

Meeting	Scottish Police Authority Policing Performance Committee
Date	27 February 2020
Location	1 Pacific Quay, Glasgow, G51 1DZ
Title of Paper	Quarterly Policing Performance Report – Q3
Presented By	Tom McMahon, Director of Business Integration
Recommendation to Members	For Discussion
Appendix Attached	Appendix A - Q3 Performance Report October – December 2019 Appendix B - Reporting Schedule of Outcomes / Objectives

PURPOSE

The purpose of this paper is to present the Q3 Performance Report, October to December 2019.

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 Strategic planning arrangements for policing in Scotland are laid out in the Police and Fire Reform (Scotland) Act 2012. The Scottish Police Authority (SPA) is responsible for developing a Strategic Police Plan for policing that reflects the Scottish Government's national outcomes, strategic police priorities and justice strategy.
- 1.2 Police Scotland is responsible for producing an Annual Police Plan (APP) that sets out the arrangements to deliver against the Strategic Police Plan.
- 1.3 As required by legislation, the SPA hold the Chief Constable to account for delivery against the strategic plan. This is done through scrutiny of Police Scotland's quarterly performance reports.
- 1.4 Police Scotland adopted a new outcome focused performance framework on 01 April 2019. This is the third Performance Report in support of this framework.
- 1.5 Similar legislative arrangements exist at a local level, with Police Scotland responsible for producing local police plans for each local authority and reporting performance via local scrutiny arrangements.

2. FURTHER DETAIL ON THE REPORT TOPIC

Performance Report Overview

- 2.1 The Q3 Report focuses on 14 of the 27 Objectives detailed in the Performance Framework. A full copy of the report is provided at Appendix A.
- 2.2 The outcomes focussed framework is considered an ambitious approach to performance reporting, with some aspects being aspirational. This has provided challenges in developing meaningful and informative narrative to support all aspects of the following layered structure:

Strategic Outcomes 5	Strategic Objectives 27	Impact Measures 73	Management Information 256
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- 2.3 The Q1 and Q2 reports provided content in support of:
- Quarter 1 – 10 objectives and 20 impact measures
 - Quarter 2 - 12 objectives 20 impact measures
- 2.4 As reported at the Strategy, Policy and Performance Committee on 14 November 2019; nine of the 20 impact measures reported in Q2 were actually duplicate measures from Q1; albeit different subject matters were covered. Therefore, the actual number reported in the first two quarters was a total of 31 out of the proposed 73 Impact Measures.
- 2.5 During the drafting process for Q3 it became apparent that the structure adopted for reporting in previous quarters was beginning to impede information gathering as alignment of data was difficult due to the bold aspirations set in the inaugural outcomes focussed framework.
- 2.6 It was decided to focus on reporting on the Strategic Outcomes and Strategic Objectives to facilitate the inclusion of narrative that can be presented in an intuitive manner.
- 2.7 This has resulted in 14 of the 27 objectives being reported on in Q3.
- 2.8 It is acknowledged that the Q3 Performance Report is still mainly narrative based, however it contains significant insight into Police Scotland activity in support of the five Strategic Outcomes.
- 2.9 There is a wide range of topics included in the report; the following themes have been highlighted in the Executive Summary:
- Vulnerability
 - Partnership Working
 - Organisational Learning
- 2.10 Benchmarking references have been included where appropriate; this will be an integral part of considerations for the revision of the Performance Framework.
- 2.11 The structure of Q4 report will be reflective of the style of the Q3 report and will include updates in respect of 13 out of the 27 Strategic Objectives. This will ensure that all objectives have been reported on at least once during the performance cycle of April 2019 to March 2020.

- 2.12 A summary of the reporting schedule for the outcomes and objectives throughout this performance year has been provided at Appendix B.

Future developments

- 2.13 The refresh of the Strategic Police Plan and Annual Police Plan will inform a revision of the Performance Framework for 2020/23; this ensures that it remains aligned with Strategic Outcomes and Objectives.
- 2.14 Details of the development of Performance Framework are provided in an accompanying briefing paper.

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. Engagement continues with the Police Scotland Equality and Diversity department to support the development of the performance reports.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report and the attached appendices.



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

Performance Report Quarter 3 2020

For presentation to the
Policing Performance Committee
Scottish Police Authority 27 February 2020



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Introduction by the Deputy Chief Constable



These reports describe progress towards meeting our strategic outcomes in way that is accessible as we seek to support understanding and scrutiny of policing in Scotland.

In this document you will find crime figures, detection rates and case studies which provide a great deal of information on our varied activities.

Our 2019-20 Quarter 3 Performance Report continues to describe a large number of crimes recorded under new domestic abuse legislation which covers coercive and controlling behaviours.

Between April and December 2019, more than 1,300 crimes were recorded under the Domestic Abuse (Scotland) Act which was introduced in 2019.

Domestic abuse has a devastating effect on individuals, on families and on children who are also often victims of these abusive behaviours.

We are committed to bringing offenders to justice and continually improving how we respond to domestic abuse. We work with a wide range of partners to provide support for victims and to improve our response.

This report also outlines the conclusion of a five-year-long investigation into human trafficking offences undertaken by Police Scotland, known as Operation Synapsis.

In November 2019, four offenders were sentenced to over 36 years. Each was placed on the Sex Offender's Register and made the subject of Trafficking and Exploitation Prevention Orders.

Human trafficking is an insidious crime and Police Scotland will pursue traffickers relentlessly. We work with our network of contacts in the UK, with international law enforcement and other agencies to rid our country of trafficking and all forms of exploitation.

The report also describes a strong increase in the use of cybermarkers following an internal campaign.

These allow officers and staff to identify crimes with a cyber element as we seek to better understand and quantify threat, risk and demand in the virtual space.

I am confident those who have the opportunity to read this report will benefit from an increased understanding of policing.

A handwritten signature in black ink, appearing to read 'F Taylor', followed by a period.

Fiona Taylor

Deputy Chief Constable,
People and Professionalism

Executive Summary

Introduction

This is the third quarterly performance report based on the outcomes focused Performance Framework 2019/20. This quarter we have reported on 14 of the 27 Objectives that support a range of policing activity across the following five Strategic Outcomes:

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

As in previous quarters the report contains five chapters; one for each of the strategic outcomes; but it also features two additional sections. Due to the significant demands on policing an overview is provided of the United Nations Framework Convention on Climate Change 26th Conference of the Parties (COP26) which will be held in Glasgow in November 2020. In addition, at the request of the Scottish Police Authority (SPA) an overview of Stop and Search activity is also included.

The following is a synopsis of the key themes that feature throughout the report.

Vulnerability

There is no recognised definition or framework of vulnerability that Police Scotland applies, but it is often a term used by us, partners and the media to describe a wide range of issues and individuals. It could be argued that all victims

of crime were vulnerable at the time a crime was committed but this would be too wide a description to assess and understand.

In general terms, when Police Scotland refers to vulnerability it refers to individuals who:

- are not in a position to fully support themselves through mental or physical impairment
- are potential targets of criminal acts by being a member of a protected characteristic as defined in the Equality Act 2010
- are the victim of a traumatic crime / incident
- through individual circumstances have had influence / control over their own lives impaired or removed.

In this quarter we have provided updates on several areas of vulnerability including Hate Crime and Rape; however the following highlights the growing demand in relation to Human Trafficking.

Human Trafficking is happening in every corner of the globe and given its hidden nature it is challenging for law enforcement to fully understand the scope and scale of the issue. In Scotland there has been over a 100% increase in reported Human Trafficking referrals when compared to last year. This rise is reflected throughout the UK.

Between 01 April and 31 December 2019 there have been 395 referrals submitted compared with 156 referrals submitted in the same period last year. Of these, 172 referrals (44%) were in relation to Vietnamese victims in comparison to 52 (33%) recorded last year.

This rise in criminal activity associated with Human Trafficking places a significant demand on Police Scotland as it requires to manage this growing demand against competing high priorities within a finite budget and trained specialised resources.

Police Scotland is working closely with the Scottish Government, Crown Office and Procurator Fiscal Service to ensure new legislation is used to the fullest extent to disrupt criminality through the use of Trafficking Exploitation Prevention

Orders (TEPOs). The legislation came into effect in June 2017 and to date, eight TEPOs have been granted in Scotland (two in 2018 and six in 2019).

In many cases Human Trafficking has an international element, albeit can occur within Scottish borders alone. Police Scotland is working with European partners to ensure that all intelligence is shared and enforcement activity is undertaken.

Partnership Working

The threats, risks and operational challenges that Police Scotland manages on a day to day basis require police officers and police staff to be trained to a high standard so that they can provide a professional and effective service to our communities.

However, Police Scotland and its partners realise that a multi-agency approach is required to deal with the complexities of growing crime threats and the ability to respond to major incidents.

It is essential that Police Scotland work and train with partners to ensure that there is an effective and coordinated response when needed. Examples of this include:

- **Joint European Investigations (JITs)** – as previously described, Human Trafficking is a global issue. Police Scotland is involved in two JITs with law enforcement and prosecution partners across the UK and Europe from countries such as Romania and Northern Ireland. In 2018/19, over 15 individuals were convicted in Romania for offences linked to human trafficking in Scotland.
- **Multi-Agency Emergency Response Training** – in October 2019 a two day operational live-play exercise was held at the Scottish Exhibition Centre (SEC) in Glasgow. The purpose of the event was to test the SEC Incident Response Plan which enabled Police Scotland to work with other emergency services and agencies to practice and develop partnership working that will improve interoperability and test the sharing of information.
- **Regional Resilience Partnerships (RRPs)** – these are the principal mechanisms for multi-agency co-ordination under the Civil Contingencies Act 2004. There are three RRP in Scotland covering North, East and West regions. On 01 December 2019 a resilience partnership was formed following a gas outage within the

Falkirk area affecting over 8,000 homes. Police Scotland supported the Local Authority and other agencies with the emergency response, with majority of services restored within 72 hours.

- **Missing Persons** – vulnerable people being reported missing from Edinburgh Royal Infirmary and the Royal Edinburgh Hospital represents a significant but essential demand on police resources. Effective partnership working has been undertaken with the hospitals and Edinburgh City Division to apply joint scrutiny and information sharing to tackle the issue. This has included the development and sharing of bespoke reports, conducting awareness sharing sessions and preventative approaches devised. This is a committed process of continuous improvement.

Organisational Learning

Police Scotland is still a very young organisation and there are many years of experience at all levels of the organisation. It is committed to ensuring that it has the processes of creating, retaining and transferring knowledge.

Police officers and police staff strive to provide the highest level of professional service to private citizens and its partners but recognise that there are occasions where there is a failure to deliver fully on expectations. It is essential that we learn from these circumstances through whatever means these are identified, whether through complaints about the police, HMICS inspection or through self-assessment.

- Complaints About the Police - within the last quarter the Police Investigations & Review Commissioner (PIRC) issued 67 recommendations and 18 learning points in relation to complaint handling reviews. Learning disseminated across the organisation has included:
- Guidance to Custody Division in connection with risk identification during prisoner processing
- Briefings to C3 Division regarding resource deployment and priority grading at outstanding incidents
- Guidance to all officers on the supervision of persons in custody, particularly when being conveyed in police vehicles
- Audit and Assurance – Police Scotland's Risk, Audit and Assurance Team are responsible for managing all HMICS recommendations. As of

31 December 2019 we have 167 outstanding recommendations. This is a reduction of 98 compared to the same period last year. Work is ongoing to monitor progress on all remaining recommendations and in conjunction with business areas develop bespoke self-assessment tools.

Increased Confidence in Use of Stop Search Powers

The use of stop and search Code of Practice was introduced in May 2017. This states that all searches must be lawful, necessary and proportionate. New operational practices were put into place to ensure that all operational officers adhered to the Code. A significant amount of training and scrutiny has been undertaken to ensure that Police Scotland applies this policing tool in an appropriate manner.

From April to December 2019 a total of 32,107 searches were undertaken. This represents a 23.9% (6,190) increase from the previous year. Over one third of these searches (36.3%) yielded a positive result. This was 3.2% down on last year.

This increase in stop and search is seen in positive terms as it reflects a proportionate and intelligence led use of this as a policing tool. An example of this is the increase in the recovery of weapons; with 696 searches leading to the recovery of weapons during April to December 2019 compared to 548 the previous year.

In this quarterly performance report, we focus on the following 14 strategic objectives:

Public Safety & Wellbeing

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

- Protect vulnerable people and victims of crime from harm
- Improve our understanding of, and response to, the threat from cybercrime
- Work with communities to ensure they are well equipped and prepared to deal with all threats to public safety

Needs of Local Communities

The needs of local communities are addressed through effective service delivery

- Ensure our operational resources deliver services that meet the needs of local communities
- Work collaboratively with our partners on our shared priorities, including public health and vulnerability
- Build, develop and maintain effective local partnerships
- Improve our support services to enable the delivery of effective local policing

Confidence in Policing

Public and communities are engaged, involved and have confidence in policing

- Improve the reach of our public and community engagement initiatives
- Use insights and feedback to shape and improve our services
- Positive Working Environment
- Our people are supported through a positive working environment enabling them to serve the public
- Create a positive environment for our people to achieve their potential
- Ensure our people are confident to lead and equipped to face current and new challenges

Sustainable and Adaptable Service

Police Scotland is sustainable, adaptable and prepared for future challenges

- Ensure Police Scotland is meeting and adapting to growing and changing demands on policing
- Transform and develop lean and agile corporate support services for policing and forensics
- Build and maintain a sustainable financial direction for policing in Scotland and evidence best value

Strategic Outcome: Threats to public safety and wellbeing are resolved by a responsive police service

Objective: Protect vulnerable people and victims of crime from harm

Human Trafficking

Police Scotland is a key contributor to the Scottish Government's Trafficking and Exploitation Strategy. We work with a range of national / international partners and agencies with the aim of eradicating human trafficking and exploitation from the communities of Scotland.

