

Meeting	Authority Meeting
Date	23 March 2022
Location	Video-conference
Title of Paper	Committee and Oversight Group Reports
Presented By	Committee and Oversight Group Chairs
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

To provide the Authority with an update on business progressed through the following Committee and Oversight Group which have met since the last Authority Meeting:

- People Committee
- Policing of COP26 Oversight Group
- Complaints and Conduct Committee
- Resources Committee
- Legal Committee
- Exceptional Circumstances Committee
- Policing Performance Committee

The Audit, Risk and Assurance Committee met on 18th March. A report will be presented at the next Authority meeting.

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Committee	Chair	Date	Page
People Committee Committee	Mary Pitcaithly	28.02.22	3
Policing of COP26 Oversight Group	Tom Halpin	02.03.22	6
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Resources Committee	Grant Macrae	10.03.22	11
Legal Committee	Paul Edie	14.03.22	14
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Policing Performance Committee	Michelle Miller	17.03.22	17

Summary report from People Committee

28 February 2022

Mary Pitcaithly, Committee Chair

During the current period of social distancing and other restrictions a full recording of the public items of business taken at this meeting can be accessed at <https://livestream.com/spa/peoplefeb2022>

The formal minute of the public items of business will be available at the next meeting which is scheduled for 01 June 2022. This will also be published on the SPA's website.

Main items of business

- **Health & Safety Report - Q3 2021/22**
- **Police Workforce Report – Q3 2021/22**
- **Next Steps and timeline for development of EDI and People Strategies**
- **Wellbeing Report - Q3 2021/22**
- **Smarter Working Verbal Update**
- **Your Voice Matters' Organisational Insights and Implementation Plan Update**
- **MyCareer and Leadership Pathways post-evaluation report**
- **Police Leadership Development Programme (PLDP) 6 Month Pilot Evaluation**
- **Strategic Workforce Planning Update**
- **Police Officer Pensions - Recent Consultations**

Health & Safety Report Q3

Members considered the Q3 report and welcomed the significant improvements to reporting. Members agreed the report requires further work meet the committee's expectations as previously discussed. Members asked that SPA corporate team continue to engage with Police Scotland colleagues to develop the report so that it is able to provide the Committee with the necessary assurances.

Police Workforce Report – Q3 2021/22

Members considered the Q3 Report. An assurance was provided that the prominent reason for outstanding Return to Work (RTW) interviews was linked to Covid19 absences and an amendment has been made to the SCoPE system that will eliminate the unnecessary production of duplicate forms. Further reassurance was provided that RTW interviews were being

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completed by line managers and this was a focus for review by People Partners.

The Committee welcomed an assurance that effort was being made to ensure the higher than desired Re-Rostered Rest Days (RRRD) was being managed.

Detail on the use of Modified Duties and the support provided to officers to ensure that they return to full duty was discussed.

Next Steps and timeline for development of EDI and People Strategies

The joint SPA/PS evaluation of the People Strategy will be considered at the next scheduled meeting of the People Committee and it was confirmed that work is underway to plan the EDI and People Strategies. The associated timelines for this activity were noted and it was agreed the Committee would be supportive of convening an additional meeting to consider the Strategies to ensure no delay to the Governance process.

Wellbeing Report Q3 2021/22

In considering the next steps, Members invited colleagues to consider the anticipated impacts on the workforce and how the available data could provide an understanding of issues and what needs to be done to resolve them. The committee also requested that partnerships with key stakeholders are considered where appropriate.

Smarter Working Verbal Update

Members heard that the activity to develop new ways of working will have a focus on exploring how we work and not where we work. Conversations are taking place which will discuss the optimal approach not only for staff but that supports the organisation. Members look forward to considering the longer term aims when this information is presented to the committee.

MyCareer and Leadership Pathways post-evaluation report

Members considered an overview of the evaluation report and noted the evaluation findings will help shape the national roll-out, which will go live on 1 April 2022.

Police Leadership Development Programme (PLDP) 6 Month Pilot Evaluation

The committee considered an overview of the evaluation and noted that a further update would come to this committee at an appropriate time following the conclusion of the pilot.

Strategic Workforce Planning Update

The DCO provided an update on the update on the refresh of the Strategic Workforce Plan which will build on the current plan, look to more formally focus on the resourcing models that require to be deployed – within budget - to meet service demand. Members noted that the work will look to identify where there is demand for additional resource to meet service demand that sits outside of our current funding.

Police Officer Pensions - Recent Consultations

The Committee heard that work was being done to mitigate against impacts and to ensure resilience in service delivery & succession planning and that close modelling of the workforce was underway with the Director of P&D assuring the committee that a strong grip and oversight of the matter was being seen.

Conclusions reached/actions agreed

Committee reporting to continue to be developed through joint working so that the Committee receives the relevant assurances.

Summary report from COP26 Oversight Group

2 March 2021

Tom Halpin, Committee Chair

Main items of business

- Operational Urram – Lessons Learned Update
- Finance Update
- HMICS Post-Event Ares for Development
- Recognition

Key issues raised

- In a further post-event meeting of the Oversight Group, Members were provided with updates on work to ensure lessons from the planning and delivery of COP26 is captured to inform future events both in Scotland and further afield. The work captures: what went well, what was challenging and lessons learned to shape recommended future actions and any planning or delivery information which would guide future operations.
- Members were assured that lessons had been captured from various sources, including Citizen Space Surveys, planning reviews, functional area debriefs and other sources totalling over 500 observations from which lessons were being identified.
- Members were informed of a plan to deliver a series of briefings to key stakeholders to share learning and were informed that an initial briefing had already been conducted for the benefit of Police colleagues in England, Wales and Northern Ireland, with dates scheduled for wider European and United States coverage.
- Members were given continued assurance around the recovery of all costs, and the fulfilment of the 'no detriment or gain to Police Scotland budgets' principle.
- An update was provided in relation to the six outstanding post-event HMICS Areas for Development which would be reflected in lessons learned and would document reference to all areas for

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development set out by HMICS, and Police Scotland's actions in response.

- Finally, Members once again paid tribute to the hard work and diligence of all officers and staff in the planning, preparation and delivery of a successful COP26, and welcomed plans to consider appropriate recognition of those efforts at a future point.

