

**POLICING PERFORMANCE COMMITTEE
26 AUGUST 2020**

**Minute of the Scottish Police Authority Policing Performance
Committee held on Thursday 26 August 2020 by MS Teams.**

Committee Members participating in call

Martyn Evans (Chair)

Robert Hayes

Michelle Miller

Elaine Wilkinson (joined for items 2.3 and 10)

Participating in call

Scottish Police Authority (SPA)

Barry Sillers, Director of Strategy and Performance

Jackie McKelvie, Head of Corporate Management

Kirsty Scott, Independent Custody Visiting National Manager

Eleanor Gaw, Community Accountability Lead

Deborah Christie, Committee Co-ordinator (Minute)

Police Scotland (PS)

DCC Fiona Taylor, Deputy Chief Constable People and Professionalism

ACC John Hawkins, Assistant Chief Constable Local Policing North

ACC Judi Heaton, Assistant Chief Constable Major Crime, Public
Protection & Local Crime

ACC Kenny MacDonald, Assistant Chief Constable Criminal Justice

ACC Duncan Sloan, Assistant Chief Constable Major Crime and Public
Protection

Kirsty-Louise Campbell, Head of Strategy and Innovation

Tom McMahon, Director of Business Integration

Detective Superintendent Raymond Higgins

Chief Inspector Neil MacDougall

Chief Superintendent Mark Sutherland

Chief Superintendent David Duncan

Detective Superintendent Raymond Higgins

Alison Shepherd, Head of Analysis and Performance

COSLA

Mike Callaghan

HMICS

Elaine Galbraith

1. Welcome (Martyn Evans)

The Chair welcomed everyone to the meeting and thanked all authors and contributors for the papers that had been submitted. Martyn Evans confirmed that the Chair of the Resources Committee, Elaine Wilkinson would join the meeting for the discussions in relation to the Demand and Productivity Unit.

1.1 Apologies

Cllr Kelly Parry.

1.2 Minute from meeting of Policing Performance Committee 28 May 2020 for approval.

Members AGREED the Minute from the Policing Performance Committee held on 28 May 2020 was an accurate record of the meeting.

1.3 SPP Committee Action Log

Members reviewed the action log and noted the updates provided.

With reference to *Action PP-20200227-005* which had been proposed for closure, Tom McMahon confirmed that external sources would be reflected in future iterations of the Performance Report and engagement had already taken place with the Scottish Ambulance Service to explore what data could be shared.

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

1.4 Declarations of Interest

There were no declarations of interest.

1.5 Decision on taking business in private (items 10 and 11)

In accordance with paragraphs 21 and 22 of the SPA Standing Orders, the Committee **AGREED** to consider items 10 and 11 in private.

2.1 Quarterly Policing Performance Report – Q1 2020/21 (Tom McMahon)

Members considered the report which presented the Q4 Performance Report covering the period of April to June 2021. Tom McMahon provided Members with a high level summary of the paper and the key highlights of the detailed Performance Report. During discussion the following points were highlighted and discussed;

- Tom McMahon highlighted to Members that the report focused on 3 key areas, Public Confidence and Experience of Policing, Measures of Progress towards Strategic Outcomes and Operation TALLA – Police

Scotland COVID-19 Response. Members were provided with a brief high level overview of key matters as contained in the report.

- Tom McMahon summarised the report as being broad but with more focused than previous iterations which attempts to cover the broad spectrum of activity in which Police Scotland is involved. Tom McMahon stated his believe that the report had improved narrative and insight in a number of key areas.
- Members were reminded that the exceptional circumstances during Q1 had changed the crime group reporting far from the expected norm and this had been underlined in the DCC's Introduction.
- The Committee recognised the significant progress made in the performance reporting and welcomed the quality and comprehensive nature of the tabled report. Members acknowledged the hard work across the teams that had gone into developing the report which could be now be seen.
- Members requested that the Executive Summary be developed in order that future reports can provide an assessment of progress against the planned objectives and highlight any key areas to the reader. It was agreed that this would be developed in partnership with SPA colleagues.
- The committee explored the rise in fraud being reported and it was noted the Scottish Crime and Justice Survey (SCJS) result depicted only 6% on online fraud being recorded and questioned whether those who wished to report a fraud were able to do this easily through the 101 route. Members were informed that the Police Scotland Cyber Strategy and the Public Engagement and Contact Strategy would seek to increase and align reporting of online crime via partnership working with other cyber focused bodies both within and out with policing.
- Members welcomed the reporting on vulnerability in custody in relation to drugs and alcohol but asked for a focus on mental health issues as this was not currently reflected in the reporting. The committee was updated on ongoing work to understand demand from mental health and a future report would provide Members with information in relation to the demand resulting from mental health issues.
- Members shared concern with the rise in assaults on Emergency Workers and requested a future report to the Committee on the subject. DCC Taylor updated Members on the establishment of a Diamond Group to commission research into the source and impact of assaults. DCC Taylor highlighted the Chief Constable's Assault Pledge and reported that associated guidance for leaders and managers was now in place which sought to keep them and their team safe within the workplace.

