



<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>24 November 2022</b>
<b>Location</b>	<b>COSLA, Edinburgh</b>
<b>Title of Paper</b>	<b>Committee and Oversight Group Reports</b>
<b>Presented By</b>	<b>Committee and Oversight Group Chairs</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes - Performance Quarterly Report Executive Summary</b>

**PURPOSE**

To provide the Authority with an update on business progressed through the following Committees which have met since the last Authority Meeting:

- Legal Committee
- Complaints and Conduct Committee
- Forensic Services Committee
- Audit, Risk and Assurance Committee
- Resources Committee
- Policing Performance Committee

**OFFICIAL**

<b>Committee</b>	<b>Chair</b>	<b>Date</b>	<b>Page</b>
Legal Committee	Jane Ryder	12.10.22+ 26.10.22	3
Complaints and Conduct Committee	Katharina Kasper	19.10.22	4
Forensic Services Committee	Paul Edie	24.10.22	5
Audit, Risk and Assurance Committee	Mary Pitcaithly	03.11.22	8
Resources Committee	Grant Macrae	10.11.22	10
Policing Performance Committee	Alasdair Hay	11.10.22	13

---

## Summary report from Legal Committee

12 October 2022 + 26 October 2022

Jane Ryder, Committee Chair

---

### MAIN ITEMS OF BUSINESS

- Settlement of Claim (12<sup>th</sup> Oct 2022)
- Settlement of Claim Update (26<sup>th</sup> Oct 2022)
- Settlement of Claim (26<sup>th</sup> Oct 2022)

### KEY ISSUES RAISED

Settlement of Claim 12<sup>th</sup> October 2022 – Members had a detailed discussion in relation to an ongoing claim. Based on information provided to them, Members were content for Police Scotland to proceed with settlement negotiations.

Settlement of Claim Update 26<sup>th</sup> October 2022 – Following the committee's decision on the 26<sup>th</sup> July 2022 a further update in relation to the matter was requested. Police Scotland brought forward a report along with a verbal update. The matter is ongoing and will be reported to forthcoming Legal Committee meetings. The committee expect a further update on the matter at the next committee on the 13<sup>th</sup> December 2022.

Settlement of Claim 26<sup>th</sup> October 2022 – Members had a detailed discussion in relation to an ongoing claim. Based on information provided to them, Members were content for Police Scotland to proceed with settlement negotiations, subject to any further consideration of the case by the Scottish Government.

---

## Summary report from Complaints and Conduct Committee

19 October 2022

Katharina Kasper, Committee Chair

---

### MAIN ITEMS OF BUSINESS

- Senior Officer Complaint

### KEY ISSUES RAISED

- On the 19th October 2022 there was a special meeting of the Complaints and Conduct Committee regarding a complaint about a senior officer of Police Scotland. Following an assessment of the information provided, Members **AGREED** a conclusion.

---

## Summary report from Forensic Services Committee

24 October 2022

Paul Edie, Committee Chair

---

*The formal minute of the public items of business will be available at the meeting scheduled for 14 December 2022. This will also be published on the SPA's website.*

*A full recording of the public items of business taken at this meeting can be accessed at - [Scottish Police Authority \(spa.police.uk\)](https://spa.police.uk)*

### MAIN ITEMS OF BUSINESS

- Forensic Services Director's Report
- Forensic Services Performance Report – Q2
- Drug Driving Update
- Digital Forensics Next Steps and Timeline for Progression
- Forensic Services Financial Monitoring Report (Q2)
- Forensic Services Change Programme Update
- Refreshed 2 Year Business Plan
- Forensic Science Regulator Code of Practice – Scotland
- Forensic Toxicology Oversight Group – Update from Meeting held 7<sup>th</sup> September 2022 and 6<sup>th</sup> October 2022
- Forensic Services Budget and Capital Investment Report
- Forensic Services Operating Model Implementation
- Risk – Operational and Strategic

### KEY ISSUES RAISED

Forensic Services Director Report – Members were advised that Project Weaver was on schedule to go live on the 1<sup>st</sup> December 2022. Members sought assurance that staff contracts would be in place within the next 2 weeks. Members were advised that despite the potential flat cash budget, Forensic Services remain committed to transforming their operating model, while noting that without the previously agreed investment, many of the benefits may not be realised for the foreseeable future. Members sought assurance that a manageable workload could be achieved for staff in the

context of flat cash and restrictions on recruitment and other investment, and were assured that available capacity is in a good position as a result of process improvements and previous investment in recruitment.

Forensic Services Performance Report Q2 – Members asked about the increasing demand and sought assurance around forward thinking in that area. Members were advised that a number of areas are being looked at within the new operating model, one being multiskilling and increasing flexibility across the organisation to help deal with peaks in different areas. In addition, the committee was advised on the importance of progressing the operating model despite the investment underpinning some of the benefits realisation, as some of these benefits can still be delivered through implementing new roles and new structures in order to make best use of resources internally. Members were advised that they would have sight of a forecast on demand and capacity in order to gain a collective understanding of risk with regards to capacity imbalance at the December meeting. The committee highlighted the importance of the most up to date performance measures going forward as this was critical when faced with flat cash.