Conclusions reached / actions agreed

- The next meeting of the Oversight Group will take place in April, to consider the final report of the Independent Advisory Group, Chaired by John Scott QC, before the report is subsequently considered by the Authority Board.

Summary report from Complaints & Conduct Committee 2nd March 2022 Alasdair Hay, Committee Chair

The formal minute of the public items of business will be available at the next meeting which is scheduled for 31st May 2022. There will also be a public version of private items available, both items will also be published on the SPA's website.

The full recording of the public items of business taken at this meeting can be accessed at [Complaints and Conduct Committee - March 2022 on Livestream](#)

Main items of business – 2nd March 2022

- SPA Quarterly Report (Q3 - 21/22)
- Police Scotland Professional Standards Quarterly Performance Report (Q3 - 21/22)
- PIRC Quarterly report on Police Scotland Handling of Complaints
- Joint Audit SPA/PIRC
- Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing – SPA and Police Scotland Updates
- COP26 Complaint Outcomes

Key issues raised

SPA Quarterly Report (Q3 – 21/22) Members noted updates on complaints matters, including key statistics reflecting the position at the end of Q3, 2021/22. Members were advised around complaints in respect of Forensic Services and were informed that Forensic Services carried out a review with one case identified in the last two years where the SPA were not notified. Members were assured by the SPA Complaints Team that appropriate changes to procedures had been made to prevent future occurrences. Members were provided with updates in relation to recent stakeholder meetings. In addition, members were assured around a Programme of Development for the SPA Complaints Team that was currently being taken forward. This programme would address a recommendation within the The Dame Elish Angiolini Review of Complaints Handling, Investigations and Misconduct Issues in relation to Policing report which advised that *"further training for complaints and conduct officers in SPA should be consolidated and broadened in order to ensure the right skillset and*

up-to-date knowledge of complaint handling best practice in other sectors”.

Police Scotland Professional Standards Quarterly Performance Report (Q3 - 21/22) Members were provided with the statistical information on the overarching performance activity in relation to complaints and conduct matters about members of Police Scotland for Q3. Members were assured that further analytical work was being done to address an increase of complaints within East and in relation to Contact, Command and Control. Members advised that they would be keen, at a future Complaints and Conduct Committee workshop, to understand themes emerging from Complaint Handling Reviews and Statutory Referral investigations. In addition members noted the need to embed lessons learned from these areas into the department and were assured that this was being taken forward by the Organisational Learning and Development Programme that sits within with the portfolio of ACC Speirs. Members sought and gained assurance around what work Police Scotland (PSD) were doing to address a spike in Quality of Service Complaints in relation to Policy/Procedure and Service Delivery. In addition members noted concerns around the unauthorised disclosure of sensitive information and were provided assurance that this was an area being addressed by both the Anti-Corruption Unit, Information Security and via Workforce Monitoring. In addition to the work being carried out by these teams regular reminders are being issued over the organisation.

PIRC Quarterly report on Police Scotland Handling of Complaints and Joint Audit SPA/PIRC Members were provided a summary of the report which provided Quarter 3 statistical information relating to PIRC CHRs. In addition the committee were updated on the progress in relation to the forthcoming joint audit between SPA/PIRC due to commence on the 7th March 2022. It is anticipated that the Audit will take place over a 3 week period, however, there is flexibility on that timescale if required. Members received sight of the Terms of Reference for this Audit.

Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing SPA and PS Members welcomed further reports from the SPA and Police Scotland in relation to the Dame Elish Angiolini Review and were assured on the progress being made. Further assurance was provided by HMICS who attended and will attend future committee meetings to provide input into this area of work. HMICS advised that input

from Audit and Assurance highlighted the high quality in terms of standard of evidence submission that comes across all recommendations.

COP26 Complaint Outcomes Members welcomed a report which provided an up-to-date position on the status of complaints and conduct matters received during and in respect of the Conference of the Parties (COP26). Members were assured around the information contained within the report. Following a debrief workshop facilitated by Scottish Multi-Agency Training and Exercise Unit (SMARTEU) members were advised that the final report detailing the output of that workshop would be shared once available.

Private items discussed

- Police Scotland Restricted Duties and Suspended Officers
- SPA Ongoing Complaints Update Report

Conclusions reached / actions agreed

- Police Scotland to return the results of analytical work being carried out within East Command to understand and address increases, against previous year to date and 5-year average, in complaints in Fife and Contact, Command and Control (C3).
- Police Scotland to ensure that themes emerging from PIRC Complaint Handling Reviews and Statutory Referral investigations are discussed in greater detail at a forthcoming Complaints and Conduct Workshop.
- Police Scotland to ensure that the final report by Scottish Multi-Agency Training and Exercise Unit (SMARTEU) is provided to the committee to allow sight of any learning opportunities.

Summary report from Resources Committee

10 March 2022

Grant Macrae, Committee Chair

The formal minute of the public items of business will be available at the next meeting which is scheduled for 10 May 2022. This will also be published on the SPA's website.

During the current period of social distancing and other restrictions as a result of the COVID-19 pandemic, a full recording of the public items of business taken at this meeting can be accessed at <https://livestream.com/spa/resources0322>

Main items of business

- P10 Financial Monitoring Report
- Finance Transformation Post Implementation Review
- Police Scotland Housing Strategy
- 2022/23 Draft Budget
- COP26 Budget Update
- Financial Planning Framework
- Contract Award: ICT Training
- Contract Award: Provision of Breakdown Road Assistance
- Contract Award: Oracle Support & Maintenance
- Estates Forward Look

Key issues raised

- **P10 Financial monitoring report.** The Committee considered the report and raised questions relating to a number of areas including:
 - Recognising the proximity to the financial year end and the significant level of spend still to take place, Members asked about what confidence there was that the full capital budget would be spent. The Chief Financial Officer confirmed there were no governance or procurement barriers and no known supplier issues that would prevent the planned spend from taking place. He explained that robust day to day management of the capital budget is underway. The Committee heard that the position remains very dynamic and challenging as the year end

approaches, so frequent conversations with suppliers are taking place and any areas of concern will be flagged and remedial action taken as soon as possible.