- Members requested a report be considered at an appropriate time which provides details of the early findings from the DCC's Diamond Group. DCC Taylor confirmed this would be done.

Members noted the report and agreed the following actions;

PPC-2020826-001: Executive Summary to be developed which provides overview of progress against planned objectives and highlights any key areas.

PPC-2020826-002: Early findings of DCC Taylor's Diamond Group Review into source and impacts of officer assaults to be shared with the committee.

2.2 Report on Crime Group Detection Rate Trends – Performance and Resource Allocation Considerations (Tom McMahon)

Members considered the paper which had been provided to give the Committee with a position statement regarding planned activities and timescales for the publication of the analytical detection rate paper in response to action PP-20200227-004. During discussion the following points were highlighted and discussed;

- Tom McMahon reported that work was underway to provide detailed analysis of trends in detection rates, causational factors and implications for prioritisation of resource and this work was progressing well.
- It was agreed that a report would be tabled at the next meeting of the SPA Policing Performance Committee in November 2020.

Members noted the report.

2.3 Demand and Productivity Unit Progress Report (Chief Inspector Neil MacDougall)

Members considered a report which sought to provide an overview of the work of the Demand & Productivity Unit (DPU). During discussion the following points were highlighted and discussed;

- CI MacDougall provided a summary of the paper which provide details of the Outputs and dependencies, learning and future plans for the work of the DPU. It was reported that the approach was to be incremental. It was reported that the key product was a technical solution, which was in place but the use of this solution has yet to give the required outputs despite progress being made.
- Members expressed concern over the pace of progress and the value which had been delivered against the original business case, the

investment made in professional services and the achievement of intended knowledge transfer.

- Elaine Wilkinson asked for an understanding of how the transfer of skills had taken place from the Professional Services support and what skills base now existed in the DPU commented that this committee required to be assured that the DPU was being built in a way that was sustainable going forward.
- It was recognised by Elaine Wilkinson that this was a journey and that fact was also recognised by the Board when the significant investment was approved but because of that significant investment that the deliverables should be revisited.
- Elaine Wilkinson stated that it of great importance for this demand data to be made available as it would be an enabler function that would allow the Chief Constable to effectively use the resources available him to keep the people of Scotland safe.
- The Committee noted that learning and progress were being made but sought clarity on the timeline to have the baseline demand data available. Tom McMahon advised that the detail of the work in this regard would be explored in the private discussion to take place later in the agenda.
- Tom McMahon highlighted that all of the skills required to develop the DPU did not currently exist within Police Scotland and the recruitment of skilled data scientists was essential to taking this work forward as a priority.
- Members noted the work of the DPU had been delayed due to DPU team members having been redeployed to Operation Talla work however heard that this was now getting back on track.
- Given the importance of this work, Members asked for an assurance that as robust a case as was possible was being made by the team to ensure that those making decisions in relation to budget allocation were clear on the benefits that will be derived from establishing a demand baseline. Tom McMahon assured the Committee that he regularly made the case for the required investment but given the financial constraints it was likely that this would continue to be an incremental build.
- Martyn Evans shared the view that this was critically important work and stated that without the demand data, the organisation would not be in a position to make informed resource allocations decisions which presented a significant challenge to the organisation.
- The Committee Chair emphasised the importance of the demand data as it would feed in to the overall performance reporting. The Chair further commented that the Operation Talla data had been impressive and this had showed what was possible.