This year there has been a significant demand placed on the National Human Trafficking Unit (NHTU) and local policing divisions, particularly in the central belt of Scotland, due to a large increase in potential human trafficking victims being identified. Through collaboration with the Scottish Government, statutory partners and non-governmental organisations; Police Scotland will:

- ensure all reports of human trafficking and exploitation are recorded as a crime
- conduct robust investigations to identify those responsible for trafficking and exploitation, utilising powers within the Human Trafficking and Exploitation (Scotland) Act 2015
- identify and support victims of trafficking and exploitation to ensure they gain access to appropriate statutory organisations third sector support services to meet their individual protection; care and wellbeing needs and aid their recovery
- ensure that when information suggests a child may be a potential victim of human trafficking and exploitation this is progressed through established child protection procedures

- maximise the sharing of intelligence between local, national and international partners to advance our understanding about trafficking routes and inform our proactive plans and activity
- collaborate with national and international law enforcement agencies and prosecutor's to develop investigatory partnerships and techniques
- focus on prevention through continuing to raise awareness of the signs of trafficking and exploitation to address the conditions that perpetuate the crime
- work with academic partners to obtain value from research and innovation

National Referral Mechanism

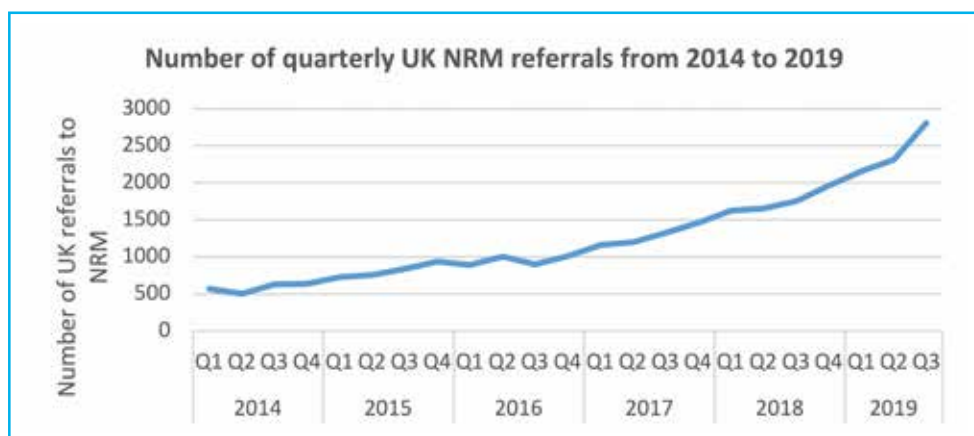
The National Referral Mechanism (NRM) is a UK framework used for identifying victims of human trafficking and ensuring they receive the appropriate support. Between 01 April and 31 December 2019, 395 referrals have been submitted through NRM in respect to human trafficking in Scotland.

Figures have increased significantly with 156 referrals submitted in the same period last year. To date, 172 NRMs (44%) were in relation to Vietnamese victims in comparison to 52 (33%) recorded last year.

Similar rising trends in NRM referrals have been experienced across the UK.

Home Office data available between 01 July and 30 September 2019* provides that 2,808 potential victims of modern slavery were referred to the NRM. This is a 21% increase from the previous quarter and a 61% increase from the same quarter in 2018.

Of these referrals, around 90% (2,548) were transferred to police forces in England for investigation. Police Scotland received 150 referrals, Welsh police forces received 96 and the Police Service of Northern Ireland received 14.



* Home Office National Referral Mechanism Statistics UK, Quarter 3 2019 – July to September date published 14 November 2019

Prevention Orders

Trafficking Exploitation Prevention Orders (TEPOs) are available to police and prosecutors to apply for in court to assist in preventing and controlling a person suspected or convicted of committing human trafficking and exploitation offences. The legislation came into effect in June 2017 under the Human Trafficking and Exploitation (Scotland) Act 2015.

TEPOs granted by the court can place restrictions on individuals such as preventing them from recruiting individuals into employment, travelling abroad or engaging in certain types of business activities. To date, eight TEPOs have been granted in Scotland; two in 2018 and six in 2019.

Police Scotland has undertaken work to raise awareness internally and externally in respect of the use of these orders. A new application process has been agreed between Scottish Government, Crown Office Procurator Fiscal Service (COPFS) and Police Scotland which will streamline the application process and lead to an increase in the quality of information and applications made to the courts.

Joint European Investigations

Police Scotland continues to work closely with partners in Scotland, across the UK and internationally to share intelligence and co-ordinate work to tackle human trafficking. Police Scotland is involved in Joint Investigation Teams (JITs) in relation to human trafficking and exploitation with law enforcement and prosecution partners across the UK and Europe from countries such as Romania and Northern Ireland.

Joint days of action have taken place to execute warrants and disrupt illegal activities. Police Scotland, with the assistance of Trafficking Awareness Raising Alliance (TARA) and other support services have aided a number of victims to safety. A number of

KEY FACTS

Prosecutions

Since the first provisions of the Human Trafficking & Exploitation (Scotland) Act 2015 came into force in May 2016, 29 cases have been submitted by Police Scotland to COPFS.

- In 16 cases, prosecutors have taken action in respect of offences in terms of the 2015 Act.
- In seven cases, action was taken in respect of other offences not in terms of the 2015 Act.
- In five cases, prosecutors decided to take no action in relation to all charges.
- In one case, a decision on whether to take action is being considered.

the JIT operations are subject to judicial process both here in Scotland and across Europe.

The success of this joint working has been crucial to protect vulnerable individuals and to bring those responsible to justice. For example, in 2018/2019 over 15 individuals were convicted in Romania for offences linked to human trafficking in Scotland, all achieved via joint international working, with a further three awaiting trial.

Human Trafficking Conference

In September 2019, Police Scotland hosted a Human Trafficking conference at the Scottish Police College. The conference examined successful police prosecutions and support available to victims, in Scotland and across the UK, to identify and share best practice.

The conference was attended by over 180 delegates from a number of police and partner agencies, third sector agencies and National Government representatives; including:

- National Crime Agency
- Scottish Fire and Rescue Services
- TARA
- Migrant Help
- The Independent Anti-Slavery commissioner
- HMRC
- Home Office
- Police Scotland Human

Trafficking Champions

This helped raise awareness across the public sector in terms of what action can be taken when human trafficking victims are identified.

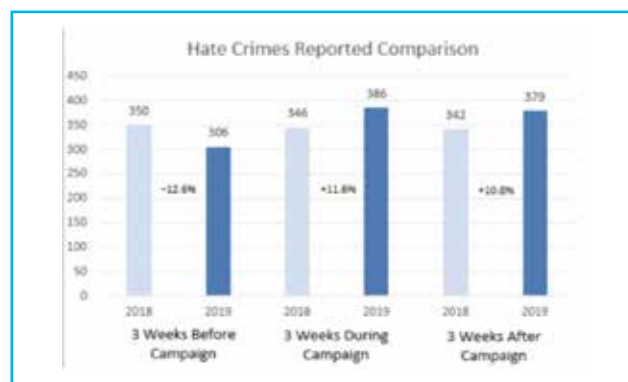
Hate Crime

#DontTolerateHate Campaign

In October 2019, Police Scotland won the Public Sector Racial Equality award for raising awareness of hate crime against workers in the night time economy.

Analysis illustrated that workers in public-facing occupations linked to the night time economy were at increased risk of falling victim to this type of crime. The #DontTolerateHate campaign's aim was to raise awareness of hate crime and increase reporting from night time economy workers.

An advertising campaign was delivered alongside partners, including Scottish Grocers Federation, Security Industry Authority, Scottish Ethnic Private Hire Association, Just Eat, Nisa Retail and Scottish License Trade Association.



A representative from the Scottish Ethnic Private Hire Welfare Association said:

"I like this new Police Scotland campaign. It's a strong way to educate people. To let them know, if you do this, there will be consequences. The more hate crime is acknowledged and discussed in the media the better. It's something we need to address. And social media is a very powerful tool. Campaigns like this should happen on a regular basis. We won't change things overnight. That's human nature. We need to keep reminding people. Then things will change".



SPOTLIGHT ON HUMAN TRAFFICKING

CASE STUDY – Operation SYNOPSIS Greater Glasgow Division

On 08 November 2019, following conviction at the High Court in Glasgow, four offenders were sentenced to over 36 years in prison. Each was placed on the Sex Offenders Register and made the subject of TEPOs.

Operation SYNOPSIS commenced in September 2014 and was led by Police Scotland, supported by Europol and Eurojust. It centred on the trafficking of Slovakian females into Scotland for the purpose of sham marriages and prostitution. Enquiries by Police Scotland's National Human Trafficking Unit, supported by the National Rape Task Force, resulted in three males aged 61, 37 and 31 and one female aged 28 being arrested in February 2017, charged with 18 offences linked to Human Trafficking.

These types of investigations are complex and take time and partnership working to achieve positive outcomes. This international investigation resulted in Police Scotland forming a JIT with the Metropolitan Police Service and Slovakian Police. Links were also developed with a number of other UK forces including West Midlands Police, Greater Manchester Police, South Yorkshire Police and Bedfordshire Police.

The campaign was delivered across a range of platforms including outdoor posters, radio adverts and social media.

Due to the limitations with the current recording systems it has not been possible to assess the impact of the campaign within the night time economy. However the following graph demonstrates that there was an increase in overall reporting of hate crime during the campaign when compared to the same period last year.

Hate Crimes

	Crimes	Detections	Detection Rate
Apr – Dec 19/20	4,796	3,181	66.3%
Apr – Dec 18/19	4,830	3,286	68.0%
% change from 18/19	-0.7%	-3.2%	-1.7% point change
% change from 5 year mean	-7.2%	-5.7%	1.0% point change

Hate crimes for the period April to December 2019 are down 0.7% (34 fewer crimes) on the same period in the previous year. The proportion of hate incidents resulting in a crime report was 87.2% (down 2.2% points compared to the previous year).

The number of hate crimes with a transgender aggravator have increased by 20.3% to 71 in comparison to last year.

Although no definitive conclusion can be drawn, it is likely that the increase in transgender reported hate incidents is linked to increased media reporting on transgender issues such as the Gender Recognition Bill and consideration given to changes to the UK Census. The media reporting on this will have led to increased awareness on transgender / transphobia and hate crime reporting.

Use of third party reporting

There are 427 centres for Third Party Reporting (TPR) of hate crime across Scotland:

North of Scotland - 46

West of Scotland - 231

East of Scotland - 150

Police Scotland continue to receive online reporting of hate crime / incidents from TPR centres. Through feedback from victims and discussion with key stakeholders some issues have been identified for improvement, which is being progressed by Safer Communities alongside local policing and relevant partners. Areas for development include:

More visible and user friendly reporting form

More information provided to the person making the online report, including how the report will be progressed, who is dealing with it and when and how they can expect an update

Improved communication and discussion between Police Scotland and TPR centres

Continued support and guidance for TPR centres on understanding and awareness on what constitutes a hate crime.

KEY FACTS

Hate Crime

- At least 13,834 unique visits to the hate crime reporting page with 11.4% viewing more than one page.
- Target audience remained on the page for an average of 33 seconds.
- 330 unique visitors to Third Party Reporting page.
- 26,000 people viewed the campaign video.
- Partner and public engagement with the campaign evaluated highly with #DontTolerateHate being used 596 times.

Rape

Update on #GetConsent campaign

Police Scotland launched the #GetConsent campaign on 02 September 2019 which ran for six weeks.

The main focus of the campaign was to challenge male attitudes of sexual entitlement in the early stages of dating. The campaign was supported by academic and partner research conducted using data from Recorded Crime in Scotland, Scottish Crime and Justice Survey, Rape Crisis Scotland and ASSIST (an independent domestic abuse advocacy service). This established the target audience for the campaign as males aged 18-35 years.

Internal and external audiences reacted positively to the campaign style and other UK police forces have requested to use the graphics, including the Police Scotland logo, as part of their own campaigns.

KEY FACTS

Rape

- The media launch on 28 August 2019 and coverage was overwhelmingly positive.
- Advertising in phone kiosks, washrooms and digital adverts were placed at over 600 ad sites and 100 pubs and clubs across Scotland.
- Social media adverts achieved over 5.6 million impressions. The campaign generated a high level of conversation and debate with hundreds of comments posted across all platforms.
- The distribution of a digital toolkit provided opportunities for key partners to share content and over 630 original mentions of the campaign hashtag #GetConsent were recorded.
- A notable highlight of the partner marketing was the display of campaign graphics on the screens at Hampden Park during two Scotland games with a combined attendance of 58,000.

	Crimes	Detections	Detection Rate
Apr – Dec 19/20	1,729	892	51.6%
Apr – Dec 18/19	1,706	902	52.9%
% change from 18/19	1.3%	-1.1%	-1.3% point change
% change from 5 year mean	19.4%	-1.8%	-11.1% point change

Note: 39% of rapes (675 crimes) are non-recent (reported more than one year after being committed) which presents additional challenges to investigation.

Drugs Supply

The harm caused to communities by the misuse of drugs is well documented. It causes great public concern and communities across Scotland have identified drug dealing and drug misuse as key issues in Local Policing Plans.

Police Scotland has a significant role to play in mitigating the harm and improving the safety and wellbeing of people and communities across Scotland. We do this through two key national strategies:

- The Serious Organised Crime Strategy sets out how Scotland will reduce the harm caused by Serious Organised Crime Groups (SOCG)
- Rights, Respect and Recovery Strategy, which details the national approach to improving Scotland's health by preventing and responding effectively to problem drug use

The Serious Organised Crime Strategy is delivered in collaboration with partners through a multi-agency approach. Police Scotland continues to utilise all tools at our disposal to reduce the impact substance use has on our communities and identify those responsible for dealing in controlled drugs.

