

<b>Meeting</b>	<b>SPA Policing Performance Committee</b>
<b>Date</b>	<b>28 May 2020</b>
<b>Location</b>	<b>Teleconference</b>
<b>Title of Paper</b>	<b>Chief Constables Assessment of Policing Performance</b>
<b>Presented By</b>	<b>Tom McMahon, Director of Business Integration</b>  <b>Kirsty-Louise Campbell, Head of Strategy &amp; Innovation</b>
<b>Recommendation to Members</b>	<b>For Noting</b>
<b>Appendix Attached</b>	<b>Appendix A – Chief Constables assessment of Policing Performance</b>

**PURPOSE**

The purpose of this report is to present the Police Scotland Chief Constables Annual Review of Policing Performance, in accordance with S39 of the Police and Fire Reform (Scotland) Act 2012.

The paper is presented in line with Scottish Police Authority Corporate Governance Framework.

Members are invited to note the content of this paper.

## **1. BACKGROUND**

- 1.1 In terms of section 39 of the Police and Fire Reform (Scotland) Act 2012, SPA must prepare the Annual Review of Policing (ARP) as soon as practicable after the end of each reporting year.
- 1.2 The Chief Constable is required to provide, within three months of the end of the reporting year 2019/2020, an assessment of the performance of the Police Service.
- 1.3 In March 2020, David Crichton, Vice-Chair of the SPA Board, issued a letter to the Chief Constable initiating the process to deliver the 2019/2020 Annual Review of Policing and Annual Review and Accounts. This year the SPA is developing one product, the Annual Review and Accounts, to satisfy the legislative requirements, as agreed with the Scottish Government. The Chief Constable was asked to provide his overview of performance to SPA by 19 May 2020.

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

### **Chief Constable's Assessment of Policing Performance**

- 2.1 The assessment is set out in the appendix to this report.
- 2.2 The submission is set out in accordance with the request from the SPA that it:
  - Complies with HM Treasury Financial Reporting Manual (FReM); and
  - The content includes an assessment of Police Scotland's delivery of the Performance Framework 5 Outcomes and 27 Objectives; a high level summary of delivery of the Annual Police plan based on quarterly performance reports, is supported by key case studies, provides 3 year trend analysis of major crime groups and a horizon scan of the coming year.
- 2.3 The committee is asked to note the submission.

## **3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications.

**4. PERSONNEL IMPLICATIONS**

4.1 There are no personnel implications.

**5. LEGAL IMPLICATIONS**

5.1 The Chief Constable's Assessment of Policing Performance satisfies the legislative requirements in S39 of the Police and Fire (Reform) Act 2012.

**6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications associated with this paper.

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with this paper.

**8. COMMUNITY IMPACT**

8.1 There are no community implications associated with this paper.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equalities implications associated with this paper.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications associated with this paper.

**RECOMMENDATION**

The Committee is asked to note the submission.

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# **Chief Constable's Assessment of Policing Performance 2019/2020**

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## **Chief Constable's foreword**

This report covers the full 12 months of 2019/20. However, the extraordinary events of the final few weeks of this reporting period require to be highlighted. The world we live and operate in has felt very different since the declaration in March of COVID-19 as a pandemic resulting in a series of unprecedented actions around the world.



In Scotland, policing has a crucial role to play in keeping people safe and ensuring the wellbeing of the country. Policing is crucial in protecting and supporting the vital work of our colleagues in the NHS, social care, and other essential services.

I have enormous respect for the exceptional efforts of our officers and staff in responding to this emergency and pay tribute to their commitment and public service. We rapidly stood up Operation Talla, coordinating with the Scottish Government, partner agencies and other police forces, and prepared our people to respond to the significant changes to everyone's daily life and the introduction of the Coronavirus (Scotland) Act 2020 and The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020. We are all greatly saddened by people's loss of loved ones and are coming to terms with the impact we are experiencing on health, economic stability and welfare.

There are many uncertainties at this point about when and how restrictions may be lifted, many dependant on factors such as availability of an effective vaccine and testing capability. I have no doubt that the professionalism, determination and commitment shown by the people in Police Scotland will continue. We are all grateful for the support of our families, friends and the wider public throughout these challenging times.

In September 2019 it was confirmed that Glasgow would be the host city for the United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties 26 (COP 26), originally scheduled for November 2020. This event will be one of the largest safety and security operations ever hosted in the UK and will have a significant impact on policing, requiring the input and support of all of our officers and staff.

Operation Urram was initiated to coordinate the policing requirements and I have appointed a dedicated Assistant Chief Constable to lead our preparations. We have been involved in regular and intensive discussions with the UK and Scottish Governments, our policing and security colleagues, the United Nations and other partners, and significant planning is in place, including the acceleration of recruitment, training programmes, mutual aid and logistics. Whilst the pandemic has resulted in the event being postponed to 2021, the value of this extensive preparation will not be lost.

On 31 January 2020, the UK left the European Union, with the current transition arrangement due to end on 31 December 2020. Police Scotland has been actively preparing for the impact of potential scenarios since the outcome of the referendum. Additional officers have been deployed to strengthen our international and border policing capability. Throughout 2019/20 we have been working with key partners to consider and implement

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mitigation action required to address the potential loss of EU Justice and Home Affairs measures.

COVID-19, COP 26 and Brexit present enormous challenges and unknown consequences. Nonetheless, I consider the new joint strategy for policing (2020), *Policing for a safe, protected and resilient Scotland*, presents a clear vision for the service that will allow us to navigate the changing environment within which we operate. Built around strategic outcomes, it reflects the need to refocus and redirect resources to ensure that officers and staff are fully supported as they respond with commitment and professionalism to the needs of the communities and people of Scotland, securing their safety, building our relationships and continuing to improve how we operate to support the delivery of policing.

This builds on the significant progress made on our first long-term strategy. In the last year this included the roll out of new mobile devices across all local policing divisions, enabling our officers to have greater presence in their communities. We introduced a new way of handling calls, which improved the service provided to the public. It focused on the needs of individual citizens, to better identify risk, improve deployment decisions and allow us to better respond to urgent and critical incidents. We have also introduced strategies to upgrade and replace our estate and fleet which will bring significant improvements for our officers and staff. We implemented new and improved terms and conditions for the majority of our staff to ensure fairness and parity across the service.

Our approach to measuring and understanding people's experience of using our services has changed, and we have introduced a public engagement framework for the service which will continue to broaden our engagement with the public. Over 22,000 responses from people and organisations across the country have informed work on our future strategy for policing, local policing, children and young people, football and pyrotechnics.

In the last year I was pleased to confirm the promotions of Malcom Graham to Deputy Chief Constable, and Kenny MacDonald and Gary Ritchie to Assistant Chief Constable. We also welcomed Andrew Hendry to Police Scotland as Chief Digital and Information Officer. They bring a wealth of experience and proven leadership skills to our executive team, and together we will continue to drive the improvement of our service.

The financial pressure on Police Scotland remained throughout 2019/20. We continue to deliver around £200m worth of revenue savings every year compared to legacy arrangements, however this is not money that can be reinvested in transformation. We continue to rely on additional funding from the Scottish Government to make the changes needed to improve the equipment, technology and training used by our officers and staff which in turn improves the service we provide. The proportion of our expenditure on pay is significantly higher than other UK police forces. In light of the additional operational challenges of COP26 and Brexit I chose to accelerate recruitment to ensure that we could continue to provide the level of service the public expects.

Demand on policing has increased throughout 2019/20. Overall recorded crime in Scotland rose by 0.9% in the last year from 492,626 to 497,071. Within this small rise in overall crimes, our clear-up rate (detection rate) has reduced by 0.2% to 67.2% overall. The confidence of the public to report sexual crimes has continued to grow as a result of work

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with partners from across all sectors. Improvements in this area continue as we work closely with other key service providers to support victims and robustly investigate reports of sexual crime, even if the crime happened many years ago.

This past year saw the introduction of the Domestic Abuse (Scotland) Act 2018. This Act brings into force legislation which tackles controlling and coercive behaviour, and bolsters the various ways we can protect victims of domestic abuse. Over 18,500 officers and members of staff received training on the new legislation and almost 1700 offences have been reported in this first year.

In 2019/20 we saw an increase in events and parades resulting in a 16% increase in public order deployments.

Sadly we have seen an increase in assaults on emergency service workers in the past year which is wholly unacceptable. We are working with the Scottish Police Federation, trade unions, the Crown Office and others to review all aspects of violence against officers and staff. Being assaulted or abused is not simply part of the job for our people or other public servants.

At the end of October the findings of the fatal accident inquiry into the helicopter crash at the Clutha Vaults in Glasgow in 2013 was published. Our thoughts remain with the families and friends of all those who lost their lives in this tragic accident.

It was confirmed in November that there will be a public inquiry into the circumstances leading up to, and following the death of Sheku Bayoh in Kirkcaldy in May 2015. In December I met with his mother and sister to offer my condolences and provide assurance that Police Scotland will participate fully in that inquiry.

This year the Chief Constable's Bravery and Excellence Awards 2019 were held as a joint event for the first time. All of us at the event were humbled by the stories of the 58 officers and members of the public who showed outstanding bravery to help others at their greatest time of need. I was also delighted to recognise the excellent work of individuals and teams across the service.

I thank the police officers and staff of Police Scotland for their professionalism, dedication and commitment to public service. It is my privilege to lead our officers and staff across Police Scotland as we work together with the public we serve to keep people safe.

**Iain Livingstone QPM**  
Chief Constable

## Performance overview

The purpose of this performance overview is to provide an assessment of performance for 2019/20, as required by Section 39 of the Police and Fire Reform (Scotland) Act 2012. This report looks back at the reporting year 2019/20 and assesses our performance against the outcomes and objectives we had planned to achieve in that year.





## Our purpose and values

The purpose of policing is set out in the Police and Fire Reform (Scotland) Act 2012 to improve the safety and wellbeing of people, places and communities in Scotland. The Scottish Government sets strategic police priorities which during the period of this report were Localism, Inclusion, Prevention, Response, Collaboration, Accountability and Adaptability.

Our values are Fairness, Integrity, Respect and Human Rights.

## Our strategic outcomes and objectives

The first long term strategy for policing, *Serving a Changing Scotland* was published by the SPA and Police Scotland in 2017. This document also fulfilled the requirement for the SPA to produce a Strategic Police Plan and set a vision to achieve “sustained excellence in service and protection”. It set out the following six strategic objectives for policing in Scotland:

- Improving public contact, engagement and service;
- Strengthen effective partnerships;
- Empower, enable and develop our people;
- Invest in our use of information and technology;
- Enhance cyber and forensics capabilities; and
- Transform Corporate Support Services.

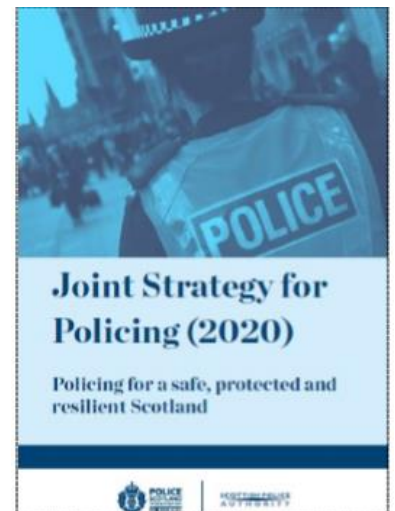
During 2019/20 the Scottish Government updated its Strategic Police Priorities for the service. This prompted a refresh of the SPA’s Strategic Police Plan (*Serving a Changing Scotland*).

*Policing for a safe, protected and resilient Scotland*, the Joint Strategy for Policing (2020), was developed collaboratively by the SPA and Police Scotland in 2019/20 and again fulfils the requirement as a Strategic Police Plan.

It is framed around strategic outcomes that align with the Scottish Government’s Strategic Police Priorities and the strategic outcomes introduced by Police Scotland through the Annual Police Plan 2019/20.

Its development included a period of public consultation to understand and reflect the views from people, communities, partners and the policing workforce across Scotland. The new refreshed strategic police plan was agreed by the SPA Board on 25 March 2020 and laid before the Scottish Parliament in April 2020.

The refreshed outcomes and objectives within this new strategy will form the basis of reporting for future years, however it should be noted that for the time period covered by this report, the guiding strategy was *Serving a Changing Scotland*.

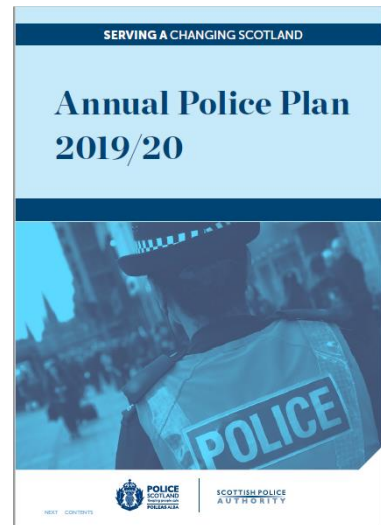


**Annual Police Plan (APP) 2019/20**

Each year Police Scotland produces an Annual Police Plan (APP) which describes the priorities and activity for the year ahead. The APP 2019/20 was the first to be framed around new strategic outcomes for the service and to bring together change activity with national and local operations and corporate support in one plan.

In this review we look back at the reporting year 2019/20 and report against our outcomes and objectives as set out in the APP.

The APP is a key component of our strategic planning and performance framework and highlights Police Scotland’s contribution to the Scottish Government’s National Outcomes, Justice Strategy Outcomes and Strategic Police Priorities.



As part of the planning process we conducted a national strategic assessment, which considered a range of factors such as emerging threats and areas of risk, to establish our priorities for policing to be addressed by the objectives and activity described under our strategic outcomes.

The priorities for policing were established as:

<b>Priorities for policing</b>	
<b>Protecting vulnerable people</b>	<b>Supporting people considered vulnerable and working with partners to reduce harm</b>
<b>Tackling cyber related crime</b>	<b>Building capability to address the threat from cyber related crime</b>
<b>Working with communities</b>	<b>Engaging with the public and communities to build resilience and prevent crime</b>
<b>Support for operational policing</b>	<b>Delivering change that enables our people to deliver an effective and sustainable service</b>

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Through the APP 2019/20, Police Scotland introduced new strategic outcomes for the service, which set out the positive impact we will have for the people of Scotland. These are:

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

**OUTCOME:** The needs of **local** communities are addressed through effective service delivery

**OUTCOME:** Public and communities are **engaged, involved** and have **confidence** in policing

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

**OUTCOME:** Police Scotland is **sustainable, adaptable** and **prepared** for future challenges

Under our strategic outcomes are supporting objectives, to guide, direct and shape our progress. This is set out in the plan on a page overleaf.



# Annual Police Plan 2019/20

**Our vision** | Sustained excellence in service and protection  
**Our purpose** | To improve the safety and wellbeing of people, places and communities in Scotland  
**Our Values** | Fairness | Integrity | Respect | Human Rights

## Policing priorities

## Objectives

## Outcomes

**Protecting vulnerable people**  
Supporting people considered vulnerable and working partners to reduce harm

Use Information and Intelligence | Protect vulnerable people | Respond to cybercrime | Reduce reoffending | Deal with all threats to public safety | Tackle serious criminal threats

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

**Working with communities**  
Engaging with the public and communities to build resilience and prevent crime

Meet the needs of local communities | Work with partners on shared priorities | Support local preventative approaches | Build effective local partnerships | Improve our support services

The needs of local communities are addressed through effective service delivery

**Tackling cyber-related crime**  
Building capability to address the threat from cyber-related crime

Enhance public contact channels | Enhance public satisfaction | Improve public engagement | Use insights and feedback | Improve public confidence

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

**Support for operational policing**  
Delivering change that enables our people to deliver and effective and sustainable service

Implement a strategic workforce plan | Create a positive environment for our people | Promote, health, safety and wellbeing | Ensure our people are confident to lead | Develop crime and specialist support services

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

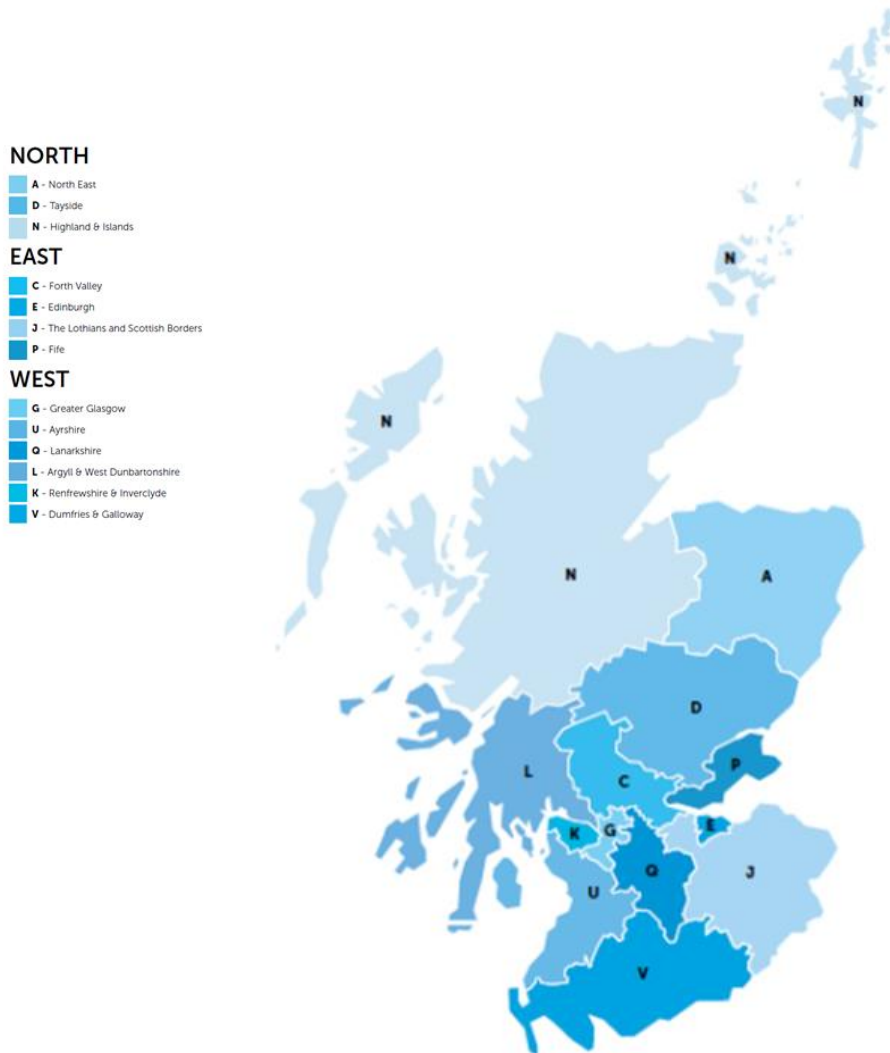
Adapt to growing and changing demands | Advance our Equality Outcomes | Develop lean and agile support services | Build a sustainable financial direction | Invest in our use of ICT | Develop an innovative culture

Police Scotland is sustainable, adaptable and prepared for future challenges

**Our structure**

Our 13 local policing divisions cover the entirety of Scotland. Each of these divisions is led by a Chief Superintendent acting as the Local Policing Commander. Divisional Commanders operate with local autonomy to deliver policing to the needs of their communities and are supported by a number of national divisions such as Roads Policing, Safer Communities, Operational Support, Custody and Contact Command and Control (C3).

A range of corporate services support operational policing. These include a number of business areas such as People and Development, Finance, Fleet, Estates, Change and Business Integration.



## Summary of performance

This section outlines a brief summary of our high level performance against each of our five strategic outcomes, and their supporting objectives.

Our assessment is supported by the Scottish Crime and Justice Survey 2017/18<sup>1</sup> (SCJS), published in March 2019, which provides information about people's experiences and perceptions of crime.

The level of recorded crime has a key role in indicating the effectiveness of policing but is only part of a complex picture of the demands on Police Scotland and evidence of our impact in improving outcomes for people and communities. Total recorded crime in Scotland increased by 1.9% in 2018/19<sup>2</sup> compared to the previous year but the long term trend remains downward with a 1.1% reduction compared to the five-year average.

The SCJS provides additional, external evidence of policing performance and the continuing downward trend in overall crime. The results are based on the experiences of people across Scotland and estimates that the volume of crime has reduced by 42% since 2008/09 and by 16% since 2016/17. In addition, the survey estimates that the proportion of adults experiencing crime has fallen from around 20% to 12.5% since 2008/09.

For more detail on each, please see the [Performance Analysis](#) section of this document.

### Strategic outcome 1

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

Success means that: *The public are safer as a result of our work to reduce the harm caused by crime and other incidents, whilst people considered vulnerable are supported and protected from harm. Communities are aware of and prepared to respond to current and emerging threats and risks.*

#### **1. Use all available information/ intelligence to address our policing priorities**

Police Scotland has been working with local and national partners and the public to prevent and respond to crime. We have continued to benefit from the national intelligence system and have run several successful intelligence-led, disruption operations targeting those involved in Serious Organised Crime Groups (SOCGs).

<sup>1</sup> <https://www.gov.scot/publications/scottish-crime-justice-survey-2017-18-main-findings/>

<sup>2</sup> Recorded crime statistics are based on Police Scotland management information correct at the date of publication

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Overall recorded crime in Scotland rose by 0.9% in the last year from 492,626 to 497,071. Within this small rise in overall crimes, our detection rate has reduced by 0.2% to 67.2% overall.

Police Scotland remains well supported by local and national partners as well as the public as we respond to crime. People continue to feel safe within their local communities with the majority of adults in Scotland feeling very or fairly safe.

### **2. Protect vulnerable people and victims of crime from harm**

Following the enactment of the Domestic Abuse (Scotland) Act 2018, Police Scotland worked with partners to develop a pioneering training programme for frontline officers and members of staff to support effective and consistent implementation of the new legislation. The training ensured that they understand the dynamics of different types of domestic abuse, so that they can recognise it and take effective action to prevent further occurrence.