- **Finance Transformation Post Implementation Review** - Members considered a report on the considerable transformational activity that has contributed to Police Scotland's Finance Team being recognised by CIPFA to have improved and be high performing relative to the wider public sector. It was recognised more can still be done to modernise the function however Members commended the demonstrable improvements.
- **Police Scotland Housing Strategy** – Members considered the draft strategy developed to address the challenges of having suitable and affordable housing for police officers in remote and rural areas. The committee welcomed the strategy to ensure the provision of suitable accommodation. This should support the service to attract and retain officers in these areas. A timeline will be developed which will allow oversight of progress.
- **2022/23 Draft Budget** – Following on from previous detailed committee scrutiny of the draft budget, Members considered this final iteration alongside a **Financial Planning Framework** which sets out key principles to be considered for revenue/capital funding and longer term financial planning. A report on medium term financial planning will be brought forward to the committee this autumn and will reflect the outcome of the Scottish Government resource spending review.
- **COP26** – Post event financial monitoring remains ongoing and there is no indication at this stage that contingency funding will be required.

Contracts and Compliance

- **Contract awards**
 - Members considered proposals in respect of the provision of ICT Training, Provision of Breakdown Road Assistance and Oracle Support & Maintenance.

Estates

- **Estates Forward Look**
 - Members considered a report on the Estates Strategy Implementation Plan which provided a forward look of Estates Transformational activity. The committee was interested in exploring what the 'end state' may look like for the

organisation and heard that this was a challenging and complex matter with current work focusing on understand/ identifying how the future overall estate will look. The Committee agreed the presented report was a very useful opportunity to reflect on the significant work already carried out and to understand the anticipated next steps in this area.

Conclusions reached / actions agreed

- When fully developed, a timeline of activity to progress the Housing Strategy to be presented to the Committee, which will allow the opportunity to monitor progress against the plan.
- The following items were recommend to the Authority for Approval:

Financial Planning

2022/23 Draft Budget (including Financial Planning Framework and Schedule of Rates for Events and Other Services 2022/23)

Strategy

- Police Scotland Housing Strategy

Contract Awards:

- ICT Training,
- Provision of Breakdown Road Assistance
- Oracle Support & Maintenance

Summary report from Legal Committee

14th March 2022

Paul Edie, Committee Chair

Main items of business

- Areas of Business Approved under Delegated Authority of the SPA Chief Executive
- Ill Health Retirement/Injury on Duty Annual Update
- Legal Services Claims Handling – Quarterly Statistical Information Report – Trends and Analysis in Litigation (PS)
- Operation Iona Update
- Operation Tarn Public Inquiry Update
- Litigation Tables
- Application of Pension Forfeiture

Key issues raised

- Ill Health retirement (IHR) and Injury on Duty (IOD) Awards
Members highlighted concerns in relation to outstanding IHR and IoD's and high associated costs and sought assurance that progress was being made in obtaining additional Selected Medical Practitioner's (SMP's) to address the high number of cases and associated costs. Members were assured that a fuller update would come to the next committee, however, it was likely that an additional 4 SMP's would be secured throughout the UK which would in turn address the high numbers. Members were assured that the matter is being discussed thoroughly at the Resources and People Committee in the space of costs and productivity. Members were further assured that this was an area of work that both the SPA and Police Scotland were committed to resolving.
- Ill Health Retirement/Injury on Duty Annual Update
Members were provided overview of the Ill Health Retirement and Injury on Duty statistics for the 2021 and assured that future iterations would include benchmarking and equalities as that information was not available at this stage.

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- Legal Services Claims Handling – Quarterly Statistical Information Report – Trends and Analysis in Litigation (PS) Members were provided with a quarterly report on claims raised against Police Scotland for the previous quarter, however, following committee agreement, this report will come to the committee on a 6 monthly basis going forward. Members were assured that there were no concerns from Police Scotland in relation to the report and that settlements were in line with previous quarters.
- Operation Iona Members were provided with a brief update in relation to Operation Iona.
- Operation Tarn Members were provided with an update in relation to the second phase of work and were assured on the progress being made at this stage.
- Litigation Tables members were provided with updates in relation to cases presented and sought clarity on some areas and were assured around everything being done by both PS and SPA in relation to cases.
- Application of Pension Forfeiture A report was presented to members for decision in relation to a pension forfeiture case. At the request of SPA Legal, the decision was deferred to allow SPA Legal to obtain some further detail.

Conclusions reached / actions agreed

- Members **AGREED** that the Application of Pension Forfeiture should be deferred to allow further enquiries to take place by SPA Legal.

Summary report - Exceptional Circumstances Committee

14 March 2022

Martyn Evans, Committee Chair

Main items of business

- International Deployment – Columbia

Key issues raised

The Exceptional Circumstances Committee was convened to consider arrangements for a non-operational deployment to Columbia in March 2022 under s.87 of the Police and Fire Reform (Scotland) Act 2012.

Members heard that the arrangements for deployment had been subject to detailed consideration and support by Police Scotland's International Development Board (IDB), which Tom Halpin attends and represents the Authority. Police Scotland is working with the National Colombian Police through the Foreign, Commonwealth and Development Office to support the capability development, under the Stabilising Colombia through Innovations in Policing (SCIP) programme. Police Scotland's role is to provide strategic support to the programme lead, the United Nations International Organisation for Migration (UN IoM).

Police Scotland confirmed all required safety, risk and security arrangements and assessments had been reviewed by the IDB and are in place and subject to regular review. Welfare arrangements for officers and staff are also in place.

Conclusions reached / actions agreed

- The Committee approved Police Scotland's arrangements for the deployment of Police Scotland officers and a member of staff to Columbia in March 2022.

Summary report – Policing Performance Committee

17 March 2022

Michelle Miller, Committee Chair

Main items of business

- Operational Policing Issues
- Performance, including Benchmarking and ICVS performance
- HMICS Inspection Reports and Police Scotland Improvement Plans
- Spiking
- Call Handling and Incident Resolution
- Naloxone Test of Change Evaluation

Key issues raised/ Actions agreed

Operational Policing

Members welcomed updates in relation to both taser and body worn video use, and the significant engagement and consultation work carried out to date. The value of learning from other jurisdictions was reinforced, and members were appreciative of the update on system and ICT dependencies in relation to the increasing use of technological solutions. Members were assured that capacity and resources are being tracked and aligned across a range of current developments to optimise the benefits. Police Scotland also reassured members around their dynamic decision-making in relation to body worn video and the application of this learning to revisions and updates to the code of practice.

