



Meeting	Policing Performance Committee
Date	6 December 2023
Location	Video Conference
Title of Paper	Annual Police Plan Bi-Annual Progress Report Q2 2023/24
Presented By	Tom McMahon, Director of Strategy and Analysis
Recommendation to Members	For Discussion
Appendix Attached	Yes – Appendix A: Annual Police Plan Bi-Annual Progress Report Q2 2023/24

PURPOSE

The purpose of this paper is to introduce the bi-annual progress towards our 2023/24 Annual Police Plan, reporting on the activities we have committed to report on in either Quarter 1 or Quarter 2 of 2023/24.

This paper will specifically provide a report in relation to:
Agenda item 3.2 – Annual Police Plan Bi-Annual Progress Report Quarter 2 2023/24.

Members are invited to discuss the content of this report.

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 Our Annual Police Plan (APP) 2023/24 summarises what we will do this year to make progress against our strategic outcomes and priorities for policing. Our outcomes focussed performance framework is linked to our plans and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes.
- 1.4 This is the first report of the 2023/24 performance cycle, reporting on our Annual Police Plan.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 The Annual Police Plan clearly sets out five strategic outcomes, each supported by three distinct strategic objectives. This bi-annual report provides a specific update on activity aligned against all 15 strategic objectives. The updates in this report provide insight into the work undertaken by our officers and staff that contribute to progress against Police Scotland's five strategic outcomes.
- 2.2 For this Bi-Annual Progress Report 2023/24, we are required to report on our progress on 39 out of the 44 activities detailed in our 2023/24 APP. This report contains updates on required activities as per their Quarter 1 and Quarter 2 milestones identified in the APP.
- 2.3 A full copy of the Annual Police Plan Bi-Annual Progress Q2 2023/24 report is provided as an appendix.
- 2.4 The Annual Police Plan Bi-Annual Progress Q2 2023/24 report is presented for discussion with members of the Policing Performance Committee.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

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

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

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POLICING FOR A SAFE, PROTECTED AND RESILIENT SCOTLAND

Police Scotland
Annual Police Plan
Bi-Annual Progress

Report Quarter 2 2023/24



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Our Plan on a page

Context

Activities – summary of progress

Outcome 1

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

Outcome 2

The needs of local communities are addressed through effective service delivery

Outcome 3

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

Outcome 4

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

Outcome 5

Police Scotland is sustainable, adaptable and prepared for future challenges



Joint Strategy for Policing

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

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

Our Values | Fairness | Integrity | Respect | Human Rights

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

Context

Our Annual Police Plan 2023/24 summarises what we will do this year to make progress against our strategic outcomes and priorities for policing. Our outcomes focused performance framework is linked to our plans and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes. In the Bi-Annual Progress Report 2023/24, we are required to report on our progress on 39 out of the 44 activities detailed in our 2023/24 Annual Policing Plan.

This report contains updates on the activities which have milestones assigned during Quarters 1 and 2, with the remaining activities to be reported on at a later date.

There are legal aspects to be considered in terms of reporting against the activities set out in this year's Annual Police Plan to inform the Annual Report and Accounts 2023/24; but it is also important to provide informative insight into activity undertaken by Police Scotland that will be of interest to members of the public and partners.

To address this challenge it was agreed that Police Scotland would produce two distinct but complementary reports as part of the Performance Framework for 2023/24.

- Police Plan Bi-Annual Progress Report
- Quarterly Performance Report

The Annual Police Plan clearly sets out five strategic outcomes, each supported by three distinct strategic objectives. This bi-annual report provides a specific update on activity aligned against all 15 strategic objectives. The updates in this report provide insight into the work undertaken by our officers and staff that contribute to progress against Police Scotland's five strategic outcomes.



Summary status of activities - Annual Police Plan 2023/24

Status Definitions

Complete – An activity which has completed during the reporting period

Ongoing – An activity for which work has continued throughout the reporting period

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

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

Objectives:

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

19 activities

0 activities
complete

19 activities
ongoing

0 activities
deferred

Strategic Outcome 2: The needs of local communities are addressed through effective service delivery.

Objectives:

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

7 activities

0 activities
complete

7 activities
ongoing

0 activities
deferred

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Strategic Outcome 3: The public, communities and partners are engaged, involved and have confidence in policing.

Objectives:

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

3 activities

0 activities
complete

3 activities
ongoing

0 activities
deferred

Strategic Outcome 4: Our people are supported through a positive working environment, enabling them to serve the public.

Objectives:

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

6 activities

0 activities
complete

6 activities
ongoing

0 activities
deferred

Strategic Outcome 5: Police Scotland is sustainable, adaptable and prepared for future challenges.

Objectives:

- Use innovative approaches to accelerate our capacity and capability for effective service delivery
- Commit to making a positive impact through outstanding environmental sustainability
- Support operational policing through the appropriate digital tools and delivery of best value

4 activities

1 activity
complete

3 activities
ongoing

0 activities
deferred

Update on Annual Police Plan 2022/23 Activities

Current status of each activity is marked as:

Complete

Ongoing Activity

Deferred

Strategic Outcome 1

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

Objectives:

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

Activity 1 - Ongoing

Co-ordinate delivery of our Violence Against Women and Girls strategy and respond to the introduction of any new legislation by the Scottish Government (Lead: DCC Crime and Operational Support)

Stakeholder Engagement

The Violence against Women and Girls Stakeholder Engagement Forum (VAWG SEF) was established in 2022 with the purpose to ensure our organisational approach to tackling Violence against Women and Girls is informed by subject matter experts, aligned with the objectives of stakeholders and notably the Scottish Government and COSLA's Equally Safe Strategy.

During Quarter 2, Police Scotland hosted the first "in-person" meeting of the VAWG SEF. The session focused on how we could collectively progress some of the activities set out in the Implementation Plan with a focus on the following four themes; data/insights sharing; under-reporting; safe spaces; and education/prevention. Feedback from members' supports the service to demonstrate progress towards the outcomes outlined in the VAWG Strategy.

SIO learning is mirrored through the national Sexual Offences Liaison Officer (SOLO) Coordinator forum which seeks to maintain a victim-centred approach to all investigations. A short-life working group has been set up to review Trauma Informed training in collaboration with specialists from within the NHS NES framework in order to bring SOLOs up to 'Trauma Enhanced' level. This is in the early stages.

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Campaigns

The latest iteration of the #GetHelpOrGetCaught campaign to tackle and prevent online child sexual abuse and exploitation launched on 25 September in collaboration with key partner agency Stop It Now! Scotland, an organisation that provides intervention and prevention support for both perpetrators and people at risk of offending.

Planning for "That Guy 3" campaign is underway. University organisations have expressed interest to tailor their own similar product around influencing offender behaviour.

A media campaign is planned in line with the secondment of Romanian Police Officers to Police Scotland, assisting with the focus on engaging and tackling Romanian females exploited in prostitution.

Partner engagement through discussion and focus groups is key to the development of all our campaigns.

Sexual Misconduct

Anti-Corruption Unit (ACU) have devised a Strategy for Sexual Misconduct to inform investigations and drive learning. Workplace Guidance was formulated to address procedure and processes in relation to investigation of police perpetrated domestic and sexual offences.

As part of the ongoing review of Sexual Misconduct the ACU have been authorised to commence third Sector engagement with organisations providing support to victims of domestic and sexual offences.

Police Scotland Professional Standards Department Preventions Campaign supports the service wide drive to raise awareness of the organisations values by delivering a focus on the standards of professional behaviour as well as publication of 'The Standard', publication of conduct outcomes and development of an APSP animation clip to raise awareness of the violation of trust associated to these behaviours.

Victim Feedback

A new feedback mechanism for survivors, victims and witnesses of VAWG was launched to measure performance and engage with experience of contact and reporting to police. The form is designed to measure the service based on what matters most to survivors, victims and witnesses as identified through research and engagement that was carried out to inform our VAWG strategy.

Public confidence and trust among women across Scotland continues to be measured through our Your Police and Public Trust Index surveys which provide insight into the factors that might be impacting this and risks to reporting.

