



Meeting	SPA Complaints and Conduct Committee
Date	06 June 2024
Location	Video Conference
Title of Paper	Police Scotland Professional Standards Department Quarterly Performance Report (Q4)
Presented By	CS Helen Harrison
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Performance Report Q4

PURPOSE

To report to Members of the Complaints and Conduct Committee, for the purposes of noting, statistical information on the overarching performance activity in relation to complaints and conduct matters about members of Police Scotland for period (1 April 2023 – 31 March 2024).

Members are invited to discuss the content of this report.

1. BACKGROUND

1.1 The attached performance report provides data relating to the period ending Quarter 4 (1 April 2023 – 31 March 2024).

Data contained in this report is management information and is correct as at 19/04/2024, unless elsewhere specified.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 There are no further details on this report.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 The nature of the matters reported inevitably leads to implications for both individual and wider personnel matters. These are considered on a case by case basis to ensure welfare, conduct and both individual and organisational learning opportunities are identified and addressed.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 As per Item 4.1, each case is assessed for individual and organisational reputational risks and implications and appropriate action taken.

7. SOCIAL IMPLICATIONS

7.1 The nature of the data reported in this paper is related to complaints about the police and conduct matters. By its very nature, the subject matter implies a level of negative social, community and equalities impact. By addressing the individual matters and thereafter considering holistically that which has been reported, Police Scotland seeks to mitigate the negative impact of those cases reported.

8. COMMUNITY IMPACT

8.1 As per 7.1 above.

9. EQUALITIES IMPLICATIONS

9.1 As per 7.1 above.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report.



Professional Standards (PSD) SPA Performance Report - Quarter 4 of 2023/24

Meeting Date: 06 June 2024

PSD - Summary of Preventions Activity

PREVENTIONS AND PROFESSIONALISM PROGRAMME

The Preventions and Professionalism Tactical and Operational Groups continue to meet on a bi-monthly basis to drive preventions activities aligned to the themes and trends identified through complaint and conduct investigations.

Further prevention engagement in the form of bi-monthly sessions with first and second line managers is being developed to encourage discussion and confirm understanding of online messaging. The Professional Standards Department (PSD) is working closely with Police Scotland's Strategy and Insight Team, Corporate Communications and Policing Together colleagues to consider an effective evaluation of the year long values campaign, with specific focus on learning from lived experiences.

On 23rd April 2024 PSD held an Ethical Policing CPD event at PSoS Headquarters, Tulliallan, aimed at challenging our thinking and raising awareness of some of the work carried out by PSD. Guest speakers included Kathryn Stone OBE who shared her lived experience as past Parliamentary Commissioner for Standards, Professor Allyson MacVean who explored the cause of ethical drift in policing and Captain Glyn Owens OBE from the Royal Navy who considered culture change in an operational setting. The event also provided an overview of the vetting processes, historical data wash and the incoming Police (Ethics, Conduct and Scrutiny) (Scotland) Bill.

THE STANDARD NEWSLETTER AND PUBLICATION OF MISCONDUCT OUTCOMES

The fifth edition of The Standard newsletter (copy attached at Appendix B) focusses on the lived experience of others and encourages officers and staff to consider the positive impact we can make to the lives of people from marginalised backgrounds. This issue also features an explanation of the workings and insights from the User Experience Surveys which now cover specific feedback relating to hate crime and domestic abuse, rape and sexual assault.

A copy of the fifth publication of Misconduct Outcomes was published internally in April 2024 and is also attached at Appendix C for information. Engagement with Line Managers and Senior Management Teams by PSD form part of business as usual and encourages the use of these products to generate discussion at team briefings to further reinforce preventions messaging and learning.

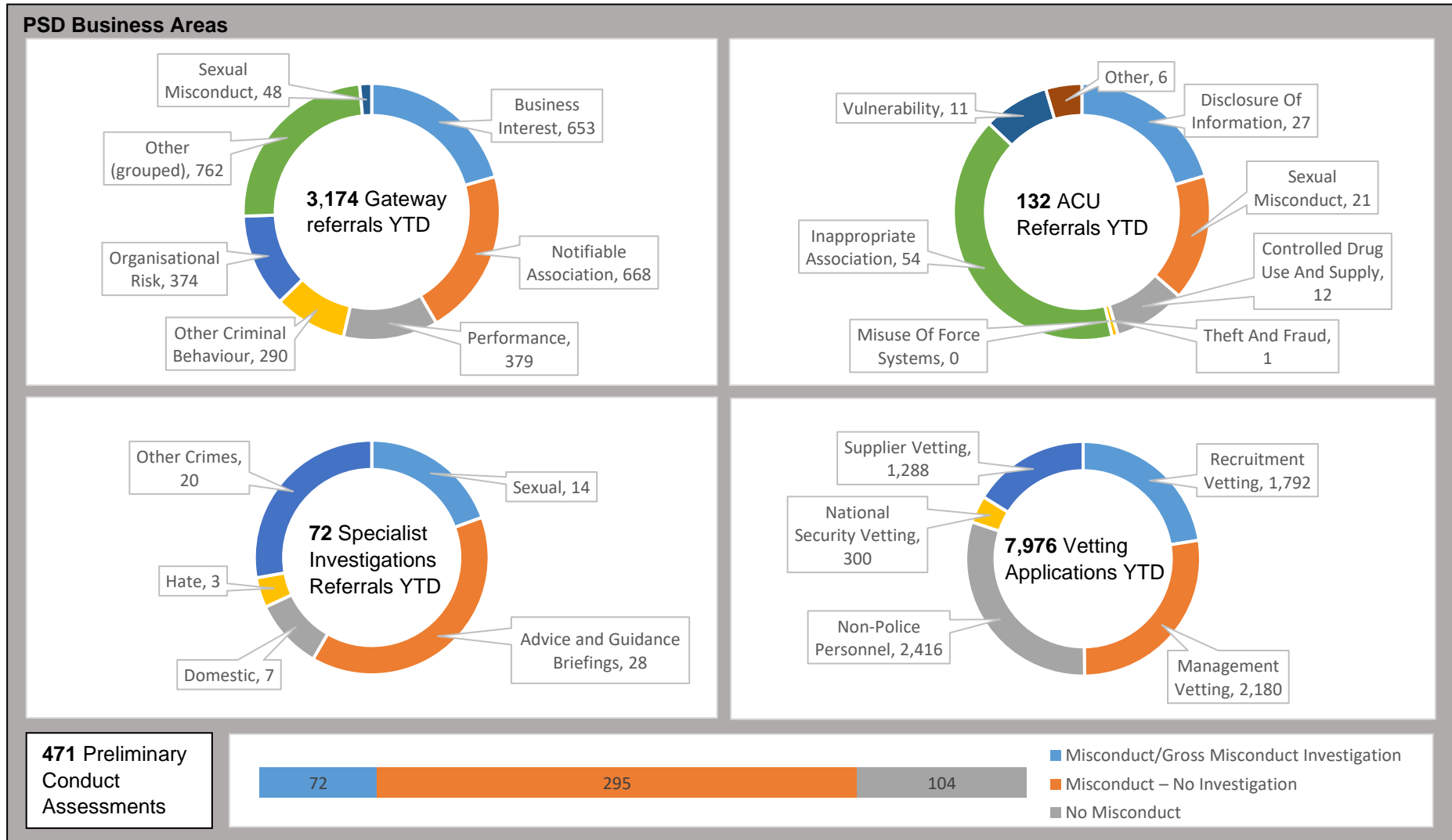
PIRC/PSD TRAINING EVENT

A joint PIRC/PSD training event took place between 9-12th of April 2024 building upon the success of the new 4 day complaint handling training delivered in October 2023. This will now be BAU taking place bi-annually or as required, subject to regular evaluation, ensuring our complaint handlers are equipped to deal with the most basic to complex complaints and to positively impact on public trust and confidence.

