

**POLICING PERFORMANCE COMMITTEE**  
**08 June 2021**

**Minute of the Scottish Police Authority Policing Performance  
Committee held on Tuesday 08 June 2021 by MS Teams**

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**Participants:**

Committee Members

Michelle Miller (Chair)

Dr Robert Black OBE FRSE

Dr Catriona Stewart OBE

Alasdair Hay

Scottish Police Authority (SPA)

Tom Nelson, Director of Forensic Services

Helen Haworth, Scientific Head of Function, Forensic Services

Barry Sillers, Director of Strategy and Performance

Vanessa Ewing, Head of Strategic Business Management

Amanda Coulthard, Head of Strategy and Performance

Scott Ross, Head of Change and Operational Scrutiny

Brian Roy, Change and Improvement Lead

Martin Smith, Strategy and Research Lead

Sam Curran, Operational Policing Policy Lead

Claire McGarry, Performance and Impact Lead

Eleanor Gaw, Governance and External Relations Lead

Jennifer Galbraith, Strategy Research Performance Policy Change Advisor

Aidan Curran, Strategy Research Performance Policy Change Advisor

Kirsty Scott, Independent Custody Visiting National Manager

Chief Superintendent Steven Meikle

Karen Morgan, Governance Support Officer

Police Scotland (PS)

Deputy Chief Constable Fiona Taylor

Assistant Chief Constable Judi Heaton

Assistant Chief Constable Kenny MacDonald

Assistant Chief Constable Mark Williams

Assistant Chief Constable Patrick Campbell

Assistant Chief Constable Gary Ritchie

Chief Superintendent Matt Richards

Chief Superintendent Louise Skelton

Superintendent Iain MacLelland

Tom McMahon, Director of Strategy and Analysis

Alison Shepherd, Head of Analysis and Performance

Tina MacLucas, Principal Analyst

COSLA  
Mike Callaghan

Scottish Government  
Elaine Galbraith

## **1. Welcome and Standing Items (Michelle Miller)**

The Chair welcomed everyone to the meeting being held via MS Teams and introduced new Board members, Dr Robert Black, Dr Catriona Stewart and Alasdair Hay.

### **1.1 Apologies**

Apologies were noted from Councillor Kelly Parry.

### **1.2 Declarations of Interest**

There were no declarations of interest.

### **1.3 Minute from meeting of Policing Performance Committee for 9 March 2021 for approval**

Members **AGREED** the Minute of the Policing Performance Committee held on 9 March 2021 as an accurate record of the meeting.

### **1.4 SPP Committee Action Log and Matters Arising**

Members noted the updates provided and agreed with the recommendations for closure.

The Committee **APPROVED** the action log and noted the updates provided.

## **2. Performance Reporting**

### **2.1 SPA Corporate 2020/21 Year-end Performance**

Members considered the report. Vanessa Ewing provided a high level summary of the paper and the following points were highlighted and discussed:

- Members noted that two outstanding business plan objectives have been carried forward to the 2021/22 business plan.

- Regarding the progress of recommendations from the Dame Angiolini Report, members were provided an assurance that collaborative work is progressing at pace at oversight and ministerial groups.
- In response to the Chair's request for a higher level of detail on the timescales for actions in the annual report, the SPA will share a copy of the paper submitted to the Audit, Risk and Assurance Committee, which provides more information.

**Members noted the report and agreed the following action:**

**PPC – 20210608-001 – Provide members with the SPA Corporate Year-end report that was submitted to the Audit, Risk and Assurance Committee.** (CORRECTION 4/8: VE has confirmed that the report to be shared is the SPA Audit and Improvement tracker which was presented at ARAC)

## **2.2 SPA Forensics 2020/21 Year-end Performance**

Members welcomed the report. Tom Nelson provided an executive summary, and during discussion the following points were highlighted and discussed:

- Members recognised that Toxicology has been under considerable pressure with the average age of cases doubling and the caseload increasing. In response to members' questions on the impact, risk and management of this increase, Tom Nelson assured members that processes and practices are in place and Forensics continue to work with all partners, who are fully engaged and across the service. Tom Nelson indicated that the situation is manageable.
- Members noted that demand for forensic services continues to increase year on year and work continues with Police Scotland and the Crown to focus on areas that add value. A working group has been set up to look at the management of cases as we move away from Covid restrictions.
- Tom Nelson advised that a Memorandum of Understanding is in development to identify Forensic Services' capacity and customer expectations moving forward, including forecasts for future demand.
- With regards to staff wellbeing, in particular blended working, members were advised that Forensic Services colleagues have appreciated the rollout of this during the pandemic, and a working group has been established to look at working patterns. Several staff workshops have taken place, and blended working will form a part of the working structure going forward.

