

Meeting	Authority Meeting
Date	23 June 2022
Location	Video Conference
Title of Paper	Chief Constable Year End Performance Assessment
Presented By	Sir Iain Livingstone QPM Chief Constable
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Chief Constable’s Assessment of Policing Performance

PURPOSE

The purpose of this paper is to present the Chief Constable’s Assessment of Policing Performance for 2021/22.

The paper is presented for discussion.

1. BACKGROUND

- 1.1 Strategic planning arrangements for policing in Scotland are laid out in the Police and Fire Reform (Scotland) Act 2012. The Scottish Police Authority (SPA) is responsible for developing a Strategic Police Plan for policing that reflects the Scottish Government's national outcomes, strategic police priorities and justice strategy.
- 1.2 The Chief Constable is required to provide, within three months of the end of the reporting year 2021/22, an assessment of the performance of Police Scotland.
- 1.3 Police Scotland is responsible for producing an Annual Police Plan (APP) that sets out the arrangements to deliver against the Strategic Police Plan.
- 1.4 In order to streamline the reporting of activities towards objectives the decision was taken to merge reporting on progress against the APP and Chief's Assessment of Policing Performance. This has resulted in a coherent and focussed report that provides key updates and links progress across activities to the objectives they belong to.

2. FURTHER DETAIL ON THE REPORT TOPIC

Chief Constable's Assessment of Policing Performance

- 2.1 For the year 2021/22, the requirements for the Chief Constable's Assessment of Policing Performance have not changed in light of the extraordinary circumstances caused by the pandemic and remains as per the 2020/21 report. The report is set out in accordance with the request from the SPA that it:
 - Complies with HM Treasury Financial Reporting Manual (FRoM);
 - Includes a performance analysis of Police Scotland's delivery of the Performance Framework five Outcomes and 15 Objectives, as well as Operation TALLA Strategic Objectives;
 - 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. However, to ensure that an appropriate update is provided in relation to the police response to the pandemic, this report is presented with the following sections:

- Chief Constable's foreword;
- Executive summary with Policing in 2021/22 and Key Insights;
- Public Confidence and Complaints;
- Overview of Progress against Op TALLA Strategic Objectives;
- Progress towards Police Scotland Strategic Outcomes.

In addition to the above, the 99 activities committed to in the Annual Policing Plan (APP) activities are also listed at the back of the document, with the current status of each.

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

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are no legal implications in this report.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

- 8.1 There are no community implications associated with this report.

9. EQUALITIES IMPLICATIONS

- 9.1 Equality data is provided where appropriate and available.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no environmental implications associated with this report.

RECOMMENDATIONS

Members are requested to note the information contained within this report and the Chief Constable's Assessment of Policing.

Police Scotland

Chief Constable's Assessment of Policing Performance 2021/22



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AUTHORITY**

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Chief Constable's Foreword



My Year End Report for 2021/22 describes how policing continued to meet the needs of our communities during a demanding and difficult period for the people of Scotland.

Coronavirus placed extraordinary pressures on all public services, particularly our colleagues in the NHS.

Of course, policing is also affected by COVID-19. Like other sectors and organisations, we have been required to manage increased staff absence and implement measures to keep our people safe, as well as supporting the public health imperative of controlling virus transmission.

Our structure as a single national Service meant that, throughout the past year, we were able to take quick action to maintain our policing response for communities, including supporting our crucial 101 and 999 call services.

During the same period, the United Nations COP26 climate summit was held safely and securely in Glasgow. The conference brought world and business leaders and thousands of delegates, activists and citizens to Scotland.

Our policing operation was one of the largest in the United Kingdom's history. The conference was able to consider without disruption the vital issue of climate change. The vast majority of people who wanted to make their voices heard did so peacefully, and policing demonstrated our commitment to upholding the rights of all involved.

Proportionate enforcement to ensure safety and lawfulness was necessary on a very small number of occasions and there was no significant violence, disorder or damage, no serious injuries and relatively few arrests.

I am grateful to everyone who played their part in delivering a safe and secure COP26 - the officers and staff, event organisers and partners including the Scottish and UK Governments, Glasgow City Council, the citizens of Scotland and visitors from elsewhere.

The Your Police Survey, with over 20,000 responses, underlines the significant value our fellow citizens place upon their police service. Our strong bond with the public is key to our legitimacy.

The survey findings illustrate that accessible, visible policing is vital to maintaining and building our relationship with the public. Tailored and responsive policing which meets the needs of communities will always be at the heart of policing in Scotland.

Equally, frontline policing extends far beyond the uniformed officers who can be seen in our communities every day.

This is vividly illustrated by the success of Operation PARROR, where over 1,100 children were protected and more than 650 people arrested following the execution of National Online Child Abuse Investigations.

We are resolute in our determination to tackle violence against women and girls and hold men to account for their offending. I welcome the significant focus being brought by society and the wider justice system to improve how such crimes are prosecuted and how the survivors and their families are supported at all stages of the process.

Police Scotland will build upon our That Guy message which was launched in October and called upon men to challenge their own and each other's attitudes and behaviours towards women. A Public Protection Development Programme will drive work to provide a contemporary and effective policing response to violence against women and girls.

Vulnerability arises wherever people interact and do business. We assess that crime types which increasingly contain an online element such as fraud, threats and extortion, communications and image offences, and stalking have increased significantly in recent years.

Our Cyber Strategy Implementation Programme seeks to identify appropriate resources and ensure officers and staff have the skills, tools and support to prevent, and respond to the growing threat of cyber enabled crime for communities right across Scotland.

The terrible toll of drugs deaths is rightly a concern for everyone in Scotland and policing is committed to playing our part in reducing the harm caused to individuals, families and communities by addiction.

We have a vital role in preventing drugs from reaching our streets and bringing those engaged in serious and organised crime to justice and that will always be a key duty and priority for Police Scotland.

Policing has a purpose and remit to improve the lives of our communities, which goes beyond law enforcement. We will continue to develop and contribute to wider support to reduce the harm of drug use, including my decision in February to train and equip all operational officers with the life-saving nasal-spray Naloxone, following a successful pilot.

We also know that around 80% of the calls to Police Scotland do not result in a criminal justice outcome and we continue to work closely with health colleagues and others, for example through the Mental Health Pathway collaboration, to provide the best response at first point of contact

It is the challenge of all in public service to ensure that when people need help, they get it at the right time from the most appropriate agency and people with the right skills. Policing is so often the service of first and last resort. I am clear it is essential that when that initial response to criticality is over, that timely, ongoing and effective support is available.

I thank everyone who steps forward to serve within policing in Scotland. It is a demanding but rewarding vocation and a significant commitment to public service.

As Chief Constable, I take my duty to support their safety and welfare, and that of their families, extremely seriously. I was grateful for the agreement with the Crown Office in March which enables the impact violence has against officers and staff, the police service and the wider community be considered as part of sentencing procedures.

Our officers and staff are drawn from the diverse communities we serve. What unites us are our shared values of integrity, fairness, respect and a determination to put people's human rights at the heart of all we do.

Policing is not immune from the challenges which exist across society. Disadvantage and injustice persist in all sectors and organisations.

The onus is on us to nurture trust and legitimacy with all our communities, including our officers and staff, by demonstrating no tolerance for misogyny, racism, homophobia and discrimination within policing and across society.

Throughout the year, we have brought further focus and independent scrutiny and oversight to the vital equality and diversity agenda and this will continue to be imperative for Police Scotland.

I am realistic about the challenges ahead but confident in the progress made and optimistic we can build on it. I am encouraged by the consistently strong levels of public confidence reported in our own research, and by the recent Scottish government household survey which found 87% of respondents trusted the police in Scotland.

The key assessment I apply is whether our communities and people are safer, better served and protected now than they would have been had reform not taken place - not only for the threats of today but those of tomorrow. The answer is yes.



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 following infographic 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 2021/22 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 2021/22 Performance Framework, this report contains an overview of public confidence in policing throughout the year and a summary of Police Scotland's response to the global pandemic (Operation TALLA).



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

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

The needs of local communities are addressed through effective service delivery

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

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

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

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

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

Police Scotland is sustainable, adaptable and prepared for future challenges

- 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

Performance and Implementation

Evidence based policing

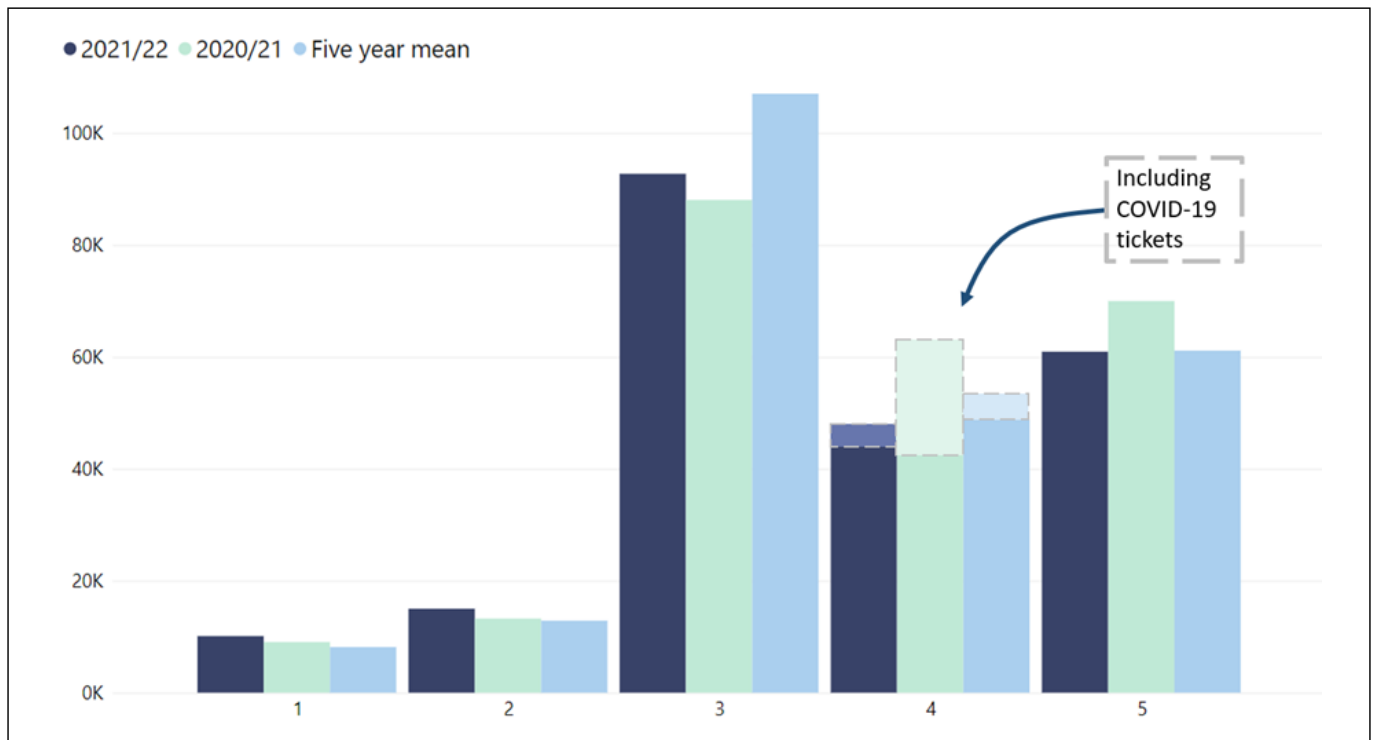
Executive Summary

Policing During 2021/22

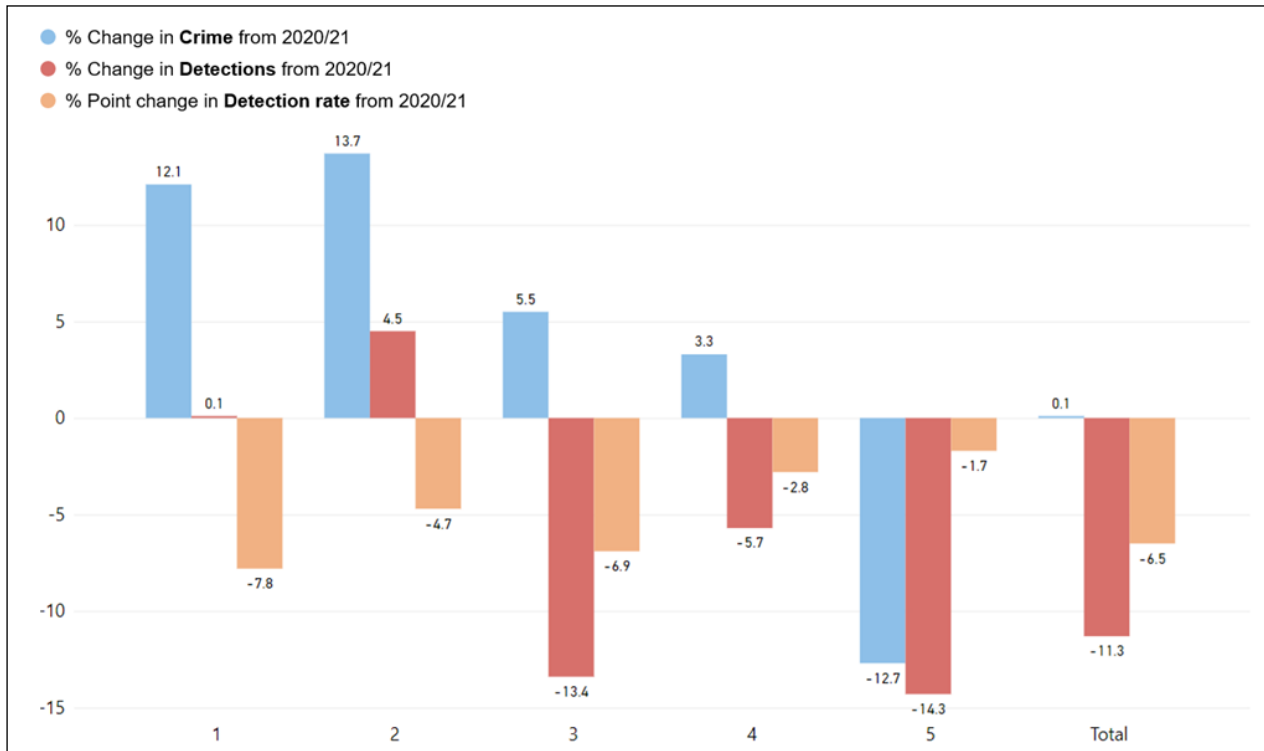
The following table and graph shows overall recorded crime for 2021/22, compared with the previous year and the five year mean.

Crime group	2021/22	2020/21	5 year Mean	% change from 5 year Mean	% change from 2020/21
1	10,137	9,039	8,152.4	+24.3%	+12.1%
2	15,049	13,239	12,860.0	+17.0%	+13.7%
3	92,874	88,047	107,015.0	-13.2%	+5.5%
4	44,284 (47,580)	42,863 (63,804)	48,802.6 (52,990.8)	-9.3% (-10.2%)	+3.3% (-25.4%)
5	61,074	69,972	61,119.4	-0.1%	-12.7%
1-5	223,418 (226,714)	223,160 (244,101)	237,949.4 (242,137.6)	-6.1% (-6.4%)	+0.1% (-7.1%)

* Figures in brackets include COVID-19 tickets.



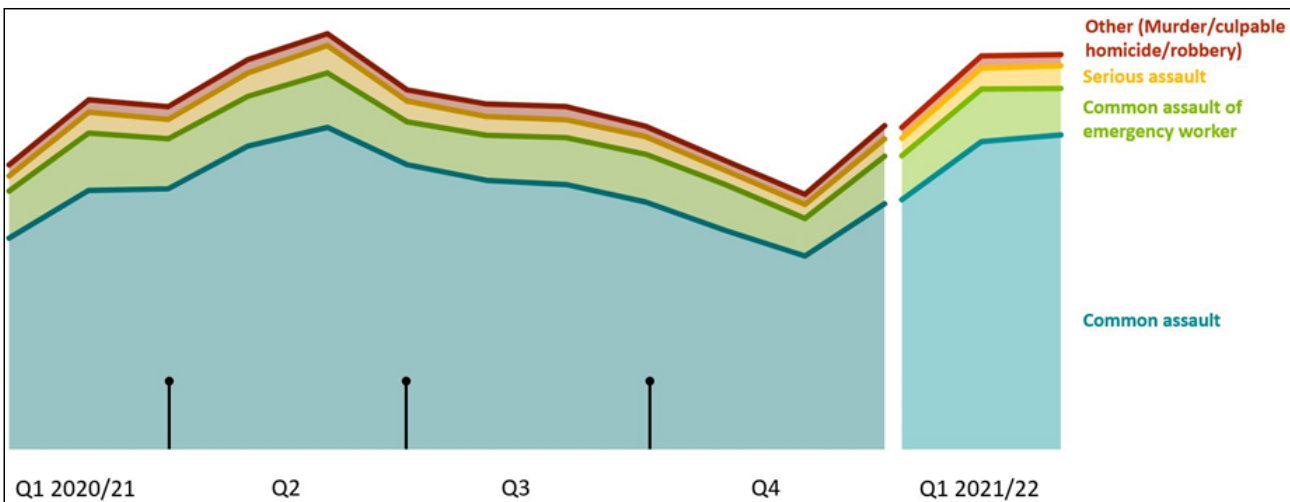
The following graph displays the change in volumes of recorded crime and detections, and detection rates, from the 2020/21 to 2021/22.



Key Insights

Throughout 2021/22, we have highlighted a number of key insights in policing performance, changes in crime trends, and wider issues related to policing in our Scottish Police Authority (SPA) Quarterly Performance reports. Here, we present a selection from the year.

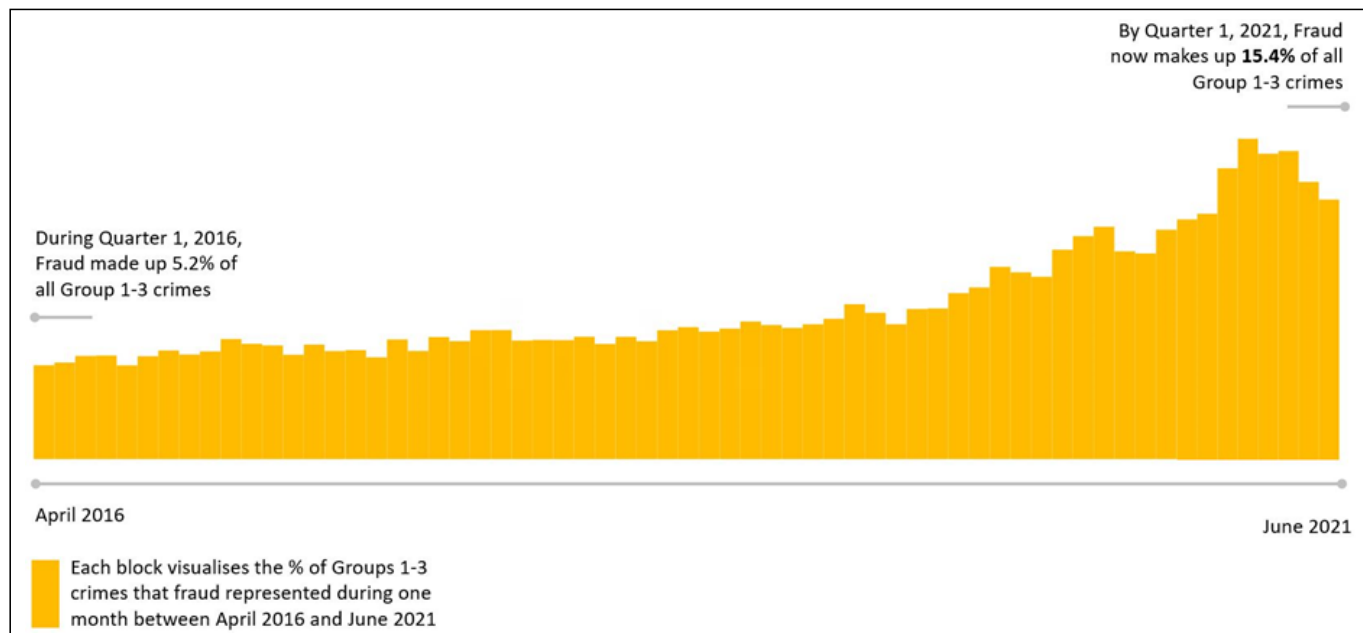
In **Quarter 1**, we reported that overall violent crime increased by 12.8% on the previous year:



This trend continued through the year, and in Quarter 4 we reported that overall violent crime had risen 11.2% from the previous year and 2.1% against the five year mean. The rise from 2020/21 is due to a number of factors, most notably the closure of licensed premises and postponement or cancellation of events during 2020/21 leading to a lower than usual number of crimes occurring.

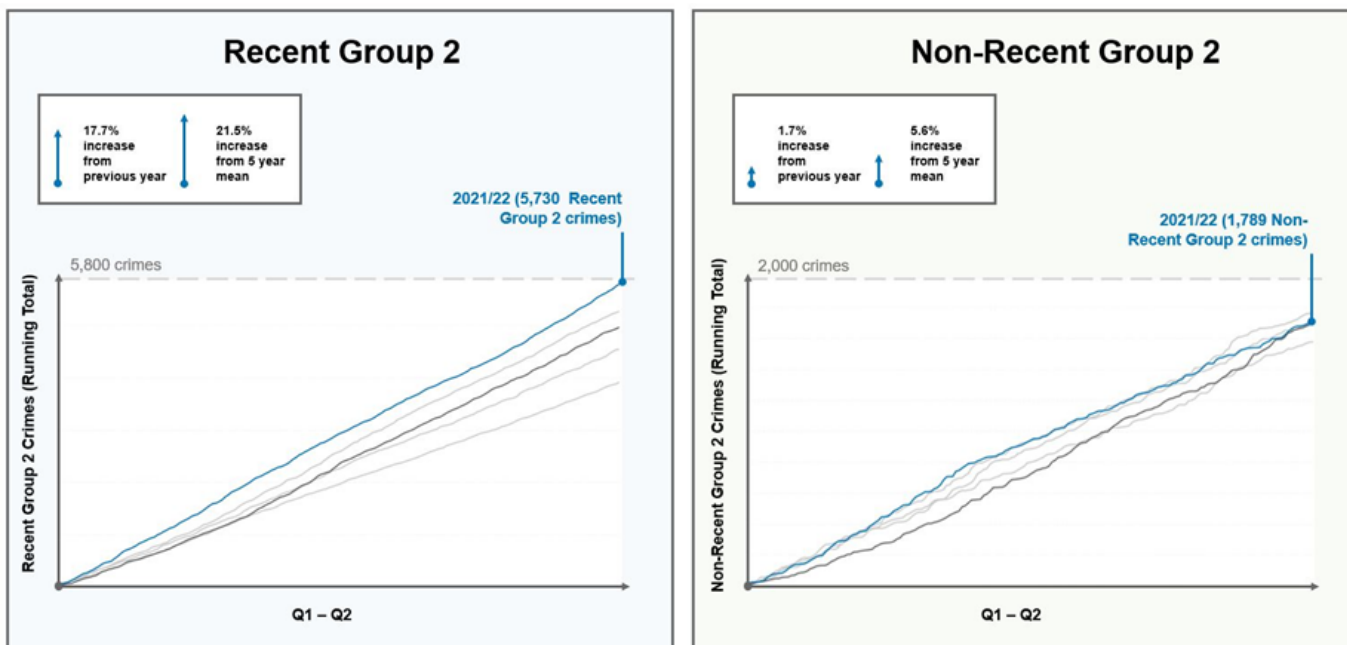
Common assaults continue to account for the majority of crimes of violence, and have largely driven the modest increase against the five year mean. More serious violence has fallen: there were 51 homicides recorded during 2021/22, the lowest number in any given year since the inception of Police Scotland. Attempted murders, serious assaults, and robberies also ended the year lower than the five year mean.

