

**POLICING PERFORMANCE COMMITTEE
27 FEBRUARY 2020**

Minute of the Scottish Police Authority Policing Performance Committee held on Thursday 27 February 2020 at SPA HQ, 1 Pacific Quay, Glasgow, G51 1DZ.

Committee Members Present: Martyn Evans (Chair)
Robert Hayes
Michelle Miller

In attendance: Scottish Police Authority (SPA)
Barry Sillers, Director of Strategy and Performance
Jackie McKelvie
Martin Smith, Strategy Programme Lead
Eleanor Gaw, Community Accountability Lead
Lynne Clark, Programme Development Manager

Deborah Christie, Committee Co-ordinator (Minute)

Police Scotland (PS)
Deputy Chief Constable Malcolm Graham
Tom McMahon,
Denis Hamil
Derek Frew

COSLA
Mike Callaghan

1. Welcome (Martyn Evans)

The Chair welcomed everyone to the meeting.

1.1 Apologies

Apologies were received from Cllr Kelly Parry, COSLA.

1.2 Minute from meeting of Strategy Policy and Performance Committee 14 November 2019 for approval.

Members AGREED the Minute from the Strategy Policy and Performance Committee held on 14 November 2019 was an accurate record of the meeting.

1.3 SPP Committee Action Log (Actions transferred from SPP action log)

Members reviewed the action log and noted the updates provided.

With reference to Action SPP-20190509-007, Members noted the ongoing work between Police Scotland and key stakeholders to agree a joint position on the management of Temporary Traffic Restriction Orders (TTROs). Members heard that this work was expected to be concluded by March 2020 and would be reported to a future Committee meeting.

The Committee **APPROVED** the action log from the SPP Committee held on 14 November 2019 and noted that ongoing actions (SPPCOM-20200227-001 and SPP-20190509-007) would be transferred to the action log for the Policing Performance Committee.

1.4 Declarations of Interest

There were no declarations of interest.

2.1 Quarterly Policing Performance Report – Q3 (DCC Graham/Tom McMahon)

Deputy Chief Constable Graham introduced the Q3 Policing Performance Report and highlighted several areas as reported in the Executive Summary section of the report. During discussion the following points were raised and discussed;

- DCC Graham commented that while a budget uplift had been confirmed on the 26th February which was welcome, the report was set within the context of a budget deficit.
- The committee heard that good progress had been made in the areas of human trafficking, domestic violence under the new legislation, hate crime and sexual crime.
- The considerable effort in partnership working was also highlighted along with Police Scotland responses to the recent floods and planning for Coronavirus.
- Commenting on the recent HMICS report on Police Scotland's response to online child sexual abuse DCC Graham reported this was a challenging area, with rising demand. He assured the Committee of the commitment of the police service to address this issue. It was agreed a report on the planned response to the HMICS recommendations would be brought to the next Committee.
- The Committee welcomed the progress on the issues highlighted and the overall performance of Police Scotland against a very wide range of measures and indices. They discussed with PS colleagues

Q3 performance successes and challenges in the areas highlighted by DCC Graham. The Committee commended Police Scotland on the innovative partnership work with NHS Lothian colleagues to address the issue of vulnerable people being reported missing from Edinburgh hospitals as an effective example of preventative work and demand reduction.