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In May 2023 the online Victim Survivor Feedback Process was launched on the Police Scotland website to gain anonymous feedback from people who have reported crimes of domestic abuse, rape or other sexual crime in order to assist in providing a better quality of service.

Domestic Abuse

Disclosure Scheme for Domestic Abuse Scotland campaign has been devised to coincide with the eight year anniversary of the scheme which took place on 01 October 2023. The communications plan is in the final stages of approval. This is a three week social media focused campaign, highlighting the reach of DSDAS but focusing on bystander interventions. Information will be provided to partner agencies including the NHS and local authorities, as well as key support partners.

To further augment training and governance, DACU are progressing the three DSDAS Awareness Modules (currently hosted on the Domestic Abuse Intranet landing page) to be created as new Moodle courses complete with course aims, objectives and knowledge checks.

Forced Marriage

Police Scotland and COPFS completed a review and internal consultation for 'The Investigation, Reporting and Prosecution of Offences of Forced Marriage or with a Background of Forced Marriage - Joint Guidance Document'. The Guidance was published on both the Police Scotland intranet and website in September 2022. During June 2023 DACU attended various workshops in relation to 'Racially Minoritised Women', alongside partners.

Scottish Government (SG) updated in June that in recognition of the specific challenges that black and minority ethnic women face in relation to violence and abuse they have established a network to help them shape a strategic response which better meets the needs and concerns of black and minority ethnic women. SG are also taking forward a refresh and republication of their Statutory Guidance on Forced Marriage due to be published in the coming months and disseminated to all relevant stakeholders and public bodies.

Activity 2 - Ongoing

Implement recommendations of the Public Protection Development Programme Review (Lead: DCC Crime and Operational Support)

The first phase of police user research is complete in all four Local Policing Divisions and National Divisions. Police user research has also commenced in Sex Offender Policing and Human Trafficking at both a local and national level.

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The PPDP team are now beginning to work through all the insights gathered so far, developing overarching problem statements, corresponding drivers for each issue and root cause analysis to produce opportunity statements with a focus on the following four categories, including early deliverables:

- PPDP transformational change
- Address immediate risk
- Opportunity to create capacity
- Opportunity to reduce demand

The Discovery Report is scheduled to be submitted to PSoS Executive at the end of October 2023 on conclusion of the discovery and define phase.

Activity 3 - Ongoing

Work with strategic partners to implement Bairns' Hoose in Scotland (Lead: DCC Crime and Operational Support)

The first Bairns' Hoose opened in North Strathclyde recently this Quarter. The project was led by Children's 1st with Police Scotland an active member of the local steering group.

The SCD Child Protection Policy team were key participants in the development of the Bairns' Hoose Standards which have now been approved and accepted. Police Scotland continue to contribute to the National Bairns' Hoose Governance Group as well as at a local level.

The Pathfinder application process is ongoing and at assessment stage. The successful applications and sites are due to be announced at the end of October 2023. The pilot areas will be supported by Police Scotland.

Activity 4 - Ongoing

Develop our skills mix to facilitate future protest demand in line with a human rights-based approach (Lead: DCC Crime and Operational Support)

Under the aim of conducting and finalising a scoping exercise to identify the necessary skills profiles, the Commander and EPL forums will share best practice and consider legislative update and impact collectively.

Also, a briefing paper has been submitted around the procurement of software which is being reviewed for approval that will provide a fast/accurate means to identify officers with the necessary skills profiles. The software owned by EverBridge is being progressed through RDU but was held up due to cost. Other options are currently being considered.

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Examining how successfully we have developed our public order capability to facilitate protest, the Major Incident Logistical Plan has been reviewed and planning for test and exercise will take place in the forthcoming period. We are working with RDU to review Resource Requirement process to maximise efficiency and consistency of approach nationally. Additionally, we have a trained and experienced command cadre, supported by equally experienced POTACs, and we have delivered CPD for all commanders which covered protest capability, tactics and trends. Finally, we are part of national NPCC groups for Protest and PO Tactics and ensure our programme of training and refreshers is current and develops skills and confidence in areas we anticipate may be required operationally (also informed by our STRA).

Activity 5 (Change) - Ongoing

Delivery of the Cyber Strategy and Transformation Programme, Policing in the Digital World, to design and deliver new services and approaches to policing in an increasing online and digital world (Lead: DCC Crime and Operational Support / DCO Corporate Support)

The Rights Based Pathway has been developed to meet commitments in the Joint Strategy, Cyber Strategy, the Emerging Technologies Independent Advisory Group (ETIAG) recommendations and the Police Scotland and Scottish Police Authority Memorandum of Understanding (MOU), to support decision making and to maintain public trust and confidence in the organisation in respect of its adoption and use of technology.

A new Data Ethics Triage process has been implemented that will assess all data related and data driven technology projects that go through Police Scotland's Change process. The triage process will identify where ethical challenges may lie, provide a pathway to enhanced internal and external scrutiny and provide advice to projects to ensure that data and data driven technology is used legally and ethically.

The Data Ethics Triage process is an integral part of the Rights Based Governance Pathway to ensure that Police Scotland can demonstrate a consistent and proportionate approach to assessing data ethics and public interest considerations.

In June 2023, the Rights Based Pathway was presented and endorsed at the SPA Policing Performance Committee. In support of the pathway, CAID (Child Abuse Image Database) Facial Matching (FM) and BERLA were identified as the technologies which would be used as a proof of concept for the Rights Based Pathway.

Following their introduction a framework will be devised in order to measure their use in terms of their effectiveness, efficiencies and impact on the wellbeing/welfare of our

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people. Other technologies are now being considered to further test/evaluate the Pathway.

Activity 6 - Ongoing

Deliver increased capability and capacity for investigative, intelligence and seizure opportunities across all crypto assets to both specialist and local policing areas (Lead: DCC Crime and Operational Support)

Created in April 2022, the Fraud Strategic Governance Group meets on a quarterly basis and is chaired by Assistant Chief Constable Organised Crime, Counter Terrorism and Intelligence. Members representing the group from both the private and public sector have the objective of providing strategic direction and governance to tackling fraud through the 4P's approach of Prevent, Protect, Prepare and Pursue encouraging greater collaboration and multi-agency working.

An outcome of the Fraud Strategic Governance Group has been the implementation of a multi-agency financial crime triage pilot, which commenced in February 2023, focused on high-level threats and vulnerability.

The pilot comprises of two meetings;

- One weekly meeting referred to as the 'Cyber and Fraud Operational Call' coordinated by the Cyber and Fraud Centre Scotland - to gain an understanding of the demand of financial institutions and the national threat picture.
- A monthly meeting coordinated by Police Scotland and referred to as the 'Multi-Agency Financial Crime Hub' centred on vulnerability and prevention.

The pilot has now been running for eight months with established aims, objectives and regular attendance from key stakeholders. There has been some great examples of collaborative and partnership working among all the partners working within both groups and internally within Police Scotland. This includes the early sharing of information in relation to the passage of individuals entering Scotland to setup UK limited companies and associated bank accounts and the identification of sextortion and familiarity frauds as emerging threats with subgroups established to develop joint preventative campaigns and raise awareness.

Activity 7 - Ongoing

Design and implement Cyber Choices approaches to divert persons away from criminal behaviour (Lead: DCC Local Policing)

Raising Awareness

Police Scotland's Cybercrime Harm Prevention team continue to undertake widespread engagement work to raise awareness of the Computer Misuse Act and

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cyber related offending. This is primarily being implemented through collaboration with key partners including SmartSTEMS and Developing the Young Workforce who promote STEM (Science, Technology, Engineering and Maths) career pathways to children and young people in educational settings across Scotland. We are also engaging with the ScotlandIS Digital Critical Friends mentor network (technology professionals paired with schools nationally) and awareness sessions have been held with the Police Scotland network of approximately 180 school liaison officers. The Policing in a Digital World team are working towards transformational change across the organisation to support the identification, engagement and diversion of people away from cyber criminality. This concurrent work will form a suitable and appropriate partner reporting mechanism from which meaningful interventions and diversionary options may be delivered at an appropriate scale and frequency.