Drug Driving Update – Members were assured that the internal backlog in relation to drug driving was reducing with the new outsourcing contract being implemented and additional cases now being outsourced. The committee sought assurance around the real-time information in relation to the number of cases being time barred and were assured that it is an improving picture with zero cases for September 2022.

Forensic Services Financial Monitoring Report (Q2) – Members noted a report which updated on the financial position of Forensic Services as at the end of Period 5 (31 August 2022) of the financial year 2022/23, as well as forecasting the full outturn to 31 March 2023.

Forensic Services Change Programme Update – Members noted concerns around being unable to progress with all of the elements of the change programme and advised that some thought be given to the timing and content. Forensic Services accepted that it will be difficult in the current financial climate, however noted the value in progressing some business case work in higher risk areas.

Refreshed 2 Year Business Plan - Members were provided with an update on the two year Forensic Services business plan and advised that once the budget position for next year was clear, the activities that need to be reprioritised will be set out in order to deliver the savings aligned to a flat cash budget.

Forensic Science Regulator Code of Practice - Scotland - Members were provided with a report that provided considerations relating to the Forensic Science Regulator's Act 2021 in England and Wales and regulatory implications for forensic science in Scotland. Members sought clarity on a number of areas and have asked for a further briefing on the matter.

Risk – Operational & Strategic – Following a discussion around the Memorandum of Understanding, members agreed the need for further work in relation to mitigating actions on a small number of risks. Members also noted the importance of having Best Value Principles within SPA Forensic Services.

### Conclusions reached / actions agreed

Members **AGREED** the need to ensure the charts in relation to lab capacity and demand are made richer by mapping people onto them in order to provide an indication of resources per unit, and adding the related costs into each area.

Members **AGREED** the need for risk to be given consideration within future Change Programme updates when doing any reprioritisation as a result of budget restrictions.

Members **AGREED** the need for a briefing on the Regulator Code of Practice – Scotland which brings together both activity and legislation.

Members **AGREED** that the next Budget and Capital Investment Report sets out the forecast, demand, capacity and what the caseloads are in each area and how it is expected that the impact of flat cash will develop over the next 12-18 months.

Members **AGREED** on the need for SPA Forensic Services to engage with SPA Corporate and Police Scotland in order to take forward Best Value within SPA Forensic Services.

---

## Summary report from Audit, Risk and Assurance Committee

3 November 2022

Mary Pitcaithly, Committee Chair

---

*The formal minute of the public items of business will be available at the meeting scheduled for 17 January 2023. This will also be published on the SPA's website.*

*A full recording of the public items of business taken at this meeting can be accessed at [- Scottish Police Authority \(spa.police.uk\)](https://spa.police.uk)*

### MAIN ITEMS OF BUSINESS

- Audit and improvements progress
- Internal Audit Report on Forensic Services Business Continuity
- Oversight of change
- Risk management updates (SPA and Police Scotland)
- Information management updates (SPA and Police Scotland)
- Cyber Security
- DESC

### KEY ISSUES RAISED

- **Audit and Improvement Progress.** The Committee noted changes to the Internal Audit Plan. Discussion on Police Scotland Audit and Improvement Recommendations focussed on the oldest actions and work undertaken to progress them. Since submission of the written report, Members heard that ICVS and mental health actions within the SPA report were now complete. Members also received an update on the implementation of the strategic planning internal audit recommendations and were assured by the progress reported.
- **Internal Audit Report on Business Continuity (Forensic Services):** Members were assured most recommendations had already been implemented. Members heard recommendations mirrored those



in the respective SPA / Police Scotland report but discussed concerns on the lack of an overarching IT Disaster Recovery Plan.

- **Assurance Reporting**

- **Oversight of Change.** The Committee welcomed the SPA's approach to oversight of change and were provided an overview of Police Scotland change portfolio. Member welcomed Police Scotland's organisational absorbability and focussed on change risks outside tolerance. Members were concerned of the impact of delays from the Accountable Officer Template but were assured SPA and Police Scotland were raising with Scottish Government continuously.
  - **Information Management** Members discussed the high number of Subject Access Requests received by both SPA and Police Scotland and the time and effort required to progress, noting there is a legal requirement to provide a response.
  - **Cyber Security.** Members were encouraged by the positive work undertaken resulting in the service maintaining Cyber Essentials Plus accreditation.
  - **DESC.** Members were provided an update on programme progress and welcomed the detailed update given. Discussion focused on: security, data protection and contract novation.
- **Risk management.** Members received updates on risk management, with questions focusing on what work can be undertaken to move risks out with tolerance from red to amber or green status.

## CONCLUSIONS/ACTIONS REACHED

- Internal Audit to provide comment on progress against the strategic planning audit.
- SPA and Police Scotland colleagues will continue raising concerns to Scottish Government of delays in approving funding.
- Work to continue to ascertain how out of tolerance red risks can move to amber/ green, with progress reported to future committees.