Members welcomed the wider context provided in relation to digital forensics demand when considering the update on cyber kiosks; and noted the ongoing challenge around detailed data on return timescales for devices. Members stressed the need to baseline and track data during implementation of new ways of working, particularly where quantitative benefits are described in the business case. Members also noted the increasing resource demand in relation to the digital forensics capacity of Police Scotland.

The update on downlink capabilities in relation to drones was welcomed by members, along with assurance that this enhanced capability does not extend to facial recognition. The positive consultation and engagement approach described was again supported by members, with learning described from local engagement that will inform national approaches. Finally in this section, members received an update on the electronic monitoring of bail and the potential increased demand and risk presented to Police Scotland as a result of this policy. The importance of a

partnership response to this development was stressed, with learning from England and Wales also being considered. Likely future demand is unknown and difficult to predict at the moment, and will make visible a new demand previously unknown and unseen.

Performance Reporting

Members welcomed the strong commitment to alignment of the Annual Police Plan to the performance framework, recognising the synergies and connections this affords and the opportunity to target improvement activity in response to ongoing assessment and oversight of operational performance. The potential to measure impact from campaign activity such as the 'Don't be that Guy' campaign was discussed with members reinforcing their desire to see a continued and increased focus on impact, particularly as the Violence against Women and Girls strategy is developed. Members also welcomed the focus on internal culture as well as external and operational commitments in this area.

Members sought further detail on the prioritisation and resourcing decisions taken around reactive deployment at a strategic level and were assured by the detail provided around strategic assessment, data analysis and the assessment of threat risk and harm. Members sought assurance that operational response can be flexed to provide resources where needed, based on strategic priorities, as the service moves beyond the policing of COVID and COP26.

Internal governance arrangements were described to provide assurance on operational responsiveness and the 'public interest' test, as well as stressing the value of scrutiny and accountability discussions at a local authority level.

Members sought further detail on perceived and/or actual displaced demand from other public agencies, how this is responded to and addressed on a partnership basis. Members raised concerns regarding reducing detection rates in a number of areas and sought assurance around decision making, prioritisation and operational responsiveness. Members welcomed the update on benchmarking and the commitment to embedding this work in the refreshed performance framework from June committee onwards. The complexity of this work was acknowledged and members urged progress in starting a simple conversation around a suite of known measures while the approach develops further. A commitment was given to including as full a suite of metrics as possible for consideration in June.

The first quarterly performance report from ICVS was welcomed by members, along with the update from the service in developments underway to enhance data capabilities and analysis. The increase of the profile and visibility of ICVS' valuable work was welcomed. The strong

partnership working in place between ICVS and HMICS in relation to custody inspections was also welcomed.

HMICS Inspection Reports and Police Scotland Improvement Plans

Members received a six monthly update on progress of crime audit recommendations, and noted the positive progress made across a range of action areas; welcoming the development of bespoke training at divisional level. Lessons learned from the roll-out of COS in the North region were discussed, and members expected this learning to inform further roll out and associated timescales.

HMICS gave an overview of recommendations from their recent inspection of custody in the north east and highlighted the close and strong partnership working with ICVS and Police Scotland. Members welcomed the positive tone to the report and sought assurance that issues in relation to backfill from local policing and healthcare standards are being addressed.

Spiking

A detailed data report was considered in relation to spiking, with further background provided on the insights being identified from more detailed analysis and benchmarking with other UK and international jurisdictions. The commitment to review Police Scotland's approach was welcomed, and updates on this will be reported to a future committee meeting. The partnership-focused bystander training was also welcomed, with details provided on work underway in Greater Glasgow in partnership with Rape Crisis.

Call Handling and Incident Resolution

Members considered a detailed report providing an update on call handling performance and actions in progress or planned to meet increasing service pressure. ACC Hawkins updated on a recent decision to facilitate recruitment of an additional 55 service advisors to build capacity and flexibility in the service.

Members discussed surges in demand, both for 999 and 101 calls during significant incidents such as recent storms and the service flexibility to manage these surges. The increasing variability in demand over recent years was also discussed along with the increased COVID related absence levels. Assurance was provided on 999 performance within acceptable tolerance levels, which sit at 5 minutes based on the Home Office standard; with only 0.17% of 999 calls waiting over 2 minutes for answer. Members also sought assurance that collaboration and shared learning are informing work on website development and ease of access of key information.

Naloxone Test of Change Evaluation

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Members welcomed this positive report and the commitment to roll out nationally, seeking further detail on the framework for evaluation and ongoing research. This will be reported to a future meeting of committee and regularly through implementation. Members requested that these updates include detail on uptake in training / support from officers and officer engagement in the roll out process.

Members welcomed the very recent news that the Scottish Government has committed to full funding for the national roll out of this activity; ensuring that this can be progressed at an appropriate pace without reallocation of resource from other priority areas.

Executive Summary

Introduction

This is the third Quarterly report of the 2021/22 performance cycle, reporting on our revised Performance Framework and new Measures of Progress. Our outcomes focussed Performance Framework is linked to our strategic planning processes and aligns to the Strategic Outcomes as detailed in the 2021/22 Annual Police Plan, these being:

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

Throughout the document we have highlighted any updates that are linked to our new Joint Equality Outcomes.

