coming months. The first in this series was published on our intranet news in Quarter 3 and focused on wellbeing over the festive period, containing a written story from an experienced officer about struggles over this time and how he keeps himself well. Guidance was also provided on support pathways and how to support our colleagues and teams.

Our trauma risk management assessors continue to provide invaluable support to all our officers and staff across the organisation who experience trauma in the delivery of a high quality of service to the public. Demand remains high and so we have recruited and trained 38 more assessors. We are also recruiting more coordinators to ensure we support our workforce.

Our peer support network is driven through our Wellbeing Champion network and during Quarter 4 we are refreshing our recruitment process and refresher training to ensure we continue to have an engaged and informed peer network across the geography of Police Scotland who can listen, support and sign-post our workforce with regard to all aspects of HWB.

## Equality Diversity and Inclusion (EDI)

Our ambition is to have a workforce that fully reflects and represents our communities, from whose consent we draw our legitimacy. We aim to provide a workplace that is welcoming and inclusive to all and which supports our people to thrive, flourish and be truly themselves. During the summer of 2022 Police Scotland launched a new officer recruitment campaign with these messages at its heart and it is pleasing that it has generated a significantly higher level of interest in candidates applying to our Service from across our communities.

## Impact Piece – Positive Action

Considerable work continues to ensure Police Scotland attracts and recruits the very best talent from across all of our communities. One element of recent focus has been to ensure that our recruitment process is inclusive and mitigates against barriers to potential recruits from under-represented communities. Following Scottish Government approval, an 18-month pilot continues on a new police officer Standard Entrance Test (SET) designed to minimise unconscious bias and to ensure inclusivity of language for all our communities.

This follows an analysis of SET performance across 2018/19 which showed a variance in the pass rate for White Scottish candidates compared to BME candidates. We also recently commissioned independent research, which is ongoing, to identify barriers to recruitment and retention faced by under-represented groups from which we will take learning and improvement activity where identified.

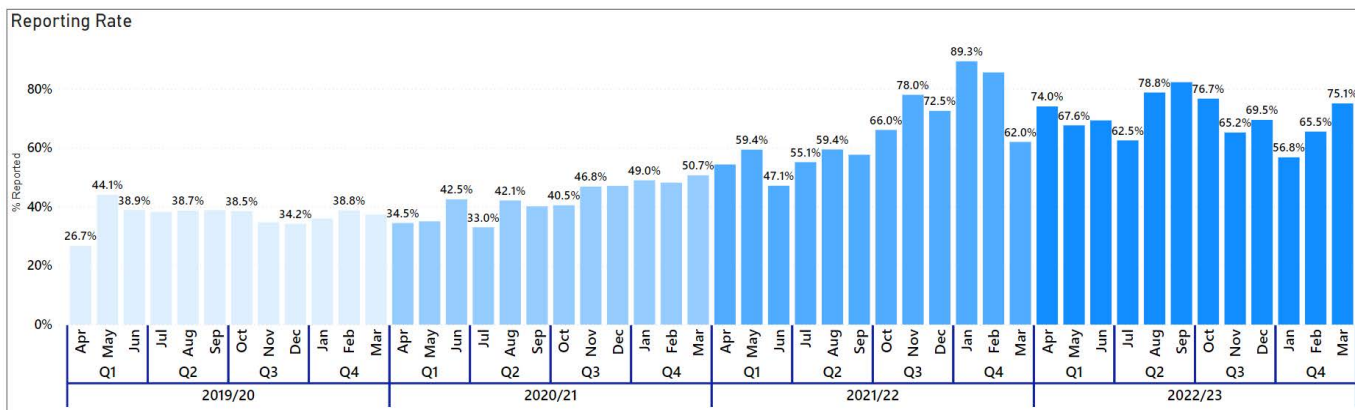
The Recruitment, Selection and Promotion department's Positive Action Team continue to work diligently to reach out to all our communities from under-represented groups across the country. During Quarter 2 2022/23 alone, just under 100 people attended five online BME/WME events and over 80 people attended online events for women. Other successful events were held for people identifying as LGB, for our European communities and for our Armed Forces personnel.

Whilst it is acknowledged that our journey continues to achieve the ambition of a balanced workforce, more representative of the communities we serve, our workforce profile is changing steadily as a direct consequence of the proactive drive of our Positive Action Team to attract diverse talent and our Recruitment, Selection and Promotion Team to ensure transparent and inclusive selection and promotion processes.

