

POLICING PERFORMANCE COMMITTEE
01 September 2021

**Minute of the Scottish Police Authority Policing Performance
Committee held on Tuesday 01 September 2021 by MS Teams**

Participants:

Committee Members

Michelle Miller (Chair)
Dr Robert Black OBE FRSE
Dr Catriona Stewart OBE
Alasdair Hay

Scottish Police Authority (SPA)

Barry Sillers, Director of Strategy and Performance
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
Claire McGarry, Performance and Impact Lead
Eleanor Gaw, Governance and External Relations Lead
Jennifer Galbraith, Strategy Advisor
Aidan Curran, Change Advisor
Kirsty Scott, Independent Custody Visiting National Manager
Karen Morgan, Governance Support Officer

Police Scotland (PS)

Assistant Chief Constable Judi Heaton
Assistant Chief Constable Kenny MacDonald
Assistant Chief Constable Mark Williams
Assistant Chief Constable John Hawkins
Assistant Chief Constable Gary Ritchie
Chief Superintendent Roddy Newbigging
Chief Superintendent Stephen Dolan
Detective Chief Superintendent Laura McLuckie
Superintendent Iain MacLelland
Superintendent Neil MacDougall
Inspector Graeme Mitchell
Tom McMahon, Director of Strategy and Analysis
Chris Perry, Chief Technology Officer
Alison Shepherd, Head of Analysis and Performance
Gillian Cherry, Head of Demand and Productivity Unit
Tina MacLucas, Principal Analyst
Gillian Douds, Committee Services Officer

HMICS

Elaine Galbraith

1. Welcome and Standing Items (Michelle Miller)

The Chair welcomed everyone to the meeting being held via MS Teams.

1.1 Apologies

Apologies were noted from DCC Fiona Taylor and Mike Callaghan.

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 08 June 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 Quarterly Policing Performance Report – Q4 2020/21

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

- Members acknowledged the level of work required to provide this report and commended the detail and ease of navigation.
- Members asked for more information on the newly introduced demand based metrics and Supt. MacDougall provided attendees with a brief outline of the process, advising the framework had been revised earlier in the year to include qualitative developments. The development process will be iterative and ongoing.
- Members asked Police Scotland to include data on protected characteristic absence data as a means to cross reference and understand who has been impacted most by absence and Tom McMahon agreed this will be included in the next quarterly report.

- Regarding the increase in the reporting of Hate Crime, ACC Ritchie noted historically this has been an underreported crime and recently there has been an increase, particularly as restrictions ease, which will enable Police Scotland to better analyse and review data in this area.
- Members asked how demand data and analysis is being used to meet emerging needs as restrictions ease. Tom McMahon advised the analysis products being developed will be used to inform strategic and tactical decision making in the organisation at local, regional and national level. Police Scotland acknowledged there is a requirement to make better use of existing data and analysis and offered assurance this is now being incorporated on a day to day basis, both regionally and nationally.
- Members asked, in a practical sense, how Police Scotland is addressing the increase in assaults on officers and staff. Tom McMahon advised the work of the Your Safety Matters Diamond Group, chaired by DCC Taylor, along with YSM Champions, have played a significant role in following up the Chief Constable's high level assault pledge. Enhanced training has been introduced, including an emphasis on verbal de-escalation and assaults when arresting and in custody. ACC Kenny MacDonald indicated the enhanced data now being recorded is helping to inform officer and staff training and provides a more detailed picture of the types and locations of assaults. He reassured members there is ongoing training and awareness activity. ACC MacDonald praised the activity in Ayrshire division, which has a dedicated programme that links in with local authorities and services to better understand and support this issue.
- Members referenced the Truth to Power sessions which have taken place and asked for more detail and timescales on any actions which will be progressed based on the learning taken from these sessions. ACC MacDonald advised specific action plans and timescales have been prepared and have been approved at the Senior Leadership Board.
- The Chair requested more detail on the strategy being developed on Hate Crime and where the main focus of activity will be. ACC Ritchie advised the strategy is based around Hate Crime recommendations, and includes activity in upskilling and training. Members noted the intention is to increase 'touchpoints' and the number of Hate Crime Champions. There will be ongoing work with external partners, which will include data sharing, public campaigns and joint analysis.
- The Chair asked whether there will be a timeline for meeting the HMICS recommendations and ACC Ritchie advised Police Scotland are currently in the process of mapping out each of the

recommendations and Police Scotland will provide a report on this at a future meeting.

