



## Policing Performance Committee

12 March 2024

Minutes of the Policing Performance Committee held on 12 March 2024  
via Live Stream

Board Members present:	Alasdair Hay, CBE, QFSM (Chair) Tom Halpin, QPM Katherina Kasper Michelle Miller Mary Pitcaithly, OBE
Board Member apologies:	Nil
In attendance:	<u>Scottish Police Authority (SPA)</u> Deborah Christie, Governance Support Officer Amanda Coulthard, Head of Strategy and Performance Scott Ross, Head of Change and Operational Scrutiny Barry Sillers, Director of Strategy and Performance  <u>Police Scotland (PS)</u> Superintendent Shaheen Baber, Policing Together ACC Emma Bond, Local Policing North and C3 Jen Cassells, National Sustainability Lead Assistant Chief Constable Andy Freeburn, Organised Crime Counter Terrorism and Intelligence Tina MacLucas, Principal Analyst Tom McMahon, Director of Strategy and Analysis

	<p>Deputy Chief Constable, Major Crime, Public Protection &amp; Local Crime, Bex Smith Deputy Chief Constable Alan Speirs, Professionalism, Strategy and Engagement</p> <p><u>College of Policing</u> Nerys Thomas</p> <p><u>Diffley Partnership</u> Mark Diffley, Director</p>
--	---

### **1. WELCOME AND STANDING ITEMS**

The Chair welcomed everyone to the meeting being held via MS Teams. He confirmed that Cllr Maureen Chalmers who attends and participates in the PPC meetings has submitted apologies for today's meeting. The Chair advised attendees that this will be the last committee meeting for Michelle Miller who will step down from the Board at the end of April. Attendees heard that Michelle is not only a member of this committee but has been a member of the performance committee in its previous forms too. Michelle has played a key role in driving the improvement of both the Authority's oversight of policing and in policing itself. The Chair thanked Michelle for her commitment to the work of this committee and wished her well for the future.

### **1.2 DECLARATIONS OF INTEREST AND CONNECTIONS**

There were no declarations of interest or connections.

### **1.3 MINUTE FROM MEETING OF POLICING PERFORMANCE COMMITTEE FOR 6 DECEMBER 2023 - FOR APPROVAL**

Members Approved the Minute of the Policing Performance Committee held on 6 December 2023 as accurate record of the meeting.

### **1.4 ACTION LOG AND MATTERS ARISING**

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

The Chair explained that work was ongoing to establish a method by which public action log updates can be made available on the committee page of the SPA website.

The Committee Approved the action log and noted the updates provided and noted the plans to publish any additional briefing notes that are provided in response to action updates.

## **2.1 QUARTERLY POLICING PERFORMANCE REPORT – Q3 2023/24 – TOM MCMAHON**

Members considered the report which provided the Committee with an update in relation to Police Scotland's Performance at the end of Quarter 3 2023/24. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered a brief overview of the report and the Director of Strategy & Analysis re-stated Police Scotland's commitment to further reporting improvements to support Authority oversight and scrutiny with data and insight. Members heard that collaborative work between SPA and Police Scotland colleagues would support this work.
- The refreshed format Q3 Performance Report was discussed at length and Members welcomed a focus on key insights from data, improved reporting on areas of exception, regional variations and overall improved transparency.
- The committee discussed the extent to which the data was helping to understand operational priorities areas and Members considered several examples of how performance data is being used to inform operational priorities and tasking decisions, and noted recent examples of when performance data has been used to flex approaches and improve performance in practice. The Committee welcomed and supported this data-led decision-making approach where practical examples are providing growing evidence base and assurance to the Authority of a whole system that allows informed decisions to keep the people of Scotland safe.
- Members recognised and welcomed the progress made and noted the commitment to build on the improvements in the Q3 Report and were assured that performance reporting will continue to develop focusing on building public trust, confidence and understanding of the challenges facing Police Scotland and the prioritised actions being taken forward to address these.

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

## **2.2 BENCHMARKING PROGRESS UPDATE – NERYS THOMAS**

Members considered the report which provided the final update of the Benchmarking Short Life Working Group, detailing the key achievements of the group and outlining how benchmarking and comparative analysis is now an established part of the work on Police Scotland performance, underpinning ongoing continuous improvement activity. During discussion and in addition to the written report the following points were noted by the committee and discussed.