## Your Safety Matters

In 2022/23 there have been 6,657 assaults on officers/staff; that is an average of 18 assaults on officers/staff every day. However, assaults on officers/staff have decreased from the previous year (down 6.2%, 438 fewer assaults) and the five year

mean (down 2.1%, 143.2 fewer assaults). This is the first time in the current reporting period that assaults are below the five year mean and the previous year. This the lowest quantity of assaults on officers/staff since 2018/19 (6,452 assaults recorded).



The reporting rate of assaults on officers/staff has continued to increase in 2022/23, whilst one month (January 2023, 56.8%) had a reporting rate below 60%. The rise in the reporting rate is a result of the YSM Divisional Champions, who have continued to have quarterly meetings to share/gain best practice in relation to assaults on officers/staff. Having a higher reporting rate enables Police Scotland to more accurately report on and analyse incidents of violence against officers/staff, to help further improve officer/staff safety and wellbeing.

### Impact Piece – Effectiveness of Officer Safety Training (OST) Course

Police Scotland through Your Safety Matters conducted analysis examining the effectiveness of Police Scotland’s OST two day training course in preventing injury from assaults. The analysis found that the effectiveness of the training decreased as time went on. The OST two-day training course was most effective in reducing injuries within the first 30 days of the training being completed (40% less likely to be injured from an assault compared to someone who has not received the training). However, when an officer/staff was assaulted a year after completing the training, the estimated effectiveness of the training decreased to 7% (less likely to be injured compared to someone who has not received the training). Therefore, the OST two day training course is seen a contributory factor in the decrease in the injury rate.

## Impact Piece – Specially Trained Officers, Taser

We have been increasing the number of Specially Trained Officers (STO) in the use of Taser equipment. As a result of training 618 officers over the past year there are now 1,371 STO within Police Scotland, with this number expected to increase to 1,397 as we move into the 2023/24 period. Further training courses for the coming year are expected to commence in August 2023 with capacity to train an additional 630 new STOs. With full support from Divisions nominating and releasing officers, combined with the anticipated annual attrition rate, the predicted total number of STOs by April 2024 is approximately 2,000.

### Your Leadership Matters

Your Leadership Matters (YLM) is a programme designed to enhance leadership behaviours, through a blend of summits on MS Teams virtual platform, combined with guest speakers and elements of digital learning, to equip our leaders with the support, capability and skills needed to lead, in a manner that is aligned to our Competency and Values Framework.

The programme was delivered to Superintendents and police staff at equivalent levels of seniority in 2021 (Phase One). As we move into the next financial year, we have now launched phase two for our Mid-Level Leaders (Chief Inspectors and staff equivalents) with our strategic partner Ernst & Young. Phase Two launched week commencing 17 April 2023 to circa 250 Senior Leaders and circa 515 Mid-Level Leaders, with the aim of embedding the three leadership behaviours and creating a positive leadership culture across the service.

The programme will be rolled out to First-Level Leaders (Sergeants, Inspectors and staff equivalents) in Quarter 2 of 2023/24.

### Hybrid Working Delivered

Hybrid working has been successfully implemented, with the relevant communications and support mechanisms put in place. Guidance was implemented in June 2022 outlining the organisation's ambition to retain flexibility in the form of hybrid working and our organisational approach. An update was presented to SLB on 08 September 2022 reflecting further work completed on the Agile Working guidance by P&D and Legal Services. Since then, there have been no known issues arising from this model of working.

A review of Hybrid Working will follow and our internal HR enquiries helpdesk 'People Direct', continue to monitor for any queries in order that further FAQs/guidance can be developed as necessary which will also assist with organisational learning.



## Positive Action Team (PAT)

As an organisation which represents all of Scotland, it is vital that the service reflects the communities we serve on a daily basis, by upholding our values of Integrity, fairness, respect and a commitment to upholding human rights and directly links to values-based policing, which reflects and represents our communities. The Positive Action Team (PAT) supports ongoing work to achieve a diverse workforce by encouraging people from under-represented groups to apply to be police officers.

Role profiles for two staff positions, Positive Action Recruitment Officer (x3 posts) and Positive Action Marketing Officer (x1 post) were approved by the Force and successfully recruited. The new recruitment officers have been providing further support to female candidates as well as rural and remote recruitment activity. The recruitment officers provide bespoke support and advice to these candidates as they go through the recruitment process.