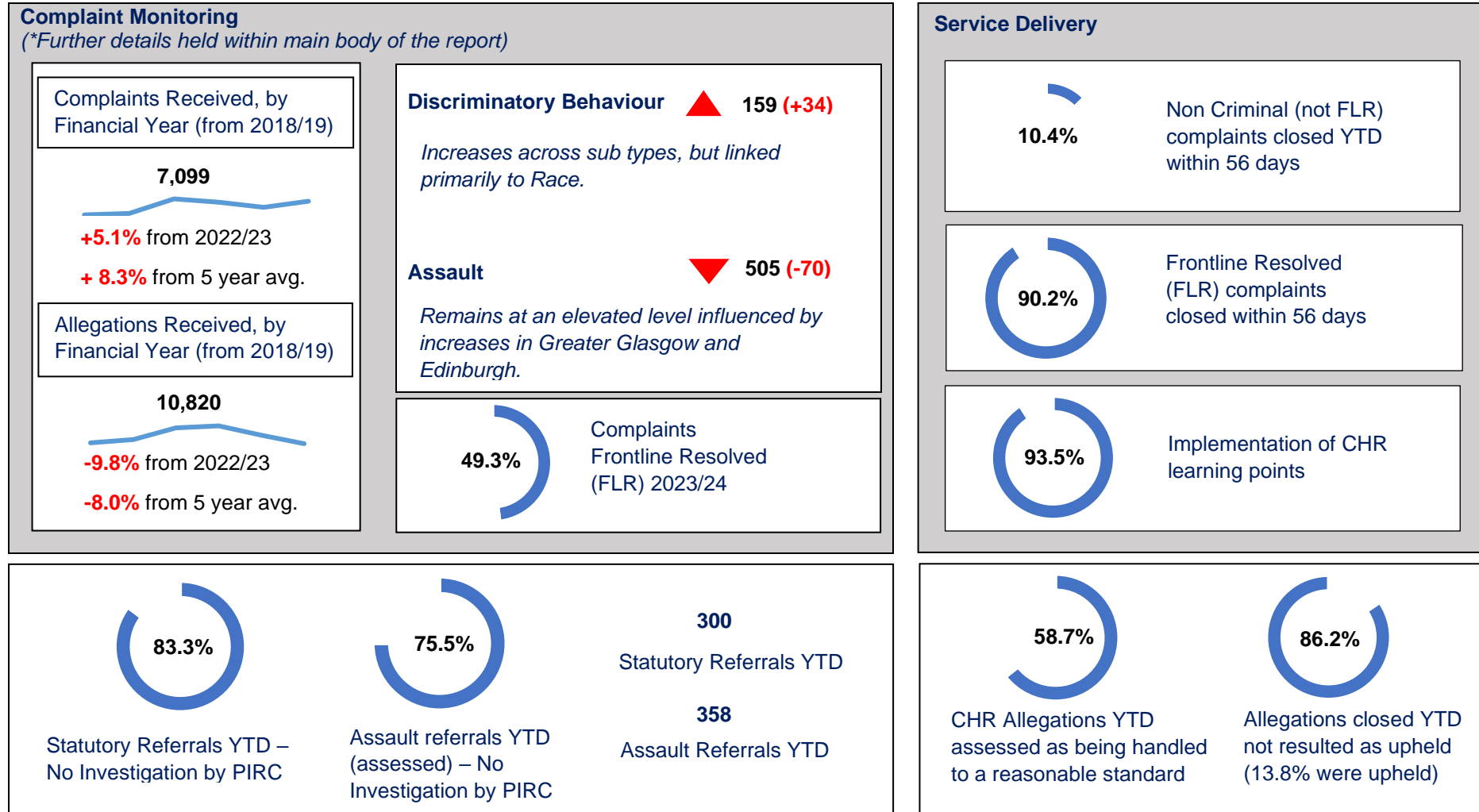
POLICE (ETHICS, CONDUCT AND SCRUTINY) (SCOTLAND) BILL

Police Scotland continues to work closely with stakeholders to contribute to the progress of the Bill, via forthcoming Parliamentary Sessions, through the Scottish Parliament. A project team has been approved to ensure changes relative to the bill are implemented in compliance with incoming legislation.

PSD Service Delivery Dashboards



PSD Service Delivery Dashboards



PSD Service Delivery Dashboards – Executive Summary

- A total of **7,099** complaints were received during 2023/24 YTD (**+5.1%** increase from the PYTD and **+8.3%** increase against the five year average).
- **49.3%** were Frontline Resolved (FLR), a decrease from the PYTD rate of **49.9%**.
- **152** CHRs were received YTD, with **58.7%** of allegations reviewed found to be handled to a reasonable standard (**-15.5%** from PYTD).
- Approximately **2.1%** of complaints reported are subject of CHR.
- **300** statutory referrals were made to PIRC, a **7.7%** decrease from the PYTD. Of these, **83.3%** resulted in no investigation by PIRC.
- The main driver for the volume of referrals relates to Taser discharges by Specially Trained Officers (STO). The prevalence of mental health factors correlating with the possession of offensive weapons, the uplift in STOs and assaults against officers are influential factors in the increased volume of such referrals.
- A total of **67** Police officers were suspended and a further **83** subject to duty restrictions at the conclusion of Q4 YTD, with **13** members of Police staff also suspended at this time.
- **33** misconduct hearings in respect of Gross Misconduct were scheduled YTD with **6** dismissals and **22** formal warnings issued. A further **13** allegations were concluded with resignation prior to a hearing.

Complaints Received

7,099 complaints were received YTD, +5.1% from the PYTD and a +8.3% increase from the five year average. Complaints YTD are at an elevated level, affirmed by this volume sitting above the upper and lower confidence limits (i.e. 95 times out of 100 the number of complaints YTD will range between 6,316 and 6,971), based on the current YTD and the prior five year-to-date periods.

- 3,499 complaints (49.3%) were Frontline Resolved (FLR), compared with 49.9% PYTD.
- 27.9% were Non-Criminal (1,979), 11.3% Abandoned (802), 4.5% Withdrawn (317), 0.8% Ongoing (59), 0.0% not relevant complaint (1) plus 6.2% Criminal (442).

North Command

- 1,697 complaints received YTD, +7.5% from PYTD and +9.2% against the five year average.
- Each territorial division in the North has registered an increase against the PYTD and the five year average. The highest volume of those was Tayside (+43 from PYTD, +66 from the five year average). The volume in each division, except Highlands and Islands, sits above confidence limits. No specific allegation types influence these increases from PYTD, however Service Delivery and Service Outcome allegations consistently influence the highest volume increases against the five year average.

East Command

- 2,136 complaints received YTD, +4.8% on the PYTD and +3.9% against the five year average.
- Each territorial division in the East except Lothian and Borders has registered an increase against the PYTD and the five year average. The highest volume of those was Fife (+53 from PYTD, +67 from the five year average). Only Fife sits above the confidence limits. Service Delivery allegations consistently influence the highest volume increases against the five year average across each division in the East (except Lothians and Scottish Borders). Furthermore, Assault allegations in Edinburgh are the highest volume category increase which influences the overall increase in that division compared to PYTD and the five year average.

Chart 1: Complaints Received, by YTD Period

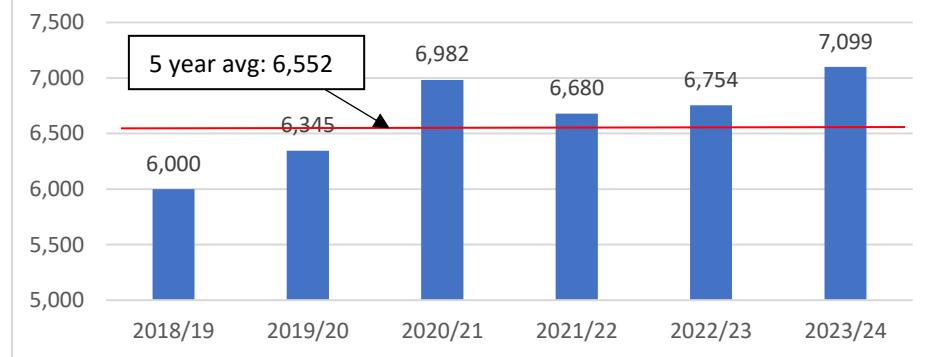
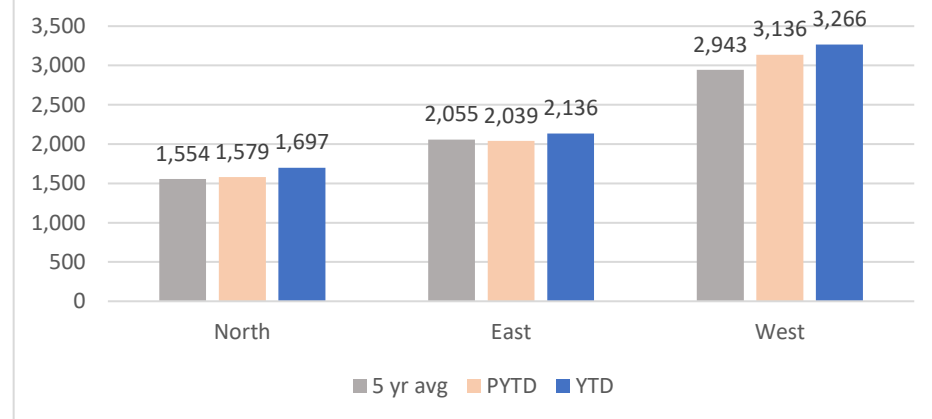


Chart 2: Complaints Received, by Command Area and Period



Complaints Received (continued)

West Command

- 3,266 complaints received YTD, +4.1% from PYTD and +11.0% against the five year average. This increase is spread across every territorial division in the West. Highest volume increase YTD was registered in Renfrewshire and Inverclyde (+66 from PYTD; +103 against the five year average). All of those sit above the confidence limits. No specific allegation types are assessed to have influenced the wider increases across the West. However, Assault and Discriminatory Behaviour allegations are assessed to have influenced the Greater Glasgow increase. Policy/Procedure and Service Delivery allegations most influence the Lanarkshire increase, whereas Irregularity in Procedure allegations most influence the increase in Renfrewshire and Inverclyde.