- With regards to user satisfaction, the Chair asked for detail on general insights and the activity in place to address the reduction in public confidence in policing. ACC John Hawkins drew a distinction between satisfaction and confidence, with satisfaction focusing on interaction with Police Scotland and then more abstract themes of confidence and how people feel about policing in Scotland. He noted satisfaction has scored higher than confidence. In practical terms, ACC Hawkins advised there are three main satisfaction areas, police behaviour and interaction, public understanding, and keeping people informed after reporting enquiries. The Insight and Strategy team has drilled into the data and this has led to internal communications and briefings to staff and officers around these three areas. There have been lower levels of engagement and confidence from people in areas of social deprivation, minority ethnic groups and younger people. ACC Hawkins advised that research funding has just been awarded, in collaboration with Police Scotland, the SPA and SIPR, to a range of projects to be delivered by September 2022, focused on developing a better understanding of engagement with seldom heard groups, and intersectionality in Scotland's communities.
- The Chair asked whether there are any further insights into the drop in user satisfaction and ACC Hawkins indicated that ease of contact is an area of concern, with increased demand on the service. This is covered in detail at item 2.5, Modernised Contact and Engagement Strategy.
- The Chair asked for detail around the increase in usage of spit hoods and the protocol and criteria for use of these, particularly where children are concerned. ACC MacDonald recognised that this can be an emotive issue, and during the pandemic, usage of spit hoods had increased. He noted a 'use of force' form is completed on every occasion of usage and stressed the importance of providing officers with equipment to keep them safe and this was an unfortunate, but necessary piece of equipment. ACC MacDonald advised officers would only use these hoods if it was proportionate and appropriate to do so, and any officer deploying the use of a spit hood would require to provide justification in the 'use of force' form. ACC MacDonald added the use of spit hoods has reduced since public health restrictions have reduced, but still occur. With regards to any use of force towards a child, this is subject to a higher level of scrutiny in terms of justification and needs to be agreed by a front line supervisor. Police Scotland would not want to use this higher level of force on a child, but there might be occasions where this is necessary.

Members noted the report and the following actions were agreed.

PPC – 20210901-001 - Police Scotland Quarterly Performance

Report: Police Scotland to include data on protected characteristic absence data in next report as a means to cross reference and understand who has been impacted most by absence.

PPC – 20210901-002 - Police Scotland Quarterly Performance

Report: Police Scotland to provide enhanced demand metrics, and more detailed outcome analysis, in future quarterly reports.

PPC – 20210901-003 - Hate Crime HMICS Recommendations:

Police Scotland to provide their detailed action plan in response to HMICS recommendations.

2.2 Drugs Related Deaths

Members noted the paper, with ACC Gary Ritchie providing an overview. The following points were highlighted and discussed:

- The Chair welcomed the summary provided by ACC Ritchie and commended the amount of work and the level of partnership involved.
- Members referenced the positive outcomes of the introduction of officers carrying Naloxone and the implementation of the test of change. ACC Ritchie advised the evaluation is broader than just the use of Naloxone, it will consider community attitudes towards this, including stigma and confidence. Members were advised the recommendations will be ready by the early part of next year.
- Members noted the work being undertaken in the Partnership, Prevention and Community Wellbeing Division (PPCW) and asked for more detail. ACC Ritchie advised that PPCW looks at a range of subjects including mental health, children and young people, problematic substance abuse, violence, alcohol and drugs. The division is founded on a framework of collaboration, with specific work being undertaken to include joint tasking, analysis and resourcing.
- ACC Ritchie confirmed the development of a divisional strategy for PPCW, with a public health approach as its foundation and Police Scotland will bring this to a future meeting when complete.
- The Chair expressed support for the partnership work and asked for more detail on the proportion of resources and focus that will be given to criminality in parallel to the focus on public health in the strategy. ACC Ritchie advised PPCW is a dedicated function which will have resources directly focused on community wellbeing and will

feed in other functional areas of the organisation. ACC Ritchie advised there will be focus on harm reduction, where benefits will be greatest, including detection and protection and provided detail on detection and prevention.