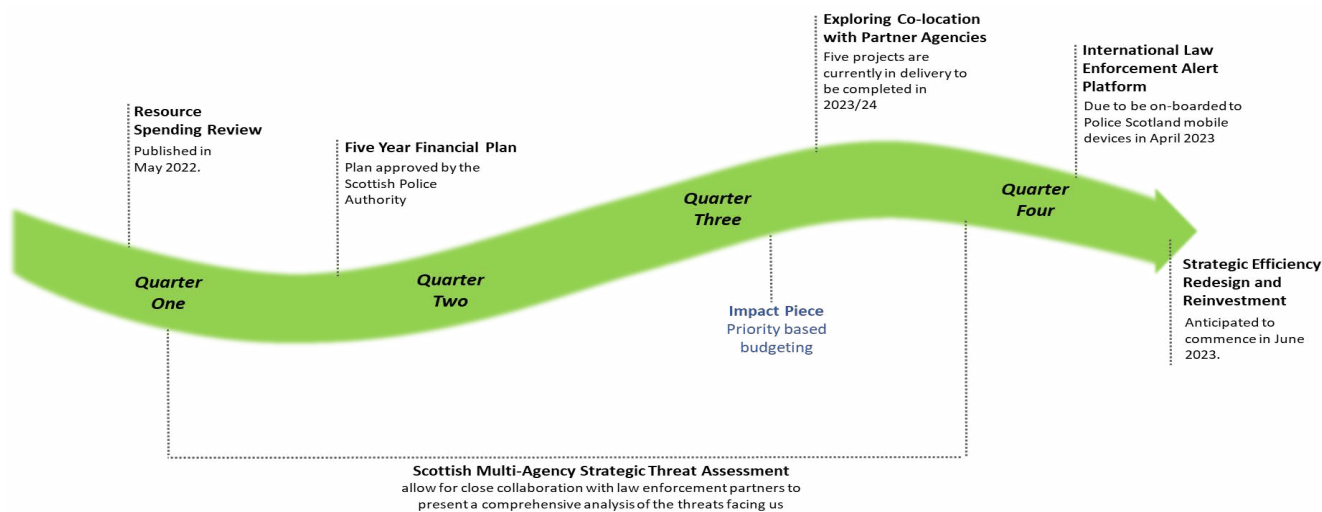
In addition, initial approval was awarded for new bespoke Positive Action Vehicle in February 2022, which will provide a mobile workspace for the PAT team to allow attendance at events and will be equipped with technology to promote marketing materials. Fleet management have successfully procured the vehicle from the manufacturer and the anticipated delivery date to Police Scotland is in Quarter 1 of 2023/24. Our Fleet team will thereafter completely re-fit the vehicle to meet the needs and purpose of the PAT which will take approximately nine months to complete.

## 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

### Timeline



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.

### Financial Strategy

Financial sustainability has been the primary objective of the financial planning strategies developed since 2016, all of which highlighted the significant funding challenges facing the service. A balanced budget along with a manifesto commitment to real terms protection provided policing with a stable platform and a route to

maintaining financial sustainability over the longer term. These assumptions formed the basis of the latest five year financial plan that was approved by the Authority in September 2021.

Police Scotland's Resource Spending Review (RSR), published in May 2022, removed the real terms protection commitment and instead indicated a flat cash settlement for policing until 2026/27. The actual budget settlement for 2023/24 is not as severe as flat cash, however, high inflation is reducing the spending power of our budgets. This should be considered alongside the expectation for future pay awards. Any budget settlement below real terms protection represents a real terms reduction in funding for policing, requiring difficult choices to be made.

The immediate focus of financial planning has been on developing the annual budget for 2023/24, and although there is great value in longer term financial planning it is very difficult given the current economic environment. This makes it challenging to allow reasonable financial assumptions to be developed for long term planning.

Police Scotland will, however, continue to develop scenario modelling to understand the impact of 2023/24 funding settlement and future financial challenges. We continue to work closely with Scottish Government to articulate the capital and revenue requirements over the medium term.

### Impact Piece – Priority Based Budgeting

A Priority Based Budgeting (PBB)/ Strategic Efficiency Redesign and Reinvestment (SERR) exercise has been completed as a pilot in operational policing. This was an 18 week collaborative programme which looked at each service in detail in terms of what we do; how much it costs; how productive we are in delivering outcomes. This ultimately provides risk-based choices about service levels and how work can be delivered differently. This also includes the services we utilise/provide from and to third party organisations. An implementation team is currently being formed to action the recommendations in the review. Discussions are also ongoing around the wider roll out across Police Scotland, with an anticipation SERR will commence in June 2023.