Also included in this report are metrics from the Performance Framework that measure the demand placed upon Police Scotland, detailed as follows:

Incident Demand	Missing Person Demand
<p>111,647 concern for person incidents - up 3.8% (page 56)</p> <p>31,503 missing people incidents - up 13.5% (page 56)</p>	<p>13,006 missing persons investigations - up 17.6% (page 56)</p> <p>2,361 (30.5%) of missing persons who have gone missing previously - up 2.0% (page 56)</p> <p>16.9hrs average length of time missing (page 56)</p>
Partner Demand	Call Demand
<p>4,250 missing persons from NHS, Young Persons Unit and Foster Care locations - up 14.0% (page 56)</p> <p>2,158 external force request incidents - up 16.8% (page 69)</p>	<p>1,140,147 total incidents raised - down 2.2% (page 69)</p> <p>Various number and percentage of incidents by response type (see page 69)</p> <p>26.5% of incidents which lead to a crime - up 0.6% point (page 69)</p> <p>97.0% of incidents requiring police presence - no change (page 69)</p>

Note: Figures compared to same period last year

Policing Demand during Quarter 3 2021/22

Quarter 3 has been characterised by numerous and overlapping demand pressures placed on Police Scotland. Though some of these were thoroughly planned, as with the successful delivery of a safe and peaceful COP26, others, such as the spread of a new variant of the COVID-19 virus, required rapid adaptation to changing conditions. Compounding these circumstances, well-documented accelerations in technology access and usage continue to translate into significantly more fraud and other cyber-enabled crime, whilst reporting of sexual crime, including rape and sexual assault,

persist at historically high levels. Regardless of developments in our operating environment, Police Scotland will always be focussed on ensuring the safety of all our communities and as such have consistently taken steps to mitigate and respond to new threats as and when they appear.

Given the breadth of demands placed on Police Scotland and the need to recognise the heterogeneity of modern policing, we have included demand-based metrics in our Performance Framework for the first time this year, and report on them throughout the document.

What these demonstrate, through increases in key incident types, missing persons investigations, and external agency requests, is that as we slowly emerge from the immediate and most dramatic effects of the pandemic, the broad responsibility that falls on Police Scotland to protect those most vulnerable is as paramount as ever. The shift in incident demand observed this year is explored further in [Key Insight 2 on pages 18-19](#).

During October and November, the eyes of the world turned towards Scotland, due to the hosting of the 26th Conference of the Parties in Glasgow. This global event required a policing response that was meticulous in planning and vast in scope, entailing the deployment of over 12,000 officers to secure numerous venues and events as the city welcomed over 40,000 visitors, including 128 world leaders. Detailed and structured organisational learning from this operation, crucially conducted in tandem with the numerous partners that made its success possible, is already underway. For more information about the scale and magnitude of our policing response to COP26, see [Key Insight 1 on page 18](#). Extensive details are also provided on [pages 30-32](#).

In December, the contagious new Omicron variant led to a surge in positive cases across the country, sparking a rise in absences across the force. The impact of this was made more acute by self-isolation periods and the potential for significant proportions of staff and officers to be unable to work at short notice. In response to this threat, aspects of Operation TALLA, the overarching operation related to Police Scotland's handling of the pandemic, were reinstated, including the

Business Continuity Cell, Information Cell and Logistics Cell, with further officers allocated to the Outbreak Management Team (OMT). Additionally, the Conventional Response Unit (CRU) was stood up from 10 January 2022, with in excess of 600 officers being redeployed in support of local policing or business critical roles.

Similarly, delays, postponements and necessary prioritisation across the criminal justice system have required Police Scotland to adapt innovative solutions to ensure public confidence is maintained and trials are able to commence safely. The work of the Recovery, Renewal and Transformation team has been vital in this area, expanding the infrastructure required for witnesses to give evidence remotely and working with partners to improve the efficiency of the citations process. Further details of work ongoing in this area can be found on [page 15](#).

Year to date, overall recorded crime in Scotland is somewhat lower than historical levels, down 7.8% when compared with the five year mean. The reasons behind this are complex, but due in part to restrictions on association and movement (whether formal or informal), a reduction in night time economy activity, and increased surveillance of neighbourhoods. Evidence is emerging from around the UK and the wider policing world that confirm this phenomenon is not restricted to Scotland, but a common result of the social conditions created by the pandemic. The fall in housebreakings, theft, and other forms of non-fraud related acquisitive crime is examined closer in [Key Insight 3 on page 20](#).

As reported in previous quarters, whilst changes brought by the pandemic restricted criminality in some areas, other aspects of the COVID-19 landscape provided new opportunities and weakened existing vulnerabilities for criminals to exploit, particularly through cyber-enabled frauds and sexual crimes with an online element. These trends remain of concern, particularly given the potential for a new equilibrium being reached around working from home and technology use. In response to this reality, significant work is underway to implement our Cyber Strategy, including a proposed Target Operating Model, implementation plan, the expansion and strengthening of partnerships, and a revised approach to training. This work is being augmented by investment in our digital forensics capability, and the successful implementation of a new Digital Forensics Case Management System. More details on our cyber response can be found on [pages 81-83](#).

Both recent and non-recent crimes of a sexual nature continue to be recorded at high levels, reflecting a shift in national consciousness regarding sexual assault and related offences, as well as a heightened willingness and confidence on the part of victims to come forward. Analysis of the trends so far this year reveal that this rise is being driven primarily by recent reporting (within a year of the offence), though non-recent sexual crimes have also risen. Our recent Don't Be That Guy campaign, which highlighted the role men can play in recognising and challenging misogynist behaviour, was praised across media and academic channels, reaching a significant global audience. Group 2 offending is examined further on [pages 37-38](#).

Responding appropriately to violence against women and girls is a priority for Police Scotland, and as such we are developing a bespoke Violence Against Women and Girls Strategy, part of a comprehensive and overarching Public Protection approach. The importance of improving the safety of women and girls across the country can be seen in the significant increase in reports of drugging received during Quarter 3. Police Scotland have taken timely and robust action in this area to ensure professional and thorough investigations, including victims receiving the support they require, any intelligence being assembled rapidly and shared widely, as appropriate. A Gold Command structure was put in place, involving weekly Gold and Silver Group meetings, extensive partner involvement with representation from licensed premises, the student population, and the third sector, and a communications toolkit has been designed and produced. Work continues to deliver ByStander awareness training across the licensed trade sector. In addition, Police Scotland are fully engaged with the National Police Chief's Council, in order that any trends and learning is disseminated timeously. The growth of reports in this area is displayed in [Key Insight 4 on page 21](#).

In Quarter 1, we reported on the rising number of hate crimes across multiple aggravators, a worrying trend that necessitated a robust and thorough institutional response. Whilst the number of hate crimes being recorded has reduced to levels similar to last year, a longer term increasing trend is still evident, with particular concern around the levels of disability and transgender hate crimes observed.