- Members considered a summary of the report and were reminded of the guiding principles of the benchmarking framework. It was noted that benchmarking is now embedded in Police Scotland's approach to ongoing performance reporting to the committee and the wider public.
- Members agreed that it was important to use benchmarking data as an opportunity to ask questions of the performance data and reminded those who will use the data to avoid knowingly creating perverse incentives or lead to negative behaviours.
- Members welcomed this work and agreed it was an approach to performance reporting that the Authority was pleased to see now in use by Police Scotland. The Committee look forward to this being a future of future reporting to the committee and a method by which areas for further exploration identified to support the continued improvement of policing in Scotland.

**Members noted the report.**

**2.3 SPA/COSLA/POLICE SCOTLAND PARTNERSHIP DELIVERY PLAN UPDATE – AMANDA COULTHARD**

Members considered the report which provided an update on development and delivery of the partnership delivery plan underpinning the Scottish Police Authority, COSLA and Police Scotland Partnership Agreement. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered a brief overview of the report and the arrangements for future oversight and governance in respect of this work were noted by the committee.
- The Committee were supportive of the continuing collaborative approach.

**Members noted the report.**

**2.4 INTERNATIONAL DEVELOPMENT UNIT ANNUAL REPORT – SUPT JUNE PEEBLES**

Members considered the report which provided an update on the progress of the International Development and Innovation Unit's (IDIU) work since the last update provided in June 2022. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered a comprehensive summary of the work of the International Development Unit as highlighted in their Annual Report.
- Recognising the obvious benefits for the officers who are involved in the programme and those with whom Police Scotland share

knowledge and expertise, the Committee asked that future reports to this committee have a focus on understanding more about how the skills gained by officers is positively impacting the rest of Police Scotland, and how the objectives outlined in the Unit's strategy will be considered in the revised model of policing.

**Members noted the report.**

**3.1 COMMUNITY CONFIDENCE PROJECT UPDATE – AIDAN CURREN**

Members considered the report which provided a progress update to the Committee on the joint SPA/Police Scotland Community Confidence Action Research Project. The paper also describes the conclusion of the delivery phase of the project and next steps regarding post-project write-up, dissemination and impact. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered an overview of the work both completed and planned as part of the project.
- The Committee discussed how, given the small sample size, Members could only take limited assurance since these findings were not necessarily representative of the wider public views. The Committee did however note the local engagement events had provided good opportunity to better understand local views in the specific areas visited and had provided valuable understanding of some local issues.
- Lessons learned from this work will be considered by the Project Team when the project concludes and one area that is likely to feature in these lessons is how to improve the ways that Police Scotland communicate with communities so that communities can better understand the modern ways Police Scotland operate and how that is seen across examples of local policing in our communities. This work will also link to the work being undertaken by PPWC colleagues in Police Scotland.

**Members noted the report.**

**3.2 PUBLIC POLLING – AMANDA COULTHARD/ MARK DIFFLEY**

Members considered the report which provided the findings from the latest round of public polling, conducted during January 2024 by the Diffley Partnership on behalf of the Authority. The paper also described the next steps regarding polling and a move to incorporate qualitative research into the analytic approach in 2024-25. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered an overview of the work both completed and planned to understand public confidence about the work of Police Scotland.
- Mark Diffley confirmed that future work will focus on those social groups where data has highlighted the most significant areas of concern in terms of trust and confidence in policing.
- Members asked in what ways the balance between delivering the optimal service to keep people safe and reacting to specific areas of concern flagged through polling is considered and planned by Police Scotland. The Public Confidence Board consider any such matters and this group take a strategic approach to any action required. Members welcomed this joined up approach noting it would mitigate against a disproportionate response to any localised polling results.
- The need to use future polling to ensure a good understanding of why people feel the way they do in terms of confidence and trust was highlighted and it was confirmed this would be a focus of the future polling engagement sessions.
- DCC Speirs explained to the Committee that vulnerability within local communities will play a significant role in the confidence and trust in Police Scotland and the time consumed by officers who are responding to mental health incidents is so significant it is bound to impact on the overall public view of policing.
- In conclusion, the Chair commented that these insights are so valuable and will be part of the discussions as the new model of policing evolves.