The Act ensured that abusive behaviours such as coercive and psychologically abusive behaviour is acknowledged with victims identified and supported.

In the first year of implementation, a significant number of abusive behaviours have been reported and investigated. In this first year we have dealt with 1,681 offences under the new Act, of these 1,158 have been detected.

Effective partnership working has increased awareness, detection and prevention across a range of crime types such as human trafficking and sexual assault.

Police Scotland continues to support our partners and work together on initiatives in order to target our shared priorities and to fulfil our objectives more effectively.

Work has been undertaken to ensure that front-line officers are better equipped to deal with reports of sexual offences, which in turn maximises the opportunity for gathering forensic evidence and minimises the traumatic effect for victims.

### **3. Improve our understanding of, and response to, the threat from cybercrime**

The threat of cybercrime is ever-increasing and offences relating to internet grooming and online sexual abuse continue to rise in Scotland.

Police Scotland has enabled a process which enables officers to accurately record cybercrimes. This marking system provides us with a true reflection of growth and demand, and allows us allocate resources more effectively. A total of 7,943 crimes have now been marked with a cyber marker, this represents a 162.5% increase compared to last year's number of cyber marked crimes (3,026).

We continue to build upon our understanding and response to this crime type as its frequency and pervasiveness continues to rise. Significant progress is being made throughout the organisation from communications to raise awareness amongst the public

to the development of a comprehensive cyber strategy that will transform Police Scotland's response and resilience towards these crimes.

**4. Work with the public, communities and partners to reduce re-offending**

Police Scotland has introduced measures such as the Third Sector Organisation Referral Consent Form, which enables better signposting to relevant services for persons who enter our custody system. This has been successful to date and enacts an approach which encompasses both our support of vulnerable persons in our care and the proactive prevention of criminality within our communities.

This work is reliant on the creation and maintenance of strong partnership working arrangements with public sector and third sector partners. Promising results have been observed particularly within the custody setting whereby initiatives to engage with prisoners in order to understand their offending and offer support to resolve these have been introduced in parts of the country.

**5. Work with communities to ensure they are well equipped and prepared to deal with all threats to public safety**

Police Scotland seeks to continuously improve the services provided to the public and communities. We have recently been testing our response plans with key partners, to ensure we are prepared for future challenges/major incidents.

For example, we have employed our learning from previous years to better police the fireworks season. By exercising our major incident plans, working closely with partners and local communities, we were able to direct our resources more effectively and provide Scotland with a more robust policing response to related criminality, e.g., anti-social behaviour.

We continue to work with emergency service partners to ensure preparedness for unexpected and planned events where public safety could be at risk.

**6. Effectively tackle current and emerging serious criminal threats to public and community wellbeing**

Our specialist resources have worked closely with divisions and partners to share information and progress enquiries.

Recent reports from the Serious Crime Taskforce in Scotland highlight the progress we have made towards Scotland's Serious Organised Crime Strategy.

Significant work has been undertaken to understand and respond to emerging crime types and public concerns such as online fraud and county lines activity. Again our work with other forces, public, private and third sector agencies informs and supports our work in responding to and tackling Serious Organised Crime.



**Strategic outcome 2**

**OUTCOME:** The needs of **local** communities are addressed through effective service delivery

Success means that: *Police Scotland can ensure tailored local policing delivery that meets the needs of Scotland's diverse communities. Support will be provided by national resources, delivered locally. Prevention and partnerships have a positive impact on reducing demand.*

**1. Ensure our operational resources deliver services that meet the needs of local communities**

A great deal of work in 2019/20 has focused efforts on service delivery, with the Local Policing Programme (LPP) at the forefront. This program has driven our new Contact Assessment Model (CAM).

Police Scotland has continued to work tirelessly at both a local and national level to target those involved in criminality. 2019/20 has seen great results in our efforts to target Serious Organised Crime Groups, through operations such as DALCROSS and SYNAPSIS.

We have enforced new legislation, such as the Section 5A of the Road Traffic Act 1988, an update to existing Drug Driving legislation, which has allowed our officers to more effectively police our roads network and ensure the safety of the communities we serve.

The rollout of CAM has significantly improved our capacity to deliver an appropriate service to meet the needs of individuals who contact Police Scotland as well as the response we provide. Our local officers play an instrumental role in our communities and focus their efforts on tackling problems which often feature at both national and local level such as drugs, driving offences and human trafficking.

**2. Work collaboratively with our partners on our shared priorities, including public health and vulnerability**

Police Scotland continues to be fully committed to working in partnership with others as we fully recognise that a whole range of issues and incidents don't have a police-only solution.

Significant progress has been made with Crimestoppers and the Royal Edinburgh Hospital demonstrating our commitment to finding solutions to public health and vulnerability issues.

We have been involved in a range of initiatives and campaigns with key partners in 2019/20, including the #DontTolerateHate and "Drug Dealers Don't Care" campaigns.

**3. Design, develop and support local preventative approaches to reduce harm and demand**

Various initiatives to disrupt criminal activity and divert vulnerable people from making negative life choices contribute to reductions in the likelihood of harm occurring and demand across the public sector. Partnerships as outlined are helping to break the cycle of offending and prevent individuals entering the criminal justice system.

We are committed to tackling the harm caused by illicit drugs within our communities. With the number of drugs deaths increasing across the country in 2019/20, we continued to investigate every drugs death, meticulously investigating any criminal link. As part of a long-term approach, we searched for every opportunity to break the cycle of offending for people addicted to illegal drugs, and potentially prevent further tragic untimely deaths.

#### **4. Build, develop and maintain effective local partnerships**

We continue to work hard to maintain and strengthen local partnerships and our formal structure reflects this priority across the organisation. Successful partnerships have never been more important as officers across Police Scotland face increasing demands due to a range of factors. Work is underway to enhance officer understanding of the need for collaborative, connected and compassionate work with a 'person centred approach', involving all emergency services, partners and third-sector organisations.

Police Scotland has worked closely with partners in 2019/20 to develop long term approaches to our key issues including alcohol misuse and mental health and suicide prevention.

#### **5. Improve our support services to enable the delivery of effective local policing**

The continued roll out of CAM has seen all service centre staff and supervisors trained in THRIVE – an enhanced assessment and decision-making model of threat, harm and risk to ensure we correctly identify risk and which other agency could potentially assist in any given set of circumstances.

Police Scotland has worked to implement a range of approaches to encourage the reporting of crime, specifically those which typically go unreported, including non-recent sexual offences and hate crime. The importance of this work has been highlighted by the 1.9% decrease in recorded sexual crime.

### **Strategic outcome 3**

**OUTCOME:** Public and communities are engaged, involved and have confidence in policing

Success means that: *The public feel that they have a voice in shaping our policing approach. People will feel that Police Scotland delivers a service that builds their confidence in policing.*

**1. Enhance public contact and ensure our services are available by a range of accessible channels**

Significant progress has been made against this objective through the research and development of the public contact strategy. The accessibility of our service is a key focus of this work.

**2. Maintain and enhance public and community (user) satisfaction**

The progress made against this objective, in particular our redesigned and refreshed approach to understanding public experience, will continue to underpin our service design and delivery into the future.

**3. Improve the reach of our public and community engagement initiatives**

Our approach to public and community engagement has been strengthened, and as a result we have made significant progress against this objective. Strides have been made to make engagement accessible and the reach of our engagement activities has significantly improved.

**4. Use insights and feedback to shape and improve our services**

Significant progress has been made against this objective, with insights gained from engagement activities used to shape a number of different services. Uptake of our engagement activities has been substantial and the insight gained has been used in a meaningful way.

**5. Develop our approach to understanding and improving public confidence**

Our approach to understanding and improving public confidence has continued to develop and significant progress has been made against this objective. Our public contact and engagement strategy and public engagement framework have been designed to improve public confidence and trust in police.

**Strategic outcome 4**

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

Success will mean that: *Police Scotland's officers and staff have the necessary skills, resources and technology available to them. We will have a positive working environment that supports the wellbeing and development of our people.*

**1. Implement a strategic workforce plan to build a diverse workforce that has the right size, shape and capability**

In June 2019 Police Scotland launched a Framework for Strategic Workforce Planning 2019-2026. This framework recognises that our workforce is our most important asset and focuses on key aims relating to workforce capability, flexibility and diversity. Significant and intensive work is under way to develop Police Scotland's strategic workforce plan for consideration and implementation from late 2020.

## **2. Create a positive environment for our people to achieve their potential**

In April 2019 the Chief Constable announced a set of six commitments to the officers and staff of Police Scotland. These commitments relate to communications and engagement, probationary training, promotion and performance, uniforms, mental health and wellbeing and divisional funding.

The 2019/20 period has seen progress across all areas however in an organisation of the size, scale and breadth of Police Scotland, with people working right across the country, we recognise our responsibility to continue our focus on this area.

## **3. Promote the health, safety and wellbeing of our people**

Progress has been made against this objective. Officer and staff wellbeing continues to be an ongoing priority for the service with a range of supporting initiatives and projects have been completed in the last year all across divisions and departments.

This work focused on establishing core systems and processes to provide support as and when it is required across the organisation for officers and staff.

## **4. Ensure our people are confident to lead and equipped to face current and new challenges**

Progress has been made against this objective, in particular our work to implement and equip officers with mobile working capabilities across Scotland.

A range of training products aimed at developing key leadership skills and attributes have been trialled in the last year, with positive evaluations. Wider roll-out and mainstreaming have been delayed due to the COVID-19 situation.

## **5. Develop and maintain the right crime and specialist support services for policing in Scotland**

Good progress has been made to continue to develop and maintain crime and specialist support services. Officers have been deployed to numerous incidents in support of local policing divisions, with all communities of Scotland benefitting from a range of specialist services.

**Strategic outcome 5**

**OUTCOME:** Police Scotland is sustainable, adaptable and prepared for future challenges

Success means that: *Our services are meeting the growing and changing demands on policing, within the context of current constraints. Increased capacity and productivity are improving sustainability and flexibility.*

**1. Ensure Police Scotland is meeting and adapting to growing and changing demands on policing**

We have continued to focus on enhancing our understanding of demands on policing and the key drivers. A range of policing and project work has supported good progress to ensure that Police Scotland is an efficient, effective and sustainable organisation, equipped for future challenges.

Police Scotland's environmental performance continues to improve in relation to our climate impact, based on the use of key resources. We have exceeded our emissions reduction target of 25% (based on our 2013/14 emissions baseline) stated in our Carbon Management Plan which is due to end its operational phase this year.

**2. Develop and promote best practice in the advancement of our Equality Outcomes**

We are committed to having a workforce that is reflective of our communities throughout Scotland. This has been a challenging aspiration to achieve and still remains a focus for recruitment activity, continuous professional development and promotion processes.

There has been progress in the advancement of our Equality Outcomes and where best practice has been identified it has been shared across Scotland by our Safer Communities teams to embed and mainstream this best practice locally.

**3. Transform and develop lean and agile corporate support services for policing and forensics**

A range of development work has been undertaken during this period to ensure there are efficient, effective corporate support services for policing in Scotland.

The COVID-19 pandemic and our Operation Talla response required our ICT department to quickly source and prepare over 2000 laptop computers and supply them to key staff enabling a sustainable operational and organisational flexibility. Significant numbers of staff were enabled to work from home and continue to work and provide support to the organisation in new ways.

The Business Case for Transforming Corporate Support Services (TCSS) was approved through Police Scotland governance early in the financial year 2019/20. The Business Case

for TCSS is supported by a number of detailed Target Operating Model design products, including service catalogues, process taxonomy, organisational structures, and enabling technology requirements also approved through Police Scotland Governance. Due to funding availability, this has not been progressed fully at this stage but a range of initiatives are progressing in People and Development in line with funding allocations.

Corporate support services such as Finance, Change, Risk, ICT, Information Management and Procurement have completed a significant range of design and development work resulting in significantly improved services to support operational policing. Implementation of our Estates and Fleet strategies in the coming year will ensure that these services continue to develop and meet the needs of a National policing service and focus on our contribution to environmental sustainability.

Progress has been made in 2019/20 however this has been impacted by the limited funding available.

#### **4. Build and maintain a sustainable financial direction for policing in Scotland and evidence best value**

Good progress has been made to set out the financial challenges and investment needs for policing in Scotland. This has significantly enhanced public understanding of the requirements for a sustainable Police service.

#### **5. Invest in our use of information and technology in accordance with our digital, data and ICT strategy**

Good progress has been made to implement prioritised workstreams set out in the DDICT Strategy, however, levels of investment funding have been significantly lower than needed to deliver the key elements of the strategy within the appropriate timescales. Some key initiatives have included:

- National Network (Nat Net) Project, investment of £3.9 million pounds in a faster computer network has delivered improved service and efficiency across Scotland
- The Mobile Working Project has enabled 8257 officers to operate new mobile devices as part of their duties.
- Under Core Operational Solutions (COS), three key modules were delivered in 2019/20 – these provide a single national capability in support of the management of missing persons enquiries, road traffic collision reporting and handling of productions (physical evidence). This enables decommission of the 24 legacy solutions now replaced.

The Cyber Resilience Project has identified new technologies which will help provide additional security, monitoring and visibility across the Police Scotland ICT estate.

A single ICT Platform (ADEL) was completed in September 2019 and has included the migration of over 23,000 directory accounts - officers and staff are now able to sign-on anywhere within the Police Scotland / SPA estate and have a single national infrastructure from which to access their email, applications, files and folders.

**6. Develop and support an innovative culture**

The innovation team has made some progress to develop a shift in culture and approach including launching an Innovation Hub, running of Innovation Boot camps and the development of an innovative approach to procurement as well as project management. They have also served to advise and support a range of initiatives in Air Support, Recruitment and Victim Support, to name but a few.

## Performance Analysis

This section provides an in-depth analysis of our performance in the financial year 2019-2020. The analysis assesses our performance against our agreed strategic outcomes and their supporting objectives.

Our rigorous strategic assessment process ensures that we are defining priorities for policing in line with the changing nature of crime and the demands that we face.

Our 5 strategic outcomes describe the impact and difference Police Scotland aims to make to the lives of people in Scotland by addressing our priorities for policing.

This helps us to show how we will make a positive impact through what we are doing across the service. In reviewing the 2019/20 performance we are reporting against the Outcomes and objectives in our long term strategy, performance we are reporting against the outcomes and objectives within the APP.

These include activity to meet the strategic objectives within the Serving a Changing Scotland Strategy.

### Our performance

#### Outcome 1

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

The role of the police service is to keep people safe, and to protect people from threats to their safety and wellbeing. As crime becomes more complex, and the nature of crime evolves, Police Scotland is required to enhance our capability to anticipate threat, adapt delivery to address increasing complexity and make the most of technical and specialist resources.

Success means that: *The public are safer as a result of our work to reduce the harm caused by crime and other incidents, whilst people considered vulnerable are supported and protected from harm. Communities are aware of and prepared to respond to current and emerging threats and risks.*

#### **1. Use all available information/intelligence to prevent and respond to crime**

This objective describes how well Police Scotland is using available intelligence to prevent and respond to crime.



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Overall recorded crime in Scotland rose by 0.9% in the last year from 492,626 to 497,071. Within this small rise in overall crimes, our detection rate has reduced by 0.2% to 67.2% overall.

Police Scotland is working with local and national partners and the public to prevent and respond to crime.

Police Scotland continues to forge strong links with partner agencies across all aspects of law enforcement and the collaborative approach is epitomised by the structures and process in place within the Scottish Crime Campus to allow the sharing and developing of joint intelligence assessments. Intelligence support within Specialist Crime Division is the conduit for local, regional, national and international intelligence sharing which provides consistent support to all of policing. The approach from National Intelligence Support is to have embedded staff from a number of agencies working alongside Police Scotland intelligence staff, in a true collaborative approach.

In 19/20 there were 63,738 violent crimes recorded, this represents a slight decrease of - 0.6% (394 fewer crimes) from last year, but a 0.1% increase against our 5 year mean average. Of the total violent crimes recorded, 44,279 were detected, highlighting an increase of 0.5% detections compared to the previous year. All detection rates for violent crime are above 70%, with the exception of common assault that has a detection rate of 68.9%.<sup>3</sup>

Serious and organised crime and related groups pose a significant threat to both our communities and economy and remains a key area of focus for activities to divert, disrupt, deter and detect. The Serious and Organised Crime Strategy is designed to reduce the threat from Serious Organised Crime and has intelligence systems as one of its foundations.

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<sup>3</sup> Q4 Performance Report (draft)

**Case Study – Serious Organised Crime Groups disrupted**

During this reporting period there has been significant successful disruption to a large number of Serious Organised Crime Groups (SOCGs). There are 98 known SOCGs comprising of 2,106 individuals being investigated by police and partners in Scotland. Since the start 2019/20, the number of groups has dropped by 16% and numbers of individuals reduced by 15% due to successful disruption and enforcement activities.

The greatest prevalence of SOCGs remains in the West of Scotland and Specialist Crime Division (SCD) covering the West area have recovered 72kg of cocaine, 30kg of diamorphine and 40kg of cannabis resin with a street value of nearly £5,000,000 during 2019/20.

Significant work continues on an international, national and local level tackling SOCGs and during this reporting period 11 people were arrested for money laundering and drug importation, resulting in 3.5 tonnes of drug importation and around £20 million in money laundering being recovered.

Intelligence gathered allowed 30 drug warrants to be executed by Argyll and West Dunbartonshire division to disrupt and detect Serious Organised Crime activity resulting in drug seizures and a sizeable sum in cash.

Four individuals linked to the one significant SOCG in the West of Scotland were sentenced to a total of 32 years for discharging a firearm.

Between July and September 2019 intelligence assets have enabled operational and specialist policing officers to recover 17 firearms across Scotland. This has prevented the commissions of violent offences, likely loss of life and has protected the public from potential harm.

The National Intelligence system that Police Scotland operates provides an authoritative overview and coordination of all intelligence to ensure that the priorities from identifying high risk threats are in line with other National Policing Priorities. This ensures that all intelligence opportunities are explored from collection, assessment, development through to dissemination in order to target Serious and Organised Crime (SAOC) whilst protecting communities from the threat risk and harm that SAOC poses.

Overall, the proportion of adults feeling safe in their local area and around their home at night has increased in the last decade. The SCJS indicates that in 2017/18, the vast majority of adults in Scotland (77%) said they felt very or fairly safe walking alone in their local area after dark. The proportion of adults feeling safe has increased from 66% in 2008/09 and is unchanged from 2016/17.

## **2. Protect vulnerable people and victims of crime from harm**

This objective describes how Police Scotland supports people and prevent them from becoming victims of crime, including the effectiveness of interventions developed to reduce repeat victimisation.

In 2019/20 a total of 217,859 interim Vulnerable Persons Database (iVPD) entries were submitted by officers raising concerns about victims, witnesses, missing persons and other people with perceived vulnerabilities. This enables a multi-agency response to be considered to offer better support to the individual.

Police Scotland remains committed to reducing the harm caused by domestic abuse and continues to work with partners with a view to eradicating it. In the last year the Domestic Abuse (Scotland) Act 2018 was enacted giving police and victims a wider scope to understand and act against different types of abuse, not just physical abuse. For the first time, this new legislation now recognises coercive, controlling and psychological abuse and that the abuse often presents as a course of conduct or pattern of behaviour.

Under The Domestic Abuse (Scotland) Act 2018, Police Scotland has introduced a pioneering programme of change and training initiative entitled Domestic Abuse Matters (Scotland). This includes specific mandatory training for frontline officers and staff, including domestic abuse champions who will be the fundamental link between training and the practical application to support the new legislation.

In the first year of its implementation we have dealt with 1,681 offences under the new act, of these 1,158 have been detected. <sup>4</sup>This represents a significant number of previously unrecognised abusive behaviours being detected and reported with victims being identified, supported and assisted.

Police Scotland and Social Work Scotland continue to work in partnership with COSLA, the Scottish Government, Crown Office and Procurator Fiscals service (COPFS) and Scottish Children's Reporter Administration (SCRA) to take forward key recommendations of the Evidence and Procedure Review to improve the quality of visually recorded Joint Investigative Interviews (JIIs) of children.

A new and significantly enhanced training programme was completed in 2019/20 and is being delivered to two cohorts of staff from two pilot areas comprising Police Scotland divisions and a number of local authorities. One area is live with the second delayed due to COVID-19.

A strong focus is placed on planning and preparation in order to meet the needs of the individual child being interviewed. The new programme includes a robust quality assurance and evaluation process to ensure high standards are maintained. The pilots will be evaluated on an ongoing basis with a view to informing phased national implementation.

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<sup>4</sup> Q4 Performance Report (draft)

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Key outcomes include better protecting children, securing better evidence and improving children's' experience of the criminal justice process by securing high-quality visually recorded JIIs able to be used as Evidence-In-Chief, thereby sparing children the typically traumatic experience of giving evidence in court in person.

The Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019 came into force on 20 January 2020. The Act allows a 'prior statement' of children and other vulnerable witnesses, typically a visually recorded interview (VRI), to be used as Evidence-in-Chief in criminal proceedings thereby sparing such witnesses the typically traumatic experience of giving evidence in court in person. Provision is made for an 'Evidence by Commissioner' hearing prior to any trial to capture any cross or re-examination required.

As part of phased implementation of the Act, Police Scotland has developed a new training course and trained a small cadre of officers from the Major Investigation Team and Domestic Abuse Task Force in new specialist Vulnerable Witness VRI training. These interviews differ from the child protection focused Joint Investigative Interviews (JIIs) completed in conjunction with social work, albeit JIIs will also qualify as a 'prior statement' under the Act.