- The Chair asked for detail on implementation of HMICS' recommendations with information on progress and completion. Tom Nelson will provide the most recent Forensics Committee monthly report for members to note.
- The Chair noted that the report references positive and negative feedback and asked for an example of positive feedback. Tom Nelson advised that positive feedback is mainly received from Forensic Services' partners, including the Crown Office and Police Scotland on results from DNA, fingerprints and recovery of evidence from crime scenes.
- In response to the Chair's question on the differentiation between negative feedback and complaints, members were advised that negative feedback may take the form of a service improvement/change suggestion and a complaint could be late arrival at a crime scene. These complaints and suggestions are managed through Forensic Services' quality management system.
- On regional variations of demand, members were assured that Forensic Services are working with Police Scotland and the Crown Office on this new data to help identify the source of the demand and how to plan the delivery of support as required.

**Members noted the report and agreed the following action:**

**PPC – 20210608 – 002 - Provide members with the most recent Forensics Committee monthly report (this provides more information on the HMICS recommendations)**

### **2.3. Police Scotland Chief Constable's 2020/21 Year-end Performance Assessment**

Tom McMahon presented this paper on behalf of the Chief Constable. During discussion, the following points were highlighted and discussed:

- Tom McMahon highlighted the significant impact of and focus on Operation Talla and Police Scotland's response to the pandemic. Members noted that all of the reported performance aligns to the strategic outcomes and objectives agreed jointly by Police Scotland and the SPA, and that there has been strong progress against the actions to which Police Scotland had committed.
- Members were advised that there had been a decrease in overall crime and an increase in detection rates, recognising an increase in fraud, threats and extortion, online offending and the scale of demand in responding to vulnerability during the past year.
- Members welcomed the update on the Your Police Surveys. With over 36,000 responses, public confidence reporting shows a higher

level of satisfaction than was achieved pre-Covid, and to reflect the importance of this to the Chief Constable, Police Scotland set up a monthly internal governance meeting to monitor, review and take action regarding ongoing public confidence.

- Members expressed their appreciation for the level of detail in this report and also the level of activity and proactive response to the Covid emergency, whilst dealing with competing demands of business as usual activity.
- Members suggested that consideration might be given to future reports being streamlined to allow more of a focus on significant new or additional commitments, rather than business as usual. Tom McMahon advised that this would be considered.
- Members welcomed the detail on Police Scotland's cyber strategy, the workforce plan, action on vulnerability and mental health and the work underway to enhance the capability, agility and flexibility of officers and staff to support changing patterns of crime as the country comes out of the pandemic.
- Members asked how success will be measured after the Truth to Power sessions Police Scotland has undertaken. In response, DCC Taylor advised that an action plan has been developed to address issues raised at the black, minority and ethnic Truth to Power sessions and noted that there is a new strategic oversight board and an independent review board, which will provide external scrutiny on the actions carried out to support Police Scotland's equality, diversity and inclusion strategy. DCC Taylor also confirmed that there have been Truth to Power sessions with LGTBi colleagues and these will be extended to other protected characteristic groups as senior officer leads are identified.
- The Chair noted her membership of Police Scotland's Public Confidence Governance Board and welcomed the work being undertaken to address the survey results.

### **Members noted the report.**

## **2.4 Quarterly Policing Performance Report – Q4 2020/21**

Members noted the paper, with Tom McMahon providing an overview. The following points were highlighted and discussed:

- The Chair welcomed the report and commended the accessibility and helpfulness of its presentation.
- Members referred to the variable quality of data across the service/divisions and asked what work is underway to address this.

Police Scotland confirmed that this is a legacy issue and that a new crime and case management system will be rolled out over the next 12 months. In addition, the ambitious ICT strategy continues to introduce other new systems that will support a more consistent approach across the organisation.