- ACC Hawkins noted there are three regional delivery boards which address local priorities and he provided detail on the co-ordinated and multi-layered approach to tackling drug related crime.
- ACC Heaton provided an overview of the Specialist Crime Division activity in this area.

Members noted the report.

2.3 Crime Audit – Update and Improvement Plan

Members considered the paper, with ACC Judi Heaton providing an overview. The following points were highlighted and discussed:

- ACC Heaton provided detail on the activity being undertaken to establish a standardised process.
- Detective Chief Supt. Laura McLuckie noted the tactical group meets on a monthly basis and advised she has regular meetings with the SPA and HMICS. Members were advised the improvement plan is ongoing, and actions with the shorter timescales are on track to be met by the end of September.
- Members welcomed the paper and the improvements in governance and hoped the momentum is maintained in order to achieve the timelines in the plan.
- Members asked whether the delivery of the Core Operating System (COS) is on track and what difference it will make once the project is delivered. ACC MacDonald advised there are currently five legacy systems across eight different forces, which has driven the COS business case. He anticipated the case management module will go live in Tayside on 21st September, with a quality assurance framework in place to support the delivery of this. This will then be rolled out to N Division in January 2022, followed by a national rollout to conclude September 2022.

Members noted the report.

2.4 Police Scotland Benchmarking Update.

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

- Tom McMahon referenced the level of shared commitment between Police Scotland and the SPA on the development of this work and advised the Chief Constable has emphasised his commitment to ensuring there is a robust benchmarking framework in place to assist and support scrutiny. He noted this work is still in development and there is a commitment for benchmarking to feature in the 2021/22 SPA Annual Report and Accounts. The development of the Benchmarking Framework will coincide with, and be aligned to, next year's Performance Framework.
- The Chair confirmed the Authority's view that benchmarking should not be viewed as a comparison tool for developing league tables, but as a tool which supports curiosity, learning and improvement, and findings should not be viewed defensively. Tom McMahon agreed and noted Police Scotland is committed to evidence-based policing, driving and supporting intelligence and analysis to underpin decision making. Benchmarking will be of significant value in this respect.
- The Chair suggested a future discussion be arranged with Members and Police Scotland to discuss the range of benchmarking areas being considered and any known barriers to the benchmarking of these. Tom McMahon suggested that the chair attend the Benchmarking short-life working group in the first instance with a members' session to follow.
- Members noted Equality, Diversity and Inclusion benchmarking had not been included in the written report and Tom McMahon advised this is under development and will be included in the next Performance Framework.
- Members asked how benchmarking would progress over the short-to medium-term, and how it would be established in Police Scotland's different command areas. Tom McMahon advised tactical and strategic decision making is based on the best available evidence, including academic research, insights from Police Scotland's own data and partner data. Police Scotland is looking at evidence and best practice both nationally and internationally. He advised the organisation is benefitting from internal comparative work, whether this be crime rates or detection rates and ACCs have been challenged to identify where data identifies good practice in a particular area and what learning can be taken from this.
- Members asked whether call handling and response times could be benchmarked against other forces and ACC Hawkins advised Police Scotland is keen to explore this further, as this is not something which currently happens across UK forces.

- Members indicated leadership at a national level could make this happen and the ability to compare data with other forces may assist in improving call handling and response times, and encouraged Police Scotland to look into this matter.
- Members noted the recent staff survey, Your Voice Matters was able to draw comparisons from other UK forces and asked whether this information will be used to help improve service delivery. Tom McMahon advised the Force Executive had recently received a briefing on the outcome of the survey and analysis of this will be brought to the SPA board for discussion.
- Tom McMahon introduced Tina MacLucas, Principal Analyst, who provided members with an update on the Practitioner Working Group's activity and confirmed the discussion from today will be incorporated into the work plan for the group.
- Members welcomed the update and the Chair asked whether timescales are in place for this. Tom McMahon advised Police Scotland is committed to produce a draft framework, which will be in place early next year.
- The Chair asked for a short, regular update on activity in this area and Police Scotland agreed to provide this at the next meeting.

Members noted the report and the following actions were agreed.