The cadre will be deployed to incidents involving murder and serious domestic abuse cases (including domestic sexual abuse) likely to be prosecuted in the High Court. Additionally, the ongoing Adult Rape and Serious Sexual Assault SOLO VRI pilots will supplement the VW Act provision in the SOLO VRI pilot areas.

Further implementation has been delayed due to COVID-19 but planning is underway to expand the number of officers trained to allow Police Scotland to fulfil phase one implementation of the Act.

Police Scotland continually encourages reporting and seek to remove either real or perceived barriers.

### **Case Study – Domestic Abuse Investigation Unit**

Lanarkshire Police Division's Domestic Abuse Investigation Unit (DAIU) held their second Facebook/Twitter live chat in April 2019 in partnership with Advocacy Support Safety Information Services Together (ASSIST) which focussed on the Domestic Abuse Legislation.

The chat provided advice and an explanation of the types of behaviour that constitute coercive control. The event reached over 38,000 people, with in excess of 4000 comments, likes etc. Feedback from ASSIST colleagues has shown the chats were beneficial and would be keen for further joint engagements of this nature.

We continue with successful partnerships and initiatives such as Crimestoppers, remote reporting and Third Party reporting with a wide variety of key partners and charities to offer additional reporting channels and avenues of support in addition to people being able to report incidents directly to us.



### Case Study – Ask for Angela

Over the last year we have continued to support the 'ask for Angela' initiative.

This is becoming mainstreamed throughout the UK as a coded discreet request for assistance, which can be used by anyone feeling uncomfortable in their situation.

Its rise in use coincides with the expanding use of online dating apps and a typical example of its use is when a first date isn't going to plan and someone feels uncomfortable.

This discrete system promotes safety awareness among staff and patrons and has undoubtedly prevented a number of crimes. Anyone going to a bar and asking for Angela gets safely assisted to leave the premises.

One area which we know is historically underreported is domestic abuse. We also know from victim feedback and experience that there is often a series of unreported incidents which take place before victims contact the police and that many victims experience of abuse is not limited to physical abuse.

Work has continued with the National Human Trafficking Unit (NHTU) to train and raise awareness of Human Trafficking within Police Scotland, partner agencies and the public, to encourage and increase reporting. We have Human Trafficking Champions within every division across Scotland. During 2019/20 there were 244 crime of modern slavery/forced labour recorded, an increase of 548.6% (206 more crimes) when compared to the five year mean, and 115.9% (131 more) compared to last year.<sup>5</sup>

We are working with charities aiming to develop a strategy to support potential victims of trafficking once they exit the process.

Trafficking Exploitation Prevention Orders (TEPOs) are available to police and prosecutors to apply for in court to assist in preventing and controlling a person convicted of committing human trafficking and exploitation offences. TEPOs granted by the court can place restrictions on individuals such as preventing them from recruiting individuals into employment, travelling abroad or engaging in certain types of business activities. Six were granted in 2019.

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

<sup>5</sup> Q4 Performance Report (draft)

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

Joint days of action have taken place to execute warrants and disrupt illegal activities. Police Scotland, with the assistance of Trafficking Awareness Raising Alliance (TARA) and other support services have aided a number of victims to safety. A number of the JIT operations are subject to judicial process both here in Scotland and across Europe.

The success of this joint working has been crucial to protect vulnerable individuals and to bring those responsible to justice.

In September 2019, Police Scotland hosted a conference on Human Trafficking at the Scottish Police College. 180 delegates from police and partner agencies, third sector agencies and government attended. The conference examined successful police prosecutions and support available to victims, in Scotland and across the UK, to identify and share best practice.

Police Scotland has engaged with the newly established charity - Survivors of Human Trafficking in Scotland (SOHTIS) to begin develop a strategy to support potential victims of trafficking when they exit the National Referral Mechanism process. A short Life Working Group was established between Police Scotland, COPFS, Legal Services and the Scottish Government to review and improve the process in place to apply for and monitor Trafficking and Exploitation Prevention and Risk Orders.

The National Human Trafficking Unit (NHTU) has now, with agreement from COPFS, Scottish Government and Legal Services, established an application and monitoring process in respect of Trafficking and Exploitation Prevention and Risk Orders Scotland. Police Scotland continues to work with SOHTIS to refine a process of referral for victims of trafficking to aid their path to recovery to include assistance with accommodation and employment.

The Consortium of Anti-trafficking Research in Scotland (CATRiS) are a coordination unit for academic research on trafficking, including human trafficking in Scotland. The consortium was created in 2018 with a view to becoming a repository of knowledge in this field and to link up researchers previously working in silos to share research topics and results. Police Scotland will look for opportunities to collaborate and engage where possible.

Internally, Police Scotland's four day Human Trafficking National Investigators Course has been delivered to representatives from across all divisions. This learning is shared by attending officers, who regularly attend multi-agency training events at local Police Divisions, sharing their knowledge from the course.

Delivery of the National Missing Person (NMP) application in 2019 was completed on schedule and will greatly enhance our ability to manage missing person enquiries. The application will provide technology that will enable us to recognise repeat missing persons,

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map locations which feature in investigations and allow multi-users to input to the same record. The application will continue to be developed to assist in missing persons data to be used for analysis.

There was a reduction in reports of rape in this reporting year from 2310 down to 2213, this represents a 4.2% reduction on 2018/19 however is a 13.8% increase in the 5 year mean average of 1945. The detection rate for rape was 52.8% which is an increase of 1.2 percent compared to last year, however reflects a decrease of 8.9 percent compared to the five year mean.<sup>6</sup>

It is paramount that victims are provided with professional help at the earliest opportunity. Our professional victim support and investigations team has assisted when cases go to court and the recent Crime and Justice report, Criminal Proceedings in Scotland 2018-19 shows that convictions for Rape and Attempted Rape have risen by 43% compared to the previous year.<sup>7</sup>

Sexual assault (SOSA 2009) crimes are up 22.0% (639 more crimes) against the five year mean and other sexual crimes (SOSA 2009) are up 37.1% (588 more crimes) against the five year mean. These increases are reflective of the increased awareness of these crimes in society and a positive change in culture that support the reporting of these offences to the police.<sup>8</sup>

Officers attending a report of sexual offending now carry early evidence kits, maximising the opportunity for gathering forensic evidence and minimising the traumatic effects for the victims.

Delivery of the Hate Crime Champions Course continued in 2019/20 bringing the total number of police officers and members of police staff trained to 459 from a variety of ranks and roles. Bespoke sessions were also delivered to specialist divisions and departments such as Contact, Command and Control and service centre advisors. This network shares best practice receiving regular updates from the Equality and Diversity (E&D) Unit and other key partners, on hate related matters to continually improve their understanding, awareness and confidence.

Police Scotland worked in partnership with the Wheatley Group for housing associations covering 200,000 residents to develop and co-deliver hate crime awareness training to their staff. It increases their awareness of diverse communities and hate crime and how to address and report hate crime to police through Third Party Reporting. Approx. 200 front line staff members have been trained and an e-learning package is being developed.

The external delivery of hate crime training will be evaluated and it is anticipated that it will be adapted and delivered with other key partners in pursuit of common goals. This joint external hate crime training raises awareness of hate crime in communities, increases public

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<sup>6</sup> Q4 Performance Report (draft)

<sup>7</sup> [National Statistics, Criminal Proceedings in Scotland, 2018-19](#)

<sup>8</sup> Q4 Performance Report (draft)

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confidence and reporting and ultimately strives to make communities safer and build community cohesion.

Transport Scotland funded Disability Equality Scotland to work with SEStrans to develop a hate crime charter for transport providers. A working group was established to gain a greater understanding of the extent of disability hate crime on our transport system and to consult on and develop the charter. Police Scotland Safer Communities Equality and Diversity unit joined the working group and supported the delivery of three consultation events in Fife, Clackmannanshire and West Lothian which attracted 114 representatives from equalities groups covered by the Hate Crime legislation. Working in partnership, a draft Hate Crime Charter was developed that will have common standards across all transport modes and be aligned to consistent processes for roll out at a national level by early 2021. A pilot of the draft Charter is taking place in the South East of Scotland Regional Transport Partnership area on going to March 2020.

To build on the success of the 2019 campaign the Disability hate crime campaign 2020 was launched on 4 March 2020 for four weeks. It was planned and delivered in conjunction with partner organisations including People First (Scotland) and I Am Me Scotland. Real people with lived experience of hate crime volunteered to feature on the campaign videos, materials and posters against the 5 different backdrops listed above. The text of campaign posters reflect the most commonly experienced forms of hate crime (Threatening and abusive behaviour, assault and online abuse.) A full evaluation for this is underway and is being led by Corporate Communications in conjunction with Safer Communities Equality and Diversity Unit. Early indications are that the campaign was extremely well received despite the last two weeks of the campaign taking place during COVID19 social distancing restrictions.

Police Scotland continue to work in partnership with charity I Am Me, a community led charity with the aim to change attitudes and behaviours towards disabled people and to raise awareness of disability hate crime. The charity works with Police Scotland on two main initiatives:

- I Am Me – an innovative range of resources to educate young people, disabled people and community groups about disabilities and hate crime, and
- Keep Safe - a partnership initiative which works with local communities to create a network of places for people to go if they feel lost, scared or vulnerable when out in their communities. Keep Safe includes an app for mobile phones which vulnerable people can access while out and about and also directly report hate crime.

Police Scotland's International Development and Innovation Unit undertook specific training and development activities in Africa and Asia specifically designed to tackle Sexual and Gender Based Violence, working with national police services and major international NGO's. Very specifically Police Scotland were the only non-African speakers at the Kigali Convention Declaration Conference aiming to tackle Sexual and Gender Based Violence across the entire African continent. In addition to this work is being undertaken under the auspices of the European Union funded "Improdova" programme tackling domestic abuse.



### **3. Improve our understanding of, and response to, the threat of cybercrime**

This objective describes the extent of Police Scotland's understanding of the threat of cybercrime and how effectively we respond.

Developments in technology will provide opportunities and threats for both criminals and police services. It is important that police services make full and appropriate use of technology to keep people safe.

The threat of cybercrime continues to grow and evolve with the rise of internet connected devices and advances in technology.

Internet grooming and online child sexual abuse remains a major threat across the UK. The worldwide coverage and availability of the internet enables perpetrators easy online access to children for the purposes of online sexual grooming. The impact of this can be wide-ranging and potentially have a life changing effect on a child.

In Scotland, the internet was used as a means to commit 20% of all recorded sexual crime in 2016/17. In the same period this year, 51% of other sexual crimes, indecent communications and images, were cyber-enabled<sup>9</sup>. Offences continue to rise with 1,881 recorded in Scotland between April 2019 and March 2020, compared to 1,713 in the same period last year.<sup>10</sup>

Fraud remains at its highest level in the last five years and is up 58.3% (4,396 crimes) on the five year mean. The detection rate for fraud was 28.3% this year compared to 37.3% last year and down on a five year average detection rate of 43.5%. These increases are largely due to the continued increase in the varied cyber related crimes reported under fraud offences<sup>11</sup>

New online scams emerged in the early days of the COVID-19 crisis, as criminals sought to exploit vulnerable people at a time of significant uncertainty. We launched a successful online and social media campaign to raise awareness within the wider public of the possibility of these new scams and took the opportunity to reinforce online security advice.

We supported the Scottish Government's Cyber Scotland Week in February 2020 promoting a range of online safety and security messages through a range of channels such as business visits and via our social media channels.

Cybercrime is closely linked to serious organised crime, with those involved often located outside the country that their criminality impacts upon.

Our Organised Crime and Counter Terrorism Unit (OCCTU) delivered a series of senior leader cyber forums aimed at CEOs and senior leaders in the private sector. These were held in

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<sup>9</sup> [Cyber-crime in Scotland: A Review of the Evidence, The Scottish Government Social Research series, March 2018](#)

<sup>10</sup> Q4 Performance Report (draft)

<sup>11</sup> Q4 Performance Report (draft)

Perth, Inverness and Glasgow and delivered advice and support in terms of managing cyber risks within organisations.

Our own Corporate Communications department published a series of updates internally on our intranet, restating basic IT and cyber safety advice and techniques as well as promoting the security benefits of using more complicated security passphrases as opposed to historic simple passwords.

Police Scotland Safer Communities undertook a series of training and information events across Scotland with schools and also parents groups. They also delivered cyber safety events within hospitals and to business groups.

Police Scotland has enabled a process that will capture cybercrimes which will encourage officers to accurately record cybercrimes and help inform the true growth in demand. Since the introduction of the 'Tag It, Mark It. Log It' campaign, 7,943 crimes have now been marked with a cyber marker, this represents a 162.5% increase compared to last year's number of cyber marked crimes (3,026). There has also been an increase of 95.8% in relation to marked intelligence logs, and 454.2% of cyber marked incidents compared to last year.<sup>12</sup> This represents important progress in understanding the true scale of the occurrence of cybercrime and the methods of perpetration.

The implementation of the Banking Protocol, which is a rapid response scheme designed to prevent bank customers falling victim to a scam, began in March 2018. Since then the protocol has prevented more than £13m fraudulent transactions in Scotland, with many of the potential victims being in a position of vulnerability.

Police Scotland is currently developing a cyber strategy which will cover cybercrime and internet enabled/facilitated crime, organisational resilience, data and security.

The deployment of Digital Triage Devices (Cyber Kiosks) for use by trained frontline officers provides the opportunity to triage devices to assess whether evidence exists in furtherance of police investigations. This enhances operational effectiveness and the criminal justice process. Importantly, where no evidence is found the device may be returned to the owner providing an improved service to the public.

During this time there has been significant interest in relation to law enforcements examination of digital devices with a focus on digital triage. Scrutiny and consideration on the matter has been widespread and continues to generate significant media coverage, in particular where devices feature in an enquiry involving rape or serious sexual crime.

Following significant public scrutiny, comprehensive engagement, legal opinion and specialist advice, all matters arising and activities to support the implementation of Digital Triage Devices are now in place. Approval was granted at Police Scotland's Strategic Leadership Board in December to begin the roll out of 41 devices from January 2020. This

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<sup>12</sup> [Q3 Performance report](#) – p14

roll out is incremental, and started in Forth Valley and Fife Divisions. An enhanced consent capture process has also been introduced. Where consent is the authority used to take a digital device, officers will provide the victim / witness with a copy of the 'Digital Device Consent Public Information Leaflet'. This leaflet was designed with the public and contains relevant information ensuring any decision made by the victim/witness to provide the device is adequately informed.

410 officers have been trained in the use of this technology and will continue to access support as required (including training resources and access to Cybercrime Digital Investigators).

16 Digital Triage Devices have been deployed across Police Scotland since January 2020 covering 6 territorial divisions. The roll out of the remaining 25 kiosks was due to be completed by the end of May 2020 however this has been paused at present due to the impact of COVID 19 with the recommencement of the roll out programme anticipated in the very near future.

The introduction of the Digital Triage Devices has already provided the opportunity for victims and witnesses devices to be returned to them in timescales which prior to the introduction of these devices would not have been possible.

Similarly, evidence in respect of a variety of offences including SAOC has been identified using the Digital Triage Devices at an early stage in investigations allowing for these devices to be progressed for full examination at a Digital Forensic hub promoting efficiency in respect of the criminal justice process and equity of service across Police Scotland.

#### **4. Work with the public, communities and partners to reduce re-offending**

This objective describes how Police Scotland work with others to prevent people from reoffending, including working with communities and the development of initiatives. Police Scotland has introduced a Third Sector Organisation Referral Consent form facility into custody suites across Scotland. This enables officers to refer and share information with local divisional support services, allowing those most vulnerable to be identified, assessed and assisted within their communities.

Thereafter, there is a range of local activity ongoing across Scotland engaging people who come into police custody, and have an addiction, with sustainable pathways to recovery, for example the custody / arrest referral service in Falkirk where Police Scotland works with Signpost Recovery.

People engaging with this receive a wrap-around service from Police Scotland, NHS, local council and third sector organisations. A full assessment of a person's needs are carried out covering different aspects of their life which may have a detrimental effect on their offending behaviour. Pathways and services to support individuals include housing, benefit entitlement, medical reviews, entry to recovery services, starting opiate substitution therapy prescriptions and working with staff to achieve their goals.

There have been 217 referrals from custody staff and nurses in Falkirk Custody Suite from a total of 3,953, made via custody this year.

- 50 (23%) of these individuals, who were not previously engaged with substance misuse services, have begun treatment for their substance misuse.
- 50 (23%) of these referrals have been for people who are already engaged with substance misuse services. This allowed their information to be shared with their current keyworker who then can tailor sessions to explore the reasons for their continued offending behaviour.
- 117 (54%) individuals were offered support and assessments by Signpost Recovery however these individuals declined the service.

Safer Communities National Violence Prevention and Licensing Unit works closely with partners and local policing to target issues through national campaigns in an effort to highlight and reduce the dangers and impact of violence.

**5. Work with communities to ensure they are well equipped and prepared to deal with all threats of public safety**

This objective describes how Police Scotland supports communities to deal with public safety threats.

Police Scotland seeks to continuously improve the services provided to the public and communities. We have recently been testing our response plans with key partners, to ensure we are prepared for future challenges/major incidents.

In October 2019, in conjunction with other emergency services and partner agencies, Police Scotland took part in an exercise designed to test the Glasgow SEC (Scottish Exhibition Campus) Incident Response Plan. The exercise was a live-play and consisted of multi-agencies, emergency responders and the local authority taking part. There were numerous aims and objectives both from a response to SEC internal mechanisms and the interdependencies of the emergency services which reinforced the joint emergency services interoperability principles. The exercise confirmed the SEC Incident Response Plan remains fit for purpose.

Building upon learning from previous years, our policing response to the fireworks season was run as a Public Order policing operation. Officers within our public order units have significant experience of dealing with potentially challenging operational incidents, and have personal protective uniform and equipment that provides enhanced levels of protection. We worked with partners, retailers, Trading Standards and schools to make this season focus around safety as well as being enjoyable. Feedback from staff and communities has been positive and calls relating to fireworks, fires, anti-social behaviour and persons being injured were all reduced compared to previous years.

**6. Effectively tackle current and emerging serious criminal threats to public and community wellbeing**

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This objective describes how Police Scotland is tackling existing and new serious crime threats.

The SCJS indicates that fraud remained the crime the public were most commonly worried about in 2017/18, although generally concern about different crime types has fallen in the last decade. 51% of adults said they were worried about someone using their credit or bank details to obtain money, goods or services, whilst 43% were worried about their identity being stolen. By comparison, just under a fifth (18%) were worried about being physically assaulted or attacked in the street or other public place, whilst around a tenth (11%) were concerned about being sexually assaulted.

Specialist Crime Division (SCD) Intelligence Support serves all Police Scotland's local policing and wider specialist divisions. By providing increased accessibility to International Unit assets, local policing divisions will utilise a wide range of international policing tools to help keep their communities safe.

Throughout the last year the National Disruptions Unit (NDU) has worked closely with divisions and partners to share information and progress enquiries. This process has allowed the sharing of intelligence and has supported various authorities in identifying links to Serious Organised Crime (SOC).

Police Scotland remains committed to tackling groups utilising the County Lines model in Scotland. This is the name given to the practice of drug dealers from larger cities expanding their activities into smaller towns and rural areas, exploiting children and vulnerable people to sell controlled drugs and often using violence to drive out local dealers.

Officers from Police Scotland, together with a number of forces from England including British Transport Police, targeted people believed to be involved in county lines drugs supply. This resulted in the arrest of 56 people for a variety of drug offences, including the seizure of heroin, cocaine and a substantial amount of cash.

Police Scotland is an integral member of the National SOC Taskforce in Scotland. The Taskforce is chaired by the Cabinet Secretary for Justice, with membership including senior representatives from across the public, private and third sector. In March 2020, the Taskforce published a report highlighting progress made to implement Scotland's Serious Organised Crime Strategy. This highlighted, amongst other things, the progress made on the successful implementation of the Banking Protocol and the Action for Children's SOC Intervention Service which successfully diverts young people away from involvement in serious organised crime.

The Scottish Multi-Agency Strategic Threat Assessment (SMASTA), is an annual document, strongly aligned with Scotland's Serious Organised Crime Strategy and provides a comprehensive analysis of the National threat from Serious and Organised Crime and the potential impact it may have on our communities. The objective of this assessment is to drive collaborative activity across all the multi-agency space, by identifying risks and

emerging trends and utilising our collective resources and skills to reduce the harm caused by serious and organised crime.

The mechanism for coordinating activity to tackle serious organised crime related threats is driven by the Scottish Multi-Agency Tasking and Delivery Board, a bi-monthly meeting which provides focus on the identified cross-cutting threat themes contained within the SMASTA. The Board ensures a co-ordinated engagement and sharing of resources with partners and have been successful in tackling SOC and other partnership priorities.

An example of this was a multi-agency approach including SEPA, Police Scotland and DVSA where they successfully disrupted a waste industry business, linked to SOC and prevented an emerging illegal transfer waste station from becoming established, which would have resulted in long-term pollution and public nuisance.

## **Outcome 2**

**OUTCOME:** The needs of local communities are addressed through effective service delivery

Local policing is at the heart of our service. Police Scotland seek to provide the best of local policing supported by the strength of the national service. It is also clear that the level of crime, and the impact of crime, vary across communities in Scotland. The growing demands placed upon policing requires an emphasis on partnerships with various other service providers in the local community.

*Success means that: Police Scotland can ensure tailored local policing delivery that meets the needs of Scotland's diverse communities. Support will be provided by national resources, delivered locally. Prevention and partnerships have a positive impact on reducing demand.*

### **1. Ensure our operational resources deliver services that meet the needs of local communities**

This objective describes how Police Scotland manages resources to detect crime in local communities and how we are tackling priorities at a local level.