---

## Summary report from Resources Committee

10 November 2022

Grant Macrae, Committee Chair

---

*The formal minute of the public items of business will be available at the meeting scheduled for 15 December 2022. This will also be published on the SPA's website.*

*A full recording of the public items of business taken at this meeting can be accessed at - [Scottish Police Authority \(spa.police.uk\)](https://spa.police.uk)*

### MAIN ITEMS OF BUSINESS

- Financial Monitoring Report Q2 2022/23
- Transformation Programme Benefits Report Q2
- Internal Audit Contract Award
- Dalmellington Declare Surplus and Co-location proposal
- Resource Spending Review
- Budget Strategy 2023/24
- Event Cost Recovery update
- National Body Worn Video – Initial business Case (IBC)

### KEY ISSUES RAISED

#### Financial Planning

- The Committee discussed at length the year to date budget and forecast position. An area of focus was the police officer overtime overspend considering the financial and wellbeing impacts.
- The increased costs from in-year inflation were now impacting on costs and this is seen, especially in the estates budget. Cost pressures will continue to be closely monitored and reported to the committee.
- The Committee noted a key risk in respect of the ongoing review, by Scottish Government, of reform funding. Any reduction will have a significant impact on the deliverability of reform projects currently

underway. Concern was also noted about the impact of delays in approval by Scottish Government for specific projects.

- The Committee welcomed a comprehensive update from the Chief Financial Officer on the proposed next steps and actions in the context of current financial year and the implications of the Revenue Spending Review for future years.
- Members considered an update on the implementation of the revised Event Cost Recovery process due to commence on 1 April 2023 and were pleased to be informed that engagement had taken place with event organisers to explain and plan for any impacts for their events.

The Chair of the Audit Risk and Assurance Committee attended to support the discussion in respect of a contract award for Internal Audit services which, although within the delegated authority of the Chief Executive, had been subject to committee scrutiny.

In considering the proposal for a co-location within the Dalmellington Community School Campus, Members requested a future briefing on the ongoing work of the Estates Team as they implement the current Estates Strategy.

The Committee was very supportive of the strategic intent of the Body Worn Video project and the Initial Business Case. Areas for further development were explored that will be refined and included for the Full Business Case when it comes back to the Committee.

## **CONCLUSIONS/ACTIONS REACHED**

The following items were approved;

- 2022/23 budget revisions (as detailed in the tabled report)
- Initial Business Case (IBC) - National Body Worn Video
- Contract Award - Internal Audit
- Request to declare surplus property at Dalmellington and Co-location proposal within the Dalmellington Community School Campus

Committee requested further analysis to give assurances that officer wellbeing was not being adversely impacted as a result of the high overtime levels – this will be picked up by the People Committee.

Committee requested a briefing on the current work being done to progress the Estates Strategy.



---

## Summary report from Policing Performance Committee

11 October 2022

Alasdair Hay, Committee Chair

---

*The formal minute of the public items of business will be available at the meeting scheduled for 7 December 2022. This will also be published on the SPA's website.*

*A full recording of the public items of business taken at this meeting can be accessed at - [Scottish Police Authority \(spa.police.uk\)](https://spa.police.uk)*

### **Main items of business**

- Operational Policing Issues
- Performance Reporting
- Police Scotland Improvement Plans on HMICS recommendations
- Public Confidence Polling
- Mental Health Demand
- HMICS Assurance Review of Contact Assessment Model

### **Key issues raised/ Actions agreed**

#### **Operational policing**

Members received an update on the developing air support strategy, which will come to a future meeting, and welcomed the aspiration to expand RPAS (drone) capabilities as part of this. ACC Williams reported that consultation with key stakeholders had identified a desire and expectation to see this technology more widely available across Scotland, particularly to support policing in more rural areas. At present drone deployment is limited by both availability of qualified officers and devices. Work is underway to replace devices which are nearing the end of their useful life, with replacement devices expected to be more resilient and have longer flight time as the technology becomes more sustainable. Committee sought further commitments around the expansion of drone use in policing activity and the potential efficiencies that will bring, as well as the opportunities to share learning and resources across sectors.

Committee recognised the increasing focus on aviation safety and security within policing, with sporadic but increasing public and commercial use of drones. Police Scotland is rightly noted as a good practice authority in this areas with their input and advice sought from other jurisdictions. Work is

in development to engage with the public on safe usage of drones in both a personal and commercial context; with ongoing monitoring of their use.

Members welcomed an update on middle office and productions change activity within criminal justices service division. These functions, and their staff and officers, are recognised as being critical in the criminal justice system, providing accurate information to support operational policing and wider criminal justice activity, as well as managing the millions of evidential items used in court proceedings. Committee were supportive of the planned changes underway within the division, however expressed concern around legacy estate issues (in relation to productions) which will require investment to resolve, and the longer term plan around disposal of productions. Police Scotland will undertake a deep-dive into the productions remodelling project for discussion at a future relevant committee, and will share a financial investment plan describing the longer term commitments for the custody/production estate.

### **Performance Reporting**

Committee received a routine update on independent custody visiting and welcomed the detail on successful visits delivered over the quarter and the escalation/addressing of concerns raised by visitors. Members sought assurance on the availability of anti-harm clothing in custody, which was provided by Chief Superintendent McCreddie in relation to the flexible resourcing model used across the custody estate to ensure availability wherever required. Members also sought, and were provided, further detail on progress on the digitisation of ICVS processes.