Drug Crimes

	Drugs Supply	Drugs Possession	Drugs Stop Search*
Apr – Dec 19/20	3,628	24,223	10,189
Apr – Dec 18/19	3,505	21,881	8,927
% change from 18/19	3.5%	10.7%	14.1%
% change from 5 year mean	-1.0%	11.7%	-

*Number of searches from which drugs (including New Psychoactive Substances) were recovered.

Drug Dealers Don't Care Campaign

Police Scotland and the Scottish Government, in conjunction with Crimestoppers, launched the "Drug Dealers Don't Care" campaign on 24 June and ran until 24 July 2019. The campaign supported the Scottish Government's prevention and recovery approach. It aimed to raise awareness of drug dealing in Scotland and show the exploitation by drug dealers of those who may be vulnerable or experiencing a challenging or difficult time in their life. It also encouraged the reporting of drug dealing activity in communities.

The campaign generated 11 media articles, reaching 110,089 people. The social media reach, which targeted areas of Scotland with the highest levels of multiple deprivation, resulted in 5,342 clicks with comments being overwhelmingly positive.

Crimestoppers noted that the campaign generated a 55% increase in information about drug dealers, manufacturers and suppliers compared to the previous month. This followed a similar campaign in Belfast that had resulted in a 70% increase in reporting of drug activity.

Crimestoppers information, in combination with intelligence gathered through traditional policing methods, is a valuable asset in targeting drug dealers. Crimestoppers will have had a positive contribution to operational activity.

Objective: Improve our understanding of, and response to, the threat from cybercrime

Tag it. Mark it. Log it Campaign

In October 2018, the Cyber and Technical Surveillance Programme launched the 'Tag it, Mark it, Log it' campaign to improve Police Scotland's ability to identify the threat posed by cybercrime to the communities of Scotland. This required sustained engagement with officers and staff to appropriately 'mark' information within three main data sets; command and control incidents (Tag it), crime management (Mark it), and intelligence (Log it).

A key enabler of this was an enhancement to the knowledge of officers and staff to enable the correct identification of cybercrime and an improvement in the means to 'mark it'. The campaign has seen the simplification and redefinition of cybercrime into two categories: Cyber-Dependent and Cyber-Enabled crime.

Police Scotland has also promoted 'Tag it, Mark it, Log it' via briefings and information in intranet articles, direct communications and the 'PC Tagit' video launched in October 2019 which provided guidance on the identification of cybercrime and appropriate use of cyber markers.

Additional cybercrime training to C3 staff in September 2019 has also contributed to an increase in the use of cybercrime tags during October to December 2019.

The ability to add a cybercrime indicator to nominal records on the Scottish Intelligence Database has also been introduced during November 2019. This is expected to lead to an improved intelligence picture around cybercrime.

These changes are already leading to an increase in tagging, marking and logging of cybercrime in the month following the campaign compared to the same period last year.

Having analysed the data sets the Cyber and Technical Surveillance Programme now moves on to progressing risks, opportunities, gaps, improvement in service delivery, policing response and prevention activity.

The benefits of this analysis has started to be seen in the 2019 Cybercrime Strategic Threat Assessment. The main cyber threats facing Scotland are concentrated within a few key areas:

- Sexual Offences
- Financial and Economic Offences
- Computer Misuse Act Offences
- Threatening Behaviour and Communications Offences
- Procurement of Illicit Goods and Services Offences

Digital forensics is becoming key to the future of crime investigation and is essential in providing evidence for most types of crime. The ability to extract evidence from computers, mobile phones and other devices is critical to building strong cases. As the volume of cases requiring digital forensic analysis and the amount of information to be processed in each case increases, so will the demand within Police Scotland to deal with it.

Cybercrime Marker

	Total number of cyber marked Intelligence Logs	Total number of cyber marked Incidents	Total number of cyber marked Crimes*
Apr – Dec 19/20	4,902	1,319	7,943
Apr – Dec 18/19	2,504	238	3,026
% change from 18/19	95.8%	454.2%	162.5%
% change from 5 year mean	-	-	-

* Data not complete across all divisions.

The increase in tagging, marking and logging of cybercrime has been significant with rises across all three data sets this year compared to the same period last year. It should be noted that cyber incidents and crimes were already being recorded prior to the campaign. Ongoing engagement with officers to raise awareness and improvements in the ability to separately identify cybercrimes has however assisted in developing a clearer picture of the underlying scale of this crime type. In addition, the rising trend in cyber related crime and greater public awareness in reporting such crimes is likely to be a significant factor in the increase. As analysis of the data develops we hope to be able to better understand the underlying trends across various crime types and adapt our response to mitigate this threat.

In January 2020, Police Scotland began a phased roll out of Cyber Kiosks which will feature in the Q4 Performance Report.

The use of Cyber Kiosks will increase the digital forensic capability of Police Scotland by providing a local method of triaging devices, enabling them to be quickly examined, establishing whether a device holds information which may be relevant to an investigation. This early identification of evidence enhances operational effectiveness and criminal justice processes. Where no evidence is recovered, the device can be returned to the owner.

Cybercrime Safety, Prevention & Resilience

Police Scotland's Cybercrime Safety, Prevention & Resilience staff continue to engage with a wide range of organisations across the private sector and third sector networks, including Scottish Business Resilience Centre. This provides an increased awareness of current cyber related threats (such as ransomware, business email compromise, data breaches etc.) and encourages good cyber practice, policies and behaviours which mitigate the impact of cyber-crime.

During the quarter this activity has included:

- The development of the skills and knowledge of Cybercrime Safety, Prevention and Resilience staff through specialist training and conferences with experts from industry and academia
- Internet safety training for people in education including delivery of Child Exploitation and Online Protection (CEOP) 'Thinkuknow' and Police Scotland 'Choices for Life: Be Smart' sessions to children and young people in school settings, increasing awareness of cyber threats whilst encouraging positive behaviour.
- Support and awareness training to local policing colleagues, enhancing their knowledge and understanding of current threats. Officers and staff were signposted to Internet Safety and Cyber Security resources such as the CEOP, 'Be Smart' and the National Cyber Security Centre (NCSC) which can be delivered across local communities.
- Work on raising cyber-crime awareness with the Federation of Small Business, financial institutions, IT companies, the Chamber of Commerce, energy firms, charities and the Scottish Government.

Objective: Work with communities to ensure they are well equipped and prepared to deal with all threats to public safety

Exercise Exhale

This took place in October 2019 and consisted of a table top exercise and two days of live-play activity. The exercise was primarily designed to test the SEC Incident Response Plan.

The tri-service table top exercise was commissioned by the SEC and organised and delivered by a private company who specialise in resilience testing, exercising and crisis management consultation.

Day one of the live-play was an internal scenario for SEC staff and day two consisted of a multi-agency exercise encompassing tri-service emergency responders and the local authority sector.

This also provided an opportunity for the Major Incident Support Co-ordination Unit to exercise their capabilities.

There were numerous aims and objectives to the exercise in terms of the SEC including their internal response mechanisms and provided an opportunity for the emergency services to reinforce the joint emergency services interoperability principles (JESIP).

The exercise confirmed that the SEC Incident Response Plan remains fit for purpose. It also set a baseline for incident response planning for the venue in the run up to the Conference of the Parties Climate Change Conference (COP26) that will be held there in November 2020.

Operation MOONBEAM

The policing of fireworks related incidents at the beginning of November places a considerable demand on resources. In 2017 the demand for the police was intensified by a number of high priority incidents where emergency services came under attack from youths with fireworks.

Operation MOONBEAM ran again in 2019 across Scotland to help alleviate the demand from fireworks related incidents. This came in the form of a multi-agency contact centre and a team of public order trained officers that were utilised for incidents on 04 - 05 November 2019.

On 04 November calls relating to fireworks were down 55.5% to 73 (91 fewer) compared to the previous year. The main reason for this decrease could be put down to inclement weather conditions and the date falling on a Monday.

On 05 November the number of incidents relating to fireworks were 667. This is a decrease of 9.6% (71 fewer) compared to the previous year.

There were eight incidents where Scottish Fire and Rescue Service were targeted and one where Scottish Ambulance Service were targeted.

Notably, between 8pm and 10pm on 05 November, 30% of all calls received by Police Scotland were in relation to fireworks.

Incidents that officers were dealing with this year ranged from wilful fire-raising to assault on emergency workers. A total of 14 arrests were made.

In addition, Edinburgh City Division were granted police powers of dispersal in respect of antisocial behaviour. The dispersal order covered several areas across Edinburgh and resulted in 23 dispersal instructions being issued and two arrests being made for failing to comply with the order.

Strategic Outcome: The needs of local communities are addressed through effective service delivery

Objective: Work collaboratively with our partners on our shared priorities, including public health and vulnerability

In Edinburgh City Division, 16% (809) of all missing people in 2019 came from two key partner locations; namely the Edinburgh Royal Infirmary (ERI) and the Royal Edinburgh Hospital (REH).

The roles and responsibilities contained in the National Missing Persons Framework for Scotland have formed part of the push towards ensuring partners are aware of our joint commitments in the key areas of prevent, respond, support and protect.

Edinburgh Royal Infirmary Missing Person Initiative

ERI is the largest hospital in Edinburgh with a 24/7 Accident and Emergency (A&E) department.

An issue experienced by the ERI, which is not unique to that hospital, is the number of vulnerable people who leave the supportive environment of A&E prior to being treated or discharged. This accounts for 70% (158) of missing person demand from the hospital last year.

The following table details the number of missing people reported from ERI A&E to Police Scotland over the last four years.

2016	2017	2018	2019
193	166	168	226

Historically, all instances of a person going missing from A&E resulted in an immediate report to Police Scotland, placing a considerable demand on resources.

Through effective partnership working, officers in Edinburgh have built an excellent relationship with colleagues in the ERI and have devised a reporting system that allows the risk associated with the missing person to initially be managed by the NHS. The shared understanding in relation to the definition of a missing person and the risk grading descriptors has allowed NHS partners to be clearer about when it is appropriate to involve police in the case of a patient who has absconded.

The staff at A&E apply this knowledge and carry out their own robust risk assessment and associated checks.

Depending on the outcome, a report may not be required to be made to the police if the hospital is satisfied that the individual is in the care of an appropriate person or has sufficient welfare support.

This does not prevent an immediate report to the police if there is immediate concern for an individual's wellbeing.

This process requires joint scrutiny and sharing of information. This has included adopting the following processes:

- Sharing a monthly report to relevant staff and managers within the ERI with specific focus on A&E.
- The Edinburgh Missing Person Coordinator reviews every incident and liaises directly with ERI staff if issues are identified where there has been ambiguity or a lack of application on agreed roles and responsibilities.
- Prevention Posters displayed in the A&E waiting room area and also within key wards.
- Prevention Flyer created for A&E staff to hand out to any patients at heightened risk of absconding.
- Regular Awareness Sessions held with A&E staff outlining the Joint Protocol and raising awareness around prevention, in line with the National Missing Persons Framework for Scotland.

Royal Edinburgh Hospital (REH)

The REH is the single mental health facility serving Edinburgh. There is a large demand placed on staff within REH and on the police by the number of individuals who leave the care of the hospital without having been discharged.

Prior to a joint working initiative being put in place in 2016 this placed a significant demand on police resources as can be seen from the number of missing persons provided in the following table:

2016	2017	2018	2019
1,324	866	645	583

This demand has reduced due to the work the hospital has undertaken to redesign and upgrade their facilities which has supported the preventative approach. However, it has also been achieved through a joint, sustained and evolving commitment to partnership working and information sharing. This has involved the introduction of the following activity:

- Awareness sessions for staff as required
- Sharing of monthly statistical reports
- Daily scrutiny of calls
- Police / REH liaison meetings (every six weeks)
- Presentation to consultants

Objective: Build, develop and maintain effective local partnerships

Regional Resilience Partnerships

Resilience partnerships are the principal mechanisms for multi-agency co-ordination under The Civil Contingencies Act 2004. They promote co-operation between multiple organisations including emergency and public services, local authorities and community groups in preparation for responding to major emergencies. There are three Regional Resilience Partnerships (RRP's) in Scotland covering North, East and West regions and they support planning, coordination and governance at the local level.

On 01 December 2019 a resilience partnership was formed to ensure a collaborative response to a reported gas outage within the Falkirk area of Forth Valley affecting over 8,000 homes.

This incident had significant safety and care for people implications as Scottish Gas Network (SGN) predicted that gas outage would last for approximately one week and was further compounded with temperatures forecast to be below freezing.

The multi-agency coordination was initially led by Police Scotland and supported by Scottish Government Resilience Division. The multi-agency response was fully supported by the relevant partners within the Forth Valley resilience partnership. This included not only category 1 and 2 responders but also the voluntary sector. Response and assistance centres were established and visits to the vulnerable were coordinated, electric heaters were provided and local authority centres provided hot food to residents. A Multi-Agency Contact Centre (MACC) was also established at Randolphfield, Stirling. As part of the response a public communications group was set up to co-ordinate public messaging. This was co-ordinated by Police Scotland in the initial stages.

The response was supported by local elected members and reported directly to the Deputy First Minister (DFM) and the Cabinet Secretary for Transport, Infrastructure and Connectivity.

The matter was successfully resolved within 72 hours by SGN with the vast majority of user's facilities reinstated by this time.

The incident and subsequent response from partners received national media coverage with responders being praised by the DFM and members of the public for the collaborative response. A subsequent multi agency debrief has taken place and the findings will be published in due course.

In other areas there was significant local and regional resilience partnership collaboration throughout the year in the form of planning and preparation for potential civil contingency consequences related to a no deal EU Exit.

Partnership training and exercising is an ongoing programme nationally with Scottish Government Training and Development coordinators overseeing the various exercises that take place. There is a legislative requirement for local authorities to test and exercise their plans for regulated sites and under the Civil Contingencies Act. Category 1 responders and other members of the partnership such as voluntary sector take part.