PPC – 20210901-004 - Police Scotland Benchmarking: Session to be arranged with Committee Members and Police Scotland to discuss operational benchmarking.

PPC – 20210901-005 - Police Scotland Benchmarking: Police Scotland to explore UK wide benchmarking on call handling.

PPC – 20210901-006 - Police Scotland Benchmarking: Police Scotland to provide a report at the next meeting, updating on the forthcoming practitioner and short life working group meetings. Police Scotland to then provide standing updates on benchmarking progress.

2.5 Modernised Contact and Engagement Strategy and 101 Call Handling Update.

Members noted the paper, with ACC John Hawkins providing an overview. The following points were highlighted and discussed:

- ACC Hawkins paid tribute to colleagues in C3 and their extraordinary performance over the past 18 months whilst facing

challenges around resources, levels of absence, capacity and system issues.

- The Chair added that any criticism in the press and on social media should not be taken as criticism of colleagues directly or of the contact assessment model itself, commending police officers and staff for their great commitment and extraordinary resilience during an unprecedented set of circumstances.
- Members asked whether there is a way to collect data on why calls are abandoned. ACC Hawkins advised currently there are system limitations, which prevent the gathering of this information. The current system is pre-digital, but is well maintained and functional. Police Scotland will be moving to a modernised contact and engagement platform, which is in the planning stage.
- Chief Supt. Roddy Newbigging noted his own frustration in the lack of data available on this subject. He noted callers are advised in the first 10 seconds of a 101 call to hang up and dial 999 if it is an emergency, and following this, at intervals during the call, callers are given other options for reporting if they do not want to remain on the call. Chief Supt. Newbigging advised this leads to an assumption that many calls are abandoned due to callers making a decision to use other methods of contact; however, currently the technology does not provide this data or a means to identify which abandoned 101 calls switch to 999 calls.
- Chris Perry, Chief Technology Officer, Police Scotland, advised the new contact platform will include the capability to report on the customer journey across multiple channels and the new solution will have the capability to build in customer satisfaction surveys, which will be able to target those who have abandoned calls.
- The Chair asked whether there is a way to explore why calls are abandoned, such as manual dip sampling. ACC Hawkins advised Police Scotland will attempt to get as much information as possible and will add a new question to the user experience survey to try to understand the ease of contact question. Police Scotland knows 27% of people who dial 101 are looking for information only, and is working on improving the functionality of the current website, which should help to reduce these calls.
- The Chair asked whether there has been an increase in 999 calls because of the message in the 101 call. Chief Supt. Newbigging advised there has been an increase of 999 calls, but there is no indication this is due to 101 calls being abandoned. He reassured members that Police Scotland make contact with all callers whose 999 calls are abandoned.
- ACC Hawkins advised calls currently come in via a hard line, which means calls can only be received within the police estate. However, this will change when the new systems come into practice. He also

referenced that the service has been operating at 81% capacity to ensure physical distancing is adhered to, which has further reduced capacity.

- Members asked whether there will be any specific issues in the lead up to and during COP26. ACC Hawkins confirmed there is a contingency plan in place to support events such as COP26, and training is underway for the resolution team to handle 101 calls if needed and to seek volunteers from colleagues who have previously worked in this area. Members noted there is planning in place to use offices in Maryhill if required.
- ACC Hawkins advised the contact assessment model will always prioritise those who need the service based on assessment of threat, harm and vulnerability. He noted the resolution team has been able to increase the amount of 'lower level' calls that are resolved remotely, which has freed resource to respond to those calls requiring a physical response and interaction. He indicated this provides some comfort as COP26 approaches.
- Chief Supt Newbigging reassured members there are additional plans in place to increase resourcing during this period. These include overtime and shift changes, and there will be no annual leave during this period. He referenced that staff who are shielding or pregnant have been able to work from home and respond to online enquiries and reporting, which has freed colleagues in the workplace to focus on answering calls.
- Members asked what steps are being taken to reduce the immediate demand on the phone lines. ACC Hawkins advised during the pandemic, calls increased to 101 where callers were seeking answers to Covid related questions and other public service enquiries and there has been public engagement to mitigate this. He noted some colleagues have been calling this number to locate other staff members and an internal communication has been issued to reduce this. ACC Hawkins advised the online reporting ability has increased over the last 18 months and video calling has been introduced, although this has had a low impact with people preferring other methods of communication.
- Chief Supt. Newbigging stated colleagues in C3 have played a dynamic part in reporting issues and emerging themes to the Corporate Communications staff who have been able to issue public communications via social media to help direct calls to other areas and organisations as appropriate.
- In response to a question from the Chair on the added pressure of partnership working and non-police related enquiries from the public, Chief Supt Newbigging advised the social media teams have published guidance on when to use 999 and when to use 101 to eliminate some of these calls and Police Scotland is working with

