

POLICING PERFORMANCE COMMITTEE
09 March 2021

**Minute of the Scottish Police Authority Policing Performance
Committee held on Tuesday 09 March 2021 by MS Teams**

Participants:

Committee Members

Michelle Miller (Chair)

Robert Hayes

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

Sam Curran, Operational Policing Policy Lead

Jennifer Galbraith, Strategy Research Performance Policy Change Advisor

Claire McGarry, Performance and Impact Lead

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

Chief Superintendent Garry McEwan,

Chief Superintendent Elaine Galbraith

Chief Superintendent Louise Skelton

Superintendent James Jones

Tom McMahon, Director of Strategy and Analysis

Alison Shepherd, Head of Analysis and Performance

Kirsty Louise Campbell, Head of Strategy and Innovation

Tina MacLucas, Principal Analyst

COSLA

Councillor Parry

Mike Callaghan

1. Welcome (Michelle Miller)

The Chair welcomed everyone to the meeting which would be held using MS Teams.

1.1 Apologies

Apologies were noted from Martyn Evans.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Minute from meeting of Policing Performance Committee for 17 November 2020 for approval

Members **AGREED** the Minute of the Policing Performance Committee held on 17 November 2020 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.

In respect of action reference PPC-20201117-003, Tom McMahon agreed the Strategic Threat and Risk Assessment could be shared with the committee members (previously shared with Martyn Evans).

In respect of action reference PPC-20201117-006, an invitation for Michelle Miller to attend Corporate Parenting Engagement sessions to be arranged through Tom McMahon.

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

2.1 Quarterly Policing Performance Report – Q3 2020/21

Members considered the report which presented the Q3 Performance Report. Tom McMahon provided Members with a high level summary of the paper and summarised key highlights of the Performance Report. During discussion the following points were highlighted and discussed:

- The report continues to focus on 3 key areas, Public Confidence, Measures of Progress towards Strategic Outcomes and the Police Scotland COVID19 Response.
- Public confidence
Tom McMahon commented that focus on Public Confidence remains high, and this is discussed weekly at the Police Scotland Executive Meetings and at the Police Scotland Strategic Leadership Board. Learning from the Your Police Survey continues to be utilised and currently Police Scotland is achieving a 58% (agree/strongly agree) rating in confidence in local policing. In the User Satisfaction Survey, Police Scotland reports a 73% high level of satisfaction. Members noted that ACC Hawkins now chairs a Strategic Oversight Board specifically focusing on public confidence and user satisfaction.
- Measures of Progress to Strategic Outcomes
It was reported that violent crime had reduced by nearly 10% compared to last year, unsurprising with Covid restrictions in place. Assaults on police officers have reduced slightly, but still remain worryingly high. Members were told that sexual crime has also reduced as has the reporting of historical crime in this area. It was advised that online child sexual abuse continues to increase, as does online fraud. Drug related deaths have increased by 6% from the previous year.
- In response to a question from the Chair on the potential increase of crimes post lockdown and how an increase in volume of demand will be addressed, Tom McMahon commented that the Operational Delivery Board has ongoing discussions regarding this significant concern and this is being addressed both strategically and operationally so that Police Scotland is appropriately prepared for any increase in future demand.
- DCC Taylor provided an assurance that this was being considered at the Performance Oversight Group where anticipated crime trends are discussed and the ability to flex resources accordingly throughout what will be an exceptionally busy time for Police Scotland given the planned Euro 2021 fixtures and COP26.
- ACC Campbell commented that cyber-crime has significantly escalated during the pandemic in line with UK trends. It was confirmed this was being considered as part of the Cyber Strategy

and there is an expectation that online crime will continue to increase.