### Innovation through Collaboration

Partnership working is at the heart of much of our work. Through sharing knowledge, abilities and resources we can work together to achieve our mutual goals in improving the lives of the people in Scotland. As more of our working and private lives move into the online sphere our partnership working becomes vital in maintain pace with new and emerging technologies. We have been working closely with public, private and third sector partners to build a more cyber secure Scotland. We are part of the 17 member Cyber Scotland Partnership and contributed to the fifth annual Cyber Scotland Week between 27 February and 05 March 2022 where the partnership hosted over 130 events across the country.

Our Cybercrime Harm Prevention Team have also been working closely with the National Crime Agency to progress the roll out of the Cyber Choices Scotland programme. This programme is designed to identify, divert and deter people on the cusp of cyber criminality. At present this focuses on education and engagement through joint working with partners in education, industry and skills development. Further to this we are also contributing to the development of the Fraud and Cyber Crime Reporting and Analysis Service, formerly known as Action Fraud. This will help to align our approach with the UK Fraud Strategy and assist in preventing crime, reducing harm and contribute to an improved understanding of the threat from serious and organised crime.

Our partnership work with Europol and Eurojust has continued following EU-Exit, and an agreement that reflects the UKs status as a country outside the EU but with continuing close relationship on law enforcement and criminal justice.

This is a similar arrangement to other countries such as the United States of America and Canada. This means the UK will continue to share data and expertise. However, the UK will be unable to have an overall role in the management of strategic direction of the organisations. There remains 19 staff within the UK Liaison Bureau (including a Detective Inspector from Police Scotland) and three secondments.

The UK no longer has access to the Schengen Information System (SIS II) and have turned to the Interpol I-24/7 database in order to access intelligence. This system relies on EU States entering the information on both systems, however, it is difficult to quantify the accuracy of the system compared to SIS II. The loss of access to SIS II has been significant as there is no longer real-time intelligence available from EU member states. In the long term, the UK plans to utilise the International Law Enforcement Alert Platform (ILEAP) in order to enable real-time sharing between the UK, EU, and third countries similar to SIS II. ILEAP is due to be on-boarded to Police Scotland mobile devices in April 2023 and should assist in mitigating issues currently encountered. Police Scotland continue to work hard to fill the gaps caused by the loss of capacity in conjunction with continued engagement with Interpol, Europol, and the Foreign Law Enforcement Community.

2022 also saw the delivery of the Scottish Multi-Agency Strategic Threat Assessment (SMASTA) which allows for close collaboration with law enforcement partners to present a comprehensive analysis of the threats facing us. SMASTA's main objective is to drive intelligence led collaborative operational activity, and to provide a strategic analysis of the threat from serious crime and its impact on communities.

Our partnership working against serious organised crime is also delivered through the Scottish Multi-agency Tasking and Delivery Board (MATDB) and our use of the Management of Risk in Law Enforcement (MoRILE) model along with other UK law enforcement agencies in order to provide a system to prioritise work. As all law enforcement agencies in the UK use MoRILE this helps to facilitate the interoperability and movement of operational and tactical work between agencies whilst prioritising resources.

Lastly, our partnership working towards stopping human trafficking has seen Police Scotland working with an American company Marinus Analytics who run an IT system called Traffic Jam. This system allows for searching and analysing adult adverts across the UK, providing for the first time the ability to quickly identify potential victims of human trafficking and also identify where there is a potential human trafficking occurring.

Impact Piece – Trafficking and Exploitation Risk Order
<p>As part of our partnership working in Human Trafficking, Police Scotland secured in 2022 the first Trafficking and Exploitation Risk Order (TERO) in Scotland in respect of a company involved in human trafficking in the fishing industry. The TERO is being proactively managed by Police Scotland and partner agencies – Border Force Maritime Command, Maritime Coastguard Agency, and HMRC. In March 2023 a second TERO was lodged at court in relation to a male involved in sexual exploitation of vulnerable women in Scotland. The purpose of the order is to prevent further women from becoming victims.</p>

## Caring for the Environment

As well as our commitments to keeping people safe, we are also committed to looking after the environment. There are several projects aimed at lowering our carbon footprint whilst still providing a high level of service.

Police Scotland is the first blue light fleet in the UK to make the commitment of fully moving the entire fleet (approximately 3,500 vehicles) to fully Ultra-Low Emission Vehicle (ULEV) by 2030. Currently a total of 25% of our fleet is ULEV and we are working with public bodies to phase out the use of petrol and diesel cars. Work is ongoing to install dedicated charging infrastructure across our estates, with this continuing from the central belt to the Highlands and Islands. As more charging sites become available new ULEV vehicles can be introduced.