partner agencies as their services return to ensure callers are redirected to the appropriate service.

- The Chair asked what the timescales are in relation to the introduction of the new systems and, as this will not happen immediately, whether anything can be done to take pressure off the system in the interim. ACC Hawkins provided detail on the improved website availability and Chris Perry advised there have been some issues with the online reporting form. This will be fixed in the near future. Members were advised Police Scotland is working through development of a full business case for the new system, and expects a new contract will be in place in early January 2022. This will be followed by a phased delivery, which will commence in the C3 division and will include working with the supplier to explore potential interim Interactive Voice Response (IVR) digital solutions during the transition.
- The Chair asked for members to have sight of the data and the impact of any improvement activity and asked Police Scotland to arrange a separate discussion with members to explore how best to support any ongoing improvement activity.

Members noted the report and the following action was agreed.

PPC – 20210901-007 - Modernised Contact Strategy: Session to be arranged with Committee Members and Police Scotland to discuss how best to support current improvement activity.

3. Operational Policing Policy Reports

3.1 Taser Rollout and Public Consultation Update

Members noted the paper, with ACC Mark Williams providing an overview. The following points were highlighted and discussed:

- ACC Williams advised there had been a number of 'meeting and briefing' sessions with key stakeholders. Police Scotland has written to a number of partners for further engagement, with many of these partners attending further briefings. Police Scotland is waiting for a response from organisations that represent children and young people and will continue to reach out to these organisations.
- ACC Williams advised as a result of the consultation and feedback process, changes have been made to parts of the training, and engagement will continue through the advisory group structure.

- Members were advised this paper had been presented to Police Scotland's Senior Leadership Board and the Chief Constable intimated his satisfaction with the progress of the Taser rollout.
- ACC Williams advised Police Scotland intends to commence the additional training in the next few months and to increase the cadre of trained officers by 350 before the end of the current financial year. This rollout will continue in the following year.
- Members commended the level of engagement with partners and stakeholders and asked for further detail on communications with the broader public. ACC Williams advised Police Scotland now has a communication strategy ready to roll out to the public, and there will be a significant media release later in the year, with final dates yet to be agreed.
- Members requested a future update on the progress of the training of the new cadre, including any emerging risks. ACC Williams agreed to provide this on a regular basis.
- Members asked whether there are any lower age limits and/or risks associated with the usage of Tasers on children and young people. ACC Williams advised he would investigate this further and provide a response to members.
- Regarding the reputational risk involved with Taser usage on children and young people, members asked whether it is possible to include guidance in the training, which would exclude usage on those legally defined as a child. ACC Williams advised it can be difficult to ascertain the legal age of an individual in a situation where there is a possibility of this kind of force, noting officers would only use this method as a last resort, to protect life, where it is proportionate, appropriate and justifiable in order to de-escalate a situation.
- The Chair asked for further detail to be provided on any physical risks associated with Taser usage on children and how this will be addressed. ACC Williams referenced a previous paper, which was presented to this committee detailing the medical and scientific oversight which takes place at a UK level around the use of Tasers and the effect of Taser usage on people. ACC Williams advised he will seek further information on impacts of Taser usage on children and young people and provide a response to members.
- The Chair asked whether Police Scotland is aware of any reasons for the lack of response from organisations representing children and young people. ACC Williams stated other associations and groups have provided useful feedback concerning children and young people, but there is no insight to the lack of response from specific

organisations representing these groups. Police Scotland will continue to reach out and engage throughout this process.

Members noted the report and the following actions were agreed.

PPC – 20210901-008 - Taser Rollout: Police Scotland to provide an update on the progress of the rollout at the next meeting.