- The Committee Chair sought an assurance that the ambition was to have a public facing interactive dashboard and was assured this was the goal but it would take time and resource.
- Members and SPA staff committed to supporting this vital piece of work in any way they could.
- Members recognised that the current demand profile was under development and did not seem currently mature or comprehensive enough to underpin the Strategic Workforce Plan, despite the work from the DPU Team which had made substantial progress.

Members noted the report and noted further detail would be discussed later in the agenda.

2.4 Stop and Search – Report on variances in searches on younger people (Chief Superintendent David Duncan)

The Committee considered a paper which had been provided to give an overview of governance, assurance and analysis of stop and search activity involving children and young people. During discussion the following points were highlighted and discussed;

- Chief Superintendent Duncan provided an overview of the report and highlighted a number of key areas. Members heard that in general the report assessed that rates were not disproportionate and that recoveries had increased in absolute terms.
- Members explored how the data set could identify individuals who had been frequently searched with no positive result and an assurance was given that this would be flagged to divisional supervisors for further assessment by the local concern hubs if necessary.
- It was reported that work was planned to carry out deep dives into the view of young people and Stop and Search was one of the planned areas of focus. It was anticipated valuable insights would come from this work.
- Members heard that there was ongoing engagement with the Children and Young People's Commissioner and other partners relating to children's welfare and wellbeing which fed into the work of the team.

Members noted the report.

2.5 Police Scotland Early reflections on capturing learning from COVID19 (Chief Superintendent Mark Sutherland)

Members considered the report which sought is to provide the committee with an update in relation to arrangements for capturing organisational

learning from COVID-19. During discussion the following points were highlighted and discussed;

- Chief Superintendent Williams provided a summary of the paper and highlighted activity in the following areas; People, Workplace and Wellbeing, Responding to Changing Demands, Ensuring an Effective and Responsive Police Service Now and Beyond the Pandemic, Communication and Engagement, Finance and Organisational Impact and Organisational Learning and Improvement.
- It was noted that any new ways of working would progress through the relevant Police Scotland and SPA governance structure as and when required in line with the governance frameworks and any impacts would then be considered by the SPA at the Policing Performance Committee.
- Members welcomed the approach and agreed that the SPA would continue to focus on promoting the improvement of policing as its core function and take a strategic overview.

Members noted the report.

3. Update on development of the Benchmarking Framework (Barry Sillers)

Members considered an update on progress made since the last committee meeting with respect to the development of an external Performance Benchmarking Framework for Scottish policing. During discussion the following points were highlighted and discussed;

- Members noted the progress made in the design and towards the implement of an external benchmarking framework through the establishment of a working group with representation from across the UK policing family.
- Tom McMahon confirmed that he and his team were fully supportive of the work and DCC Taylor welcomed the shared ambition of the group and welcomed the activity which was now underway.
- It was noted that the output from the group would be seen some time in the next financial year.

Members noted the report.

4.1 SPA Update on Children and Young People Act compliance (Jackie McKelvie)

Members considered the paper which provided the legislative background to the Act, an update on the current position of SPA's compliance with certain public body duties within the Children and Young People (Scotland)

Act 2014 and recommended proposed direction for future compliance. During discussion the following points were highlighted and discussed;

- Jackie McKelvie provided Members with a summary of the paper and highlighted the key points.
- Members were invited to consider the next steps in relation to how the SPA could seek to discharge its public body duties in this area.
- Michelle Miller welcomed the opportunity to review the approach and stated that she believed this was an opportunity to seek ways in which SPA could enhance the way on which corporate parenting duties were discharged and possibly link in to and add value to the existing Police Scotland Corporate Parenting arrangements.
- Members requested that a proposal to come back to the Committee which will provide a recommendation of how the SPA can improve the approach currently taken and ensuring that corporate parenting duties are fulfilled.

Members noted the report and agreed the following actions;

PPC-2020826-003: Work to explore ways in which the SPA can add value to the current Corporate Parenting arrangements. Recommendation to come to PPC with way forward.