Measures and Indicators

Quantitative measures are not yet available to confirm what impact has Cyber Choices Strategy had on criminal behaviour however work ongoing to implement a referral and case management system. Anecdotal feedback from participants indicates an increased awareness of potential offending and signposting for future referrals from partners and colleagues. In Quarter 1 and Quarter 2 the Cybercrime Harm Prevention Team have held exhibits at eight venues and hosted 17 workshops with a total engagement of over 2,300 young people. Additionally, we have delivered an awareness of the Cyber Choices programme to 60 members of global academia at the Strathclyde Summer School Symposium.

Quantifiable indicators are not available due to the nature of the projects however the educational and engagement work undertaken by the Cybercrime Harm Prevention team is now firmly established with long term capability. The overall Cyber Choices Strategy and referral process is being progressed by the PIADW team with a dedicated Project Manager.

Activity 8 - Ongoing

Improve our response and capacity to effectively tackle fraud (Lead: DCC Crime and Operational Support)

For activity update please see Activity 6.

Activity 9 - Ongoing

Develop partnership approaches to tackle drug-related deaths, drug-related harm and improve community wellbeing, including the impact of safer consumption facilities on policing (Lead: DCC Local Policing)

Substance Awareness Education

The Substance Harm Prevention team ('SHP') work with registered charity 'I Am Me' to develop a substance awareness education package is now complete. A programme of relevant themes and a delivery method has been agreed for each year group and work around specific content for each subject is now in place. The aim remains that every pupil across Scotland will receive at least one input per year, delivered by either teachers, Police or on some occasions, peers. This will provide an appropriate and incremental level of knowledge on substance (drugs, alcohol and tobacco) harm and the wider impacts around community and environmental impact, stigma, risks and personal safety. Access to the resource is given through the Substance Harm Prevention team with details available through the intranet. Currently 340 Police officers are able to access and use the education pack. The majority of these officers currently carry out some form of youth/school engagement as a part of their role. It is anticipated that this number will increase during the last quarter of 2022 and into 2023. The aim being to re-promote the package during the summer of 2023. To enhance partnership working and promote support services available to people with addiction and their families, a support services directory has been created and published on the PPCW page of the Intranet (once accessed, details are on the far right of the page for each Division). The directory also offers details for other areas of support such as bereavement, mental health, homelessness, financial concerns, etc. This will be for the use of all officers and can be accessed via their personal handheld device.

The directory will allow Police Officers to signpost persons during instances of normal community engagement to an appropriate local support service. The provision of details does not replace a VPD being submitted, if required. This approach will provide an earlier form of intervention, with the aim of diverting people who use drugs into recovery and treatment, or those experiencing trauma or serious life concerns, into support prior to them reaching crisis point. The Directory launched during August 2022, with all Divisions being made aware through the latest news article on the Police Scotland intranet and a Divisional briefing circulated for inclusion in EBR's around the country.

Arrest Referral App

CJSD are progressing the use of an arrest referral app. SHP is involved in these discussions with a view of moving the support services directory onto a more

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accessible platform which is also able to provide data on demographics, locations and number of times details have been passed.

Drug Analysis

A Memorandum of Agreement (MOA) between two Scottish universities and Police Scotland to provide the universities with previously seized drugs for analysis, which are not part of a live case. The project is for intelligence purposes only and will allow a quick time turn-around in drug analysis, providing a current update on drug types, strengths and trends which impact Scotland's people and Communities. The updated intelligence picture will provide greater focus on relevant substance harm prevention and enforcement activity. The information will be shared with relevant Police Scotland business areas and external partners to provide them direction in their own substance harm prevention activities. The drugs conveyed are identified by Police Scotland's command area STOP Units during their general monitoring of seizures and Drug Related incidents.

Activity 10 - Ongoing

Lead on development of a violence prevention approach to work concurrently with that of the Scottish Government (Lead: DCC Local Policing)

Police Scotland received a copy of the SC Violence Prevention Framework on 06 July and are still in the progress of reviewing it. Through the Violence Disorder and ASB meeting chaired by ACC Johnson this remains ongoing agenda item and he has been forwarded a copy of the framework. A meeting is due to be scheduled with Strategy and Innovation, SVRU and VPLCU.

Activity 11 - Ongoing

Understand, measure and evidence demand to influence decision making at strategic, operational and tactical levels through the development of demand data dashboards and methodologies (Lead: DCC Professionalism, Strategy and Engagement)

DPU continues to build Police Scotland's demand tools to improve organisational understanding of demand along with various opportunities to optimise productivity, capacity and efficiency.

DPU is now moving into its second sphere where we will specifically seek to align all analysis under Productivity, Capacity and Efficiency, with a greater focus on the interconnected nature of different demand areas, departments and processes.

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Activity 13 - Ongoing

Continue to work with agencies to explore the risks around the post-pandemic recovery, the cost of living crisis and resilience, including winter resilience and to develop strategies to mitigate these risks (Lead: DCC Crime and Operational Support)

Absence Levels

Absence levels are monitored and reported on a daily/weekly/monthly basis. Any patterns in either type of absence (close monitoring of any change to COVID-19 related absence and any affected local areas) are highlighted on a daily basis to allow for any action to be taken to address any impact on resilience.

Protests regarding the cost of living have predominantly focused on High energy and food price. There has been low levels of activity noted.

During Q2 all three RRP's conducted Risk Preparedness Assessments informed by the Scottish Risk Assessment. These were coordinated by SG Resilience Coordinators and informed by RRP Category 1 and 2 members, including Police Scotland represented by Emergency & Resilience Planning. The assessments have now been progressed and are informing Regional and Local Resilience Partnership Work Plans, driving plan development, testing and exercising.

Our absence level sits at around 5-6% as average with impact on service provision being felt around the 10% absence level. Op TALLA has tested these absence levels previously with a requirement to invoke business continuity levels and consider variations to service delivery such as prioritising calls and engagement with key partners to assess impact and consider the reduction, change in certain areas if absence continues.

Exercises

To date there have been two cost of living protests Since March 2023: one on 08 August 2023 in relation to high energy prices and one on 29 June 2023 concerning food prices.

The following provides an update on our review of the plans tested, exercised and utilised in response, and lessons learned and developed:

Quarter 1

During Q1, 47 exercises took place. Plans tested and exercised included Offshore Emergency Response, the Police Scotland Major Incident (MI) Plan, Animal Health Plans, Fuel Plans, Aviation Plans, Business Continuity Plans and Control of Major Accident Hazard (COMAH) Plans.

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During Q1, Emergency & Resilience Planning (ERP) responded to 38 emergencies, three of which declared Major Incidents, across G, N, C, E, A, P, U, J, K, L, Q and V Divisions. Plans used included the MI Plan, Severe Weather Plan, Resilient Telecoms Plan, COMAH plans and internal Suspicious Incident/Suspicious Package Action Plans. Through Emergency Procedure Adviser debriefs, and wider ERP governance, learning has been captured and work progressed across the MI Plan, Severe Weather and Resilient Telecoms Plans.

Quarter 2

During Q2, 26 exercises took place, being a mixture of live play and table top. Plans tested and exercised included the Police Scotland MI Plan, CBRN Plans, Bomb Threat, Aviation, Nuclear, Maritime, Offshore Energy, and National Power Outage Plans. ERP responded to 34 incidents across A, C, D, E, G, J, K, L, N, P and U Divisions which included three major incidents. Plans used included the Police Scotland MI Plan, COMAH plans, Resilient Telecoms Plans, Severe Weather (including Flooding) and Suspicious Package/Bomb Threat Police Scotland Action Plans. Through Emergency Procedure Adviser debriefs, and wider ERP governance, as well as Local Resilience Partnership debriefs and engagement with SG Resilience Coordinators, learning is identified and managed through ERP Governance including the ERP Monthly TTCG process, the monthly MI Plan Tactical Governance Group, the Manchester Arena Inquiry Board, as well as SMARTEU engagement, lessons learned are reflected through the plans and testing and exercising.