- Recognising the increase in cyber-crime, Members asked about the significant underreporting to the police of credit card crime and questioned how this was being addressed with banking institutions. ACC Campbell responded that there is continuing engagement with these banking institutions and there is ongoing work regarding a public communications strategy to increase engagement and support around supporting this type of crime. Tom McMahon advised that the work taking place via the Cyber Strategy is also helping in the increase of the reporting of this type of crime.
- The Committee welcomed the report and recognised its evolving nature, providing a useful tool to assess policing performance.
- Members noted no reference in the Q3 report to the SEPA cyber-attack and Tom McMahon advised that due to the reporting period this had not been captured in the Q3 data but confirmed it would be reported to the Q4 report.
- Members asked if there were any plans to evaluate Operation PARROR with a view to it being considered for mainstreaming into Police Scotland as a national rather than local approach and ACC Campbell advised that Police Scotland now had the capability and capacity to proactively to look at the challenges in this area of crime and a national approach was in place.
- In response to a question asking if the long term increase but recent pandemic decrease in Domestic Abuse was explainable and a request for an assurance that Police Scotland is taking measures, with partner agencies, to mitigate the possibility that this harm may be hidden in households, ACC MacDonald commented that this area is underreported and there is a need to increase the confidence of victims in the Criminal Justice System. Police Scotland is working with Victim Support and other agencies to encourage an increase in reporting. There is also focus on increasing other means of reporting this type of crime via online reporting particularly during lockdown.
- Noting the rise in drugs deaths, the Chair requested a report for a future Committee that details the work in respect of drug related deaths and which gives details on the progress across these work streams and any plans on how effectiveness will be evaluated at a whole system level. Tom McMahon agreed to bring a more detailed report on the work being undertaken.
- Police Scotland COVID19 Response
Tom McMahon advised that Police Scotland is performing well against the eight objectives set in respect of Operation Talla, stating that there is a strong awareness of future easing of lock-down

restrictions and issues that Scotland faces with regard to public disorder.

- Tom McMahon also added that Police Scotland has now received the Internal Audit report on the Performance Framework and is encouraged by the content.

Members noted the report and agreed the following actions;

PPC-20210309-001: Future briefing to be provided on progress across these work streams and any plans on how effectiveness will be evaluated at a whole system level.

PPC-20210309-002: Learning from SEPA incident to be included in the Q4 Performance report

2.2 Policing Performance Framework Review Discussion including Update on Development of Benchmarking

Members considered the paper which provided an update on the development of the Policing Performance Framework and an update on the development of an approach to benchmarking. During discussion the following points were highlighted and discussed:

- Claire McGarry gave a brief overview of progress to date, commenting that a Police Scotland Benchmarking Group has been established with representation from the SPA. Members were advised that the group will work with Scottish Government and HMICS.
- It was noted that two aims had been agreed:
 - 1) Introductory Metrics – Best Value and Continuous Improvement.
 - 2) Benchmarking Framework.Members also noted that there would be a calendar of events to include internal governance and discussion of findings with SPA colleagues and Members.
- It was confirmed that membership of the group is yet to be finalised.
- Members suggested that it would be useful to include cyber and online data in the benchmarking.
- Alison Shepherd advised the group that Police Scotland is progressing the Performance Framework refresh and is on schedule to complete the work within the agreed timelines, with work continuing towards the five strategic outcomes. Members welcomed the plans for Police Scotland to continue to work with SPA colleagues to strengthen the Performance Framework moving forward.

Members noted the report

3. 2021/22 Annual Police Plan – Working Draft Discussion

The Chair advised that Members and SPA staff had considered a draft of the 2021/22 Annual Police Plan, and had the opportunity to provide feedback on the draft. It was noted that the final Annual Police Plan would be presented to the Authority for noting at the Board Meeting on 24 March. Members considered the paper which provided a progress report on the development of the Annual Police Plan 2021/22. During discussion the following points were highlighted and discussed:

- Tom McMahon advised members that Police Scotland appreciates the engagement and feedback received from SPA in relation to drafting the Annual Police Plan.
- Members were told that this draft will now be presented to Police Scotland's Strategic Leadership Board and the product design will then be finalised before being presented for noting at the next Board Meeting. The Chief Constable will thereafter submit this to Parliament. Members were assured by Tom McMahon that the plan was strategic in nature with specific underpinning business plans in place to ensure each of the commitments will be fulfilled.

Members noted the report.

4. Update on Findings of Your Safety Matters Diamond Group Review

Members noted the paper providing an overview of the Your Safety Matters strategic review of violence and abusive behaviour towards police officers and police/SPA staff. During discussion the following points were highlighted and discussed:

- The Chair commended the significant amount of work and the level of detail and analysis in the review.
- DCC Taylor introduced the report by highlighting that it clearly demonstrates Police Scotland takes assaults on staff and officers very seriously and that the Chief Constable has committed to an Assault Pledge which is now in place, accompanied by guidance for managers to help support colleagues who have been assaulted. Members welcomed an update that the Lord Advocate and the Cabinet Secretary for Justice had also been extremely supportive of the Assault Pledge.