Fleet is continuing to work with Health and Safety, Scottish Police Federation, Driver Training and other key stakeholders to have the right vehicle, at the right place, at the right time. To further reduce our carbon footprint and emissions we are seeking, where possible, to co-locate our estate with partner agencies.

This is currently occurring at 64 locations across Scotland, representing approximately 21% of the entire estate. We are at present assessing 30 projects and new co-location estates have been established in Maybole with South Ayrshire Council and a new Public Protection Unit victim support suite at Dumbarton. Five projects are currently in delivery and due to be completed by the end of Quarter 1 2023/24.

Whilst we are seeking to co-locate our estate where possible, we have also been upgrading our existing estate for better energy efficiency. Based on the recent Building Condition Survey, 3% of sites are Grade A, 84% are Grade B and 13% are Grade C for energy efficiency. This has helped us reduce our CO2 emissions over the last year compared to the previous year.

# Look Forward

Over the last year Police Scotland has adapted to the new pressures and challenges which the post COVID-19 period has brought. Putting people at the heart of the Service, the Policing Together Equality, Diversity and Inclusion strategy was introduced to improve the lives and wellbeing of not only our own staff, but those in our communities. We were also at the forefront of the sad passing of Her Majesty the Queen when Operation UNICORN was launched to ensure the nation could pay their respects.

The cost of living problems, which started last year, look likely to continue into the coming year, with people across the country struggling financially. The cost of living affects everyone, from our officers, our staff, and the people living in the communities we serve. Due to the financial pressures facing individuals and families, we regularly conduct research and analysis to better understand the impact this is having on people. We have observed an increase in vulnerability which poses organisational capability and capacity challenges, in addition to the increasing demand of policing traditional crime types and cyber related crimes.

Further to the cost of living problems we have budgetary constraints which have to be addressed. We are facing a real-term reduction in funding over the coming year which will result in a challenging period. It is unlikely Police Scotland will be able to maintain its current workforce numbers alongside predicted pay awards for staff as seen in previous years and we will be

seeking to refine our service to prioritise and maintain operational policing. Despite the difficult financial period we all find ourselves in Police Scotland remains confident we will efficiently and effectively continue providing a high quality of service.

In recent years cybercrime has been a persisting and evolving threat across the UK as a whole. It is expected that in the year ahead this will continue, in particular cybercrime linked to fraud. Businesses, organisations, and families are targeted, most often through ransomware attack, with perpetrators located within UK and abroad. Currently 90-95% of all frauds in Scotland have an online aspect to their commission, highlighting the threat posed by this crime type. Prevention is a key tactic in tackling cybercrime, and Police Scotland will continue to work alongside partner agencies to spread awareness of safety and security whilst online and share best practice. As part of the CyberScotland Partnership, a collaboration of key strategic stakeholders, as well as participating in the Banking Protocol (a multi-agency initiative between law enforcement, banking institutions and Trading Standards) we aim to prevent people, businesses and organisations from becoming victims of this type of crime.



Our Violence Against Women and Girls Strategy was approved in March 2023 and we will be taking this forward into the coming year. The strategy includes tackling and diverting incel culture through education, expanding the use of sexual offences liaison officer led visually recorded interviews, and the delivery of trauma-informed training to all police officers and staff. Recent crimes committed by police officers in London have also shown the importance of addressing sexism, misogyny and violence against women. Police Scotland have already strengthened vetting measures for all officers and staff and will be introducing an additional check for new recruits before they are sworn into office. This will be supplemented by a programme of rolling vetting reviews against national systems for all officers and staff. We are committed to creating a society where women and girls live free from violence, abuse, exploitation and harassment.

This coming year will also see Scotland playing host to more international events as the country welcomes the UCI Cycling World Championships from 03-13 August 2023. The event will bring together fans and competitors from around the world as well as an international audience. The Tall Ship Races will be visiting Lerwick from 26-29 July as one of the host ports. Taking place in four countries across Europe, the race brings a festival of sporting and cultural events to Shetland. As well as these prestigious international events, Scotland will continue to host its annual festivals such as the Edinburgh Fringe, Trnsmt and Connect music festivals, and other world renowned activities. To round the year out, the World Athletics Indoor Championships will be hosted in Glasgow from 01-03 March 2024, capping off a busy year for the country.