The Your Police Survey 2019 was completed by 11,656 respondents from all across Scotland in November and December. The findings showed that:

- A majority (88%) of respondents felt either 'very safe' or 'fairly safe' in their area.
- Almost half (46%) of respondents reported that their concern about crime has increased either 'a little' or 'a lot' in the past 12 months.
- 42% of respondents agreed or strongly agreed that the police listen to the concerns of local people.
- A third of respondents agreed or strongly agreed that police deal with issues that affect their local area.
- 48% of respondents reported that they had confidence in their local police.
- 19% of respondents reported that they did not currently access any information about policing.

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- Almost a quarter (24%) of respondents would like the police to provide information about local community plans.

Our Local Policing Programme (LPP) is designed to enhance and improve the quality of service we offer, delivering national priorities locally. This work serves to better balance the increasing demand upon our services and ensure that we can meet the individual needs of every caller.

The Contact Assessment Model (CAM) has been the key focus of the LPP in 2019/20. CAM represents the largest change to traditional police deployment methodologies to date and embeds a true partnership approach from the outset, to ensure that every caller gets dealt with according to their own particular needs.

The CAM programme continued its phased roll out in the past year and works to deliver against its 4 strategic aims, namely to deliver:

- Improved service delivery to the public
- Significantly improved assessment of threat, harm, risk and vulnerability at first point of contact
- Improved management of demand
- An empowered and enabled workforce



The new Contact Assessment Model (CAM) was introduced on 12 June 2019 in our Lanarkshire (Q) and Dumfries and Galloway (V) Divisions marking a significant milestone in the development of police call handling arrangements for Police Scotland.

In the first 24 hours of operation, CAM-trained service advisers in our Contact, Command and Control centres (C3) assessed approximately: 53 calls to 999 and 439 calls to 101. There were a number of incidents within both local policing divisions successfully resolved without the need for police officer attendance.

Following the successful trial, the roll out extended to Greater Glasgow (G) division in October 2019, and is now live in every division.

Due to the phased roll outs, a full data set is not yet available, however early indications are that this has been met with a positive response from callers, staff and partners alike.

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Focus groups were undertaken with 47 frontline staff and officers during August 2019 - following first phase of implementation of CAM in Divisions Q, V and C3 - to explore their feedback, experience and requirements for managing public contact. Further engagement is planned with frontline colleagues in G division.

CAM has the opportunity to enhance officer capacity to spend time where this is needed most, be proactive and enquire properly. Officers see the real value of this on the quality of policing and providing a better public service.

Officer experience of CAM in its first phase has been positive in the reduction of non-police related calls and enhanced capacity to manage enquiries. The diary appointment system has particularly increased efficiency and improved the way public expectations are managed. Level of demand feels about the same for response officers, and most say they are not getting comfort breaks. Officers are still attending calls they are unequipped to handle, particularly, medical and mental health related incidents.

The biggest impact on levels of confidence and well-being has been experienced by C3 colleagues, who feel most supported and empowered. Colleagues have attributed this to a positive learning environment and working in multi-skilled teams (comprising police officers and staff). Threat, risk and harm assessments have increased confidence in decision-making.

Internally, areas for further development relate to operating procedure, training, data and tech for supporting demand management and productivity, and meeting public needs and expectations.

Externally, significant change is required in how we work with our partners to manage vulnerability and community well-being. For example, alignment of contact assessment models, data sharing and information, and shared understanding of roles and responsibilities.

Overall call demand increased by 5% in 2019/20. We received 2,585,110 calls, up from 2,463,827 in 2018/19.

Calls to our 101 non-emergency number rose by 3% in 2019/20. 1,945,042 calls were received in 2019/20, up from 1,909,016 in 2018/19.

Emergency calls to 999 rose by 15% in 2019/20. We received 640,068 999 calls in 2019/20 compared to 554,811 in 2018/19.

In autumn 2019 public confidence in policing was assessed through a survey. This revealed that 48% of the public had confidence in policing at this time.

Our local officers play an instrumental role in our communities and focus their efforts on tackling problems which often feature at both national and local level.

As described under Outcome 1, serious and organised crime affects everyone within Scotland, with its daily impact felt across public services, businesses and infrastructure, as



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well as local communities, through their involvement in criminality particularly drug crime and violence.

Local officers are at the forefront in pursuing those involved in organised criminality, detecting offenders and disrupting their daily business as shown in the examples below.

In 2019, a 28 year old male was imprisoned for 64 months at the High Court in Glasgow after being convicted of being concerned in the supply of cocaine. He was apprehended by Maryhill's Local Problem Solving Team which seized over 6kg of cocaine, with an estimated street value of nearly £700,000.

Local officers in Lanarkshire observed people acting suspiciously within a rural area, near to several containers. Due to their work, herbal cannabis and diamorphine with an estimated street value of £1.6 million was recovered and five arrests made.

Officers from the Local Problem Solving Team in Kirkintilloch attended at premises within an Industrial Estate, where there was a strong smell of cannabis. 521 Cannabis plants recovered with an estimated street value of £312,660 and one person was arrested.

Local policing lies at the heart of Police Scotland and is supported every day by Specialist Crime Division (SCD). Specialist resources provide highly trained and effective investigative support both regionally and nationally. Within SCD there are seven business areas, Major Crime, Public Protection, Local Crime, Intelligence Support, Safer Communities, Specialist Crime Support and Organised Crime and Counter Terrorism (OCCTU).

The Safer Communities Prevention Task Force works closely with local divisions to provide additional national resources to support them in tackling local community issues including violence, disorder and serious and organised crime.

Safer Communities PPDUs provide divisional teams a mapping service which helps them look at their demand and where partnerships are providing or could provide a service to better meet the needs of their local communities. This service has been taken up by most divisions.

Keeping people safe on our roads and tackling crime on our roads are national priorities for police Scotland. We work closely with partners to contribute towards the Road Safety Framework and have run several campaigns to impact upon our shared priorities. One such campaign included the Motorcycle Safety Campaign, in which numerous offences were detected and invaluable advice given in relation to safe and responsible motorcycling.

Police Scotland is a key contributor to the Scottish Government's Trafficking and Exploitation Strategy. Operation SYNAPSIS commenced in 2014 and was led by Police Scotland, supported by Europol and Eurojust. It centred on the trafficking of Slovakian females into Scotland for the purpose of sham marriages and prostitution. Enquiries by Police Scotland's National Human Trafficking Unit, supported by the National Rape Task Force resulted in four offenders being arrested, charged with 18 offences linked to Human Trafficking. They were subsequently sentenced to 36 years in prison, were placed on the Sex

Offenders Register and made the subject of Trafficking Exploitation Prevention Orders (TEPOs).<sup>13</sup>

The new drug driving legislation came in to effect in 2019 and provided officers with a very effective tool to assist in identifying those who seek to place themselves and others in danger by driving with drugs in their system. Police Scotland has around 750 officers who are drug test trained. These officers are geographically located across the country to cover demand. Since the new legislation started, Police Scotland has carried out a total of 951 drug tests, of which 336 (35.3%) were positive, resulting in blood being submitted to the laboratory for further testing.<sup>14</sup>

## **2. Work collaboratively with our partners on our shared priorities, including public health and vulnerability**

This objective describes how Police Scotland works with partners to deliver shared priorities.

As our initial response to the COVID-19 situation quickly scaled up in March 2020, we stood up and utilised tried and tested structures from within the pandemic framework and also our major incident response plans. We established a MACC (Multi Agency Co-ordination Centre) and SCG (Strategic Co-ordinating Group) to manage and coordinate our shared partnership responses with health, resilience, government and other partners.

Police Scotland continues to be fully committed to working in partnership with others as we fully recognise that a whole range of issues and incidents, which initially come to our attention, often have complex and underlying characteristics and histories, where other agencies may well be in a better position to deal with or provide appropriate support.

Our Safer Communities division was commended with the Public Sector Racial Equality award, at the CEMVO Impact Awards, for the campaign, #DontTolerateHate. This initiative aimed to improve hate crime reporting amongst workers employed in the night time economy, who were deemed to be at a higher risk of falling victim to hate crime. The campaign was delivered alongside several key partners. This period saw an influx of unique visits on Police Scotland's hate crime reporting pages indicating that there was an appetite for people to learn more and get involved.<sup>15</sup>

The continued and significant level of drugs deaths in Scotland, plus a move towards a public health approach, highlighted the need to revise Police Scotland's strategic approach to this issue.

In order to enhance Police Scotland's approach to drug misuse, and the contribution the Service makes to relevant national strategies, two key activities have been undertaken:

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<sup>13</sup> [Q3 Performance report](#) p9

<sup>14</sup> [Q3 Performance report](#) p19

<sup>15</sup> [Q3 Performance report](#) p9

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- Creation of a Drug Strategy for Police Scotland; and
- Instigation of a new Drugs Strategy Board with a defined vision, membership and supporting sub-structure, with appropriate decision making authority.

The inaugural Drug Strategy Board (DSB) is chaired by the Assistant Chief Constable for Partnership and Community Wellbeing and met for the first time in March 2020. The membership includes various internal departments and key external stakeholders, including the Scottish Government, Public Health Scotland, COPFS and relevant third sector organisations. The vision for the new DSB is to ‘Reduce the harm caused by substance use while continuing to disrupt illicit supply, maximising the safety of our communities’.

Police Scotland needs to consider innovative solutions in addressing the continued and significant level of drug deaths in Scotland and to ensure we deliver the best possible service for individuals and wider communities.

Naloxone, administered as a nasal spray, is a medication that can reverse the effects of an opioid-related overdose. The carriage and use of Naloxone by Police Scotland officers has been discussed extensively, including within the Drug Deaths Taskforce, who are fully supportive. The subject was presented at the Police Scotland Strategic Leadership Board in January 2020, whereby it was proposed to undertake a Test of Change exercise, to explore the benefits and perceived issues around Naloxone carriage, whilst allowing development of future evidence-based policy.

The Chief Constable subsequently approved the development of proposals for a Test of Change and the creation of a Delivery Steering Group (DSG), with representation from relevant partners. Any decision to continue to a Test of Change thereafter, remains with the Force Executive.

The inaugural meeting of the Naloxone Delivery Steering Group took place on Thursday 12 March 2020 and was chaired by Assistant Chief Constable Ritchie. It was a well-attended meeting, with representation from a wide range of external stakeholders and an array of internal Police Scotland business areas. The Group considered and agreed its Terms of Reference and actioned several work streams to progress the proposals.

The Substance Harm Prevention team produced an addiction stigma video which has contribution from people in recovery, family members, Police Scotland and NHS Scotland. Work has also continued in providing opportunity to all new probationary officers to receive Naloxone awareness training within Tulliallan. This input is provided in conjunction with Scottish Drugs Forum and will ensure, through the cascading of information within Divisions, that a greater understanding of Naloxone and its use is seen within operational policing.

Police Scotland and the Scottish Government, in conjunction with Crimestoppers, launched the ‘Drug Dealers Don’t Care’ campaign which ran from June to July 2019. It aimed to raise awareness of drug dealing in Scotland and show the exploitation by drug dealers of those who may be vulnerable or experiencing a challenging or difficult time in their life. It also

encouraged the reporting of drug dealing activity in communities. The campaign generated significant media interest with overwhelmingly positive comments.<sup>16</sup>

Crimestoppers noted that the campaign generated a 55% increase in information about drug dealers, manufacturers and suppliers compared to the previous month. This information was captured and progressed showing that by working together with key partners we are able to deliver on shared priorities.

Missing people are a high priority for Police Scotland and often have a significant impact upon our resources. The Royal Edinburgh Hospital (REH) is the single mental health facility serving Edinburgh. Staff within REH are experienced and work very well with police when individuals leave the care of the hospital without having been discharged.

Through a joint, sustained and evolving commitment to partnership working and information sharing, as well as the redesign and upgrade of hospital facilities, demand has significantly reduced. In 2019/20 there were 583 missing persons from the REH when compared to 2016/17 where there were 1,324.<sup>17</sup>

The National Safer Communities Children and Young People team, along with Dumfries and Galloway Division and our partners, has led on the development of an innovative approach to addressing vulnerabilities and risks of harmful behaviour in young people. This has taken form of a pilot which has focused on a test of change policy which allows officers and partners to review the available interventions for addressing harmful behaviour, while avoiding criminalising young people for minor offences which have occurred within care house settings. This has been delivered and is in the process of evaluation with a view to wider testing and adoption across Scotland.

Safer Communities has 16 officers who work in partnership with the Wheatley Housing Group with the principle aim of facilitating the effective sharing of intelligence between agencies and supporting collaborative working to identify and tackle crime and antisocial behaviour issues within the Wheatley communities.

A wide range of opportunities for the development of officers and staff were undertaken in the reporting year, with our people deploying to a range of countries across Africa, Asia and the Caribbean, supporting programmes of work aimed at delivering international training, building international collaborative partnerships and providing specialist advice and mentoring. The focus of that work was the protection of vulnerable people, tackling sexual and gender based violence and supporting gender equality in policing.

### **3. Design, develop and support local preventative approaches to reduce harm and demand**

This objective describes how Police Scotland's local prevention approach reduces harm and demand.

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<sup>16</sup> [Q3 Performance report](#) p12

<sup>17</sup> [Q3 Performance Report](#) p17

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Police Scotland has a network of Missing Persons co-ordinators located across our 13 local policing divisions. Supported by the National Missing Persons Unit, the network has a critical role in identifying and sharing best practice across divisions. One such development has seen the development of a 'Not at Home' policy for missing people which provides clear direction to Police Scotland and our partners as to joint responsibility to manage the risk posed to young people who are in local authority care. It provides a framework of tactical options for each organisation.

£19 million seized from criminals was distributed in 2019/20 as part of the CashBack for Communities scheme. This money has been shared with a number of organisations to further their work in diverting at-risk youths away from potentially criminal or anti-social behaviour. There are examples from across Scotland, one of which relates to a unique collaborative project in Edinburgh, where local officers work alongside a number of partners to engage and empower vulnerable young-people to make positive life choices.

This partnership helps break the cycle of offending and prevent individuals from entering the criminal justice system. The scheme has seen offending reduced by up to 80% since its inception. The funding will ensure this vital work continues and even expands in the coming years.<sup>18</sup>

Drug trafficking remains one of the largest criminal market for Serious Organised Crime Groups (SOCGs) and the increasing number of drug related deaths across the country illustrates the significant level of harm this causes. Drug related deaths in Scotland are almost three times higher than the rest of the UK, Scotland also exhibits the highest level of recorded drug related deaths.

Total drugs offences sits at 35,303 for 2019/20, which is an increase of 3.6% (1,223 more crimes) compared to last year, and a 5.4% on the five year mean<sup>19</sup>.

We continue to investigate every drugs death in Scotland to establish any criminality involved and deal with this appropriately. Whilst we rightly maintain a focus on enforcement against those presenting a risk to our communities, including suppliers and organised crime groups, Police Scotland is also fully committed to working in partnership to deliver early intervention, education and positive pathways for individuals with addictions, away from inappropriate police involvement.

In August 2019 the Dundee Drugs Commission issued findings into the increasing number of drugs deaths occurring in the city. The Commission highlighted the importance of continuing a partnership approach between police, health and other services and recognises that drug use is a health and social matter. While there is a continuing role for police in terms of enforcing the law, there is a wider recognition that drug users are victims and that wide ranging support from a variety of agencies is needed to help people combat addiction.

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<sup>18</sup> <https://spi.spnet.local/policescotland/news/Pages/Edinburgh-Youth-Project-Receives-CashBack-for-Communities-Funding.aspx>

<sup>19</sup> Q4 Performance Report (draft)

Safer Communities works closely with divisions to support them in ensuring that we are using Stop and Search as an effective policing tactic in detecting and preventing crime. These searches are through intelligence led and proactive policing and help us address our local and national policing priorities through effective use of our powers. Over 41,000 searches were carried out 2019-2020 with a positive stop search rate of 36%.

#### **4. Build, develop and maintain effective local partnerships**

This objective describes how Police Scotland is effective at local partnership working. We continue to work hard to maintain and strengthen local partnerships and our formal structure reflects this priority across the organisation. We have an Assistant Chief Constable designated to lead on Partnerships, Prevention and Community Wellbeing (PCCW).

Place centred policing emphasises the need for our local divisions to build, develop and maintain local partnerships. PPCW provide guidance to divisions to achieve this and works with partners in Community Planning Managers Network and the Community Planning Improvement Boards to look for additional ways in which we can build improved partnerships.

The multiple and complex socio-economic challenges within Scotland are placing increasing pressures across the system as members of the public often fail to receive the right support from the right provider at the right time they need it. Partnership and collaborative working sit at the heart of taking a public health approach to policing, and ensuring the public receive the right help when they need it from the best equipped partner. This work looks at understanding the causes of the causes, and trying to intervene early to prevent harm being caused to the individual and their families. We are looking to embed a whole system approach which recognises the interconnectedness of those that can contribute or are affected by the issues.

Our academic research partners also assist us in understanding the relationship between alcohol, violence and vulnerability.

Police Scotland understands the importance of our commitment to strengthen effective, longstanding partnerships and provide support for the development and design of services to improve safety and wellbeing in our communities.

**Case study**

The North West Edinburgh Community Alcohol Partnership (CAP) is just one example of the many ongoing initiatives Police Scotland is part of to help improve our community's health and wellbeing.

In 2020 local officers were awarded for Scotland's CAP of the year 2019 for their work on alcohol intervention and education in the North West area of Edinburgh. The CAP is designed for social enterprises that want to use their profits for the public good and aims to bring together a range of professionals in order to tackle underage drinking and the associated anti-social behaviour.

The partnership collaboration involves police, trading standards, alcohol retailers, youth groups and other agencies working together to reduce harm to the community from alcohol through education, enforcement and diversionary activities.

Work is under way to enhance officer understanding of the need for collaborative, connected and compassionate work with a 'person centred approach', involving all emergency services. The Mental Health & Suicide Prevention Awareness (MH&SPA) team within Safer Communities has liaised with the Scottish Police College probationer training team to create more realistic operational scenarios in the programme to better prepare new officers for the challenges and situations they will face on completion of their training.<sup>20</sup> This development work will continue into 2020/21.

Scottish Government's Distress Brief Intervention (DBI) programme is currently in operation in four test areas around Scotland - Lanarkshire, the Scottish Borders, Aberdeen and Inverness. DBI is an innovative approach to help people in distress manage their immediate and future episodes of distress through compassionate and connected support initially from frontline emergency services, including police officers, and subsequently third sector support agencies who provide 14 days of support within a 24 hour period. Police Scotland is an instrumental member of the DBI Programme Board.

DBI will be evaluated in March 2021, with current reviews and findings showing that the programme is ensuring that people in distress are getting the support they need, allowing officers to return to frontline duties confident that people are being treated with compassion. As at February 2020, 6600 referrals had been made to DBI with 19% of these made by police officers. 85% of those who engaged in DBI were concluded cases. It may have prevented some deaths by suicide.

DBI provides busy frontline staff with additional option for the effective management of a wide of range of distress presentations and equips those who present to frontline services with skills and supports to manage their distress in future. This is reducing future presentations to frontline services.

On 1 December 2019 a resilience partnership was formed to ensure a collaborative response to a reported gas outage within the Falkirk area of Forth Valley affecting over

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<sup>20</sup> [Q2 Performance Report](#) p33

8,000 homes. The multi-agency coordination was initially led by Police Scotland and supported by Scottish Government Resilience Division. The matter was successfully resolved within 72 hours by SGN with the vast majority of user’s facilities reinstated by this time. The incident and subsequent response from partners received national media coverage with responders being praised by the DFM and members of the public for the collaborative response<sup>21</sup>.

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

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

Missing persons from the Royal Edinburgh Hospital by year			
2016	2017	2018	2019
1,324	866	645	583

These scenarios will provide useful experiences, invoke discussions and ultimately lead to better decision making by our officers, to the benefit of persons in the community suffering from distress or mental ill-health. This will approach has been incorporated into the new SQA Apprenticeship starting in April 2020.

This demand has reduced due to the work the hospital has undertaken to through a joint, sustained and evolving commitment to partnership working and information sharing.

**5. Improve our support services to enable the delivery of effective local policing**

This objective describes how Police Scotland has improved support services to deliver effective local policing.

Adult concern calls have risen by 13.7% in the last two years<sup>22</sup>, with a significant proportion of calls relating to vulnerability. The new Contact Assessment Model, detailed in objective 1, improves the way we triage and respond to contact from the public so that our local divisions can do more to protect the vulnerable and ensure every individual gets the right response when they contact Police Scotland.

Historical sexual abuse is a particularly difficult area of criminality to impact upon. Police Scotland understands that not every person may feel ready or able to speak about the abuse they have experienced in childhood or some years previously, however it is important that survivors of abuse know we are here to listen and that we can provide relevant support services when they feel ready.

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<sup>21</sup> [Q3 Performance report](#) p18

<sup>22</sup> [Annual Police Plan 20/21](#) p7



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We rely heavily upon survivors of abuse coming forward to report the crime. By building the confidence to report and trust that survivors have in Police Scotland, we are then in a position to assess the current risk posed by the abuser and ensure that no further persons are at risk in our communities. A report may also lead to an abuser being brought to justice. With this in mind, Police Scotland has recently launched an 'Information for Adult Survivors of Childhood Abuse' animation film. The film aims to raise awareness among adult survivors of how to report childhood abuse to police, criminal justice processes, and the existence of survivor support services.

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



Since the inception of Police Scotland, we have developed 60 co-locations with our public sector partners.

In 2019/20, year to date, we have delivered the following projects:

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

A further seven co-location projects are ongoing at:

- **Kirkcaldy** - Scottish Courts and Tribunal Service (SCTS) taking space with Police Scotland in Kirkcaldy Police Station.
- **Kirriemuir** - Local Council to take space within Police Station to create local hub office. In progress.
- **Monifieth** - Co-location within local library. Proposal stage.
- **Peterhead** - Co-location/collaboration with local Council.
- **Haddington** - Co-location/collaboration with local Council
- **Kirkcudbright** - Co-location with Scottish Fire & Rescue Service within local fire station.