The growth of fraud over the recent period is a crime trend we have reported on extensively throughout the year, an increase facilitated by our increasingly cyber-enabled personal and professional lives. In Quarter 1, we reported that fraud made up over 15% of Group 1-3 crime, a significant increase over the previous five years.



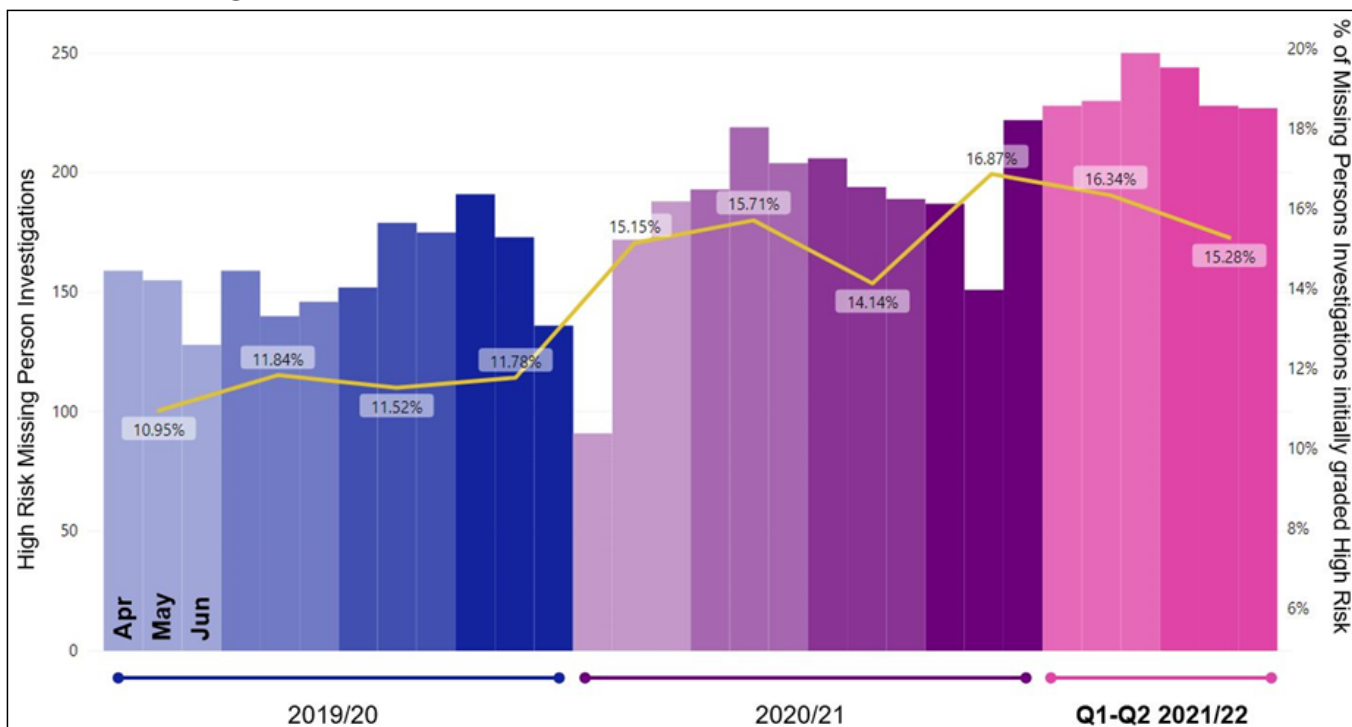
By the end of 2021/22, fraud had risen 18.6% from the previous year and was 68.2% higher than the five year mean, and composed 14% of all Group 1-3 crimes.

In **Quarter 2** we brought attention to the rise in Group 2 crimes, focusing on the fact that recent reporting was the primary driver of this increase.



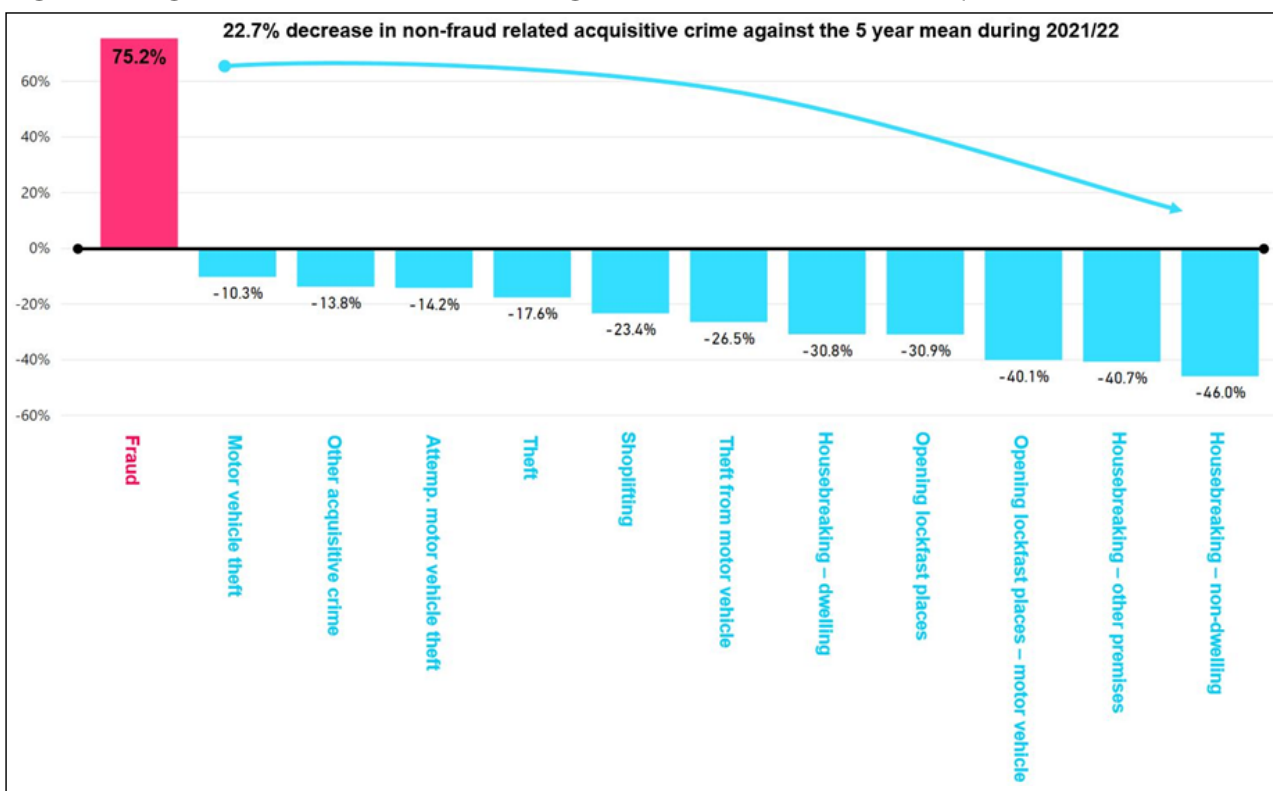
This trend has continued to the end of the year, with recent Group 2 crimes increasing 18.1% on the previous year and 22% against the five year mean, whilst non-recent Group 2 crimes observed smaller growth (1.1% against previous year, 3% against the five year mean). Although recent crimes are classed as any crime that occurred within one year of reporting, 64.2% of recent Group 2 crimes were reported within one week of them being committed and just under half (49.5%) were reported within two days of being committed.

Also in Quarter 2, we examined the rise in number and proportion of missing person reports classified as 'High Risk':



In the final two quarters of the year, the number of missing person reports classified in this way continued to be higher than the previous two years, with roughly 200 recorded each month (with the exception of February 2022, which has fewer days and saw a fall). However, due to the greater number of missing person reports in total (19.9% increase on the previous year), the overall proportion of missing person reports classified as 'High Risk' fell from 15.4% in 2020/21 to 15% in 2021/22.

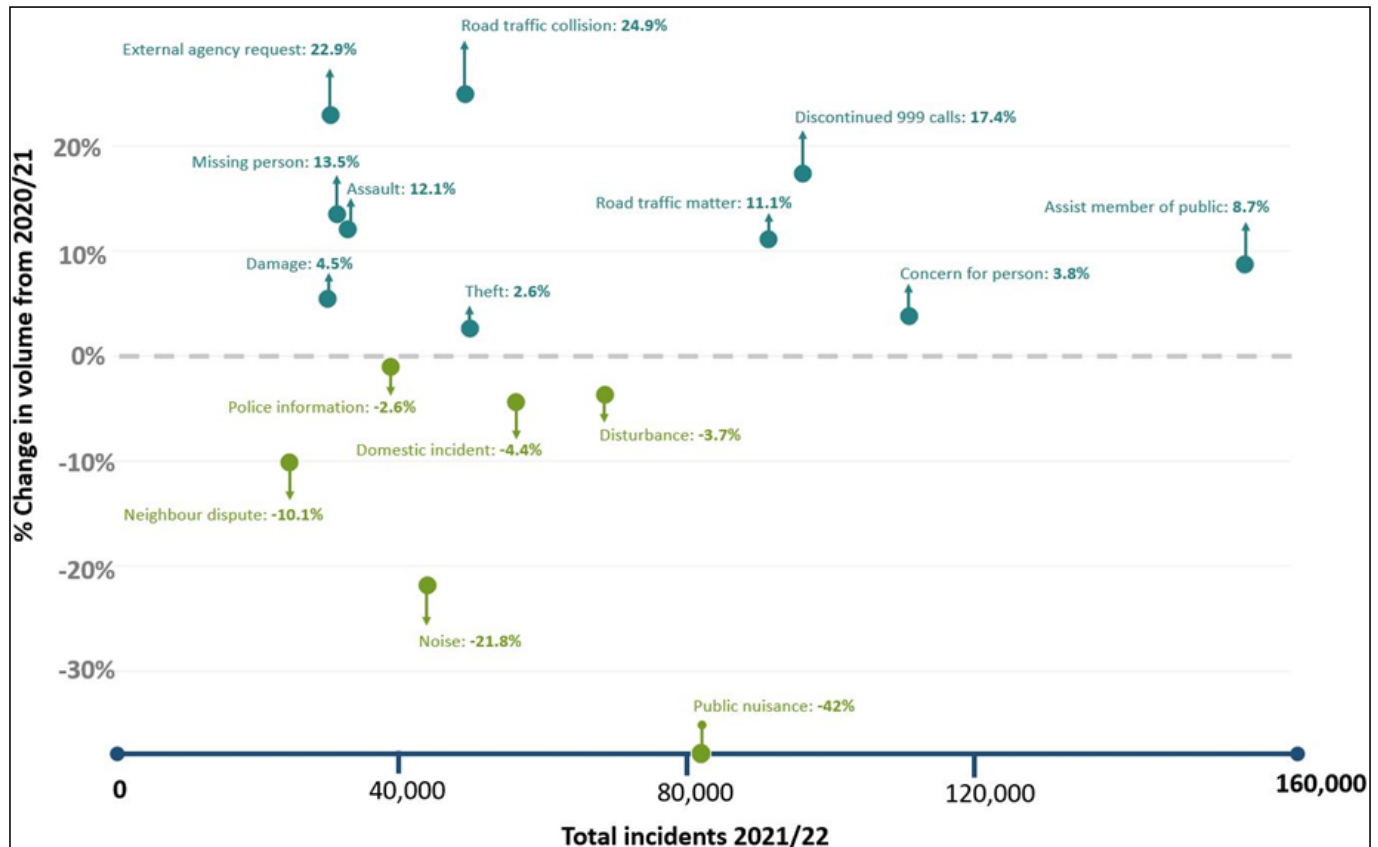
In **Quarter 3** we brought attention to the divergence within Group 3 crimes, where the significant growth in fraud was masking falls in other forms of acquisitive crime.



The factors we identified as driving this trend were primarily changes brought by the pandemic, such as more working from home, which raised informal surveillance of neighbourhoods, along the increased adoption of home security measures such as cameras and video doorbells. Likewise, the measures taken by many in the retail industry to put in place more security staff since the pandemic brought down the number of shoplifting crimes recorded over this period.

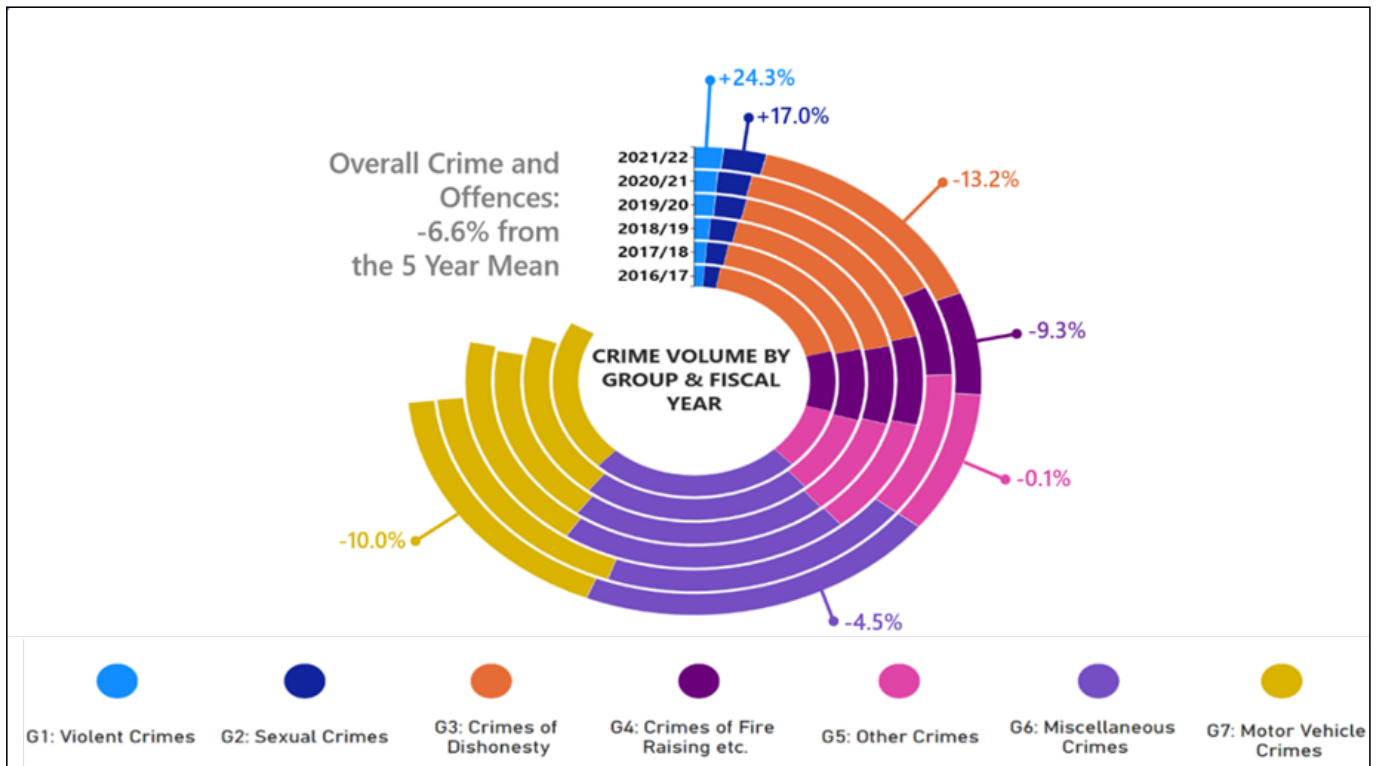
This trend continued to the end of 2021/22, with non-fraud related acquisitive crime falling 21.6% against the five year mean in total.

Also in Quarter 3, we charted the way in which incident demand was shifting following the lifting of restrictions and the return to a more traditional response profile.



The trends previously highlighted continued into the final quarter of the year, with those calls most closely associated with COVID-19 restrictions (public nuisance, noise, and neighbour dispute) remaining significantly lower than the previous year. Incidents related to increased traffic on the roads, vulnerability, external agencies, and additional call demand, all rose on the previous year as we emerged from the pandemic.

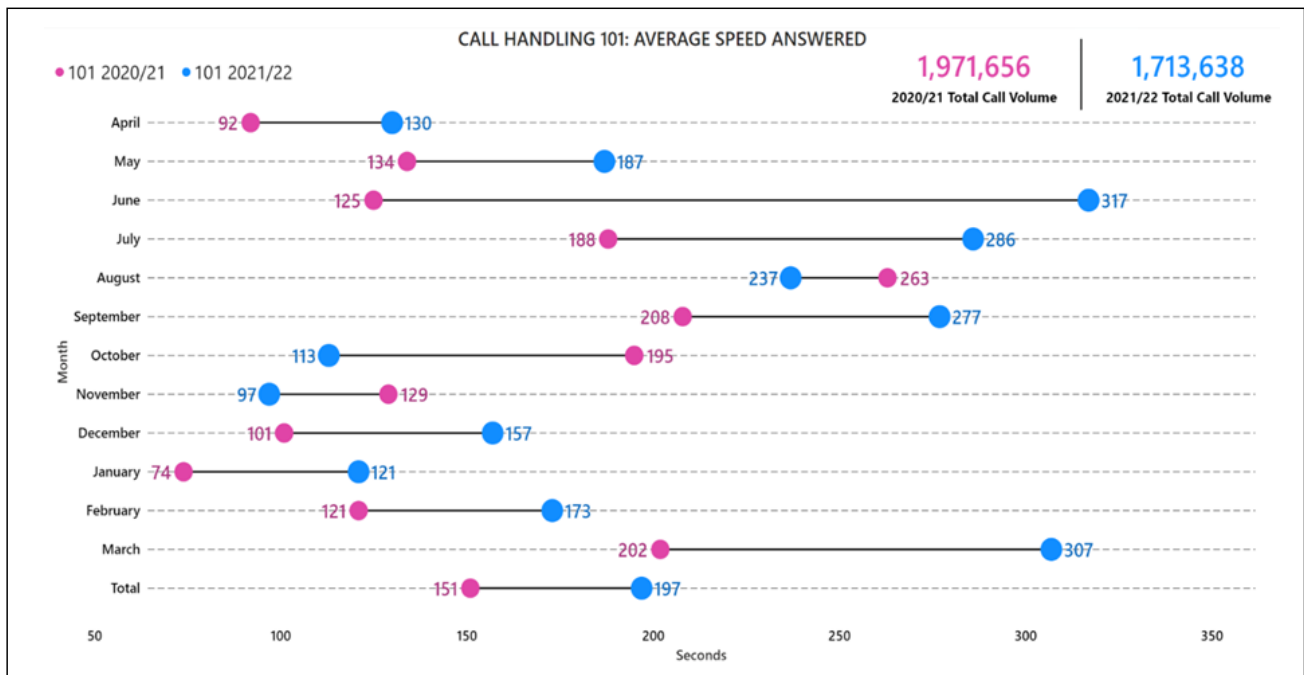
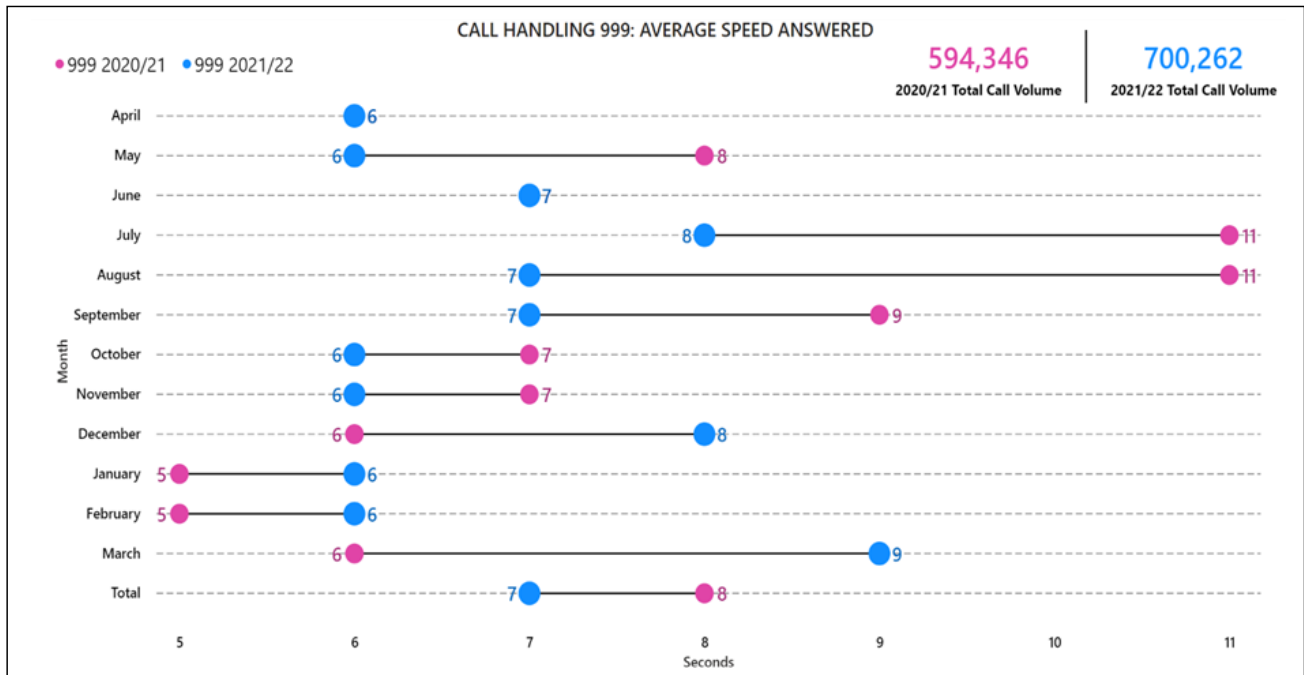
Moving into **Quarter 4**, we reflected on the fact that although various distinct trends have been observed over the year (some of which are explored above), the total number of crimes and offences recorded have remained at historically low levels, decreasing 6.6% from the five year mean:



The increases observed in Groups 1 and 2 are more than offset volumetrically by falls elsewhere, such as in Group 3. Here, as detailed above, large falls in traditional forms of acquisitive crime such as housebreaking and theft have contributed to a long term decrease in this area. Please note that the above does not include COVID-19 tickets (offences relating to the coronavirus legislation).