- Members asked what support is given to those who may report, for example, hate crime or domestic/partner abuse crime. Police Scotland advised they work with COSLA and Scottish Government to make the service as accessible as possible. Members were advised of the focus on perpetrator and prevention programmes, and there is now a wider awareness of these types of crimes through various public campaigns that encourage reporting.
- Members noted with concern the increasing trend in assaults on police officers and staff. Members acknowledged the measures taken by Police Scotland to reduce this trend. Members asked how the impact of these measures will be monitored, reported and acted upon. DCC Taylor advised that a Diamond Group has been set up (Your Safety Matters) and there are a number of initiatives ongoing, including revised officer safety training, which includes enhanced first aid training, tackling unconscious bias and conflict resolution training. DCC Taylor advised that there is also increased support for frontline custody and forensic staff. Members were advised that reporting has also improved and more assaults are being reported, as staff and officers have more confidence that these will be taken seriously, including their wellbeing and after care. To facilitate analysis, divisions now have access to a dashboard that enables local Your Safety Matters champions to access the detail and put in place local actions to reduce further assaults. Police Scotland also noted that there is positive engagement and support from the Crown Office and the Procurator Fiscal to ensure these matters are treated seriously and there is a wider partnership with other emergency services who are also victims of assault.
- Members welcomed the work undertaken in this area and the Chair noted the likely increase in reporting when restrictions ease. Police Scotland assured members that they recognise this and will continue to focus on this matter.

### **Members noted the report.**

## **2.5 Policing Performance Framework Update**

Members considered the paper. The following points were highlighted and discussed:

- For the benefit of new members, Tom McMahon provided some background detail on the move to outcome-focused performance and the journey to the refreshed performance framework, followed by an overview of the paper. Members were asked to endorse the framework and to commend it for approval by the SPA Board.
- Alasdair Hay asked what metrics would be used regarding body worn video (BWV), and ACC MacDonald advised that BWV is being introduced on a limited basis later this year. Further information on this is provided in item 5.3, but advised that as this continues to roll out, the metrics and outcomes will be presented next year.
- Members welcomed the content and quality of this report, and were encouraged by the addition of benchmarking.
- Members requested that those developing the benchmarking framework look beyond the service for wider public sector comparisons, given the critical importance of using the correct metrics for this work.
- All members endorsed the proposal for Police Scotland to take the updated framework to the SPA Board for approval.

**Members noted the report.**

**3. Corporate Parenting and Implications of UNCRC**

**3.1 SPA Corporate Parenting Update and UNCRC Considerations**

Sam Curran gave a brief overview of the paper, drawing out the 4 corporate parenting overarching aims – Look, listen, learn and review. This was followed by a summary of the proposed SPA response to UNCRC, including the oversight and review of Police Scotland’s adoption of UNCRC, active engagement with Police Scotland’s UNCRC oversight group and considerations of updates to ICVS.

- The chair referenced the legal challenge from the UK Government to Scotland’s full incorporation, and expressed the hope that Police Scotland and SPA do not postpone any activity around this pending the outcome.
- Members asked what activity was taking place to bring the 4 corporate parenting overarching aims to life. Sam Curran advised that work is underway to develop the actions, milestones and deliverables that will sit under each of the aims. Other proposals include chairing a round table event with care experienced teenagers and engaging with internal and external partners and agencies, linking with Police Scotland to avoid duplication. Scott Ross indicated that the SPA intends to create a stakeholder



engagement map, which will be circulated to members once completed.

- Members asked for consideration to be given to the specific responsibilities of the SPA as a corporate parent. Sam Curran assured members that this is underway as part of the Learn strand of the aims, and SPA will be considering two key points. First, that all staff understand the organisation's roles and responsibilities as a corporate parent; and second, that officers will be considering the direct opportunities that can be provided to care experienced young people, which could include, for example, internships, outreach programmes, etc. Further information will be brought to a future Committee meeting.

**Members noted the report.**

### **3.2 Police Scotland Corporate Parenting Update**

ACC Ritchie gave an overview of the report, describing the ongoing Care Review work, which will be taking place over the next year. Members considered the paper and discussed the following key points:

- ACC Ritchie indicated that there are corporate parenting champions in each division who are working in collaboration with local councils, social work services and other partners.
- In addition, an advisory group has been set up with partners, including care experienced young people (including workshops and surveys) and Police Scotland has set up an internal group with 12 officers/staff with direct experience of the care system. A corporate parenting working group has been established.
- ACC Ritchie advised that a 3 year strategy has been drafted, including annual action plans, which will be shared once finalised.
- Members were encouraged by the update and the collaboration underway to bring this to life.
- Members asked whether the SPA will be involved when the advisory group moves to a scrutiny group and Police Scotland assured members that the SPA would continue to be involved.
- Members asked for more detail on the collaborative work being undertaken with local authorities. ACC Ritchie gave divisional examples of the bespoke initiatives happening across the country, noting the different needs in different areas. He stressed the importance of national consistency combined with local adaptability/relevance.