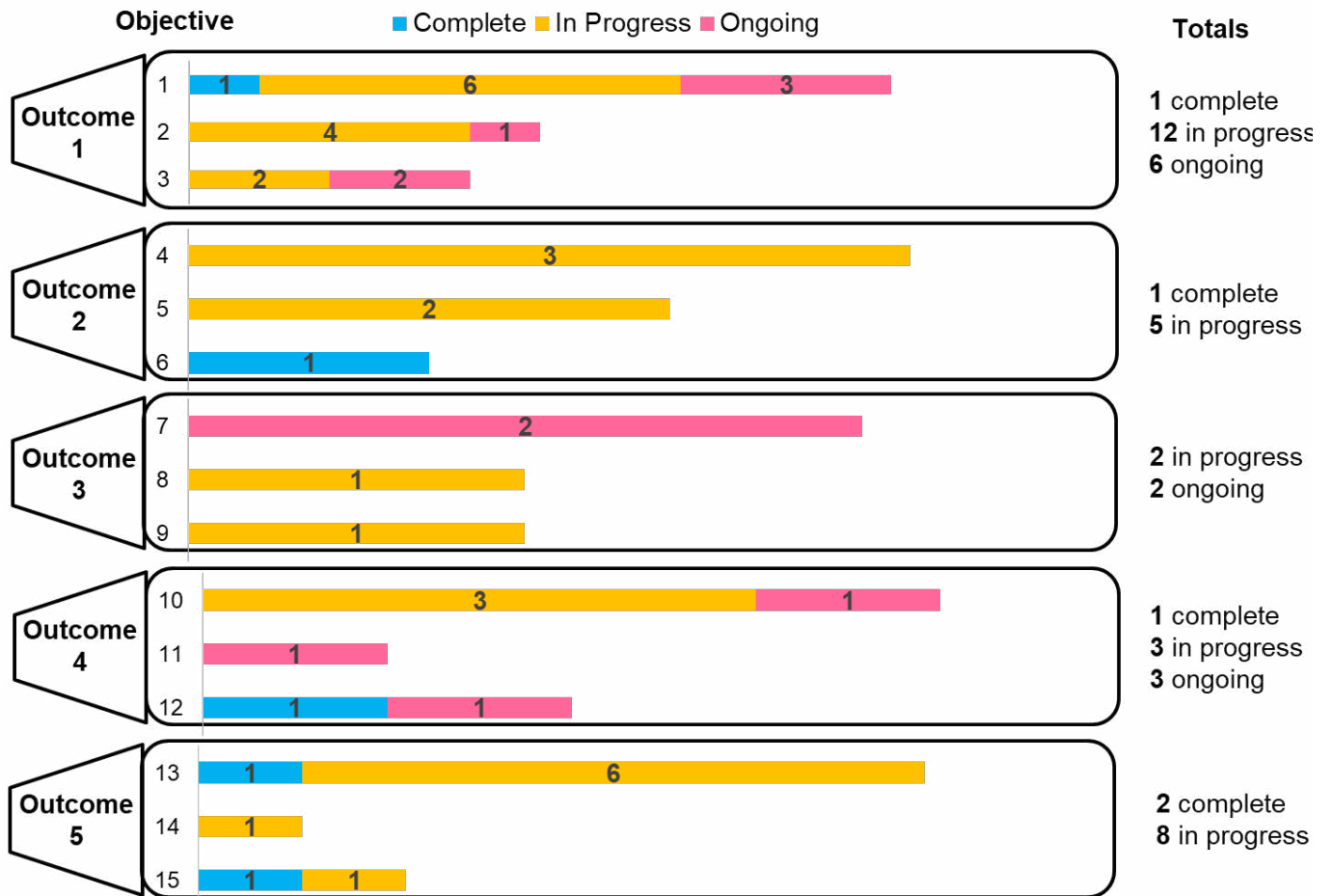
Police Scotland will be on hand to keep people safe throughout this momentous year and ensure visitors and competitors enjoy their time in Scotland.

Having been established on the 01 April 2013, this year marks the 10<sup>th</sup> anniversary of Police Scotland. As the UK's second biggest police force, covering a third of the UK landmass, we have been Keeping People Safe in line with our values of integrity, fairness and respect for a decade. This coming year will be no different as we continue to seek development of our services and provide the best policing response which the Scottish nation expects and deserves. There will be challenges ahead, both known and unforeseen, however we remain committed to our core values and dedication to keeping the communities of Scotland safe.