As seen in Chart 3, the YTD increase is influenced by a spike in complaints received during the first two quarters of 2023/24. No specific division is assessed to have influenced this, with increases identified across all divisions except Dumfries and Galloway.

- Further analysis comparing rates of complaint per employee headcount identified variance across territorial divisions, ranging from 41 to 67 complaints per 100 employees.
 - Due to the low volume of complaints received against specialist divisions, the rates for those divisions are particularly low by comparison (ranging from 16 per 100 employees in C3, to 1 per 100 employees in SCD and Corporate Services).
 - Each complaint may involve multiple subject officers and, where the complaint involves only Quality of Service allegations, there may be no subject officers attached.

Chart 3: Complaints Received, by Quarter (latest eight quarters)

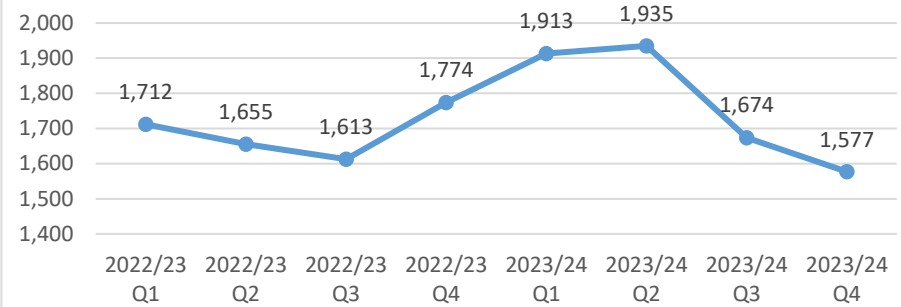
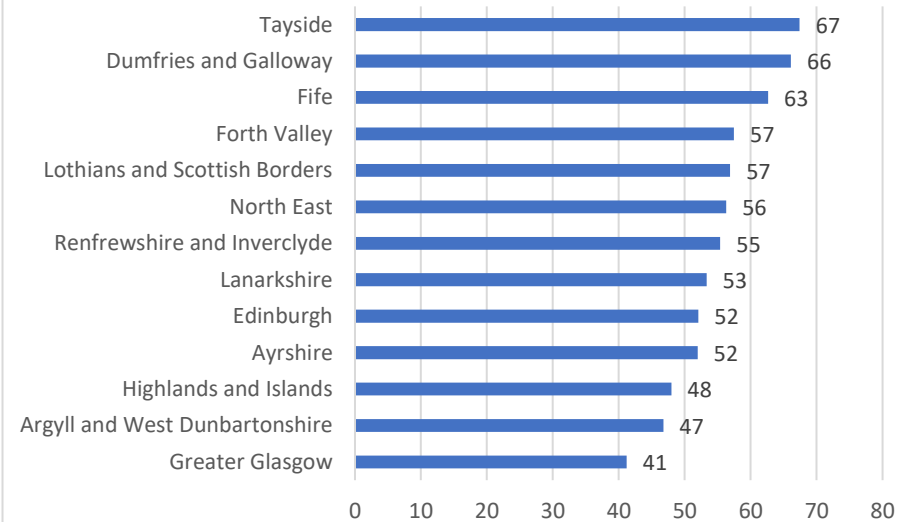
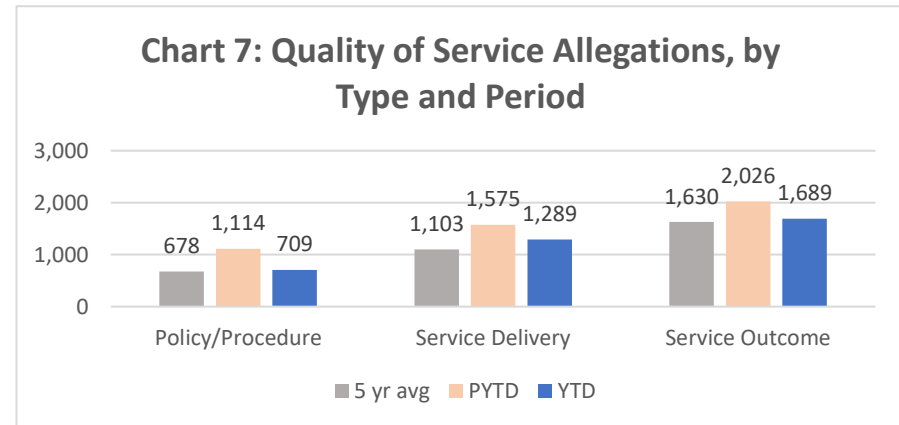
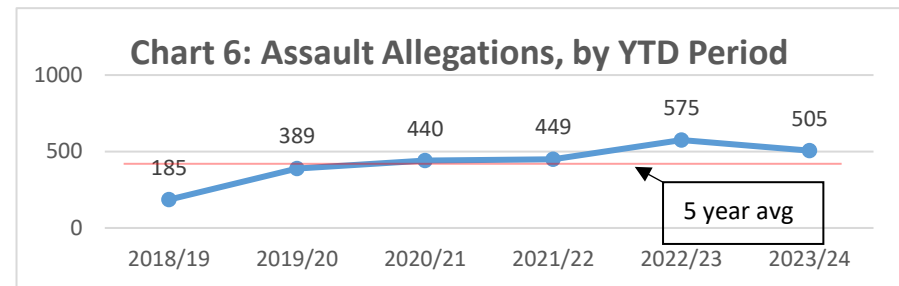
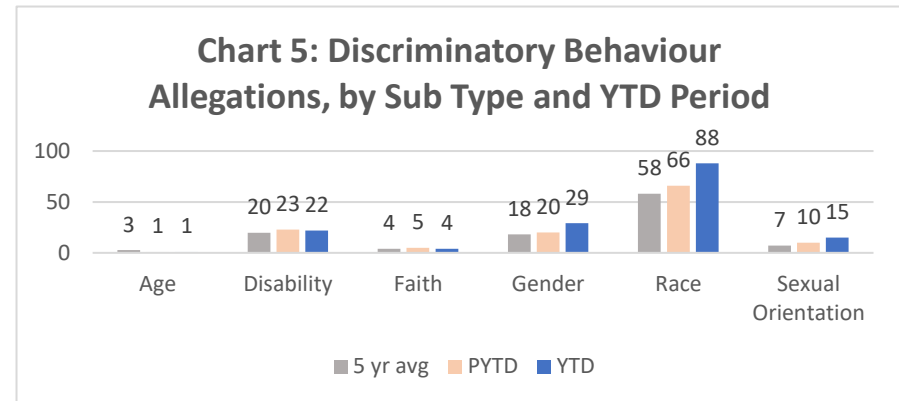