4.2 Police Scotland Update on Children and Young People Act compliance (ACC Gary Ritchie)

Members considered the paper which provided an update on the Police Scotland activity in respect of a Corporate Parenting Plan. During discussion the following points were highlighted and discussed;

- ACC Ritchie provided a summary of the paper and highlighted the key points and activity to update the 3 year plan in collaboration with the SPA and wider partners by February 2021.
- It was confirmed that the intention was to invite an SPA representative to take part in the Short Life Working Group which would review the progress made against the responsibilities and commitments set out in the Police Scotland 2018-2020 plan. Members welcomed the opportunity for SPA representation at this forum and agreed the collaborative approach would be of benefit for both Police Scotland and the SPA.
- Members noted the significant activity that had been completed and was underway as part of the Corporate Parenting Plan but agreed evidence of the progress and or impact would provide a richer picture of progression throughout the plan lifespan. It was agreed that this would be considered as part of the work to develop the next Corporate Parenting Plan and that a report would come back to

this committee to highlight what had and had not been achieved against the original plan.

Members noted the report and agreed the following actions;

PPC-2020826-004: Progress report to be presented to this committee which tracks the progress and shows impacts of activity carried out as part of the 2018-20 Corporate Parenting Plan.

5. Overview of Local Authority Scrutiny Arrangements for Policing (Eleanor Gaw)

The Committee considered a report which provided an overview of current local authority scrutiny arrangements for policing. During discussion the following points were highlighted and discussed;

- The Chair invited Mike Callaghan to comment on the current arrangements. He updated the group that the COSLA Police Scrutiny Conveners' Forum had been re-established and this provided opportunity for local elected members to reflect local concerns and issues in relation to policing. Mike Callaghan also updated the group that local scrutiny was beginning to get back up and running post COVID restrictions and this was being seen across the country.
- Mike Callaghan reported COSLA members found the arrangements useful however the views did vary across the county.
- The Committee considered the links between the Local Policing Plans, Annual Police Plans and the Joint Strategy both in terms of delivery and oversight and heard of local engagement processes in place across divisions.
- The Committee discussed whether the current approach was the optimum approach with regards to Local Policing Scrutiny arrangements. Mike Callaghan advised that COSLA Members had welcomed the attendance of SPA Board Members the Scrutiny Conveners' Forum.
- Members agreed that they would welcome a proposal on how improvements could be made to the current SPA approach to ensure that local voices are brought to national issues.

Members noted the report and agreed the following actions;

PPC-2020826-005: Report to committee to include a proposal to which makes recommendation on how Local Authority Scrutiny arrangements can be improved.

6.1 Police Scotland Custody Update Report (ACC Kenny MacDonald)

Members considered the report which had been provided in response to several points raised by ICVS within their annual report. The issues raised were relating to Custody Transfer Timescales, consistency of national stock issue, delivery of national repairs and maintenance, consistency of supplying meals, washing/showering facilities, exercise facilities and the provision of healthcare. During discussion the following points were highlighted and discussed;

- ACC MacDonald assured the committee he was very alert to the issues raised by ICVS and his team and he worked very closely with the ICVS Team to address any problem areas.
- The committee explored the issues faced by Police Scotland in terms of capacity management and heard how the process of transfer was done whilst mitigating any issues that occurred. ACC MacDonald confirmed that the Lord Advocate guidelines were being used as much as possible to reduce pressure on the system and the capacity management was carefully managed in real time by the Force Custody Inspector (FCI). The committee heard that assessments of individuals to be moved was carried out and this mitigated against anyone not suitable for transfer being moved.
- Regarding the welfare of individuals in custody, Mike Callaghan questioned what was being done to ensure adequate washing facilities were available and also if the meals being given in custody were of a high enough standard. ACC MacDonald assured the committee that he was content there were suitable washing facilities and that meals were being provided of a good nutritional standard and which accommodate all dietary/religious requirements.
- The Committee Chair asked if there was any data being collected in respect of Custody Staff that had been infected with COVID19. ACC MacDonald confirmed that data was available on all staff who had been off with a COVID related absence but there were no direct figures on how this had arisen. ACC MacDonald assured the committee that very strict procedures were in place to ensure Custody Staff were protected from COVID19 to the best of the organisations abilities.

Members noted the report.