- Members noted the detailed analysis relating to assaults on staff and officers. DCC Taylor advised that a high proportion of assaults took place on police premises and there is targeted activity into custody suites, including safety training for custody officers and a continued high profile communications campaign on this matter.
- Analysis and data are proving very useful and Police Scotland hopes to arrange academic research to further enhance the work. Police Scotland has been able to feedback the current learning into the officer safety training programme, increasing this to two days and including emergency life-saving. This will have a positive impact on enhancing the safety of colleagues, both officers and staff. Police Scotland is also introducing a Your Safety Matters Champions network.
- ACC MacDonald advised members that Police Scotland are working with the Crown Office to introduce a Victim Impact Statement for use in court proceedings. Restitution Orders have been also been legislated enabling awards to be made.
- The Chair asked if the pledge and supporting actions have yet had an impact and DCC Taylor advised that there had been a slight drop in assaults in Q3 and further analytical work was underway to explore. It was recognised that call type as a result of the pandemic results in many attendances being 'higher tariff', which may increase the chance of assaults.
- Members suggested that benchmarking relating to YSM should be included in the framework, and this was agreed by DDC Taylor. In addition, in relation to the academic research described, Members clarified that they would be keen to see a practical and shorter term research focus leading to tangible activities. Police Scotland confirmed that the planned full evidence review will report in draft in the early summer.

Members noted the report.

5.1 Body Worn Video Roll Out Approach Considerations

Members considered the paper providing an update on Body Worn Video Roll Out and Approach Considerations. During discussion the following points were highlighted and discussed:

- ACC MacDonald gave an overview of the report stating that its aim is to provide an outline of the benefits, recommendations and timelines in the rollout of Body Worn video (BWV), making note of digital sharing capability, the data protection impacts, the requirement for a clear Code of Practice and Standard Operating Procedures and the undertaking of an engagement survey.

- Members sought clarification on the use of the term 'editing footage' and ACC MacDonald confirmed this related specifically to the editing of body worn video to retain only the relevant segment of the recording for evidence purposes, with both storage and data protection driving this approach.
- Members highlighted the need for a strong communication and engagement process around strategic storage for BWV data, using learning from other areas. The need for transparency was reinforced, in terms of both increasing accountability and protecting officers and the public.
- The Chair sought clarification on the planned rollout of BWV to Armed Officers in the first instance and asked if this was prioritised because of COP26. Police Scotland advised that providing BWV to armed officers was a priority as all other UK forces already had this in place for armed officers but also because of COP26. Members noted that full rollout was still intended with a Joint Statement of Intention from Police Scotland and the SPA.
- The Committee asked to what extent specific metrics will be developed to allow measurement of impact. Police Scotland confirmed this will be incorporated into the refresh of the performance framework.

Members noted the report.

6.1 RPAS Evaluation

Members considered the paper which had been provided to give an update on the RPAS Evaluation. During discussion the following points were highlighted and discussed:

- ACC Williams gave an overview of the RPAS (Drones) evaluation noting that the use of RPAS has been subject to significant scrutiny and has generated interest from both the media and Justice Sub-Committee. Members heard that the Code of Practice is now at an advanced stage of development, as is progress regarding the procurement of downlink capability.
- Bob Hayes clarified that any limitations on the use of RPAS were not requirements of SPA, but were a Police Scotland restriction on usage over a phased introduction. He stated that the case for the use of RPAS in overt activities was recognised, and the evaluation and development of a Code of Practice were welcomed. It was agreed that the Committee would have an opportunity to comment on the draft code of practice before it is finalised.
- Members sought assurance that wider safeguards around any possible covert activity will be aligned into the Code of Practice for

the use of RPAS and emphasised the need for transparency in the detail and authority/approval process (including detail on RIPSAs) in the code of practice. Police Scotland agreed that there is no intention to use RPAS covertly, but will include this provision in the code of practice.