Activity 14 - Ongoing

Continue to evaluate the implementation of the Naloxone Programme, share best practice with other police services and engage with key partners to continue to assist in reducing drug deaths (Lead: DCC Local Policing)

The phased national rollout of Naloxone to all operational officers, up to and including the rank of Inspector, began on 31 August 2022. The roll out process will see the procurement, training and delivery of Naloxone to around 12,500 Operational officers. The project is fully funded by the Scottish Government as part of their commitment to reduce Drug Related Deaths.

The roll out includes:

- Probationer Officers receiving training during the initial SPC course.
- All officers will complete a Moodle online training package.
- Identification of Divisional Champions (minimum rank of Inspector) who will provide Divisional support to Officers.
- Inclusion of a Naloxone refresher segment within OST annual training.

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The Naloxone Coordination Team worked in partnership with the Scottish Drug Forum to create a bespoke training package and a four-stage training delivery plan. Training delivery commenced during August 2022, with the phased national rollout following throughout late 2022 into early 2023.

Administrations of Naloxone

Administrations of Naloxone have continued since the conclusion of the Test of Change with, as of 21 September 2023, there having been 352 Naloxone interventions on people experiencing an overdose. A total of 345 persons have showed a sufficient recovery to either receive further medical attention by medical professionals or leave the scene of their own volition. Eight people have succumbed to the effects of their overdose. Seven of these people died at scene but were believed to have already been deceased on Police attendance, and one person was conveyed to hospital but died one month later in the care of the hospital, due to further health complications having not regained consciousness. Naloxone was administered to all eight people to give the best opportunity to protect life. Following on from the Test of Change, there has been no concerns raised with regards to agreed processes involving police administering Naloxone or any post administration actions. Currently, 12,406 Officers are trained in the use of Naloxone within all Local and Specialist Divisions. The national roll out was completed on 31 August 2023.

Drug Related Deaths

In January 2021 the Scottish Government announced a National Mission to reduce Scotland's drug death rates. Part of this commitment was to improve data and surveillance. Police Scotland and the National Records of Scotland now provide the Scottish Government information to produce a public facing drug related death dashboard. This information is provided on a quarterly basis, one quarter in arrears. The information provided relates to local policing division, sex, and age group. The broad parameters that have been set mitigate the risk of personal identification, whilst still providing a more current picture of issues and trends. This provides partners working in the drug treatment and harm prevention roles, a greater opportunity for earlier intervention and affords them the opportunity to align their substance harm prevention work streams to current issues. The last Scottish Government Drugs Related Deaths Dashboard was published on 14 March 2023. This showed that drug related deaths for the first quarter of 2023 were on a similar level to the first quarter of 2022.

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Activity 15 - Ongoing

Design and develop participatory approaches to engage and involve the public and communities in policing services and challenges (Lead: DCC Local Policing / DCC Professionalism, Strategy and Engagement)

Working with the £25,000 from reform that was approved related to seldom-heard communities, following subsequent approval processes, the following work is being led to develop the Inquiring Together research project:

Dundee

Supporting facilitation of six listening forums collaborating with Community Learning Development Officers to attune to local needs, synthesising these forums and presenting analysis of findings to Dundee Community Safety Partnership.

Aberdeen

Supporting A Division to develop local information handbook for refugees and asylum seekers which is seen as a gap at present (based on our research findings).

West Lothian

Co-fund an academic research project that Academic Research is reviewing at the moment that would take the methodology developed for Inquiring Together and apply in another community with challenges around being semi-urban and rural in geography and population demographics. A sound proposal that J Division are supporting.

Nationally

Engaging with LGBTQIA+ partners and groups to co-produce an action framework to support and enhance trust within trans and other minority LGBTQ+ groups across Scotland.

Activity 16 - Ongoing

Through the increased use of intelligence led policing and proactive engagement with all road users, reduce death and serious injury on Scotland's road network (Lead: DCC Crime and Operational Support)

Campaigns

All road safety campaigns outlined on our National Calendar of Road Safety Activity 2023/24, compiled in consultation with our road safety partners, have been completed to date. During Quarter 1 and Quarter 2 the majority of campaign work has been focused toward protecting Vulnerable Road Users and/or targeting motorists committing Fatal-Five offences. Our Engage/Educate/Enforce approach

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has been enhanced by Corporate Communications/Social Media support for all campaigns during this period.

During Quarter 1 and Quarter 2, in addition to daily patrol enforcement activity, we have undertaken our Summer Drink Drug Drive and Drug Driving Week Campaigns to target impaired driving. At time of submission, our Vulnerable Road User Campaign has just completed, with activity for this including laser speed checks in busy, pedestrian rich areas and at previous VRU collision locations. Our next upcoming initiative is the National Speed Campaign.

Safety Camera Units

Short term flexible deployments undertaken by the East Safety Camera Unit in Quarter 1 and Quarter 2 included routes serving large motorsport events at Knockhill Racing Circuit on relevant weekends in June, July and September. In July and August flexible deployments were carried out on the A708 due to its history of motorcycle collisions and increased recreational traffic over the summer months. West SCU flexible deployments in Quarter 1 and Quarter 2 included two sites on Balmore Road, Glasgow, commencing July and continuing to date, due to casualty trends while other shorter, flexible deployments have been made on roads including the A70, A85, A701, A708 and M73 due to speeding safety issues highlighted by local authorities and police colleagues. The North SCU utilised flexible deployments in April, July and August across 15 locations identified from 2022 data analysis.

Fatality Study

Police Scotland's In-depth Fatality Study has been supported by a Transport Scotland funded dedicated analyst and seconded Road Policing Sergeant. Working in partnership, a new road fatality database was established for this project, enabling a review of all fatalities on Scotland's road network between 2015 and 2020. This deep-dive research affords a strong insight into fatal collision causes and outlines countermeasures toward the reduction of future collision risk and harm. Following a working group review, the full report and accompanying executive summary were published August 2023. Its recommendations will be progressed collaboratively with key partners.

Activity 17 - Ongoing

Design, develop and implement a Public Health Strategy for policing in Scotland
(Lead: DCC Professionalism, Strategy and Engagement)

A development approach was agreed by the Strategic Leadership Board, with mental health identified as a priority area to progress ahead of work beginning on the broader strategy.

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Activity 18 - Ongoing

Enhance intelligence capture and development to identify vulnerable children who are being exploited for the purpose of County Lines drug supply (Lead: DCC Crime and Operational Support)

Operation Marron is Police Scotland's response to the threat of County Lines across Scotland. County Lines is a method of dealing drugs that relies heavily on the criminal exploitation of children and vulnerable adults. There are a number of operations to tackle county lines being progressed across Scotland under divert, deter, disrupt and detect strands. This activity is most prevalent in the North of Scotland.

Within the reporting period, Police Scotland have carried out a recent threat assessment of County Lines Vulnerability via MoRiLE with a risk level of 703 and is currently sitting as the fourth highest risk in Scotland's SOC master list.

There was a notable escalation in violence linked to county lines within the reporting period. Of note, a firearms related Attempted Murder in C Division and a fatal stabbing in A Division both involving nominals linked to County Lines impacting these areas.

Our awareness and the impact of County Lines increases daily, with the identification of vulnerable children being exploited for the purpose of County Lines criminality. This is in part due to improved intelligence collection from Human Collections as significant work has taken place to ensure intelligence reporting is aligned to strategic priorities.

Safeguarding Juveniles

Police Scotland continue to work in collaboration with the National County Lines Coordination Centre (NCLCC) and other forces, particularly around the safeguarding of out of force juveniles. NCLCC act as a conduit to ensure that a joined-up approach is achieved.

Over 40 juveniles have been identified over the reporting period, with the vast majority from out of force, with home addresses in the Greater Manchester, Humberside, Metropolitan, Staffordshire, South Yorkshire, West Mercia, West Midlands force areas.

- Three groups have exploited or trafficked out of force juveniles.
- Six groups exploited or trafficked vulnerable adults.
- Eight groups are documented as cuckooing addresses.