**Members noted the report.**



### 3.3 Police Scotland UNCRC considerations

ACC Ritchie provided an overview of the report and Members considered the paper and discussed the following key points:

- ACC Ritchie set out the details of the senior working group, the strategic oversight board and the external reference group that will include representatives from Young Scot, the Children's Commissioner and the Scottish Youth Parliament, with a strong representation from children and young people. ACC Ritchie also advised that Police Scotland has a dedicated UNCRC team in place to drive this work forward.
- ACC Ritchie commented on the statement of intent, the next steps, including potential project work, development of an assessment tool, a children's welfare and rights impact assessment and the establishment of a monitoring framework.
- Members were advised that advice and guidance are being sought from the Scottish Government around the implementation of the bill.
- ACC Ritchie noted that he is comfortable with the current position, the level of engagement across the organisation, and the planning that is underway in readiness for implementation.
- Alasdair Hay asked about the consistency in working with justice partners to deliver an assessment tool. ACC Ritchie advised that this tool has been developed in consultation with the Scottish Government, along with a short life working group that includes Police Scotland and the wider public sector. Members noted that activity in this area will be shared with the external reference group and reporting will be fed back to the Scottish Government and the Crown Office. This topic has been discussed at the Scottish Justice Board.
- In response to Alasdair Hay's question regarding resourcing plans, ACC Ritchie advised that there is a resourcing plan in place to take Police Scotland through to the implementation date. Future resourcing plans will be developed to support the ongoing work.
- The Chair indicated that Police Scotland and the SPA should continue with their commitment, irrespective of the outcome of the UK Government's challenge. ACC Ritchie confirmed Police Scotland's ongoing commitment to this work.

**Members noted the report.**

**4. Police Scotland Custody update (including Children in Custody and CPT)**

ACC MacDonald provided a summary report and Members considered the paper and discussed the following key points:

- ACC MacDonald set out the detail of the implementation of the recommendations and provided information on Police Scotland's actions relating to children in custody.
- Dr Catriona Hay asked whether data is collected for children in custody with regards to protected characteristics, ADHD, autism and care system information. ACC MacDonald recognised that data is currently limited and a move to a review of case management systems would be required in terms of information sent to the Scottish Children's Reporter Administration or COPFS.
- Dr Hay expressed concern that providing child appropriate places of safety in custody might discourage the development of more appropriate resources by partner agencies. ACC MacDonald advised that there will be occasions when this is necessary and is not something that Police Scotland wants to encourage, but preparation has to be made to ensure, if this is required, an appropriate place of safety is available for these children. If any children are to be held in custody this must be signed off by a chief inspector who will look at all options to try and avoid this situation before authorising this.
- Alasdair Hay asked about the pace at which the improvement plan is progressing. ACC MacDonald advised there is a significant amount of transformation taking place within criminal justice and with regards to custody: Police Scotland is introducing 9 custody hubs, a harm reduction strategy and a criminal justice campus at London Rd to enable individuals to access mental health support and health care directly. ACC MacDonald also noted that investment is required in the estate and that there is an ongoing programme of custody activity across the country.
- Dr Robert Black asked how many people die in police custody each year. ACC MacDonald replied that on average this would equate to one or two each year, and clarified that this only relates to deaths occurring in custody and not to deaths after police contact.
- Dr Robert Black asked how the health of children in custody is being managed and whether there are any limitations on support. ACC MacDonald advised that as much onsite health care as possible is available, however, if there are any health care concerns, a child referral is undertaken. Any children under the influence of drugs will always be referred to health care professionals.