Members noted the report and agreed the following action:

PPC-20210309-003: Code of Practice for use of RPAS to be considered by the Committee with opportunity for Members' comments to be considered before finalised version is agreed

6.2 Digital Triage Device (Cyber Kiosks) Evaluation

Members considered the paper which provided an update on the Digital Triage Device evaluation. During discussion the following points were highlighted and discussed

- ACC Campbell provided Members with an overview of the report, noting there had been a delay in the external evaluation of the devices due to Covid. Members heard that this would be shared once it has been through Police Scotland's internal governance. It was highlighted that there were two main recommendations from the report: 1) Future projects should recommend the establishment of a stakeholder reference group; and 2) A review on aspects of public consent
- ACC Campbell discussed the development of the management information in relation to digital triage and Members welcomed the work to date.
- Members expressed concern regarding a data gap in relation to the timescales for recovery of data and the return of devices to their owners, and asked for a timescale for producing this management information. Police Scotland committed to this being developed over the next 6 months.

Members noted the report and agreed the following action:

PPC-20210309-004: Police Scotland to provide data on cyber kiosks (recovery of data/return of devices)

Members noted the report.

6.3 Armed Policing Model Update

Members considered the paper providing an update on the Armed Policing Model. During discussion the following points were highlighted and discussed:

- ACC Williams gave an overview of the Armed Policing Model Update, including the use of ARV, describing positive feedback from local policing, command and control and ARV officers. Members noted this was kept under review with the armed policing monitoring group. Police Scotland continues to risk assess the presenting threats through the Armed Policing Model.
- In response to a question from the Chair, Members were assured that the deployment model for armed officers had not had an impact on any relevant ARV incidents and that this continued to be reviewed daily with no examples of any issues.

Members noted the report.

6.4 Police Scotland Taser Capability

Members considered the paper providing an update on Police Scotland Taser Capability. During discussion the following points were highlighted and discussed:

- ACC Williams presented the report, including detail around numbers of officers trained, the increase in deployment hubs and what the future deployment will look like regarding officer safety and welfare, an enhanced rollout over the next three years building up Taser capability with 500 officers to be trained each year and the roll out to 110 divisional hubs to allow for a more proportionate and appropriate and effective Taser model.
- Members noted that key considerations in this area will be linked to clear communication and engagement to ensure the public understand the rationale and the approach. Members were assured that this was being planned and was at an advanced stage, and a future briefing will be brought to the Committee regarding this.
- In response to the Chair's question around prioritising which officers would receive training, ACC MacDonald responded that Armed Policing would be prioritised due to enhanced risk and responsibility.

Members noted the report and agreed the following action:

PPC-20210309-005: Future briefing to be provided regarding Communication and Engagement on the future model.

6.5 TTRO Lessons Learned Report

Members considered the paper providing an update on the TTRO Lessons Learned Report. During discussion the following points were highlighted and discussed:

- Superintendent Jones gave an overview of the report highlighting the background and subsequent organisational learning from the TTRO resolution process between Police Scotland, COSLA and the Scottish Government.
- Members noted the key lessons around the effectiveness of the engagement and communications approach, the need for collaborative approach between police and public sector partners and consideration to be given to existing governance arrangements and the potential to introduce further safeguards enabling matters to be fully discussed before executive action is taken.
- Future actions will include strategic engagement at executive level between Police Scotland/SPA and Local Government, including the utilisation of engagement mechanisms such as local/national officer/political structures in order to prevent future disputes and legal impasses.
- Councillor Parry confirmed that this learning and protocol are important and should be taken forward with regards to 'Buffer Zones' and CCTV emerging issues.
- The Chair suggested including Health and Social Care Partnerships in this protocol, and Counsellor Parry commented that the Community Planning Partnerships might also be useful and COSLA were happy to look into this further.

Members noted the report.

6.6 Police Scotland report on countering Organised Fraud Crime

Members considered the paper providing an update on countering Organised Fraud Crime. During discussion the following points were highlighted and discussed:

- ACC Campbell provided a summary of the report and highlighted the key areas of focus, Tackling Threat and Risk, Serious and Organised Crime Groups, Partnerships, Reporting Fraud, Communication and Prevention and Cyber-crime.
- Members noted that fraud crime is also being used as a terrorist finance tool and this is not restricted by national boundaries. Members enquired how international partner relationships post-

Brexit were being maintained. Police Scotland gave assurance that relationships were being maintained and although the position was sub-optimal in engagement with EU Law enforcement, Police Scotland has officers working with Europol and Interpol.