**Members noted the report.**

**3.3 SUSTAINABILITY REPORTING AND PROGRESS AGAINST ENVIRONMENTAL STRATEGY – JEN CASSELLS**

Members considered the report which provided an update on the overall progress the organisation has made in implementing the Environmental Strategy. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered an overview of the work done to meet commitments in respect of Police Scotland Sustainability Development.
- The Committee welcomed assurance that Police Scotland is on track to meet commitments and commended the effort and focus in this area.
- It was confirmed that a refreshed Fleet Strategy would be seen soon and this would be subject to the appropriate internal and



Authority governance and this would give the opportunity for Members to be assured the refreshed document was cognisant of changes in technology, resources and other circumstances since it was approved in 2019.

**Members noted the report.**

**3.4.1 HMICS ASSURANCE REVIEW OF CONTACT ASSESSMENT MODEL – ACC EMMA BOND**

Members considered the report which provided a summary of Police Scotland’s progress on delivery against recommendations from the HMICS Assurance Review of Police Scotland’s Contact Assessment Model 2022. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered an overview of the report and the key outstanding actions were reported.
- Progress made since the last update to committee was noted and confidence is high the remaining outstanding actions will be progressed as expected.
- Key dependencies were highlighted to the Committee as detailed in the written report.

**Members noted the report.**

**3.4.2 HMICS ASSURANCE REVIEW OF HATE CRIME – SUPERINTENDENT SHAHEEN BABER**

Members considered the report which provided an update on progress against Police Scotland’s Hate Crime Improvement Plan which was developed in response to the HMICS Thematic Inspection of Hate Crime in Scotland. During discussion and in addition to the written report the following points were noted and discussed.

- Assurance was sought and received by the Committee that the work done will mean that Police Scotland is operationally ready to respond effectively to the new legislation as of 1 April 2024. It was explained that operationally there were few additional challenges with this piece of legislation and no major issues or challenges were expected although preparations were still underway.
- Committee focus will now move to evaluate the use of the new legislation and how Police Scotland will evaluate if officers have applied the legislation in a proportionate way. Clarity was sought on what data would be used to monitor this.
- Supt Baber explained that, as with any area of policing, officers must justify their actions and checks and balances will exist to

ensure proportionate and correct use of powers. Guidance has been refreshed and improved to support officers and a communications strategy is in place to address any media interest.

- Further questions were raised about what oversight would be in place so that supervisors will be able to be assured that guidance is being applied correctly and proportionately. Supt Baber confirmed that frontline supervisors will have access to data which will allow robust oversight and this will be supported by Crime Managers and the work of the National Policing Together team who monitor Hate Crime.
- The Committee heard that the new National Policing System will bring a consistency to reporting and recording of these matters which will further support the oversight and governance in this regard.
- In conclusion Members were told that Police Scotland is confident of being in a good position to police this legislation effectively from the 1 April and there was a firm grasp on the planning and arrangements.

**Members noted the report.**

**3.4.3 HMICS ASSURANCE REVIEW OF DOMESTIC ABUSE – DCC BEX SMITH**

Members considered the report which provided an update of current recommendations from the HMICS Domestic Abuse Thematic Inspection published 12 January 2023. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered an overview of the report.
- The assurance that effort is being made by Police Scotland to not only discharge the recommendations but to drive wholesale change and embed change and improvements across the organisation was welcomed by the Committee.
- Members sought and received an assurance there were no concerns in respect of Phase 2 and the ambition to implement a much broader improved approach rather than only focusing on specific recommendations would continue into Phase 2.

**Members noted the report.**

**3.4.4 HMICS ASSURANCE REVIEW OF ONLINE CHILD SEXUAL ABUSE AND EXPLOITATION - DCC BEX SMITH**

Members considered the report which provided an update of progress made by Police Scotland in response to the Recommendations made by HMICS in its Strategic Review of Police Scotland's Response to Online Child Sexual Abuse & Exploitation published in February 2020 and its



subsequent progress review, HMICS' Review of Online Child Sexual Abuse, published in August 2021. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered an overview of the report and noted the details of the progress made and improvements seen. The focus on the criticality of getting this high risk area of work right was recognised by the committee.
- The impact of the use of technology was discussed and Members commended the work being undertaken in this regard. In response to a question about whether there were other areas in which technology could be used to tackle issues, the DCC confirmed that she was collaborating with other teams to explore the possibilities. DCC Smith confirmed this Committee will be sighted on that work as it develops.
- Members asked that future updates include details of the safeguarding arrangements when using new technologies as this is an important matter. The DCC confirmed that robust governance was in place around the use of technology and that any future uses will consider safeguarding.