Chart 4: Complaints per 100 employees, by Division



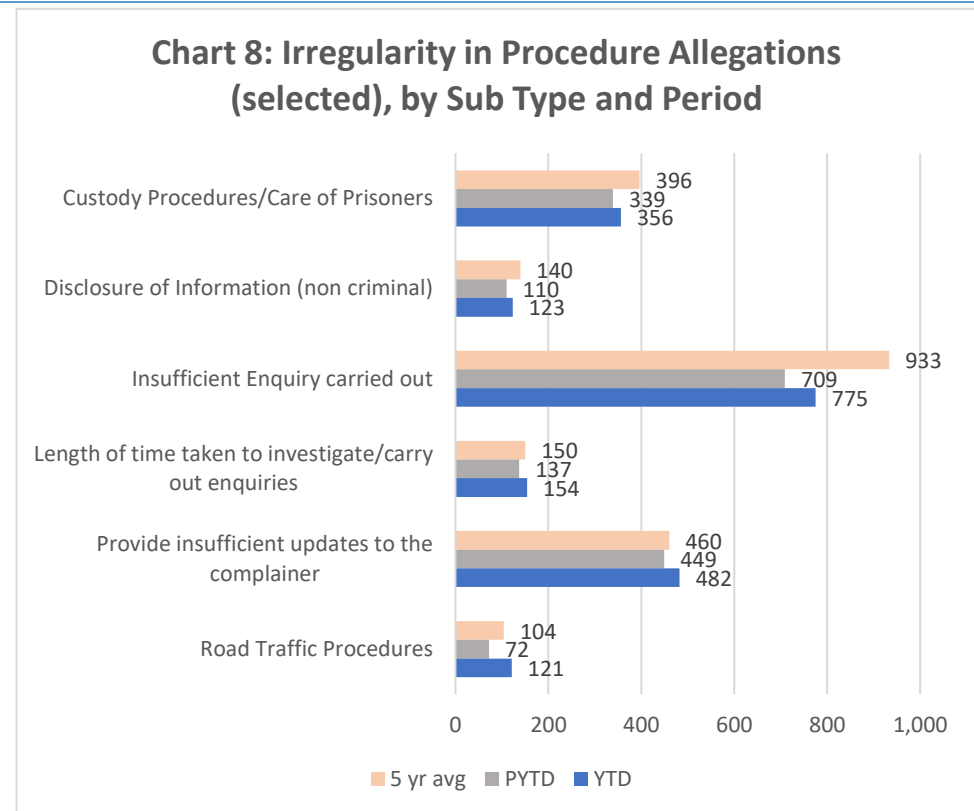
Emerging Trends

- Discriminatory Behaviour allegations have increased from the PYTD (+34 allegations) and the five year average (+49 allegations), with 159 received YTD. Greater Glasgow (+17 from PYTD, +18 from five year average) and Tayside (+11 from PYTD, +11 from five year average) are assessed to be the primary drivers. An increase in the Race sub type (+22 from PYTD, +30 from five year average) is a further notable driver here, with 88 such allegations received YTD. Lower volume rises were also registered for Gender (+9 from PYTD, +11 from five year average) and Sexual Orientation (+5 from PYTD, +8 from five year average).
- Although Assault allegations have decreased from the PYTD (-70), these remain at an elevated level compared to the five year average (+97). Notably, the PYTD involved the peak total over the latest six YTD periods. Greater Glasgow (+7 from PYTD, +30 from five year average) and Edinburgh (+26 from PYTD, +25 from five year average) are the highest volume contributors to this increase. Highlands and Islands (+9 from PYTD, +13 from five year average), Tayside (-5 from PYTD, +12 from five year average) plus CJSD (+3 from PYTD, +12 from five year average) also registered increases at lower volume.
- Quality of Service allegations also remain at an elevated level, despite each category having decreased from the PYTD. Those are Policy/Procedure (-405), Service Delivery (-286) and Service Outcome (-337). By contrast, all have increased from the five year average by +31, +186 and +59 respectively. Notably, the PYTD involved the peak total for each of these categories over the latest six YTD periods. Those assessed to have most influenced the increase across this period are:
 - Policy/Procedure – Lanarkshire (+16), Edinburgh (+12).
 - Service Delivery – Fife (+42), Tayside (+42), North East (+30).
 - Service Outcome – Tayside (+77), North East (+70).
 - Notwithstanding, these increases are supplemented by multiple lower volume increases across other divisions.



Emerging Trends (continued)

- Irregularity in Procedure - Provide insufficient updates to the complainer allegations have increased from the PYTD (+33) and the five year average (+22), with 482 received YTD. This is primarily linked to Tayside (+23 from PYTD and +31 from the five year average).
- Irregularity in Procedure – Road Traffic Procedures allegations have also increased from the PYTD (+49) and the five year average (+17), with 121 received YTD. This is primarily linked to Greater Glasgow Division (+24 from PYTD and +21 from the five year average).
- The sub types 'Insufficient Enquiry Carried Out' (+66 allegations), 'Length of time taken to investigate/carry out enquiries' (+17), 'Custody Procedures/Care of Prisoners' (+17) and 'Disclosure of Information (non-criminal)' (+13) have also increased from the PYTD. However, this contrasts with the variation of each category from their respective five year averages from the five year average (-158, +4, -40 and -17), which offers a broader comparative context. This comparison indicates widespread decrease and, in the instance of 'length of time taken to investigate/carry out enquiries', a low volume increase. Therefore, those categories are not assessed as significant increases at this time.



Emerging Trends (continued)

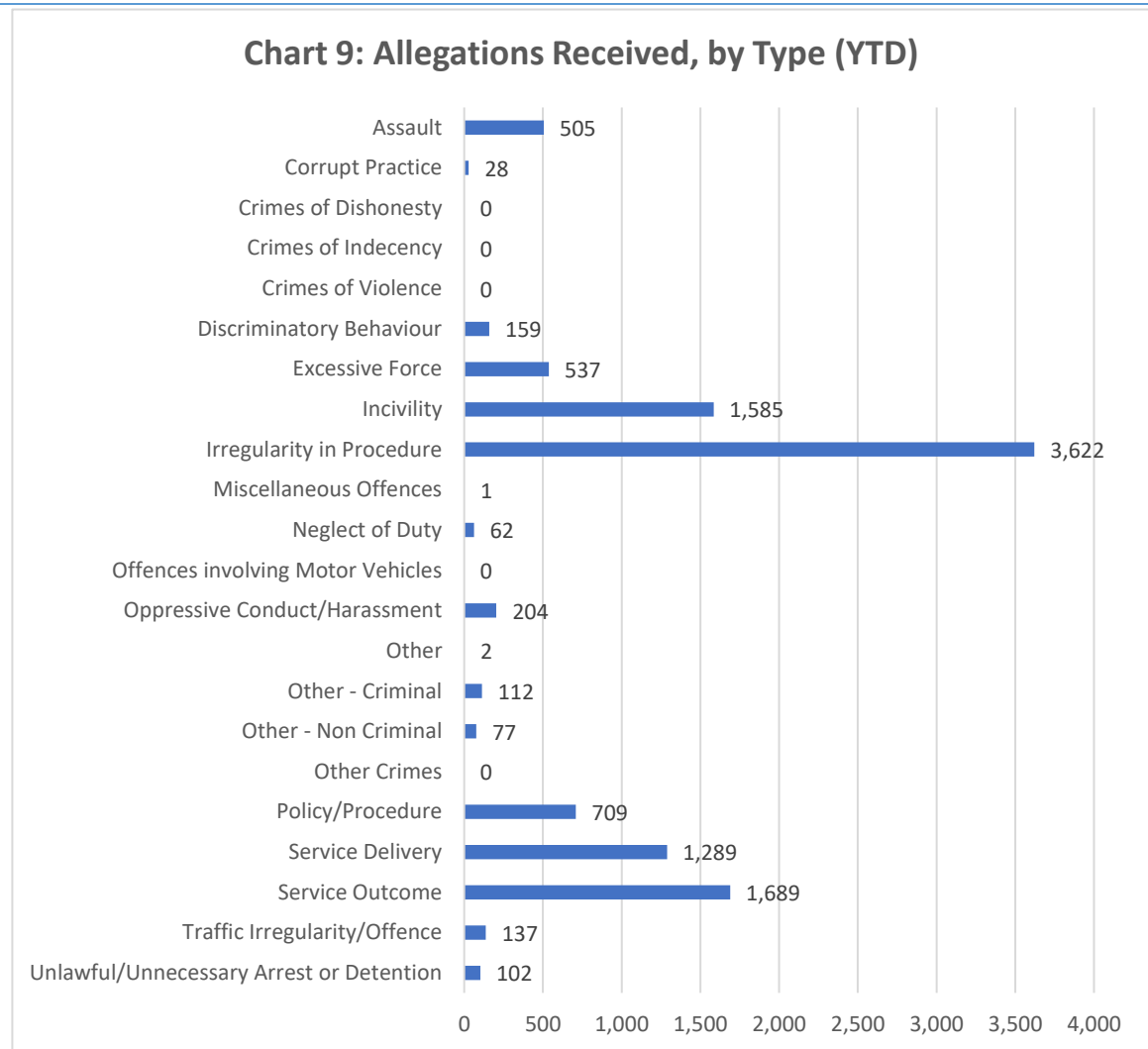
A breakdown of the 10,820 allegations received YTD, by type, are summarised here in Chart 9.

Moreover, the allegation type of Irregularity in Procedure involves a further nineteen sub types. The highest volume of those are detailed below:

- Insufficient Enquiry carried out (775).
- Other (708).
- Provide insufficient updates to the complainer (482).
- Custody Procedures/Care of Prisoners (356).

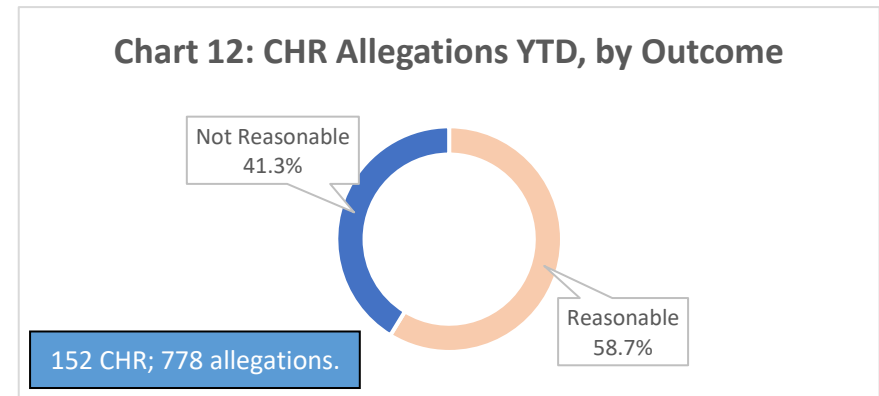
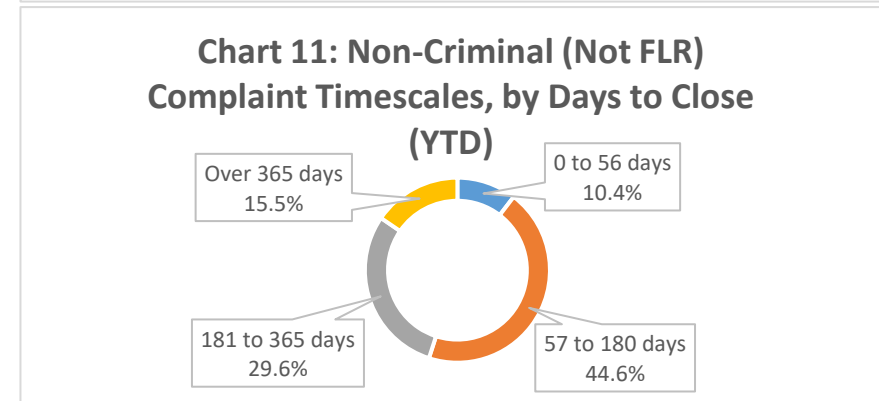
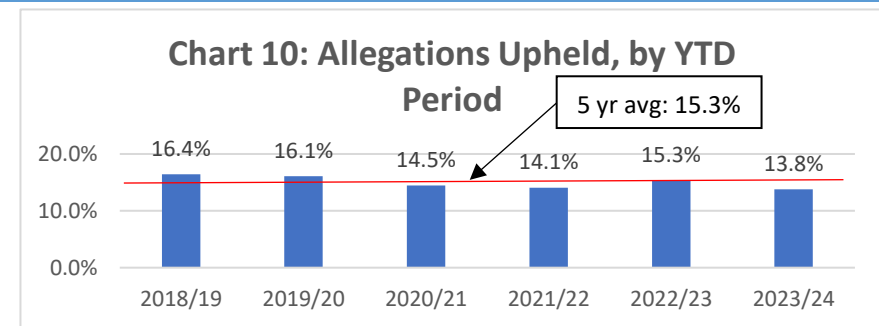
Quality of Service allegations also involve several sub types, with the highest volume of those listed below:

- Service Outcome – Lack of satisfaction with action taken (1,137).
- Service Delivery – Type of Response (745).
- Policy/Procedure – Policing Procedure (602).



Service Delivery

- 4,265 allegations attached to completed complaint investigations (criminal and non-criminal) concluded YTD, with 13.8% upheld representing a decrease from PYTD (15.3%) and the five year average (15.3%).
 - The largest volume of the 589 allegations upheld YTD were Irregularity in Procedure (190), Service Delivery (190) and Service Outcome (103).
 - Sub types were: Other (46), Time of Response (149) and Lack of Satisfaction With Action Taken (58).
- 10.4% of the 873 non-criminal (not FLR) complaints concluded YTD were closed within 56 days, a decrease on the PYTD rate of 17.1% (-6.6%) and against the five year average rate of 34.2% (-23.8%). The average closure time YTD was 236 days, an increase from the PYTD average of 196 days and the five year average of 132 days.
- 152 Complaint Handling Reviews (CHRs) were received YTD, down -23.6% from PYTD, with 58.7% of allegations reviewed found to have been handled to a reasonable standard (-15.5% from PYTD).
- It should be noted that 2022/23 involved monthly rates of allegations handled to a reasonable of 62.1% and upwards. Of note, five individual months of the YTD period involved rates ranging from 65.3% to 68.4%.
- Discretionary decisions from PIRC also impact on the rate handled to a reasonable standard, as those are considered to have been handled to a standard whereby a full review is not required.
- 231 recommendations and 79 learning points were received YTD. The majority of recommendations received were categorised as requiring 'further enquiry' or a 'fuller/further response' (46.8% and 39.0% respectively). A further 6.1% were categorised as 'record/respond' and the remaining 8.2% as 'Other'.
- CHRs continue to be monitored and all relevant learning disseminated to ensure continued improvement.



PIRC Referrals

- 300 statutory referrals were made to PIRC during the YTD, a 7.7% decrease on the PYTD. However, STO Taser discharge related referrals have increased by 26.9% (85 in total, +18 from PYTD).
- As per the previous quarterly report, STO Taser referrals YTD have arisen largely from spontaneous incidents involving persons with a mental health concern and in possession of an offensive weapon (primarily bladed weapons or sharp objects). Where no weapon was involved, violent resistance directed towards officers was prevalent. No specific geographic area has influenced this increase.
 - The national uplift in STOs and high levels of assault directed towards Police Officers are relevant factors underpinning this increase.
 - The YTD total is influenced by 12 referrals in May 2023 and 14 in August 2023. The remaining months of the YTD taken together mirror the 2022/23 average of 6 STO Taser referrals per month.
 - 3 of these referrals are subject to PIRC investigation. With the remainder assessed and concluded with no PIRC investigations. This independent review provides assurance that the use of STO Taser resources in response to these events have been proportionate and justified.
- Of the 300 statutory referrals YTD, 45 are subject to PIRC investigation (15.0%). This is a reduction from the 18.8% of referrals PYTD which were subject to PIRC investigation.
- All allegations of On Duty Assault and any associated criminal allegations are also referred to PIRC for assessment and potential investigation. 358 such referrals were made to PIRC YTD, -5.3% on the 378 made during the PYTD. Of those assessed, 80 are subject to PIRC investigation (24.5%), a reduction from the 82 such referrals subject to PIRC investigation PYTD.

Chart 13: Statutory Referrals to PIRC, by Category (YTD)

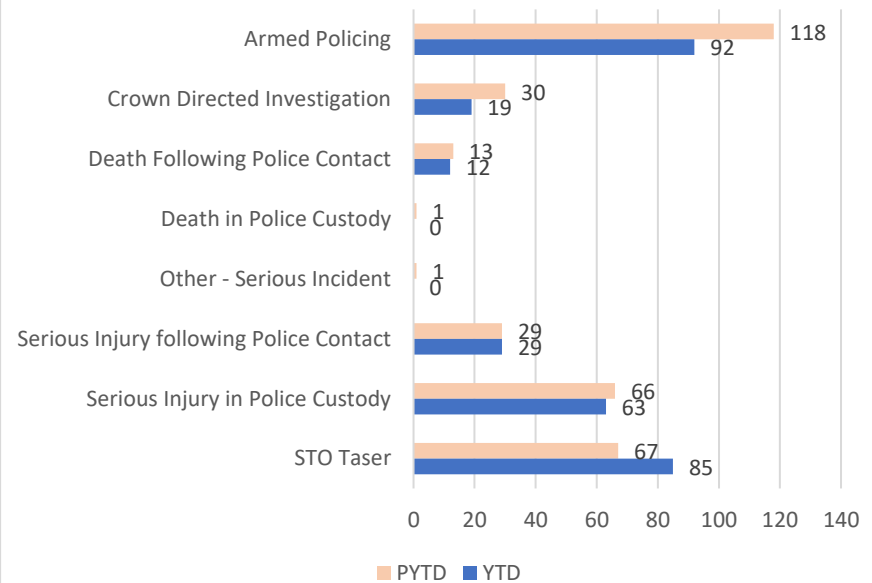
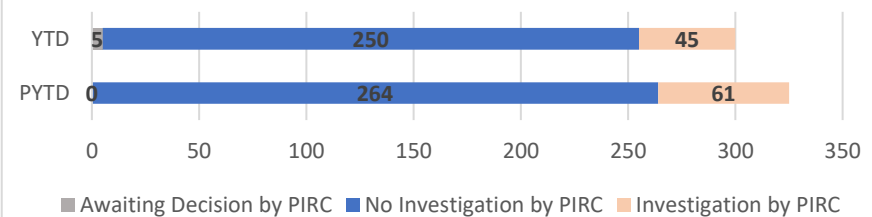


Chart 14: Statutory Referrals to PIRC, by Decision Type and Period



Conduct Unit

At the conclusion of Q4 YTD, 67 Police officers were suspended and 83 subject to duty restrictions. A further 13 members of Police Staff were suspended at this time.

The Police Service of Scotland (Conduct) Regulations 2014 is the primary legislation through which allegations of misconduct by serving police officers up to the rank of Chief Superintendent are considered. These regulations are underpinned by Scottish Government guidance and supported by Staff Associations, Scottish Government and Police Scotland.

The misconduct procedures aim to provide a fair, open and proportionate method of dealing with alleged misconduct while recognising that police officers have a special status as holders of the Office of Constable.

The procedures are intended to encourage a culture of learning and development for individuals and the organisation. Disciplinary action has a part, when circumstances require this, but improvement will always be an integral dimension of any outcome.

Conduct Assessments

- 471 preliminary conduct assessments were undertaken YTD, +18.3% from the PYTD total of 398.
- YTD increase is primarily linked to assessments categorised as 'Misconduct – No Action' (+36), 'Misconduct – Improvement Action' (+31) and 'Neither Misconduct nor Gross Misconduct – Improvement Action' (+19).
- The increase in preliminary assessments is predominantly linked Edinburgh (+32), and to a lesser degree Highlands and Islands (+14). This is supplemented by lower volume increases across 11 other divisions.