- **Carnoustie** - Co-location with Angus Council in local offices

A divisional estate planning exercise is under way with further co-location / collaboration opportunities to be identified, explored and developed with our partners. These will then be prioritised and incorporated into our future estate transformation implementation plan.

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

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

Further detail on our estates management and strategy can be found under outcome 5.

### **Outcome 3**

**OUTCOME: Public and communities are engaged, involved and have confidence in policing**

Community engagement is vital to policing. Police Scotland aims to increase the presence of policing in local communities and also its knowledge of local communities.

Success means that: *The public feel that they have a voice in shaping our policing approach. People will feel that Police Scotland delivers a service that builds their confidence in policing.*

#### **1. Enhance public contact and ensure our services are available by a range of accessible channels**

This objective describes how Police Scotland has improved public contact access to its services.

During 2019/20 Police Scotland has been developing a new public contact and engagement strategy with the public, our people and senior management teams. This will be presented to the Scottish Police Authority Board early in 2020/21 and is fully aligned with the outcomes and objectives of *Policing for a safe, protected and resilient Scotland*.

The development of a strategic approach to public contact and engagement is driven by UK and EU legislation, government strategy and the impact of change in Scotland. It also responds to HMICS recommendations that Police Scotland should develop a public contact strategy, which sets out multi-channel approach to engagement and service provision, and includes publication and monitoring of standards of service.

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At the UK level, the strategy is aligned with NPCC's emerging revised contact and digital policing strategies, the Scottish Government's digital strategy and guidelines for community engagement.

This work has included assessment of our current state and reviews of external and internal research evidence, drawing on worldwide experience of public contact and engagement technologies in blue light services. This includes public focus groups and insights gathered through online surveys, internal focus groups, workshops, shadowing, journey mapping and data review.

The draft strategy focuses on making contact channels accessible (for the public to use with ease), relevant (and supportive to the user circumstances) and responsive (adhering to our standards of service). This will require digital transformation to improve the ease, speed and accuracy of public contact, and to make the experience of contacting the police as helpful, personal and reassuring as speaking to an officer.

The strategy addresses how we might develop our contact platform so it is more accessible and supportive to people's circumstances – using voice, video and text, social media, and providing face to face reassurance where needed. And how we can meet expectations of high visibility and personal contact with different communities and groups in the physical and virtual spaces.

Officers and staff are users too and have the greatest impact on public experience. They must be supported to serve our communities and handle new demands – with easy access to the right information, learning environment, resources and technology to provide the appropriate response.

The strategy is underpinned by best practice design principles for improving the overall public experience; these are aligned to our core values, our user experience mapping, public and operational frontline insights. They will be implemented by four key enablers – aligning the public experience with our people, data and technology, and how we work with others.

The replacement of our national contact platform (UCCP) will enable voice, text and video (Next Generation 999), as part of a two way conversation. This will significantly transform our communications, enabling the operator (with a callers consent) to activate digital contact for providing a more robust assessment of the situation. For example, connecting with a smart phone during a call to identify the caller's precise location, communicate in another language, and live stream what's happening. Text and video are welcomed by the public in situations where the person is afraid of being overheard, is not confident or unable to speak; and for capturing live evidence.

The provision of BSL interpreters when required by police has been improved as a result of feedback received from deaf BSL users and BSL / English interpreters regarding the inability of spoken language companies to understand the needs specifically relevant to BSL. Procuring direct from BSL service providers will ensure maximum community benefit with the needs and concerns of the deaf, deafened and hard of hearing community being better

understood and provided for.

## **2. Maintain and enhance public and community (user) satisfaction**

This objective describes how Police Scotland is improving user satisfaction with its services. In January 2020, a redesigned and refreshed approach to understanding public experience with Police Scotland services was launched. Previously, Police Scotland measured satisfaction with its service with User Satisfaction Survey (USS) – a telephone survey with members of the public conducted by police officers and staff every month.

User Experience Surveys (UES) have been introduced which will aim to evaluate perceptions of performance and effectiveness. They are conducted by a market research agency, Progressive Partnership Ltd, to ensure the validity and robustness of research and insight quality.

Each month a random sample of people who have contacted Police Scotland to report an incident and crime are contacted to share their opinion about the service they have received.

Given the difference in questions set and methodology used, it is difficult to compare all the results of the UES to those of the previous USS.

However, four questions across the two surveys remain comparable. These are outlined below.

### **Q - Satisfaction with attending officers**

Despite the changes in methodology and question, there were no significant differences between the feelings of satisfaction with attending officers between 2018/19 and 19/20. Satisfaction with attending officers remains very high, with 90% of respondents reported to be satisfied or very satisfied with their initial contact with Police Scotland.

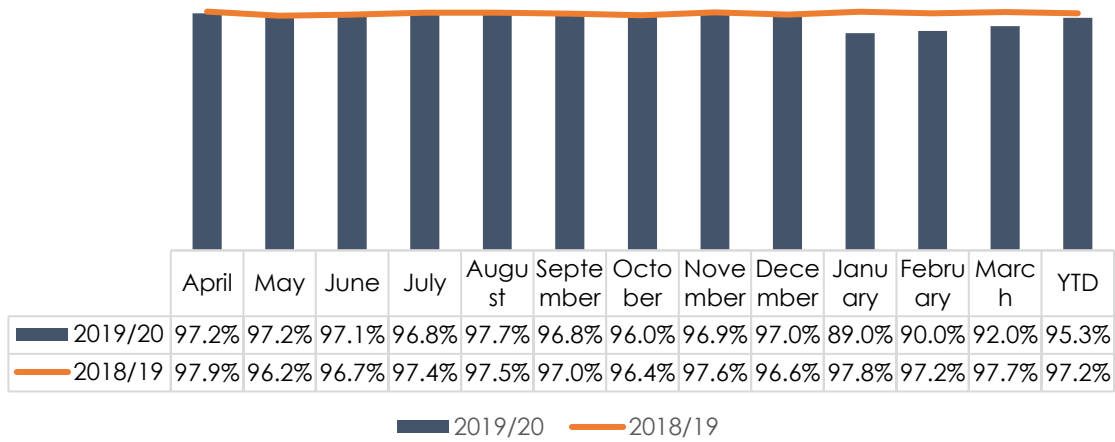
### **Q - Satisfaction with initial contact**

The USS asked, “How satisfied were you that the staff member you spoke with was both professional and courteous when you contacted Police Scotland?” The UES asks, “During the initial contact, how satisfied are you with the way you were treated by a staff member on the <contact method>?”

Since January 2020 there has been a fall in the percentage of respondents reporting that they were satisfied with their initial contact. This is likely due to the change in data collection methods.

Despite this fall, overall satisfaction with initial contact remains very high, with an average of 95% of respondents reporting they were either satisfied or very satisfied with their contact during 2019/20. This is shown on the Figure below.

**Satisfaction with initial contact:** Since January 2020 there has been a small dip in confidence that is likely attributable to changing data collection methods



**Figure 1:** Measures of satisfaction with initial contact with Police Scotland in the USS & UES. Source: [Police Scotland data (April 2018 - January 2019) and Progressive Partnership LTD data (January - March 2020)]

**Q - Satisfaction about incident updates**

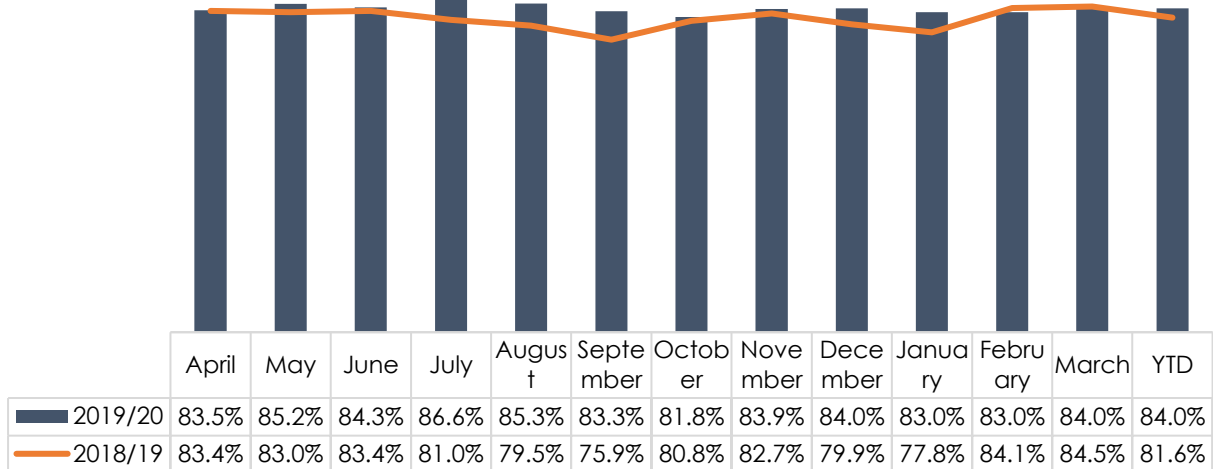
Overall satisfaction with incident updates remains consistent across 2018/19 and 2019/20. However, there has been a slight drop in the percentage of respondents reporting that they were satisfied since the introduction of the User Experience Survey in January 2020. This is likely attributable to the change in data collection methods.

**Q - Satisfaction with Police Scotland**

The USS asked, “What was your level of satisfaction with the way the police dealt with the incident you reported?” The UES asks, “Based on your overall experience, how satisfied are you with Police Scotland?”

Satisfaction with Police Scotland was higher in 2019/20 than in 18/19. For 10 of the 12 months of 2019/20, levels of satisfaction were higher than in 2018/19. The introduction of the User Experience Survey had no notable effect on reported levels of satisfaction.

**Overall satisfaction with Police Scotland:** The average for 2019/20 was slightly higher than the average for 2018/19



**Figure 2:** Measures of satisfaction with Police Scotland in the USS & UES. Source: [Police Scotland data (April 2018 - January 2019) and Progressive Partnership LTD data (January - March 2020)]

### 3. Improve the reach of our public and community engagement initiatives

The objective describes the how Police Scotland is improving the reach and variety of engagement initiatives.

In August 2019, Police Scotland moved to using [Citizen Space<sup>23</sup>](#) as the online tool for internal and external engagement and consultations.

Citizen Space hosts engagement activities run by Police Scotland including local and national consultations and surveys. The site is compliant with General Data Protection Regulations and provides the organisation with an oversight of live, planned and past consultations by theme, geographic area and ‘We Asked, You Said, We’re Doing’ feedback.

Citizen Space is fully compliant with accessibility standards, meets government digital accessibility standards and allows for British Sign Language videos to be embedded within and for responses to be received in this format.

In 2019/20, the Strategy, Insight and Innovation department designed and supported a range of public engagement, surveys and consultations on the Police Scotland Consultation Hub. Overall:



**Over 22,000 responses received to engagement (April 2019 – March 2020)**  
**311% increase**

This includes the following engagement activities:

<sup>23</sup> [Citizen Space website](#)

Activity	Timeline	Overall response	Demographics overview	Public report
<b>Police Scotland Football Engagement Strategy</b>  Survey	7 weeks engagement period	<b>6,817 responses</b>  <b>The biggest Police Scotland survey with football supporters.</b>	BSL video of the survey available.  A good mix of responses from football supporters and communities living in areas where football happens.  <b>Great response from younger people</b> – 2% were aged under 16, 22% were aged 16-25.  16% of respondents were female and 6% considered themselves to have a disability.	<a href="#">Consultation Hub update</a> (including you said we're doing feedback)
<b>Children and young people</b>  Face-to-face engagement and public survey	5 months engagement	<b>1,609 responses</b> <ul style="list-style-type: none"> <li>• 1,159 online survey responses</li> <li>• 450 from face-to-face engagement with officers at festivals</li> </ul> <b>The largest survey run by Police Scotland with children and young people.</b>	Wide reaching national engagement via Police Scotland social media and at festivals. Lewis Capaldi joined the campaign during TRNSMT. One of the most successful Instagram posts by Police Scotland.  61% were aged between 12-15 years old, and 38% aged between 16-18 years old.  The sample provided a good split of male and female respondents.	<a href="#">Engagement report (PDF)</a>  <a href="#">Consultation Hub update</a> (including you said we're doing feedback)
<b>Use of pyrotechnics in Scotland</b>  Survey	4 weeks	<b>693 responses</b>  Police Scotland and SFRS targeted survey to relevant stakeholders		
<b>Your Police survey 2019</b>	7 weeks	<b>11,656 responses</b>	A great response from across all demographic groups, making the survey	<a href="#">Engagement report</a>

Face-to-face engagement and public survey		Police Scotland’s largest survey at that point.  This is in the top 20 of biggest consultations ever hosted on the platform of thousands of published consultations worldwide.	representative of Scotland’s diverse communities.	<a href="#">Consultation Hub update</a> (including you said we’re doing feedback)
<b>Policing for a safe, protected and resilient Scotland</b>  Consultation	6 weeks	<b>1,451 responses</b>	A good representation across different demographic groups.	<a href="#">Engagement report</a>  <a href="#">Consultation Hub update</a> (including you said we’re doing feedback)

**4. Use insights and feedback to shape and improve our services**

The objective describes how Police Scotland is using insights and feedback to shape and improve its services.

From 12 November to 31 December 2019, the **Your Police** survey asked the public and organisations what issues the police should prioritise in local areas. The survey gained an in-depth understanding into local requirements across different areas for local policing to support. The questions explored:

- Feelings of safety in own area;
- Concern about crime in local area and how local police can address;
- People’s priorities for local policing;
- Experience of contacting and engaging with the police;
- How people would like to engage with local police in the future.

The survey received 11,655 responses from across Scotland, 316 of which were from local organisations. Over 8000 open text responses were received, providing significant qualitative insights.

The survey insights were used to inform the Local Police Plan relevant to respondents’ local authority area.

The public report can be found on Police Scotland consultation hub website:

<https://consult.scotland.police.uk/surveys/your-police/>

Police Scotland asked the public how they want to engage with the service about football policing. The survey asked for details of any experience of football-related engagement with Police Scotland, including feedback on positive and negative experiences, alongside suggestions for improvement.



Overall, 6,817 responses were received from a mix of football supporters (95%) and non-football supporters (5%), and 57% of survey respondents live or work in an area where football takes place.

These insights will directly contribute to the development of a new engagement strategy, making sure football supporters and communities are involved in how Police Scotland works at football.

### Key insights from football engagement

#### Engaging with us

- 77% of people said they had not previously engaged with Police Scotland about football.
- 41% of football supporters said that they want Police Scotland to engage with them about football policing in the future.

#### Methods of engagement

- Engagement carried out via a club – 30%
- Police Scotland local social media accounts – 20%
- Passing on information from other sources such as traffic and travel information – 16%
- Face-to-face meetings – 15%

A public update can be found on the Police Scotland Consultation hub website: <https://consult.scotland.police.uk/surveys/football-engagement-strategy/>

The public consultation on the Joint Strategy for Policing, *Policing for a safe, protected and resilient Scotland* took place between 20 January and 2 March 2020.

The Scottish Police Authority and Police Scotland wanted to gather the views of the communities of Scotland on the long-term strategic direction of policing. An online consultation was launched to support ongoing conversations. Feedback was captured online using Police Scotland Consultation hub platform, and through written feedback.

In total, the consultation received 1451 responses – 91% of these responses were from individuals and 8% were from organisations. In total, approximately 2,455 free text responses were received.

Feedback from this consultation and from key partners was considered and used to finalise *Policing for a safe, protected and resilient Scotland* before the plan was approved by the Scottish Police Authority, endorsed by the Cabinet Secretary for Justice and laid before Scottish Parliament. The comments received will also inform future strategic work, such as Police Scotland's approach to cybercrime and the environment.

Police Scotland wants to listen to young people and learn about their views of the police - how it's currently working and what it could do better. We want to understand the issues that affect young people and influence the way the police work, now and in the future. As part of our 2019 Summer Safety campaign, we carried out focused, national engagement with children and young people to transform how we involve young people in shaping our approaches. As part of this engagement, we launched an online survey and attended festivals and events during the summer to listen to young people's feedback about the police.

Using our established and far reaching network of partners we can extend the reach of our community engagement, which has proved effective in 2019/20 surveys which saw record numbers of responses.

The national survey closed on 1 December 2019, achieving 1,609 responses (28% of respondents were engaged at music festivals during the summer). This is the largest survey run by Police Scotland with children and young people (aged 12 -18 years) and captures quantitative and qualitative feedback on how young people feel about their safety and how the police might be more accessible and approachable for them. The results are being used to help shape Police Scotland's approaches to communicating and engaging younger people.

#### **Key insights from children and young people**

- "Speaking to young people regularly and getting to know us Police should be more aware of trauma and how it affects young people."
- "As there's no community police where I live I think it would be really helpful for there to be police that routinely go around the town to keep things in order accordingly."
- "Patrols around different areas to be safe come into schools and talk about different do's and don'ts."
- "Just engage a little more. A little hello could go a long way. It could encourage younger people to feel comfortable approaching police officers. As they'd feel like it's okay to speak. Some police officers are fantastic and always engage with the public however some are quiet which could possibly stop younger people to feel welcome to start a conversation about an issue."

#### **5. Develop our approach to understanding and improving public confidence**

This objective describes how Police Scotland developed its approach to understanding public confidence.

Police Scotland has been working with the Scottish Government to refresh questions in the Scottish Crime and Justice Survey on public confidence for relevancy which will help the service to act on the findings. The team has been working with their research team who manage the survey and engaged the public confidence steering group / satisfaction user group for feedback.

Based on Police Scotland's advice, the Scottish Government has included additional new questions to address the current gaps: measuring public confidence in Police Scotland as a national service as well as at a local level; reasons why the public think the police are doing a good or bad job; confidence in Police Scotland's effectiveness to police public events in local area; support victims of crime; awareness of the SPA's role and perceived effectiveness; awareness of community engagement by local police; expectations around local communications and social media presence; and friendliness/approachability of police in local area.

The Scottish Government has also agreed to do further analysis of the survey data to give clearer insights on perceptions of visibility (physical and virtual) and contacting the police.

Both the previous Your View Counts survey and the replacement Your Police survey include a question on public confidence on police in local areas. This has also been captured in the User Satisfaction Survey.

As detailed above, we refreshed our User Experience Survey to better understand the public experience of interacting with our C3 call operators and attending officers – particularly in relation to our values and behaviours which we know strongly influences public confidence and trust in police services.

Our public contact and engagement strategy has been designed to improve public confidence and trust in police – through making our contact and engagement accessible, safe and responsive. This includes the main drivers of public confidence - community engagement, visibility (in the physical and virtual space), and, our values and behaviours. The strategy was informed by focus groups and a large survey including communities across Scotland, which captured in-depth insights into public confidence, perceptions and experience of policing.

This year we introduced a Public Engagement Framework <sup>24</sup>to embed a clear and consistent process to our local and national engagement activities, ensuring they are accessible, inclusive and lead to action. The framework is aligned with the National Standards for Community Engagement and has been tested with services undertaking engagement.

The framework includes best practice principles for establishing meaningful and effective engagement that involves genuine dialogue, transparency and accountability. The priorities are to:

- Increase accessibility the of our engagement activities
- Talk and listen to diverse communities and groups
- Combine local and national engagement and insights

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<sup>24</sup> [Police Scotland Public Engagement Framework](#)

**Outcome 4**

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

Police Scotland must ensure the working environment is inclusive, diverse and supportive. It means that our people are supported and equipped with the right skills and tools to carry out their roles.

Success will mean that: *Police Scotland's officers and staff have the necessary skills, resources and technology available to them. We will have a positive working environment that supports the wellbeing and development of our people.*

**1. Implement a strategic workforce plan to build a diverse workforce that has the right size, shape and capability.**

This objective describes what progress Police Scotland has made to implement a strategic workforce plan.

In June 2019 Police Scotland launched a Framework for Strategic Workforce Planning 2019-2026. This framework recognises that our workforce is our most important asset and focuses on key aims relating to workforce capability, flexibility and diversity. Significant and intensive work is under way to develop Police Scotland's strategic workforce plan for consideration and implementation from late 2020.

We have taken industry best practice and implemented a 6-stage workforce planning methodology which had been used successfully in the NHS and other large public sector bodies.

Staff and officer turnover rates: turnover rates for police officers have remained largely unchanged over the past four years, with a slight increase to 5% in the period October 2018 to September 2019. This is marginally above the four year average of 4.8%.

The police staff turnover rate has reduced to 7.1% in the period October 2018 to September 2019, which is below the four year average figure of 8.1% for the second consecutive year<sup>25</sup>.

Work is ongoing developing the Strategic Workforce Plan to ensure assumptions and predicted future workforce profile and resource requirements are fully captured, benchmarked, itemised and planned, with a view to changing our workforce profile to better deliver on the joint strategy.

A detailed programme of future work covering a period of 12 months was agreed in principle and reported at the SPA Board in November 2019. This detailed the structure of the future draft plan at macro and micro levels, the approval structure at each level, and a timeline for production of a completed plan in November 2020.

<sup>25</sup> [Q2 Performance Report](#) p54

## 2. Create a positive environment for our people to achieve their potential

This objective describes how Police Scotland creates a positive environment to enable people to reach their potential.

In April 2019 the Chief Constable announced six personal commitments to the officers and staff of Police Scotland.

### Chief Constable's Commitments



When launching his commitments the Chief Constable recognised people are key to the success of Scottish policing both now and in the future and that these commitments will enable, empower and develop our officers and staff to deliver excellence in policing, to the ultimate benefit of the public we serve.

One year on since their inception significant progress has been made against these commitments to the benefit of individuals, and the wider organisation.