Police Scotland's Equality and Diversity Unit continues to monitor hate crimes and incidents daily, preparing a weekly community tensions report for the Force Executive and other relevant stakeholders. Following the HMICS thematic inspection on hate crime, Police Scotland produced a Hate Crime Improvement Plan, presented to the SPA Policing Performance Committee (PPC) on 09 December 2021. Updates on the progress made against the recommendations is outlined on [page 74](#).

Maintaining legitimacy is a priority for Police Scotland, which is why we work extensively to understand and respond to the views and concerns of the public. This is advanced through a number of channels, such as our independent User Experience Survey and our Your Police Survey, as well as specific public engagement exercises, like those conducted about Police Scotland's handling of events or the roll out of Body Worn Video. Insights from this work are disseminated widely, and used to shape future decision-making. This includes innovative approaches to public concerns, such as the development of mapping tools and the commissioning of social action research to better reach and serve seldom-heard groups. For further description and analysis of our work in this area, see [pages 22-29](#).

As previously outlined, and detailed throughout the following report, the modern policing context is as varied as it is relentless. Whatever the challenges we face, whether established and long-term or novel and emerging, we remain focussed on our core values, delivering material progress towards our strategic outcomes and improving the safety and wellbeing of communities in Scotland.

This report comprises of five sections:

- Policing During Quarter 3 2021/22 – Key Insights
- Public Confidence and Experience of Policing
- COP26 Operation URRAM
- Measures of Progress towards Strategic Outcomes – Full Picture
- Operation TALLA – Police Scotland COVID-19 Response

Public Confidence and Experience of Policing ([Further details on pages 91-97](#))

Challenge: In our Quarter 2 report, the User Experience survey recorded an eight percentage point drop in the number of respondents reporting that it is easy to contact Police Scotland with feelings of overall satisfaction also subsequently down by four percentage points. An open-ended question was added to the survey in September 2021 to capture underlying reasons affecting people's responses. Factors identified included difficulties with connecting to a service advisor, with long waiting times experienced, keeping service users informed of progress after the initial contact, and online reporting forms not meeting the needs of the users.

Response: Following the initial feedback in the previous quarter, Police Scotland has recorded an increase of eight percentage points in Quarter 3 with 75% of respondents saying it was easy or very easy to contact the police. One of the main factors attributed to this increase was service accessibility with 44% of respondents highlighting fast 101 / 999 answer times alongside praising the phone system and it's easy to navigate automated menus.

Other factors contributing to this positive increase included the efficiency, friendliness and empathy of service advisors and their ability to give clear, concise direction or instruction.

As a result, overall satisfaction and every other question in the User Experience survey also recorded a significant percentage increase in the responses received this quarter.

Measures of Progress towards Strategic Outcomes

Measures of Progress towards Strategic Outcomes have been identified by Police Scotland in collaboration with the Scottish Police Authority. This new suite of key measures have been identified from the available management information and aims to support consistent reporting from the Performance Framework. The following is a synopsis of exceptions identified with the Quarter 3 report, alongside a standalone item detailing the challenge provided by COP26.

Overall Violent Crime ([further details on pages 33-34](#))

There were 355 crimes of drugging reported to Police Scotland between April and December 2021. This is a substantial increase in last year's figure of 13 and a five year mean for the period of 14.4.

Challenge: Following significant coverage on national media and through social media channels of this issue, a substantial increase in reporting of drugging crimes occurred during the last quarter.

Response: A Gold Command Structure was established to coordinate the response to this issue. Gold and Silver Group meetings,

as well as meetings with partners, are held regularly to analyse and share data and intelligence. Key stakeholders including members from the licensed trade and night time economy, student representation as well as other third sector including Victim Support Scotland, Rape Crisis and Crew2000 are fully engaged and supportive of Police Scotland's approach.

A communications toolkit was prepared and disseminated by Police Scotland Corporate Communications to promote consistency in key messaging. Police Scotland are also engaged with the National Police Chiefs Council's response to spiking to share information, experiences, good practice and learning with England and Wales. Police Scotland continue to deliver and promote ByStander awareness to those employed in the licensed trade with a view to identifying vulnerability and intervening to prevent a person coming to harm.

Sexual Crimes ([further details on pages 37-41](#))

Challenge: The number of Group 2 sexual crimes recorded in 2021/22 is the highest figure experienced in the last five years. Overall sexual crime increased by 13.7% (1,360 crimes) compared to last year and 18.0% against the five year mean. Whilst the number of detections has risen, these have not kept pace with the volume of additional reporting. As a result, detection rates have fallen six percentage points against the five year mean. The Demand Baseline Assessment identified multiple strands of Public Protection as demonstrating year on year volumetric growth and increased complexity, a trend assessed as likely to continue.

Response: In recognition of the increased demand in this area, Police Scotland have prioritised Public Protection as an area for investment, with a number of resource bids currently subject to internal governance. This includes work undertaken to expand our digital forensics capability, as described in the CSA response, and increased analytical support.

We continue to produce high impact public information campaigns related to Group 2 offending. Our recent "Don't Be That Guy" campaign seeks to reduce sexual offending by challenging male sexual entitlement. This campaign has had the highest reach of any Police Scotland campaign to date and was well received across partner organisations and media channels. However, changing male behaviour is a significant challenge which cannot be addressed by policing in isolation. It requires societal change and will require consistent reinforcement of the campaign messages over many years.

Online Child Sexual Abuse Crimes (further details on pages 41-42)

Taking, distribution, possession etc. of indecent photos of children (from Apr 2011) accounts for the largest proportion of child sexual abuse crimes. This crime type is the only online CSA crime to be down on the five year mean and noted the largest decrease compared to last year.

Challenge: In previous reports we highlighted the rise in taking, distribution, possession etc. of indecent photos of children crimes due to the success of Operation PARROR. The work of Operation PARROR has been embedded into business as usual activity through the

establishment of dedicated online CSA enforcement teams. Whilst demand levels remain consistent with those experienced throughout the period of intensification of Operation PARROR, maintaining enforcement levels to the same degree have proven challenging. This can be attributed to a number of reasons but is particularly linked to external impacting factors and the complex interdependencies of this area of business, which places significant demands on other resources.