Over the course of 2021/22, we have documented the difficulties caused by ongoing COVID-19 absences, the necessity of social distancing, and rapidly changing demand across numerous areas of policing. C3 is an area acutely affected by these conditions, where prioritisation of 999 calls has on occasion affected our ability to respond to 101 calls as quickly as we would like.

In Quarter 4 we traced the average speed of answer across 999 and 101 calls:



The total number of calls to Police Scotland decreased by 5.9% compared to last year, however 999 calls rose by 17.8%. Handling 999 calls is our highest priority and throughout 2021/22 our service centres have consistently managed to maintain low average speed of answer, decreasing the average by one second compared to last year. Numerous measures have been put in place to alleviate this issue and bring the average call answer time down further, including changes to our Interactive Voice Recording (IVR) system, close monitoring of absence, and efforts made to signpost callers to more appropriate methods of contact.

As we move into 2022/23, 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.

Public Confidence

Police Scotland's Public Contact and Engagement Strategy sets out how we envisage our public contact and 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 strategy 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 aid 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 act on public feedback. We are paying particular attention to how we reach those who are often seldom-heard; by understanding where there are opportunities to do even better, more often and with partners who have specific and relevant expertise in key areas.

During the past year, Police Scotland has closely monitored public confidence and experience, through our Your Police and User Experience surveys. Insights from both of these surveys are considered each month at the Strategic Leadership Board for executive oversight and action. Data and insights are shared with Regional Delivery Boards and local policing for improvement planning and scrutiny, and working with partners and other relevant stakeholders.

Our response to public and community feedback has been to:

- Improve the way we share and use data and insights within Police Scotland.
- Introduce a GIS Mapping Tool to our Your Police survey to identify the locations and reasons communities feel less safe.
- Commission social action research within seldom-heard communities.
- Establish reference sub-groups to implement actions for enhancing engagement within seldom-heard communities.
- Lead on an Independent Advisory group focused on emerging technologies in policing.
- Respond to local needs by piloting innovative approaches to involve communities.

On 07 September 2021 Police Scotland pleaded guilty to breaching the Health and Safety at Work Act 1974, following the deaths of John Yuill and Lamara Bell who died after their car crashed off the M9 near Stirling in July 2015. Police Scotland was subsequently fined £100,000. Chief Constable Iain Livingstone subsequently stated that undoubtedly this failing weakened the relationship of trust that exists in Scotland between policing and the communities we serve. Since this time we have made changes to our approach, resulting in significant improvements to reduce and mitigate risks associated with call handling across policing.

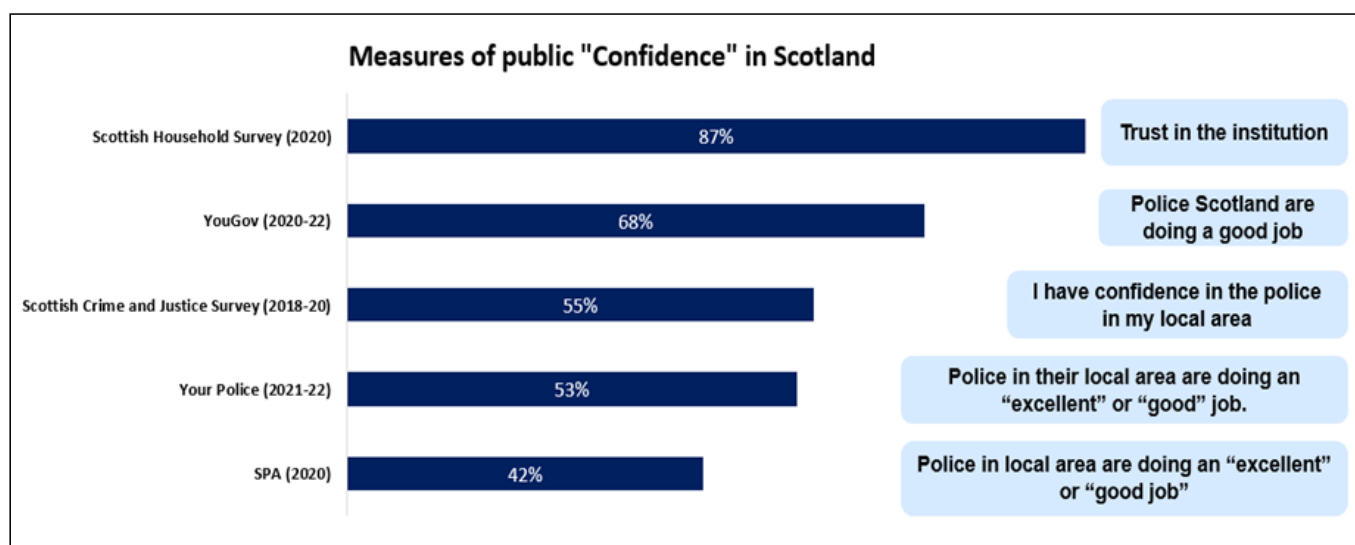
Your Police Survey

The total responses received over the 2021/22 fieldwork period (30 April 2021 to 31 March 2022) was 20,024. This included 398 British Sign Language (BSL) responses. During this period, public confidence was recorded as 41% in Quarter 1, 38% in Quarter 2, 43% in Quarter 3 and 40% in Quarter 4.

In April 2022, a confidence index score was calculated to compare with benchmarking surveys including the Scottish Crime and Justice Survey.

The index score considers all of the responses given by the participants, (excluding "Don't know" and "Not answered"). The average confidence figures were 54% in Quarter 1, 51% in Quarter 2, 54% in Quarter 3 and 53% in Quarter 4.

The overall 2021/22 confidence index score was 53%. The following graph provides a comparison of how the score compares to other public confidence measures used in Scotland.



We know from our own research and academic studies that wider public confidence and experience of contacting and interacting with police are not always connected. While confidence is likely to fluctuate, satisfaction scores gathered by our external, quality-assured, User Experience Survey remained positive and consistent.

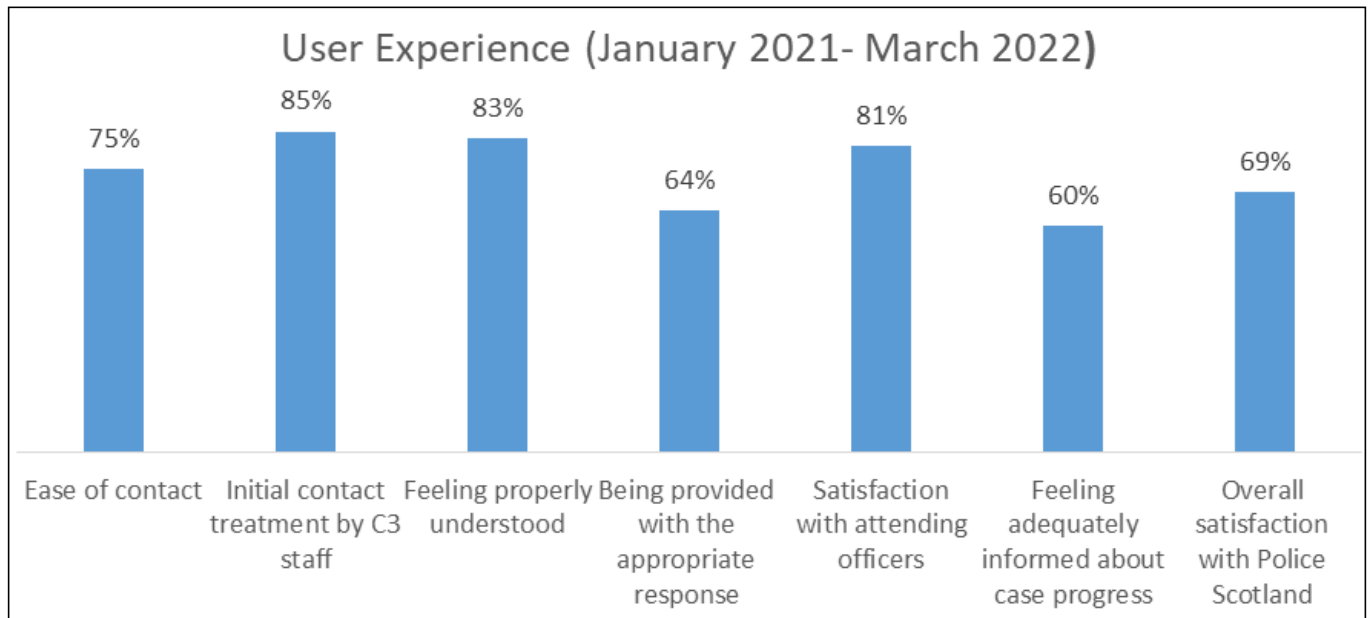
Fluctuations in public confidence were seen throughout the period of the fieldwork. The three main drivers of confidence identified through the Public Confidence Governance Board related to police visibility and presence, community engagement and being kept informed, and our values and behaviours.

There continues to be strong evidence that although public confidence is important to measure, it is not an indicator of operational performance. Public confidence is not always based on contact and engagement with the police, but instead based on public perception and the wider policing narrative in society both nationally and internationally. This is reflected in over a third of respondents selecting 'don't know' or 'neither agreed nor disagreed' when asked if they were confident in their local police.

Understanding public confidence is important to us as it is one of the ways that we stay connected within our communities and respond to emerging issues. Maintaining confidence in policing is vital to ensure that we are policing in line with our values whilst maintaining or building trust and legitimacy for every person in our society.

User Experience Survey

Our User Experience Survey is administered externally by Progressive Partnership Ltd. The survey is delivered via SMS to those who have contacted Police Scotland in the previous month. Between January 2021 to March 2022, 20,134 respondents were surveyed about their experience of the policing service provided, from initial contact through to overall satisfaction. The findings show continued high levels of satisfaction with engaging with the police as follows:



Throughout this period the biggest changes in satisfaction have been with ease of contact, which increased by nine percentage points between Quarter 2 and Quarter 4; and, overall satisfaction with Police Scotland which has improved by six percentage points.

Service accessibility and effective communication were both highlighted as key reasons amongst those respondents who found it easy to contact the police. Ease of contact is a key area of focus in the Public Contact and Engagement Strategy where the introduction of accessible new contact channels and enhancement of how we communicate and engage, will help to improve public experience and confidence in reporting crime and other incidents.

This includes:

- Providing fully accessible online reporting for getting information and advice, reporting low level crime / incidents, receiving updates and sharing evidence.
- Investing in the replacement of our national contact platform (Unified Communications and Contact Platform (UCCP)) to sustain contact assessment and call triage and ensure our technology is a platform for innovation and supportive technologies.
- Ensuring the public can reach us using voice assisted technologies, such as smart home devices and smart watches, in situations where it is not possible to call 999.

The positive responses to the User Experience survey were reflected in the overall satisfaction figures which were recorded at 68% in Quarter 1, 64% in Quarter 2, 68% in Quarter 3 and 70% in Quarter 4.

Complaints Against the Police

Police Scotland closely monitor the number and type of complaints received from the public. The total complaints received during April 2021 to March 2022 was 6,503. This is down 6.7% on last year (470 fewer complaints). A reduction in COVID-19 related complaints are assessed as a key factor in the decrease.

A total of 131 COVID-19 complaints were received during 2021/22. This represents a decrease of 85.1% (748 fewer complaints) when compared to the same period last year where 879 COVID-19 complaints were received.

The Professional Standards Department (PSD) has resolved 3,110 complaints (47.8%) by Frontline Resolution (FLR) during the year to date 2021/22, compared with 50.7% in the same period last year. This includes early resolution and subsequent resolution by PSD/specialist officers.

The Police Investigations & Review Commissioner (PIRC) conducted 198 Complaint Handling Reviews (CHRs) during this reporting year which equates to only 3.0% of all complaints. These reviews considered 778 allegations, with 527 (66.9%) assessed to have been handled to a reasonable standard. These CHRs included 248 recommendations.

Police Scotland made 250 referrals to PIRC during 2021/22 resulting in 70 investigations (28.0%). Statutory referrals to PIRC facilitate independent and transparent scrutiny in relation to serious incidents involving the police.

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

Over 2021/22, as part of Operation TALLA, Police Scotland continued to maintain a Command Structure to manage the planning and response to the impact of COVID-19. Nine bespoke strategic objectives, aligned to our overarching strategic outcomes, are detailed as follows. These objectives have been reviewed throughout the year to ensure they best address the evolving nature of the pandemic.

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

Due to the removal of restrictions, the Operation TALLA Command Structure has now stood down and all workstreams have been incorporated into business as usual.

Outcomes	Operation TALLA Strategic Objectives
<p>Threats to public safety and wellbeing are resolved by a proactive and responsive police service</p>	<ul style="list-style-type: none"> - Maintain critical policing functions to best serve the communities of Scotland throughout the pandemic - Work in partnership in providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving COVID-19
<p>The needs of local communities are addressed through effective service delivery</p>	<ul style="list-style-type: none"> - Support partners as part of local and national resilience arrangements to mitigate the impacts of COVID-19 and to safeguard community resilience and cohesion, through effective planning preparation, response and recovery - Monitor and respond appropriately to any internal or external tensions
<p>The public, communities and partners are engaged, involved and have confidence in policing</p>	<ul style="list-style-type: none"> - Maintain officer, staff and public trust and confidence through effective, pro-active internal and external communications
<p>Our people are supported through a positive working environment, enabling them to service the public</p>	<ul style="list-style-type: none"> - Protect, safeguard and support our officers and staff, throughout the period of the pandemic
<p>Police Scotland is sustainable, adaptable and prepared for future challenges</p>	<ul style="list-style-type: none"> - Renew and rebuild our working practices in a way that captures organisational learning and seeks out opportunities for continuous improvement - Undertake financial planning, budgeting and monitoring to ensure that the financial impact of the organisation responding to the new demands of operating in a COVID-19 environment can be understood and managed, whilst ensuring that financial control, governance and discipline are maintained throughout the response - To ensure all residual Operation TALLA related work is mainstreamed as the force enters the Recovery phase and transitions back to normality, post-pandemic. We will continue to safeguard our own people ensuring we continue to best serve the communities of Scotland

Overview of progress against Op TALLA strategic objectives

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

Staffing levels were higher than previous years throughout most of 2021/22, however they were most impacted during December 2021 and January 2022. This coincided with the outbreak of the Omicron variant of COVID-19 in early December, and the festive period. Other spikes were noted during June and July 2021, coinciding with the easing of lockdown restrictions and the Euro 2020 Championships, and at the end of August 2021 when the schools returned.

Police Scotland continued to utilise a number of plans previously put in place to maintain levels of policing and staffing across key functions. These included establishing the Conventional Response Unit (CRU), a high visibility presence to support Local Policing, enforce Level 4 Pandemic Restrictions and provide enhanced reassurance to the public, as well as the Outbreak Management Team (OMT) to manage the impact of Test and Protect across the organisation.

The Volunteer Coordination Unit was also formed, utilising Special Constables who were able to supply additional deployment hours in support of their regular colleagues. These structures were stood up throughout the year when required, most notably during the increase in case numbers and absences brought on by the Omicron variant of COVID-19.

The COVID-19 Response Model (CRM), introduced during the last financial year, remained available for utilisation by C3 and local policing divisions should the need have arisen. This model will be embedded in Business as Usual (BAU) processes within C3 beyond Operation TALLA and will provide a suitable solution for future use.

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

In March 2020, in the context of the COVID-19 pandemic and the imposition of the restrictions of freedom, introduced by the UK and Scottish Governments, the Chief Constable and the SPA agreed to establish an Independent Advisory Group (IAG) to provide additional, human rights based, scrutiny of the use of the new emergency powers by Police Scotland. This was supported by the SPA, and the group was set up in April 2020.

The IAG reported regularly to the SPA, and each report submitted to the SPA Board between May 2020 and May 2021, concluded with an assurance that the IAG was satisfied that Police Scotland's use of powers was compliant with human rights principles and legal obligations.

The ability to manage resource requirements for concurrent events and resolve pandemic absence spikes has been critical to maintaining Police Scotland's service delivery. Police Scotland has been required to rapidly respond to legislative changes and a rapidly evolving social context throughout the course of the pandemic.

The Scottish Government (SG) sought legal advice on the prohibition of marches and parades with a view to balancing health protection against the rights of individuals under European Commission on Human Rights (ECHR). As a result, the decision was taken to develop a guidance document to support a regulated framework for accommodating marches and parades. SG consulted with agencies seeking input on the content and structure of the guidance.

Police Scotland contributed to the document, supported by input from experienced operational superintendents, public order commanders and senior legal colleagues, ensuring proportionality and clarity over parameters for enforcement.

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

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

Partnerships, Prevention and Community Wellbeing (PPCW) Division's Reform Collaborations Group (RCG) involving police, fire and ambulance, continue to work to review the demand and impact COVID-19 continues to have on frontline services. The Tri-Service Wellbeing Group meet to ensure best practice and share ideas relating to the wellbeing of their staff and colleagues throughout the pandemic and moving forward. The RCG is also currently working closely with National Health Service (NHS) Scotland in regards to the demand placed on the health service due to COVID-19 and to identify ways of supporting and reducing this demand within policing.

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

PPCW continued to monitor internal and external tensions closely, through engagement with local and national partners across all sectors, as well as daily monitoring of hate crime and incidents. Further reporting is presented on a regular basis throughout the quarter on any emerging community issues or concerns.

This included maintaining Community Impact Assessments in relation to Operation TALLA, Operation NORDEN and Operation URRAM, as well as monitoring the Equality and Human Rights Impact Assessment created to assess the impact of COVID-19, and associated policing response, on equality and human rights.

Numerous strands of community tension were identified over the period, with mitigating action recommended and undertaken as appropriate.

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

Communications activity throughout the year has continued to support the operational response to COVID-19 and keep our own officers and staff updated on issues which affect them. This has included using a range of external and internal channels and engaging with partners and stakeholders as appropriate.

A dedicated intranet mini-site remains a primary source of information for officers and staff, with all updates posted there. We continue to use a number of channels to communicate with the public and key external stakeholders. Our website is updated once a week with the latest enforcement data and a weekly bulletin detailing an updated picture of the policing response to the pandemic.

The Professional Standards Department (PSD) established a process to identify all complaints relating to COVID-19 and deal with them efficiently and timeously. During 2021/22, 131 complaint cases were received in relation to COVID-19. The PSD National Complaint Assessment & Resolution Unit (NCARU) resolved 38.2% of these by Frontline Resolution (FLR) through simple explanation, assurance or apology.

PSD identified the themes emanating from complaints and shared these with the Operation TALLA command structure in order to assist in shaping their communications strategy when issuing guidance to operational officers.

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

Operation TALLA Logistics Cell has been responsible for all Personal Protection Equipment (PPE) storage, supply and distribution from the outset of the pandemic due to demand outstripping business as usual (BAU) capability. Regular review, and working closely with Corporate Services partners, has maximised the efficiency of resources and allowed a gradual release of officers back to their substantive posts as the processes have been implemented, enabling the full transition of PPE management over to BAU.

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

A range of interventions have been put in place for our officers and staff in recognition of the wider professional, personal and social implications and restrictions that the pandemic and associated guidance and regulations place on them. Part of this includes the work from home guidance which has been extended until 01 June 2022 in response to increasing case numbers and absence rates.

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

Throughout the year, Digital Division has continued to deliver against requests for service in relation to COVID-19, these include office moves to support physical distancing and the safe distribution of equipment.

Throughout December 2021, Digital Division worked with colleagues from Operation TALLA to ensure processes were in place to review and fulfil demand, where possible, to further support the requirements of the organisation following the emergence of the Omicron variant and Scottish Government guidelines.

Further support was provided to C3 Division to implement two metre distancing within the service centres. Work also continued with Criminal Justice Services Division to support virtual courts and evidence provision.

Digital Division has turned their attention to planning to help support a phased return to office working for some staff on 01 June 2022. This includes ensuring sufficient processes and stock are in place to support a return to the office environment.

The returned focus on BAU and Transformation has allowed the continued development of priorities such as Digitally Enabled Sharing Capability (DESC), Unified Communications and Contact Platform (UCCP) and National Integrated Communications Control System (NICCS).

Work is underway to develop an Organisational Learning Strategy for 2022/23 and an Organisational Learning Framework and Model. An Organisational Learning Strategic Group will be formed in the near future with representation from key stakeholders across Police Scotland to drive this work.

**OP TALLA Strategic Objective 8
- Undertake financial planning, budgeting and monitoring to ensure that the financial impact of the organisation responding to the new demands of operating in a COVID-19 environment can be understood and managed, whilst ensuring that financial control, governance and discipline are maintained throughout the response**

The operational and financial implications of COVID-19 has been monitored closely throughout the financial year to determine the overall impact on our 2021/22 budget position.

The 2021/22 budget approved by the SPA Board on 24 March 2021 included £15m of additional one-off funding to support the in-year impact of COVID-19. The provisional outturn indicates that £11.7m of this funding will be required to cover the additional costs and loss of income attributable to COVID-19.

No incremental capital costs have been incurred during 2021/22.

Along with the focus on the longer term budgetary impact of operating in a COVID-19 environment, Finance continues to provide ongoing support and challenge to ensure that financial control, governance and discipline are maintained.

**OP TALLA Strategic Objective 9
- To ensure all residual Operation TALLA related work is mainstreamed as the force enters the Recovery phase and transitions back to normality, post-pandemic. We will continue to safeguard our own people ensuring we continue to best serve the communities of Scotland**

As the country has started to emerge from the COVID-19 pandemic, Police Scotland continues to review our own response and has started to resume business as usual processes across the force. This has been achieved through a planned transition, aligned to the levels of the Scottish Government's Strategic Framework, and has resulted in an incremental and proportionate release of Operation TALLA resources back to their substantive posts.