Objective: Ensure our operational resources deliver services that meet the needs of local communities

Drug Driving Legislation Update

The Road Traffic Act Section 5a legislation came in to effect on 21 October 2019 and provided officers with a very effective tool to assist in identifying those who seek to place themselves and others in danger by driving with drugs in their system. This legislation allows officers to conduct a roadside test for the presence of cannabis and cocaine in saliva.

A positive roadside drug test allows officers to require an evidential blood sample without having to obtain a doctor's opinion. This has seen a positive impact by reducing the time officers spend in custody suites.

Police Scotland have around 750 officers who are drug test trained. These officers are geographically located across the country to cover demand.

Since the new legislation started on 21 October 2019 up to 31 December 2019 Police Scotland have carried out a total of 951 drug tests.

Of the 951, there were 336 (35.3%) positive drug tests resulting in blood being submitted to the laboratory for further testing.

Police Scotland continues to work closely with partners from the COPFS, Scottish Government and SPA laboratory to identify and resolve issues as this legislation become an embedded process from roadside detection to prosecution outcome.

Festive Drink / Drug Driving Campaign

This campaign was launched on 28 November 2019 by the Justice Secretary and Police Scotland and ran from 01 December 2019 to 02 January 2020. During this campaign, officers from Road Policing and Local Policing carried out co-ordinated stop points across the country in an effort to deter and detect those who continue the risky behaviour of consuming alcohol or taking drugs before driving a vehicle. These checks were supported by a Road Safety Scotland marketing campaign via conventional and social media outlets to educate and reinforce the zero tolerance approach.

	2018/19	2019/20
Drivers Stopped	8,672	8,687
Drink / drug Offences	565	580
% of offences	6.5%	6.7%
Vehicle Forfeiture Requests	64	65

During this year's campaign 480 Drug Screening Tests (5.5% of vehicle stops) were also carried out, which resulted in 185 blood samples being submitted to the SPA lab for testing.

This included 16 positive tests for people who are required to drive as part of their employment, demonstrating the wider public safety benefits realised by performing a simple drug test.

A sustained media campaign also ran for the duration of the campaign, which saw positive coverage on social media from the public in supporting the work of officers in keeping them safe. The media campaign had 129 tweets, 2,672 retweets while the average engagement rate was 2% with 968 replies.

Road Traffic Fatalities

Between April and December 2019 the overall number of fatalities on Scotland's roads has fallen by 10 in comparison to last year:

2018	2019
133	123

This is a reduction of 7.5% which is largely due to a reduction in vehicle passenger deaths, which have almost halved from 24 to 13.

Between April and August 2019 Police Scotland ran a series of weekend Motorcycle Safety campaigns, with officers deployed to key motorcycling routes offering advice and guidance where appropriate. Although difficult to assess the impact of this campaign or other interventions such as Rider Refinement North, there has been a positive impact on casualty reduction figures in relation to motorcyclist deaths from 31 last year to 24 this year.

Over the last 10 years there has been an 85% increase on the number of people killed in collisions involving older drivers. Police Scotland continue to work with partners to ensure engagement with this age group in an effort to positively influence this trend. It was noted previously that there has been an increase in fatalities involving over 65 year olds. Police Scotland has been working with partners to engage with this age group

in safety campaigns and awareness raising. Whilst still one of the highest contributory age categories, year to date fatalities for this age group have fallen to 40 compared to 44 at the same stage last year.

Driver fatalities have risen from 46 last year to 51 in the current period. There has also been an increase of one pedestrian fatality (29 compared to 28) and two pedal cyclist fatalities (6 compared to 4) during this year.

Scottish Road Safety Framework

The Scottish Road Safety Framework sets out a series of targets for road casualty reductions by the end of 2020 and Police Scotland is a key partner in working towards these targets.

The downward trend in road fatalities seen over the last 10 years suggests the Framework target of a 40% reduction from the 2004/08 baseline figure of 292 to 175 fatalities will be met.

Progress towards the people seriously injured and children seriously injured targets has not been as positive.

Seriously injured casualty figures are 1,601 compared to 1,581 in 2018. The target is 1,172.

Children seriously injured figures are 153 compared to 142 in 2018. The target is 114.

Police Scotland are participating in Transport Scotland led workshops with road safety partners and key stakeholders, looking beyond the conventional, to find innovative new methods to reduce casualties in an effort to develop a revised world-class Scottish Road Safety Framework up to 2030.

The Framework is expected to be issued for consultation early in 2020 with a publication date in autumn of this year and will set out a collaborative approach to take Scotland towards an ultimate vision of zero fatalities and much reduced serious injuries on our roads.

Get Ready for Winter / Tyre Safety

The "Get Ready for Winter" media campaign was originally scheduled to run from 21 October to 27 October 2019. This was extended into early November due to the inclement weather at the time. The primary focus for officers during this campaign was engagement with drivers, encouraging and educating road users to prepare for the additional challenges of driving during the autumn and winter months.

Discussions with drivers include advice on driving in relation to:

- heavy rain and high winds
- low sun
- snow or icy road conditions
- ensuring vehicle is roadworthy for winter conditions
- ensuring that tyres have sufficient tread and correct tyre pressure
- ensuring enough fuel for their journey
- topping up windscreen washers
- ensuring lights are clean and working properly

By preparing and warning drivers in this way, Road Policing aim to reduce the risks of incidents occurring and ensuring drivers keep themselves and others safe. During this campaign Road Policing engaged with 6,321 motorists, as well as over 2,000 social media interactions.

Speeding, Seatbelt and Mobile Phone Campaign

A speeding, seat belt and mobile phone campaign ran between 9 and 15 November 2019.

The campaign was supported by the Safety Camera Unit who deployed their mobile cameras on key identified routes across the country. This was augmented by a media campaign highlighting the risks associated with speeding, failing to wear a seat belt and mobile phone use.

During this campaign 2,623 speeding offences, 34 seat belt offences and 29 mobile phone offences were detected.

Objective: Improve our support services to enable the delivery of effective local policing

Contact Assessment Model (CAM)

Police Scotland is rolling out a new way of assessing calls to its 101 and 999 service to improve the way we respond to contact from the public. Officers and staff are being trained to make an enhanced assessment of threat, harm, risk, investigative opportunities, vulnerability and engagement (THRIVE) for every individual who contacts our service. This is the next step in enhancing call handling now that a national infrastructure and consistent level of service delivery is in place for Contact, Command and Control Division (C3).

CAM empowers police officers and police staff to better assess vulnerability and provide an appropriate and proportionate response that better meets the needs of every individual caller. New teams of experienced police officers and staff (resolution teams) are resolving calls at first point of contact by providing advice, local policing appointments or referral to a partner agency for specialist support. This team also supports better management of demand for local policing divisions by resolving calls through the service centre so that more police officers are available for despatch to more urgent incidents.

CAM was rolled out within Lanarkshire and Dumfries & Galloway Police Divisions earlier this year and then implemented in Greater Glasgow Police Division, the largest division in terms of incident demand, on 22 October 2019. In the first two weeks 33,000 members of the public were informed at first point of contact how, and more importantly when, we would respond to their call, thus improving the service we deliver.

In Greater Glasgow Police Division, an increased number of local policing appointments are now available as one of the resolution options as a more appropriate response for a number of our callers. Our operational officers report they have more time to effectively respond to incidents and can better support victims of crime and conduct follow up enquiries.

A significant number of officers and staff received tailored training to support the delivery of CAM.

Training has evolved as we move through the phases of delivery to support the needs of our officers and staff. By providing practical, scenario-based training to support learning and the provision of coaching and mentoring roles, the overwhelming majority of staff have reported that it has given them confidence to fulfil their role.

Training is reviewed following each of the divisional roll out phases and encompasses feedback from staff. As a result training is continually updated with practical scenarios and lived experiences to give staff real context they can relate to their own role.

A programme of refresher training is also provided where necessary to ensure practical application of the assessment model is consistent with training objectives.

Planning continues to deliver CAM into Renfrewshire & Inverclyde Police Division, Argyle & West Dunbartonshire Police Division and Ayrshire Police Division early in 2020.

A full communications and engagement plan supports this roll out which is similar in style to the plan for Greater Glasgow Police Division which yielded a positive response from our partners and stake holders.

A comprehensive programme of local briefing and information sessions is also underway with operational staff which is tailored for each of the local areas. Early planning is also under way to deliver CAM in our East Divisions in a further delivery phase thereafter.

KEY FACTS**Contact Assessment Model (CAM)**

- Enhanced service delivery to the public through significantly improved assessment of threat, harm, risk and vulnerability. Three thousand callers a day are now benefiting from the new service.
- Our response is now based on THRIVE assessment rather than dictated by incident type and computer grading. At first point of contact every caller is told how and, more importantly, when the police will respond.
- Increased capability to despatch police officers to urgent incidents. This enables more officers to get to the people who need them most urgently.
- Elimination of the 15% of incidents where a caller was previously advised the police would be sent but failed to do so due to higher priority incidents.
- Police officers report more time to spend on proactive enquiries, more time with victims and more time to take a break when needed.
- An empowered and enabled workforce of service advisers who are trained and supported to make deployment decisions based on an enhanced assessment of the call.

Strategic Outcome: Public and communities are engaged, involved and have confidence in policing

Objective: Improve the reach of our public and community engagement initiatives

Children and Young People – Police Scotland Youth Engagement

In our Q2 performance report we highlighted ongoing youth engagement work either face to face at a number of summer festivals or through our online Youth Engagement survey. The national survey closed on 01 December 2019, achieving 1,609 responses (28% of respondents were engaged at music festivals during the summer).

This is the largest survey run by Police Scotland with children and young people (aged 12 -18 years) and captures quantitative and qualitative feedback on how young people feel about their safety and how the police might be more accessible and approachable for them. The results are being used to help shape Police Scotland's approaches to communicating and engaging younger people.

Preliminary headline findings have revealed:

Ways to contact the police			Ways the police contact you			Ways to tell the police to improve		
	999 & 101 CALL	72%		999 & 101 CALL	62%		ON THE BEAT OFFICER	32%
	ON THE BEAT OFFICER	26%		TEXT	31%		SOCIAL MEDIA	27%
	SOCIAL MEDIA	24%		ON THE BEAT OFFICER	30%		TEXT	15%

KEY FACTS

Feeling safe in their area

- 82% say they feel safe
- 10% are unsure about their feeling of safety
- 8% say they feel unsafe

What worries them

- Their most cited responses included:
- Homes being broken into
- Rowdy drunken behaviour
- Youth gangs
- Road safety i.e. speeding and dangerous driving
- Drugs (sellers and users)

What can the police do to help young people

- The most popular measures were:
- School engagement including school officers and school talks
- Talking with young people
- Action against drugs dealers
- Visible local police presence including patrolling
- Community police bonds and greater interaction with young people



QUOTES

"Speaking to young people regularly and getting to know us. Police should be more aware of trauma and how it affects young people."

"Create an app to anonymously submit information."

"As there's no community police where I live I think it would be really helpful for there to be police that routinely go around the town to keep things in order accordingly."

"Patrols around different areas to be safe come into schools and talk about different do's and don'ts."

"Just engage a little more. A little hello could go a long way. It could encourage younger people to feel comfortable approaching police officers. As they'd feel like it's okay to speak. Some police officers are fantastic and always engage with the public however some are quiet which could possibly stop younger people to feel welcome to start a conversation about an issue."

Objective: Use insights and feedback to shape and improve our services

Your Police Survey

From 12 November to 31 December 2019, Your Police survey asked the public and stakeholders to share local police issues which are important to them. The survey was designed to help local policing gain a more in-depth understanding into how safe the public feel, what matters to them and priorities for policing in their area, as well how people wish to engage with police. The survey data provides qualitative and quantitative insights to inform the Local Police Plan relevant to their local authority area.

The overall survey response is 11,655 with 316 local organisations responding to the survey, alongside 11,339 individuals. This is high for public sector response rates using citizen space, which ranks 19th out of 143 global organisations. Communications for the engagement were locally-led by each division through both online and offline methods.

The survey question set is a refresh to the previously used Your View Counts survey, ensuring engagement is up-to-date, accessible for the public and relevant for local police planning. After completion of survey analysis, the question set will be used throughout the year for local engagement, enabling year-on-year comparisons in the future. A further update on the insight gained from the survey will be provided in Quarter 4.

Police Scotland Football Engagement Strategy

The survey on Police Scotland's Football Engagement Strategy ran from 08 October 2019 to 29 November 2019 and received 6,817 responses.

Respondents were asked to share their views either as a football supporter or as a member of the public on 'How do you want Police Scotland to engage with you about football policing'.

The feedback received will contribute directly to the new strategy and ensures football supporters and communities are involved and influence how Police Scotland works at football. The main objective being for all football policing operations to deliver safe and secure events.

Work on analysing the results of the survey will commence in January 2020. This analysis will identify broad themes which will contribute to a 'You said, we did' document being developed. A further update will feature in Quarter 4.

Strategic Outcome: Our people are supported through a positive working environment enabling them to serve the public

Objective: Create a positive environment for our people to achieve their potential

Wellbeing Champions Survey

The 'Your Wellbeing Matters' programme was launched in September 2017. To assist with the cascading of messages at a local level and to ensure that our people were signposted to services as needed, 200 Wellbeing Champions were trained across Scotland.

Champions were nominated by their divisions / departments and received NHS accredited Scottish Mental Health First Aid Training as well as a bespoke training input covering all of the internal and partner wellbeing services available to officers and staff.

As part of a review of service provision, the Wellbeing Champions Evaluation Survey was conducted during August and September 2019. There were 2,286 responses to the survey, giving a response rate of 9.8%. The key findings are summarised as follows:

- 73.5% of respondents were aware of the Wellbeing Champions structure.
- Of those who knew about the Wellbeing Champions, an average of 24.93% had requested advice or guidance.
- The most common reason for requested support was psychological wellbeing across all areas with 75% of people rating the support they received as helpful or very helpful.
- Where respondents indicated that the Champion had been unhelpful they were asked to provide further detail. There were 4 main themes in these responses:

- did not understand my issue
- insufficient knowledge
- poor signposting
- lack of trust
- Overall, 46.5% of respondents indicated that they would be comfortable contacting a Champion in the future

As a result, the Wellbeing Coordinator will liaise with divisions and departments to ensure greater visibility of the Champions Network.