#### Communication and Engagement

A quarterly online Chief's forum has given staff and officers within the organisation three opportunities thus far to raise their important issues and questions with the Chief constable and force executive. From these initial sessions a vast array of questions have been answered and has showcased the value of clear lines of communication and engagement.

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Topics have been wide ranging from wellbeing and promotion processes through to partnerships, budgets and pay and conditions.

The deployment of Wellbeing Champions and Your Say surveys have provided further scope for individuals to have their say in shaping the development, and future of the organisation. Efforts have also been made to ensure that the Intranet is fully utilised and continually updated to ensure staff are kept well informed of important information.

### **Probationary Training**

Development of the new probationer training programme continues with efforts to modernise teaching resources and materials, along with delivering training on a number of electronic platforms such as Interim Vulnerable Persons Database (iVPD) and the National Missing Persons Database. This work, along with enabling earlier access to police systems (Scope, Outlook and the Intranet) will allow new officers to utilise these tools at the earliest opportunity and use online training platforms. Looking forward work is due to commence on the development of a new tutor's constable course and open distance learning material to deliver a truly modernised training programme.

### **Trauma Informed**

National Safer Communities Children and Young People team have led on Police Scotland's actions to support the Scottish Government's aspirations that Scotland's workforce will become Trauma Informed. This has included a review of current processes within policing and along with National Health Service Education Services we are supporting the roll out of a national programme of awareness raising. This has included bespoke inputs to specialist officers and specific groups including probationers, public protection and detective training. The overall objective is to incorporate a trauma informed approach as we develop policing services, including working alongside our partners, to reduce the impact on young people caused by trauma.

### **Promotion and Performance**

Recognising that our people are the heart of our organisation, efforts have been made to enable those who wish to develop and advance clear pathways and opportunities to do so.

A new promotion system has been launched in 2020 and will be trialled with the next Superintendents promotion process. This is a new values-based system which takes account of the candidate's day-to-day performance. This improved system has been brought in as part of the Chief Constables commitment to staff to improve promotion processes. The change follows a range of feedback from staff at all ranks requesting that their everyday performance be recognised as part of the process.

A new promotions process and an Accelerated Leadership Pathway have been launched, detailed under objective 4.

### **Uniforms**

A range of new, fit for purpose uniform items have been procured based on engagement with colleagues to identify the most suitable items. Police Scotland officers are now permitted to wear police issue 'baseball' caps as gender-neutral headwear. The baseball

style caps have been widely used by specialist officers for a number of years and other UK forces have adopted them as a non-gendered option. The decision is in line with our commitment to support an inclusive workforce and organisation.

### **Mental Health & Wellbeing**

Commitment to staff wellbeing is a vital aspect of the organisation and has rightly received a great deal of focus on ensuring staff have the tools and to support their physical and mental wellbeing. A programme of inputs is currently being delivered by the wellbeing and inclusion team which highlights access to support services and self-care. With the increasing rollout of mobile devices, the Backup Buddy app has been specifically developed to provide useful information in an accessible, yet private way for officers.

Violence against officers is a vital matter that requires attention to ensure officers are supported and steps taken to mitigate risk, to this end a 'Your safety Matters' Diamond oversight group has been established to conduct an analytical assessment to understand the current situation and take steps to mitigate any potential risks.

### **Divisional Funding**

A dedicated financial provision has been assigned to all Divisional Commanders in recognition of Police Scotland's commitment to local autonomy and to ensure individual divisional needs can be met, as far as possible within current financial constraints. As we evolve as an employer and the employment landscape across Scotland continues to develop, we are looking at new ways of attracting talented people to come and work with us. Work has begun to develop a Modern Apprenticeship framework and is at an early stage at this time.

We want Police Scotland to be an employer where people can thrive and achieve their potential, whether that be gaining significant experience in their role, specialising, or if they choose to, put themselves forward for promotion.

## **3. Promote the health, safety and wellbeing of our people**

This objective describes how Police Scotland promotes the health, safety and wellbeing of our people.

The Chief Constable made a number of commitments to staff in 2019 as described earlier.

We are committed to improving wellbeing and recognise that it is vital for building a healthy and engaged workforce, equipped to deal with the changing demands of policing in Scotland. Figures show that mental health significantly affects our officers and staff, acting as the biggest reason for absence. The number of days lost to psychological illness during the April to June 2019/20 period increased by 5.5% (2,060 days) compared to the same period previous year.<sup>26</sup>

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<sup>26</sup> [Q1 Performance Report p8](#)

Assault of emergency workers remains an area of focus for Police Scotland. Common assault figures are up 5.7% (407 more crimes) from last year, 12.0% (806 more crimes) when compared to the five year mean.<sup>27</sup>

Under Your Safety Matters a series of focus groups were undertaken between October 2019 and February 2020. Each group comprised 6-8 participants - over 100 colleagues participated from different divisions and locations: special constables, constables, sergeants, inspectors, chief inspectors, CJPCSO and PESA. The groups explored colleague experience in relation to injuries and assaults on duty, gaps and challenges in current post-incident processes, opportunities for improvement, and any regional variations in post incident processes.

A strong theme emerging from the research was about culture and the police approach to managing safety and wellbeing. The approach was considered to be process driven, with more focus needed on creating positive working environments to support and understand the needs of the individual.

To continue to support our people and sustain positive working environments, we must focus more on being a values-led organisation. Including behaviours such as compassion, bringing empathy to interactions and focusing on the individual to understand their circumstances for providing the appropriate support for them.

This includes supporting our people who have been assaulted through the criminal justice system so that they feel treated fairly and with respect - there is strong feeling that officer assaults are not treated as seriously as assaults on civilians. This understanding is based on officers' perception and own experience of reporting exposure to violence - cited as a reason for under-reporting of assaults.

The research identified a need to develop and reinforce the following:

- The support, which is available for managing wellbeing and mental health, with protected time
- Training for supervisors and management teams to manage wellbeing, create supportive environments and ask the right questions - where people feel safe to talk about how they're feeling and what affects them
- Workplace social spaces for peer interaction, building personal relationships, trust and support

Other areas for action include raising awareness of the reporting process and support available, and streamlining our processes to encourage more people to report an assault or near miss. We can also use our data better to track patterns of repeat assaults and why these might happen to target improvements and prevention. Equipping frontline officers and staff with good communication and engagement skills for diffusing confrontation and preventing an assault - this should be a consideration particularly for repeated assaults.

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<sup>27</sup> Q4 Performance Report (draft)



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Wellbeing has been a key priority for the service for some time and numerous initiatives and projects have been completed in the last year all across divisions and departments. Local funding was made available to divisions to spend on items which would improve local wellbeing. Improvements in décor, furnishing, lighting, amenities were common examples of local improvements.

Recognising that mental health plays a key part in overall health and that there has been an historic stigma attached to people talking about mental health issues, Police Scotland undertook a range of initiatives including launching the Backup Buddy app.



This free app has a range of advice, case studies, testimonials, offers of help, contact details and signposts users to a variety of help services. The app features powerful video case studies from a selection of officers and staff telling their story in relation to their own mental health conditions, experiences and journeys.

### **Case Study – Health and Wellbeing Project Officer**

In our Highlands and Islands Division it was recognised that due to the unique challenges experienced through remote and island working, that our staff can potentially be exposed to a higher proportion of challenging incidents.

Funding was secured from Police Care UK to employ a Health and Wellbeing Project Officer. This new project officer will work in collaboration with the charity SeeMe which aims to directly challenge the stigma and discrimination which often surrounds mental health.

Police Scotland Health and Safety advisers have been instrumental in continuing to raise standards across a wide number of business areas throughout the last year. This team produced specific risk assessments for large scale events such as the Scottish Open Gold events, the Solheim Cup, Summer City, Festival Fireworks and Hogmanay among others. They have delivered a range of corporate training events improving the knowledge base of senior managers and rolled out nationally a Health and Safety Assurance model providing advice and guidance to all divisions.

In addition to providing training, advice and guidance, this team attended a number of challenging operational incidents to provide health and safety support to incident commanders. These incidents included a fatal gas explosion in Fountainbridge, Edinburgh, a

wilful fire raising scene at Peebles High School, and house fires and building collapses such as in Pollokshaws in Glasgow.

This team are key internal advisors as part of the ongoing COVID-19 response and were instrumental in shaping our early responses to this pandemic.

**4. Ensure our people are confident to lead and equipped to face current and new challenges**

This objective describes how Police Scotland ensures its people are confident to lead, and meet current and new challenges.

A total of 148,916 days of training was delivered to police officers in 2019/20, an increase of 21,435 days on the previous year, representing a 17% increase. In the same period 17,480 days of training was delivered to police staff, an increase of 3,166 days compared to the previous year, representing a 22% increase.

The Competency Values Framework (CVF) aims to support Police Scotland, now and into the future by setting out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national people processes. This framework will ensure that expectations of everyone working in policing are clear, which in turn will lead to standards being raised for the benefit and safety of the public. The framework has six competencies that are clustered into three groups. Under each competency there are three levels which show what behaviours will look like in practice. All of the competencies are underpinned by our values that supports everything we do as a police service.



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Changes to the officer promotion process have been initiated to transition to a new approach supported by the CVF. While new to Police Scotland, the method of evidencing values as part of a promotion process is well established across UK Policing. The competency application form will be replaced with candidates being asked to evidence their performance in the rank that they are in using a Values Statement, a Competency Development Statement linked to CVF and a statement of skills and specialisms. During this transition, the candidate's suitability for advancement will be assessed by their line manager and if supported will progress to interview. As our transition continues, the current interview process will adapt into an alternative assessment method, which is currently being developed.

The new Coaching Programme Pilot for probationary sergeants has commenced giving all newly promoted sergeants and selected newly promoted police staff supervisors the skills and confidence to take early ownership and resolve emerging challenges with personnel matters.

As part of our commitment to introduce new leadership development pathways, a new Accelerated Leadership Pathway (ALP) has been launched, aiming to identify and develop individuals with the potential to become future Chief Officers. This programme will ensure that they have the support and experience needed to effectively fulfil their roles at all ranks up to and including Superintendent. There were 118 applications for ALP and after internal selection processes, in March 2020 Police Scotland sent a cohort of 18 candidates to attend the national assessment centre at the College of Policing. From this assessment centre, 7 candidates were recommended for progression onto the ALP programme. This new process replaces and improves upon the previous Accelerated Careers Development Programme (ACDP).

Work is ongoing on a new appraisal process for all colleagues called 'MyCareer'. This is framed around the CVF and will promote the importance of development conversations for individual and organisational performance and provide a focus to drive improvements in our service. It is currently being tested by ICT prior to a proof of concept roll out and will be integrated into our HR system (SCoPE).

"HOW TO" is a web based learning platform provided by GoodPractice - this can be found on our intranet. The e-learning kit is full of self-serve resources to help staff and officers in their development journey. Included are videos and audio interviews, hint and tips, self - assessments, 'how to' guides and more. It can be access on personal devices and most activities are less than 15 minutes in duration.

### **5. Develop and maintain the right crime and specialist support services for policing in Scotland**

This objective describes how Police Scotland develops and maintains appropriate crime and specialist support for policing.

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Our Operational Support Division (OSD) is a national policing division and provides specialist advice, support and assistance to local policing and specialist divisions. These specialist services range from Air Support; Armed Policing and Dog Unit to Hostage Negotiation and Mountain Rescue among many others. Request for resources is achieved via directed tasking, directed patrols and resource requirements.<sup>28</sup>

Specialist Services officers continued to deploy to numerous incidents, in support of local policing divisions, involving vulnerable people including searches for vulnerable high risk missing persons, and incidents involving people intent on self-harm or harm to members of the public / police.

This year, 32 incidents of reckless conduct (with firearms) were recorded, compared to 37 last year<sup>29</sup>. This represents a 50.3% reduction of crimes recorded compared to the five year mean of 64 incidents for this crime

Between July and September 2019 intelligence assets have enabled operational and specialist policing officers to recover 17 firearms across Scotland.<sup>30</sup>

Between April 2019 and March 2020 OSD officers assisted in 2724 missing persons enquiries across Scotland.

Areas of violence, disorder and antisocial behaviour were targeted with 474 Anti-Social Behaviour Fixed Penalties issued and 3121 persons apprehended.

Serious assaults recorded also decreased during 2019/20 to 3,850, a 6.8% reduction (279 fewer crimes) compared to the previous year. The serious assault detection rate of 76.3% is also up 2.3% from the previous year.

1906 warrant / bail checks were carried out during the period to assist in tracing wanted persons.

25268 road traffic offences were detected through Operation CEDAR (Challenge, Educate, Detect and Reduce) contributing to the Scottish Government's 2020 road casualty reduction targets. Overall 150,542 offences relating to motor vehicles were recorded in 2019/20, a reduction of 28,635 compared to last year, and a reduction of 19% compared to the five year mean.

All communities across Scotland benefit from the range of specialist services that our OSD department can provide. The Major Investigation Team utilised specialist officers via the OSD tasking process to assist in carrying out a Police Search Advisor (PolSA) led search in relation to a murder which occurred on Shetland in August 2019.

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<sup>28</sup> [Q2 Performance Report](#) p47

<sup>29</sup> Q4 Performance Report (draft)

<sup>30</sup> [Q2 Performance Report](#) p15

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Armed Policing officers in the past year have attended 10,925 conventional (non-firearms) incidents. Within this figure of 10,925 is the following:

- 386 – Incidents requiring entry to a premises be forced (Method of Entry (MOE))
- 1847 - Missing Person Incidents attended directly resulting in 330 Missing Persons Traced
- 1,160 – incidents where a vulnerable person required assistance
- 1,888 - Road Traffic incidents
- 385 – incidents where medical assistance was provided

The remaining number are miscellaneous incidents such as alarm activations, searches for offenders or general help to divisional colleagues.

The National Disruptions Unit (NDU) has worked closely with divisions and partners to share information and intelligence through the use of Intelligence Assessment Disclosures. NDU and Procurement have designed a robust vetting process to identify businesses, linked to SOC, tendering for contracts. This helped to ensure 16 businesses did not benefit from police contracts<sup>31</sup>.

OSD officers assisted with specialist search capabilities on the Isle of Lewis in relation to a large scale joint agency firearms and drug operation. A significant number of illegal firearms, drugs and other items were discovered

Specialist Services Dog Unit officers assisted in the search for a vulnerable missing person in Ayrshire who was suicidal, successfully tracing him, and rendering life-saving medical assistance.

They also supported a number of festivals in remote and island locations including the Heb Celt Festival on Stornoway, Isle of Lewis, the Eilean Dorcha Festival on Benbecula, and Balladrum Music Festival in Beaulby by Inverness.

Our Major Investigation Teams (MITs) provide support all across Scotland to investigate and deal with the most serious of crimes.

There were 251 attempted murders recorded during 2019/20. This a decrease of 19.3% (60 fewer crimes) when compared to last year when a higher than average increase in the number of attempt murders was recorded<sup>32</sup>.

Our MITs conduct enquires into all homicides and suspicious deaths which may include unexplained deaths and where necessary or as directed, these teams also conduct enquiries into Critical Incidents throughout the force.

They are spread geographically throughout Scotland and have dedicated Home Office Large Major Enquiry System (HOLMES) personnel to assist with the administration of investigating major crimes and incidents.

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<sup>31</sup> [Q2 Performance Report](#)– p15

<sup>32</sup> Q4 Performance Report (draft)

The Major Investigation Teams also conduct enquires and assist in undetected and unresolved murders and double jeopardy cases as instructed by COPFS.

The number of homicides committed throughout 2019/20 remained unchanged from the previous year, with 59 instances recorded involving 59 victims. Of the 59 homicides committed during 2019/20, 31 were investigated by a specialist Major Investigation Teams (MITs) with the remaining 28 homicides investigated by divisional Criminal Investigation Departments (CID) with MIT assistance.<sup>33</sup> Our detection rate for homicides was 103.4%. (This figure is above 100 as some of the murders solved in this year relate to crimes that took place before this reporting year).

## **Outcome 5**

**OUTCOME:** Police Scotland is sustainable, adaptable and prepared for future challenges

Given the increasing complexity of crime and demand placed on Police Scotland it is important that our resources are used in the most effective way to meet the demands placed on policing. Sound financial planning is also an important part of our approach, balancing the investments necessary for change with the improvements in efficiency and productivity that will ensure long-term sustainability.

Success means that: *Our services are meeting the growing and changing demands on policing, within the context of current constraints. Increased capacity and productivity are improving sustainability and flexibility.*

### **1. Ensure Police Scotland is meeting and adapting to growing and changing demands on policing**

This objective describes how Police Scotland is adapting to the changing demands of policing.

The creation of a Partnership Superintendents Forum has allowed a space for discussion and sharing of ideas and good practice. This allows our divisions to learn from each other and look at ways we can tackle some of the complex and sustaining issues affecting our communities in new and dynamic ways.

In preparation for 2019/20 we planned for large scale operational challenges and events including Britain's Exit from the EU, the European Cup football matches, the COP26 climate conference and also to adapt to the increasing number of marches, parades and protests.

The Chief Constable created a Force Reserve (FR), comprising 300 Public Order trained officers working out of 5 hubs located across Scotland. The Force Reserve have been

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<sup>33</sup> Q4 Performance Report (draft)

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deployed to assist not only with large scale sporting events and public processions, but also to assist local policing by providing a high visibility policing presence in hot-spots and assisting with a variety of call types including missing person searches and anti-social behaviour calls. The officers within the Force Reserve were among the first to be fitted with specialist PPE to assist local policing in responding to calls where COVID-19 was known or suspected to be present.

Police Scotland measures concern for person calls, domestic incidents and external agency requests as a separate category of demand as these three call types are the most staff and resource intensive types of calls, that take the longest to resolve and that have the largest impact on front line staff availability.

In overall number these types of calls have fallen 1.8% from 30, 410 in 2018/19 to 29870 in 2019/20. And within the overall call number, the proportion that we require to attend has also dropped by 2.4% from 88.62% in 2018/18 to 86.27% in 2019/20. Non-attendance occurs where the incident can be resolved some other way, or by passing the call to a better suited agency to progress.

The implementation of the contact assessment model will assist us to better deal with incoming demand for policing services. Built into to the CAM model is facility whereby we can pass details of a call onto other agencies where that is the most appropriate response. Accordingly, we are better able than ever to meet a person's needs from the outset and ensure they get the right help from the right agency.

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## **2. Develop and promote best practice in the advancement of our Equality Outcomes**

This objective describes how Police Scotland has developed and promoted best practice in the delivery of our Equality Outcomes.

- **Equality Outcome 1 - Victims, witnesses and partner agencies feel more confident in reporting hate incidents through a variety of methods.**  
Police Scotland is a member of the Scottish Government's Tackling Prejudice and Building Connected Communities Action Group chaired by the Cabinet Secretary for Communities and Local Government. Work is ongoing in respect of the PSOS recommendations in relation to Third Party Reporting of hate crime, including two consultation engagement sessions.

On 15 October 2019 BEMIS Scotland and Police Scotland held the second annual Tackling Prejudice and Building Connected Communities conference which informs the work of the group. BEMIS has instigated a national conference sub-group to integrate more group members and communities into the conference development to lead on additional areas of focus. In 2020 provisional members include BEMIS, the Scottish Government, Police Scotland, Youthlink Scotland, Respect Me, Interfaith Scotland and the Glasgow Disability Alliance.

Police Scotland Safer Communities Equality and Diversity Unit is part of a Hate Crime on Public Transport Working Group. A pilot began on a draft Charter for the South East of Scotland Regional Transport Partnership area in March 2020 as detailed in the Transport Scotland accessible travel framework.<sup>34</sup>

- **Equality Outcome 2 - All incidents involving harassment of people based on their protected characteristics are recorded and subject to a holistic assessment of wellbeing concerns and needs: to influence wider multi-agency investigation, intervention and support tailored to individual needs, and to prevent repeat victimisation.**

Police Scotland's Online Child Sexual Abuse Campaign, in collaboration with Stop It Now! Scotland, launched on 18 March 2019 and ran for four weeks. The campaign focused on child sexual abuse groomers and aimed specifically at perpetrators. During the campaign, internet traffic to the Stop it Now! Website increased from 765 (monthly average) to 68,000 for the duration of the campaign. Visitors to this site clicking on the 'Get Help Resource Link' rose from an average of 14 per day to a peak of 170 per day during campaign.

- **Equality Outcome 3 - Victims of gender-based violence/abuse are safer and are confident that the police are responsive to their needs.**

A newly revised Domestic Abuse Investigators Course has been devised and is being delivered to specialist investigators who provide a response at Tier 2 (Domestic Abuse Investigation Units) or Tier 3 (Domestic Abuse Task Force). The course aligns directly to the Investigators Development Programme and ensures that we are upskilling specialist officers to respond to domestic abuse, honour based abuse and forced marriage and stalking and harassment in an effective and co-ordinated manner. Alongside the investigative focus of the course, the importance of support and advocacy services is emphasised and national service providers have agreed to a rotational approach to presentations ensuring that there is parity in awareness raising across the diverse business and geographical areas.

#### **Improving the Frontline Response to Domestic Abuse across Europe**

Improdova is a research and innovation project funded entirely by the European Union, working with practitioners and researchers from eight European countries, to improve frontline response to domestic abuse.

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<sup>34</sup> <https://www.transport.gov.scot/publication/scotland-s-accessible-travel-framework-delivery-plan-for-2019-2020>



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Police Scotland representatives from the business area and the International Development Unit have attended several meetings across Europe. In November 2019, Police Scotland offered to provide a training opportunity to delegates and a 'study week' hosted at SPC Tulliallan in June 2020.

The intention being to deliver a variant of our Domestic Abuse Investigators Course with our standard course delivery amended to reflect and encourage discussion on the various contexts across Europe. Due to the current COVID-19 situation the study week is now postponed until an achievable date can be set.