Members welcomed the significant level of detail provided in relation to quarterly performance across Police Scotland, welcoming work underway on the strategic threat assessment to provide longer term and high level context for policing decisions. Members are keen to understand, and be provided with further insights on, underlying factors, such as complexity and resourcing, which may drive trends around lower detection levels. Specifically committee have requested further detail in future reports on how both prioritisation and improvement activity is being targeted using data and insights. The importance of clarity, evidence and rational for decision making was emphasised, particularly in relation to levels of public confidence. Police Scotland officers and staff provided detail around the range of analytical products prepared and utilised for decision making internally, with committee requesting consideration of how these data and products can be shared. Committee recognise the challenge described by Police Scotland in responding to all demand – and the need to identify areas where the police response could be different or better delivered by another agency, requesting that consideration is given to how this is communicated clearly to the public. Members have asked that further work is done

between SPA and Police Scotland staff to provide disaggregated data and insights through performance reporting to future committees.

The update on work to align and enhance the local police planning process from 2023 onwards was welcomed by committee, particularly the emphasis on local engagement and responsiveness. Committee continue to seek further detail and assurance on how local data and shared and used for local prioritisation discussions at a partnership level.

### **Police Scotland Improvement Plans on HMICS recommendations**

The update provided on hate crime improvement activity was welcome, with members recognising the resourcing challenges described and seeking assurance around timescales for delivery. Future reports to committee will include details of external benchmarking activity undertaken within the service.

The complexities and interdependencies within the demand and productivity improvement actions were acknowledged by members, while recognising the criticality of this work to a range of key strategic issues across policing such as the strategic workforce plan.

Members welcomed the update on crime audit activity, again recognising the impact of dependencies on wider system improvements such as COS, and agreeing that the data integrity audit activity adds value to the crime audit process. Further detail was sought around the resourcing issues in this area, and members were advised that pension issues/ retirement have had the biggest impact.

### **Public Confidence Polling**

Members welcomed the commitment to long term, consistent independent public polling and sought assurance that these insights are used by Police Scotland to inform service response, design and delivery. Committee welcomes the commitment to further deep dive and intersectional analysis of this data over time to inform practice.

### **Mental Health Demand**

The update provide on work to develop a mental health dashboard was welcomed by members who recognise the challenges presented by this activity. It was recognised that that the work done so far reflects the first steps in a much longer development progress with the question still to be answered on what is meant by mental health demand. However this is an entirely new approach and members welcome the commitment to its development and look forward to further updates in future meetings.

**HMICS Assurance Review of Contact Assessment Model**

His Majesty’s Chief Inspector (HMI) provide members with an overview of findings from the recent assurance review of the contact assessment model, noting the value of the model and the significant work done by Police Scotland to implement this during challenging times. However it was flagged that not all benefits anticipated were achieved and that data availability was an issue. It was also noted that the work of the resolution teams could be enhanced along with more robust processes for referral and handover to partner agencies. Members sought insights from HMI on variation in call answering times and the use of resolution teams in managing demand. The need to use data to understand system issues and failure demand was reiterated.





# Executive Summary

## Introduction

This is the first Quarterly report of the 2022/23 performance cycle, reporting on our revised Performance Framework and new Measures of Progress. We continue to mature our approach with the introduction of benchmarking and a number of new measures in relation to demand. We made further improvements in relation to Equality, Diversity, Inclusion and Human Rights with better alignment of metrics to our Equality Outcomes.

Our outcomes focused Performance Framework is linked to our strategic planning processes and aligns to the Strategic Outcomes as detailed in the 2022/23 Annual Police Plan, these being:

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

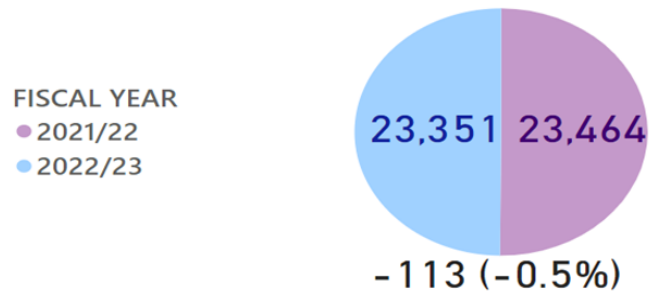
- **Sustainable and Adaptable Service** – Police Scotland is sustainable, adaptable and prepared for future challenges

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

Police Scotland remain committed to understanding demand in policing and as part of our progression towards this we have developed new ways to visualise and present demand data. Additional new metrics around demand have been added to the Performance Framework, some of which are included as follows:

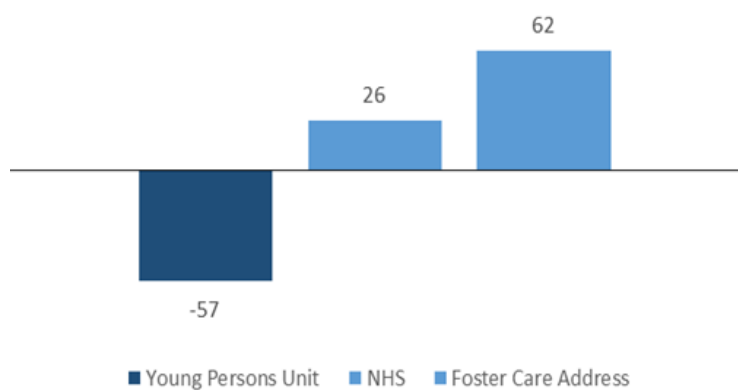
## Incident Demand: Concern for Person Incidents

Concern for Person Incidents for Quarter 1 2022/23 have seen a slight decrease compared to the previous year (down 113, 0.5%).