A training action plan is being developed for 2020. This will focus on improving knowledge and understanding in relation to psychological wellbeing. Champions will also be reminded of the Wellbeing Champions Charter and the need for confidentiality to be respected to address the issue of lack of trust identified through the survey.

Staff Pay Award / Living Wage Employer

Q3 saw negotiations over the annual staff pay award conclude with a two year pay deal being accepted by 96.7% of Unison and 82% of Unite members. This was backdated to 01 April 2019.

It is of note that this pay award means the lowest paid staff now earn significantly more than their equivalents in England and Wales, and salaries offered by SPA / Police Scotland remain higher than Living Wage Employers.

In addition, the SPA and Police Scotland have been formally accredited as Living Wage Employers by Living Wage Scotland. Our Living Wage commitment will see everyone who works either directly or contracted by the SPA or Police Scotland earn more than the minimum rate of £9 an hour, which is significantly higher than the government minimum wage for over 25s of £8.21 per hour.

The agreed pay award for 2019/20 now means that the percentage of individuals impacted by a reduction in their salary under the Staff Pay and Reward Modernisation Programme (SPRM) has decreased. Following implementation, approximately 20% of staff were going to see a reduction. Due to the pay award, this fell to 11% in 2019/20 with a further reduction to 8% from 1 April 2020.

The new pay and grading system, along with new terms and conditions of employment, removes inequalities and pay anomalies inherited from legacy forces. This will help to foster a more positive working environment.

Pregnancy and Maternity

The Scottish Women's Development Forum (SWDF) recently concluded their research regarding pregnancy and maternity which incorporated feedback from 600 officers and staff. The publication of their findings coincided with an awareness raising event.

The report highlighted a number of recommendations and key actions that had not been progressed since the initial research in 2015/16 and sought Police Scotland's and SPA's commitment to address these.

Following the event several officers and staff have reached out to the SWDF to highlight their experiences and to echo the results of the report in terms of the disparate practices that still exist in relation to:

- levels of contact whilst on leave
- difficulties associated with applying for a change in work pattern
- lack of risk assessments
- limited development or promotion opportunities post birth.

Police Scotland and the SPA have accepted all the recommendations and since publication several actions have been progressed, including the establishment of a new strategic Flexible and Agile Working Group, chaired by the Director of People and Development. Keeping in Touch days initiatives have been introduced across a number of divisions and steps are being taken to enable access to guidance and information via the intranet whilst on maternity leave.

An action plan has been introduced and is being tracked to ensure this latest report and its recommendations are progressed in order to ensure those who are pregnant or on maternity leave do not face any disadvantage or detriment as a result.

LGBTI Recruitment Event

On 26 October 2019 Police Scotland held its first Lesbian, Gay, Bi-sexual, Transgender and Inter-sex (LGBTI) focused recruitment event in conjunction with the Scottish LGBTI Association.

The event, opened by DCC Taylor, was well received with 45 people in attendance. Since the event, 24 applications have been received from attendees.

Further events are planned in 2020 for the East & North.

KEY FACTS

Proportion of police officers and police staff identifying as Lesbian, Gay, Bi-sexual (LGB) remains the same at 3% for each staff group.

Police Officers

- Increase from 542 to 568 (up 26)
- Promoted ranks (Sgt and above) reflect the overall Police Scotland profile

Police Staff

- Increasing from 133 to 158 (up 25)

Note: Revised statistics will be available at end of this financial year

Retention of Staff

Police Officers

Between April and December 2019 a total of 671 police officers left Police Scotland. This is up 8.8% (54 officers) from April to December 2018 where 617 police officers left Police Scotland.

Looking at the period April to December 2019, the reasons for leaving were:

Normal Retirement	Voluntary Resignation	Medical Retirement	Transfer	Death in Service	Dismissal	Total
447	131	56	29	7	1	671

Based on the establishment at the beginning of each year the turnover rates of police officers leaving the Force are as follows over a five year period:

2015/16	2016/17	2017/18	2018/19	2019/20 YTD
5.5%	4.5%	4.7%	4.8%	3.9%

Note: 2019/20 figures will not be complete until March 2020.

Police Staff

Between April 2019 and December 2019 a total of 280 police staff left Police Scotland. The reasons for leaving were:

Voluntary Resignation	Normal Retirement	Transfer to Police Force	Medical Retirement	Voluntary Redundancy
142	86	22	12	8
End of Temporary Contract	Death in Service	Dismissal	Transfer	All Leavers
4	3	2	1	280

Objective: Ensure our people are confident to lead and equipped to face current and new challenges

Development of Police Officers and Police Staff

Police Scotland have adopted a new Competency Values Framework (CVF) developed by the College of Policing and with their permission incorporated Police Scotland's Values and Code of Ethics.

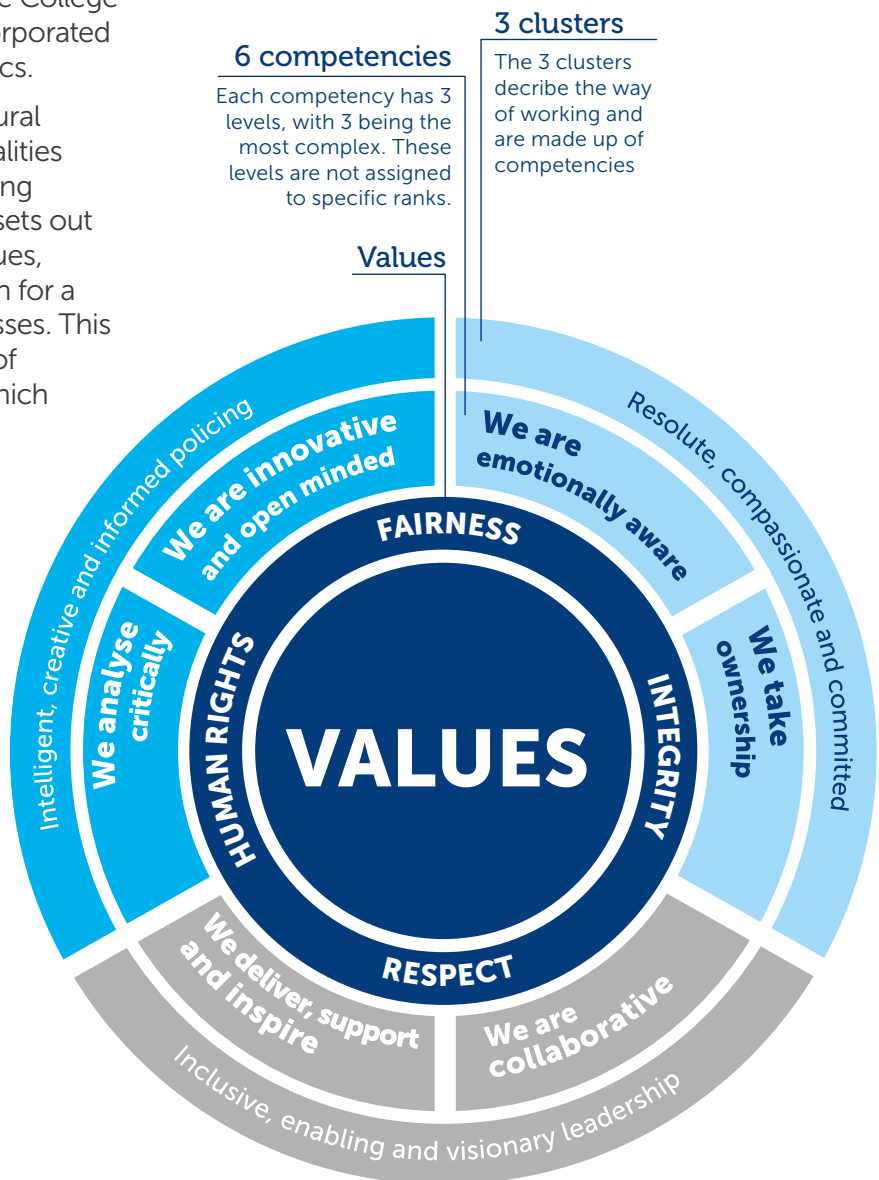
The CVF will replace the ACPOS Behavioural Competencies and Policing Personal Qualities (PPQs). The CVF aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national people processes. This framework will ensure that expectations of everyone working in policing are clear, which in turn will lead to standards being raised for the benefit and safety of the public.

The framework has six competencies that are clustered into three groups. Under each competency there are three levels which show what behaviours will look like in practice. All of the competencies are underpinned by our values that should support everything we do as a police service.

We are launching a new appraisal system called 'MyCareer' in April 2020.

MyCareer is a reflective performance appraisal tool designed to facilitate effective two-way communication, identify training or development needs and future leaders.

Engagement sessions with divisional senior management teams have taken



place following evaluation of the content and approach of the 'MyCareer' process.

Probationer Training

Development of the new probationer training programme continues and the team are currently collating requisite learning material for the initial training course at the Scottish Police College. At present, effort is being maintained on the development of lesson plans, training PowerPoints and lesson notes in relation to Module 1 which is scheduled to be completed before the end of the year.

In addition, the team will be delivering training on a number of electronic platforms such as the Interim Vulnerable Persons Database (iVPD), Innkeeper and the National Missing Persons Database while work continues towards the procurement of training terminals for probationers. Furthermore, through working with ICT and SCoPE, the project team have made a key development in securing probationer access to the Police Scotland network during Module 1. This will allow officers to access SCoPE, email and the intranet at the earliest juncture and allow the use of training platforms for formative assessments.

Work on probationer training Modules 2 – 4 progresses following approval from the Scottish Qualifications Authority (SQA) on a standardised approach. The project team's focus now turns to the development of electronic portfolio technology, a new tutor constable's course and the development of open distance learning material to assist with the development of modernised probationary training programme.

Accelerated Leadership Pathway

One of the organisation's key strategic priorities is inspiring leadership by winning hearts and minds to drive success. Police Scotland's People Strategy for 2018 to 2021 commits to delivering products which aim to empower, enable and develop our people. As a focus on this priority, a new Accelerated Leadership Pathway (ALP) is being launched. ALP will identify and develop potential future chief officers, ensuring future leaders have the requisite all round perspective needed to effectively discharge senior roles in policing in a changing Scotland. ALP is not a guaranteed route to promotion but a pathway to accelerate the development of leadership capability and capacity.

Programme membership is open to substantive constables, sergeants and inspectors who

can demonstrate their potential operational credibility using the Level 3 CVF indicators.

The aims and purpose of ALP are:

- Identify officers who can demonstrate the potential to become future Chief Officers
- Create tailored development plans and access to leadership and talent programmes and resources at the appropriate stage of the programme to grow leadership capability
- Give experience in operational, corporate and specialist areas of policing at each rank throughout the programme.

DCC People and Professionalism is the ALP Programme Sponsor and has given support for 18 (nine male and nine female) candidates to attend the College of Policing Assessment Centre in March 2020. Thereafter the College of Policing will confirm, with Police Scotland, who has met the required standard and be recommended to commence onto the ALP programme which will commence in April 2020.

Probationary Sergeants Coaching Programme Pilot

The Coaching Programme Pilot for probationary sergeants has commenced, with those attending the promotion parade on 21 November 2019 constituting the majority of Phase 1. The programme will give all newly promoted sergeants, and selected newly promoted police staff supervisors the skills and confidence through personal HR advisor led coaching to take early ownership and resolve emerging people-related challenges.

There are 36 newly promoted sergeants along with the two temporary PS ranks and two members of staff in Phase 1 of the pilot, with Phase 2 expecting similar numbers linked to the February 2020 parade. It is anticipated that feedback from the Pilot will be available in May 2020.

Strategic Outcome: Police Scotland is sustainable, adaptable and prepared for future challenges

Objective: Build and maintain a sustainable financial direction for policing in Scotland and evidence best value

Budget Setting Approach (2020/21)

A key way that the finance department is supporting a path towards financial sustainability is through the evolving approach to annual budget setting.

The 2020/21 budget setting has moved from an incremental approach towards a zero based build. This supports continuous improvement and provides a detailed review of existing spend. This will ensure that resources are allocated based on the needs of the organisation rather than previous spend. In addition, the ICT department are piloting a priority based budgeting approach. The outcomes of this pilot and the wider zero based approach will inform the 2020/21 approach.

Work has commenced to build an accurate cost forecast of COP26 and establish the protocols for securing the necessary funding from the UK Government.

Financial planning

As a result of the December 2019 General Election, funding allocations to the Scottish Government and public bodies have been delayed. The UK Government will publish its budget on 11 March 2020, delayed from November 2019, with the Scottish Government now expected to announce its budget on 6 February 2020. There is no expectation that the SPA will receive a multi-year funding allocation at this time. Assumptions and scenarios are being prepared, as well as

a prioritisation of spend, to ensure the SPA is prepared to approve a budget by 31 March 2020.

Short and medium term scenarios have been reported to the Scottish Government showing the impact on the SPA's deficit over five years. To achieve a balanced budget will require a one-off structural funding correction and / or workforce reductions. In addition, to continue to be financially sustainable the SPA will also require ongoing funding increases linked to wage growth.

In light of the challenges mentioned in setting the 2020/21 budget, as well as revisions to the timetable for the preparation of the strategic workforce plan, the long-term financial strategy will now be revised later in 2020 once there is further certainty over funding, demands and the future workforce.

Estates

Our new Estate Strategy 2019 was approved by the SPA Board on 22 May 2019. This is a critical enabler in the delivery of the transformation of Police Scotland.

The Estate Strategy prioritises co-location and collaboration with public sector partners driving service integration and quicker, better outcomes for the public and our communities.