As a result of the significant risk to victims and families during COVID-19, the Scottish Government launched a national campaign, supported by Police Scotland. The campaign reassures the public that domestic abuse remains a priority, services and support are available and that reports should continue to be made. Campaign assets including posters, online and social messaging have been made available to all relevant partners and have been distributed nationally.

The National Sexual Offence Liaison Officer (SOLO) Conference was held at the Scottish Police College on 2 May 2019. The theme for the event was witness capacity and mental health. Representatives from partner agencies and third sector support groups attended, providing inputs and shared learning in respect of dementia and bipolar disorder.

Police Scotland continues to deliver national campaigns in respect of rape which will focus on the issue of consent and targeting perpetrators. The #GetConsent campaign launched in September and ran for six weeks across a range of channels, warning that sex without consent is rape. Data for 2018/19 suggests that more than one in 10 rapes committed by someone other than a partner or ex-partner occurred on the first or second date, including people who met online, through dating apps or on social media. The campaign was aimed primarily at 18–35 year old men, the peak age for offending, and it builds on reinforcing our focus on consent and changing behaviour and attitudes towards sexual crime.

The development of the multi-agency child and adult victim centre at the St Katherine's complex, Edinburgh continues to progress. New premises to accommodate the Archway facility have been identified at William Street, Glasgow. Multi-agency consultation is on-going in order to assess the suitability of these premises and to ensure that future service provision is designed and developed to reflect the proposed model approved by members of the Chief Medical Officer (CMO) Taskforce. The Sexual Assault Forensic Examination (SAFE) Centre at The Meadows, Larbert, is now fully operational and provides forensic medical examinations for Adult victims within the Forth Valley area. The new adult facility at the Queen Margaret Hospital, Dunfermline, was operational from April 2019.

The forensic suite within Mountainhall Treatment Centre, Dumfries, will be available for use with effect from 26th June 2019. Premises have been identified in Kings Cross

Hospital, Dundee, and work is progressing to move the forensic examination suite from Dundee Police Station. CMO Taskforce funding has also been provided to create a new facility within the grounds of Raigmore Hospital in Inverness and it is expected that this facility will be completed by June/July 2019.

The SOLO VRI Pilot is ongoing in E, N and V Divisions. The pilot will take place over a 2 year period with 100 complainers being interviewed during this time. The pilot will be subject to both internal and external evaluation. The pilot seeks to improve rape complainers' experiences of the justice process and to develop a better understanding of how to obtain best evidence,

The pilot:

- Visually records adult rape complainers' statements
  - Ensures that the visually recorded interview is of a standard which could be used a 'prior statement' in evidence in chief
  - Considers the likely impact of the use of visually recorded interviews on any court proceedings
- **Equality Outcome 4 - People from and across protected groups are meaningfully with us and their views contribute to service improvements**  
Police Scotland's Strategy, Insight and Innovation (SII) team is leading development of the public contact and engagement strategy with frontline services, including local policing and stakeholders in key areas of contact and engagement across Police Scotland. This includes work with Safer Communities and engagement with organisations for developing approaches to contact and engagement suitable for diverse communities and people with disabilities.

An Equality and Human Rights Impact Assessment, developing this alongside internal workshops and wider engagement to identify and mitigate factors which may impact on protected groups in the execution of Police Scotland's operational and corporate activities.

Our strategic outcomes, priorities for policing and objectives were tested through engagement with the public, partners and officers/staff. Responses were collated through Citizen Space, Police Scotland's survey and consultation platform which is the public sector standard due to accessible design. In the same survey we also asked questions relating to prevention and public contact and engagement which will inform forthcoming strategies and work across the services.

- **Equality Outcome 5 - Everyone accesses services, communication and information from Police Scotland in ways or methods that best suit their needs**  
Third Party Reporting (TPR) is a mechanism whereby people who are not comfortable reporting hate crime direct to the police can attend at a centre who will provide support and assist people to report to police or submit a report on their behalf. There are currently over 400 centres available across Scotland, with provisions in all regions to use this method to report hate crime.

Police Scotland continue to receive online reporting of hate crime / incidents from Third Party reporting centres, and development work is ongoing using feedback from victims and discussion with key stakeholders, ensuring this continues to provide accessible means to report hate crime.

**Hate Crime Campaigns**

During the 2019 and 2020 #Don'tTolerateHate campaign, Police Scotland ensured key messages and information was provided in a variety of accessible formats including Easy read and BSL. The BSL videos were evaluated to drive a lot of traffic to YouTube and the Police Scotland website and it was also received positively on social media. A BSL video is also available on the Third Party Reporting webpage, where campaign links directed people to. During the night time economy campaign, officers with language skills across the force including BSL translated the campaign statement and presented it in a piece to camera.

**Deaf Awareness / Autism Awareness and Transgender Awareness Inputs**

The Equality and Diversity unit worked in partnership with Operational Safety Training (OST) department at Force Training Centre, Jackton, identifying common three areas requiring additional awareness/guidance for officers and staff, being; Deaf awareness, Autism awareness and Transgender Awareness. Three partner agencies REACH for Autism, BSL Scotland and Scottish Transgender Alliance worked with the E&D unit to deliver awareness sessions to OST instructors on these topics. The instructors found these sessions to be beneficial and this work led to subsequent requests for external trainers to deliver awareness sessions to probationary officers.

This work stream developed and became a permanent feature in the West probationer post initial course, whereby additional sessions were allocated to provide probationers with Diversity Awareness - Policing a diverse society training. This included guest inputs from partner organisations.

In addition to Autism, Deaf and Transgender awareness, the above sessions covered visual impairment awareness and inputs from the AMINA Muslim Woman's Resource Centre. Inputs were also provided in East post initial courses and engagement with partners took place with a view to extending into the North. Future work with Probationary training, Scottish Police College, involves reviewing Diversity Awareness sessions, to incorporate this learning into the initial probationer training course.

This work raises awareness of equality and diversity considerations, and contributes to ensuring that our communities receive equality of service in ways that suit their needs, assisting to build public trust and confidence in policing.

**Visual Impairment / Accessibility of PSoS website and social media**

Safer Communities arranged for staff from the Royal National Institute of the Blind (RNIB) Scotland to deliver awareness input to Corporate Communications team at

Clyde Gateway, Dalmarnock. This assisted Police Scotland to enhance accessibility and content on their website and social media channels, ensuring that information can be read out by screen readers for visually impaired users, there is also a translate function on the website to support users who do not speak English. The use of online forms allows users to interact with the organisation at a pace that meets their needs

- **Equality Outcome 6 - We have a workforce that is more reflective of the communities we serve**

The Equality and Human Rights Impact Assessment (EqHRIA) process ensures that equality and human rights are considered in everything that we do so it supports all of the Equality Outcomes. The EqHRIA improvement work is the key tool to support mainstreaming and the progression towards all of our Equality Outcomes

An EqHRIA Tracker, Performance Framework and Assurance Report Template were developed and piloted for change projects in Aug/Sept 2019.

The results of the evaluation of these pilots will provide senior management with an overview of the EqHRIA work for the change projects and will support assurance reporting to the EqHRIA Scrutiny Group.

**Embedding Equality and Diversity Monitoring into Promotion processes**

The Constable to Sergeant Promotion process, ran between September 2019 and February 2020. The equality and diversity profiles were provided for:

- Applications Received
- First Review Panel (FRP)
- National Selection Panel (NSP)
- Moderation Panel – to be included on completion of panel

The profiles were provided for all those who sat each stage of the process and also provides the equality and diversity profile for those who were either supported/successful and those who were not supported/unsuccessful. Those successful through the whole process will be added on completion of the Moderation Panel.

- **Equality Outcome 7 - We have a workplace where officers and staff feel valued and respected and have their needs met appropriately**

A psychological resilience screening process has been developed in partnership with Occupational Health and will pilot in N Division. This work will be delivered by the new Health and Wellbeing Project Officer (described further above in the case study in Outcome 4 Objective 3)

Evaluation of the recent Support for Neurodiversity pilot is under way and the outcomes are now informing our development of national processes for the assessment and support of conditions such as dyslexia and Autistic Spectrum Disorder

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In autumn 2019 work was undertaken by Police Scotland Professional Standards department to identify any patterns/issues in respect of officers and staff subject to suspension, duty restrictions or misconduct. This work cross referenced protected characteristics with a view to identifying any identifiable patterns with a wider goal of identifying any organisational learning which might be possible or necessary in terms of officer and staff support.

Work on the Exit Survey process continued in 2019/20 for all police officers and members of staff who left the service. This work enables comparisons to be made between the Exit Survey equality and diversity profile against the equality and diversity leavers' profile which is collated and analysed annually by the Equality and Diversity Unit.

### **National Process for the Provision of Reasonable Adjustments (NPPRA)**

In October 2019, after identifying there was not yet a national process or guidelines in respect of obtaining reasonable adjustment furniture or equipment a stakeholder group was created with the goal to discuss and create the NPPRA. An interim process was created however one of the main concerns raised in doing so was each department and division still followed their own purchasing procedures which identified that not all departments and divisions were using Police Scotland contracted suppliers to purchase furniture and/or equipment for reasonable adjustments, or using the Access to Work scheme.

In order to progress this work discussions took place with Finance and Procurement. As a result of this it was agreed that a 'Centralised Reasonable Adjustment Budget' would be created, to ensure correct processes were being followed and contracted suppliers were being used, spend could be monitored centrally with trends identified. The starting budget was challenging to determine therefore the initial costing given to the newly created national centralised budget in April 2019 was £25k, however in February 2020 the cost of orders for Reasonable Adjustments was approximately £70k.

### **Modified Duties**

To ensure that officers on restricted/modified duties were being deployed to suitable roles during events and operations work progressed to ensure a 'Deployable Status' descriptor section was added to the existing modified duties section within the Personal Details/Absence Tab on SCoPE. These descriptors would clearly define the parameters of duty an officer on modified/restricted duties could carry out. To further assist this 'Deployable Status' descriptor section will link directly to the 'Duty Roster' details on SCoPE making it easier to resource Events, Operations and/or Mass Deployments providing an more transparent overview of deployable resources nationally.

### **Gender neutral hat**

In response from requests from police officers to provide guidance for those wanting

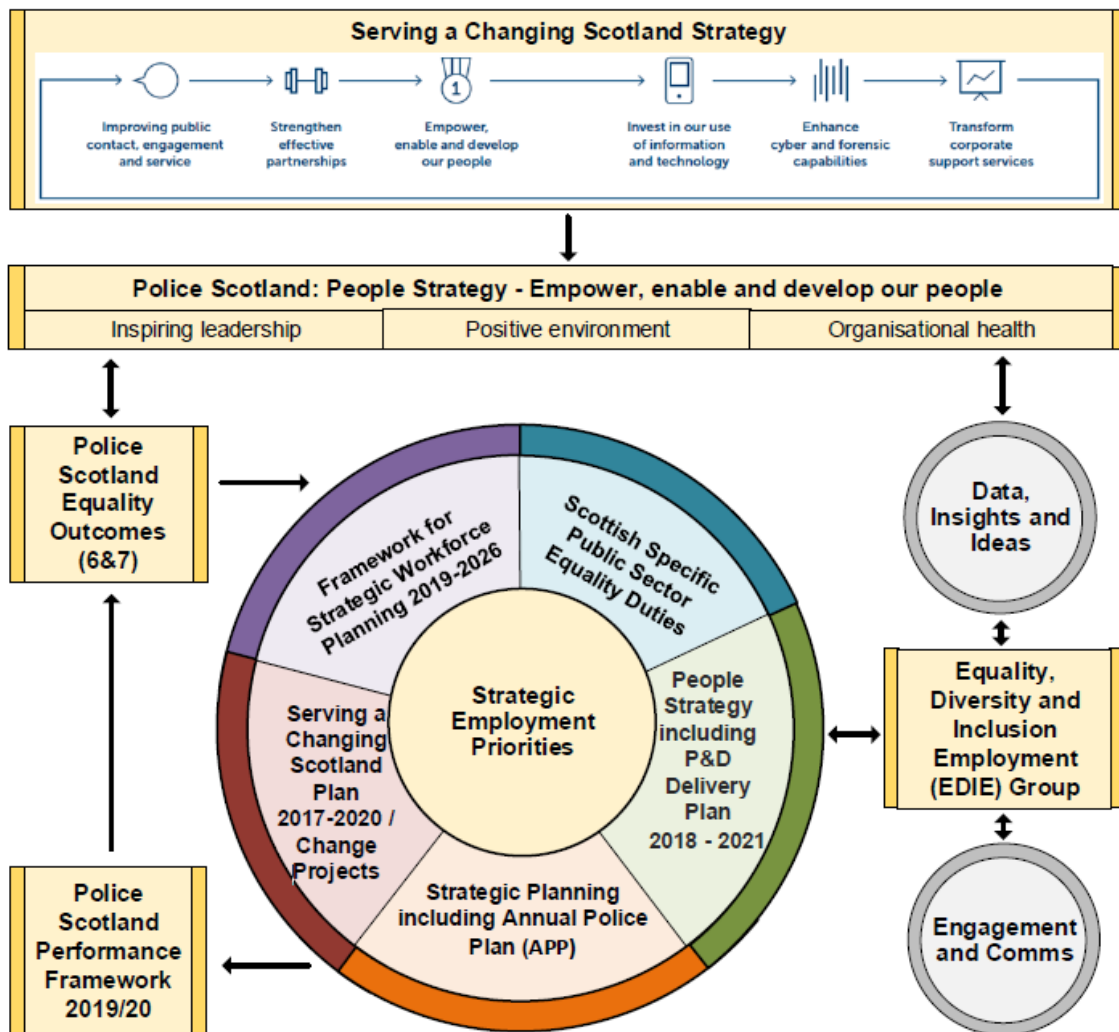
to wear gender neutral hats, in September 2019, the Chief Constable directed work to commence to identify a hat for all officers to wear.

As an interim measure it was agreed that those who do not wish to wear the current gender specific hats can be issued with a gender neutral hat such as a Police Scotland baseball hat.

The Equality, Diversity and Inclusion in Employment (EDIE) Group Terms of Reference were reviewed (Oct 2019) to ensure alignment to current priorities and wider organisational governance arrangements. This will ensure a strategic focus and encourage a partnership approach to driving mainstreaming of equality, diversity and inclusion (E, D&I) across the service in relation to employment activity.

The EDIE group also approved an Equality, Diversity and Inclusion Employment Framework which ensures that the organisations strategic employment priorities are reviewed in line with Equality Outcomes (6&7) to ensure that opportunities to progress the outcomes are achieved.

### Equality, Diversity and Inclusion Employment Framework 2019 – 2026



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Work has been undertaken to ensure workforce monitoring data is analysed and used to support the achievement of our employment equality outcomes (6&7). National profiles and summaries were developed for 2019/2020.

Our monitoring show some progress in relation to our workforce profiles and areas for further improvement. The Staff Pay and Reward Modernisation (SPRM) project was implemented in April 2019 has had a positive impact on the gender pay gap for police staff.

E&D data was also provided at a divisional level for the first time to ensure a clear understanding of the local position and to support evidenced based decision making and local actions to support progress towards a reflective workforce.

A summary of the top priorities and proposed national and local action was developed to encourage local and national activity to support equality outcome 6.

Significant work has been undertaken to strengthen our mainstreaming of equality, diversity and inclusion to ensure that it is captured in our strategy, delivered through our business planning (Annual Police Plan, supporting Deputy Chief Constable (DCC)/Deputy Chief Officer (DCO) Delivery Plans and Local Policing Plans) and reported through our organisational performance reporting.

Significant work is ongoing to continuously improve our mainstreaming of EqHRIA into all policies and practices and ensure compliance with legislation. The EqHRIA Improvement Group escalated a risk in relation to compliance, commissioned an internal review by the Risk, Audit and Assurance team and drafted an EqHRIA Improvement Plan with a focus on ensuring legislative compliance by developing the guidance, training, tools etc. available to authors and improving governance and assurance of EqHRIA.

The assurance review was undertaken and the report was finalised in Feb 2020. The recommendations have been used to develop the draft EqHRIA Improvement plan which is currently undergoing consultation. We are also in the process of undertaking benchmarking and dip sampling exercises in relation to EqHRIAs.

In addition, a memo has been circulated to all staff via Divisional Commanders and Heads of Department, highlighting the importance of EqHRIA at this time and providing contact details for E&D advisors. Whilst the process itself has not changed, we have also created a streamlined form and central mailbox to manage EqHRIA correspondence for any COVID-19 related documents.

Police Scotland was formally accredited as living wage employer by Living Wage Scotland in September 2019. The real Living Wage is an hourly rate set independently and updated annually and is the only rate calculated according to the real costs of living. It provides a voluntary benchmark for employers that wish to ensure their staff earn a wage they can live on, not just the government minimum. This will see everyone who works either directly or contracted by Police Scotland earn more than the minimum rate of £9 an hour, significantly higher than the government minimum wage for over 25s of £8.21 per hour.

Police Scotland improved its ranking in the Stonewall Workplace Equality Index (WEI) for 2020 by more than 40 places on the previous year. The WEI measures organisational progress and reported significant progress by Police Scotland in the way it supports LGBT inclusion, both for Police Scotland officers and staff and the community it serves.

Police Scotland and the Scottish LGBTI Police Association hosted our first LGBTI focused recruitment event in October 2019. The event, which was attended by more than 40 people, saw officers from a variety of different roles across the service give first-hand accounts of their role, the application process and what it's like to be a police officer. Since the event 16 attendees have submitted application forms to join the service as police officers.

Police Scotland, the SPA and the Scottish Women's Development Forum united to host Scotland's first Black, Asian and Minority Ethnic (BAME) Women in Policing event, held in March 2020. Staged as a Development Day and designed for BAME women currently working as either officers or staff within Police Scotland, the day was designed to inspire attendees to act on their personal development aspirations, expand their professional network, and collectively drive change and increase the representation of BAME women at all levels of ranks and roles as officers and staff within Police Scotland.

### **3. Transform and develop lean and agile corporate support services for policing and forensics**

This objective describes how Police Scotland is transforming our corporate support services.

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

The SPA Resources Committee has agreed the Target Operating Model for Police Scotland's corporate services that has been developed through the TCSS Programme. The next step is to agree the investment case, full business case (FBC), for its phased implementation.

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

Police Scotland has stated that until the budget settlement for Financial Year 2020/21 is clarified they are not in a position to resource and progress the work necessary to inform the responses to the Scott Moncrieff recommendations. Planning work has been undertaken and will be progressed when available budget is confirmed.<sup>35</sup>

Throughout 2019/20 progress has made within Corporate Services to provide agile corporate support for policing.

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<sup>35</sup> [Q3 Performance report](#) p36



Headline initiatives include

- The implementation of our Staff Pay and Reward Modernisation programme
- Payroll Project (single platform)
- Commercial Excellence Programme
- Estates Strategy
- Fleet Strategy
- Established / built capacity in the Risk, Assurance and Change Functions
- Tactical corporate restructures aligned to TCSS target operating model

In partnership with ICT, the Demand and Productivity Unit (DPU) continues to develop and improve the Source for Evidence Based Policing (SEB-P) data repository. This repository is where all of the DPU data analytics is performed and allows for the linking of data across multiple data platforms. DPU develops and implements quality assurance and validation processes for new datasets and analysis with key internal and external stakeholders, such as Police Scotland's Chief Data Officer and the Scottish Government.

Using Microsoft Power BI thematic dashboards, the unit produces a variety of demand orientated reports and develop operational productivity methodologies. This methodology allowed them to design and deliver soft data demand surveys, workshops, methodologies and analysis in order to fill gaps in traditional data capture. This will allow us to expand beyond local policing into other policing departments to develop a further taxonomy of the organisation.

Advisory panels have been set up to review the ethical considerations of any analytical outputs, these will also consider GDPR implications.

Police Scotland's environmental performance continues to improve in relation to our climate impact based on the use of key resources. In November 2019, we submitted our fourth mandated climate change report to the Scottish Government showing continual reduction in our overall CO2 emissions since reporting began. In addition to this, we have exceeded our emissions reduction target of 25% (based on our 2013/14 emissions baseline) stated in our Carbon Management Plan which is due to end its operational phase this year.

This represents a drop in annual emissions of approximately 17,000 tonnes. This reduction is due to factors such as:

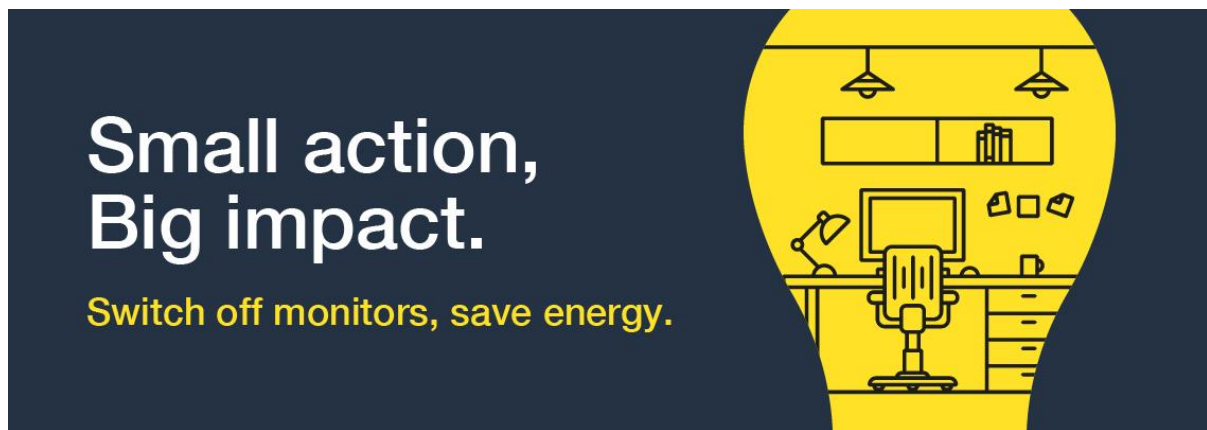
- Estate rationalisation which has presented the opportunity to reduce inefficient and obsolete buildings and to locate to modern more efficient premises.
- Installation of building management systems which improve control and monitoring of power and heat across the estate.
- Drop in carbon intensity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

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

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

We are identifying key environmental issues to be considered during tendering exercises. This will involve providing training and advice on sustainability issues regarding certain goods and services we procure and also helping to refine questions and information requests during the tender process.<sup>36</sup>



### Case Study – Ultra Low Emission Vehicles

As of 31 December 2019 there were 3,465 vehicles in Police Scotland's fleet. The Fleet Strategy aims to transition all our vehicles to Ultra Low Emission Vehicles (ULEV) by 2030. To deliver the strategy over the next ten years there is a projected capital spend requirement of £129.2m. Over this period this investment is expected to realise estimated revenue savings of £42.8m. The number of vehicles being replaced will be dependent on the necessary funding being secured. At present overall CO<sub>2</sub> emissions produced by the fleet is around 16,000 tonnes per annum. By converting all our fleet to ULEV by 2030, it is estimated that CO<sub>2</sub> emissions will reduce to 6,257 tonnes per annum. The Estates team is assisting Fleet in achieving its Green Strategy by overseeing the installation of Electric Vehicle (EV) charging points across the majority of our sites. This will support the substantial increase in EVs planned over the next five years.<sup>69</sup>

<sup>36</sup> [Q3 Performance report](#) P 33

#### **4. Build and maintain a sustainable financial direction for policing in Scotland and evidence best value**

This objective describes how Police Scotland is maintaining financial sustainability and providing evidence of best value.