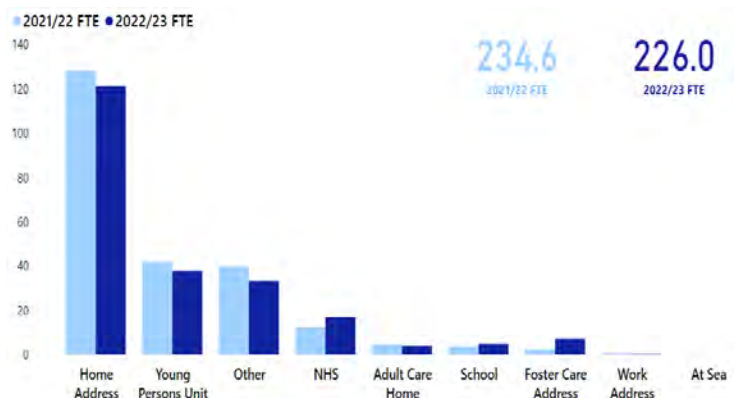
## Partner Demand: missing persons from Young Persons Units, NHS and Foster Locations

Missing persons from Foster Care locations have increased with 62 more people missing in Quarter 1 2022/23 (up 72.1%) compared to the previous year. There has also been an increase in the number of people going missing from the NHS (up 26, 5.9%). The number of missing persons from Young Persons Units has however decreased by 57 (down 6.3%).



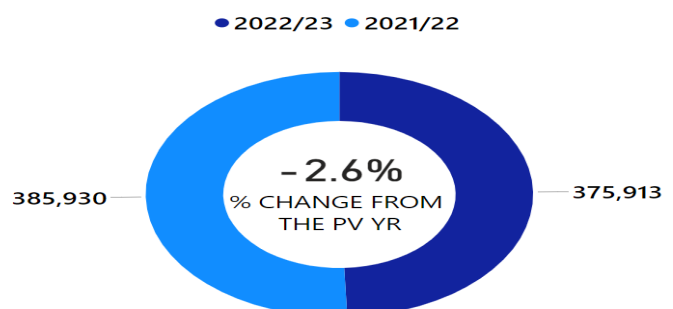
## Missing Person Demand: Total FTE demand of missing persons investigations by location

Total FTE demand of missing persons investigations has slightly decreased compared to last year (down 8.6, 3.7%). Although, increases have been seen in NHS, School and Foster Care locations.



## Call Demand: Total number of incidents raised

Quarter 1 of 2022/23 has seen a decrease in the total number of incidents raised. Total incidents raised to Police Scotland have decreased from the previous year by 2.6% (10,017 fewer).



## Policing Demand during Quarter 1 2022/23

Over the last year, Police Scotland faced a number of challenges and changes in our operating environment while continuing to meet the needs of our communities. An increase in violent crimes and crimes of dishonesty comes at a time where the demand on the police service is high and continues to increase. Police Scotland continue to police and maintain order at public events, introduce and advocate campaigns to improve road safety, investigate historic crimes and enforce new legislation in our efforts to keep members of our organisation and the communities of Scotland safe.

Police Scotland continue to develop and report on the Measures of Progress and our understanding of demand continues to mature with enhanced demand-based metrics. We continue to mainstream our approach to equality, diversity, inclusion and human rights with better alignment of our activities and measures to our Equalities Outcomes.

The ability to respond to demand is dependent on having adequate response available. Against a backdrop of increasing demand, officer numbers are declining. There were 16,610 full-time equivalent (FTE) police officers in Scotland on 30 June 2022. Police officer numbers decreased by 195 FTE officers (down 1.2%) in the last quarter and by 679 FTE officers (down 3.9%) in the last year from 30 June 2021. Staff turnover has almost doubled since March 2022, which is largely due to early retirements following the pension changes implemented on 01 April 2022.

Police Scotland are proactively addressing resource challenges with the launch of a new digital recruitment campaign to encourage people around the country to consider a career in policing. Our new police constables could be anyone from school and university leavers, to experienced workers who are considering a career change. The campaign launched as Chief Constable, Sir Iain Livingstone QPM welcomed 300 new officers to Police Scotland as Course 2/22 took the Oath of Office at Police Scotland Headquarters, Tulliallan.

Levels of overall crimes for Groups 1-5 have remained low in Quarter 1 2022/23, 6.0% reduction compared to last year and 0.5% lower than the five year mean. These trends are explored [further in Key Insight 1](#).

Total Offensive/Bladed Weapon crimes has increased 3.6% compared to the five year mean. The Offensive Weapons Act 2019 will be implemented in Scotland in stages throughout the year. The legislation forms part of the UK Government's response to the rise in serious violence. The Act introduces new offences relating to the possession and use of knives and corrosive substances, creates new powers and amends existing legislation to control their sale.

Possession of a corrosive substance in a public place will be a criminal offence without a reasonable excuse or lawful authority from the 28 June 2022. If officers have reasonable grounds for suspecting that a person is carrying a corrosive substance in a public place, they will have

the authority to conduct a search.