**Members noted the report.**

#### **3.4.5 HMICS ASSURANCE REVIEW OF POLICING MENTAL HEALTH IN SCOTLAND – SUPT SHAHEEN BABER**

Members considered the report which provided an update on the Police Scotland planned improvement activity in response to the findings of the recent His Majesty's Inspectorate of Constabulary in Scotland (HMICS) inspection on Policing Mental Health in Scotland.

**Members noted the report.**

#### **3.4.6 HMICS CRIME AUDIT – DCC BEX SMITH**

Members considered the report which provided an update on Police Scotland's progress on delivery against recommendations from the HMICS Crime Audit 2020. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered an overview of the report and heard that a lot of the work had been dependent on the roll out of the new National crime System.
- The committee noted that confidence was high Police Scotland would achieve the June 2024 target date.

**Members noted the report.**

### **3.4.7 HMICS / HMIPS/ CI/ HMIP JOINT REVIEW OF DIVERSION FROM PROSECUTION - CH SUPT PAT CAMPBELL**

Members considered the report which provided an update of Police Scotland's progress on delivery against recommendations from the Joint Review of Diversion from Prosecution 2023. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered an overview of the report.
- Members asked for more information on what the diversion routes will be and what plans will be in place. It was explained that work is ongoing with COPFS to agree what this will look like but examples of practical options would be some 3<sup>rd</sup> Sector offerings who may provide appropriate support for lower-level offences. The challenges in establishing these arrangements were highlighted given the dependencies and challenges being faced by all organisations.

**Members noted the report.**

### **4.1 NORTH EAST PROPORTIONATE RESPONSE TO CRIME PILOT EVALUATION – ACC EMMA BOND**

Members considered the report which provided the evaluation report relating to the 12-week Proportionate Response to Crime pilot which took place within North East Division. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered a summary presentation of the evaluation report on the Proportionate Response to Crime Pilot carried out in the North East. ACC Bond explained that the proportionate response approach does not equate to a policing of 'non-investigation' and Members agreed it was important to be clear about this. The approach to assessing incidents based on assessment of Threat, Harm, Risk, Investigative opportunity, Vulnerability and Engagement is undertaken – where any vulnerability is identified the police will always attend.
- Members asked a number of questions which focused on the need to be assured the public could be reassured about the implications of the proportionate response approach and how that would be seen by them. The ACC explained this approach is not novel and has been used before by Police Scotland and the approach will focus on ensuring officers time is spend wisely to effectively police communities.

## OFFICIAL

- Members sought and received assurances that Police Scotland have plans in place to evaluate findings and that this will be reported to internal governance board and the Authority as required.
- Members requested that continual evaluation and capturing of learning and improvement through evaluation is reported to the Authority and asked that this reporting focus on public confidence, user satisfaction and prioritisation of threat risk and harm. Members also asked that the timeline for progression of National roll out to be clarified.
- The Committee discussed how the benefits seen from officer time saved will be seen and heard that not only would the proportionate response produce operational efficiencies, it would mean that officer wellbeing can be a focus with opportunities for rest breaks being a benefit.

**Members noted the report and, while recognising it was an operational decision for the Chief Constable, supported the plans to roll the proportionate response to crime approach out, on a phased basis, across the rest of the country.**

**ACTION - PPC 20240312-001 - Timeline for progression of National roll out to be clarified and arrangements for continual evaluation and capturing of learning and improvement through evaluation to be reported to the Authority to be agreed. Reporting should focus on public confidence, user satisfaction and prioritisation of threat risk and harm.**

### **4.2 POLICING IN A DIGITAL WORLD PROGRAMME UPDATE – ACC ANDY FREEBURN**

Members considered the report which provided an update on the progress and direction of the Policing in a Digital World Programme (PDWP). During discussion and in addition to the written report the following points were noted and discussed.

- Members considered an overview of the report and an overview of the priority areas of focus was provided.
- An assurance was sought and received that Police Scotland has secured sufficient resource to have the capability to tackle crypto currency crimes. This work is supported by close links with other UK organisations.
- The Committee recognise the importance of cyber crime in the future planning for Police Scotland and this is due to the prevalence of a digital footprint in most crimes. An assurance was sought and received from ACC Freeburn that this is understood by the organisation and will be a key consideration in planning for the future. The challenges of the 'hidden' nature of a lot of cyber crime were discussed and the need to ensure the public are aware of the

**OFFICIAL**

massive amount of work being done by Police Scotland to keep people safe in the cyber space.

**Members noted the report.**  
***End.***