Approximately 87% of the SPAs budget is spent on pay costs. The remaining 13% of non-pay costs is significantly lower than the UK average of 22%. Accordingly the budget available for estates, fleet and other key enablers is under constant pressure.

Detail of the financial outturn for 2019/20 is reported in the relevant section of the Annual Review and Accounts and will be subject to external audit.

A new Estate Strategy 2019 was approved by the SPA Board on 22 May 2019. This is a critical enabler in the delivery of the transformation of Police Scotland. The Estate Strategy prioritises co-location and collaboration with public sector partners driving service integration and quicker, better outcomes for the public and our communities.

It is acknowledged that there is also the requirement to maintain the current police estate to provide a suitable working environment for all. The estates revenue budget is limited and therefore is only allocated to deal with health and safety related maintenance of buildings to ensure the force meets its statutory and compliance obligations. Funding in this area continues to be a challenge.

Co-locations and community asset transfers delivered in 2019/20 were expected to collectively deliver over £1m of capital receipts and £185k of recurring annual revenue savings, which will be reinvested into Police Scotland's future estate.<sup>37</sup>

The following table details how much of the estates repairs and maintenance budget is being spent on health and safety works. Police Scotland's priority is to maintain the safety of its buildings ensuring the Estate is safe and compliant.

The table below clearly illustrates the challenges in terms of financial sustainability. Spend not associated with health and safety is for extra compliance work, e.g. maintenance following an assessment, and works that affect operational policing e.g. repair to access / egress gates.

Police Scotland operates the largest blue light fleet in the country. Police Scotland's fleet team was recognised in the Fleet News awards, winning Fleet Manager of the Year and a highly commended award in the Fleet of the Year (1,001 plus vehicles) recognising the work done to keep Police Scotland's vehicles safe, serviced and available for front line policing. In November 2019 the SPA Board agreed a new and ambitious fleet strategy which will allow us to operate and maintain a class leading, future proof, and sustainable ULEV fleet that is technologically advanced and will meet operational requirements.

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<sup>37</sup> [Q3 Performance report](#) p31-32

The key changes will be:

1. Increasing our contingency fleet to maximise operational officer time
2. A revised replacement schedule, reducing the mileage before a vehicle is replaced
3. Replacing our fleet with ULEVs over ten years, unmarked fleet initially, followed by marked fleet, and building the appropriate infrastructure to support this
4. Utilising telematics and technology to enable us to deploy the right vehicles to the right locations at the right time
5. Working collectively with our blue light colleagues to identify opportunities where effective and practical collaboration will bring benefits across all blue light services

The fleet strategy aims to ensure that officers and staff are safe and well-equipped by providing them with an improved fleet. This included increasing the number of contingency vehicles in our fleet to 5% in order to allow officers and staff that require unscheduled maintenance of their vehicle to receive a new, fit for purpose vehicle while their vehicle is repaired. In addition to increasing our contingency vehicles, the strategy also implemented a reduction in our fleet replacement criteria. Marked vehicles will now be replaced at 120,000 miles when previously replaced at 150,000 miles. This renewed replacement programme, alongside an increase in our contingency vehicles, will allow us to maintain a modern, efficient fleet that meets and supports the demands of operational policing.

The May 2018 Financial Strategy provided a route to balancing the budget by 2020/21. This required investment in transformational change projects that would allow officer and staff reductions whilst maintaining frontline officer capacity. The deficit reduction plan continued to be achievable until the planned officer reductions in 2019/20 were put on hold due to the potential for a no-deal Brexit. This delayed the achievement of financial balance by approximately one year.

Plans for significant multi-year investment have been submitted to the Cabinet Secretaries for Justice and Finance. The ongoing transformation of the service is completely dependent on a significant uplift in investment over previous levels.

The majority of the budget is spent on its workforce and the non-pay cost base is operating at an unsustainable level. Medium term financial planning scenarios were reported to the SPA Board in September 2019. This highlighted that existing workforce numbers are not sustainable with the current budget settlement.

Taking into account new and escalating pressures such the COP26 conference and uncertainty around the impact of Brexit, it was considered right that policing has continued to retain the capacity required to respond to acute demand through the mass deployment of officers. The Scottish Government pledged to cover up to £17 million of Brexit-related costs. While the on-going challenges will extend the target date, policing remains committed to eliminating its financial deficit in the medium to long term. Police Scotland, the Scottish Police Authority and the Scottish Government worked closely together as part of the spending review process ahead of the outcome of the Scottish Government spending

review and budget allocation.<sup>38</sup> The SPA Board approved the 2020/21 budget on 25 March 2020.

In 2019/20 the finance department has led an evolving approach to annual budget setting. The 2020/21 budget setting has moved from an incremental approach towards a zero based build. This supports continuous improvement and provides a detailed review of existing spend. This will ensure that resources are allocated based on the needs of the organisation rather than previous spend. In addition, the ICT department piloted a priority based budgeting approach. The outcomes of this pilot and the wider zero based approach informed the 2020/21 approach. Work has commenced to build an accurate cost forecast of COP26 and establish the protocols for securing the necessary funding from the UK Government.

## **5. Invest in our use of information and technology in accordance with our digital, data and ICT strategy**

This objective describes how Police Scotland is investing in our use of IT and making progress to deliver the DDICT strategy within existing financial and investment constraints. Police Scotland's information and technology requirements are central to our operational response, sustainability and adaptability to new challenges and approaches. This has been tested, as have all organisations, in meeting the emerging demands to mobilise staff and maintain business critical function in response to the COVID-19 pandemic.

We have invested £3.9 million in a faster computer network, the National Network (Nat Net) Project, to improve service and efficiency across Scotland. Under this work, officers across 20 pilot sites are benefitting from the move to a single provider under the National Network Project (NatNet2). This will pave the way for NatNet2, which will provide officers with access to video conferencing and file sharing; while delivering increased network performance, stability and capability by removing legacy network access. The pilot is part of a phased rollout that will take place until March 2020.<sup>39</sup>

In February, a Scottish Government Technology Assurance Review of the Nat Net Project was undertaken. It provided a delivery confidence assessment rating of 'green', indicating that successful delivery of the project in respect of time, cost and quality appears highly likely, with no major outstanding issues identified. Identified good practice included communication, planning, preparation and flexibility. Roll out of Nat Net connectivity is approximately 70% complete and the Assurance Review assessment provides further evidence that the project is well managed with a robust implementation approach.<sup>40</sup>

The Single ICT Platform (ADEL) was completed in September 2019 and has included the migration of over 23,000 directory accounts - officers and staff are now able to sign-on anywhere within the Police Scotland / SPA estate and have a single national infrastructure from which to access their email, applications, files and folders. This consolidates existing

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<sup>38</sup> [Q2 Performance Report](#) p52

<sup>39</sup> [Q1 Performance Report](#) p53

<sup>40</sup> [SPA Meeting 19/02/2020 – Chief Constable's Report](#)

networks to a single, stable resilient network, increasing capacity. It has delivered a national email and messenger services and a single national domain (SPNET) which will enable users across the service to login and work on any networked computer anywhere in the country.

Benefits from ADEL include:

- The ability to share files and mailboxes with any user across Police Scotland and the SPA.
- The ability to logon at any Police Scotland and SPA location and have access to email, files and nationally hosted applications.
- The implementation of a single set of standardised operating procedures and practices.
- Providing a simplified platform for the adoption of new technologies.
- Mitigating the security risk from out of date desktop operating systems.<sup>41</sup>

Roll out of phase one of the mobile working programme began in June 2019 with police officers in Tayside and North East Police Divisions among the first in Scotland to start using mobile devices as part of their operational duties. This is positively changing the operational policing approach in Scotland through the improved use of technology and a change in culture which allows officers to work more effectively within communities. Officers will be able to access a wide range of police systems while out on duty without the requirement to return to a police station and log on to a computer. Mobile working is now live in all territorial divisions.

The Mobile Working Project also received a rating assessment of 'green' when it was subject of a Scottish Government Technology Assurance Framework Review in September 2019 which also identified 8 areas of best practice.<sup>42</sup> The Project has delivered 144 full-time equivalent (FTE) police officer productivity benefits to date prior to completion of the rollout. Officer feedback on the usefulness and capabilities of the device and also of the training provided, has been overwhelmingly positive.

Mobile working has resulted in call backs to the National Database Enquiry Unit (NDEU) are decreasing significantly, in line with the rollout schedule. Latest figures as of February 2020 are: A Division -60%; D Division -83%; E Division -22%; G Division -80%; J Division -33%; K Division -79%; N Division -76%; and U Division -28%.

Core Operational Solutions (COS) will address strategic risks arising from the continued operation of 100 plus aging legacy 'silo' records management systems (reference information sharing / access, poor data quality, legislative compliance and sustainability of legacy systems). It will significantly improve operational access to and management of information, delivering significant operational time and costs savings benefits through the streamlining, removal of waste, automation of processes and by providing officers with access to the right information at the right time. Under COS, three key modules were delivered in 2019/20:

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<sup>41</sup> [Q2 Performance Report](#) p56

<sup>42</sup> [SPA Meeting 19/02/2020 – Chief Constable's Report](#)

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- Missing persons – The national roll-out of a new national missing person database was completed in March 2019 with 18,000 users having access and work continued in 2019/20 to ensure consistency in the adoption of the new process. This also connects to our national custody system. To date, 8,495 cases have been recorded on the application, with positive user feedback received. Missing persons is one of the biggest demands on policing resources and has historically relied on a range of legacy processes and systems. COS for Missing Persons has also delivered 7 full-time equivalent (FTE) police officer benefits and 3 police staff FTE benefits due to the number of reports generated for Missing Persons nationally (this includes new and repeat forms, as the re-use of data is creating efficiencies). There will be additional Officer and Cashable benefits. However these will not be finalised until mid-June 2020.
- PPCW have created close links with PDU and APU colleagues to make full use of the Power BI system and the wider statistical information which is now used to influence divisional partnership work. In addition by using their partnership network they were able to provide free training for other departments keen to make full use of the Power BI system and extend its potential use. This work reflects the work being carried out within PPCW to put Whole System approach into practice using the full extent of the information available to shape our strategy locally and nationally.
- Road Traffic Collision (RTC) – Following national deployment of the RTC system on 3 July 2019, 1,643 cases have been recorded to date, including 39 fatal and 1,074 injury cases. Benefits of the Collision, Recording and Sharing system (CrASH) are that it supports targeted policing activity and re-engineering of problematic road layouts. For officers and staff it reduces re-keying and provides the facility to record the collision process at scene via the new mobile devices, and the ability to securely collect, validate, store and transmit road traffic collision reports.
- Productions - Development and delivery of a single national ICT management system which includes the control, management and movement of productions, in conjunction with Criminal Justice Services Division (CJSD) Productions Re-modelling Project and other stakeholders.

As part of the DDICT strategy our Cyber Resilience Project will bring forward enhanced capabilities related to Police Scotland's cyber security and resilience. A number of new technologies have been identified to help provide additional security, monitoring and visibility across the Police Scotland ICT estate. These new technologies, once implemented, will help address the strategic and organisational cyber risks and enhance Police Scotland's cyber defences. A full business case is now being prepared and will be submitted for internal governance in November 2019 and to the SPA Board in February 2020. <sup>43</sup>

An initial business case has been produced for the procurement and implementation of a new Unified Communications and Contact Platform (UCCP) platform. The UCCP solution proposes the implementation of a technology platform to deliver an integrated suite of enterprise communication technologies. UCCP will enhance workforce collaboration and enable omni-channel contact between the public and Police Scotland in line with the Public Contact Strategy currently in development. The initial business case was presented for

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<sup>43</sup> [Q2 Performance Report](#) p56-57

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approval at Police Scotland governance boards through October 2019 and if approved will be submitted to the SPA Resources Committee in November 2019.<sup>44</sup>

Police Scotland is soon to launch a force wide revised process for sharing of wellbeing concerns with third sector partner organisations that will reduce complexity for frontline officers. This will ultimately support the way we work with partners to improve service delivery to vulnerable members of our community. This is an ongoing process and will be subject to continuous monitoring and assessment to ensure the human rights of individuals are considered at all times and partners remain legislatively compliant.<sup>45</sup>

The Data Protection Impact Assessment for the Contact Assessment Model mental health pathways identified a technical issue that presented a high risk to certain individuals. Following statutory requirements, Police Scotland has engaged with the Information Commission Office (ICO) and it was agreed that the work would not start until a suitable solution could be found. A solution is under review, however this has delayed the implementation of the project and has shown the importance and impact of this legislation and the need to bring ICT systems and processes into line with it as quickly as possible.<sup>46</sup>

Following selection as the future COS Core Solution and Data base, a major upgrade took place in late 2019 to the UNIFI system utilised within Edinburgh, the Lothians and Scottish Borders and Tayside Divisions. This upgrade incorporated significant functionality including that requested by CJSD staff and now provides for interfaces to the Criminal History System and the employee personnel system (SCoPE) for re-use of data as well as a gazetteer and management tools.<sup>47</sup>

The Data Retention Review Design Authority (DRRDA) - This programme has been established to assess compliance of existing ICT systems. It recognises that the cost and resources required to remediate all systems means that they cannot all be completed immediately. DRRDA is working with officers and staff that are accountable for the data on each system to develop a requirements specification that ICT can cost and that can be prioritised accordingly. This is a longer-term piece of work that has demonstrated the need for significant funding to complete.<sup>48</sup>

The final few weeks of the reporting period saw a significant ramp up in activity to support the new working processes required by our officers and staff as part of our response to COVID-19 under Operation Talla. Highlights include:

- Over 900 ICT Service Requests received and processed relating to ICT requirements to support COVID-19 response
- Issued over 1,100 devices to officers and staff to support working from home, with a further 1,500 laptops ordered and issued
- Now have over 3,500 registered users of our VPN Remote Access System (RAS) - supporting remote access and working from home.

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<sup>44</sup> [Q2 Performance Report](#) p56-57

<sup>45</sup> [Q2 Performance Report](#) p59

<sup>46</sup> [Q2 Performance Report](#) p59

<sup>47</sup> [Q2 Performance Report](#) p57-58

<sup>48</sup> [Q2 Performance Report](#) p59



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- Supported the delivery of virtual courts within our custody facilities
- Changes initiated to our application estate in line with the new legislation. This includes changes to over a dozen systems and includes the back-office 'ticketing' processes which enable tickets to be submitted to COPFS and through mobile devices
- Developed a solution to record and report on activity associated with 'Dispersal of Groups'. This is now operational.
- Supported an expansion of our Service Centre in Govan to better support social distancing.
- Developed a solution for service requests to be submitted to Estates - relevant in terms of COVID19 related cleaning and deep-clean activity. This is now operational.
- Preparation for the introduction of Microsoft Teams voice and video conferencing solution to an initial cohort of 500 users from April
- Actively supporting multiple business functions in the development of their requirements for other VC-type solutions<sup>49</sup>

### 6. Develop and support an innovative culture

Innovation for Police Scotland is turning an idea into a solution that adds value from the perspective of the public, communities and/or colleagues.

A range of work to design and develop the best approach to innovation for Police Scotland has been undertaken in the last year. Despite challenges with funding the very small innovation team has made some inroads into the key areas that need to be developed to support a shift in culture and approach including:

- Police Scotland's first Innovation Hub, a space that enables facilitation, creative thinking and engagement skills. This is being used regularly for innovation boot camps, workshops and insight sessions.
- Innovation Bootcamps, the team have worked with colleagues across the service to support a different approach to problems in boot camps. This has led to very successful work with the recruitment team and a proposal to support the internet investigations team which was completed well in advance of the HMICs report.
- Innovative approach to Procurement - the Innovation team has worked closely with procurement to ensure we satisfy the needs of the organisation and have the ability to be increasingly agile, enabling the organisation to test solutions ethically before procuring.
- Continuous Improvement approaches used to review and enhance our internal processes within the Portfolio Management Office (PMO). We continue to review our processes within the PMO and this year this included the reviewing of our Potential Project Assessment and Business Case documentation.

The team has provided its skills and expertise to advice and support for a range of initiatives including:

- Air Support Unit – Innovative techniques and collaboration with industry and academia have supported the development of a drone fit for Police Scotland and

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<sup>49</sup> Q4 Performance Report (draft)

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the environment we operate in. Experimentation of radar technology including heart rate detection monitors will continue to be tested as part of this work. This technology will enable Police Scotland to improve our service to the public and become more efficient in our practices.

- Recruitment - Innovation methodologies were utilised to review the recruitment of Police Officers into Police Scotland. Challenges include being unable to deal with demand and having to pay for additional agency staff. Data breaches incurring a cost to PS and creating risk. Time and resource intensive and process heavy. Total estimated savings 4,700hrs or £147,000
- Safer Communities is working with Strategy and Innovation to deliver a partnership approach to review Police Scotland's joint working with Victim Support Scotland. The over-riding objective is to improve the quality of service delivered to our communities, as we ensure relevant support is delivered to victims
- COP 26 –The innovation team are working with key strategic partners to provide an innovative solution to how we hydrate our officers during COP 26 preventing the use of single use plastic during the conference.

## Looking forward

The end of this reporting year has seen us rise to an unprecedented operational and organisational challenge, dealing with the COVID-19 pandemic and supporting the critical work being carried out by NHS and other key workers.

While there have been many internal and external challenges, the officers and staff of Police Scotland has consistently delivered and provided an excellent policing service to the people of Scotland. To maintain this level of service it will be necessary to review Police Scotland's strategic direction in order to stay in step with the new normal society is experiencing. However our constant will remain our focus and dedication to keeping people safe whilst working in partnership to improve the wellbeing of the communities we serve.

Police Scotland maintains a Three Year Financial Plan and a Ten Year Financial Strategy which set out the scale of the operating deficit and clear savings targets that need to be delivered in order to achieve a balanced budget by 2020/21. In light of the unprecedented nature of the pandemic, coupled with business as usual requirements and the work already carried out to prepare for the delivery of COP26, this will result in additional financial pressures.

Once this COVID-19 period has passed it will be important to learn lessons in terms of our key partnerships, logistics, remote and home working, social isolating, staff wellbeing and a range of other issues relating to policing through times of challenge. This learning will be captured and embedded into organisational structures and processes to make the service increasingly robust. It is anticipated that fundamental changes to working practices will be necessary for the foreseeable future and will likely lead to permanent changes to the way in which the organisation operates

As the nation moves out of the lockdown phase and restrictions on movement ease, there will undoubtedly be huge demand on policing services to support rescheduled marches, parades, protests, sporting and large cultural events. We will work with partners to ensure these events can return and be policed to ensure the safety of persons attending. We welcome the opportunity to play a key part in supporting Scotland's communities as we emerge into a new normality, working innovatively with partners to deliver solution that meet the needs of individuals and communities.

Our business-as-usual policing and key event planning must continue as we look forward to the coming years, including for such events as the United Nations Framework Convention on Climate Change 26<sup>th</sup> Conference of Parties (COP26).

Whilst COP26 has been postponed to 2021 and the new dates have yet to be confirmed, we continue to plan for this to be one of the biggest policing and security operations in UK history.

The event will be central to Glasgow but will impact on many communities and businesses across Scotland and will involve police officers from across the country and from wider UK forces. The Chief Constable raised the need for additional resources to meet operational

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pressures and the Scottish Government has pledged to meet associated Brexit-related costs this year. While the ongoing challenges will extend the target date, policing remains committed to eliminating its financial deficit in the medium to long term.

The planning for this event is well established and Police Scotland has been working alongside international, national, local agencies and governments, to ensure a robust safety and security plan is agreed and delivered whilst minimising the impact on local communities and the public.

Officers and staff are continuing to plan and prepare for when we exit the European Union. The Brexit Co-ordination Centre will continue to collaborate with local EU-Exit teams to identify areas where additional resource, including the Force Reserve, may be required to protect and assist the public. We have plans in place to deal flexibly with any protest activity which may arise.

Overall, we are in a period of significant change and our risk management processes ensure that we regularly review our strategic risks in order that we can shape our organisation and service delivery to best meet the future challenges within policing.

We will continue to listen to the people of Scotland and ensure that policing is delivered fairly, consistently, and proportionately, with policing by consent as our abiding cornerstone.