- Members noted that the performance reporting was improving and thanked the staff in both Police Scotland and the SPA for their hard work to develop the report. It was confirmed that the teams are working together to ensure future reporting to the Committee has a clearer balance of success and challenge with trend reporting to allow an insight on progress towards the five outcomes in the Annual Police Plan and draft Strategic Police Plan 2020. The Committee asked that the 2020-2021 Annual Police Plan set out clear activity priorities (with activities taken from the draft Strategic Police Plan 2020) that the Chief Constable expected to be delivered in full or part that year. It was agreed that the quarterly performance report can then track the performance of those activities and allow an assessment of progress against the five strategic outcomes.
- Members explored the reasons behind six of the main crime groups showing an overall falling trend in the rate of detections as a percentage of reported crimes. Members noted that detection rates were a key factor contributing to public confidence in policing.
- There was discussion on the effect on detection rates resulting from activity prioritisation decisions taken within Police Scotland. Members asked that the work of the Demand and Productivity Unit inform the reporting which would enable Police Scotland to provide evidence in terms of the police deployment across the full range of activities and provide the context for changes in crime and detection rates. Police Scotland reported that a 'demand baseline report' had been collated which would shape future performance reporting. Police Scotland colleagues noted the proportion of policing resource related to recorded crime and that the other demands on policing would have to be taken into account when considering the overall demand, resource and performance picture. They also noted that some crime groups were showing an increase in the total number of detections, if not a rise in the percentage and that this was reflective of the rising demand. DCC Graham offered to conduct a 'deep dive' into detection rates and bring a detailed report to the next Committee.
- Members commented that the report did not clearly link the activities and campaigns carried out by Police Scotland with the

statistics presented on drug supply and discussed ways in which future reporting could incorporate other data sources from across public sector partners to enhance the performance reporting and provide a more rounded picture.

- Members welcomed the considerable progress made in Police Scotland with the recording of crimes with a cyber element and that this work was helping to develop a better understanding of the extent and nature of both cyber enabled and cyber dependent crimes. There was discussion on the significant challenge around the cyber element in both workforce planning and resource deployment in this virtual space alongside the expressed and competing public interest in the police service being “visible” in our community’s public spaces.
- Members discussed with PS colleagues the jurisdictional and legislative status of cyber criminals acting from outside Scotland. It was noted that the powers of Police Scotland to enforce the law against these criminals currently appears limited but the threat from them is growing rapidly. Members noted that this issue had previously been raised for Scottish Government consideration at the SPA Board. It is understood that this is an issue currently being considered by the Scottish Crime Reporting Board and SPA Officers would update the committee when available.
- The Committee observed that Police Scotland appear from the evidence available to be performing well in many areas compared to other police services across the UK. Confidence in this observation would be enhanced significantly with clear and effective benchmarking against validated data from comparable policing systems in the UK and Europe. Attendees agreed that this would be helpful and would contribute to Police Scotland’s development as a learning organisation and also provide evidence of areas where policing in Scotland was delivering exceptional performance and where improvements could be made. It was decided that The SPA and Police Scotland will convene a high-level seminar to explore the issues of inter-service benchmarking in April 2020 with participants from across the UK.
- In relation to the Stop and Search Performance, Members noted that the number of stop and searches had risen substantially and the rate of positive searches had fallen and sought an understanding of reasons behind this. There was discussion on what an acceptable rate of positive search would be, with Police Scotland noting the very high rate of compliance with the Code of Practice and that the effective measure of the tactic was not simply the rate of positive searches. Members discussed with Police Scotland the importance

of the drugs and weapons found balanced with the need for proportionality and necessity of searches. It was agreed that this would be a tactic where external benchmarking would provide a valuable insight and agreed options in this regard would be explored.

- Members discussed the wellbeing performance reporting and heard that there was a growth in the understanding of his this and was providing evidence of to what extent Police Scotland was meeting the Strategic Objective to create a positive environment for its people. Members heard that the Annual Review of Policing would provide the opportunity for the SPA to report their view of the progress made towards that objective.

Members noted the report and the following actions.

PP-20200227-001: HMICS Report on Child Sexual Abuse: Report on PS planned responses to HMICS recommendations on Child Sexual Abuse to be considered at the next committee.

PP-20200227-002: 2020/21 Annual Police Plan: Plan to clearly set out priority activities which will be delivered in 20/21 which will demonstrate progress against the strategic outcomes.