Co-location / collaboration with our public sector partners also reduces our estate footprint, drives recurring revenue savings through sharing with partners, generates capital receipts and reduces carbon emissions. These also provide modern working environments for our officers and staff, thereby contributing to and enhancing wellbeing.

- Since the inception of Police Scotland, we have developed 60 co-locations with our public sector partners. In 2019/20, year to date, we have delivered the following projects:
- Largs - Now co-locating with NHS Scotland.

- Gretna - Now co-locating / collaborating with Dumfries & Galloway Council and other partners in the Council Community Hub.

A further seven co-location projects are ongoing at:

- Kirkcaldy - Scottish Courts and Tribunal Service (SCTS) taking space with Police Scotland in Kirkcaldy Police Station. Works currently ongoing and expected to be complete in February 2020.
- Kirriemuir - Local Council to take space within Police Station to create local hub office. In progress. Anticipated 2020 completion.
- Monifieth - Co-location within local library. Proposal stage. Anticipated 2020 completion.
- Peterhead - Co-location/collaboration with local Council. Proposed entry May 2020.
- Haddington - Co-location/collaboration with local Council. Proposed entry Spring 2021.
- Kirkcudbright - Co-location with Scottish Fire & Rescue Service within local Fire Station. Proposed entry Spring 2020.
- Carnoustie - Co-location with Angus Council in local offices. Anticipated entry during 2020/21.

It is acknowledged that there is also the requirement to maintain the current police estate to provide a suitable working environment for all. The estates revenue budget is limited and therefore is only allocated to deal with health and safety related maintenance of buildings to ensure the force meets its statutory and compliance obligations. Funding continues to be a challenge and this is a focus as budget plans for 2020/21 and beyond are prepared to ensure sufficient allocation of budget is secured.

The estates transformation team has conducted a series of divisional commander briefing sessions across all 13 Divisions to initiate the divisional estate planning exercise. This initial phase concluded in January 2020. From that exercise, further co-location / collaboration opportunities will be identified, explored and developed with our partners. These will then be prioritised and incorporated into our future estate transformation implementation plan.

Community Asset Transfers

Police Scotland has also identified property that is no longer required as part of its estate but will benefit the communities it serves. During 2019/20 the following Community Asset Transfer requests have been completed or are in progress:

- Gorebridge – to Gorebridge Community Care
- Dornoch – to Dornoch Area Community Interest Company
- Johnstone – to Active Communities

From a financial perspective, the co-locations and community asset transfers delivered in 2019/20 will collectively deliver over £1m of capital receipts and £185k of recurring annual revenue savings, which will be reinvested into Police Scotland's future estate.

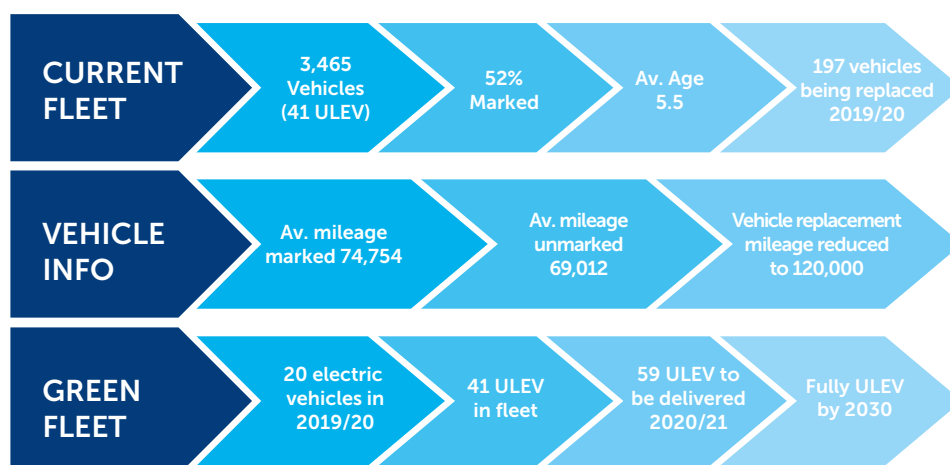
Environmental Approach

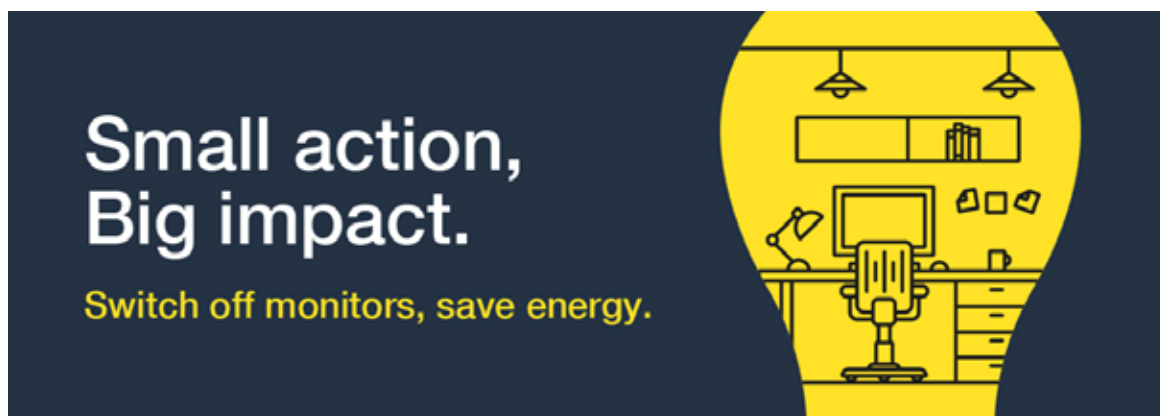
Fleet

As of 31 December 2019 there were 3,465 vehicles in Police Scotland's fleet. The Fleet Strategy aims to transition all our vehicles to Ultra Low Emission Vehicles (ULEV) by 2030.

To deliver the strategy over the next ten years there is a projected capital spend requirement of £129.2m. Over this period this investment is expected to realise estimated revenue savings of £42.8m. The number of vehicles being replaced will be dependent on the necessary funding being secured.

At present overall CO2 emissions produced by the fleet is around 16,000 tonnes per annum. By converting all our fleet to ULEV by 2030, it is estimated that CO2 emissions will reduce to 6,257 tonnes per annum.





The Estates team is assisting Fleet in achieving its Green Strategy by overseeing the installation of Electric Vehicle (EV) charging points across the majority of our sites. This will support the substantial increase in EVs planned over the next five years.

Estates

Police Scotland's environmental performance continues to improve in relation to our climate impact based on the use of key resources. In November 2019, we submitted our fourth mandated climate change report to the Scottish Government showing continual reduction in our overall CO2 emissions since reporting began.

In addition to this, we have exceeded our emissions reduction target of 25% (based on our 2013/14 emissions baseline) stated in our Carbon Management Plan which is due to end its operational phase this year. This represents a drop in annual emissions of approximately 17,000 CO2. This reduction is due to a number of factors such as:

- Estate rationalisation which has presented the opportunity to reduce inefficient and obsolete buildings and to locate to modern more efficient premises.
- Installation of building management systems which improve control and monitoring of power and heat across the estate.
- Drop in carbon intensity of electricity due to increased use of renewable generation sources by the Grid.
- Increased awareness of officers and staff in relation to resource use.

Work is already underway to create a new strategy that will reflect our obligations to current and anticipated environmental legislation in Scotland, including the new Climate Change Act, Energy Efficiency Route Map for Scotland and the Circular Economy Bill.

Our energy and water campaign (Small action, Big impact) helps to underpin key environmental messages to staff in relation to resource and utility use. This project has so far included a poster campaign across all our sites, a nationwide engagement roadshow, workshops and presentations as well as intranet articles and fact finding days for relevant staff. At the start of February 2020, we will extend the campaign to cover waste, with clearer advice and signage around waste reduction and segregation.

We are identifying key environmental issues to be considered during tendering exercises. This will involve providing training and advice on sustainability issues regarding certain goods and services we procure and also helping to refine questions and information requests during the tender process.

Objective: Ensure Police Scotland is meeting and adapting to growing and changing demands on policing

The Demand & Productivity Unit (DPU) was established in June 2019 as a data development and demand analysis function. The DPU was deemed as a critical enabler for the delivery of the Police Scotland 2026 strategy and the subsequent three-year implementation plan.

Police Scotland needs to understand, track and monitor the demands on the organisation in order to inform evidence based strategic and tactical decision making. The implementation plan made the following commitments:

- Enhance resource planning utilising demand and productivity analytics.
- Develop analytical services to support better insights and forecasting capabilities.

The DPU was designed with two key distinct sub-functions. The broad purpose / activity for these two functions are outlined as follows:

Data Development / Analysis (including Data Science)

- In partnership with ICT, continue to develop and improve the SEB-P (Source for evidence based policing) data repository. This repository is where all of the DPU data analytics is performed and allows for the linking of data across multiple data platforms.
- Develop and implement quality assurance and validation processes for new datasets and analysis with key internal and external stakeholders, such as Police Scotland's Chief Data Officer and the Scottish Government.
- Develop and improve the Microsoft Power BI thematic dashboards. This provides self-service for users to create their own analysis for their area of business.
- Produce a variety of demand orientated reports.
- Develop operational productivity methodology.

- Design and deliver soft data demand surveys, workshops, methodologies and analysis in order to fill gaps in traditional data capture. This will allow us to expand beyond local policing into other policing departments to develop a further taxonomy of the organisation.
- Begin development of predictive analytics by developing the new data science capability, securing modern analytical tools and developing a predictive and ethical framework for initial use cases and Proof of Concepts.

Service Development / Business Integration

- Engagement activity and benchmarking with UK Policing.
- Assess how DPU outputs are used and their impact on operational decision making.
- Work with decision makers to identify how outputs can be improved to better meet their needs.
- Explore opportunities to share data with partners / stakeholders / public.
- Develop plans and methodologies to measure and understand demand in national / specialist divisions.

Key dependencies and inter-department collaborations

ICT and the Chief Data Officer are at present and will continue to be the key dependencies of the DPU due to the data heavy nature of the work carried out. Successful inter-department collaborations has resulted in DPU enabling other departments to evidence, analyse and create new and improved methodologies in relation to demand.

Strategic Workforce Planning, Target Operating Model and Project Management are all key benefactors of data and analytics produced by the DPU and the results of this collaboration are key to Police Scotland being able to deliver on its long term strategic commitments.

The key challenges facing the DPU are:

- Creation, maintenance and development of the new data repository continues to evolve.
- Processing the data for DPU use also has a major impact on ICT capacity; this requires additional investment.

- There is still a significant amount of work required in relation to the data repository to allow testing / validation of the key datasets.
- Current budget restraints constrain the desired investment in technology and additional personnel.

In order to meet these challenges Police Scotland is investing heavily in the development of existing staff within the DPU function in order to upskill them to meet the organisation's needs.

Training in data wrangling through R and Python languages has already been initiated in conjunction with Glasgow Caledonian University and secondments to Cambridge University have recently been utilised to evolve and maximise the capabilities around big data analytics. Advisory panels have been set up to review the ethical considerations of any analytical outputs, these will also consider GDPR implications.

Data visualisation is key to the DPU being able to present its findings in an easy to understand yet impactful manner and as such there has been investment in both technology and training with both Microsoft [PowerBi] and ESRI [ArcGIS]. The relationship with both companies continues to evolve with further work planned with both.

Objective: Transform and develop lean and agile corporate support services for policing and forensics

Transforming Corporate Support Services

The Business Case for Transforming Corporate Support Services (TCSS) was approved through Police Scotland governance early in the financial year 2019/20. The Business Case for TCSS is supported by a number of detailed Target Operating Model design products, including service catalogues, process taxonomy, organisational structures, and enabling technology requirements also approved through Police Scotland Governance.

The SPA Resources Committee has agreed the Target Operating Model for Police Scotland's corporate services that has been developed through the TCSS Programme, but have not yet agreed the investment case (FBC) for its phased implementation.

The SPA Resources Committee commissioned an independent review by internal auditors Scott Moncrieff and in November 2019 agreed recommendations in relation to the TCSS FBC.

Police Scotland have stated that until the budget settlement for Financial Year 2020/21 is clarified they are not in a position to resource and progress the work necessary to inform the responses to the Scott Moncrieff recommendations. Planning work has been undertaken and will be progressed when available budget is confirmed.

ICT User Satisfaction Survey

Between April and September 2019, ICT completed a procurement exercise to secure a third party company to work with Police Scotland to develop and implement an ICT User Satisfaction Survey and to complete a Benchmarking exercise.

The outcomes of both these areas of work are expected in Spring 2020 and will inform our on-going development and continuous improvement plans.

The programme of work is being managed in two distinct stages:

Stage 1 - for the first time since the creation of Police Scotland we asked all officers and staff for their views on Technology and the ICT Service.

The Survey opened on 14 October 2019 and ran for 3 weeks. The overall response rate was 10.3% of the organisation; we have been advised by the supplier that this is excellent for this type of survey and at the high end of their expectation.

The survey results will be used to establish a baseline for the organisation and shape the development of improvement and investment plans across ICT.

We expect that this will be the start of a cycle whereby views will be collected on a regular basis to ensure we are making progress in improving our service across the organisation.

Stage 2 - following the completion of the User satisfaction Survey ImprovIT have been engaging with all areas of ICT to collect relevant data to allow a benchmarking exercise to take place. IMPROVIT will use a database of organisations and their data to effectively benchmark Police Scotland.

Effective Management of Strategic Risks

In October 2019 the Force Executive reviewed in full the organisation's risk appetite statements that were originally created in October 2018 following the implementation of Police Scotland's Risk Management Framework. This process continues to benefit the organisation by driving improvement in risk management.

Six-monthly Strategic Risk Reviews are carried out with the Force Executive to assess our strategic risk profile and identify further areas of risk where appropriate.

A training course on the fundamentals of risk management has been delivered on a monthly basis; as of January 2020, 50 officers and staff are now identified as 'Risk Champions' for their division / department.