Chief Constable Sir Iain Livingstone has been our leader since 2017 when he was appointed as Interim Chief Constable. In the subsequent six years he has led Police Scotland through some of the biggest events in Scottish policing history, such as: COP26 and the passing of Her Majesty the Queen.

Whilst this year marks the 10 year anniversary of Police Scotland, it also sees CC Livingstone deservedly retire. We at Police Scotland thank him for his service and wish him the very best in all his future endeavours.

# Appendix I – Activity Status Updates



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

Annual Police Plan 2022/23 - Activities		Status	
Strategic Objective 1 - We keep people safe in the physical and digital world	1	Delivery of the Cyber Strategy and Transformation Programme to design and deliver new services and approaches to policing in an increasing online and digital world	In Progress
	2	Implement new measures to reduce threat, risk and harm to vulnerable missing people	In Progress
	3	Develop partnership approaches to tackle drug related deaths, drug related harm and improve community wellbeing	Ongoing
	4	Support the implementation of new legislation including: the Hate Crime and Public Order Act, offensive weapons legislation, fireworks legislation, Vulnerable Witness Act and the Domestic Abuse Protection Scotland Act	In Progress
	5	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
	6	Design, develop and implement a refreshed strategy and approach to proactively and supportively police violence against women and girls (VAWG)	In Progress
	7	Continue to respond to the latest developments, deliver and evaluate the impact of Operation Talla, Police Scotland's response to the COVID-19 pandemic	Complete
	8	Develop strategies to mitigate impact and risk resulting from the UK's new relationship with Europe	Ongoing
	9	Develop demand products to continue to understand and effectively represent the increased pressures of a changing legislative, policy and criminal justice environment on policing	In Progress
	10	Continue programme to transform our existing custody facilities from places of detention to modern, safe places and gateways for the delivery of wellbeing, diversion and transformation services	In Progress

Annual Police Plan 2022/23 - Activities			Status
<b>Strategic Objective 2 - Design services jointly to tackle complex public safety and wellbeing challenges</b>	11	Implement the Intelligence Policing Programme with a focus on: <ul style="list-style-type: none"> <li>- Governance and Restructure</li> <li>- Intelligence Activity Based on Threat and Risk</li> <li>- Performance</li> <li>- Communications, People, Training and Education</li> <li>- Products, Processes and Standards</li> <li>- Systems</li> <li>- Partners</li> </ul>	In Progress
	12	Work with partners to enhance our understanding of the scale and scope of human trafficking in Scotland and reduce the harm it causes	Ongoing
	13	Support development and implementation of Digital Evidence Sharing Capability (DESC)	In Progress
	14	Implement Naloxone Programme nationally	In Progress
	15	To develop and implement a refreshed approach to Children and Young People underpinned by a Children's Rights Approach to policing	In Progress

Annual Police Plan 2022/23 - Activities			Status
<b>Strategic Objective 3 - We support policing through proactive prevention</b>	16	Through intelligence led policing and proactive engagement with all road users, reduce death and serious injury on Scotland's Road network	<b>In Progress</b>
	17	Enable our collaborative approach to Mental Health Pathways to address demands on policing from the public and communities which can be best served and supported by other public bodies	<b>In Progress</b>
	18	Counter the threat of terrorism by effectively continuing to deliver the four strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare	<b>Ongoing</b>
	19	Counter the threat of Serious Organised Crime, by continually monitoring emerging threats and combating this with evolving tactics through effective delivery of the four strands of Scotland's Serious Organised Crime Strategy – Detect, Disrupt, Divert, Deter	<b>Ongoing</b>

<b>Strategic Outcome 2 - The needs of local communities are addressed through effective service delivery</b>			
<b>Annual Police Plan 2022/23 - Activities</b>			<b>Status</b>
<b>Strategic Objective 4 - Understand our communities and deliver the right mix of services to meet their needs</b>	20	Develop and design a fit for future Air Capability Strategy to effectively enable policing and support the public and communities, with engagement, ethics and scrutiny at the forefront of our approaches	<b>In Progress</b>
	21	Enhance the model for policing in Scotland to provide supportive, effective services that meet the needs of the public and communities while addressing key demand considerations	<b>In Progress</b>
	22	Refresh Local Police Plans during 22/23 for publication in 2023, setting out priorities and engaging with local authority partners	<b>In Progress</b>
<b>Strategic Objective 5 - Support our communities through a blend of local and national expertise</b>	23	Implement and deliver the key elements of the Gaelic language plan 21-26	<b>In Progress</b>
	24	Further develop our reporting systems to capture the full extent of cyber-enabled frauds and exploit avenues through the Cyber Transformation work to align approaches to fraud into the Cyber enabled crime arena, working closely with the Scottish Cyber Coordination Centre (SC3)	<b>In Progress</b>
<b>Strategic Objective 6 - Support the Changing nature of communities</b>	25	Embed Police Scotland's updated Equality Outcomes for service delivery across the service	<b>Complete</b>