- Members asked to see the analysis of data on occasions when Police Scotland has sought local authority care for a child, which has not been granted and associated reasons for this. ACC MacDonald clarified that out of the 135 children held in custody, the majority of these occurred as local authorities did not have a place of safety to accommodate them.
- Members asked for further detail on circumstances and demographic data relating to people in custody to create a better understanding of need and how Police Scotland is able to understand the characteristics of those with hidden disabilities and/or mental health issues. ACC MacDonald assured members that diversity and awareness training is undertaken by officers and staff. On the wider issue of how data and outcomes can be gathered across the criminal justice sector, ACC MacDonald advised that this has been discussed at the Justice Board and the Joint Analytical Service for Scottish Government has agreed to take on this work
- ACC welcomed the offers of support from Committee members.
- Kirsty Scott, Independent Custody Visiting National Manager reassured members that children, vulnerable people and mental health are a priority in custody and that no complaints have been received with regards to the care of children in custody. The Chair welcomed this information and acknowledged its importance, however, the outstanding concern is the fact that children are in police custody, when they should be in a more appropriate setting.
- Members sought assurance that improvements in custody are progressing at sufficient pace to reduce risk. ACC MacDonald assured members that Police Scotland is at an advanced stage of preparing a five year strategy for Custody and Criminal Justice Services. This should be finalised over the summer and will be brought to a future meeting of the Committee when signed off by the Chief Constable.

**Members noted the report and agreed the following action:**

**PPC – 20210608 – 003 - Police Scotland to present the five year Custody Strategy at a future meeting (either Sept or Dec after sign off from the Chief Constable)**

## **5. Operational Policing Policy Reports**

### **5.1 RPAS Code of Practice**

ACC Mark Williams provided an overview of the report and Members considered the paper and discussed the following key points:

- Members welcomed the provision of this code of practice and asked for clarification of the primary purpose of the document, i.e. public information or operational practice. ACC Williams confirmed that this document is primarily for the public, as Police Scotland has internal policies and standard operating procedures in place for the use of RPAS. This will be a public facing document, and there is a draft communication strategy in place to allow Police Scotland to launch and communicate this to the public, media and other stakeholders.
- The Chair asked how practical it is to avoid drones overflying people, as indicated in the code. ACC Williams responded that Police Scotland makes every attempt to avoid this to comply with regulations. He gave examples of how this is achieved, including launching from oblique angles, vertical take offs in a static position above the operator, cordoning off areas and using signage. Chief Supt. Skelton added that a risk assessment is always completed before any launch, taking into account any safety implications and community impact considerations.
- The Chair asked whether it would be appropriate to include a statement of intent on how the code of practice will be reviewed in the light of future technology advancements. ACC Williams agreed to take this action and ensure that this is explicitly built in to the code.

**Members noted the report and agreed the following action:**

**PPC – 20210608-004 - Police Scotland to add a statement of intent to the code of practice regarding regular review in the light of future technological advancements.**

## **5.2 Digital Triage Device (Cyber Kiosks) update**

ACC Patrick Campbell provided members with an overview of the report and detail relating to lessons learned and recommendations in place, including an update on performance data, production management and management information. Members considered the paper and discussed the following key points:

- The Chair welcomed the report, in particular the improvements made and noted that one key focus must be the ability to ensure a speedy return of devices, as well as the technology to capture data.
- In response to a question from members, ACC Campbell provided assurance that effective internal and external scrutiny is in place

regarding the introduction of new technology. He advised that Police Scotland attends an independent advisory group for new technology and a new professional reference group is to be established, along with a public engagement strategy.

**Members noted the report.**

**5.3 Body Worn Video – Engagement, Evaluation and Business Case Development**

ACC MacDonald introduced Chief Supt. Matt Richards who gave an overview of the paper, detailing the recommendations from NPCC and the Dame Angiolini report. Members considered the paper and discussed the following key points:

- Chief Supt Richards provided detail on the feedback from the public survey and consultation, noting that there is widespread support for BWV usage in Scotland. He shared the outcomes of the North East BWV Evaluation.
- ACC MacDonald added that DPIA and EqHRIA documentation is still in development and once signed off by key stakeholders will be made available for the next meeting.
- In response to a question from Dr Stewart, Chief Supt. Richards provided members with examples of consultation responses from sub groups.
- Dr Black asked whether footage from BWV is relayed in real time or saved to the device. ACC MacDonald advised that there is no live streaming capability on the devices currently being procured. This may be considered for the wider rollout in the future. ACC MacDonald noted that these devices are robust and there are no immediate concerns that data would be lost if a device was damaged.
- ACC MacDonald advised members that the next phase of public consultation regarding the national rollout will run for 12 weeks, including engagement with a wide variety of stakeholders. He stated the joint statement of ambition between the SPA and Police Scotland has been signed off, with agreement to supply circa 11,000 devices.
- The Chair asked when and how the devices would be switched on or off and ACC MacDonald stated that with regards to the initial rollout out to armed policing, the devices would always be on if responding to an incident, with the Police Federation expressing their support for this. In terms of the wider rollout, this is still under consideration and Police Scotland will await the outcome of the public consultation before any decision is made.