7. Report on PS planned responses to HMICS recommendations on Child Sexual Abuse - Action Plan (ACC Judi Heaton)

The Committee considered the report which sought to provide an update on the Police Scotland response to HMICS recommendations on Online

Child Sexual Abuse. During discussion the following points were highlighted and discussed;

- ACC Heaton provided a summary of the 10 recommendations and Police Scotland activity which were summarised in the report. Members welcomed confirmation that future progress to address the recommendations will be done at greater pace than has previously been the case.
- Members sought an assurance that arrangements were in place to ensure the actions being taken by Police Scotland in response to recommendations, were in line with the expectations of HMICS and would address their requirements. ACC Heaton assured the Committee that there was a formal process in place through which Police Scotland provided quarterly updates to HMICS.
- ACC Heaton assured Members that while work would seek to discharge recommendations made by HMICS, the intention was to create appropriate capacity that would deliver within the organisation beyond the HMICS recommendations.
- The committee explored how the activity would benefit from having clear delivery timescales and ACC Heaton confirmed it was her intention to develop the action plan to include this additional granularity in the next iteration and this was welcomed by Members.
- Members heard that all HMICS inspection recommendations were tracked by Police Scotland and this formally reported to the Audit, Risk and Assurance Committee (ARAC). The Committee Chair updated attendees that he had agreed with the Chair of the ARAC that while that committee would track and monitor all recommendations, any matters relevant to the Policing Performance Committee would be referred as appropriate and the Policing performance Committee would track the impacts through the Quarterly Performance Reports.
- Tom McMahon updated the committee that he had recent met with HMICS and was able to reassure them that the Cyber Strategy would take account of the recommendations that had been made in this area of policing.

Members noted the report.

8.1 Digital Triage Devices Report – Evaluation Progress Report and PS response to ICO investigation on Data Extraction in England/Wales (Detective Superintendent Raymond Higgins)

Members considered a Briefing Paper which had been submitted to provide an update on the on-going introduction of Digital Triage Devices within Police Scotland in conjunction with considerations for Police Scotland Digital Forensics as a result of the ICO report on Mobile Phone Data

Extraction by Police Forces in England and Wales. During discussion the following points were highlighted and discussed;

- Members were provide with a summary of the work to complete a phased roll out of the Digital Triage Devices. Members noted the phased roll out had allowed learning to be captured and fed back in to the roll out activity.
- Detective Superintendent Raymond Higgins reflected on Considerations from ICO Report on Mobile Phone Data Extraction for England and Wales and assessed that the basis of the Police Scotland roll out was strong but could not say when a specific report on Scotland would be available. The Committee noted the added difficulties that have resulted from this report not yet having been received.
- Members questioned if there were any recommendations from the England and Wales Report that could apply to the arrangements in Scotland and were advised that a read across had been done and there had been no issues identified at this time.
- It was agreed that a data based metric report would be presented to the committee in six months' time with a view to assessing impact of the use of the Digital Triage Devices. Members requested that this paper include findings of the Police Scotland Portfolio Assurance Team's findings and the SMARTEU review.

Members noted the report and agreed the following action;

PPC-2020826-006: Report to be brought to committee which will provide Members with the necessary data to assess the impacts from use of devices. Report to provide details of the Police Scotland Portfolio Assurance Team's findings and of the SMARTEU review.

8.2 Naloxone Delivery Steering Group Update (ACC Garry Ritchie)

The Committee considered a report which provided an update in respect of the Naloxone Delivery Steering Group and the development of proposals for a Test of Change for the carriage/administration of Naloxone, by Police Scotland officers. During discussion the following points were highlighted and discussed;

- Members noted the work of the Delivery Steering Group (DSG) had been impacted by COVID19 but work was now starting to progress again.
- Members welcomed the multi-agency approach and received an update on the work of the Delivery Steering Group across a number of work streams as outlined in the paper.