Chart 15: Police Officers Restricted and Suspended, by period (as at 01 April)

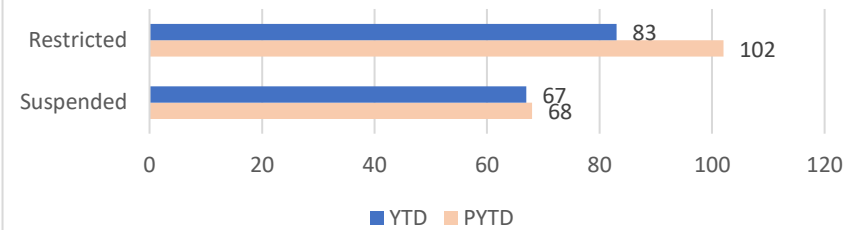
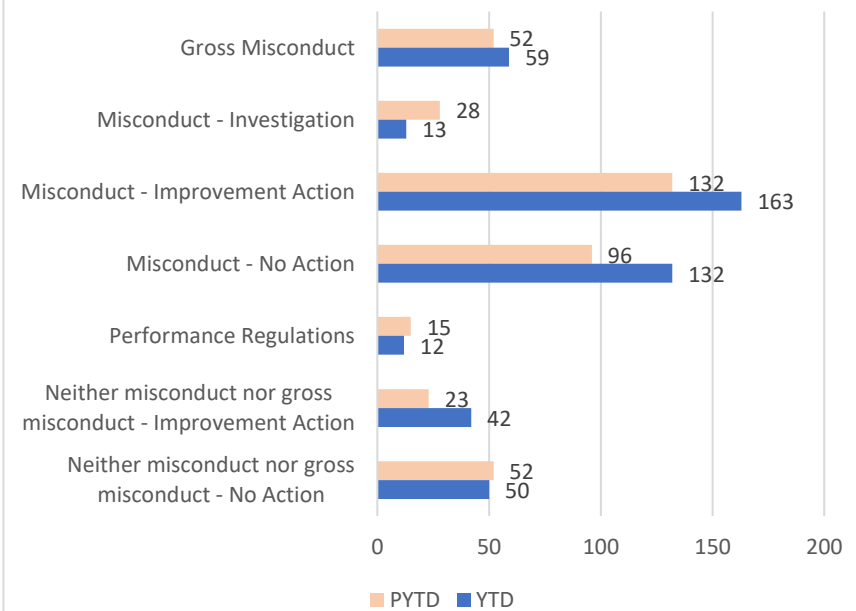


Chart 16: Conduct Assessments YTD



Conduct Unit (continued)

Misconduct Hearing and Meetings

- Please note that each meeting or hearing may involve multiple subject officers and multiple allegations, with a disposal attached to each allegation.

Time period for when the Regulation 10 (assessment) was completed for live investigations and proceedings.

Date Reg 10 completed	Number of cases
Pre 01/04/2023	3
Quarter 1 (01/04/23 – 30/06/23)	6
Quarter 2 (01/07/23 – 30/09/23)	18
Quarter 3 (01/10/23 – 31/12/23)	9
Quarter 4 (01/01/24 – 31/03/24)	17

Average time duration for gross misconduct/misconduct investigations and proceedings that have concluded in 2023/24 (till Q4 end).

	Days
Average time under investigation	127
Average time for investigation and proceedings	263

Chart 17: Misconduct Hearing Disposals YTD

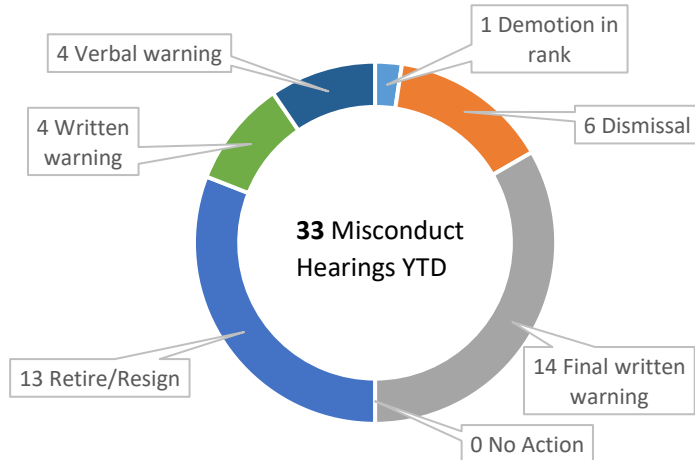
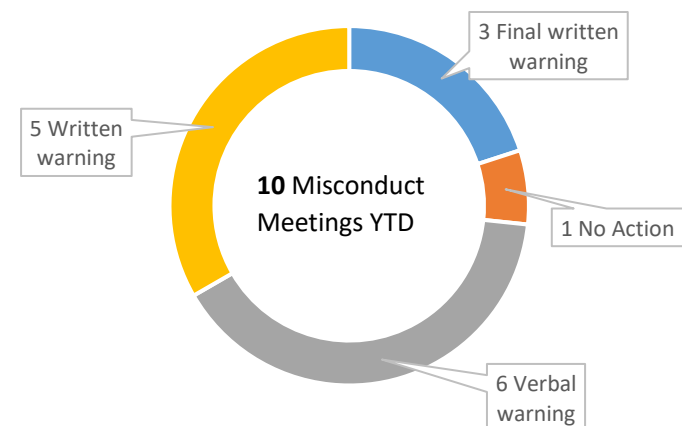


Chart 18: Misconduct Meeting Disposals YTD



Organisational Learning

Learning from PIRC investigations, CHRs, PSD investigations and other sources are disseminated through bulletins, individual feedback and used to inform training packages. In the last quarter, PSD has disseminated learning from a variety of incidents. The following learning outcomes are of particular note:

Learning identified via PIRC Investigation report recommendations:	Learning identified via PIRC CHRs and Discretionary Decisions:
<p>Police Scotland considers the observations and opinion advanced by the Police Incident Officer (PIO) in respect of the perceived shortcoming of the officers and supervisors and consider opportunities for reflective personal and organisational learning.</p> <ul style="list-style-type: none">• PIRC findings have been considered, individual actions discussed, and learning shared with those involved to reflect upon their decisions and actions. <p>Police Scotland Custody Division staff to be reminded of the criticality in accurately undertaking and recording the Prisoner Vulnerability Assessment for persons entering police custody. Any disclosures or signs of recent drug or alcohol consumption should be fully documented and, on all occasions, where appropriate an assessment undertaken by a Health Care Professional to ensure a custody care plan is implemented. Police Scotland should consider the implementation of a programme for all newly appointed PCSO's to be afforded an opportunity to shadow an experienced PCSO to develop operational competence and effectiveness.</p> <ul style="list-style-type: none">• Work is on-going with the Criminal Justice Services Division to consider implementation of this learning from the PIRC Investigation.	<p>92 learning points have been received during the 2023/24 year as a result of PIRC Complaint Handling Reviews and Discretionary Decisions. Of those, 6 remain outstanding, giving an implementation rate of 93.48%. The outstanding learning points relate to policy changes and take longer to implement. Below shows some examples of learning received during Q4.</p> <ul style="list-style-type: none">• The undue delay aspect of the non-investigation provisions contained within PIRC's statutory guidance can only be applied where the complaint is suitable for FLR and the complainer has not provided a reasonable explanation for the delay. Complaint handlers should always assess the seriousness of the complaints and also seek an explanation from the complainer regarding the delay, where possible. Thereafter, the rationale for accepting/not accepting the explanation should be fully recorded. Complaint handlers should ensure that a detailed rationale which considers both the seriousness of the complaints and the reason for the delay (if provided) should be recorded. The rationale for not investigating the complaints can then be more clearly explained to the complainer in the outcome letter. Recording the complaints accurately, and fully documenting the rationale for applying the non-investigation provisions also means that PIRC are fully informed should the complainer then apply for a review.• The statutory guidance that PIRC provides to policing bodies operating in Scotland allows the police not to investigate some types of complaint. This can apply where a period of more than 12 months has lapsed between the incident giving rise to the complaint and the complaint being made. For this provision to be applied, the police must first have sought to establish the reason for the delay, and, have assessed whether the explanation provided by the complainer in this regard was reasonable. In this case, Police Scotland correctly followed the statutory guidance by contacting the applicant to establish the reason for the delay in submitting her

Organisational Learning (continued)

	<p>complaint before any decision was reached on whether the complaint should be investigated. This is an example of good complaint handling practice.</p>
<p>PSoS identified learning from upheld complaints:</p> <p>Page 8 of this report articulates a YTD and 5 year average increase in complaints relating to Irregularity in Procedure – Provide insufficient updates to the complainer. Work is being undertaken to understand the reasons preventing officers from providing timely, or sufficient updates, including exploration of more efficient uses of technology to communicate updates.</p> <p>A further update on progress will be brought to the next committee meeting.</p>	<p>Culture and Confidence</p> <p>PIRC identification of good complaint handling practices and inclusion as positive learning points within CHRs and DDs are shared via a monthly learning bulletin for complaint handlers. Identification and promotion of good practice is used to build confidence and embed positive complaint handling actions.</p> <p>Work is on-going to improve awareness across the organisation of PIRCs role, function and purpose. Statistics and case study examples will be used to dispel myths, increase confidence and provide context around what happens when an incident is referred to PSD/PIRC, including rationale for decisions, timescales and outcomes.</p>

Appendix B – The Standard – May 2024



In Issue 5 of The Standard we focus on the things we know can make a positive difference to the lives and experiences of people from marginalised backgrounds.