PP-20200227-003: Demand Baseline Reporting: The work of the DPU to inform future reporting to enable PS to provide evidence in terms of the police deployment across the full range of activities and to provide context for changes in crime and detection rates.

PP-20200227-004: Detection Rates: Detailed report to be brought to the next committee meeting that provides a deep dive into the trends in detection rates, causational factors and implications for prioritisation of resource.

PP-20200227-005: Data Sources: Options to be considered as to what other data sources are available from across public sector partners that could enhance performance reporting and provide a more rounded picture.

PP-20200227-006: Cyber-crime: Update to be provided at future committee from the Scottish Crime Reporting Board's consideration of reporting of cyber related crimes where the criminal is resident outside Scotland.

PP-20200227-007: Benchmarking: Joint SPA/PS Seminar to be convened to provide an opportunity to explore opportunities for benchmarking across other organisations.

2.2 Data Journey (Denis Hamill)

The Committee received a very comprehensive presentation on Police Scotland's planned approach to managing and using data to support operational policing. During discussion, the following points were raised and discussed;

- Members welcomed the work to establish a data strategy and to improve the management of data by the organisation. It was agreed that this programme was essential in providing a good foundation for future development toward data driven and evidence based policing.
- Members were supportive of the work to enable Police Scotland to improve the use the data it holds and the data it has access to, including linking data held by partners to provide better insight and operational decision making.
- Members noted the data ethics issues inherent in this approach and were informed of plans to establish a Police Scotland Data Ethics Steering Group. It was noted that the planning for setting up this group was currently in the early stages however it was agreed that SPA staff would be invited to take part and contribute to the work of this Steering Group.
- Attendees welcomed work to develop a flexible framework that would allow ethical issues in relation to fast pace developments in technology to be appropriately considered as and when required by Police Scotland but which would provide the appropriate levels of oversight by The Authority to discharge responsibilities in this area and to support the work of Police Scotland.
- Members questioned whether all of the elements described in the data journey were already included in the current business case for DDICT and were assured that at a high level this was the case. Members requested a report comparing the DDICT business case with current thinking on data and analytics be brought back to the Committee at an appropriate stage as the work progressed. Members noted that the DDICT business case was not currently able to be funded in the SPA Capital allocation from Scottish Government and highlighted the risk in this to operational policing. Noting the risk in this area, it was proposed that the data journey was presented and discussed at a future SPA Member seminar to allow an opportunity for the Board to better understand the risks.

- Police Scotland briefed members on the recognised shortfalls in Police Scotland's analytical capability and noted the intention to develop a proposal for additional investment in this area which would be subject to the necessary Governance in due course.

Members noted the presentation and the following action.

PP-20200227-011: Data Ethics: SPA officers and Members to be invited to contribute to PS Data Ethics.

2.3 Performance Framework Review and Analytics Transformation (Tom/McMahon Derek Frew)

The Committee received a summary of the paper which provided detail on the activity to refresh the Performance Framework to ensure it is strategically aligned to the Strategic Police Plan. During discussion, the following points were raised and discussed;

- Welcoming the commitment by Police Scotland to work collaborative in this work, Members agreed that they required to see fewer but more regularly reported progress measures aligned to the strategic outcomes laid down in the draft Strategic Police Plan 2020 and activities in the Annual Police Plan. Members asked for a consistent set of measures to be reported each quarter with the inclusion of trend analysis to provide context.
- It was agreed that underpinning this reporting would be an array of internal management information to support and monitor operational activity, with an agreed exception reporting tolerance.
- Members were advised that the inclusion of benchmarking was an absolute priority of the team as the development work moved forward and it should be expected to be seen from Q1 with the approach taken being refined in each iteration thereafter. Tom McMahon proposed a workshop to explore how future reporting would look.
- Members explored the ways in which a more focussed approach could be achieved to build the framework and to develop a more refined approach, an approach that better reflects the internal scrutiny applied, an alignment to existing reporting, be more outcome focused, supported by strong data/evidence. It was agreed that all of this would take time.
- Members noted the value of the Crime and Justice Survey Data and asked SPA staff to develop a report which looked at the variance in public confidence across geographical areas and demographic groupings. Police Scotland highlighted a number of surveys of the public who had reported crime and their satisfaction. They agreed to

bring a report on the evidence of public satisfaction to the next Committee.