Protecting the most vulnerable remains a priority for Police Scotland. During Quarter 1, the number of missing persons investigations rose by 8.7% (381 investigations) against the previous year, with numbers higher than levels seen before the pandemic. However, the average time each individual has gone missing has fallen. During Quarter 1 there are significant increases in the number of Children and Looked after Children that have been reported missing, with the majority going missing from their home address.

Following the recommendations made in the HMICS Thematic Inspection of Hate Crime published on 03 June 2021, we are delivering hate crime advisor courses across the force and ran our national hate crime campaign for a period of six weeks. Hate crimes are down 1.3% compared to last year however up 5.6% against the five year mean. The decrease is driven by 'race' aggravated hate crime during Quarter 1. These trends are explored [further in Key Insight 2](#).

We are determined to tackle violence against women and girls and welcome the significant focus brought by society and the wider justice system to improve how these crimes are investigated and how we support the survivors and their families. Work is ongoing towards the development of a Violence against Women and Girls Strategy for policing in Scotland. Online consultation with people who have experienced or witnessed this type of behaviour in their communities has taken place to gather attitudes and ideas which will inform the strategy.

Recent rapes continue to be a challenge for Police Scotland, with Quarter 1 2022/23 showing the highest number recorded over the last six years.

Tackling sexism and misogyny is a key strand of our Policing Together initiative. We are working to improve and enhance the experience of women within the workplace to create an inclusive working environment. Internal engagement will underpin future activity, considering our leadership, how we recruit and train, and enabling people to speak up without fear of detriment.

C3 Division continue to have capacity challenges during Quarter 1, with reduced recruitment and a rise in absence levels contributing to an increase in average call answer times. Further remedial action is being implemented to ensure adequate resourcing levels during periods of high demand. Proactively promoting different communication channels on social media has contributed to a 7.4% increase in additional public contacts via online channels. Benchmarking has been carried out on response times with forces in England and Wales, with Police Scotland answering 79.4% of 999 calls in under 10 seconds ([see Key Insight 3](#)).

Safety in the digital world is an increasing risk area due to the scale of social and financial transactions occurring online. Increased digitalisation will influence how criminals seek to operate during the cost of living situation. Fraud, alongside threats and extortion, increased not only against the five year mean but also from last year.

Around 90-95% of frauds have an online cyber aspect to their commission. In response to this growth area of cyber-enabled crime, it is imperative that we continue to invest in our Digital, Data and ICT strategy including a focus on core systems, our communications infrastructure and our approach to tackling cybercrime.

**This report comprises of three sections:**

- Policing During Quarter 1 2022/23 – Key Insights
- Public Confidence and Experience of Policing
- Measures of Progress towards Strategic Outcomes – Full Picture

**Cost of Living Impact**

**Challenge:** Increases to the cost of living is a significant challenge affecting communities across Scotland which will increasingly impact our capability and capacity to respond to the additional vulnerability, crime and complexity this presents.

External research has highlighted the significance of poverty in influencing an individual’s likelihood of becoming a perpetrator and/or victim of violence. The current economic situation affecting Scotland will therefore have an impact on policing service and demand. Expected increases across housebreaking (including attempts), shoplifting, crimes in the digital world and motor vehicle crimes are already starting to be realised during Quarter 1 of 2022/23 compared to the same period last year. In addition, there is likely to be a continued increase in community tension leading to ongoing protest activity that will have an impact on our demand.

It has been assessed that both physical and mental health in communities are likely to decline due to the cost of living, and along with our partners, this also has the potential to increase demand on our services. The potential to exploit the increased cost of living will be apparent to criminals including those involved in organised crime groups. These groups adapt quickly and have previously shown the ability to extract long term gain from crises.

Against a backdrop of increasing demand, officer numbers are declining. The impact of early retirement on establishment numbers could continue for a period of up to 18 months until officer numbers are fulfilled. This will influence our ability to re-invest any capacity created to support high priority areas of policing or to meet changing demand.

This coupled with the financial situation outlined in the next challenge, presents significant organisational capability and capacity challenges to address growing demand in vulnerability, traditional crime types and cyber crime. It is essential that we continue to build our organisational capability to take action to protect people from digital harm and crimes in the virtual world through our Policing in a Digital World programme.

**Response:** Police Scotland are conducting ongoing research and analysis to increase our understanding of the impact the cost of living is having on the communities we police. Proactive horizon scanning will hopefully allow us to anticipate future challenges and identify measures we can put in place to try and mitigate these.

It is expected that the demand, on our already stretched resources, will be further impacted in the coming months.

Police Scotland must continue to ensure that our service delivery is designed to serve people and communities rather than the criminal justice system. Officers and staff should continue to signpost adults and children suffering from the effects of the cost of living to social services and other partners for support.

A national recruitment campaign is underway to ensure we continue to build a diverse workforce and we are already seeing a positive impact in relation to this.

### **Maintaining a Balanced Budget (further details here)**

**Challenge:** The Scottish Government's 2021/22 budget confirmed additional recurring funding for policing which allowed the service to set a balanced budget without the requirement for any workforce reductions. The balanced budget, and the Government's manifesto commitment to real terms protection, formed the basis of the five year financial plan that was approved by the Authority in September 2021.