During June into July 2023, there was an increase in the number of juveniles encountered, primarily impacting Inverness and Aberdeen. Notably, over the course

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of one weekend, seven youths from different out of force areas were subject of missing person enquiries and safeguarding.

Cuckooing/exploitation of vulnerable individuals remains a tactic in use by County Lines groups; around 15% of adults identified during the reporting period are assessed to have been victims of exploitation in some way. It is likely that the true number is higher, due to underreporting from victims who are in fear of retribution.

Disruptions

Between April and September 2023, divisions across Scotland contributed to county lines disruption and enforcement including;

- Over 5kg Class A drugs recovered
- Over 100 arrests for drugs and exploitation
- Over eight weapons recovered (knives and hammer)
- Over £120,000 cash seized

The National County Lines Intensification week will take place between 09 and 16 October 2023, with a focus on vulnerability and disruption. All divisions impacted across Scotland are engaging in this activity.

The following provides information on some national work undertaken regarding vulnerability and safeguarding:

Op Kano

North East Police Scotland officers deployed to Merseyside to work in partnership on this operation which focused on the safeguarding of young people and the proactive targeting of those involved in exploitation/trafficking of vulnerable children. The structure of the safeguarding work is being developed into the Operation Protector operating model in North East Division to ensure maximum potential for identifying and safeguarding vulnerable children.

Op Protector

During the reporting period, North East Police Division undertook 15 days of partnership working across Aberdeen, Aberdeenshire and Moray to proactively address the effects of drug related harm and violence. Over 500 multi-agency staff were deployed which saw 644 outreach/safeguarding visits being conducted with a large number of individuals being brought into service, over 974 interactions with the public at dedicated outreach hubs. Additionally, a large number of private residence and businesses were visited by Community Safety Teams to raise awareness of county lines, cuckooing and how to report concerns. Over this period, over 40 Drug Search Warrants were executed resulting in the recovery of over £100,000 of controlled drugs. Of significance 12 arrests linked to drug supply and Human Trafficking/Exploitation were made and two exploited young persons were traced

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and safeguarded. A number of intelligence Logs were generated in relation to County Lines, drugs and exploitation.

Safe Space Project

North East Division joint partnership with Local Authority and Social Work have created dedicated short term accommodation for trafficked juvenile victims of county lines to enable a safe place for them to await repatriation back to their home area and receive support services. This service has been utilised on two occasions. This project is due for review in October 2023 to determine whether the property has positively impacted on the issue relating to the accommodation of county lines victims as an alternative to a criminal justice setting.

Secure Children's Houses

Partnerships, Preventions and Community Wellbeing (Children and Young Person) are rolling out delivery of Child Criminal Exploitation training to staff caring for children in residential placements.

I Am Me Scotland

Partnerships, Preventions and Community Wellbeing (Children and Young Person) developing an exploitation resource for S1-S3 on the charities online interactive platform for secondary schools. Hosting it on the platform would allow teachers to self-deliver inputs to pupils although school based police officers where available would also utilise this resource. Joint working with Merseyside to develop platform in this area, and exploration with other forces.

Drug Education

During July 2023, confirmation of funding for a 12-month pilot of drug education materials/delivery by Daniel Spargo-Maggs Foundation and Police Scotland partnership. The funding included a considerable grant from a Local Authority funding stream and £10k funding from Scottish Government from SOC related recoveries. Plans are underway to start delivery of the materials in nine schools across Grampian, with the pilot concluding in June/July 2024.

Activity 19 - Ongoing

Enhance intelligence capture and development to identify vulnerable children who are being sexually exploited and targeted (Lead: DCC Crime and Operational Support)

In relation to Operation PARROR (NOCAP), there have been 331 investigations from 01 April 2023 to 22 September 2023. 50% (166) of these enforcements have led to the recovery of Indecent Images of Children (IIOC) and/or Child Sexual Abuse Material (CSAM); device examination is ongoing for 10% (32) and 40% (128) have

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yielded no recovery. In total, to date, 323 children have been protected through this work (91 IRD and 232 i-VPD) and 168 arrests made.

The Enforcement gap (EG) is now 161 as of 01 September 2023. This is a 29% decrease from the EG peak of 229 in November 2022. There are presently circa 700 referrals under development by the IIU.

Since the inception of Operation Overview in November 2022, 40 nominals met the operational offending thresholds, were identified via communications data and geo-located in Scotland. All 40 have been arrested and charged with OCSAE offences.

A total of 10 nominals met the operational offending thresholds; they were identified via communications data, geo-located in England, and committed OCSAE offences. Evidential packs have been submitted to the relevant Home Office forces to undertake executive action.

It is particularly noteworthy that 35 of the 50 attributed nominals, 70%, were completely unknown to Police prior to the Operation being instigated and it is assessed they would likely have remained unknown. This is due to a combination of platforms used by nominals not engaging with Law Enforcement and nominals using tradecraft meaning attributable data could not be secured.

Activity 20 - Ongoing

Develop and implement a communications strategy that will encourage all colleagues to be more vigilant and proactive in challenging, reporting and combating, breach of professional boundaries, infiltration and other corrupt activity (Lead: DCC Professionalism, Strategy and Engagement)

Review of Sexual Misconduct

Police Scotland ACU has devised a bespoke strategy for sexual misconduct to inform investigations and derive learning.

Workplace guidance has now been formulated to address procedure and processes in relation to investigation of police-perpetrated domestic and sexual offences. This guidance formalises roles and responsibilities as well as addressing the need for independent investigation. The guidance has been endorsed by DCC Speirs and ACC Smith. This will be adopted by PSD, SCD PPU, Local CID and PPU's.

As part of the ongoing review of sexual misconduct, Police Scotland ACU has been authorised through the Professionalism & Assurance Group to commence third sector engagement with organisations providing support to victims of domestic and sexual offences. The objective of this engagement will be to raise awareness of Abuse of Position for a Sexual Purpose (APSP) and increase confidence in reporting. The first phase of this engagement has taken place with DSU O'Brien

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providing oversight to third sector partners in attendance at the VAWG Strategic Engagement Forum on 19 September 2023.

Police Scotland has carried out a review of all police-perpetrated domestic cases between 2020-2023 with only a handful out of 206 cases established where any learning exists. Analytical assessment of this review is ongoing, to establish learning and recommendations, with a draft report scheduled for November 2023. An additional review of sexual misconduct cases between 2021-2023 is currently ongoing within PSD.

Raising Awareness

Police Scotland's Professional Standards Department's Preventions Campaign has supported the service-wide drive to raise awareness of the organisation's values, called Policing Together. A focus on the ten legislative Standards of Professional Behaviour has been delivered since late 2022 under the Values strand of Policing Together. This has included a feature on the staff code of conduct. The final SoPB focus will be on Challenging and Reporting Improper Conduct and forms the golden thread through all the standards and into the second phase of the Communications strategy. The features have been very well received, with high click rates on the intranet, including through Line Manager Briefings.

Additionally, the Communications strategy has supported the publication of a PSD Preventions newsletter, 'The Standard', and the publication of three sets of outcomes from Gross Misconduct hearings.

To support the work highlighting SoPB an APSP animation clip has been developed and published to raise awareness of the violation of trust associated to these behaviours. A similar product is being progressed around ethical use of social media.

The communications work is being fully evaluated to establish the most impactful delivery mechanisms for messaging of this type.

DSU O'Brien represents Police Scotland on the National Police Counter Corruption Advisory Group where forces are able to benchmark activity in order to develop good practice with other ACU's from across the UK. The National Police Anti-Corruption and Abuse line is currently under procurement by NPCC with intended roll-out in November 2023 across UK forces. This platform will provide policing with a secure anonymous mechanism for reporting of corruption related matters.

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Strategic Outcome 2

The needs of local communities are addressed through effective service delivery.

Objectives:

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

Activity 21 - Ongoing

Implement Strategic Efficiency and Redesign Review (SERR) across the organisation (Lead: DCO Corporate Support)

A revised roadmap for the SERR Programme is in progress with procurement activity progressing. Identification of business areas and tactical targets being agreed. It is expected to be up and running in Q1/Q2 2024 dependant on procurement and vetting timelines.