PPC – 20210901-009 - Taser Rollout: Police Scotland to provide more information on the age limits and/or risks associated with the usage of Tasers on children.

3.2 Body Worn Video Roll Out Update



Members noted the paper, with ACC Kenny MacDonald providing an overview. The following points were highlighted and discussed:

- ACC MacDonald provided detail on the BWV rollout plans for Armed Policing in advance of COP26, and confirmed these are on track.
- ACC MacDonald advised the BWV code of practice and both the EQHRIA and DPIA documents will be shared with committee members once they have been signed off.
- Members were advised the public consultation has concluded, with over 9300 responses, and there have been various stakeholder events to gather views on the use of BWV. The survey results will be analysed and will help to form the overall code of practice.
- Members asked whether a children's rights impact assessment will be carried out. ACC MacDonald responded Police Scotland has engaged with the Children and Young People's Commissioner and this has informed the developing code of practice. A children's rights impact assessment will be completed for any future national roll out.
- Members asked whether there are any emerging issues this meeting should be aware of. Supt. Iain MacLelland provided an overview of the engagement activity being undertaken, both externally and internally. He advised the code of practice notes that the use of BWV will be incident-specific, and that in particular with regards to children, it must be proportionate and necessary.

Members noted the report and the following action was agreed.

PPC – 20210901-010 - Body Worn Video: Police Scotland to progress a Children's Rights Impact Assessment and bring back to the committee with a future update on the national roll out.

3.3 Implementing the Cyber Strategy and Plan.

Members noted the paper, with Chief Superintendent Stevie Dolan providing an overview. The following points were highlighted and discussed:

- Chief Supt. Dolan noted the Cyber Strategy was published in September 2020 and the Implementation Plan in February 2021. The programme has undertaken a period of discovery to interpret and translate the strategy into operational delivery. He advised significant engagement and benchmarking have been undertaken with other policing organisations. This has led to the creation of a Programme Brief, which has been approved by the Police Scotland Change Board. The Brief outlines a number of projects to be undertaken, covering technology, awareness and improving skills and knowledge around how to and understand and deal with cyber-crime. Police Scotland intends to seek the views of the public on their expectation of how cyber-crime should be policed. Police Scotland recognises the need to improve preparedness to tackle cyber-crime and a round table event will take place to discuss this further.
- Chief Supt Dolan advised a bid for resources for Digital Forensics is with the Force Executive for consideration.
- Members welcomed the report and asked whether the implementation plan is on track and for detail of any risks which should be highlighted to committee. Chief Supt. Dolan advised the plan sets out short, medium and long term actions and he is content appropriate progress is being made. Meetings are planned to continue with public engagement over the coming weeks. In terms of risks, Chief Supt. Dolan advised funding and resources remain a concern and recruiting specialist staff will be an ongoing challenge.
- Members referred to the Scottish Government's publication 'A Changing Nation, How Scotland will Thrive in a Digital World' strategy in March 2021 and asked what role Police Scotland and the SPA will play in this strategy. Chief Supt. Dolan advised Police Scotland's involvement will be through the Cyber Scotland Partnership which is made up of public, private and 3rd sector organisations. Police Scotland will support this by focusing on the prevention of this type of crime and Chief Supt. Dolan offered to arrange a meeting to provide a more in depth briefing on this matter.
- The Chair asked what proportion of Police activity is focused on prevention as opposed to investigation in relation to cyber-crime. Chief Supt. Dolan advised all reported crime will be investigated, it

can be difficult to prosecute as many perpetrators are not based in the UK, therefore, prevention is a hugely significant strand and Police Scotland will work with other bodies to help protect the public from this type of crime.

Members noted the report and the following action was agreed.

PPC – 20210901-011 - Implementing the Cyber Strategy: Police Scotland to arrange a discussion with PPC Members on the prevention of cyber-crime and the work being undertaken by the Cyber Scotland Partnership.