The Scottish Government's multi-year Resource Spending Review, published on 31 May 2022, sets out a flat cash settlement for the Police Authority over the remainder of the parliament.

As a consequence, Police Scotland is facing a number of significant challenges in financial year 2022/23 and beyond.

**Response:** Rising inflation is already reducing the spending power of our capital and revenue budgets, and when considered alongside the expectation for future pay awards, a flat cash settlement represents a real terms reduction for policing. This will have a significant impact on our operational service delivery requiring difficult decisions to be made.

Significant additional investment is required to implement the key investment strategies and transformation programmes, including DDICT, the estates strategy and the transition to 100% electric fleet. The organisation's ability to mitigate the operational impact of a flat cash funding settlement is therefore negatively impacted by flat capital and the potential loss / reduction of Reform funding.

The strategic direction following the publication of the resource spending review, along with the capital spending review published in 2021, will form the basis of an updated five year financial plan to be developed in the Autumn 2022.

Development of a robust longer term financial strategy will be prepared in line with the strategic business planning cycle.

### **Measures of Progress towards Strategic Outcomes**

Measures of Progress towards Strategic Outcomes have been identified by Police Scotland in collaboration with the Scottish Police Authority. This new suite of key measures have been identified from the available management information and aims to support consistent reporting from the Performance Framework. The following is a synopsis of exceptions identified with the Quarter 1 report.

## **Overall Violent Crime ([further details here](#))**

**Challenge:** Whilst engaging with partners at Scottish Government regarding implementation of the Surrender and Compensation Scheme as required by the new Offensive Weapons Act 2019, a requirement was placed on Police Scotland to identify 'designated police stations' to facilitate public access to the scheme. This presented challenges in identifying a suitable number of stations when considering station opening hours, geographical coverage and other local accessibility issues.

**Response:** In order to mitigate challenges with public accessibility, local policing divisions were asked to nominate stations using their local knowledge for suitable coverage; an awareness package was created for all officers and front counter staff to view in the event a member of the public attended at a non-designated station to ensure quality of service; and C3 division established a process to be followed in the event when a member of the public contacted Police Scotland advising they wished to participate in the scheme but were unable to access a police station.

This ensured Police Scotland not only adhered to the Scottish Government's requirement to designate specific police stations to the scheme but also ensured the scheme was accessible to all.

## **Sexual Crimes ([further details here](#))**

**Challenge:** The number of recent rapes recorded in Quarter 1 2022/23 is the highest number noted over the last six years. Recent rapes continue to be a key challenge for Police Scotland. Overall,

reporting of rape has returned to similar levels noted before COVID-19 however, the proportion of recent rapes has increased (from 58.0% in 2019/20 to 66.2% in 2022/23).

**Response:** Work on phase two of the That Guy campaign is well under way and is a key strand in the development of Police Scotland's Violence Against Women and Girls strategy.

Police Scotland have created a communications toolkit to reinforce the importance of woman and girls feeling safe in public places and ensuring there is no victim blaming. Police Scotland have engaged with event organisers to ensure awareness packages and ByStander awareness training are included in their staff briefings.

## **Drugs Harm ([further details here](#))**

**Challenge:** Tackling substance use and the harms they cause is part of Police Scotland's duty towards ensuring the safety and wellbeing of people within our communities. Issues such as the cost of living exacerbate problems related to drugs harm such as access to addiction services, poverty, and mental health vulnerabilities.

**Response:** Police Scotland adopts a public health, whole system approach. We work alongside multiple external agencies to address longstanding issues and improve the life chances of individuals we interact with frequently. An array of workstreams have been progressed in response to the drugs harm challenge being faced, including the Pathfinder project and Positive Outcomes Project.

Additionally, Police Scotland is also in discussion with the Scottish Government around Safe Drug Consumption facilities. In preparation we have established a strategic working group and a tactical working group as well as participating in a number of workshops hosted by the Scottish Government. We are also providing data for the Scottish Government Drug Related Dashboard to aid in the creation of a public facing report. Our workstreams aim to work in partnership with external agencies to provide early intervention and support where required. The rollout of naloxone to all police officers is currently progressing with all officers expected to be equipped from September 2022 onwards. Officers involved in the Test of Change are currently still using naloxone as part of their work.

**Impact:** Recent figures provided to the Scottish Government Drug Related Dashboard for the last quarter show there is a reduction of 13 drug related deaths between January to March 2022 compared to September to December 2021 (275 compared to 288). It is also anticipated official figures will show a decrease in the number of drug related deaths in 2021 compared to 2020.

As of July 2022 officers from the naloxone Test of Change have administered 79 doses of naloxone with 78 individuals having survived. In one incident officers were of the opinion the individual was already deceased but nevertheless administered naloxone to try and save their life. Administrations of naloxone have been in various incidents, including drug search warrants, concern for person calls, and members of the public flagging down officers.

No complaints or issues have been raised as a result of the administrations.

### **Drugs Supply ([further details here](#))**

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

**Response:** Given the changes in society following COVID-19, EU Exit, and cost of living, Police Scotland's operational response has adapted rapidly and provided resilience to ensure public confidence is maintained. In particular, the response to dealing with drug supply and distribution, money laundering, County Lines, SOC related violence and cybercrime by serious and organised criminals, remains dedicated and driven at a national level.