Enhanced Audit and Review Capability

Work to reduce the overall number of existing and duplicate recommendations emanating from audit and inspection reviews has been effective, which has seen a reduction of 98 recommendations that require to be administered.

Recommendations	
Q3 2018/19	Q3 2019/20
265	167

The Police Scotland Excellence Framework was introduced in 2019 is being refreshed to reflect changes to the EFQM Business Model. This will be completed by the end of the financial year.

Commissioned assurance work has identified good practice and improvement which has added value to stakeholders. There has also been a number of self-assessment tools developed to support business areas pre audit / inspection and to proactively support continuous improvement. Examples of organisational learning realised through this approach are:

Professional Standards Department

An Independent Review of Complaint Handling was undertaken by Rt. Hon. Dame Elish Angiolini DBE QC and the interim report was published in June 2019 followed by a final report due to be published in Summer 2020.

In support of this, the Assurance team conducted a robust review of the Six Stage Complaints process to give an independent view on the Frontline Resolution (FLR) process, and to assess the rest of the complaints journey as a continuous improvement exercise. The final report contained a total of nine recommendations and eight improvement opportunities under the following five themes; compliance, guidelines, governance, resources and better practice.

In addition the team have also worked with to design a new Audit methodology to support the 1st Line of Defence Assurance Process, ensuring full oversight of the 6 stage complaints process.

HMICS Thematic Inspection - Leadership and Development

In response to this HMICS Thematic Inspection, Audit and Assurance worked with People and Development to facilitate a self-assessment to understand good practice and areas for improvement.

Audit and Assurance adapted the standard self-assessment tool to fit with the methodology for the inspection ensuring that the self-assessment was bespoke to the area under evaluation.

Staff within People and Development have completed the self-assessment and work is ongoing to prioritise areas for improvement.

Joint Inspection of Children's Services

This is a rolling programme of joint inspections carried out by the Care Inspectorate and HMICS to assess services for Children and Young People.

Police Scotland's Risk, Assurance and Inspection Team have developed a toolkit to support our territorial divisions to respond effectively. This has included a self-assessment tool to allow divisions to articulate what they do well within the partnership aligned to the Quality Indicators as set by the lead Inspectorate.

Once the inspection is complete, HMICS provide Police Scotland with a report highlighting good practice and areas for further improvement. The Risk, Assurance and Inspection Team have been summarising these and distributing to other Divisions to share the learning and spread good practice.

United Nations Framework Convention on Climate Change (UNFCCC) 26th Conference of the Parties

The UK Government will host the United Nations Framework Convention on Climate Change (UNFCCC) 26th Conference of the Parties (COP26) in November 2020. The conference takes place at the Scottish Event Campus (SEC), Glasgow from 09 November to 20 November 2020.

This will attract around 30,000 UN-accredited attendees, many of whom will attend each day of the conference, peaking at an estimated 15,000 on the busiest day. In addition, 3,000 media, observer states and personal staff will see this overall figure rise significantly over the period.

It is expected that up to 197 Heads of State will attend the conference (for a period of between 1 and 3 days).

The size and scale of the conference is such that it is anticipated this will be the biggest policing operation seen in the UK. As such, Police Scotland in isolation does not have sufficient numbers of officers trained in required specialisms to deliver the operation, with an expected 10,000 officers coming from across the UK to support the policing of the operation.

The cost of policing the operation will be significant. Taking into consideration the planning assumptions, and based on previous major summits / conferences (e.g. NATO Summit Wales 2014), the initial costings demonstrate that the event will cost not less than £200 million. Work has commenced to build an accurate cost forecast of COP26 and establish the protocols for securing the necessary funding from the UK Government. Financial modelling to date has been, as far as possible, aligned with the overall Strategy and the set of planning assumptions that continue to evolve as specific policing requirements are confirmed.

It is recognised that the safety and wellbeing of conference attendees, the wider public and those who may seek to engage in protest must be paramount. Any public perception of a policing style which is not in keeping with expectations may have social implications for the relationship between the police and the public. Accordingly, the policing style and tone of this event will be planned and delivered in a manner which

maintains the positive relationship between the Police Scotland and the communities it serves.

While the event is primarily based in Glasgow, activity associated with the event is anticipated on a national basis, which may impact on communities across the country. Work is ongoing to develop a Community Impact Assessment and a key tenet of the strategy for this event will include minimising the impact of the event on communities and providing business as usual policing services to the communities of Scotland.

Stop and Search Review

The use of stop and search under the Code of Practice must be lawful, necessary and proportionate and can contribute to addressing national and local policing priorities. It can also be used to address local crime trends and offender profiles, however there are no levels set around its use.

In response to concerns expressed by the SPA's Policing Performance Committee over increases in stop and search activity analysis of year to date (YTD) data has taken to provide assurance that stop and search is being carried out in compliance with the Code of Practice.

Stop and Search

	Stop and Searches	Positive Stop and Search searches	Stop and Search positive rate
Apr – Dec 19/20	32,107	11,641	36.3%
Apr – Dec 18/19	25,917	10,237	39.5%
% change from 18/19	23.9%	13.7%	-3.2% point change

There have been a total of 32,107 searches recorded YTD, of which 6.1% (1,957) were conducted under warrant. This is a 1.5% decrease in warrant searches when compared to the same period last year and a 26.0% increase in the number of non-warrant stop and searches.

There has been a 26% increase in statutory searches with a national positive rate of 36.3%. This increase in activity can be attributed to growing officer confidence in using their powers proactively and with directed and intelligence led activity.

Weapon searches

There have been 1,715 searches under weapons legislation. A quarter of the searches (425) were positive and saw an additional 88 positive searches when compared with last year 2018/19. That equates to 339 weapons taken from people and a further 117 illicit items including drugs, firearms and stolen property being recovered. Weapons are often discovered during the course of a search under the application of a different statutory power. An additional 357 searches, predominantly under the drugs search reason, also led to the recovery of weapons.

Therefore, a total of 696 searches led to the recovery of weapons during April to December 2019 compared to 548 the previous year; this is an increase of 27.0%. The removal of these weapons from our communities, prevents the commission of various crimes that involve violence, anti-social behaviour and acquisitive crime, and protects individuals from potentially being a perpetrator or victim of crime, across Scotland.

Age Comparison

Using current census data, Nationally YTD, the number of searches of 12-15 year olds are not disproportionate. There was an increase of 457 searches nationally, which resulted in 11 more weapons (42 total) and 17 more drug recoveries (220 total) when compared to last year. Nationally YTD, searches of 16-17 year olds have increased by 494 searches. The increase resulted in 4 more weapons (29 total) and 80 additional drug recoveries (616 total) when compared to last year. The increases in recoveries provide further safeguarding and protection for children and the wider public in the removal of these items from our communities.

Whilst the reported increases in stop search activity across categories when expressed as numerical values may appear high, when rationalised across Local Policing Divisions, they do not give immediate cause for concern.

Complaints about the Police

Despite the increase in overall volume of recorded stop search the number of recorded complaints involving stop and search have reduced when compared to the YTD figures for 2018/19. There have been 36 complaints about the police YTD in 2019/20, which is 12 less when compared to the same period last year. This is a 33% reduction and a positive position. In reviewing the circumstances the majority of complaints are not about the actual physical search, but more the interaction with officers.

Code Compliance

The current governance and assurance for the review of records confirm processes are proportionate and support the view supervisors understand the application of recording criteria. Levels of compliance with the Code is currently at 88%. By way of explanation this is the number of records submitted that are Code compliant and do not require further information or amendment. Of the

12% that do require additional review these are amended as required and discussed with officers and supervisors to ensure learning for future submissions. The most common issue with these searches are they require additional information, the inclusion of sensitive information or mention of a third party within the grounds for search, which requires removal to ensure data protection compliance.

Key Statistics and Detection Rates

All data is classed as Management Information and is not considered official statistics. All data is sourced from Police Scotland internal systems.

The following crimes / offences represent a synopsis of management information between April to December 2019.

Overall Violent Crime

	Overall Violent Crime Recorded	Overall Violent Crime Detections	Overall Violent Crime Detection Rate
Apr – Dec 19/20	49,146	33,837	68.8%
Apr – Dec 18/19	48,180	33,267	69.0%
% change from 18/19	2.0%	1.7%	-0.2% point change
% change from 5 year mean	1.7%	-3.7%	-3.8% point change

The rise in Overall Violent crime is mostly attributable to a higher volume of common assaults which are up by 2.6% (1,120 more crimes). An increase in common assaults against emergency workers (first highlighted in Q1) accounts for almost half of this increase (553 more crimes). The number of detections for Overall Violent crime have also increased by 1.7% (570 more detections).

Homicide: There have been 47 homicides recorded year to date which is one below the figure recorded last year. There have been 4 culpable homicides (at common law), the same number as last year.

Group 1: Non Sexual Crimes of Violence

	Group 1 Crime Recorded	Group 1 Crime Detections	Group 1 Crime Detection Rate
Apr – Dec 19/20	7,193	5,079	70.6%
Apr – Dec 18/19	6,015	4,405	73.2%
% change from 18/19	19.6%	15.3%	-2.6% point change
% change from 5 year mean	33.6%	20.4%	-7.7% point change

The total number of Group 1 crimes has risen by 19.6% (1,178 more crimes) from last year. This is attributable to the introduction of the Domestic Abuse Scotland Act 2018 (DASA) which was not included last year. There were 1,313 DASA crimes, if these are excluded there would actually be an overall reduction of 2.2% (135 fewer crimes).

Other Group 1 crimes have increased by 105 since last year (23.2%). The increase in is mainly due to an increase in Modern Slavery / Forced Labour (up 151%, 142 more crimes).

Group 2: Sexual Crimes

	Group 2 Crime Recorded	Group 2 Crime Detections	Group 2 Crime Detection Rate
Apr – Dec 19/20	10,030	5,670	56.5%
Apr – Dec 18/19	10,001	5,838	58.4%
% change from 18/19	0.3%	-2.9%	-1.8% point change
% change from 5 year mean	18.3%	1.3%	-9.5% point change

Within Group 2, crimes relating to communications and the sharing of images continue to rise. Common themes involving social media platforms and young people have been noted. Threatening / Disclosure of an intimate image has increased by 16.9% (69 more crimes) when compared to last year.

Indecent / sexual assault is up 13.4% (441 more) compared to the 5 year mean and down 3.1% compared to the previous year (119 fewer).

Of note crimes of sexual assault on males over the age of 16 years has increased by 50.0% (73 more) when compared to last year.

Group 3: Crimes of Dishonesty

	Group 3 Crime Recorded	Group 3 Crime Detections	Group 3 Crime Detection Rate
Apr – Dec 19/20	85,419	31,446	36.8%
Apr – Dec 18/19	85,774	32,976	38.4%
% change from 18/19	-0.4%	-4.6%	-1.6% point change
% change from 5 year mean	-3.3%	-3.9%	-0.2% point change

Overall Group 3 crimes have decreased by 0.4% (355 fewer crimes). This is driven by decreases in 'traditional' acquisitive crimes such as housebreaking, shoplifting and motor vehicle crime which combined are down 6.1% (2,843 fewer crimes).

However there has been a continued to rise in reported fraud which is up 29.3% (1,969 more crimes) compared to last year. Fraud remains at its highest level in the last five years. Much of the increase in cyber related crime is reported under fraud offences and we continue to develop our understanding of this through improved crime and intelligence recording as described in the body of this report.

Group 4: Fire-raising, Malicious Mischief, etc.

	Group 4 Crime Recorded	Group 4 Crime Detections	Group 4 Crime Detection Rate
Apr – Dec 19/20	36,279	9,641	26.6%
Apr – Dec 18/19	36,204	9,419	26.0%
% change from 18/19	0.2%	2.4%	0.6% point change
% change from 5 year mean	-7.5%	-0.8%	1.8% point change

Overall Group 4 crimes remain broadly unchanged from 2018/19, however fire-raising crimes have increased by 11.4% (214 more crimes). A number of Local Police Divisions in the West of Scotland have reported an increase in these crimes.

In the West of Scotland fire-raising crimes have increased by 29.7% (284 more crimes). Many of these are linked to ongoing feuds with damage to motor vehicles and property being recorded.

Group 5: Other (Pro-Activity Crimes)

	Group 5 Crime Recorded	Group 5 Crime Detections	Group 5 Crime Detection Rate
Apr – Dec 19/20	50,406	45,166	89.6%
Apr – Dec 18/19	45,777	41,171	89.9%
% change from 18/19	10.1%	9.7%	-0.3% point change
% change from 5 year mean	13.9%	7.9%	-5.0% point change

All categories of Group 5 weapons offences have increased compared to last year. There have been a total of 7,361 offensive/bladed weapons crimes, this is up 11.9% (783 more crimes) compared to last year. Intelligence led stop and search activity to tackle violent crime has partly contributed to this increase.

Of note, offences relating to weapons in schools have increased by 38.4% to 155. This increase can in part be attributed to better recording and information sharing between schools and Local Policing, Campus and / or School Liaison Officers.

Group 6: Miscellaneous Offences

	Group 6 Offences Recorded	Group 6 Offences Detections	Group 6 Offences Detection Rate
Apr – Dec 19/20	99,983	75,627	75.6%
Apr – Dec 18/19	98,996	75,941	76.7%
% change from 18/19	1.0%	-0.4%	-1.1% point change
% change from 5 year mean	-16.1%	-22.5%	-6.2% point change

Group 6 crimes of miscellaneous offences, remain broadly unchanged from 2018/19 up 1.0% (987 more crimes).

Within this total, common assaults have increased by 2.6% (1,120 more crimes) as already noted in the overall violent crime table.