Activity 22 (Change) - Ongoing

Deliver Contact Engagement and Resolution Project (CERP) (Lead: DCO Corporate Support)

As part of the Modernising Contact and Engagement (MCE) Programme, CERP remains on track with Mental Health Pathways training activity progressing. The Proportionate Response to Crime pilot is currently underway.

Activity 23 (Change) - Ongoing

Continue to review and recalibrate the model for delivery of policing services in Scotland for the public and communities (Lead: DCC Local Policing)

Police Scotland continue to research and evaluate the current service offering withing LP through the lens of Service Delivery within the LP SDR Programme. The programme, working within a Service Design framework informed by the Scottish Approach to Service Design principles, will be in the Discovery Phase until March 24. The outputs from discovery will convey a deeper understanding of the Current Operating Model (COM) and prioritised recommendations on a range of service improvements, both supported by a Programme Brief to secure Executive backing for the programme, enabling it to move into Design and Delivery.

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Discovery is being conducted by a multi-disciplinary team with officers, service designers, change professionals and Strategy and Analysis Directorate colleagues. DCC LP has requested our support to refine the structural element of the Current Operating Model in advance to inform on a revised affordable structure in the face on real time budgetary constraints on Police Scotland. This work is underway and is expected to provide a view of COM structures informed by demand and data insights and cognisant of the public's expectations. This accelerated work has to be completed by the end of 2023 and carries both opportunity and risk.

Activity 24 - Ongoing

Continue to transform our existing custody estate to modern, safe places and gateways for the delivery of wellbeing, diversion and transformation services (Lead: DCC Local Policing)

A communications plan is being developed to encourage the further use of Direct Measures. In accordance with the Joint Inspection into Diversion from Prosecution, a SPR Quality Assurance Group has been created to improve the quality of SPRs, including the level of detail in the Antecedents section which can assist COPFS in making decisions regarding diversion.

CJSD will provide an update on progress on Diversion from Prosecution and our actions from the joint report at the next Policing Performance Committee meeting in December.

Work continues through the National Police Care Network (NPoCN) to develop consistent pathways across the various NHS health boards. NHS custody healthcare colleagues in Greater Glasgow and Clyde recently won an award at the Mental Health Nursing Forum Excellence Awards for their work on accelerated pathways to mental health treatment from the Criminal Justice System.

Funding was withdrawn after Phase 1 of the Custody Remodelling Project in 2021 leaving only two complete Criminal Justice Hubs at Kittybrewster and London Road. Further estates remodelling progresses as part of the Estates Improvement Plan within the limits of the available funding.

Scheduled works at St Leonards and Inverness have been postponed due to contractual issues but are expected to commence early next year. HMICS are now conducting joint inspections of custody along with Healthcare Improvement Scotland (HIS) and therefore recommendations include consideration for custody healthcare and NHS partners.

A total of 1,191 referrals to partners were submitted this quarter, which is an increase of 55 from last quarter. This does not include referrals obtained by TSOs themselves who work within the custody environment and the total number is

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expected to be far higher. Work is ongoing with Information Assurance to devise a new arrest referral pathway given the concerns raised around consent based referrals. Once this pathway is confirmed it is planned to conduct a re-launch of the arrest referral process with a view to increasing the number of referrals further.

A total of 16,500 persons in custody were seen by NHS partners during this quarter. This is an increase of 2,642, or 19%, from last quarter. It is likely that the increase is in part due to the MATPACT trial in Inverness and the drive towards making more referrals under the new MAT Standards project.

Activity 25 - Ongoing

Develop and implement improvement plan for C3 based on HMICS recommendations and findings of short life working group (Lead: DCC Local Policing)

HMICS Assurance Review of CAM resulted in eight recommendations and a number of areas for development. C3 have established a cross-functional tactical group to oversee, coordinate and undertake the work to provide the Police Scotland response to these recommendations, which have been assessed and 47 work streams established to address the recommendations, many of which are already complete.

Recommendation 1

Police Scotland to demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland. LPAs have been reviewed with consultation undertaken at a local level. Diary changes have been made and pilots are under way to ensure that consistency and local responsiveness is achieved across rural and urban Scotland and in relation to more complex investigations.

Recommendation 2

Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments. Several stages of this work has been completed, including a training needs analysis and the development of a one-day training package by CERP that is currently being delivered to all C3 staff. C3 are also engaging at a national level to build THRIVE training in to operational and command training.

Recommendation 3

Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored. Failure demand has been defined

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and a framework created for measurement. This is being presented to the next Tactical Group meeting and once embedded management information will be available.

Recommendation 4

Police Scotland to review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion. Again, much of this work has been completed and liaison with internal and external partners is ongoing to ensure crime recording is victim oriented and trauma informed.

Recommendation 5

Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident. C3 and PPCW are progressing engagement at a national level to ensure the right response is given by the correct agency following a call for service from the public.

Recommendation 6

This recommendation seeks similar outcomes but at a strategic level, stating that Police Scotland and the SPA should progress the engagement with Scottish Government and other strategic partners to ensure service users are being supported by the most appropriate agency. This work continues at a senior management and executive level.

Recommendation 7

Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles. Modernised Contact and Engagement Programme has a collection of projects which will deliver the Contact and Engagement strategy to Police Scotland. These projects are at various stages of progress and are reported on through other channels.

Recommendation 8

The SPA and Police Scotland to put in place measures to monitor progress against the areas for development outlined in this assurance review. Police Scotland and the SPA have agreed that this action is now complete and evidence has been submitted to HMICS for this recommendation to be discharged.

HMICS also outlined five areas for development, including Service Delivery, THRIVE assessments, Demand, Partnership working and Workforce. These areas for development are themes that are present in multiple recommendations and as such

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are being responded to through the work undertaken to discharge the recommendations.

The HMICS CAM Tactical Group meet regularly to progress this work that is anticipated that all recommendations will be discharged by late 2024.

Activity 26 - Ongoing

Embed Police Scotland's updated Equality Outcomes for service delivery across the service Embed Police Scotland's updated Equality Outcomes for service delivery across the service (Lead: DCC Local Policing)

Police Scotland continue to roll out Core Operational Solutions (COS) programme to enhance how we record operational information including full implementation of the new Hate Crime and Public Order (Scotland) Act 2021. The Act will be implemented on 01 April 2024. In preparation for the Hate Crime Public Order (Scotland) Act being implemented, we have created a universal e-learning training package which is on schedule to be submitted to Leadership Training and Development. The package has been consulted on by internal departments, staff associations and external partners and all feedback has been evaluated accordingly. The Section 15 requirements for disaggregated data to be submitted to Scottish Government has been agreed upon by Police Scotland and Scottish Government and has been submitted to COS for inclusion on the required area within COS.

Hate Strategy for Scotland

PPCW continue to work alongside Scottish Government and the Strategic Partnership Group to deliver on our commitments within the 'Hate Strategy for Scotland' which was published in March 2023 and sets out the vision for a Scotland where everyone lives free from hatred and prejudice.

We want people to report hate crime and for them to feel that the report will be taken seriously when they do. However, we know that not everyone feels able to do so directly and may be more comfortable reporting it to an organisation they are familiar with. As such, as part of the commitments for the Hate Strategy for Scotland and for recommendations within the HMICS Inspection work is progressing with a review of Third Party Reporting (TPR) and have now sought volunteers from members of the Strategic Partnership Group to form a Short Life Working Group (SLWG) to conduct a full review of TPR including policy development, rebrand, project delivery and an annual review processes.

Learning from Lived Experience

We are committed to learning from lived experience and understand that we cannot teach officers and staff an entire culture or values or cultural norms for every group in Scotland. As such, PPCW Equality & Diversity Unit are working to deliver our

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'Policing in a diverse society' resource, which focuses on officers and staff tailoring their approach meet the needs of individuals and communities. 'Policing in a diverse society' is a three-tiered approach which includes an overall toolkit, a knowledge hub and training module. This work stream is reporting to the Policing Together Communities Group (PTCG) and the Policing Together Tactical Group and internal and external consultation will be commencing.