- In response to a question from the Chair around the difference in the reporting of fraud and detection rates, Police Scotland advised the complexity and length of investigations will impact on detection levels and the Police Scotland Cyber Strategy is looking at capability and capacity.

Members noted the report.

7. Police Scotland Report on the impact of maintaining the Interim Vulnerable Persons Database

Members considered the paper providing an update on the impact of maintaining the Interim Vulnerable Persons Database. During discussion the following points were highlighted and discussed:

- ACC Heaton gave a brief overview of the report, including some background on the database, the data flow and information sharing. Members noted that inclusion of age profile had been addressed and welcomed the inclusion of this.
- Councillor Parry enquired about information sharing with non-statutory partners and Police Scotland confirmed that this did appear to be low at 4% and central monitoring will take place to look at this in more detail.
- In response to Councillor Parry's question around the information sharing of victims of domestic abuse Police Scotland advised that underreporting of this is endemic, but sharing will be proportionate to the risk assessment presented.
- Members acknowledged the detail of the report but sought assurance and clarity around the specific issues of consent and awareness of inclusion on the database, including risk based sharing of information, the quality assurance process and external oversight, as well as inclusion and removal from the database. Following discussion, the necessary clarity had not been provided and Members suggested it would be helpful to have a separate discussion between Police Scotland and other committee Members with an interest to explore these concerns in more detail to provide the Committee with a more robust understanding of the process.

Members noted the report and agreed the following action:

PPC-20210309-004: Discussion to take place to explore options which would provide the Authority with assurances in respect of the use and maintenance of the iVPD.

8. PS Report on actions to address HMICS and SPA ICVS recommendations on custody.

Members considered the paper providing an update on the HMICS and SPA ICVS recommendations on custody. During discussion the following points were highlighted and discussed:

- Chief Superintendent McEwan introduced the paper and gave an overview of the content, commenting that from the initial 47 recommendations, 10 remain outstanding. Members were invited to note the appendix with regards to future budgeting and legacy benefits from the planning and preparation for COP26.
- Progress to discharge outstanding recommendations was welcomed by Members and further clarity was sought regarding the long term vision for the custody estate and timescales for sight of the custody estate investment plan. Police Scotland commented that there is a 5 year strategy for Criminal Justice Services Division with a focus on the rollout of the Criminal Justice Hub model across Scotland.
- ACC MacDonald added that this plan will change custody to being a place of intervention and support, to improve health care and support from partners regarding intervention during moments of crisis. He added that there are recommendations that remain outstanding and there is still work to be done by CJSD.
- Members supported the work completed so far, noting that there are still recommendations outstanding and sought assurance on the risk assessment of the prioritisation to discharge these outstanding recommendations. Police Scotland advised there is a newly formed continuous improvement team reviewing the outstanding recommendations and using risk management processes to ensure progress, including regular meetings with HMICS and other partners. Police Scotland also commented that two consultants have been tasked with providing a report on prevention of ill treatment in police custody, and hope this will be completed at the end of March and would be worthy of consideration at future Committee meeting.

Members noted the report.

9. SPA Public Confidence and Support Surveying during COVID-19 Wave 4

Members considered the paper providing a summary of the SPA Public Confidence and Support survey during Covid-19. During discussion the following points were highlighted and discussed:

- Amanda Coulthard, Head of Strategy and Performance, SPA gave an overview of results from the surveys and commented that the next steps included regional analysis of data linked to the work of the Independent Advisory Group and the Police Scotland Public Confidence Board. It was noted that further research analysis will be brought to the next Committee meeting for discussion.
- Kirsty-Louise Campbell commented that divisional dashboards are now active with quality and quantity data available to divisional commanders.
- Members welcomed the detail provided from the SPA Public Confidence Report and commented that whilst data is useful, the overall aim of these surveys is to learn from the results and put in place actions to increase confidence in policing.
- Councillor Parry sought detail on the correlation between confidence levels/perception and communication. Police Scotland confirmed part of the on-going work is to have a better understanding of this and it would be reported to a future meeting of this Committee.

Members noted the report.

Meeting Ended