Group 7: Offences Relating to Motor Vehicles

	Group 7 Offences Recorded	Group 7 Offences Detections	Group 7 Offences Detection Rate
Apr – Dec 19/20	91,433	81,885	89.6%
Apr – Dec 18/19	89,137	80,469	90.3%
% change from 18/19	2.6%	1.8%	-0.7% point change
% change from 5 year mean	-21.6%	-26.3%	-5.7% point change

Group 7 offences relating to Motor Vehicles have increased by 2.6% (2,296 more offences) from 2018/19.

Speeding offences have increased by 4.5% (949 more offences).

Police Scotland ran a number of road traffic campaigns over the quarter including a speeding, seat belt and mobile phone campaign during November 2019 to target this issue.

Drink / Drug driving offences also increased by 9.2% (411 more offences) and much of this increase can be attributed to the new drug driving legislation and roadside testing introduced in October 2019.

Crime Classifications and Statistics

	OVERALL VIOLENT CRIME				
	Apr-Dec 19/20	Apr-Dec 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
OVERALL VIOLENT CRIME	49,146	48,180	2.0%	48,338.8	1.7%
Murder	47	48	-2.1%	43.2	8.8%
Culpable Homicide, common law	4	4	-	3.8	5.3%
Attempted Murder	201	234	-14.1%	205.6	-2.2
Serious Assault (incl. culpable & reckless conduct – causing injury)	2,971	3,109	-4.4%	2,873.0	3.4%
Robbery	1,290	1,272	1.4%	1,134.6	13.7%
Common Assault	44,633	43,513	2.6%	44,078.6	1.3%
Common Assault (of emergency workers)	5,762	5,209	10.6%	5,067.8	13.7%

	GROUP 1: NON SEXUAL CRIMES OF VIOLENCE				
	Apr-Dec 19/20	Apr-Dec 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
GROUP 1: NON SEXUAL CRIMES OF VIOLENCE	7,193	6,015	19.6%	5,383.2	33.6%
Murder	47	48	-2.1%	43.2	8.8%
Culpable Homicide, common law	4	4	-	3.8	5.3%
Culpable Homicide, (others)	42	34	23.5%	28.4	47.9%
Attempted Murder	201	234	-14.1%	205.6	-2.2
Serious Assault (incl. culpable & reckless conduct – causing injury)	2,971	3,109	-4.4%	2,873.0	3.4%
Robbery and Assault with Intent to Rob	1,290	1,272	1.4%	1,134.6	13.7%
Domestic Abuse (of female)	1,234	-	-	-	-
Domestic Abuse (of male)	79	-	-	-	-
Domestic Abuse Total	1,313	-	-	-	-
Cruel & Unnatural Treatment of Children	461	567	-18.7%	551.6	-16.4%
Threats and Extortion	306	294	4.1%	238.8	28.1%
Other Group 1 Crimes	558	453	23.2%	304.2	83.4%

	GROUP 2: SEXUAL CRIMES				
	Apr-Dec 19/20	Apr-Dec 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
GROUP 2: SEXUAL CRIMES	10,030	10,001	0.3%	8,478.0	18.3%
Rape	1,729	1,706	1.3%	1,448.2	19.4%
Assault w/i to Rape or Ravish	97	92	5.4%	86.2	12.5%
Rape and Attempted Rape – Total	1,826	1,798	1.6%	1,534.4	19.0%
Sexual Assault (pre-SOSA 2009)	210	227	-7.5%	265.0	-20.8%
Sexual Assault (SOSA 2009)	2,656	2,728	-2.6%	2,147.2	23.7%
Lewd & Libidinous Practices	866	896	-3.3%	878.6	-1.4%
Indecent/Sexual Assault – Total	3,732	3,851	-3.1%	3,290.8	13.4%
Prostitution Related Crime – Total	76	156	-51.3%	205.2	-63.0%
Taking, Distribution, Possession of Indecent Photos of Children	409	385	6.2%	464.0	-11.9%
Communicating Indecently (SOSA 2009)	1,115	1,015	9.9%	827.0	34.8%
Communications Act 2003 (Sexual)	143	132	8.3%	129.2	10.7%
Sexual Exposure (SOSA 2009)	270	276	-2.9%	344.4	-21.6%
Public Indecency (Common Law)	130	160	-18.8%	205.2	-36.6%
Other Sexual Crimes (SOSA 2009)	1,602	1,555	3.0%	1,137.6	40.8%
Other Sexual Crimes (Non-SOSA 2009)	249	262	-5.0%	208.8	19.3%
Threatening / Disclosure of Intimate Image	478	409	16.9%	131.4	263.8%
Other Group 2 Crimes - Total	4,396	4,196	4.8%	3,447.6	27.5%

	GROUP 3: CRIMES OF DISHONESTY				
	Apr-Dec 19/20	Apr-Dec 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
GROUP 3: CRIMES OF DISHONESTY	85,419	85,774	-0.4%	88,341.6	-3.3%
Housebreaking (incl. Attempts) - Dwelling house	4,949	5,256	-5.8%	5,969.8	-17.1
Housebreaking (incl. Attempts) - Non dwelling	1,795	1,905	-5.8%	3,064.2	-41.4%
Housebreaking (incl. Attempts) - Other Premises	2,811	3,156	-10.9%	3,436.6	-18.2%
Housebreaking (incl. Attempts) - Total	9,555	10,317	-7.4%	12,470.6	-23.4%
Opening Lockfast Places - Motor Vehicle	2,082	2,761	-24.6%	3,343.8	-37.7%
Theft of a Motor Vehicle	3,457	3,426	0.9%	3,563.2	-3.0%
Theft from a Motor Vehicle (Insecure etc.)	4,374	4,346	0.6%	4,796.4	-8.8%
Attempt Theft of Motor Vehicle	274	321	-14.6%	379.4	-27.8%
Motor Vehicle Crime - Total	10,187	10,854	-6.1%	12,082.8	-15.7%
Opening Lockfast Places - NOT Motor Vehicle	1,329	1,270	4.6%	1,653.0	-19.6%
Common Theft	24,605	24,011	2.5%	26,318.2	-6.5%
Theft by Shoplifting	23,767	25,181	-5.6%	22,441.0	5.9%
Fraud	8,686	6,717	29.3%	5,598.4	55.2%
Other Group 3 Crimes	7,290	7,424	-1.8%	7,777.6	-6.3%

	GROUP 4: FIRE-RAISING, VANDALISM, etc.				
	Apr-Dec 19/20	Apr-Dec 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
GROUP 4: FIRE-RAISING, MALICIOUS MISCHIEF, etc.	36,279	36,204	0.2%	39,204.8	-7.5%
Fire-raising	2,095	1,881	11.4%	2,006.2	4.4%
Vandalism	32,242	32,470	-0.7%	35,262.6	-8.6%
Reckless Conduct (with Firearms)	28	26	7.7%	51.6	-45.7
Culpable and Reckless Conduct (NOT with Firearms)	1,854	1,761	5.3%	1,844.2	0.5%
Other Group 4 Crimes	60	66	-9.1%	40.2	49.3%

	GROUP 5: OTHER CRIMES				
	Apr-Dec 19/20	Apr-Dec 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
GROUP 5: OTHER (PRO-ACTIVITY) CRIMES	50,406	45,777	10.1%	44,261.6	13.9%
Carrying Offensive Weapon (incl. restriction)	1,276	1,118	14.1%	974.2	31.0%
Handling Bladed/ Pointed Instrument	2,163	1,965	10.1%	1,633.4	32.4%
Offensive Weapon (used in other criminal activity)	2,413	2,080	16.0%	805.6	199.5%
Bladed / Pointed Instrument (used in other criminal activity)	1,509	1,415	6.6%	532.0	183.6%
Total Offensive / Bladed Weapons	7,361	6,578	11.9%	3,945.2	86.6%
Production, Manufacture or Cultivation of Drugs	476	463	2.8%	666.4	-28.6%
Supply of Drugs (incl. possession with intent)	3,004	2,926	2.7%	2,786.2	7.8%
Bringing Drugs into Prison	148	116	27.6%	210.8	-29.8%
Supply of Drugs Total	3,628	3,505	3.5%	3,663.4	-1.0%
Possession of Drugs	24,223	21,881	10.7%	21,684.2	11.7%
Other Drug Offences (incl. Importation)	184	126	46.0%	124.2	48.1%
Total Drugs Crimes	28,035	25,512	9.9%	25,471.8	10.1%
Offences relating to Serious and Organised Crime	25	26	-3.8%	32.6	-23.3%
Bail Offences (other than absconding)	6,238	5,230	19.3%	5,821.8	7.1%
Other Group 5 Crimes	8,747	8,431	3.7%	8,990.2	-2.7%

	GROUP 6: MISCELLANEOUS OFFENCES				
	Apr-Dec 19/20	Apr-Dec 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
GROUP 6: MISCELLANEOUS OFFENCES	99,983	98,996	1.0%	119,128.6	-16.1%
Common Assault	38,871	38,304	1.5%	39,010.8	-0.4%
Common Assault (of emergency workers)	5,762	5,209	10.6%	5,067.8	13.7%
Common Assault – Total	44,633	43,513	2.6%	44,078.6	1.3%
Breach of the Peace	3,938	4,514	-12.8%	7,767.2	-49.3%
Threatening & Abusive Behaviour	34,582	32,871	5.2%	35,455.2	-2.5%
Stalking	620	922	-32.8	994.8	-37.7%
BOP, S38 & S39 Crim Just & Lic (S) Act 2010 – Total	39,140	38,307	2.2%	44,217.2	-11.5%
Racially Aggravated Harassment / Conduct	1,323	1,354	-2.3%	1,612.4	-17.9%
Drunk and Incapable	155	334	-53.6%	1,027.0	-84.9%
Consume Alcohol in Designated Place (local bye-law)	3,598	4,494	-19.9%	13,318.6	-73.0%
Other Alcohol Related Offences	650	741	-12.3%	997.2	-34.8%
Drunkenness and Other disorderly Conduct Total	4,403	5,569	-20.9%	15,342.8	-71.3%
Wildlife Offences	154	140	10.0%	187.8	-18.0%
Other Group 6 Offences	10,330	10,113	2.1%	13,689.8	-24.5%

	GROUP 7: MOTOR VEHICLE OFFENCES				
	Apr-Dec 19/20	Apr-Dec 18/19	% change from 2018/19	5 yr mean	% change from 5 yr mean
GROUP 7: OFFENCES RELATING TO MOTOR VEHICLES	91,433	89,137	2.6%	116,650.4	-21.6%
Dangerous Driving Offences	2,308	2,209	4.5%	2,160.6	6.8%
Drink, Drug Driving Offences incl. failure to provide a specimen	4,881	4,470	9.2%	4,402.4	10.9%
Speeding Offences	21,880	20,931	4.5%	32,935.6	-33.6%
Driving While Disqualified	992	993	-0.1%	942.4	5.3%
Driving Without a Licence	4,352	4,452	-2.2%	4,979.2	-12.6%
Failure to Insure Against Third Party Risks	10,883	10,835	0.4%	11,398.2	-4.5%
Seat Belt Offences	2,263	2,289	-1.1%	5,614.8	-59.7%
Mobile Phone Offences	2,029	2,286	-11.2%	6,614.0	-69.3%
Driving Carelessly	6,179	6,115	1.0%	6,523.2	-5.3%
Drivers Neglect of Traffic Directions (NOT pedestrian crossings)	2,923	3,079	-5.1%	6,581.4	-55.6%
Using a Motor Vehicle Without Test Certificate	10,790	10,701	0.9%	11,248.2	-4.1%
Other Group 7 Offences	21,953	20,777	5.7%	23,250.4	-5.6%

OUTCOME		OBJECTIVE	REPORTING PERIOD			
			Q1	Q2	Q3	Q4
PUBLIC SAFETY & WELLBEING	Threats to public safety and wellbeing are resolved by a responsive police service	Use all available information/intelligence to address our policing priorities		●		
		Protect vulnerable people and victims of crime from harm	●	●	●	●
		Improve our understanding of, and response to, the threat from cybercrime	●	●	●	●
		Work with the public, communities and partners to reduce reoffending				●
		Work with communities to ensure they are well equipped and prepared to deal with all threats to public safety			●	
		Effectively tackle current and emerging serious criminal threats to public and community wellbeing				●
NEEDS OF LOCAL COMMUNITIES	The needs of local communities are addressed through effective service delivery	Ensure our operational resources deliver services that meet the needs of local communities		●	●	
		Work collaboratively with our partners on our shared priorities, including public health and vulnerability	●		●	
		Design, develop and support local preventative approaches to reduce harm and demand				●
		Build, develop and maintain effective local partnerships	●		●	
		Improve our support services to enable the delivery of effective local policing		●	●	●
CONFIDENCE IN POLICING	Public and communities are engaged, involved and have confidence in policing	Enhance public contact and ensure our services are available by a range of accessible channels	●	●		
		Maintain and enhance public and community (user) satisfaction	●			●
		Improve the reach of our public and community engagement initiatives	●		●	
		Use insights and feedback to shape and improve our services			●	
		Develop our approach to understanding and improving public confidence		●		●
POSITIVE WORKING ENVIRONMENT	Our people are supported through a positive working environment enabling them to serve the public	Implement an integrated strategic workforce plan to build a diverse workforce that has the right size, shape and capability		●		●
		Create a positive environment for our people to achieve their potential			●	
		Promote the health, safety and wellbeing of our people	●	●		
		Ensure our people are confident to lead and equipped to face current and new challenges	●		●	
		Develop and maintain the right crime and specialist support services for policing in Scotland		●		●
SUSTAINABLE AND ADAPTABLE SERVICE	Police Scotland is sustainable, adaptable and prepared for future challenges	Ensure Police Scotland is meeting and adapting to growing and changing demands on policing			●	●
		Develop and promote best practice in the advancement of our Equality Outcomes		●		
		Transform and develop lean and agile corporate support services for policing and forensics			●	
		Build and maintain a sustainable financial direction for policing in Scotland and evidence best value	●	●	●	●
		Invest in our use of information and technology in accordance with our digital, data and ICT strategy		●		
		Develop and support an innovative culture				●