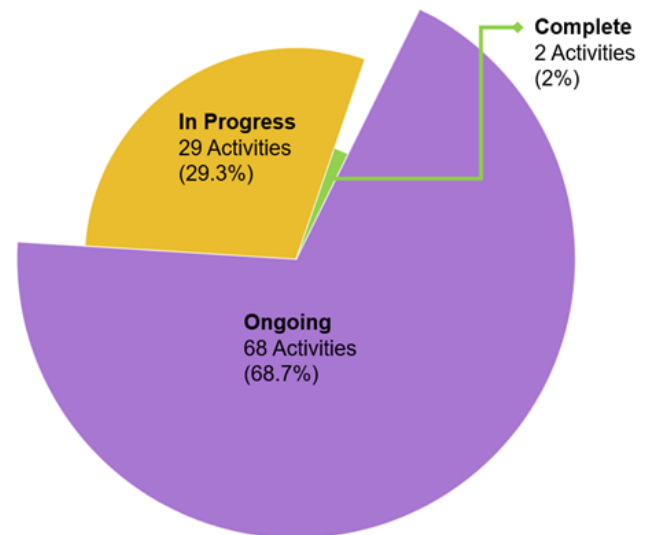
The Operation TALLA Command Support Structure is regularly reviewed along with the resources within the Operational Delivery Team to ensure both are proportionate to demand. As we have started to recover from the pandemic, Business Continuity lists have been maintained, retaining the capability to re-activate Operation TALLA at short notice if required.

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 2021/22](#). 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 case studies 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 complemented by the [Bi-Annual Progress Report](#), released in November 2021, 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



Status definitions

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

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

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

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

A full breakdown of activity progress can be found within [Appendix I](#).

Strategic Outcome 1:

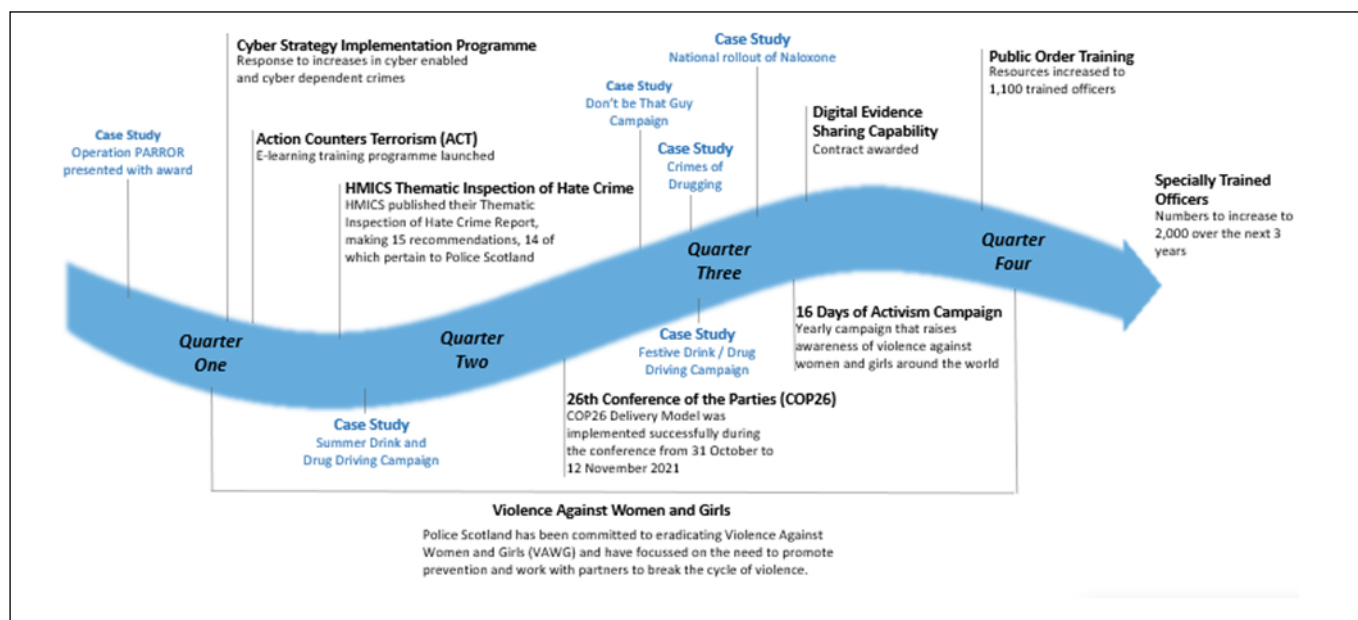
Threats to public safety and wellbeing are resolved by a proactive and responsive police service

Police Scotland's objectives are to:

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

Timeline

The following timeline provides an overview of some of the significant events and case studies which have occurred in this Strategic Outcome over the year. Further context on many of the points shown in this timeline are provided within the body of this section.



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. Case studies are included to highlight Police Scotland key successes and challenges experienced during 2021/22.

Violence Against Women and Girls

Police Scotland is committed to eradicating Violence Against Women and Girls (VAWG) and ensuring a focus on the need to promote prevention and assist in breaking the cycle of violence. Working in partnership with organisations that support women and those engaging with younger people exposed to and involved in violence, Police Scotland aspires to having the greatest possible impact across Scotland.

'Equally Safe', Scotland's strategy for preventing and eradicating VAWG, was developed by the Scottish Government and Convention of Scottish Local Authorities (COSLA) in association with a wide range of partners from public and third sector organisations. Police Scotland National Public Protection work closely with the Scottish Government and partners to support the delivery of 'Equally Safe'.

Police Scotland continues to work closely with VAWG partnerships at both national and local levels on a range of activities and initiatives. There is a clear and unequivocal message running through all activities and initiatives, that violence against women and children will not be tolerated and that a bold and unapologetic approach is needed to achieve necessary improvements, linking systematic gender inequality with the root causes of violence against women.

A comprehensive review of the national policing response to Public Protection has been commissioned. Following initial scoping and planning work, it has been agreed the work should be broader than a review of demand, resources and structures. As such, this will become a programme of work to improve national and local approaches, enabling Police Scotland to continue to adapt and respond to shifting demand and vulnerabilities. A Public Protection Development Programme Board has been established to ensure appropriate governance and work is commencing on internal and external engagement and communication.

16 Days of Activism Campaign

Every year from 25 November (the International Day for the Elimination of Violence against Women) to 10 December (Human Rights Day) the '16 Days of Activism' raises awareness of violence against women and girls around the world. The global campaign sees communities, non-governmental organisations and charities holding events aimed at raising awareness of violence against women in an effort to influence behaviour and secure political commitment to ending it.

Police Scotland is a recognised supporter of the campaign with representatives from various business areas attending local and national events organised by partner agencies. Specialist Crime Division Public Protection, in collaboration with Corporate Communications, primarily focused on the #GetConsent and #ThatGuy campaigns in addition to supporting our other key messages regarding domestic abuse.

Each day of the campaign focused on different aspects directly related to the organisational commitment to the prevention and elimination of violence against women and girls, including rape and other sexual offences, human trafficking and domestic abuse

Moving forward, Police Scotland has started a conversation to try and influence societal change in terms of male attitudes towards women and to encourage discussion around this issue and also encourage men to call other men out. Future campaigns will seek to develop the "That Guy" concept and brand. Changing embedded male attitudes will take time, although there's growing momentum in wider society for change.

Case Study – Don't Be That Guy Campaign

Based on evidence, Police Scotland's sexual crime prevention campaign drew a link between behaviours driven by sexual entitlement and serious sexual offending against women and girls. The campaign encouraged men, aged 18-35 years, to reflect on their own language and behaviour about, and towards, women, and to tackle entitlement behaviours within their own peer groups.

The primary impact of the campaign was an immediate increase in public confidence towards Police Scotland amongst women and girls (at a time of much public discourse regarding officer conduct).

The campaign involved a number of elements including a 60 second flagship film. Around eleven social media influencers were recruited who created original content or shared campaign messaging with their own social media followers.

Visitors to the campaign website were not only from the UK, but significant numbers also visited from countries including Australia, United States, Germany, Spain, Canada and New Zealand. It is estimated the 60 second film was viewed a minimum of four million times worldwide. A number of celebrities, actors and high profile individuals shared the campaign content on Twitter.

A range of commentary, translations and copycat content was created across the world including in Spain, Australia, Japan, Peru, Brazil, Portugal and Germany.

This campaign has had the highest reach of any Police Scotland campaign to date. It is likely it has had the highest reach of any UK policing campaign in recent times. However, the focus remains on the primary objective: changing male behaviour. This is a huge challenge and will require consistent reinforcement of the campaign messages over many years.

This campaign was nominated in two categories of the Drum Digital Advertising Awards and won Best Public Sector Campaign. The campaign has also been nominated for five awards in the UK Roses Creative Awards announced on Friday 22 April 2022. Final awards will be revealed at the end of May 2022.

Drugging

Between April and December 2021, there were 355 crimes of drugging reported, a substantial increase on previous years. This rise occurred predominately from October to December 2021, coinciding with increased media reporting and social media discussion of this type of incident, particularly focused around the potential for substances to be administered to victims via needles.

Victims were predominately female, and the majority of incidents were reported to have taken place in licenced premises. Most of the crimes reported in this area were raised within seven days of the incident occurring, a significant increase in average speed of reporting time over the last three years.

Case Study – Crimes of Drugging

As a result of this emerging issue, Police Scotland quickly established a Gold Command Structure to coordinate its response to the problem. Gold and Silver Group meetings, as well as meetings with partners, were regularly held in order to analyse and share data and intelligence to fully understand the scale and the impact of the issue. Key stakeholders were fully engaged and a communications toolkit was prepared by Police Scotland Corporate Communications to promote consistency in key messaging.

Police Scotland also engaged with the National Police Chiefs Council's response to drugging in order 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.

26th Conference of the Parties (COP26)

The COP26 Delivery Model was implemented successfully during the conference with divisional planning units working effectively with partners to balance support to COP26 with business as usual. Provision of officers on secondment and via mutual aid was facilitated whilst at the same time maintaining sufficient resources to effectively maintain service delivery. Local resilience partnership working within divisions ensured effective joint understanding of threats and risks ahead of the event.

During the conference period, there were over 40,000 visitors and more than 12,000 officers deployed. In addition to dealing with daily policing operations, the officers secured 62 key venues, protected and patrolled four miles of waterway and engaged with 66 partner organisations.

Both the mounted and dog branch, supported by mutual aid, were deployed during COP26. Despite the scale of the conference and potential for conflict, the policing operation led to only 97 arrests with identified protest groups engaged with 125 times over the period.

A Recovery Plan was implemented for 3-4 weeks following the conference and included provision of an overtime budget and hire cars to each Local Area Command. This successfully addressed backlogs in crime reports and other routine / lower risk tasks which had required to be paused. A debrief with local and national senior management teams and key partner agencies was held to gather feedback, learning points and best practice for future events.

Brexit / International Law Enforcement

Police Scotland has identified a number of opportunities to consolidate our capabilities around international law enforcement cooperation and coordination which will play a greater role in our response to the growing threat from international criminality. We are alive to developments within cyber enabled technology and its impact on crime in Scotland to ensure we are at the forefront of new innovations and initiatives both nationally and internationally, in order that we maintain pace with evolving criminality.

There is an ongoing commitment to expand our usage of Interpol services that will further mitigate our loss of access to EU Law Enforcement Tools post-EU Exit. This is critical in order to keep our communities safe and will be part of an ongoing exercise within the International Bureau to reach out to business areas across the Force and build on our existing reach with Interpol services. The roll out of the International Law Enforcement Platform (ILEAP) is now in focus for Police Scotland.

Public Events

Whilst COVID-19 restrictions have changed the way in which we engage with partners, both internal and external, Police Scotland continue to preserve the public's use and enjoyment of crowded places, while ensuring that their safety has been considered. This has been achieved through continuous engagement with stakeholders, utilising alternative methods of engagement where appropriate. The use of Project Servator at such venues and key events has enhanced public reassurance messaging, delivered in parallel to Security Minded Communications on all social media channels.

Planning for COP26 ensured that Police Scotland, and partners, were, and remain, fully prepared to respond to a terrorist attack, planning which was reinforced through a significant testing and exercise programme.

Public order trained officers resources have increased from 1,100 trained public order officers in January 2020, to 2,250 (13% of the establishment) in January 2021. Public order resources are expected to naturally drop predominantly due to retirements and settle at 12% of the establishment level, which has been identified as an optimal level to provide significant resilience across Scotland for spontaneous incidents and pre-planned events.

Initial training to increase the current cadre of around 500 Specially Trained Officers (STOs) to around 2,000 has begun. This uplift will be carried out over the next three years.

Child Sexual Exploitation

SCD Public Protection has engaged in the Horizon Europe Project – Prevention of Child Sexual Exploitation (CSE). The project's main agenda is to develop understanding and approach to avoid the victimisation of children by engaging Minor-Attracted People (MAPs) and providing them with the necessary support, treatment and guidance to help prevent criminal activities.

Further development and rollout of the Partners Intelligence Portal continues. This secure and confidential electronic system has been developed for use by our partner agencies to submit key information they learn during the course of their work with a focus on targeting the physical or sexual abuse, neglect, exploitation or trafficking of the vulnerable in our communities.

Case Study – Get Help or Get Caught

During 2021/22, two further phases of the Online Child Sexual Abuse (CSA) #GetHelpOrGetCaught online grooming campaign were implemented. As before, the main aim of the campaign was to engage with perpetrators and to provide information for victims, family members and carers about child sexual abuse and the support available for them via our social media channels and the Police Scotland website. This saw a further 32,000 unique individuals visit the Stop It Now! Website from Scotland (the actual figure is probably significantly higher however accurate measurement is not possible due to cookie control opt-outs).

The campaign was also recognised in three national creative and marketing awards. In the Roses UK Creative Awards the campaign won two Gold awards and the Chairman's Award for best first time entry. In the Marketing Society Scotland Star Awards – it won Silver in the Marketing in Society category. The campaign was also nominated in the international PR Week Purpose Awards.

Operation PARROR

Over the past year we have continued to transform our investigative approach to National Online Child Abuse Prevention (NOCAP) and Online Child Sexual Abuse and Exploitation (OCSAE) under Operation PARROR. Reversing pre-Operation PARROR allocations and taking significant demand away from Local Policing, National Child Abuse Investigation Unit OCSAE now progress around 85% of NOCAP investigations across the force, providing a more stringent national response to demand, risk assessment, triage and prioritisation.

Ultimately this ensures we deploy our finite resource to enquiries presenting the highest risk of harm. This continued reform under Operation PARROR has led to the execution of 1,311 NOCAP Investigation enquiries since September 2020 and 48% of these enforcements have led to the recovery of OCSAE material. A total of 1,170 children have been protected through this work and 667 people arrested. During this period, 61 Archived Registered Sex Offenders (RSO) and 72 RSOs have been targeted.

Case Study – Operation PARROR

Online Child Sexual Abuse and Exploitation (OCSAE) is a key priority for Police Scotland. The risk has significantly increased throughout the global pandemic, with young people spending more time online. During this period Police Scotland established a taskforce featuring existing and seconded Specialist Crime Division resources, for a critical targeted intensification period tackling OCSAE.

The taskforce focused on intelligence development, investigation and enforcement with full Digital Forensic support. A variety of risk assessment tactics were utilised to prioritise enquiries which presented the highest risk to children. The response provided significant positive impact to protecting children and arresting offenders.

This taskforce demonstrated how Police Scotland responds effectively to the changing nature of our communities and the threat, risk and harm in the virtual space. The success of Operation PARROR led to the operation being presented with The Greatest Contribution to Policing award, and the Chief Constables Award at the 2021 Chief Constables Bravery and Excellence Awards.

Domestic Abuse

Tackling domestic abuse remains a priority for Police Scotland and we are committed to working with our partners to reduce the harm it causes and ultimately to eradicate it.

During the last year there has been ongoing and consistent engagement with statutory and non-statutory partners as part of the Scottish Government Violence Against Women and Girls COVID-19 group, National Police Chiefs Council COVID-19 group and Safe at Home in Scotland Network to deal with coordinated service responses during the pandemic.

There has been consistent messaging on multiple online and offline platforms including podcasts, videos, newspaper articles and social media chat sites as part of the overall communications and engagement strategy. Messaging has focused on providing reassurance to the public, communities and partner services that effective responses to domestic abuse has remained a high priority for Police Scotland.

At an operational level, Police Scotland utilises a 'three tiered approach' response to the policing of domestic abuse; local operational policing, divisional specialist domestic abuse investigation officers and national Domestic Abuse Task Force / Coordination Unit. This established tiered approach ensures domestic abuse victims across Scotland received a police response tailored to the particular circumstances of their case.

Cyber Strategy

During the COVID-19 pandemic, and over the longer term, increases in cyber dependent and cyber enabled crimes were noted. In response, the Cyber Strategy Implementation Programme was established to enhance Police Scotland's position in relation to the threats posed by cybercrime.

This programme supports the force priorities of tackling priority crime types and organisational objectives contained within other enabling strategies, including the Digital, Data and ICT Strategy (DDICT). A 4P's approach has been taken when dealing with cyber related threats (Pursue, Protect, Prepare and Prevent), in line with the NPCC led 'Team Cyber UK' methodology.

In addition, the Cyber Security Strategy, as it develops, continues to make good progress on a number of fronts. Several key technical solutions are in the final stages of testing, including the new Security Information and Event Management (SIEM), Secure Web Inspection (aka SSL), Intrusion Prevention System (IPS) and secure backups using tamper proof technology.

The Scottish Cyber Co-ordination Centre (SC3) was officially announced by Deputy First Minister (DFM) John Swinney at the Cyber Scotland event. The SC3 project, initiated by Scottish Government (SG), has key individuals from Police Scotland Cyber Strategy Implementation Programme and SG identified to form an initial project team. The Cybercrime Harm Prevention work stream will focus on public health prevention and partnership, protecting and safeguarding. Cyber Technologies and Training projects will support improvements in investigating criminality. The External Centre of Excellence will improve and enhance partnership working.

The Cyber Strategy Implementation Programme (CSIP) Training & Capability Project has recently received Request for Information (RFI) returns from potential training providers. Analysis work on those RFIs is underway to develop a set of requirements that will seek to review current training for cybercrime and develop a training pathway for operational officers leading up to specialist training. It is recognised that the global nature and growth of cyber-crime will be a challenge for the foreseeable future for policing, partners and communities.

Road Safety

The New Driver Early Intervention Scheme (NDEIS), targeted at 17 to 25-year-olds, aims to influence driver attitudes and behaviours whilst providing a reminder of the responsibilities a driver has for themselves and other road users.

The NDEIS has been rolled out nationally throughout Police Scotland's divisions. Partners, such as Scottish Fire and Rescue Service, have adopted the scheme and deliver it in conjunction with Police Scotland to internal and external groups. Several local authorities have adopted the scheme for delivery to modern apprentice / skills and employability students.

Road Policing's National Calendar of Road Safety Activity was successfully delivered during 2021/22. These campaigns, many involving our road safety partners, promoted the safety of all road users but particularly the vulnerable.

They included campaigns such as:

- The National Speeding Campaign during January 2022. This campaign focused on high visibility speed enforcement activity at prominent speeding locations, highlighted by analysis and / or local community concerns.
- The National Seatbelt campaign during February 2022. Analysis of data indicates that the lack of seatbelt usage remains a critical contributory factor in many serious and fatal injury collisions.
- Operation Close Pass was delivered throughout 2021/22, promoting safe road use when passing cyclists and highlighting strengthened guidance in the latest version of the Highway Code.

Case Study – Section 5a & Police Scotland's Drink / Drug Drive Campaigns

Drug driving legislation introduced under Section 5a of the Road Traffic Act 1988 is proving to be a successful road safety tool in Scotland, with a high number of impairment offences detected across the country.

Summer Drink / Drug Driving Campaign

Traffic levels returned to normal over the summer and in many popular tourist areas were significantly higher due to restrictions on foreign travel. This force wide campaign, supported on social media by Corporate Communications, provided an opportunity to focus on reducing road casualties by increasing awareness of the risks associated with drink / drug driving. During the campaign 427 roadside breath tests, plus 75 roadside drug screening tests, were carried out. A total of 156 drink / drug driving offences were detected during the campaign.

Festive Drink / Drug Drive Campaign

Police Scotland and the Minister for Transport led the Festive Drink / Drug Drive Campaign launch in Glasgow at the start of December. The case of Niki Smith was highlighted. She kindly worked closely with Corporate Communications and our launch partners to outline the life-long impacts on her after she innocently accepted a lift from a drink-driver. During this analysis and intelligence led campaign, Police Scotland officers carried out 2,965 roadside tests with 628 drink or drug driving offences being detected.

Criminal Justice Services Division (CJSD)

As part of the Justice Recovery Programme, Scottish Government has provided £50 million in additional cross-justice funding. This is providing necessary targeted resources towards courts, Crown Office and Procurator Fiscal Service (COPFS), police and Community Justice to support the recovery programme. A number of work streams are working to support this programme alongside our partners.

Custody

CJSD Healthcare and Interventions currently provide National Custody Suite data to Health Boards, for joint report purposes, in regards to people who have attended custody and required healthcare. A recent review was carried out on the joint report with the recommendation of more data from the vulnerability question set to identify those with one or more complex needs broken down into categories. Health Boards have been asked for feedback but the new format should provide more useful data to NHS and policing divisions on vulnerabilities of those entering police custody centres and what interventions are required in each area.

The divisional Custody Peer Mentor scheme, overseen by the Positive Outcomes Project, consists of two experienced individuals from the criminal justice charity Aid & Abet. They have access to people in police custody and identify aspects of their lives where they may need support, linking them with the appropriate support services on their release. In the first four months of operation, custody peer mentors have interacted with more than 200 people in police custody and almost half of those have accepted onward referral assistance from other organisations, to help with a huge variety of issues including addictions, anger management, mental health difficulties and coping with bereavements.

The Non-Fatal Drug Overdose Group is a joint initiative between the Positive Outcomes Project and Glasgow and Clyde Health and Social Care Partnership (GCHSCP) nursing staff from the Crisis Outreach Team based at Stobhill Hospital. The group meets bi-weekly and shares information between Police Scotland and the NHS about people encountered by both services and the Scottish Ambulance Service during, or shortly after, a non-fatal accidental overdose of illegal drugs. Trained staff from the Crisis Outreach Team and the Positive Outcomes Project then provide outreach assistance to people, proactively and assertively engaging them in drug and alcohol recovery services and providing a minimum intervention level of harm reduction advice.