<b>Strategic Outcome 3 - The public, communities and partners are engaged, involved and have confidence in policing</b>			
<b>Annual Police Plan 2022/23 - Activities</b>			<b>Status</b>
<b>Strategic Objective 7 - Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service</b>	26	Proactively engage with the public, communities, partners and stakeholders on key considerations for policing and emerging technology aligned to our values and rights based approach to policing	<b>Ongoing</b>
	27	Ensure a transparent, strong and consistent ethical oversight that maintains public trust and confidence in policing	<b>Ongoing</b>
<b>Strategic Objective 8 - Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective</b>	28	Continue implementation of a new Unified Communications and Contact Platform (UCCP)	<b>In Progress</b>
<b>Strategic Objective 9 - Work with local groups and public, third and private sector organisations to support communities</b>	29	Work with the Scottish Fire & Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration Strategy, including colocation, co-response, shared knowledge and shared services, including fleet	<b>In Progress</b>

<b>Strategic Outcome 4 - Our people are supported through a positive working environment, enabling them to serve the public</b>			
<b>Annual Police Plan 2022/23 - Activities</b>		<b>Status</b>	
<b>Strategic Objective 10 - Prioritise wellbeing and keep our people safe, well equipped and protected</b>	30	Deliver the national and local Your Voice Matters Implementation plans developed in response to the survey results to ensure that the desired outcomes and progress is achieved	<b>In Progress</b>
	31	Design and implementation of a new People Strategy	<b>In Progress</b>
	32	Implement the Estates Strategy and Transformation Plan to ensure safe working environments for our people which will enhance wellbeing and morale	<b>In Progress</b>
	33	Continue to deliver and enhance services available to support mental, emotional and physical wellbeing	<b>Ongoing</b>
<b>Strategic Objective 11 - Support our people to be confident leaders, innovative, active contributors and influencers</b>	34	Continue to refine and implement key areas of strategic workforce planning	<b>Ongoing</b>
<b>Strategic Objective 12 - Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging</b>	35	Ensure delivery, and lead mainstreaming of equality, diversity and inclusion in our workforce across the service, exploring gaps in existing and forecast skills required	<b>Ongoing</b>
	36	Implement HMICS recommendations on remit of positive action team	<b>Complete</b>

<b>Strategic Outcome 5 - Police Scotland is sustainable, adaptable and prepared for future challenges</b>			
<b>Annual Police Plan 2022/23 - Activities</b>			<b>Status</b>
<b>Strategic Objective 13 - Use innovative approaches to accelerate our capacity and capability for effective service delivery</b>	37	Design, develop and deliver a five year business plan for policing in Scotland, including financial and resource considerations	<b>In Progress</b>
	38	Develop and iterate a 5 year financial strategy for policing in Scotland, improving the synchronicity across all key strategic products and ensuring all key stakeholders are aligned to our financial ambition	<b>In Progress</b>
	39	Review, in partnership with SPA, the current Joint Strategy for Policing and re-shape the strategy as needed for launch in 2023	<b>Complete</b>
	40	Initiate and enhance national and international partnerships to disrupt those involved in emerging and current criminal activities	<b>In Progress</b>
	41	Progress the delivery and governance of the Enabling Policing for the Future (EPF) programme	<b>In Progress</b>
	42	Deliver a priority based budgeting pilot exercise in the DCC Crime & Operational Support Portfolio to prove concept, with a view to developing a robust methodology for wider roll out	<b>In Progress</b>
	43	Establish an Organisational Learning Function to promote and support the sharing of learning and best practice across the organisation	<b>In Progress</b>
<b>Strategic Objective 14 - Commit to making a positive impact through outstanding environmental sustainability</b>	44	Develop and implement innovative and sustainable methods to deliver a modern Police Service.	<b>In Progress</b>
<b>Strategic Objective 15 - Support operational policing through the appropriate digital tools and delivery of best value</b>	45	Engage and contribute to the Independent Advisory Group (IAG) on emerging technologies to ensure that new technology is harnessed to support modern policing	<b>Complete</b>
	46	Implement Body Worn Video across the organisation for operational officers	<b>In Progress</b>