- The Committee asked what considerations were being made in relation to individual officers' concerns around the risk of being held individually responsible for anything that could go wrong in the administration of Naloxone. ACC Richie confirmed this was an issue that had been raised by the Staff Associations and would be fully considered and a firm legal viewpoint would be provided.
- Acknowledging any decision to roll out the use of Naloxone would be an operational decision for the Chief Constable, Committee members sought an assurance that, given the public interest surrounding the use of Naloxone by Police Officers, that future Committee engagement had been factored into the project timelines. Members agreed that this was a sensitive area and the Committee would seek to add value at an early stage as plans developed whilst ultimately being able to provide assurances to the Board on the matter. ACC Ritchie confirmed he was committed to ensuring engagement with this Committee as the work of the DSG progressed.

Members noted the report.

9. Public Confidence in Policing (Barry Sillers)

Members considered the report which provided a summary of recent developments in relation to the assessment and reporting of public confidence in policing and invited the Committee to endorse a coordinated approach across the policing system for public confidence measurement, assessment and reporting. During discussion the following points were highlighted and discussed;

- Members were provided with a summary of the paper and a brief overview of the recent work to assess and report on public confidence in policing.
- It was noted that Committee member Michelle Miller would represent the SPA at the newly established Police Scotland Public Confidence Governance Board.
- ACC John Hawkins stated that the Governance Board would look at both public confidence and public satisfaction as these issues were distinct parts of the picture despite often being conflated.

Members noted the report.

Subject to approval at item 1 the following items will be taken in private.

10. Demand and Productivity Unit Progress Report (Chief Inspector Neil MacDougall)

Members were taken through a presentation which outlined the progress made by the Demand and Productivity Unit (DPU). During discussion the following points were highlighted and discussed;

- Members were provided with an overview of the presentation welcoming the progress made to date and the noting the planned next steps to develop a Demand Function which would be a sound basis upon which tactical decision making across the organisation can be based.
- The Committee considered the slides which provided an explanation of the work to better understand the demand baseline. Members questioned the focus on gathering more historical data and encouraged colleagues to use the available data to make intelligent assumptions to project future demand rather than seek more historical data. CI MacDougall explained that historical trend analysis was a big part of the DPU work to understand future demand.
- Members considered specific data sets as examples of what outputs were being developed and discussed the investment that had been made in relation to the evidenced benefits to date and the extent of the challenge to get a complete demand baseline ready to inform operational decision making, resource allocation and workforce planning.
- It was recognised that not all demand elements generate the same resource requirement and the differences between reaction and pro-action and the need to be more preventative and early interventionist. It was also recognised that preventative work is not currently well captured.
- The committee again stated its support for the work of the DPU and commended the progress seen thus far. Members asked how this committee could support the work going forward. Tom McMahon reminded Members that the team was significantly under resourced and the overall financial challenges being faced by the organisation had meant that difficult prioritisation decisions had been made. He assured Members he would continue to make the case for future resource for investment in analytics and proper demand analysis.
- Members urged the team to ensure an open and honest dialogue with regards to what could and what could not be provided and associated timescales. It was agreed that the focus must be on getting a product that can effectively support the decision making and forecasting of the organisation and put Police Scotland in as strong as position as is possible going forward.

Members noted the report.

11. Independent Custody Visiting Scotland (ICVS) Draft Annual Review (Kirsty Scott)

Members reviewed a draft of the SPA ICVS Annual Report. During discussion the following points were highlighted and discussed;

- It was noted the discussion was taking place in private session as the report was draft and had not yet been shared with partners for factual accuracy checking.
- Members heard that this report was a look back at the past year and any issues had been escalated and reported as appropriate. The committee explored ways in which the improvement actions could be reflected in the final Annual Review to ensure appropriate context in the public facing document. It was agreed the draft would be refreshed to ensure improvement actions were also reported and that it be clarified these improvements would be formally reported in the following Annual Review.
- The Committee noted concerns raised by the ICVS Manager relating to hand washing and detainee records and noted that further discussion would take place between ICVS and Police Scotland to explore what improvements can be made. Members requested an update on these issues at the next Committee in November.
- It was requested that any acronyms be included in a glossary to assist with reading the report.

Members noted and endorsed the draft Annual ICVS Review and agreed the following actions;

PPC-2020826-007: Update report on any outstanding concerns in relation to custody to be considered at next Committee meeting. Report to include details of any relevant improvement actions.

PPC-2020826-008: ICVS Annual Review: Members' feedback to be incorporated into the draft.

Meeting ended 1345 hrs.