Custody police officers in the Naloxone Test of Change custody centres have been trained to carry and administer naloxone. Due to the success of the Test of Change there will now be a national rollout and consultation has already started with the Trade Unions to pave the way for Criminal Justice Police Custody and Security Officer (CJPCSO) Custody staff to be included in the national roll-out.

Case Study – National rollout of Naloxone

Naloxone is an emergency first aid reversal agent for opioid-related overdoses and Police Scotland ran a Test of Change programme from November 2020 where specially trained officers were provided with these lifesaving kits. The three testbed areas were Falkirk, Dundee City, and Glasgow East. Results from the Test of Change between May 2021 and October 2021 saw 51 administrations of naloxone to unconscious and unresponsive people. These incidents included calls to police of unresponsive people as well as officers on patrol being stopped by members of the public with concerns for individuals.

Following the interventions by officers and use of naloxone, the individuals received sufficient medical care to make a full recovery. As a result of the successful Test of Change period, the use of naloxone will be rolled out nationally to all operational officers. Work is currently ongoing into securing stock of naloxone and training and equipping over 12,000 officers.

National Police Care Network is working closely with the Drugs Death Task Force MIST (Mat Implementation Support Team) to implement Medication Assisted Treatment (MAT) standards in custody. This is a complex process and Inverness custody centre will be the focus to test the implementation pack, paperwork, process pathway alongside key staff for comment and feedback before a national roll-out is considered. MAT Standards was introduced by the Drugs Death Task Force to provide a person centred approach to those who are vulnerable to drugs death. Offering MAT standards to those within all police custody centres is a key priority of the Police Care Network and supported by CJSD.

Harm Reduction Strategy

Criminal Justice Services Division (CJSD) Harm Reduction Strategy is now entering year two with a redacted version of the strategy now available for the public to view through Police Scotland's external website.

The introduction of Custody, Support and Intervention Champions on each custody shift and providing them access to NHS Trauma Informed and Motivational Interviewing training has increased the number of people in custody now being offered harm reduction. Every person in custody is now provided with a 'Harm Reduction leaflet' along with their letter of rights which informs them of arrest referral and with consent that support can be provided. The introduction of an Interventions Sergeant has allowed a focused approach to identify intervention gaps linked to the strategy and work with local authorities and third sector organisations with a view to providing more equitable opportunities of support across Scotland.

Deliver the Digital Evidence Sharing Capability (DESC)

Digital Evidence Sharing Capability (DESC) is a programme of work to deliver operational and legislative change, supported by new technology, for the collection and sharing of digital evidence at every stage of a criminal case and prosecution across the criminal justice sector. The programme is a collaboration between criminal justice sector partners - Police Scotland, Crown Office and Procurator Fiscal Service, Scottish Courts and Tribunals Service, and the defence community supported by the Scottish Government. The programme is one of the leading collaborative technology programmes in the world.

The DESC contract was awarded by Scottish Government to Axon Public Safety (UK) Ltd in October 2021. The DESC partnership project team is working through stakeholder engagement, joint design workshops and finalising the delivery plan for the project. Additional staff, funded by Scottish Government (funding agreed for 2022/2023), for the delivery of DESC have been recruited across the partnership and are in place going forward.

Counter Terrorism

The Action Counter Terrorism (ACT) e-learning has been introduced recognising that locally deployed officers are likely to have first contact with any terrorist incident, or potential terrorist. With this in mind, the ACT e-Learning training programme is mandatory training for all officers up to, and including, the rank of Inspector. This ensured that shared roles and responsibilities, relative to the threat of terrorism, were delivered across the organisation.

There is a robust governance structure in place across Police Scotland, ensuring CONTEST is delivered on both local and national levels. A cadre of Counter Terrorism Liaison Officers (CTLOs) support divisional CONTEST leads on a more local level whilst nationally, the four strand leads report direct to DCC Crime & Operational Support. Coordinated Pursue, Prevent, Protect and Prepare meetings ensure that the regional, national and international threat picture is understood, whilst creating a structure which allows for flexibility and autonomy to focus on the local impact across Scottish communities.

Strategic Outcome 2:

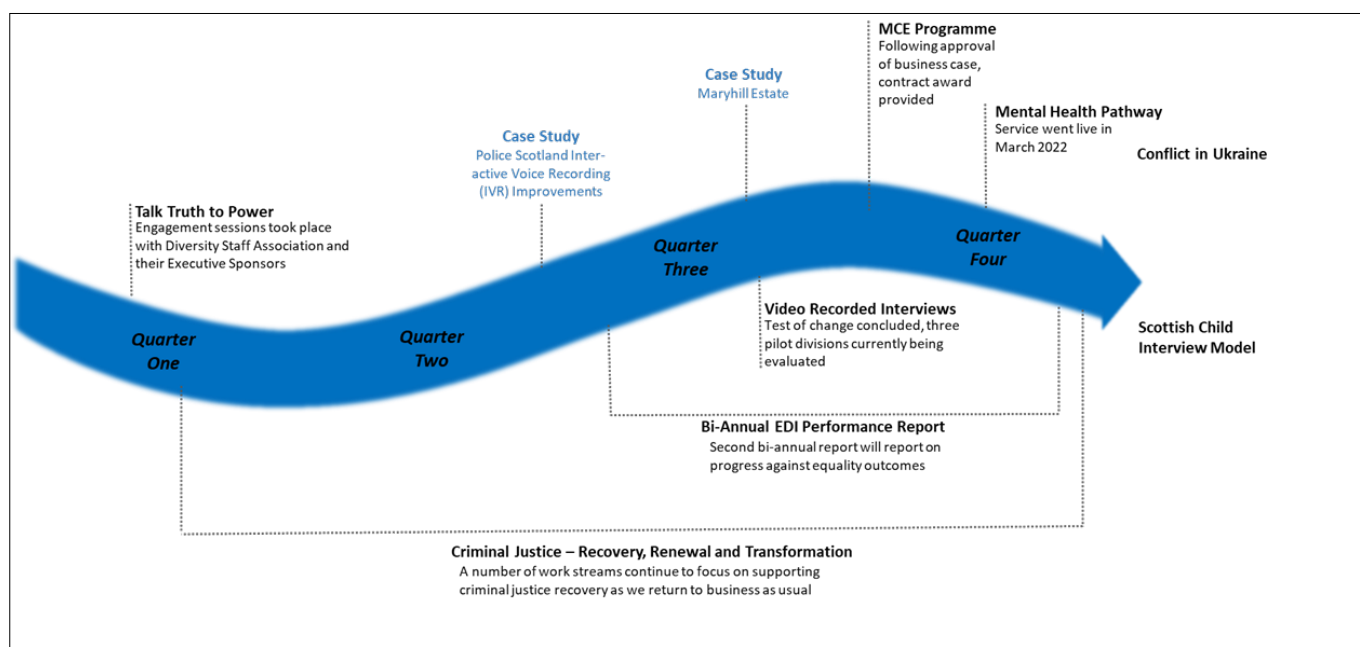
The needs of local communities are addressed through effective service delivery

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 following timeline provides an overview of some of the significant events and case studies which have occurred in this Strategic Outcome over the year. Further context on many of the points shown in this timeline are provided within the body of this section.



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 case studies have been included.

Asylum seekers

Police Scotland has a clear responsibility to ensure the safety and wellbeing of people, places and communities, while taking a human rights based approach to everything we do. Given the ongoing situation in Ukraine, Police Scotland is working with partners to welcome and support those fleeing the conflict and to ensure their needs are met while in Scotland. Work is ongoing to further develop processes for signposting individuals to partner agencies who can provide welfare support and guidance continues to be published for officers and staff.

Throughout the year, across the country, Community Policing Teams have been actively engaging with asylum seekers. As part of a multi-agency team, officers have provided information about the values and role of police officers in Scotland along with a number of community safety issues. We have assisted partners with identifying and responding to additional health and social care needs of any asylum seekers. Dedicated Asylum Seeker Liaison Officers work with partners and the community to build and maintain good relations with those involved, to ensure issues can be quickly identified and rectified.

Local policing divisions also have a strong link with homeless teams, humanitarian projects and Diversity and Equality and BAME Groups. Divisions continue to work in partnership with Local Resilience Partnerships (LRPs) and local authorities to ensure a collaborative approach.

Community Engagement

Schools/youths

As part of our ongoing commitment to young people, Community Officers have engaged in discussions with young people at local schools. This engagement has initially been with more senior pupils on a variety of topics including understanding the impact of the COVID-19 pandemic, concerns around gender based violence issues and the behaviours of younger pupils. Open and challenging debates about the role of police in communities

and the impact of external issues on the relationships between police and young people has also been carried out. It is hoped this will inform the way police engage with schools and inform work ongoing with the local authority to commission a strategic needs assessment for our young people.

Outreach officers

Partnerships Prevention and Community Wellbeing (PPCW) Division recently gained Local Policing Management Board (LPMB) sign off to create the position of Outreach Officer. These officers will be based in deprived communities and their role will include a high level of community engagement, better understanding the issues and their drivers affecting members of the public. This will play an important role in connecting communities with local resources but also help divisions provide an opportunity for them to reflect the needs of communities more appropriately within their Local Policing Plans.

PPCW is also working with the Scottish Police Authority (SPA) in their Deprivation and Confidence Action Research initiative. This will see officers from PPCW Division work alongside SPA research staff as they engage with communities across Scotland to better understand what factors influence confidence as well as what can be done by policing and partners to improve confidence in our service.

Use of social media

Local policing divisions employ widespread use of social media and campaigns in an effort to connect with hard to reach groups. Social media platforms are utilised to engage and inform our communities of key messages. As well as providing crime prevention advice and crime investigation appeals and updates, the publication of national surveys aimed at getting opinions and ideas forms a major part of this social media strategy.

Contact, Command and Control (C3) Division

Contact Assessment Model (CAM)

Throughout the year Police Scotland has maintained their services within C3 Division, despite increased and varied demands, high ongoing absences, and the difficulties created by necessary social distancing within the workplace. These conditions have been compounded by further displacement demand by those partners providing a reduced service. Police Scotland has prioritised the answering of 999 calls and our performance in this area remains strong.

During 2021/22 the average call answer time for non-emergency calls to our Police Scotland Service Centre increased. This increase has been brought about by numerous factors, primarily the introduction of the Contact Assessment Model (CAM) and the impact of COVID-19.

CAM, and the Threat Harm Risk Investigation Vulnerability and Engagement (THRIVE) methodology, provides an improved response to caller vulnerability, whilst also reducing unnecessary deployment of police resources to incidents. It is exactly these reasons that has made CAM vital during this challenging period and also led to its accelerated roll out during the COVID-19 pandemic.

The introduction of CAM forecast an increase in the duration of calls, resulting from the more in-depth initial THRIVE information gathering exercise to ensure the call was resolved in the most appropriate way.

Divisions continue to be fully engaged and supportive of the CAM and continue to liaise with the dedicated team to establish if there are any changes to local delivery that can provide enhanced service to the public. For example, Ayrshire Division is currently exploring the management of diary calls in the sub-divisions to establish if these can be allocated in a more effective manner.

Case Study – Maryhill Estate

In 2021, transformation of the Maryhill Estate took place in conjunction with ICT and Estates. Maryhill was initially set up for C3 Division to provide call handling facilities for use during business continuity. However, the site has now evolved and has been critical in supporting our day to day operational delivery as a result of the Health and Safety guidelines relative to the COVID-19 pandemic, and associated restrictions. This facility has enabled Police Scotland to maintain a level of operational capacity throughout a challenging period which included the delivery of Operation URRAM in October and November 2021.

This site has the capacity to accommodate 21 call handling workstations and continues to remain a fully operational option for C3 and has also developed into a dual function training suite housing our Learning Academy. The availability of this site has enabled the organisation to manage fluctuating demand throughout a period where public expectations increased and other public sector organisations were not able to operate to the same capacity to deliver their services. Maryhill continues to regularly provide additional call handling capabilities and flexibility to allow increased opportunities for overtime for staff and is now a key part of the C3 Division estate.

Modernised Contact and Engagement (MCE)

Periods of high demand on the 101 number along with the requirement to prioritise 999 calls, has led to longer delays during busy periods. However, further changes to our Interactive Voice Recording (IVR) system which provides dynamic anticipated wait times to callers phoning 101 is expected to improve the customer experience and manage expectations at first point of contact.

Additionally, efforts continue to signpost callers to more appropriate methods of contact, including via Contactus emails and the force website, and likewise social media is used during periods of high demand to inform the public and provides the opportunity to educate the public on correct use of 101.

Digital Division is part of the Modernised Contact and Engagement (MCE) Programme board. There are two main areas on which the Digital Division is supporting the MCE Programme; the Police Scotland telephony system replacement, Unified Communications and Control Platform (UCCP) project and the National Integrated Communications and Command (NICCS) System.

Positive progress is being made across these significant projects. Following approval of the business case the contract award was provided in January 2022. Police Scotland has been engaging with the supplier of this contract and has conducted a number of workshops over the last couple of months. A statement of works has been issued with further progress expected by end of March 2022. The NICCS project continues through User Acceptance Testing to allow training to commence.

Case Study – Police Scotland Inter-active Voice Recording (IVR)

As the COVID-19 pandemic continued throughout 2021 causing reduced capacity in C3 sites, Police Scotland experienced significant challenges in being able to respond to a shift in demand and maintain service delivery to the public phoning 101. As a result, a Short Life Working Group was set up and a number of work streams were progressed in relation to improving our 101 call answering times. These included amendments to our existing ICT which led to improvements to the Interactive Voice Recording (IVR) options presented to callers at first point of contact. These amendments included:

- Encouraging use of email (Contactus) and sign-posting callers to the Police Scotland website for general advice and guidance.
- The introduction of dynamic anticipated wait times to improve the caller experience by managing their expectations.

To further this enhancement the Service Centre management team in conjunction with ICT introduced:

- An improved automated routing process for 999 and 101 calls.
- A 101 internal awareness campaign to address and reduce use of 101 by officers and staff.
- A new Work Force Agreement to introduce temporary Retention on Duty and Business Continuity payments to increase staff uptake on overtime.

This positive change to our operating model assisted in managing spikes in demand, improved flexibility and resilience and ultimately improved overall caller experience which is evidenced through a reduction in complaints.

Mental Health Pathway

The Mental Health Pathway (MHP) is a collaboration between NHS 24, the Scottish Ambulance Service and Police Scotland, supporting members of the public suffering from mental health issues calling Police Scotland to be referred directly to NHS 24 in appropriate circumstances, ensuring they receive the best support at the earliest opportunity. To enhance this work, Mental Health Nurse Practitioners (MHNP) will be co-located into the Police Scotland Control Room.

Training commenced for the MHNP on 01 March 2022 and a 'go live' for the service went ahead on 15 March 2022. This provides MHNP to each of the five Resolution Teams at C3 in Govan with a roll out focused on West Command initially and dates for North and East Command to be agreed.

To further assist members of the public who may be experiencing mental health issues, our Substance Harm Prevention Team is currently compiling details of support services within Police Scotland's Local Policing Divisions. This will assist officers in signposting members of the public who may require support with regards to mental health, as well as other issues such as substance addiction, gambling addictions, trauma or bereavement.

It is envisaged the directory of services will be available on the Force Intranet for officers to access as required on their handheld devices. Members of the public can then be provided with relevant contact details through request or proactively by officers who identify a person as vulnerable.

Additionally, our Criminal Justice Services Division Healthcare and Interventions Team continues to broaden the referral processes to third sector partners where suitable. The team ensures those arriving in custody with mental health issues, addiction to alcohol and/or drugs, have access to a range of meaningful support.

Criminal Justice – Recovery, Renewal and Transformation (RRT)

A number of work streams under Recovery, Renewal and Transformation (RRT), Healthcare and Interventions Team and Policy and Partnerships will focus on supporting criminal justice recovery as we return to business as usual. The RRT Team continues to work with partners to monitor the impact of Criminal Justice (CJ) delays and backlogs from lockdown periods, and to consider how all decisions taken to address these impact on public confidence and safety.

Police Scotland has been working with partner agencies to understand the direction and guidance put forward by the First Minister. A reduction in physical attendance at court events, and increase in the use of virtual technology has been put into place to support the Criminal Justice system and address outstanding backlogs in trials whilst seeking new processes which will bring efficiencies in processes.

Improved Services for Victims/Witnesses

Police Scotland continues its work to implement better provision for vulnerable witnesses including moving to a system of capturing testimony by means of a Visually Recorded Interview (VRI). The overarching aim is that this is of sufficient quality to be used as evidence-in-chief, thereby minimising the likelihood of the most vulnerable having to give evidence in court in person.

Police Scotland is a key participant, alongside other stakeholders, in the Scottish Government led Implementation Group for the Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019. The first phase of implementation for child victims and witnesses under the age of 18, for certain cases likely to be tried in the High Court, has been impacted by the COVID-19 pandemic in terms of training delivery to police officers but this will be expanded as the restrictions continue to ease. The Implementation Group has yet to agree when it will be appropriate to move to the next phase of implementation involving child victims who are under 16 years of age in Sheriff and Jury trials.

As well as being the reasoning behind the Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019, Lord Carloway's Evidence & Procedure Review was also what led to the development by Police Scotland and Social Work Scotland of the new Scottish Child Interview Model for Joint Investigative Interviewing (JII).

Drawn from international research and good practice, the Scottish Child Interview Model represents one of the most thorough and comprehensive training courses offered within Police Scotland, ensuring a trauma informed approach to securing best evidence whilst keeping the rights of the child and their best interests at the heart of any child protection investigation.

Further aided by Convention of Scottish Local Authorities (COSLA), implementation is well under way with the Scottish Child Interview Model live in practice across five policing divisions and nine local authority areas across Scotland. Steered by the Police Scotland and COSLA co-chaired JII Governance Group, a programme of training is scheduled to have the Scottish Child Interview Model fully implemented across all of Scotland by spring 2024.

Police Scotland is also training all new nominated Sexual Offences Liaison Officers (SOLO) in VRI and is developing a training strategy for our existing SOLO cadre (around 730) to upskill in VRI and the trauma informed approach. Further work is being undertaken to assess the suitability of the current estate, IT and costs associated with an expansion to business as usual.

Public Protection

Local policing divisions continue to work with the NHS and local third sector agencies such as Archway and Rape Crisis Scotland to support victims of sexual crime, and share learning to improve service to victims. Work undertaken includes the establishment of a Sexual Assault Referral Centre in Prestwick, Ayrshire and the opening of dedicated forensic medical suites, as well as identification of new possible locations to reduce geographical time and distance and associated anxiety of victims.

Victim feedback provided by Rape Crisis Scotland is shared with all SOLOs and Senior Investigating Officers (SIOs) so any identified learning is addressed. In Greater Glasgow Division, Police Scotland is a key partner of multi-agency strategic groups with oversight of the development and launch of Barnahus within both Glasgow City and North Strathclyde, which will improve the service provided to children and young people who are victims of sexual assault.

Strategic Outcome 3:

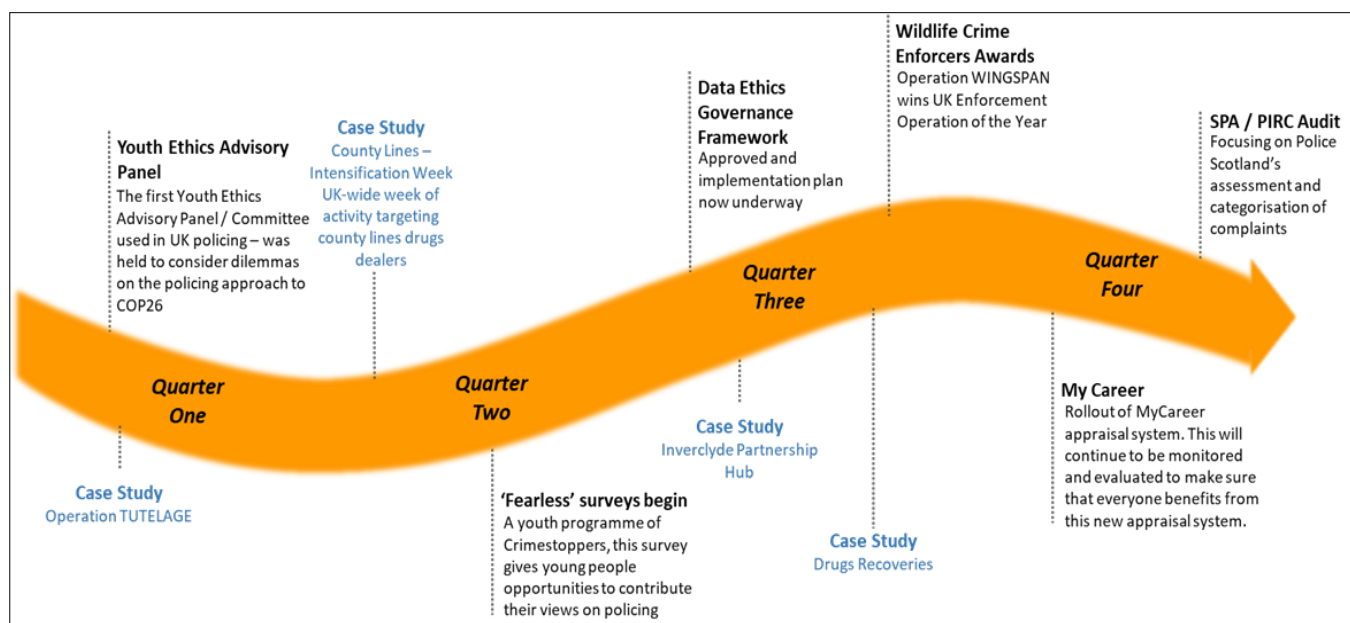
The public, communities and partners are engaged, involved and have confidence in policing

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

The following timeline provides an overview of some of the significant events and case studies which have occurred in this Strategic Outcome over the year. Further context on many of the points shown in this timeline are provided within the body of this section.



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.

Effective communication

Engaging all within our communities, even those in remote areas, is essential. One way in which this can take place is through Community Engagement forums and panels. Police Scotland coordinates Independent Ethics Advisory Panels which are an innovative consultation process to take the views of the public and communities in respect of ongoing work in the organisation that poses particular dilemmas. The panels can be geographically based, depending on the panel subject, but are also inclusive of children and young people through our bespoke Youth Advisory Panels.