Since the implementation of the Hate Crime and Public Order (Scotland) Act 2021, complaints have risen around our policing response. By ensuring our service is accessible to all, we aim to increase and maintain public confidence. It is crucial we treat all people with dignity and respect, including members of our communities and colleagues. We encourage everyone to reflect on the lived experiences shared below.

Consider what could have changed to improve the experiences and outcomes for the individuals our people came into contact with. What would you have done differently? How does this fit with your practice as a police officer or member of police staff?

Case Studies

Case Study 1

A colleague on the team came out as non-binary. In their absence, people were joking in the canteen about their identify, and mocking them. They were saying things like "I'm going to identify as a panda" and deliberately mis-gendering them.

(Enhance your awareness by reading the following articles which give an insight on A young person's perspective on non binary identities and Being non binary in the UK today)

Case Study 2

A member of police staff contacted the police to report a homophobic hate crime they had observed outside a pub while off duty.

Officers attended at the reporter's home address the following day to note a statement. The reporter had not made the officers aware he was a member of police staff and that his partner was a serving police officer.



Officers on Patrol in Edinburgh



Member of staff in C3

Appendix B – The Standard – May 2024

The officers appeared disinterested and played down the significance of the event, stating the person who the homophobic abuse was directed towards had not made a complaint so what was the issue?

Case Study 3

A member of the public used an advocate/friend to contact police to report an incident as English was not their first language. The option of an interpreter was not added to the STORM comments and a diary call was created for officers to attend.

Officers attended and the complainer was within their home address alone. As nothing was ongoing the officers arranged a further diary appointment for another shift to attend as they did not feel they had sufficient time to arrange a translator and deal with the complaint.

It took until the third diary appointment being attended for officers to arrange a translator and note a statement from the complainer.

Case Study 4

Officers attended a Bed and Breakfast during a nightshift to search for a high risk missing person. The officers were given permission by staff to enter a room occupied by a person who is a BSL user.

Officers provided no reassurance or messaging to this person who was left terrified by the actions of the officers.

How can we improve our service to communities both internally and externally?

It is important that we continually reflect as part of our continuous professional development and the following links will provide useful information to enhance your awareness.

You should familiarise yourself with the Police Scotland Interim Guidance Responding to Hate and complete EDI module two: Upholding our Values to learn more about how you can implement our values of fairness, integrity, respect and a commitment to upholding human rights in your daily work.

Useful information is also available on the Equality and Diversity Intranet page and the MyCareer Hub.



Officers policing an event

Appendix B – The Standard – May 2024

What can we do to make experiences better?

Think about how you would feel if you or someone close to you had this experience. Would you feel confident and have trust in police? Public confidence is about our legitimacy and how we police by consent, while trust is associated with our reputation and organisational competence, for example, professionalism, responsiveness, reliability and knowledge.

User experience surveys measure how we perform when people contact us.

The areas we know impact confidence and user experience can be addressed by focusing on:

- Police culture, values and behaviours particularly how we show up for and support victims and communities.
- Ease of contact, accessibility and availability of local and specialist police services.
- Community safety and resilience through crime prevention and protection.
- Keeping communities informed about what policing is doing to manage crime and concerns within local communities.

Maintaining public confidence and trust involves keeping communities involved and engaged in what and how we do things. An example of this was during the pandemic and COP26 where we were able to adapt our policing approaches, online reporting and communications to address public concerns and handle interactions fairly and sensitively, with our values and human rights at the centre.

Areas of focus which are aligned with our priorities and outcomes to enhance public confidence and user experience include:

Managing contact and user experience - how do you keep people updated?

Visibility and accessibility of our services - how can people contact police and stay informed?

Organisational culture, values and behaviours- how do we treat each other?

Institutional discrimination and sense of belonging- how do we include people?

Colleague wellbeing- how do we support each other?

Chief Constable's Priorities and Operational Objectives

Trust

The people of Scotland trust us to keep them safe.

Confidence

People who contact us have confidence in our service delivery.

Performance

We continually improve and perform at a high level.

Operational Objectives:

- Threat, risk and harm
- Prevention, problem solving and proactivity
- Officer and staff wellbeing.

Download a copy of the Chief Constable's priorities and operational objectives.



Officers on patrol

Appendix B – The Standard – May 2024

There is lots of information, support and guidance available on the intranet about how we can make a difference. Inclusion Moments are a great place to start.

Being involved in a complaint in any capacity can be a difficult and emotional experience. Investigation Wellbeing Guidance is available on the intranet to provide practical advice and guidance for those involved, be that having initiated a complaint, or witnessed one, whether in a supportive role or as the subject of an investigation relative to that complaint. Feedback on the investigation process is welcomed.

Further support is available via Scottish Police Federation, Staff associations and the new Employee Assistance Programme.

Getting it right – things we can all do

We know that every individual we come into contact with is different and, rightly, will have different needs based on a whole variety of things.

We have recently completed academic research with seldom-heard communities to understand more about confidence and experiences with policing.

Inquiring Together: Collaborative Research with BAME Communities and Serving Officers

This was a collaborative research programme funded by the Scottish Institute of Policing Research and Police Scotland. It included communities from the Aberdeenshire, Dundee and Glasgow areas – a total of 57 community members, seven community professionals and 15 police officers.

Key themes emerged from this research:

- **Systems (both knowledge and perceptions):** there were gaps in knowledge about policing in Scotland. For example, participants were often unaware of what number to call in an emergency or that officers in Scotland do not usually carry guns.
- **Police and Culture:** interactions between police culture and the cultures of different communities are important.
- **History and Place:** ideas of 'home', alongside the history of policing and communities, influence relationships between communities and police.
- **Trauma:** experiences of trauma are more common among the communities included here, which can have important implications in areas like interviewing.
- **Community Engagement:** community engagement, through the process used in our research and elsewhere, was highly valued among participants. For Police Scotland, community engagement and community policing should include making connections with BAME communities.
- **Police Numbers:** community members from Dundee reported on the decline in visibility of the police in their communities over time. Visible police presence was valued, particularly in the policing of drugs.
- **Communication:** improving communications is key, in terms of translated materials but also effective intercultural engagement.

More information about this project can be found on our Engagement Hub.

Appendix B – The Standard – May 2024

We continue to grow our understanding of the experiences and needs for everyone in our communities. Our evidence-led policing approaches enable and equip us to do this; working across strategic stakeholders and partners, the academic research community and engagement and participation programmes with our diverse communities.

Victims and survivors – experiences and needs

Key Insights

Across engagement activities, many victims and survivors of crime have indicated that their needs and expectations relating to police responses were not met.

Victims and survivors expect and require responses that are:

- Empathetic, trauma-informed and survivor-focused, including the use of appropriate and validating language;
- Supportive in helping them to feel in control and safe, including feeling believed;
- Consistent across all officers and staff, who display clear knowledge and understanding of crimes like domestic abuse;
- Followed up with effective communication to support them to feel safe and believed, in addition to clear actions being taken;
- Transparent and honest about the role and powers of police officers and,
- Underpinned by cultural awareness, including around barriers that may prevent or make reporting difficult.