- Members requested that the results of the national consultation be presented to a future meeting of the Committee, and reiterated their expectation to see robust metrics developed on impact and evaluation, not just on use. ACC MacDonald confirmed this will be shared, and Police Scotland and the SPA will work together on the analysis and outcomes of the consultation.

**Members noted the report and agreed the following actions:**

**PPC – 20210608-005 - Police Scotland to provide DPIA and EqHRIA documents at the next Committee meeting**

**PPC – 20210608-006 - Police Scotland to present the results of the national consultation at a future Committee meeting**

**5.4 Update on Enhancement of Taser Capability**

ACC Williams provided a summary of the updated report, including detail of the engagement and communication with stakeholders and other interest groups. Members considered the paper and discussed the following key points:

- ACC Williams advised that the new Taser 7 model will be issued to armed officers in the first instance. Training for this will take place later in the year.
- Members requested that consultation feedback and the EqHRIA be presented to a future meeting
- Dr Stewart asked whether any lived experience charities could be included in these consultations. ACC Williams agreed to this and has offered to discuss this off table with Dr Stewart.
- Dr Black asked for more detail on the medical implications of the new Taser 7 model, and Police Scotland offered to provide the full scientific document if required and reassured members that the device has been through vigorous evaluation by the Defence Science and Tech labs and the Independent Scientific Advisory Committee, and there will be ongoing scrutiny once these are issued to armed officers.
- Police Scotland provided further information on why the Taser 7 model is being issued to armed officers, stating that the device is stronger, more versatile and can be used covertly.
- Police Scotland clarified that the deployment of Tasers did not classify the receiving officers as 'armed officers'.



**Members noted the report and agreed the following action:**

**PPC- 20210806-007 - Police Scotland to provide consultation feedback and sight of the EqHRIA at a future meeting of the Committee**

## **6. SPA Public Confidence and Support Surveying Analysis**

Martin Smith, SPA Strategy and Research Lead provided an overview of the report. Members considered the paper and discussed the following key points:

- Martin Smith noted that views on local policing performance have been consistently positive throughout the pandemic across all parts of Scotland, and support for how the lockdown has been policed has been strong across the country, although more people would welcome tougher police enforcement action.
- Martin Smith advised that there have been 4 waves (now referred to as sweeps) of these surveys and all have been completed on line. Whilst this is a nationally representative sample of the Scottish adult population both geographically and demographically, this method of consultation does not reach everyone and there is an awareness that there will be views and experiences that we have not heard.
- Members were reassured that work is underway amongst SPA, Police Scotland and the Scottish Institute for Policing Research (SIPR) on funding for action research for groups whose voices are seldom heard. Amanda Coulthard will circulate a link to relevant information to members.

Members welcomed the proposal that the SPA Strategy and Performance team bring a paper to a future Committee meeting that will analyse variations in attitudes and opinions, relating to demographic groups, personal circumstances and socio-economic factors.

**Members noted the report and agreed the following action:**

**PPC-20210806-008 - SPA Strategy and Performance team to bring a paper to a future Committee meeting that will analyse variations in attitudes and opinions, relating to demographic groups and personal circumstances**



## **7. Evaluation of Committee Effectiveness**

The Committee considered a report that provided information to enable the Committee to evaluate its effectiveness during 2020/21, allowing the Committee chair to report to the Chair of the Authority and Audit, Risk and Assurance Committee. This will inform the annual report and accounts process. Amanda Coulthard highlighted a number of key points as detailed in the paper and the following issues were discussed:

- Members discussed the challenges of digesting the amount of information in reports for the Committee, and expressed appreciation for the excellent member briefings provided by SPA staff.
- New members described the challenges presented by the volume of reading required, but expressed thanks to the presenters for the excellent narratives that helped bring the reports to life.
- Members agreed that SPA and Police Scotland are on a positive path with a culture of mutual respect and collaborative working, and believed that the Committee is working well with an appropriate level of challenge.
- Members were advised that feedback on committee effectiveness is ongoing and will be revisited later in the year. This will give new members an opportunity to settle in and provide further feedback in the future.
- Members agreed that this could now be reported to the Chair of ARAC to inform the annual report and accounts.

### **The report was noted.**

The Chair thanked everyone involved in the planning, preparation and delivery of the meeting and closed the meeting.

### ***Meeting ended.***