During Quarter 1 2021/22, the Professional Standards Department's Ethics and Preventions Team, working in partnership with the Scottish Youth Parliament (SYP), established Youth Ethics Advisory Panels (YEAP) to engage the voice of Scotland's young people in police decision making. These sit as a tier of advisory panels alongside regional, national and independent. On 22 April 2021, the first YEAP – believed to be the first Youth Ethics Advisory Panel / Committee used in UK policing – was held to consider dilemmas on the policing approach to COP26.

A YEAP was held in February 2022 which focused on the issue of Patient Transport and the development of a policy, led by Criminal Justice Services Division (CJSD), which supports Police Scotland's involvement in the transportation of patients in the absence of ambulance availability. Further panels on this subject are to be held within all command areas. Over the coming year further ethical advisory panels are looking to consider Police Scotland's relationship with software to capture telematics data; Safer Drug Consumption facilities and the policing of same; and human rights issues.

Social Media

Social media is used across Police Scotland to share details of our activities and messaging. This can reach large numbers of people across a variety of age groups quickly, enabling us to communicate with the public at their own convenience. Police Scotland took part in the National Police Chiefs' Council (NPCC) social media survey which was shared on our social media platforms. The results of this survey will assist to inform the next iteration of our social media strategy and will be used as research for modern contact and engagement.

Internet

The Police Scotland website is also used extensively to engage with the public, where information on our local communities, advice and information, and the latest news is all accessible. We have developed a QR code which assists those who have access to a Smart phone or device to access the Police Scotland website and pages in respect of making a complaint or comment regarding the police. This is to be further expanded to include the 'Know Your Rights' section of the website to ensure children and young people are also clear about their rights and their legitimacy in making a complaint, comment, or compliment concerning Police Scotland. Within the Renfrewshire and Inverclyde Division there is the 'Fearless' mobile application which is similar in style to Crimestoppers however aimed at a younger audience. This application has since been installed in all of Inverclyde Local Authority Education Department's GLOW accounts for young people.

Involving our Partners

Police Scotland work in partnership with many different agencies throughout Scotland and the world. By coordinating efforts and learning from others we are better able to serve the people of Scotland and achieve our goals.

The CJSD continue to work collaboratively with many different organisations through its Continuous Improvement Team, Policy and Partnerships, Healthcare and Interventions, and Recover, Renew, Transform Justice Recovery Team. Ongoing work with our Criminal Justice, NHS Health Boards and external scrutiny bodies such as HMICS, PIRC, Healthcare Improvement Scotland and Independent Custody Visiting Scheme (ICVS) allows for robust public scrutiny of Police Scotland's activity and assist in changing work flow streams.

These collaborations also extend to Scottish Government approved third sector support groups and agencies who work to improve health and wellbeing of those who have been in custody to intervene and tackle cycles of offending and addiction. CJSD is currently engaging with Police Scotland Strategy, Insight and Innovation to develop a bespoke, externally provided, User Experience Survey for people who have been in police custody.

Police Scotland is committed to learning from our partners and responds to feedback gathered through surveys, complaints and ICVS issues. Regular meetings are held with partners across all areas to consult and collaborate on improvement activity. Matters highlighted by agencies such as HMICS, PIRC, and COPFS is actioned and learning communicated to staff through improved guidance and training courses.

Listening to the Public

To ensure that Police Scotland's services are relevant and effective, we use various surveys in order to allow the public to tell us what matters to them. On a monthly basis, user experience surveys are sent to people who have contacted the police where the matter was considered to have been resolved at point of contact, involve low level criminality, or of a non-criminal nature. The results of this survey are processed by an independent company on behalf of Police Scotland, allowing the results to be anonymous. The comments from the public are analysed and submitted for consideration through appropriate groups to consider and implement learning and improvements.

In partnership with Fearless, a youth programme of Crimestoppers, a regular survey was started in August 2021 to give young people a chance to contribute their views on policing in Scotland. To date there have been over 2,500 responses, with the survey utilising Snapchat and forms for young people in Polmont and care settings where appropriate. Alongside this there has been engagement sessions with young refugees and asylum seekers who are often unaccompanied to ensure that all voices in our communities are heard. A full report is due to be completed by Fearless and presented to our Executive Team by youth representatives this year.

Public confidence and user experience surveys form a core part of local policing. The results are distributed to policing divisions and used in delivery boards and scrutiny panels to identify factors which lead to a complaint and dissatisfaction. This helps to improve our service delivery and the early identification of emerging issues as well as providing a holistic view on the impact that events and incidents have on local communities. By listening to the public we are better equipped to protect people and promote wellbeing across Scotland.

Data ethics

The Data Ethics Governance Framework was approved in October 2021 and the implementation plan is currently underway. This includes socialising internally with relevant areas such as Portfolio Management Office (PMO) / Change and externally via the SPA Members Forum. In addition to this, the Data Ethics triage process is being piloted across a number of small projects such as Data Drives Digital, a programme to ensure that data is captured, managed, protected and accessible to the benefit of Police Scotland and its partners.

An audit was conducted by SPA and PIRC in March 2022 which focused on Police Scotland's assessment and categorisation of complaints. The aim of the review was to examine whether we appropriately consider complaints which appear to have impacted on human rights legislation. The results of this audit will assist in furthering our data ethics and improve processes.

Adapting to Change

Police Scotland remain open to ideas and innovations to assist in improving our communities. Services are designed and continuously improved to keep members of the public at the heart of all we do. One such example is our work with Neighbourhood Watch Scotland, where we are testing the potential for a new engagement tool which would supplement the well-used Neighbourhood and Rural Alert system. Consultation with partners including Wheatley, Trading Standards Scotland, and Scottish Fire and Rescue Service are ongoing.

To ensure our staff and officers provide the highest quality service to the public we are implementing the My Career development programme. Based on our Competency and Values Framework, My Career has the organisation's values of Integrity, Fairness, Respect and a commitment to upholding Human Rights at its core. The programme has a direct link to values-based policing, which reflects and represents our communities.

This is vital for public confidence and the consent from which policing draws its legitimacy. By assisting our staff to reach their potential they are better able to perform to the standards which the Scottish public expects.

We have also been adapting our communications with the public by the creation of an accessibility strategy to improve communication products for those living with a disability. The strategy details where alternative formats for communication products are required as well as beginning to address issues such as simplifying overly complicated text, interactive functions, and colour contrast on fonts for Police Scotland products. Going forwards Corporate Communications staff will be trained in these new approaches and provide guidance on making products accessible to other departments. This helps guarantee accessibility is considered at the start of a project and not as an afterthought.

Keeping Our Roads Safe

Police Scotland continues to actively work with all road safety partners to deliver the Road Safety Framework (RSF) to 2030. All of Police Scotland's 2021/22 RSF deliverable commitments were completed, including specific campaigns, initiatives and directed activity to increase the safety of vulnerable road users such as cyclists, motorcyclists and pedestrians. Work continues to strengthen local partnership forums across Scotland to better understand, inform and improve local road safety issues and priorities.

In partnership with Transport Scotland, an in-depth fatality study has been commissioned to analyse the causation factors of fatal collisions. This analysis will help inform our strategies for enforcement, engagement and safety improvements with the aim of reducing the number and severity of collisions in the future.

Also in partnership with Transport Scotland, we are piloting a third-party reporting Dash / Helmet Cam Portal which will allow members of the public to directly upload video images of inappropriate or dangerous driving behaviour. Police Scotland is working closely with Cycling Scotland, Cycling UK and other interested parties as we develop this initiative.

Over the last year Police Scotland has increased the use of diversionary courses to educate those drivers who put others at risk by driving in a careless manner. Where appropriate, a referral to a diversionary course is the preferred disposal for such offences, engaging with and educating drivers to improve their driving behaviour.

Case Study – Operation TUTELAGE

Operation Tutelage is a UK-wide initiative aimed at reducing the number of uninsured drivers. Police Scotland joined this initiative in April 2021. Through the use of Automatic Number Plate Recognition (ANPR), the registered keepers of vehicles with no insurance are identified and given the opportunity to take immediate remedial action. As of the end of February 2022, 15,178 letters have been issued with a compliance rate of 72.1%. This initiative has received positive feedback from the public and a further project is currently being developed to utilise the technology to tackle other offences in a similar way.

Working Together

Working in partnership with local groups, public, third and private sector organisations allows Police Scotland to adopt best practices, share learning, and achieve more in safeguarding our communities. The wealth of experience and knowledge which our partner agencies bring to policing cannot be calculated and the diverse range of ideas, thinking, and services they offer assists in tackling some of the most difficult and complex issues we encounter.

One of the many examples would be the Community Planning Partnerships held across Scotland with agencies such as local authorities, The Crown Office and Procurator Fiscal Service (COPFS), the Care Commission and the voluntary sector. In partnership we come together to develop a joint vision to address key social, physical and environmental issues by setting outcomes for performance through Community Plans.

Such work is assisting Scottish communities as we recover from the restrictions and hardships which COVID-19 brought to Scotland.

Case Study – Inverclyde Partnership Hub

A radical review of how partnerships are engaged with took place within Inverclyde and, as a result, an innovative Inverclyde Partnership Hub has been implemented. This new approach involves Police Scotland working with key partners such as Scottish Fire and Rescue Service, Inverclyde Community Warden Service, housing providers and local authority staff. Meeting three times weekly we collectively discuss risk community related issues. This approach helps identify and manage vulnerability, ensuring a collaborative approach whilst capitalising on each partner's legislative powers to achieve a common goal. The Partnership Hub has been such a success that Inverclyde Council has recently agreed to make this approach the new model for partnership working across Inverclyde.

Inverclyde has introduced the Fearless App (Crimestoppers) to every young person's education authority Glow account owned by Inverclyde Local Authority. Effectively, this development is a first in the UK, and provides all young people across Inverclyde with a digital platform to raise concerns they have about criminality in their communities and remain anonymous (utilising the same principles as Crimestoppers). It is anticipated this new development will increase community related intelligence across Inverclyde, as well as demonstrating to young people that their concerns matter. The Local Policing Commander's Fund continues to be utilised to support community focused activity.

Multi-agency Response

The emergency services in Scotland have a close working partnership and meet regularly in both national and local settings to address problems and provide assistance. New ways of thinking are always encouraged during these interactions and this can be shown with the new pilot currently being run in Dundee: a Mental Health Car is being trialled to partner a representative from the Scottish Ambulance Service (SAS) and specialist psychiatric nurse to respond to incidents where an individual is reported to be in a mental health crisis. Across the police estate there is also numerous plans to examine the feasibility of co-location with Scottish Fire and Rescue Service (SFRS) and SAS in our towns, cities, and rural areas.

Alongside SAS and SFRS, Police Scotland is part of the Reform Collaboration Group (RCG) which brings together these emergency services to provide solutions and achieve better value for the public. A Collaborative Improvement and Operating Model is currently under development with each service engaging with their respective executive teams.

The results from each emergency service will be collected into one product to facilitate a workshop to walk through a prioritisation process for consideration on priority areas. Together, the RCG will explore opportunities to connect ongoing change programmes with emerging and future possibilities. Alongside this work, a Blue Light Collaboration Group has also been established looking at opportunities for Corporate Service collaboration.

Protecting our Wildlife

As well as protecting the people within our communities Police Scotland has a dedicated Wildlife Crime team who investigate crimes perpetrated against wildlife and the natural environment within Scotland. In order to keep animals and their habitats safe, Police Scotland has formed working partnerships with many agencies including Scottish Society for Prevention of Cruelty to Animals (SSPCA), Royal Society for the Protection of Birds (RSPB), and Science and Advice for Scottish Agriculture (SASA) amongst others.

On a daily basis Police Scotland works with partners via the Partnership Against Wildlife Crime Priority Delivery Groups, including the provision of training on issues such as raptor persecution, crime scene workshops, information sharing, and developing prevention opportunities / interventions.

Operation WINGSPAN, led by Police Scotland, was a partnership operation which tackled National Police Chiefs Council wildlife crime priorities. Via a social media strategy involving toolkits and consultation papers, approximately 2.6 million people were informed of the operations actions.

During the raptor persecution phase of the operation Police Scotland, in partnership with SSPCA, developed intelligence that led to the recovery of seven Peregrine Falcon chicks and two eggs that had been taken from the wild. This resulted in three arrests being made.

On a sporting estate in Scotland, Police Scotland, RSPB and SASA were present when four simultaneous warrants were executed, resulting in three people being arrested and charged. As part of this work illegal pesticides, 100 illegal snares, and 59 firearms were seized. The achievements of Operation WINGSPAN led to the team winning UK Enforcement Operation of the Year at the Wildlife Crime Enforcers Awards in December 2021.

Serious Organised Crime

Serious Organised Crime Groups (SOCGs)

Throughout 2021/22, 123 SOCGs have featured on the SOC map. Of these, almost a third (32%) had a reduction in risk score. During 2021/22, 43 SOCGs (35%) were archived at the Serious Organised Crime Group Management Board (SOCGMB) as a result of successful operational activity. Of the archived groups, 58% were located in the west of Scotland, 33% in the north and 9% in the east. 54% of archived groups were investigated by local policing and 46% by SCD. 84% of the SOCGs archived during 2021/22 were involved in drugs. Other crime types of disrupted groups include supply of firearms, violence, extortion, human trafficking for the purpose of sexual and labour exploitation, fraud, money laundering, counterfeit goods and currency, acquisitive crime and environmental crime.

Throughout 2021/2022 Police Scotland continue to see significant results from activity that took place across the country as part of Operation VENETIC – the most significant UK operation into Serious and Organised Crime involving Police Scotland, the National Crime Agency (NCA) and police forces across the UK.

The operation culminated in the takedown of Encrochat, an encrypted global communication service used exclusively by criminals, which offered a secure mobile phone instant messaging service. The company's encryption has now been cracked by an international law enforcement team.

Case Study – Drugs Recoveries

Etizolam Recovery

In December 2021, police executed a warrant at a commercial premises in Albyn Industrial Estate, West Lothian and discovered a sophisticated drugs factory set up on an industrial scale. Alongside thousands of Etizolam tablets, commonly known as street Valium, officers also seized three automatic pill press machines, large amounts of bulking powders and binding agents used to make Etizolam pills with the potential to sell for millions of pounds. A firearm was also recovered. Three men aged 33, 46 and 60 appeared at Livingston Sheriff Court in relation to drugs and firearms offences.

Drug Recoveries

In December 2021, police executed a warrant at an address in Ardrossan and recovered a quantity of Class A and Class B drugs. The drugs seized, which include heroin, cocaine and amphetamine, have a potential street value of more than £1.4M. A man, aged 52 and a woman, aged 49 were arrested and charged in connection with the seizure.

Case Study – County Lines – Intensification Week

In May 2021 Police Scotland officers across the country took part in a UK-wide week of activity targeting county lines drugs dealers - who exploit the most vulnerable people in our communities, including children and young adults. Proactive action by officers in Scotland saw engagement with 29 vulnerable people and 64 addresses visited, believed to be used for the purposes of cuckooing.

Twenty people were arrested and controlled drugs - heroin, cocaine, crack cocaine and cannabis with an estimated street value of £40,000 - were seized. Over £20,000 in cash was recovered. Offensive weapons, including a Taser, two machetes and two large knives, a number of mobile phones, a laptop and almost £500 of counterfeit cash, were seized.

As part of the activity for the intensification week in May 2021, and intelligence that the postal service was being used by County Lines groups (particularly Merseyside), a number of post offices in Highland and Islands Division were identified and visited by the dog unit. This resulted in 250g of cocaine (assessed to be high purity) being recovered with a street value of £25,000. Subsequent enforcement at the recipient's address led to the recovery of 1.75kg of cannabis, with a street value exceeding £68,000. Enquires are ongoing to identify the source of supply.

This intensification week resulted in 15 warrants executed, 20 individuals arrested, with six of those from England, and 64 cuckooing safeguarding visits were conducted. Over £19,900 cash was seized, along with drugs of a street value of £107,830 and numerous weapons.

Banking Protocol

Branch staff at banks, building societies and Post Offices worked with Police Scotland to stop £2,725,015 of fraud through the Banking Protocol rapid scam response in Scotland in the first half of 2021, according to the latest figures from UK Finance. In total, the scheme has prevented £174 million of fraud and led to 934 arrests since its launch in 2016.

The Banking Protocol is a UK-wide scheme, launched by UK Finance, National Trading Standards and local police forces. Branch staff are trained to spot the warning signs that suggest a customer may be falling victim to a scam, before alerting police to intervene and investigate.

The latest figures reveal that branch staff invoked the Banking Protocol 526 times in Scotland between January and June 2021, saving potential victims an average of £5,180 each.

Strategic Outcome 4:

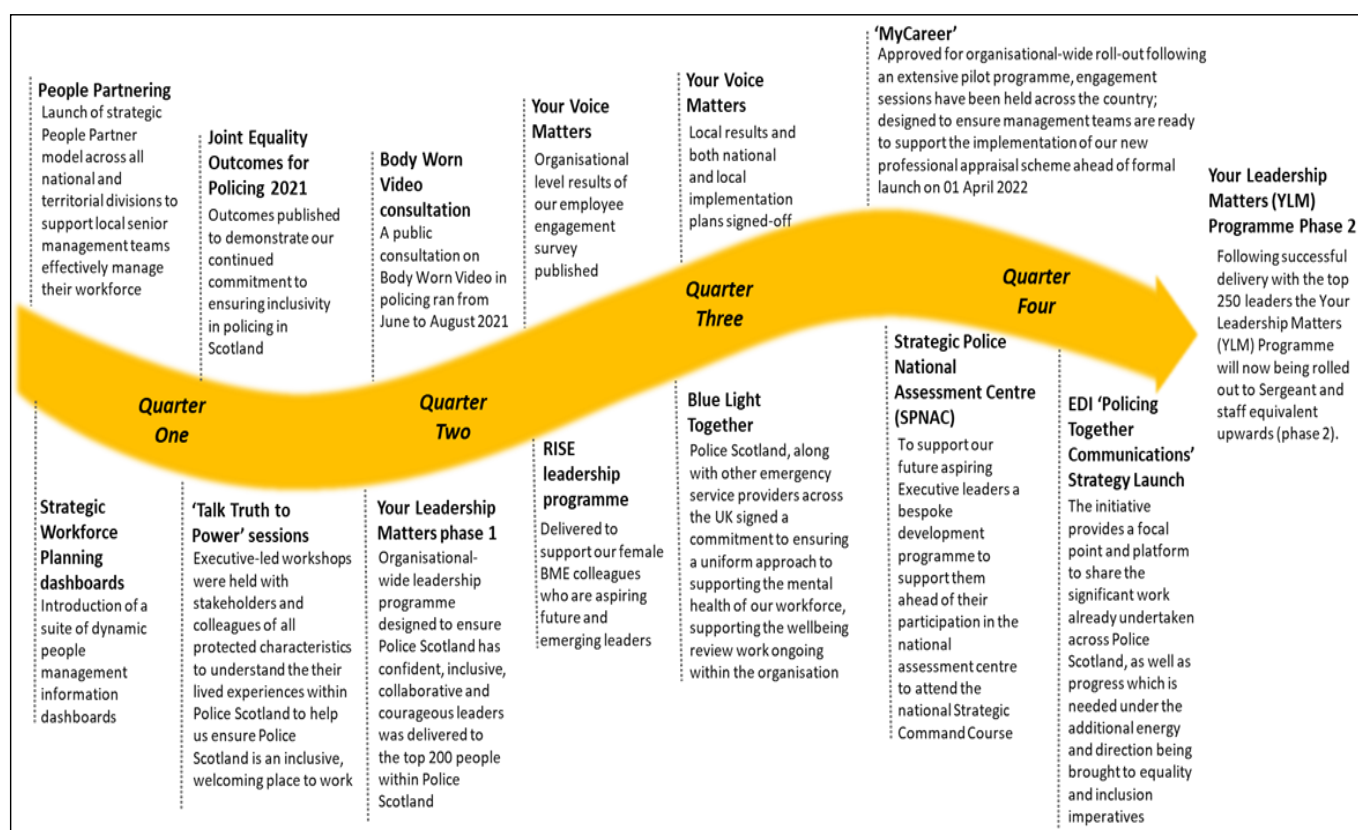
Our people are supported through a positive working environment, enabling them to serve the public

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

The following timeline provides an overview of some of the significant events and case studies which have occurred in this Strategic Outcome over the year. Further context on many of the points shown in this timeline are provided within the body of this section.



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.

People, Health & Wellbeing

Over the last year we have started a refresh of our People, Health & Wellbeing function. Moving forward the focus will be on improving both the physical and mental health of all officers and staff both proactively and reactively. The intention is to promote and embed an inclusive approach to wellbeing within Police Scotland and the SPA, taking proactive measures and promoting good practice to ensure that our officers and staff feel informed, valued and supported.

In November 2021, alongside many other UK emergency responders, Police Scotland made a public pledge and committed to a uniform approach to supporting the mental health of our workforce at a national event hosted by the Duke of Cambridge's Royal Foundation.

It forms part of the Blue Light Together package of mental health support which means that, for the first time, a uniform set of standards for supporting the mental health of emergency responders will be adopted and integrated into the workplace. This is a crucial step in ensuring that our workforce, who work so tirelessly, can be properly protected and means that we will:

- Prioritise mental health in the workplace by developing and delivering a systematic programme of activity.
- Proactively ensure work design and organisational culture drive positive mental health outcomes.
- Promote an open culture around mental health.
- Increase organisational confidence and capability.
- Provide mental health tools and support.
- Increase transparency and accountability through internal and external reporting.

Building on this, in February 2022 a wellbeing Statement of Intent was presented to the SPA People Committee members which outlined a four stage process currently being undertaken by the Health and Wellbeing team to shape the next generation of the Health and Wellbeing programme.

Currently at review stage, the primary focus is to measure the impact of the existing Health and Wellbeing programme against its objectives and more specifically four key services and projects within the wider programme (Trauma Risk Management (TRiM), Wellbeing Champions, Employee Assistance Programme and Occupational Health). All areas within Police Scotland will be engaged to drive development of the new programme through insights and evidence.

Alongside the current work on health and wellbeing support is currently given to Divisional Commanders through monthly updates at local management meetings and local policing boards on wellbeing activity within each business area. A wellbeing dashboard is also utilised to support these forums by providing robust, meaningful information that the Wellbeing Team and local management teams across Scotland are able to access to strengthen reporting and inform data led decision making. A full schedule of online wellbeing training activity is also ongoing via two delivery partners, Eleos and Lifelines.

Your Safety Matters

Supporting our officers and staff in the face of physical and verbal aggression is essential to keep our people safe and protected. The Your Safety Matters (YSM) Diamond Group continues to support the Chief Constable's Assault Pledge and the development of proactive work streams related to the prevention of violence and abusive behaviour against police officers and police / SPA staff.