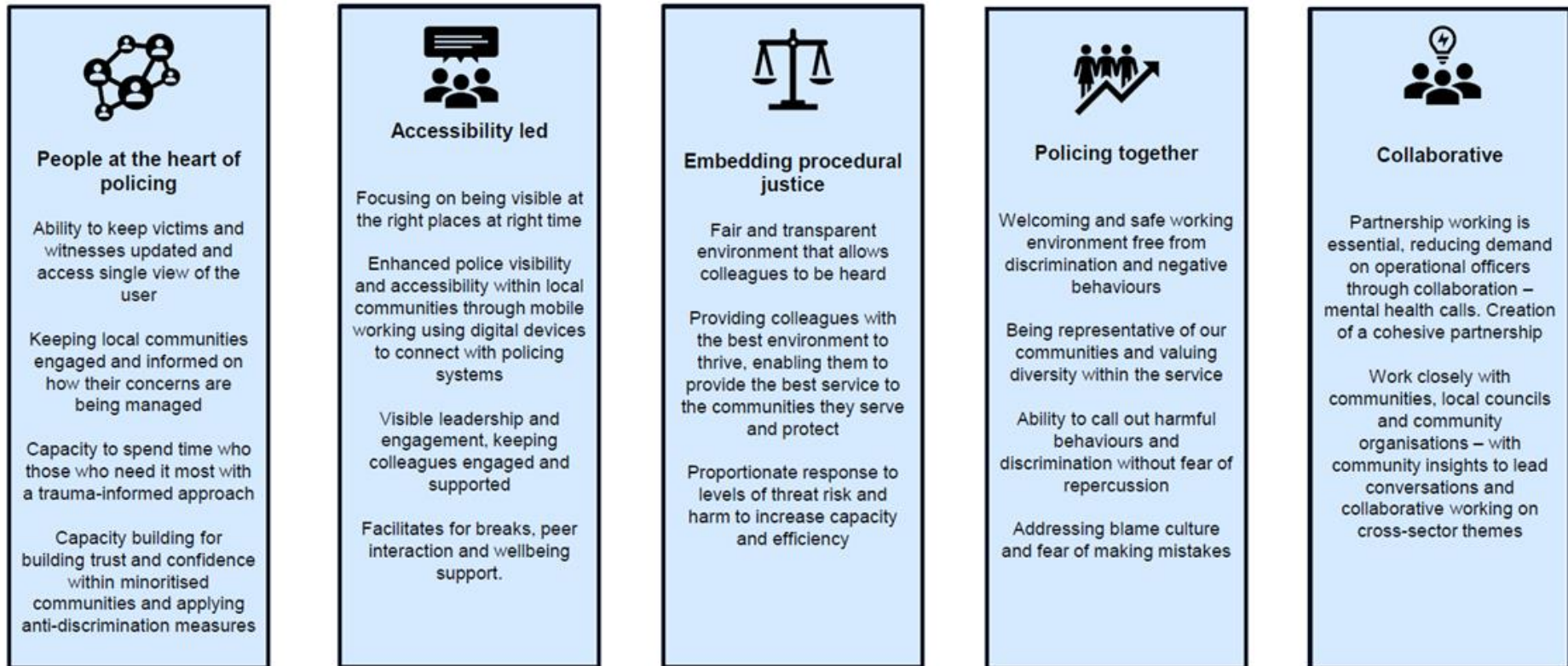
Gaps in Service

The way in which officers show up when dealing with victims and survivors is as important as the case outcome in making survivors feel heard, respected and reassured. There is a need for:

- An improvement in training to ensure that our colleagues are equipped to respond effectively to victims and survivors, particularly around the complexities of abuse;
- Ensure our colleagues can provide consistent responses by equipping them with the knowledge they need, as well as fostering a culture where negative and discriminatory behaviours are challenged;
- Reporting processes and evidence sharing approaches that are accessible, safe and discreet, improving ease of contact.
- Support that is accessible for all of our diverse communities across Scotland, and
- Presence of domestic abuse officers in response policing to provide effective support from outset

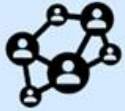




Appendix B – The Standard – May 2024

Needs and expectations



Colleagues have told us these areas are important

Appendix B – The Standard – May 2024

 <p>People at the heart of policing</p> <p>The public perceive their local police as friendly and approachable, but don't think they are dealing with issues that affect their local community.</p> <p>Satisfaction with staff understanding and with attending officers have remained high and stable over time.</p> <p>Children and younger people have positive perceptions of their local police but are the group who have the lowest satisfaction levels when they contact them.</p> <p>The way we do things and make people feel has a significant impact on the public's likelihood to contact, approach and cooperate with police.</p>	 <p>Accessibility led</p> <p>Ease of contact is high but is declining in recent quarters.</p> <p>People contacting the police want service advisors to be trained with local knowledge and to be equipped location identification tools.</p> <p>The public worry about physical police presence and their estates withdrawing from communities. We need to be sensitive to community concerns. Involving the public, communities and partners in the way we do things is vital if we are to maintain public confidence in policing.</p>	 <p>Embedding procedural justice</p> <p>Being aware of, witnessing, or experiencing instances of discrimination were identified as key drivers for the public recognising institutional discrimination as an issue for the service.</p> <p>We need to be communicating with our communities to ensure transparency and accountability and providing reassurance that steps to tackle institutional discrimination are being taken. We must be clear about our standards and values, including our commitment to upholding human rights.</p> <p>Equality Act (2010).</p>	 <p>Policing together</p> <p>People require their local police to have an understanding of lived experiences and cultural intelligence for communicating and engaging in appropriate and supportive ways.</p> <p>We know people who are witness/victim of crimes or live in areas affect by poverty have lower levels confidence in their local police and feel less safe. We need to be present where there is greatest need and most vulnerability.</p> <p>Cognisance to the main drivers of confidence should be maintained to help people feel safe.</p>	 <p>Collaborative</p> <p>User experience is lower for issues that do not typically incur police attendance i.e. incident logged on STORM as "neighbour disputes".</p> <p>Communities need to be kept informed about how local police are taking concerns seriously and responding to crimes and other incidents that affect communities, working in partnership with the relevant authorities when deemed necessary.</p>
---	---	---	--	--

Communities have told us these areas are important

Appendix C – Misconduct Outcomes – April 2024



The [10 Standards of Professional Behaviour](#) set out the standards expected of police officers while on and off duty, as legislatively outlined in the [Police Service of Scotland \(Conduct\) Regulations 2014](#). The regulations govern all police conduct matters.

Officers who breach these standards risk finding themselves subject to misconduct proceedings, which may result in dismissal. These outcomes are being shared so you can see real cases which have resulted in the officer involved no longer serving with Police Scotland. In this publication, there is also information included about misconduct proceedings where other disposals have been given.

This is the fifth publication of [gross misconduct outcomes](#) where officers were either dismissed or resigned prior to a hearing.

In the fourth quarter of 2023, October to December, 2023, five officers were scheduled to attend a gross misconduct hearing before an independent chairperson of the rank of Chief Superintendent. One officer was dismissed and four officers resigned in advance of their attendance at a gross misconduct hearing.

Below are summaries of the circumstances which led to gross misconduct proceedings being instigated:

1. An officer was dismissed at a gross misconduct hearing for driving a motor vehicle, while off-duty, when the proportion of alcohol in their body was above the prescribed limit. The officer had also been found guilty at court for this offence.

Police Scotland regularly conducts campaigns in respect of driver behaviour to make our roads safer, to reduce deaths and serious injury, and to reduce instances of drink and drug driving. An officer being involved in a road accident while under the influence of alcohol is clearly at odds with those efforts and our organisational values, and as such discredits the organisation.

Appendix C – Misconduct Outcomes – April 2024

Standard of Professional Behaviour - Discreditable Conduct; we behave in a manner which does not discredit the Police Service or undermine public confidence in it whether on or off duty.

2. An officer resigned prior to their attendance at a gross misconduct hearing which related to an off-duty case of persistent, unwanted, and excessive contact and verbal abuse towards their ex-partner. The behaviour was witnessed by children within the household. The officer also committed an assault against one of the children within the home address. The officer pled guilty at court.

Tackling domestic offending is a priority for Police Scotland, regardless of who the perpetrator is. The significant impact domestic offences have on those involved is undeniable, as is the harm caused by domestic offenders. The behaviour of officers and staff must reflect this and cases of domestic offending by Police Scotland officers and staff will be appropriately and robustly dealt with.

Standard of Professional Behaviour - Discreditable Conduct; officers behave in a manner which does not discredit the police service or undermine public confidence, whether on or off duty.

3. An officer resigned prior to a gross misconduct hearing which related to making numerous comments to colleagues using homophobic and sexualised language while on-duty. The officer also sent inappropriate and offensive messages to colleagues across a WhatsApp group. Also, while on duty the officer created an intimidating and hostile atmosphere within the police office.

Officers must always treat colleagues with respect and courtesy, recognising that our behaviour and language must be appropriate to reflect the values of the organisation and not be alarming colleagues around us. Officers and staff must ensure the language used to refer to colleagues is appropriate and not sexualised or abusive. Communications shared via messaging apps and social media should be appropriate, respectful and show courtesy to others (whether members of the group or not). Inappropriate, discriminatory and offensive comments will not be tolerated. Officers and staff should ensure they challenge and/or report any behaviour of this kind.

Standard of Professional Behaviour - Authority, Respect and Courtesy; officers act with self-control and tolerance, treating members of the public and colleagues with respect and courtesy in line with our values.

4. An officer resigned prior to their attendance at a gross misconduct hearing. The hearing related to the officer submitting numerous overtime claims, totalling a four-figure sum, which was substantially higher in value than the actual hours worked.

Police officers must always act with honesty and integrity in all their policing responsibilities and duties. Behaviour of this manner falls significantly short of the standards expected within Police Scotland and there is no place in policing for fraudulent claims in respect of hours worked and recompense, expenses, or allowance due.

Appendix C – Misconduct Outcomes – April 2024

Corrective advice was also given to supervisors in this circumstance.

Standard of Professional Behaviour - Honesty and Integrity; constables act with honesty and integrity and do not compromise or abuse their position.

5. An officer resigned prior to their attendance at a gross misconduct hearing which related to a case of physical domestic abuse. The officer had assaulted their partner and then threatened harm to other family members. This officer had previously plead guilty to this offending.

Tackling domestic offending is a priority for Police Scotland, regardless of who the perpetrator is. It is evident the significant impact domestic offences have on those involved, and the harm caused by domestic offenders. The behaviour of officers and staff must reflect this and cases of domestic offending by Police Scotland officers and staff will be appropriately and robustly dealt with.

Standard of Professional Behaviour - Discreditable Conduct; officers behave in a manner which does not discredit the police service or undermine public confidence, whether on or off duty.

The determination and outcome for each case is made by an independent chair based on the circumstances of the case. This includes consideration of the evidence in support of the allegation(s), any exculpatory evidence, and the response of the subject officer. There are varied and unique circumstances in every case and outcomes cannot be compared across cases as the severity of the outcome will be dependent on the circumstances.