**Impact:** Police Scotland continue to respond to the full range of SOC threats by utilising our capabilities and have seen a significant number of results through major drug recoveries, cash seizures, and SOC related arrests. This is shown through an investigation in June 2022 where cocaine, with an estimated value of £1 million, was recovered from a property in Dundee. Following this a further vehicle stop resulted in £200,000 of cocaine and around £120,000 in cash seized. Two arrests were made in connection.



### **Call Handling ([further details here](#))**

During the reporting period, our service advisors received 571,721 calls via 999 or 101, a decrease of 94,786 on the same period last year. Alongside incoming calls, there have been over 73,000 additional public contacts dealt with by Contact, Command and Control (C3) Division during the reporting period, including online reports, alarm calls, partner demand and "Contact Us" emails.

**Challenge:** The average call answer time for 999 calls increased from 6 seconds to 12 seconds during the reporting period. In addition the average call answer time for 101 calls increased from 3 minutes 25 seconds to 4 minutes 9 seconds during the reporting period.

This continues to be highlighted as a challenge for the division and measures have been put in place to alleviate this as detailed in the response. It is of note that BT have also reported increased 999 call demand nationally.

**Response:** C3 Division continues to feel the impact of reduced recruitment due to the current recruitment market and is looking at proactive social media to increase interest in posts. Absence levels of COVID-19 follow the national trend and have been continually observed into Quarter 1.

Although average call answer time for 999 calls has increased, and this is being experienced nationally across the UK, the handling of 999 calls remains our highest priority and additional steps have been put in place to ensure resourcing levels are increased at periods of high demand, both with staff incentives, resource and ICT changes.

Efforts continue to signpost callers to more appropriate methods of contact, including via Contactus and the Police Scotland website. Social media is used during periods of high demand to inform the public and provides the opportunity to educate the public on the correct use of 101 non emergency number. Online contacts continued to rise during this reporting period, indicating the success of this approach.

### **Hate Crime ([further details here](#))**

**Challenge:** Hate incidents have risen slightly compared to the same period last year (27 more). Hate crimes have however fallen slightly (23 fewer). Both crimes and incidents have increased when compared to the five year mean. Race hate crime accounts for over 50% of all hate crimes. These crimes are decreasing compared to the same period last year (73 fewer) and this is largely the reason for the overall decrease in hate crimes. Where hate crimes are increasing (religion, disability, sexual orientation, transgender), these numbers are relatively small and thus it is difficult to attribute any specific explanation to the increases this year.

**Response:** The National Hate Crime Campaign launched on 28 March 2022 and ran for a period of six weeks. The main objective of the campaign was to encourage people living in Scotland who had been affected by a hate incident to report it to Police Scotland or to a Third Party Reporting Centre. Secondary audience groups were also identified, these being bystanders and officers / staff of Police Scotland, who were also encouraged to report instances of hate.

To encourage this behaviour we wanted the audience groups to know that Police Scotland take all incidents of hate seriously and we care about the impact that it has on the diverse communities across Scotland that we serve. Corporate Communications is carrying out an in-depth evaluation of the campaign, which will be reported in due course.

### **Fraud (further details here)**

**Challenge:** Fraud continues through this quarter to be at a high level across the entire United Kingdom and in line with this trend Scotland has suffered with large numbers of the population falling victims to a variety of frauds including such crimes as investment frauds, romance frauds and social engineering frauds.

The online space continues to be a hot spot for fraudulent activity with around 90-95% of frauds having an online cyber aspect to their commission.

**Response:** In response to this threat Police Scotland is undertaking work to restructure and refocus the existing financial investigation model to provide a greater victim focused, efficient and effective model and greater strengthen relationships with partner agencies. This includes aligning and working more closely with the National Crime Agency and the National Economic Crime Centre on the United Kingdom's strategic fraud response.

Together this contributes to enforcement intensification periods under the auspices of Project Henhouse. This provided funding to support executive action for impersonation fraud, social engineering, human trafficking and drugs operations.

Project Henhouse has seen 18 arrests and the seizure of over £33,000 in designer goods, £20,000 cash, jewellery, electronic devices, drugs, firearms and counterfeit cigarettes.

### **Absence Management (further details here)**

**Challenge:** 'Psychological Disorders' remains the highest cause of sickness absence across both groups this quarter, with a higher percentage of work days lost to this category of illness in the Staff group than in the Officer group. The absence rate for Psychological Disorders has increased by 0.5% for officers since the same period last year, and has remained stable for staff.

**Response:** Given the complex nature of psychological illness, Police Scotland is conducting a detailed deep-dive of this issue to more clearly understand what we can do to better support our workforce. The study will make use of anonymised data held on the organisation's HR system to provide comprehensive insights and will adopt a case study approach, using a benchmark sample of the absence data.

The aim of this study will be to identify absence patterns and trends, where the organisation can look to improve or change to support our people with mental health challenges, particularly if work related (directly or indirectly), analyse key causes and derive insights to enable us to develop an informed improvement plan. The ambition is then to develop and design our occupational health and wellbeing offering to meet these emerging needs.