A number of key developments are already in place and continued evaluation will support learning and further development of the Force Health and Wellbeing Programme. Internal and external stakeholders continue to review and implement key recommendations provided into business as usual, which includes partnership working with COPFS to enhance case reporting with the inclusion of an impact sub-section within cases of police assault to better inform sentencing decisions.

Additionally, the YSM Hate Crime Sub-Group is progressing work to identify and develop suitable processes to fully support officers and staff who are subjected to hate.

Case Study – Body Worn Video

In November 2020, the Dame Elish Angiolini Independent Review into complaints handling, investigation and misconduct issues made a number of recommendations including that Police Scotland accelerate its plans to expand the use of body worn video technology. In January 2021 the body worn video (BWV) project for Armed Policing was approved as part of the Digitally Enabled Policing Programme, to be implemented in time for the Conference of the Parties (COP26) Climate Change Conference in November 2021.

Any significant change such as the introduction of new technology requires public understanding, engagement and support from local communities. For that reason on 03 February 2021, Police Scotland launched their "Use of Body Worn Video" survey to inform the deployment of BWV for Armed Policing Officers across Scotland. The strength of the survey response about the deployment of BWV to Armed Policing encouraged Police Scotland to continue to develop this conversation with communities and national partners as regards the rollout of BWV nationally to police officers and staff in other roles across Scotland. On 01 June 2021 Police Scotland launched a formal national public consultation on BWV ahead of consideration of a national roll-out. The second survey captured the views of 9,310 respondents making it one of the largest surveys carried out by Police Scotland and indicative of the significant public interest in this area of policing.

The response was overwhelmingly positive with 18,000 people in total responding to questions about Police Scotland's use of BWV. In total, 82% said it would increase trust in Police Scotland and 81% said it would increase their confidence in policing. In addition, a number of engagement sessions have been run including internal and external Ethics Panels and a range of national stakeholders. The Scottish Police Federation and Association of Scottish Police Superintendents has confirmed support for BWV, as have COPFS and PIRC. Further engagement is currently being finalised before analysis of the responses is carried out by Strategy and Innovation. BWV for armed policing is moving into project closure stage. Funding has been approved to progress the Initial Business Case for the National BWV project

Strategic Workforce Plan

The Strategic Workforce Plan (SWP), which was approved in January 2021, was created to help identify officer, staff and skills profiles required to best serve our communities to make sure policing provides value for money to the public purse. The plan is evidence-based and identifies policing requirements across the country, taking into consideration factors such as changing population profiles and the needs of communities.

To date, the SWP continues to make good progress across the portfolios with various departments being assisted by the design team to create a balanced workforce mix and ensure that resources are appropriately aligned to demand areas.

Effective management decision making about our workforce has been further supported this year with the introduction in 2021 of a suite of live dynamic dashboards about key people information at a local level, empowering our local management teams in the management of their workforce on a day-to-day basis and in the design for a future-focused, balanced workforce which represents the communities they serve.

Shortly our focus will turn to a refresh of our Strategic Workforce Plan with a view to this being published in 2023/24.

Developing our Leaders

During 2021/22 much work has been undertaken to build on our progress to develop a positive cultural shift across the service through an inclusive, collaborative and collegiate approach to leadership by the Executive.

Over the first half of 2021, an organisational-wide leadership programme, designed to ensure Police Scotland has confident, inclusive, collaborative and courageous leaders, was delivered to the top 200 people within Police Scotland. This year we will run another programme like this for our first-line and middle leadership tiers.

Back in 2020, we launched a national mentoring programme designed to support leaders at all levels. There is now more than 350 officers and staff who have registered for the programme and almost 200 active mentoring pairings, with each division possessing a divisional champion who is responsible for matching mentors and mentees. This programme has also been extended to support the organisation's Accelerated Leadership Pathway (ALP) and Senior Police National Assessment Centre (SPNAC).

All ALP officers have been assigned a mentor at Superintendent rank to support them in their development, and all participants on the SPNAC Development Programme now have a mentor from the Police Scotland Executive Team. Reverse mentoring has been offered to all SPNAC candidates and, so far, four candidates have been matched to a reverse mentor from ALP.

Police Scotland also has organisational membership with the Scottish Mentoring Network, allowing the programme to benchmark against industry best practice, and the Executive and Senior Manager coaching continues to be provided when requested through the third party supplier, The Reach Partnership.

A syndicate coaching session was also delivered in March 2022 as part of the SPNAC Development Programme. Going forwards, Police Scotland is in early discussions with British Transport Police to pilot cross organisational mentoring opportunities with our Scottish Women's Development Forum (SWDF) members and with Police Scotland Youth Volunteers (PSYV) for youth reciprocal mentoring.

Like many services over the course of the past year, delivery of leadership development has been impacted by COVID-19. This necessitated some development opportunities to be paused, but also created the opportunity for us to think differently about how we deliver our development programmes.

As a consequence, programme reviews have led to their re-design and we have pivoted to adopt a blended-learning approach on some of our essential leadership qualifications and programmes for our junior ranks. This includes our Police Leadership Development programme which has been significantly updated to ensure it remains inclusive, engaging and relevant for the modern, complex policing environment. Such changes bring benefits by increasing accessibility as well as reducing abstractions and costs.

Developing our Skills

To assist our officers and staff to reach their potential we are constantly seeking ways to improve skills, learning and training. An HMICS Thematic Inspection of Police Scotland Training and Development was conducted and all recommendations from the Phase One of the inspection have now been actioned or are on target for imminent completion. Phase Two of this inspection has recently reported with recommendations and an improvement plan will be presented to SPA People Committee for endorsement in June 2022.

Digital Skills Academy

Despite the recent limitations due to the suspension of non-essential training brought about by COVID-19 restrictions, the Digital Skills Academy has provided distance support and engagement with both current and future students from Police Scotland. Engagement has also been maintained with Partnerships, Prevention, and Community Wellbeing (PPCW), in particular our youth volunteers and Children and Young People department, to publish online material to protect these vulnerable groups.

Equality, Diversity and Inclusion

Equality, Diversity and Inclusion (EDI) Strategy

Police Scotland is developing an Equality, Diversity and Inclusion (EDI) Strategy which considers the ambitions of the service across all key considerations, setting out our actions, support and cultural direction. Extensive engagement has taken place to date with the Executive team, diversity staff associations, statutory bodies, and the EDI & HR Independent Review Group. This will ensure the strategy encompasses the concerns and feedback of all colleagues and key stakeholders to support a positive direction for the service going forward. The strategy is anticipated to be launched in the first quarter of 2022/23.

Policing Together

An overarching EDI communication strategy has been developed called "Policing Together" which will support the launch of the EDI Strategy and will be delivered in three phases. Part of this work includes a Policing Together intranet area that launched in March 2022 and was supported by video messaging from the Chair of the Independent Review Group and the Chief Constable.

Phase Two of the communication strategy will be around developing and delivering internal and external communication to support the publication of the EDI Strategy, with Phase Three focussing on its implementation drawing key activity carried out across the service under the Policing Together banner.

Joint Equality Outcomes for Policing 2021 / EDI Performance Reporting

The Joint Equality Outcomes for Policing 2021 and E&D Mainstreaming and Equality Outcomes Progress Report (2019-2021) were both published on 30 April 2021. Our first EDI Performance Report (covering April to September 2021) was then developed and reported in December 2021.

Initial lessons learned from the first EDI Performance Report have been identified and shared with key stakeholders to help to further develop a shared understanding and ambition in relation to EDI performance reporting as well as reiterating the collective ownership and responsibility. The second EDI Performance Report describes progress between October 2021 and March 2022 and will report in April 2022.

The EDI&HR Strategic Oversight Board (SOB) continues to meet every two months and provides robust leadership, strategic direction and scrutiny over all equality, diversity and inclusion activities across the organisation. Progress towards equality outcomes is ongoing across EDI work streams and continues to be promoted and evidenced in mainstream policing activity.

'Talk Truth to Power' Sessions & Diversity Action Plans

As part of our continuous improvement commitment, Executive-led workshops were held with stakeholders and colleagues of all protected characteristics to understand their lived experiences within Police Scotland to help us ensure the organisation is an inclusive, welcoming place to work.

Police Scotland has now developed one overarching Diversity and Inclusion Action Plan, bringing together the individual action plans produced following each session.

A Diversity and Inclusion Action Plan Oversight Group has now been established to oversee the delivery of the actions within the plan. The group is chaired by ACC Local Policing West and will be attended by key stakeholders and action owners across the organisation. The group will sit bi-monthly and will report to the Equality Diversity, Inclusion & Human Rights Strategic Oversight Board.

'Your Voice Matters' (YVM) Wellbeing and Engagement Survey

Following the 'Your Voice Matters' (YVM) wellbeing & engagement survey results being published in October 2021, the Summary of Evidence and Insight report was made available to all officers and staff on the intranet as well as being presented to key stakeholders and management teams.

The report included a focused section on Equality, Diversity and Inclusion which presented noteworthy findings based on an extensive analytical investigation to compare average scores for the populations in each of the comparison groups.

The survey results, including the specific EDI observations, have been used to identify priorities and create an organisational implementation plan as well as local plans which are being incorporated within People Plans, with progress monitored through People Boards. The Survey Steering Group (SSG) most recently met on 29 March 2022 and will continue to meet quarterly to track progress of the organisational Implementation Plan along with understanding the key progress from across the local plans.

A communications approach has also been supported which will share progress at a national and local level optimising the appropriate channels and building on the brand and tone that was utilised in earlier in phases of communications.

Equality and Human Rights Impact Assessment (EqHRIA) Improvement Group

The Equality and Human Rights Impact Assessment (EqHRIA) Improvement Group continues to engage with training and Corporate Communications to improve the service intranet and consider how to increase EqHRIA awareness. Some measures have already been introduced including awareness briefings for staff; training added to the prospectus to make it easier to access, Quick Guides updated and published to the intranet; and four employment tools which have received positive feedback from users. Additionally, recommendations from an assurance mapping exercise have been used to develop the EqHRIA improvement plan and work is underway to develop additional assurance mechanisms.

EDI Benchmarking

EDI benchmarking exercises with a number of external organisations have been taking place and a Short Life Working Group (SLWG) is being assembled (with representation from the Analysis and Performance Unit and other stakeholders) to consider Police Scotland's current and proposed benchmarking activities to ensure best value and alignment to current EDI and organisational priorities. The review will consider any overlap and gaps between benchmarking activities and consider whether an organisational process is required to assess potential benchmarking opportunities in the future. Police Scotland is also liaising with stakeholders to collate a single response to the Scottish Government's consultation of the review of the operation of the public sector equality duty in Scotland.

Response to Scottish Government consultation on the public sector equality duty in Scotland

Police Scotland and SPA have engaged stakeholders across policing to prepare a joint response to the Scottish Government consultation on the review of the operation of the public sector equality duty in Scotland.

This involved considering the proposed changes and whether they will help the public sector to promote and progress equality, diversity and inclusion. As part of the consultation response, consideration has also been given to potential preparations for any legislative changes and the opportunity to refresh and develop understanding of the legislation and public sector commitments.

The joint response was submitted on 11 April 2022.

Strategic Outcome 5:

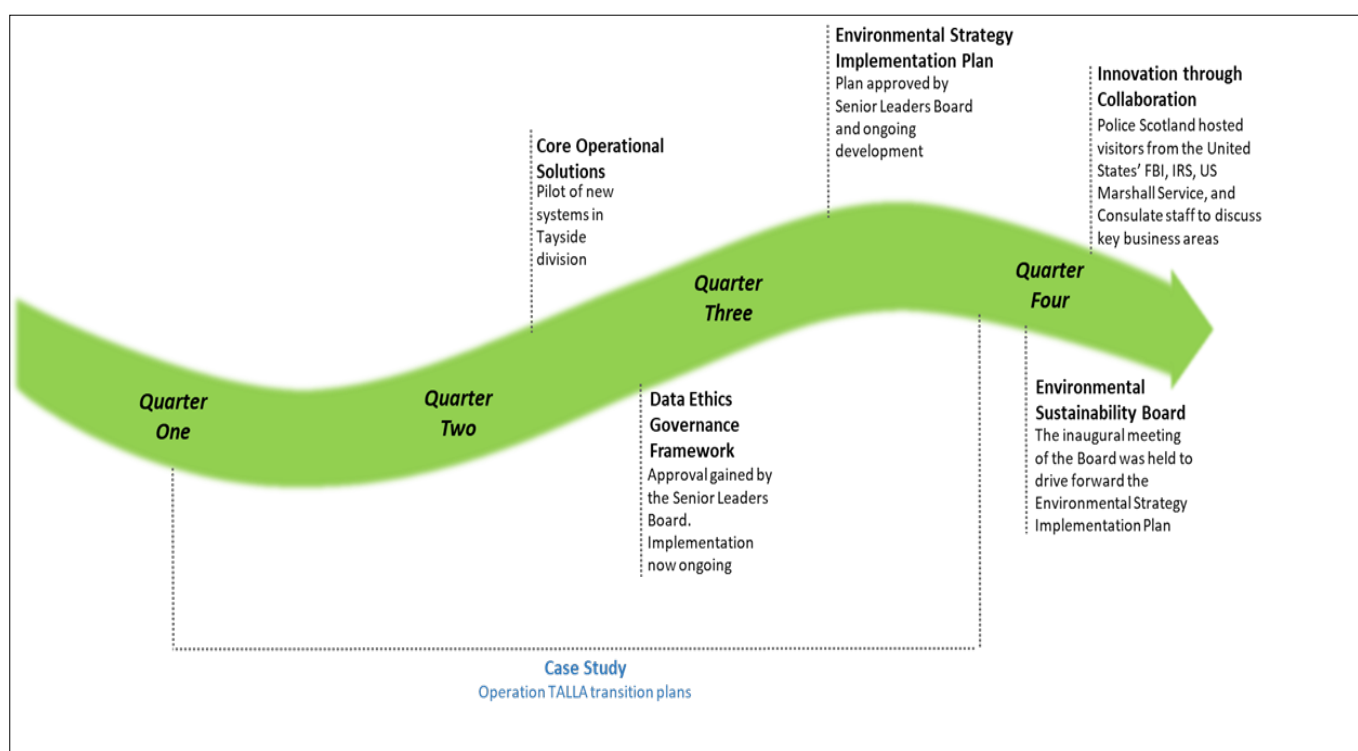
Police Scotland is sustainable, adaptable and prepared for future challenges

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

The following timeline provides an overview of some of the significant events and case studies which have occurred in this Strategic Outcome over the year. Further context on many of the points shown in this timeline are provided within the body of this section.



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.

Working towards the Future

With the removal of most COVID-19 restrictions, many events and activities are back on Scotland's calendar. In order to keep people safe, Police Scotland has been introducing new ways of monitoring future activities and preparing for any challenges which may emerge as a result. One example is the introduction of a new horizon scan document compiled by the Protest Demonstration Coordination Unit (PDCU) which seeks to foresee future protest / event activity that may prove to be a challenge to the organisation.

Taking into account figures such as officer / staff absence and resourcing strains enables us to prepare for potential requirements in altering strategies as well as countering any short-notice, high impact incidents which are difficult to foresee. Police Scotland holds meetings with the Scottish Resilience Partnership, Regional Resilience Partnerships and Local Resilience Partnerships to allow for any expected challenges to be discussed and escalated where necessary.

Within Road Policing we are also learning from the past in order to make better decisions in the future. Working with Transport Scotland, we have been using the skills of our analysts to understand previous collision trends and identify emerging issues, in turn creating detailed problem profiles identifying specific casualty classes with a particular focus on vulnerable road users.

This information is then shared with colleagues and partners through meetings of the Tactical Options Working Group and Road Safety Governance Board. Through analysis of previous collisions we assist local policing, in collaboration with local policing, to direct patrols and resources to the greatest risk areas in an effort to reduce harm on our roads and assist key partners. This work also contributes to focusing our road safety campaigns at the correct time of year to maximise their effectiveness and impact.

Innovation through Collaboration

By sharing learning opportunities and best practice with our partner agencies, we can enhance our service delivery at every level as well as contribute towards their own objectives. Police Scotland has been working with the Police Investigations and Review Commissioner (PIRC) on training and feedback sessions with new members of staff as well as making arrangements to allow PIRC investigators to take part in our Operational Safety Training in order to strengthen their understanding of officer tactics and training when conducting their investigations.

Police Scotland also recently attended a debrief workshop run by Scottish Multi-Agency Resilience Training and Exercise Unit (SMARTEU), which examined our activity during the COP26 climate conference, particularly focusing on Post Incident Procedures (PIP). It has been agreed in principle that SMARTEU will run annual workshops based on PIP to contribute to the overarching programme of information and training to ensure Post Incident Managers (PIM) are as informed as possible despite potentially long periods between deployments.

Other areas where we share in learning opportunities is through our representation at regular Custody Healthcare Partnership Meetings, where best practice is shared across all 14 health boards. Similarly, we also attend the National Prison Care Network Healthcare meetings. To compliment this work we liaise with further agencies, namely the Faculty of Forensic and Legal Medicine, the Royal College of Emergency Medicine and participate in the UK Custody Seminar.

Police Scotland is also represented at the NPCC National Custody Forum where there are six working groups; Performance; Partnerships; Risk; Health; Disproportionality; and Training. At this seminar experience from across the UK is shared with a view to reaching a more consistent approach nationally where possible. This has already proved fruitful for Police Scotland with learning from the performance aspect of the seminar utilised recently during the review of performance management measurements and counting conventions.

At a local policing level shared learning is commonplace between ourselves and partner agencies, such as joint working with university students on research projects, providing additional places for organisations when we are fortunate to have external speakers attend, working with Royal Navy Police and the military at sites such as HMNB Clyde, and campus police officers working with different organisations to disseminate learning to children through campaigns such as No Knives, Better Lives.

Our collaboration is not restricted to Scotland and the UK, with additional international partnership working helping us to stay innovative in our work. Police Scotland has a seconded Detective Inspector within Europol which enhances our footprint within the international policing arena and in February 2022 we received visitors from the United States FBI, IRS, US Marshall Service, and Consulate staff to discuss key business areas as well as the International Development Academy.

Implementing Recommendations

We understand that one of the best ways to develop and improve our performance is to listen to others and seek to implement recommendations they may have which helps to elevate our work. We have adopted a bespoke Action Management system to capture and monitor our recommendations as well as looking at ways in which we can improve the prioritisation of high profile / important recommendations. Through this we have also begun to identify themes and dependencies so that we can prioritise those recommendations with the highest impact on making improvements. This robust process is being reported through all management boards to highlight progress and issues.

Case Study – Operation TALLA transition plans

Detailed transition plans have been developed for each of the Operation TALLA cells. These include a detailed re-escalation plan for each of the cells including the Logistics Cell, the Business Continuity Cell, the Information Cell, and the Local Policing Coordination Cell. Re-instating these cells may need to be done at short notice and require the ability to mass mobilise and protect front line service delivery whilst building in appropriate welfare and financial safeguards. Monitoring the need to re-escalate these cells, in part or full, will remain the responsibility of the Operation TALLA Tactical Command at present.

Moving forward beyond Operation TALLA, the dedicated plan will be held by Emergency, Events and Resilience Planning (EERP) for future use. The following key triggers will be used to initiate discussion and assess the need to stand up the Operation TALLA Command Structure or specific cells to meet a given need:

- Absence rates increasing;
- COVID-19 infections rates increasing, internally within Police Scotland and community infection rates externally;
- Decreasing ability to meet immediate and prompt response calls;
- Information from Public Health Scotland or other reliable source that a significant spike in infections is imminent;
- Levels of the Scottish Government Strategic Framework across the country;
- PPE usage trends.

Caring for the Environment

Police Scotland's Estate Strategy is designed to enable us to enhance service delivery by transforming our estate into one that is modern, flexible and fit for policing across Scotland. The Police Scotland estate is integral to the delivery of high quality policing and our buildings should be in appropriate locations, have flexible facilities and enable police resources to be used in a manner which maintains and enhances public confidence whilst supporting efficiency and effective service delivery. The Estate Strategy seeks to embed an approach of providing closer working with partners from shared locations, establishing a convenient presence with easier access for members of the public to the services they require.

The Environmental Strategy Implementation Plan was approved by the Senior Leaders Board in December 2021. The plan provides rationale and quantification of a series of projects and programmes that will be implemented in order to achieve the stated carbon and environmental impact reductions in the strategy. Continuing to be developed, the plan will be expanded in a continual cycle of learning and environmental improvement. Some aspects of the plan include using the Scottish Government procurement framework to implement a variety of energy saving technologies across our estate, ranging from zero carbon heat to lighting.

We are also currently assessing our estate viability for the installation of solar photovoltaic panels on buildings. The assessment project began in March and information from this will be used to tender contractors for installation. We intend to apply to the Scottish Government GPSEDS fund for all; or a proportion of the capital required for installation. Work is currently ongoing with our contract partner, Craigalan Controls, on the centralisation of all the building energy management systems installed across our estate. This will improve overall energy consumption and efficiency through enhanced control parameters, improve response times to system failures and reduce cost and carbon emissions.

Police Scotland is also transforming its fleet of motor vehicles, having started to introduce electric vehicles and charging points across the country. We aim to have the UK's first fully ULEV (Ultra Low Emission Vehicles) blue light fleet which will help us to sustain reductions in our use of fossil fuels, and overall carbon footprint. Our new Hyundai Kona vehicles have already been introduced in some areas of our work and the roll-out will continue over the coming year.

Alongside our Environmental Strategy Implementation Plan we will also be taking forward our commitment to create a Green Leaders Network. Preliminary discussions have taken place to ascertain required support and resources. Over the financial year we will also be developing a pilot Biodiversity Action Plan to be rolled out to key sites. To drive forward the above noted work and support future plans we held our first meeting of the new Environmental Sustainability Board on 04 February 2022.

Embracing New Technology

To assist in streamlining our digital work we have been working on national solutions for crime, productions, and warrants that reduce duplication, support mobile working, and allow for the decommissioning of legacy systems. This is part of the Digitally Enabled Policing Programme (DEPP) and Core Operational Solutions (COS) sub-programme.

The COS sub-programme is developing a suite of applications in support of the national information management system. The productions aspect was implemented nationally in 2020, whilst the warrants module was implemented into the Tayside Division in March 2021. In September 2021 the delivery of the Crime with Mobile (Pronto) integration, Case, associated dashboard and workbasket capability, Insight search plus legacy data migration was piloted in Tayside Division with Highland and Islands Division implementation to follow in 2022 and rollout nationally following this in autumn 2022.