Response: Significant investment has been made and recruitment underway to provide an uplift in key resources in Cyber Digital Forensics throughout 2022. This will build our capacity to better match sustained increases in demand, alleviate existing pressures and enable levels of enforcement similar to those seen during Operation PARROR.

Drugs Harm (further details on pages 46-51)

Challenge: Drug related harm continues to have a devastating effect on our communities, with the most recent figures from the National Records of Scotland demonstrating that 1,339 individuals died from drug-related causes in 2020. This is the highest figure on record and the highest per capita number in Europe.

Response: A number of workstreams are being progressed in response to the drugs harm challenge being faced. The carrying of naloxone as a Test of Change has been a high profile example of this work and was approved in November 2020, with training to be carried out in several testbed areas. This training concluded with 808 officers trained and 656 (81%) of those trained choosing to subsequently carry naloxone.

Police Scotland has also been working in partnership with Scottish Families Affected by Drugs (SFAD) to create naloxone awareness cards. These have been distributed to custody and frontline officers to disseminate to at risk persons. SFAD is a provider of Take Home Naloxone (THN) kits and also offer advice and information on overdose prevention, intervention, and naloxone training.

Impact: There has been 51 administrations of naloxone to date during the Test of Change, with no subsequent fatalities. In a number of these incidents, the individual involved was judged to have been in an immediate threat to life situation, however following the intervention of an officer and administration of naloxone, they recovered sufficiently to either receive further medical attention or leave the scene of their own volition.

Drugs Supply (further details on pages 52-55)

Challenge: Tackling Serious and Organised Crime (SOC) is a priority for Police Scotland and our officers continue to severely disrupt the activities of organised criminals and reduce the harm caused within our communities. Despite significant progress, we must constantly adapt to the significant complexities of current and future threats, and have a framework designed to respond. This work was recently brought to the fore with the changing environment posed by the global pandemic and exit from the EU, in which Police Scotland's response was required to be dynamic and innovative.

Response: With COVID-19 restrictions being lifted, Police Scotland operational responses adapted rapidly and provided resilience in order to ensure public

confidence was maintained. In particular, the response in dealing with drug supply and distribution, SOC related violence and cybercrime by serious and organised criminals, remained dedicated and driven at a national level.

Impact: Police Scotland continue to respond to the full range of SOC threats by utilising our capabilities and have seen a significant number of results through major drug recoveries and SOC related arrests.

Missing Persons (further details on pages 56-61)

Challenge: The number of missing persons investigations continues to be significantly higher than the same period last year. This is the case across all categories with the exception of 'wanted/absconder' which has decreased. This is true even when compared to 2019/20 (pre COVID-19 restrictions).

Differences become apparent when comparing where people go missing from. Most people go missing from their home address and this continues to increase. Numerically the next largest increases are missing from NHS and missing from Adult Care Home. This may be a result of an increase in demand in health care settings due to the COVID-19 pandemic being transferred to the Police.

Response: Police Scotland continue to work with partners to ensure that the most vulnerable people are protected from going missing and try to limit the harm to them if they do. We have undertaken a number of workstreams in order to reduce repeat missing persons and bring down the length of time that individuals spend missing by improving our partnership working and intelligence in this area.

Impact: Although there has been a decrease in the number of Looked After and Accommodated Children (LAAC) going missing from Young Persons Units and Foster Care compared to 2019/20, further analysis is required to understand the impact of ongoing work in this area. This includes working closely with local authorities, and developing initiatives such as 'not at home' plans.

Police Scotland have rolled out the The Herbert Protocol nationally. The Protocol is a national scheme that encourages carers, family and friends to provide useful information in advance of a vulnerable person with dementia going missing.

When analysing people with dementia that have gone missing, the median length of time missing has decreased from 4 hours 7 minutes to 2 hours 26 minutes (Quarter 3 2019/20 compared to Quarter 3 2021/22).

[Call Handling \(further details on pages 67-72\)](#)

During the reporting period, our service advisors received 1,889,637 calls via 999 or 101, a decrease of 103,414 on the same period last year. In addition to incoming calls, there have been over 200,000 additional public contacts dealt with by Contact, Command and Control (C3) Division during the reporting period, including online reports, alarm calls, partner demand and "Contact Us" emails.

Challenge: The average call answer time for 101 calls increased from 2 minutes 37 seconds to 3 minutes 17 seconds during the reporting period. This is down 30 seconds from the increase in average call

answer time reported during Quarter 2. This has previously been highlighted as a challenge for the division and measures have been put in place to alleviate this as detailed in the response. The increased 999 call demand during this reporting period (up 15.7% compared to the previous year) has exacerbated this issue which is the focus of ongoing work between C3, ICT and Estates.

Response: Although every public service has suffered due to the conditions created by the pandemic, Police Scotland have maintained all services throughout the period, despite increased and varied demands, high ongoing absences, and the difficulties created by necessary social distancing. These conditions have been compounded by further displacement demand by those partners providing a reduced service. Police Scotland have prioritised the answering of 999 calls and our performance in this area remains strong.

High demand on the 101 number along with the requirement to prioritise 999 calls, led to significant delays during busy periods.

Efforts were made to signpost callers to more appropriate methods of contact, including via Contactus and the force website. As a result, online contacts continued to rise during this reporting period. Changes have been made to the touchtone system which allows calls to be better prioritised and directed. These enhancements also aid performance monitoring and reporting which will assist in identifying issues going forward.

In addition to this, C3 continue to undertake work on social and traditional media to highlight the demands on 101 and educate the public on the correct use of this number. A short life working group has also been set up to monitor absence in the contact centre and ensure the proper support is in place for staff and line managers.

Hate Crime (further details on pages 72-76)

Challenge: Overall hate crimes are approximately the same as last year (10 more, +0.2%) and up on the five year mean (279 more, +5.5%). However, hate crimes with disability, transgender and sexual orientation aggravators have all increased significantly in comparison with last year and increased in comparison to the five year average. By contrast, the figures for race and religious crimes are lower than last year and lower than the five year average.

Response: Police Scotland's Hate Crime Improvement plan was presented to the SPA Policing Performance Committee (PPC) on 09 December 2021.

A tactical group has been established to progress the numerous actions contained within the improvement plan and met in December 2021, with meetings scheduled monthly on an ongoing basis. The strategic group are scheduled to meet in mid-February and will consider any recommendations from the tactical group.