British Sign Language

The British Sign Language (BSL) SLWG co-chaired by PPCW and P&D have now met twice since the PTCG approved their remit in September 2023. The group are now in the process of drafting a national action plan. They have met with interpreter providers to identify ways of improving provision of interpreting services as well as working with providers on planning an 'interpreter training day' to encourage more interpreters to take on police work. Other areas being reviewed is the use of video interpreting to improve service provision. The group have also hosted a number one-day BSL introductory courses which it is open to anyone whose purpose is to improve service delivery and be a more inclusive employer. To date evaluations and feedback have been very positive and a full evaluation will be completed when the courses conclude in mid-July.

PPCW briefing paper that was submitted to the PTCG recommending to adopt the College of Policing interim guidance on the recording of non-crime hate incidents was approved. Shortly after this, College of Policing issued their full guidance and training which requires further review to identify impact to Police Scotland. As such the SLWG will reconvene to review. Any new processes require to be updated and officers trained. Due to timescales this is unable to be done in conjunction with the HCPOA training. A further training/guidance will be developed in due course.

Activity 27- Ongoing

Implement the plan to deliver the HMICS Hate Crime Recommendations (Lead: DCC Local Policing)

As of Quarter 1 recommendations 1, 4, 7, 9 and 11 have all been completed and the SPA made aware of this in a report to the SPA board dated March 2023.

Recommendations 2, 3, 5, 6, 8, 10, 11 and 13 remain outstanding. A number have Evidence submission forms completed that require additional information once LPP have been published or outcomes of decision papers are made. A paper was submitted with recommendations of revised completion dates.

As of quarter 2 HMICS have agreed to revised completion dates (Spring 2024) for a number of the HMICS recommendations. The improvement group met on 24 August and outstanding recommendations are being progressed.

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Strategic Outcome 3

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

Objectives:

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

Activity 28 - Ongoing

Continue to lead and embed our engagement approach and framework to provide assurance that all appropriate matters are considered with the public and communities which could impact on policing legitimacy and consent, enabling key elements of democratic innovation (Lead: DCC Professionalism, Strategy and Engagement)

Our national public surveys: Your Police, User Experience and Trust Index, continue to gather robust data and insights into drivers of confidence and user requirements for reporting crime and other incidents, and what is impacting trust in Scottish policing. Our first survivor/victim feedback mechanism was launched to understand user experience for supporting PP improvement programme. Focused community engagement continues with diverse (BAME) communities in Dundee for implementing measures for improving contact and trust in local policing. Engagement has been designed for enhancing confidence and trust within diverse communities including Trans and LGBTQ+. Public engagement has also been designed for evaluating CERP in A Division.

Tackling crime and keeping people safe in the digital world presents complex and sensitive legal and ethical issues, including the balance between individual privacy and safety in the ambition to disrupt and deter criminal activity. The joint Police Scotland and Scottish Police Authority (SPA) Policing in a Digital World Professional Reference Group (PDW PRG) aims to address some of these issues through open and transparent discussion and engagement with key stakeholders. Earlier this year, Police Scotland developed a Rights Based Pathway for the introduction of new and emerging technology in policing. The purpose of the Rights Based Pathway is to support decision making and to maintain public trust and confidence in the service in respect of the adoption and use of technology. During Q1, an extraordinary meeting

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of the PDW PRG was convened to discuss the Pathway. Members provided valuable challenge which helped inform stakeholder discussions in advance of the public discussion of the Pathway at the SPA Policing Performance Committee on 15 June 2023.

Activity 29 - Ongoing

Provide communications services to support policing priorities (Lead: DCC Professionalism, Strategy and Engagement)

Corporate Communications delivered the first public health-approach prevention campaign for hate crime in April 2023. The campaign targeted those at risk of offending (young men, white, aged 18-34, from socially excluded communities) to recognise the behaviour and how it starts and take measures to stop it. Public engagement more than doubled from previous campaigns with little of the previous online pushback.

A new child sexual abuse campaign in partnership with Stop It Now targeting those at risk of offending launched in September 2023. The campaign used paid-for advertising, media opportunities and content on our own and partners social channels to encourage those at risk of offending to seek advice and support to stop their offending behaviour.

A further two campaigns are planned for 2023/24: a new phase of our award-winning That Guy campaign will launch in October 2023 and a domestic abuse prevention campaign targeting those at risk of offending launches in December 2023.

We have continued to deliver our internally focused Policing Together campaign as part of work to become an anti-discriminatory service.

Support for day-to-day operational policing has continued on a seven-day-a-week basis. Over Q1 and Q2 the department dealt with 18,000 media enquiries and issued 4,600 news releases, including appeals for information to support investigations and updates to the public about police incidents.

Staff from the department have taken part in a range of emergency exercises and delivered communications training to officers on a variety of courses at the Scottish Police College.

Our public insights from engagement above is informing internal and external awareness into good practice and how the public can contact and engage with police.

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Activity 30 (Change) - Ongoing

Continue implementation of a new Unified Communications and Contact Platform (UCCP) (Lead: DCO Corporate Support)

As part of MCE Programme, the UCCP Project is progressing well but is behind schedule due to the business critical nature, technical challenges and legacy issues. A Change Request, expected in October 2023, will realign phasing of project.

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Strategic Outcome 4

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

Objectives:

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

Activity 32 - Ongoing

Design, develop, deliver and commence implementation of a new People Strategy (Lead: DCO Corporate Support)

Collaborative work on the new People Strategy has been undertaken. The strategic themes have been identified and drafting of the People Strategy is now complete. Currently the focus is on progressing through the internal governance journey.

Activity 33 - Ongoing

Design, develop, deliver and commence implementation of a refreshed Strategic Workforce Plan (SWP) (Lead: DCO Corporate Support)

Collaborative work on this plan has been undertaken, with the strategic themes identified. The drafting of the Strategic Workforce Plan is now complete and work is now at the stage of progressing through the internal governance journey.

Activity 34 - Ongoing

Develop organisational design and workforce change capability to embed best practice throughout the service (Lead: DCO Corporate Support)

Development of further organisational design and change capability and capacity would require additional investment in resources, which we are not currently unable to progress.

A review will need to be undertaken to determine if any internal existing posts can be repurposed (excepting required skillset and experience). Separately, external resource is currently being secured to support SERR.

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Activity 35 - Ongoing

Deliver the Equality, Diversity and Inclusion training programme (Lead: DCC Professionalism, Strategy and Engagement)

An EDI e-learning module was launched in November 2022, and all officers and staff are required to complete the training. To date, 21,102 officers and staff have accessed the module, which is 93% of the organisation. The EDI e-learning module is now part of the mandatory training calendar and will be subject to scheduled maintenance meaning that each year all officers and staff will have the opportunity to refresh their knowledge and re-set expectations aligned to our values and standards of professional behaviour.

Continuous Professional Development (CPD) Empower Hours provide facilitated sessions, encouraging discussion and self-reflection and giving the space to explore privilege, bias, EDI myths and also techniques and approaches to become positive challengers of all forms of discrimination. CPD Empower Hours with the core focus of EDI are available on Unconscious Bias and You, Inclusion Starts With I, and How to be an Ally.

The next phase of the CPD/EDI learning programme is face to face or virtual sessions with sergeants, inspectors and staff equivalent roles. This will require planning and engagement with business areas and alignment with other activity such as YLM.

Your Leadership Matters (YLM) is a programme designed to enhance leadership behaviours, providing the skills and tools necessary to build teams which deliver effective policing for all our communities, underpinned by our Competency and Values Framework (CVF) and with high levels of operational competence. The three leadership behaviours defined as part of the programme are;

- Lead and Learn Inclusively
- Have the Courage to do the Right Thing
- Collaborate for Growth

YLM training has now been completed by the following percentages of leaders –

- Senior Leaders – 76%
- Mid-level leaders – 77%
- First level leaders – 2%

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Activity 36 - Ongoing

Embed Policing Together across the service and enable an inclusive environment where all colleagues can thrive (Lead: DCO Professionalism, Strategy and Engagement)

A Policing Together Divisional Workshop was hosted by ACC David Duncan, Deputy Director Nicky Page and Dr Victor Olisa, Strategic Inclusion and Equalities Lead on 19 June 2023 to share ideas and approaches to support local progress towards the organisational ambitions in relation to Policing Together and EDI. This was attended by senior representation from across all policing divisions. The workshop provided opportunity to discuss Policing Together. A key part of the workshop was group discussions on divisional commitments and priorities which prompted attendees to consider their divisional profiles and action they may take locally to support the Policing Together programme and embed EDI Improvements. Following this session, work has been undertaken to draft a baseline tool to support divisions and departments to build EDI actions into People Plans.