- Members noted that while the funding had been allocated for the review work, clarity would be provided in due course in relation to financial implications of the planned re-design of the function.

Members noted the report and the following actions.

PP-20200227-008: Performance Framework Improvements: Member comments to be considered in further Performance Framework iterations. Consistent quarterly reporting of fewer impact measures, exception reporting (out with agreed tolerances), trend analysis and bench marking to feature.

PP-20200227-010: Crime and Justice Survey: Report to be compiled examining variance in confidence in policing across geographical areas and different demographic groupings.

PP-20200227-009: User Satisfaction Survey and Evidence: Report to come to a future meeting that will provide an overview of the findings and key learning points from recent PS commissioned surveys and planned future surveys and areas of focus.

3. Stop and Search – Oversight Process (Jackie McKelvie)

Members were provided with a summary of the past and current oversight of stop and search. During discussion, the following points were raised and discussed;

- The Committee agreed that search performance reporting should be mainstreamed into the performance framework and a more strategic approach should be seen. It was noted that any areas that went outwith agreed tolerances would be reported in the regular quarterly reports.
- Members discussed the role of Stop and Search Assurance Group and noted that the SPA was represented at this forum. Members were assured that the detail examined in this Group would enable exception reporting to the Committee.
- Members requested a report on the progress to address the recommendations from the Independent Assurance Group on Stop and Search. It was agreed this report would be brought back to a future committee meeting.

Members noted the paper and the following actions;

PP-20200227-012: Stop & Search Scrutiny:

Report of the progress against the IAGSS recommendations to be provided to Committee.

4. Proposal for revised approach to delivery of 19/20 SPA Annual Review of Policing (Jackie McKelvie)

Members were provided with an overview of the paper which outlined a proposal on behalf of the SPA Chief Executive to discharge the SPA legislative responsibility to produce an annual report on policing performance, via the Annual Report and Accounts, rather than produce a separate and duplicative Annual Review of Policing.

During discussion, the following points were raised and discussed;

- Attendees heard that the proposed approach would take account of guidance by HM Treasury Financial Reporting Manual on producing assessments as part of an annual report and accounts document and key aspects of the guidance include; use of trend data, balance reporting, use of plain English, use of info graphics and links to data and related documents/strategies/plans.
- Members and Police Scotland colleagues were supportive of this proposal as it was agreed that this would give an opportunity to report on all aspects of performance; financial, organisational and operational in a single document.
- The timeline for activity was noted and it was confirmed that Police Scotland colleagues had agreed to work with the SPA to meet the timescale.
- Mike Callaghan who was representing Cllr Parry on behalf of COSLA agreed to support the process of obtaining and reflecting the views of local authorities in the assessment of performance and to do this within the required timescales.
- Attendees agreed this was an opportunity to shape the future discussions and to ensure a greater focus was placed on how policing was performing in terms of efficiency and effectiveness as well as confidence levels.

Members noted the paper and the following action;

PP-20200227-013: Annual Performance Assessment: SPA to engage with COSLA representatives to ensure timeline for engagement and contribution to on Annual Report and Accounts is clear.

AOB

It was agreed that a request would be made to the Chief Executive to consider how a report on the SPA and Police Scotland's responsibility for

Corporate Parenting could be presented to Members to ensure all the required work was being discharged.

The following action was agreed;

PP-20200227-014: Corporate Parenting Duties: Clarity to be provided in relation to SPA and PS responsibilities for Corporate Parenting and how the duties are being discharged.

Meeting ended 1345 hrs.

Draft