Impact: It is anticipated that as the recommendations are actioned throughout the year there will be an improvement across all areas of hate crime (e.g. policy, recording, governance etc.). Indeed, some

of the initial recommendations that have been actioned such as improvement in the submission of intelligence have led to a 57% increase in intelligence logs submitted.

Fraud (further details on pages 80-84)

Challenge: People in the UK are now more likely to experience fraud than any other crime type. Fraud crimes have continued to rise, increasing 26.1% compared to the same period last year and 75.2% from the five year mean. The scale of cyber fraud continues to increase at pace and affects individuals and businesses, both large and small, undermining the benign functioning of a modern digital society. The detection rate for fraud currently stands at 15.9%, down 11.3 percentage points on last year and 18.6 percentage points on the five year mean. This decrease has been driven by both recorded frauds increasing and detections falling.

Response: Recognising the challenges faced and the impacts being experienced across law enforcement and our partners, Police Scotland have initiated a Fraud Strategic Governance Group. This group, involving police, partners (including third sector) and the Scottish Government has been set up to understand the impact across sectors and align and direct activities at a strategic level to include prevention, reporting and investigations, to combat the threats posed by the volume increases and technical challenges faced through widespread cyber-enabled fraud. This group will also feed into the National (UK) Economic Crime Board for fraud and Project PLUTUS, which looks at maximising opportunities to investigate and combat money laundering across the UK and internationally.

Criminal Justice Recovery (further details on pages 85-90)

Challenge: The Recovery, Renewal and Transformation Programme (RRT Team) continues to work with partners to monitor the impact of Criminal Justice (CJ) delays and backlogs and to consider how all decisions taken to address these, impact on public confidence and safety.

Response: Police Scotland has been allocated £1.4 million from the recovery fund to provide 16 additional resources to support court attendance, however there remains a significant operational impact of the increased number of officers required to attend court. As of 10 January 2022, 10 of the 16 additional resources have been identified and are funded from this grant. An additional £50,000 spend has been identified to fund ICT equipment to facilitate Virtual Courts.

Success: A number of workstreams under RRT, Healthcare and Interventions Team and Policy and Partnerships will focus on supporting criminal justice recovery, detailed as follows:

Summary Case Management Pilot - The Evidence and Procedural Review Case Management Summary Pilot working group has reconvened and set a target date of May 2022 for restarting in Dundee, Paisley and Hamilton, building on learning from the COVID-19 period. Focus will be on early disclosure to take place for specific cases to support judicial case management at the outset of the process. A number of meetings are underway to discuss adding additional crime types and to consider how the process will form, taking cognisance of previous learning and experience.

Witness availability and Citations - A

Short Life Working Group (SLWG) has been established with key representatives from Criminal Justice partners to review and refocus the way in which witnesses are cited for trial. In order to be effective, it is vital that as well as ensuring the correct witnesses are cited for trial, they are also cited on optimal dates.

All criminal justice partners now recognise the need to improve the current system, and possibilities include an IT link between partners to assist in identifying an appropriate date and reducing the impact on frontline policing, by minimising the time spent waiting for and giving evidence.

Remote Provision of Witness Evidence

(RPWE) - In 2021, a number of trials took place whereby police and professional witnesses were permitted to give their evidence remotely, with a recent case permitting nine police witnesses to successfully give evidence in this manner.

Since 17 January 2022, every High Court trial has agreed to permit all police witnesses to provide their evidence remotely. This is facilitated from specially equipped Evidence Giving Rooms (EGRs) based within selected police stations. Work is ongoing to identify further locations and suitably equip them for this purpose. There are currently 55 EGRs with plans to add more in the near future.

This will reduce footfall in courts and minimise the disruption and travel faced by police officers and staff attending the High Court. This has been successfully piloted in a number of areas and has the potential to provide significant savings in both time and money.

Public Health and Harm Reduction

The Healthcare and Interventions Team work with all 14 Health Boards to ensure a safe public health approach to persons in custody continues to be delivered. Mental health pathways are being reviewed with each Health Board to facilitate a smooth journey through the CJ process for every person, whilst receiving the support they need through the Arrest Referral Programme.

Work with colleagues from the National Police Care Network is also ongoing to introduce Medication Assisted Treatment standards into custody by April 2022. Existing support agencies are being rolled out to additional custody centres and new support agencies also introduced, to increase the support available for persons in custody suffering from substance use, mental ill-health, physical health and social inequalities. One example is the Action 15 funded Crisis Intervention Team who will soon be co-located in Fraserburgh Custody Centre.

They will be providing mental health support to persons in custody, which will extend in the community with follow up support, onward referral and signposting also available.

Over 160 Custody Support and Interventions Champions have been identified across the custody estate to drive the Arrest Referral Programme at an operational level. This has resulted in a significant increase in the number of arrest referrals being offered and also accepted by persons in custody.

Electronically Monitored Bail

A key area of work being progressed is in respect of the introduction of

Electronic Monitoring (EM) of bail and Police Scotland are working with Scottish Government and Justice Partners to ensure the effective roll out of EM bail in a manner which preserves and addresses public confidence and safety.

Operation TALLA - Police Scotland COVID-19 Response ([further details on pages 114-125](#))

Due to the emergence of the Omicron variant, the Business Continuity Cell, Information Cell and Logistics Cell have been reinstated within the Operation TALLA structure and additional resources allocated to existing critical functions including the Outbreak Management Team (OMT).

From 10 January 2022, more than 600 officers were redeployed in support of local policing or business critical roles as part of the Conventional Response Unit (CRU).

The reintroduction of restrictions and stricter self-isolation rules has impacted on absence levels. At the end of the quarter, almost 2,000 officers/staff were absent due to COVID-19 with almost 60% of those absences being as a result of symptoms or confirmed cases of COVID-19. This meant a total of 846 officers/staff were absent due to precautionary isolation or as a result of contact tracing.

Police Scotland continues to monitor and report on community tensions as the impact and disparity of COVID-19 affects communities differently. This includes engagement with local and national partners, maintaining the Community Impact Assessment, as well as monitoring the Equality and Human Rights Impact Assessment created to assess the impact of COVID-19, and associated policing response.