4. HMICS Report on Online Child Sexual Abuse.

Members noted the paper, with Elaine Galbraith, HMICS, providing an overview. The following points were highlighted and discussed:

- Elaine Galbraith advised the original strategic review of online child sexual abuse was produced in February 2020 with 10 recommendations. She acknowledged this type of crime continues to rise and Police Scotland recognises this through its quarterly performance reporting.
- Members noted HMICS has undertaken a review in respect of the 10 recommendations in order to identify progress made. Members were advised 3 recommendations have been discharged and progress has been made in the remainder of the recommendations. These are classified as partially met. HMICS is assured plans are in place to tackle these remaining actions and will continue to monitor progress.
- Elaine Galbraith advised that one additional recommendation for Police Scotland had been added. This seeks a review of the current welfare and wellbeing arrangements of staff and officers working in this area and consideration of the potential for a specific wellbeing policy for colleagues in these roles.
- ACC MacDonald welcomed the activity HMICS has undertaken and confirmed this is a priority for Police Scotland. Work is ongoing to tackle this matter. ACC MacDonald recognised a multi-agency approach is key to improving and driving forward activity in this area.
- Members were advised the wellbeing of staff and officers is hugely important and Police Scotland welcomes this review and the ongoing support of HMICS.
- Tom McMahon advised demand analysis will be explored through the activity that the DPU is undertaking and work is ongoing with SCD

colleagues in order that Police Scotland can better understand the scale of the demand.

- Members agreed demand is difficult to define and there is pressure on all regulatory bodies to progress cases of this nature, and this does not just fall on Police Scotland to address.
- ACC MacDonald confirmed there is a delay in the criminal justice system due to court backlogs, but processes are still in place and prioritised by all relevant agencies to progress these crimes to the next stage.
- Members asked for more information regarding the resource requirement for digital forensics and ACC MacDonald responded that a significant uplift of resources into digital forensics has been agreed and will be in place in the near future.
- With regards to child protection arrangements, ACC MacDonald provided detail on the agreed processes in place from the all partner agencies involved and these generally work very well. Members welcomed this and the high priority this has been given.

Members noted the report.

5. Demand and Productivity Progress Update.

Members noted the paper, with Tom McMahon providing an introduction and Superintendent Neil MacDougall, providing an overview of the report. The following points were highlighted and discussed:

- Tom McMahon explained this report provides an overview of the work which has been conducted by the Demand and Productivity Unit (DPU) and what is planned for the future. He stated Police Scotland is close to finalising an improvement plan based on the HMICS recommendations and also advised a separate session between Police Scotland and the SPA is planned for the 21st September to discuss demand in more detail.
- Supt. Neil MacDougall gave an overview of the appendix to the report, providing detail on the example analysis, the command structure of the unit and the demand assessment framework.
- The Chair asked how Police Scotland will quantify demand. Supt. MacDougall agreed this is a complex area and advised this will be dependent on the operational area and whether the systems used can directly quantify any demand. He noted Police Scotland's data scientists and demand officers are able to design surveys and workshops. The hidden demand space is heavily reliant on the business experts, what the failure demand is and how this is captured.

- The Chair asked whether there is any evidence to support and ensure the effectiveness of the framework. Supt. MacDougall advised in order to prepare the framework, time has been taken to understand hard data sources, trend analysis and existing data. He advised this exploratory work has been worthwhile and Police Scotland and to continue is now focused on moving forward with the framework. ACC MacDonald advised Police Scotland uses skilled and knowledgeable professional analysts who use this information alongside the Strategic Workforce Plan to make the best possible judgements to identify where the greatest risk, threat and harm exist for the communities across Scotland. He recognised there is far more confidence in the data being provided, and ongoing engagement with other organisations is helping Police Scotland to expand its work in this area.
- Members asked how local divisions will use this information and Police Scotland advised that as well as utilising the demand baseline and the demand profiling tool, data will be provided to local divisions via a self-serve dashboard, which will be combined with an effective communication strategy. ACC MacDonald stated local commanders will be able to move resources and make better decisions for their division by utilising this dashboard.
- Tom McMahon advised members that Police Scotland will present the analytics transformation business case to the SPA Resources Committee. This states further investment is required for the DPU and describes the value this investment will bring.

Members noted the report and the following action was agreed.

PPC – 20210901-012 - Demand and Productivity: Police Scotland to provide a paper detailing plans to understand and capture demand where this is as yet unquantified, and the process to understand the overall resource demand across different crime groups – to include complexity and duration as well as incidence.

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

Meeting ended.