The Data Ethics Governance Framework was approved by the Senior Leaders Board in October 2021, with the implementation plan currently being executed. This includes socialising internally with PMO / Change and externally via the SPA Members Forum. The data ethics triage process is being piloted across a small number of projects at present such as Data Drives Digital.

Look Forward

Last year contained significant challenges for Scotland and its communities. COVID-19 continued to impact heavily on society in a variety of ways, however thanks to the successful rollout of the vaccination program and suppression of the virus we have regained some normality as we enter 2022/23. During the year, Scotland was at the forefront of the world stage, hosting the significant COP26 Climate Change Conference as well as several football matches from the postponed Euro 2020 tournament. Looking towards 2022 and beyond, Scotland faces several new challenges, for which Police Scotland will continue to provide the assistance which the public and nation expects.

Partnership working is a fundamental part of Police Scotland's work and we aim to support our partners who are facing increasing demand this year. Absences due to COVID-19 and backlogs caused by the pandemic have resulted in many services coming under strain. Police Scotland works in collaboration with our partners to provide assistance and works together to formulate innovative solutions. The Reform and Collaboration Group, formed of the executive teams of Police Scotland, Scottish Fire and Rescue Service, and the Scottish Ambulance Service, are developing a Collaborative Improvement and Operating Model to explore opportunities and connect ongoing programmes, whilst a new Blue Light Collaboration group has been established to look at opportunities for corporate service collaboration.

The easing of COVID-19 restrictions means concerts, sporting competitions, gatherings and other events have returned to Scotland. Events such as the 150th Open championships, the UCI Mountain Bike World Cup and TRNSMT festival are set to entertain the public in the coming year and Police Scotland will play a leading role in keeping people safe on these occasions.

Working in partnership with local authorities, partner agencies and the Scottish Government, Police Scotland is ensuring that contingency planning and alterations to current practices are embedded into work to ensure the reintroduction of events meet the guidelines set out by government. With such major events also comes increasing numbers of visitors and Road Policing are working with Transport Scotland to ensure resulting challenges are understood, monitored and combatted proactively.

Likewise, the complete lifting of restrictions is likely to see a continuation of the trends already observed in relation to vulnerability in 2021/22, such as rising numbers of missing people. Work to institute effective processes such as the Not At Home policy and the Herbert Protocol, combined with effective day-to-day use of the National Missing Persons Application and strong partner links, will combat the impact of these trends and ensure that missing people are located quickly and safely during 2022/23.

The ongoing conflict in Ukraine has resulted in millions of people escaping the country and raised tensions across the world, with several thousand likely to be resettled in Scotland. As ever, Police Scotland will be providing support to communities which are affected and continuing to work with partners at home and abroad to ensure the safety and wellbeing of all.

Across the country, Community Policing teams will actively engage with refugees and asylum seekers, providing information about the core values and responsibilities of police officers in Scotland, alongside a number of community safety issues.

As world, national and local issues affect people across Scotland there are increasing demands on Police Scotland to keep people safe and enable those who wish to protest to do so safely. Public order trained officers increased throughout 2021 to meet rising demands for events such as COP26. Provisions have been made to ensure that an optimal level of trained officers is available to provide significant resilience across Scotland for any spontaneous incidents or pre-planned events. We also continue to coordinate Independent Ethics Advisory Panels to hear the views of the public and communities in respect of ongoing work within Police Scotland that may pose particular dilemmas, further enabling us to provide the correct response to communities affected by an issue.

Chief Constable (CC) Iain Livingstone, in his opening statement to the Public Inquiry into the death of Sheku Bayoh, outlined his full support for the work of the Inquiry. CC Livingstone stated he will continue to implement necessary change to build our bond of trust with all communities and provide everyone with fair, just and effective policing. Under his command and leadership Police Scotland will become an actively anti-racist service, and that those with racist, misogynist or discriminatory views are not welcome in policing. Operation TARN was created to assist the Inquiry's important work, creating dedicated police intranet areas outlining Police Scotland's approach to supporting the Inquiry.

Entering into 2022/23, Scotland, like many countries, is facing a cost of living increase with fuel, energy, and food becoming more expensive. This has the potential to increase the vulnerability of some people, the attractiveness of some commodities as targets for acquisitive crime and lead to tensions between and within our communities.

Improving the whole system approach to mental health forms a key part of the Annual Police Plan and the Partnerships Prevention and Community Wellbeing team produces a national community tensions report which assists local divisions in de-escalating problems before they reach a level of severity.

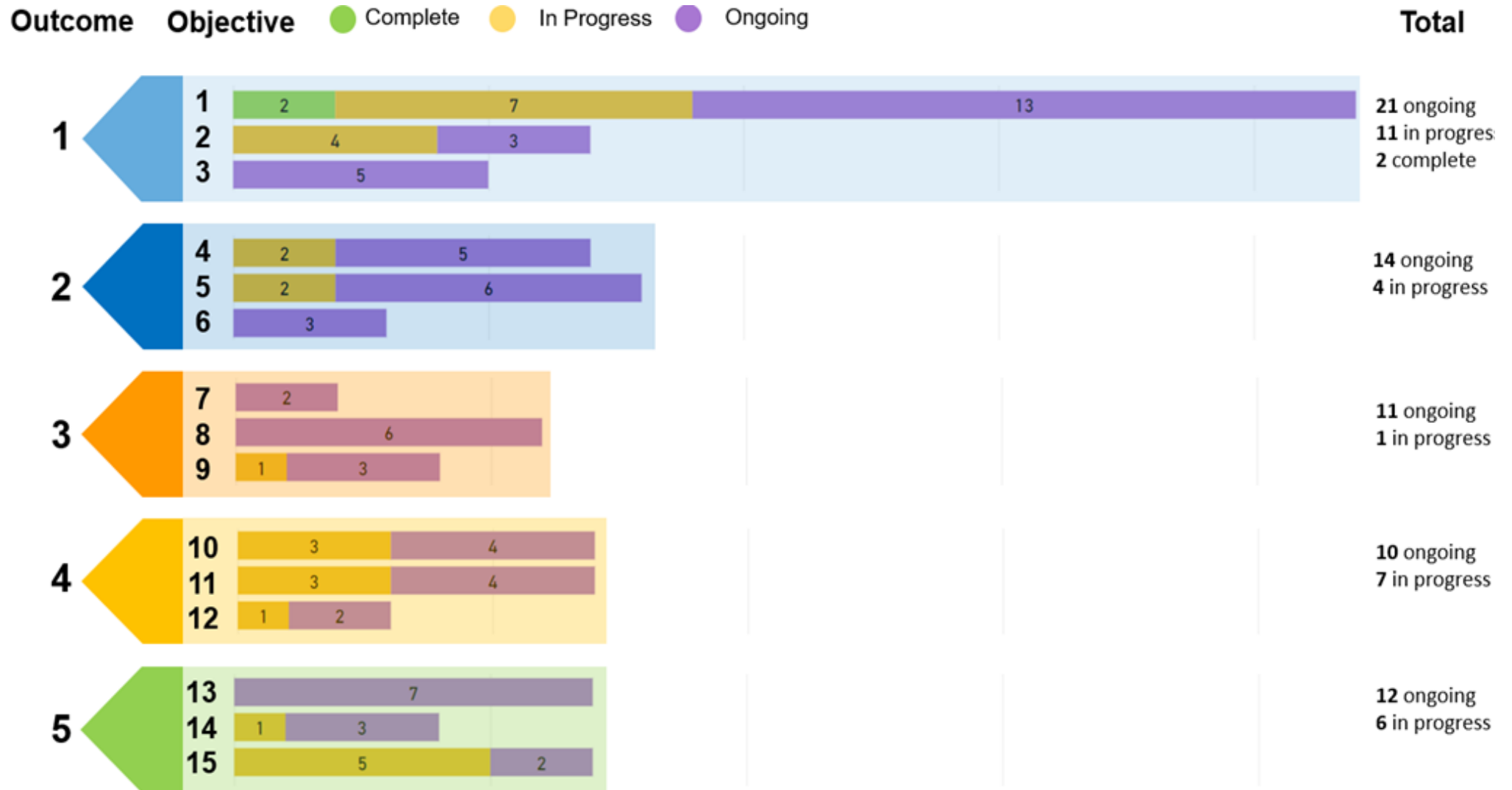
A fatal accident inquiry will be launched at a yet to be determined time in 2023 to examine the full circumstances surrounding the deaths of Lamara Bell and John Yuill, who died when their vehicle crashed off the M9 on 05 July 2015.

The pandemic has accelerated the growth in time spent online, and with this trend likely to continue over the coming year, there are new challenges we must face in the form of increased and varied criminality perpetrated via the internet. Over recent periods we have observed rises in crimes linked to digital formats, in tandem with increasing numbers of businesses and the public utilising online tools for shopping, banking, and socialising. In response, we have created a Divisional Cyber-Enabled Crime Team which has already made good progress in innovative methods for investigative and preventative fields, as well as taking part in Cyber Scotland week at the beginning of March 2022 where numerous events were held alongside partner agencies.

Looking ahead to 2023 and beyond, the challenges that face Police Scotland are complex and multi-faceted. Shifts in demand and challenging external circumstances make the operating environment ever more unpredictable, with significant developments emerging rapidly. Nevertheless, we remain committed to our core values and will meet every challenge in order to ensure we keep the communities of Scotland safe.

Appendix I - Status of Activities

The following information provides an overview of our objectives under each of the Strategic Outcomes. Further updates on the specific activities listed are discussed within the body of this document and are also contained within an evidence bank. The tables which follow indicate which activities are complete, in progress or ongoing.



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

		Annual Police Plan 2021/22 - Activities	Status
Strategic Objective 1 - Keep people safe in the physical and digital world	1	Plan and deliver a safe and secure COP26 working with international, national and local agencies	Complete
	2	Prepare, plan, deliver and evaluate the impact of Operation Talla, Police Scotland's response to the COVID-19 pandemic	Complete
	3	Mitigate impact and risk resulting from the UK's new relationship with Europe	Ongoing Activity
	4	Safely deliver all high profile public events, subject to COVID-19 restrictions	Ongoing Activity
	5	Ongoing development of the seven strands of the Local Policing Programme <ul style="list-style-type: none"> - Modernised Contact & Engagement - North East Division Integration Project - Volunteering Strategy - Mental Health Strategy - Local Policing Collaborations - Local Policing Design - Local Policing Continuous Improvement & Engagement 	Ongoing Activity
	6	Identify opportunities to improve the efficient and effective use of the National Missing Persons Application to enhance service provision in relation to missing persons	Ongoing Activity
	7	Increase the number of officers trained in Public Order to meet the increased demand and future emerging threats	In Progress
	8	Enhance our TASER capability - recruit and train additional Specially Trained Officers	In Progress
	9	Design, develop, engage and implement an enhanced violence reduction strategy for Scotland, working in partnership with the Violence Reduction Unit	In Progress
	10	Design, develop, engage and implement a 5 year Criminal Justice Strategy for policing in Scotland	In Progress
	11	Enhance understanding and reduce the harm from drugs supply in Scotland, particularly the supply and misuse of benzodiazepines	Ongoing Activity

Annual Police Plan 2021/22 - Activities			Status
Strategic Objective 1 - Keep people safe in the physical and digital world	12	Prevent and/or minimise risk in respect of domestic abuse	Ongoing Activity
	13	Prevent and/or minimise risk in respect of child sexual abuse criminal and exploitation	Ongoing Activity
	14	Prevent and/or minimise risk in respect of rape	Ongoing Activity
	15	Prevent and/or minimise risk in respect of hate crime	Ongoing Activity
	16	Prevent and/or minimise risk in respect of human trafficking	Ongoing Activity
	17	Design and develop approaches to tackle the increasing number of Online Child Sexual Abuse Activist Groups (OCAGs)	Ongoing Activity
	18	Improve driver and road user behaviour to reduce road casualties through engagement, enforcement and delivery of a national road safety and road crime calendar of activity	Ongoing Activity
	19	Deliver policing elements of the Scottish Government's Cyber Resilience Framework	In Progress
	20	Promote Counter Terrorism Protect and Prepare strategy, through collaboration with partners, enhancing the protection of the public through the crowded space and protection of public spaces strategy	Ongoing Activity
	21	Implementation of the Cyber Strategy in the following key areas: <ul style="list-style-type: none"> • Police Scotland Resilience and Cyber Security • Public health, prevention and partnership • Investigation of criminality • Protecting and safeguarding 	In Progress
22	Plan, prepare and begin training for the implementation and reporting of the Age of Criminal Responsibility (Scotland) Act 2019	In Progress	
Strategic Objective 2 - Design services jointly to tackle complex public safety and wellbeing challenges	23	Further enhance and invest in our approach to partnership, prevention and community wellbeing working constructively with our partners across the public, private and third sectors to support Scotland's public health approach	Ongoing Activity
	24	Enhance insights of non-crime incidents to help develop demand reduction strategies	Ongoing Activity
	25	Implement the Criminal Justice Harm Reduction Strategy 2020-2023	In Progress

Annual Police Plan 2021/22 - Activities			Status
Strategic Objective 2 - Design services jointly to tackle complex public safety and wellbeing challenges	26	Work with partners to holistically improve the response to and recovery from major and critical incidents	Ongoing Activity
	27	Develop national approach to respond effectively to fraud / scams	In Progress
	28	Continue the Naloxone pilot and evaluate to determine next steps	In Progress
	29	Deliver the Digital Evidence Sharing Capability, (DESC)	In Progress
Strategic Objective 3 - We support policing through proactive prevention	30	Develop our evidence base to support design, development and implementation approaches for preventive support for those experiencing forms of abuse, neglect and exploitation	Ongoing Activity
	31	Develop our evidence base to enable the design, development and implementation of preventative measures to address vulnerability, people experiencing mental and/or emotional distress and illegal substance usage	Ongoing Activity
	32	Counter the threat of terrorism by effectively delivering the four strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare	Ongoing Activity
	33	Effectively police offenders, particularly those assessed to be of greatest risk, in collaboration with partners, in order to prevent re-offending, reduce harm and increase public confidence	Ongoing Activity
	34	Grow the impact of police volunteers. Increase the scale and breadth of their contribution across policing functions into areas such as Criminal Justice, Specialist Crime and Operational Support	Ongoing Activity

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

		Annual Police Plan 2021/22 - Activities	Status
Strategic Objective 4 - Understand our communities and deliver the right mix of services to meet their needs	35	Broaden engagement, using insight and data to fully understand the context of people's experience, public perception and demand, and actively seek to include people who may not traditionally engage with the police	Ongoing Activity
	36	Transform our approaches to public contact and engagement in line with our Public Contact and Engagement Strategy	Ongoing Activity
	37	Enhance our victim centred approach to sexual offences including additional local sexual assault referral centres (SARC)	Ongoing Activity
	38	Develop a multi-agency review process for domestic homicide	In Progress
	39	Maintain and develop partnership working to support diverse, at risk communities e.g. asylum seekers, homeless and displaced	Ongoing Activity
	40	Work flexibly with Local Resilience Partnerships to plan and deliver responses to COVID-19 and other major incidents	Ongoing Activity
	41	Prepare for changes resulting from the Scottish Government's phased COVID-19 Recovery and Renewal Plan, including the reintroduction of major and local events	In Progress
Strategic Objective 5 - Support our communities through a blend of local and national expertise	42	Support policing in local communities with equitable and effective access to national and specialist policing services	Ongoing Activity
	43	Evaluate and implement next phase of the Contact Assessment Model	In Progress
	44	Develop and improve digital forensics	Ongoing Activity
	45	Support the SPA to design, develop and engage on a refresh of the Forensics Strategy	In Progress
	46	Improve services for victims/witnesses as per Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019	Ongoing Activity
	47	Work closely with partners to ensure that we meet and exceed statutory requirements for the provision of evidence from vulnerable witnesses in our communities	Ongoing Activity
	48	Maintain our strong collaborative relationship with British Transport Police to improve service delivery in communities and on the railways	Ongoing Activity

Annual Police Plan 2021/22 - Activities			Status
Strategic Objective 5 - Support our communities through a blend of local and national expertise	49	Improve aviation support options with partners (e.g. SAS and Coastguard), particularly in Highlands and Islands areas	Ongoing Activity
Strategic Objective 6 - Support the changing nature of communities	50	Mainstream and embed Police Scotland's Equality Outcomes in Police Scotland and our services	Ongoing Activity
	51	Ensure sufficient specialist resources are available to meet the needs of changing demographics	Ongoing Activity
	52	Influence wider multi-agency investigation, intervention and support tailored to individual needs, to seek to better understand and prevent repeat victimisation	Ongoing Activity

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

Annual Police Plan 2021/22 - Activities		Status	
Strategic Objective 7 - Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service	53	Engage with the public, communities and partners on new approaches / methodologies within policing, in accordance with our rights based approach to policing	Ongoing Activity
	54	Ensure a transparent, strong and consistent ethical oversight that maintains public trust and confidence in policing	Ongoing Activity
Strategic Objective 8 - Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective	55	Enhance analysis and insights to support high levels of public confidence in policing	Ongoing Activity
	56	Improve public and stakeholder confidence to enhance reporting of crime, especially domestic abuse, sexual crime, hate crime and human trafficking	Ongoing Activity
	57	Involve the public and partners in shaping change, innovation and continuous improvement through effective engagement and consultation	Ongoing Activity
	58	Act on insights gained from public engagement to design our services and address issues that matter to the public and partners	Ongoing Activity
	59	Maintain openness and transparency in our communications and enhance accessibility	Ongoing Activity
	60	Work with partners to support delivery of the Scottish Government's new Road Safety Framework, effectively contributing to the Safe System approach. Continue deployment of proactive diversionary operations	Ongoing Activity
Strategic Objective 9 - Work with local groups and public, third and private sector organisations to support our communities	61	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	Ongoing Activity

Annual Police Plan 2021/22 - Activities			Status
Strategic Objective 9 - Work with local groups and public, third and private sector organisations to support our communities	62	Tackle Serious Organised Crime through active engagement with communities and a multiagency approach to deliver the four key strands of the Scottish Government's Serious Organised Crime strategy – Divert, Deter, Detect and Disrupt	Ongoing Activity
	63	Prevent and tackle wildlife crime, collaborating effectively with partner agencies	Ongoing Activity
	64	Develop and establish the Police Scotland International Academy	In Progress

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

Annual Police Plan 2021/22 - Activities			Status
Strategic Objective 10 - Prioritise wellbeing and keep our people safe, well equipped and protected	65	Ensure the safety and wellbeing of our people in the planning and delivery of all major events, including COP26	Ongoing Activity
	66	Continue to deliver and improve services available to support mental, emotional and physical wellbeing	Ongoing Activity
	67	Your Safety Matters - Improve support available to officers and staff when they are victims of assault. Progress prevention activity with regards to Your Safety Matters	Ongoing Activity
	68	Engage officers and staff with the Your Voice Matters survey in future developments and decision making, with effective strategy and planning to respond to resulting actions	Ongoing Activity
	69	Publish wellbeing study and support divisional People Boards to address issues	In Progress
	70	Implement outcomes of Smarter Working review, including enable flexible and agile working	In Progress
	71	Public consultation and wider engagement programme on the introduction of Body Worn Video	In Progress
Strategic Objective 11 - Support our people to be confident leaders, innovative, active contributors and influencers	72	Design, develop and implement a refreshed People Strategy for Police Scotland	In Progress
	73	Implementation of Strategic Workforce Plan with an appropriately balanced workforce mix	In Progress
	74	Engage and support performance and development throughout the service	Ongoing Activity
	75	Enhance leadership training considering recommendations from the HMICS Thematic Inspection of Police Scotland Training and Development	In Progress
	76	Develop bespoke resourcing / recruitment models for business areas	Ongoing Activity
	77	Promotion of ongoing mentoring scheme and approach to coaching	Ongoing Activity
	78	Increase engagement with the Digital Skills Academy to help our people develop their skills	Ongoing Activity

Annual Police Plan 2021/22 - Activities			Status
Strategic Objective 12 - Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	79	Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty	Ongoing Activity
	80	Proactively promote and support equality and diversity initiatives	Ongoing Activity
	81	Consider the recommendations from Dame Angiolini's Independent Review of Police Complaints	In Progress

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

		Annual Police Plan 2021/22 - Activities	Status
Strategic Objective 13 - Use innovative approaches to accelerate our capacity and capability for effective service delivery	82	Project future challenges to develop rolling calendar considering national and local campaigns	Ongoing Activity
	83	Seek out shared learning and training opportunities with external partners and other Police Services	Ongoing Activity
	84	Create and develop new opportunities to maintain and enhance national and international partnerships as the UK adapts to a new relationship with Europe, providing access to effective international mechanisms which will enable our people to disrupt globally enabled serious organised crime with the greatest impact on our communities	Ongoing Activity
	85	Continue to develop and implement a prioritised change portfolio	Ongoing Activity
	86	Continue to transform our corporate support services to create maximum use of resources	Ongoing Activity
	87	Capture, prioritise, monitor and implement change recommendations from external audits and reviews	Ongoing Activity
	88	Encourage innovation, problem solving and streamlining of structures and processes	Ongoing Activity
Strategic Objective 14 - Commit to making a positive impact through outstanding environmental sustainability	89	Implement Police Scotland's Environmental Strategy	In Progress
	90	Embed environmental sustainability into the delivery of the policing of large scale events, such as COP26	Ongoing Activity
	91	Continue implementation of the Fleet Strategy including the roll out of Ultra-Low Emission Vehicles and associated infrastructure	Ongoing Activity
	92	Continue the implementation of the Estates Strategy including exploring the scope for further co-location with partners	Ongoing Activity
Strategic Objective 15 - Support operational policing through the appropriate digital tools and delivery of best value	93	Develop a flexible national approach for event policing charges	Ongoing Activity
	94	Support ongoing development of virtual courts	Ongoing Activity
	95	Implement the Data Ethics Strategy, framework and related business cases	In Progress
	96	Implement the Phase 2 of the Digitally Enabled Policing Programme including mobile working	In Progress

Annual Police Plan 2021/22 - Activities			Status
Strategic Objective 15 - Support operational policing through the appropriate digital tool and delivery of best value	97	Review and implement the re-design of analytics services for policing in Scotland	In Progress
	98	Refresh the Data, Digital and ICT Strategy to establish a three year rolling capital investment plan to meet key technology requirements for operational policing	In Progress
	99	Develop integrated national ICT solutions for crime, productions and warrants, reducing duplication, supporting mobile working and allowing decommissioning of legacy IT systems	In Progress