Refining the Plan

In Quarter 2 a process of mapping and de-confliction took place to subsume the EDI Action Plan into the Policing Together Strategy Implementation Plan and to refine the Plan. Recommendations were approved at the Implementation Group on 07 July which streamlined the Implementation Plan, removed duplication and ensured the Plan was manageable by business areas. The refined Plan, prioritised into high, medium and low and assigned short, timescales, was presented to the SPA People Committee on 29 August. The work of the Policing Together Performance and Impact Group is critical to understanding the impact of activity undertaken in delivery of the Strategy. The Group are considering the insights and measures available to capture and monitor the impact and outcomes of EDI activity.

Progress on the Policing Together Strategy Implementation Plan and the Joint Equality Outcomes for Policing is reported in a six-monthly Performance Report to the PT SOB.

Independent Review Group

The Policing Together Independent Review Group produced its first interim report in May 2023. The Group continue to provide support to and be supported by Police Scotland as it works towards its second interim report in November and its final report early 2024. Over the course of the reporting period numerous executive and senior leader level interviews, meetings and awareness days, having taken place directly relating to Police Scotland strategic direction, culture and training and development in the area of Equality, Diversity and Inclusion.

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Oversight Board

The inaugural SPA Policing Together Oversight Board is set to take place at Pacific Quay, Glasgow on 12 October 2023. This will be chaired by Mr Tom Halpin and will be attended by members of the Police Scotland executive including DCC Speirs and ACC Duncan.

Cultural Awareness

Work is underway to understand the lived and living experiences of sex equality and misogyny, and racism and our own cultural awareness for making change happen. High colleague participation in our engagement activities including our live Institutional Discrimination survey will provide insight for shaping the change and how we become anti-discriminatory with colleagues. Two new online platforms have been launched to keep colleagues engaged and involved in responding to colleague feedback on sexism and misogyny.

Activity 37 - Ongoing

Continue to ensure our vetting function enables the service to be assured all new applicants behave in accordance with and uphold the values of the organisation (Lead: DCC Professionalism, Strategy and Engagement)

We continue to work closely with other UK police forces via attendance at National Police Chief's Council, College of Policing and National Vetting Group meetings to share best practice and organisation learning. We liaise with colleagues across the vetting community to discuss cases, risk tolerance levels and ensure we are keeping up to date with case law from other police forces which can improve and enhance our own processes.

We have developed a culture of continuous improvement within the vetting unit to ensure that our processes and practices remain fit for purpose and keep abreast of new risks and threats emerging. We have recently established a vetting review group within the unit to work through all of our processes to streamline and improve where possible. We undertake annual amendments to our Vetting Manual of Guidance and are currently awaiting an update from the College of Policing's Authorised Professional Practice to inform further changes to the way we conduct vetting. This ensures we are providing a consistent and proportionate approach.

On each and every interaction with applicants, we promote the Standards of Professional Behaviours and our values and ethics. We assess applicants' social media profiles and online footprint to ensure their views are consistent with the values of Police Scotland and we have a zero tolerance approach to misogynistic or discriminatory behaviour.

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Following announcement by the Home Secretary in February 2022 that all forces in England and Wales would carry out checks on all officers and staff, Police Scotland have undertaken checks of all members of the workforce as part of a UK wide integrity screening exercise. This followed high profile arrests of police officers in the Metropolitan Police. All reviewed data has now been returned to NPCC and publication of a report containing UK wide results are due by National Police Chief's Council in the New Year

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Strategic Outcome 5

Police Scotland is sustainable, adaptable and prepared for future challenges.

Objectives:

- Use innovative approaches to accelerate our capacity and capability for effective service delivery
- Commit to making a positive impact through outstanding environmental sustainability
- Support operational policing through the appropriate digital tools and delivery of best value

Activity 38 - Ongoing

Deliver the Police Scotland Housing Strategy (Lead: DCO Corporate Support)

The Strontian (x2) and Shetland (x2) upgrades have been completed. Forth Valley (x3), Bunessan, Glencoe (x2), and further Shetland (x3) upgrades are currently ongoing, and Craignure & Salen capital works tender under evaluation. The purchase of properties on Arran (one of two), and Orkney (one of four) is due to be completed early October, and there have been two residential properties sold so far this Fiscal Year, with a further two due to conclude in Quarter 3, and a further seven at various stages of disposal process.

Activity 40 - Complete

Finalise and deliver an Air Capability Strategy to enhance support and service delivery across operational policing (Lead: DCO Crime and Operational Support)

All key milestones have been completed. The Air Support Strategy and implementation plan has been agreed by COMB and SLB in August 2023. The strategy and implementation plan will be considered by SPA PPC in November 2023.

Activity 41 - Ongoing

Develop and implement innovative and sustainable methods to ensure Police Scotland is a sustainable organisation (Lead: DCO Corporate Support)

The Fleet department continue to work towards implementing a fully Ultra Low Emission Vehicles (ULEV) Fleet by 2030.

Quarter 1

Average age of Fleet – 3.92 years

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Vehicle availability – 98.54%

Total ULEV Fleet - 992

Percentage – 29% of the overall Fleet is ULEV.

Quarter 2

Average age of Fleet – 3.8 years

Vehicle availability – 98.40%

ULEV Fleet – 1,021

Percentage – 30% of the overall Fleet is ULEV.

Regarding sustainability, we are ahead of progress in relation to achieving our 35% reduction target by 2026 and have fallen below the 40 ktCO₂e emissions total for the first time. We will continue to work with all departments to ensure this progress is maintained. We are also taking action on key projects stated within the Environmental Strategy such as renewables implementation, delivery of the Green Leaders Network and development of planning and biodiversity partnerships across the organisation and wider public sector.

Percentage footprint of the estate which is co-located/shared with our partners is 21%. As per recent discussions with the DCO, we are now reflecting our co-locations based on number of sites as being a more representative metric. Our current number of co-locations with our public sector partners has just increased to 65 with the recent addition of Maybole co-locating with South Ayrshire Council from 12 October 2022. This therefore represents 21% of our Estate based on number of sites.

Percentage footprint of the estate that is in good or better condition is based on the recent Building Condition Survey of our Estate. We have nine Sites Graded A (3%), 265 Sites Grade B (84%) and 40 Sites Grade C (13%). This will be reassessed once condition surveys have been undertaken once more. There is no change since the last update provided.

Total carbon emissions per m² of estate

Total emissions Q1 (buildings only) - 5,290 tCO₂e

Total emissions Q1 (buildings and fleet) - 8,491 tCO₂e

Regarding reduction in Co₂ emissions, there has been a reduction of 642 tCO₂e in comparison with Q1 last year. Please note, further information on building fuel consumption to be added.

For our Adaptation Strategy, the Implementation Plan is being finalised with timescales for short and long term actions and Executive Forward to be included in the document before publication.

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Activity 42 - Ongoing

Finalisation of a refreshed digital strategy for policing, and new operating model for Digital Division (Lead: DCC Corporate Support)

The Digital Strategy, Roadmaps associated SOBC inclusive of the Target Operating Model were approved at the SPA Board on Thursday 24 August. The Digital Division are now working on a Launch Strategy and further development of communications. Additionally work will be undertaken to identify how we prioritise based on funding and start development on any required business cases. Further to this discussion and agreement on approach to Target Operating Model. Development of a Digital Board continues.

A number of deliverables within the Digital Strategy continue to be progressed through the work on COS, UCCP, NICCS, PDWP and further development of business case for BWV.