

POLICING PERFORMANCE COMMITTEE
09 December 2021

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

Participants:

Committee Members

Michelle Miller (Chair)
Dr Catriona Stewart OBE
Alasdair Hay
Tom Halpin

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
Martin Smith, Strategy and Research Lead
Claire McGarry, Performance and Impact Lead
Samuel Curran, Operational Policing Policy Lead
Eleanor Gaw, Governance and External Relations Lead
Matthew Kirk, Strategy Research Performance Policy Change Advisor
Rachel Walker, Strategy Research Performance Policy Change Advisor
Jennifer Galbraith, Strategy Advisor
Aidan Curran, Change Advisor
Karen Morgan, Governance Support Officer

Police Scotland (PS)

Deputy Chief Constable Fiona Taylor
Deputy Chief Constable Malcolm Graham
Assistant Chief Constable Mark Williams
Assistant Chief Constable John Hawkins
Chief Superintendent Linda Jones
Chief Superintendent Roddy Newbigging
Chief Superintendent Stephen Dolan
Chief Superintendent Gordon McCreadie
Detective Superintendent Filippo Capaldi
Chief Inspector Julie Robertson
Inspector Graeme Mitchell
Tom McMahon, Director of Strategy and Analysis

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Kirsty-Louise Campbell, Head of Strategy and Innovation
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

SIPR

Liz Aston

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 Counsellor Parry and Mike Callaghan.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Minute from meeting of Policing Performance Committee for 1 September 2021 for approval

Members **AGREED** the Minute of the Policing Performance Committee held on 01 September 2021 as an accurate record of the meeting.

1.4 PPC 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 – Q2 2021/22

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

- Tom McMahon noted this report is provided retrospectively and a further detail on COP26 will be provided in the Q3 report.
- Members acknowledged the provision of clearer detail around analysis of demand and the inclusion of data relating to the number of incidents which lead to a recording of a crime.
- The Chair welcomed the report and the evolution of the presentation of the report.
- Members were encouraged by the commitment to commission practical research into improving engagement with seldom heard communities and asked how a consistency of approach will be achieved. A specific example was cited where one officer's positive approach to an autistic member of the community significantly differed from their partner's approach. DCC Fiona Taylor recognised the vast majority of officers would respond to similar situations appropriately, however, on occasion this does not happen and this would need to be addressed with the individual. Regarding the broader point around training, DCC Taylor advised training is being planned for 2022 around 'Understanding Difference' which aims to provide colleagues with the tools and information to be able to deal with these situations. ACC John Hawkins noted there are lower levels of engagement from seldom heard communities, and recent research has focused on developing higher levels of insight. Processes are now in place to improve confidence in this area.
- Members recognised the significant increase in fraudulent activity, with a reduction in detections. They asked for further detail on the Strategic Governance Group and suggested there may be scope for future benchmarking with other forces. DCC Taylor suggested this should be revisited when DCC Graham joins the call and he could provide more detail on this later on in the day.
- Members asked for further information on the £1.4 Million allocation to provide 16 additional resources to support court attendance. DCC Taylor advised the CJSD team will provide a written response to this question.
- Members recognised the significant impact on resources resulting from increased partner demand and asked how these insights will be used and shared with partners to help meet the public's needs and expectations. Tom McMahon noted the work of the Demand and Productivity Unit has enabled Police Scotland to highlight this issue.

The intention is to share this data and start a strategic and informed discussion with other emergency services.

- The Chair asked for further detail on how detection rate data is analysed and what activity is undertaken to apply resources to the different types of crime. Tom McMahon assured members the data is shared at the Operational Delivery board (jointly chaired by DCC Kerr and DCC Graham) where both strategic assessment work and detection rates are analysed and discussed. This is then replicated at both regional and divisional level, where crime trends are identified. Divisional Commanders can then make informed decisions on where focus and resourcing should be allocated. There is a local, regional and national escalation route, where emerging trends can be identified and addressed.
- Regarding detection rates specifically, Tom McMahon advised members that Police Scotland has commissioned internal work to look at crime types and long term detection rates, highlighting the potential need to target areas such as training and capacity and investing in officers to ensure they are fully equipped in this area.
- The Chair acknowledged the importance of partnership work and the work Police Scotland carries out to support vulnerable people. The Chair recognised the challenges for Police Scotland to achieve its core responsibilities and the potential jeopardy in achieving this whilst engagement is ongoing with partners to resolve this.
- Members asked whether there is potential for a re-escalation of Operation Talla activity in light of the rapid spread of the Omicron variant of Covid-19. Police Scotland reassured members this has been discussed by the Executive Team and they are thinking strategically about the next steps, supporting this thinking with high quality tactical planning over the coming weeks.

Members noted the report and the following actions were agreed.

PPC 20211209- 001 - Quarterly Performance Report: DCC Graham to provide an update to members regarding the impact of fraudulent activity including detail on preventative measures and include this in the Q3 report

PPC 20211209- 002 - Quarterly Performance Report: DCC Taylor to request a written response from the Criminal Justice team to provide further detail on the £1.4 million allocation to provide 16 additional resources to support court attendance

2.2 Annual Police Plan – Mid Year Progress Report

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

- Chief Supt McCreadie advised 58 actions are covered in this update, none of these actions have been deferred and all actions are currently identified as ongoing. Members were advised this is a mid-year update and the full annual update will be included as annex to the Police Scotland Annual Report and Accounts by June 2022.
- Members recognised the range and complexity of activities being undertaken, suggesting an executive summary be provided in the future and asked whether the committee would receive a final report with detail on all 99 actions and completion dates. Tom McMahon advised this will be included in the full annual update.
- Police Scotland advised previous feedback has been taken on board and the development of the upcoming Annual Police Plan will have greater alignment to the Performance Framework
- The Chair reiterated the request for an executive summary and key insights section in all future Annual Police Plan reports to the committee.

Members noted the report and the following action was agreed.

PPC 20211209- 003 - Annual Police Plan: Police Scotland to provide an executive summary and key insights section in all future Annual Police Plan reports to the committee

2.3 Hate Crime – Update and Improvement Plan

Members considered the paper, with Chief Supt. Linda Jones providing an overview. The following points were highlighted and discussed:

- Members acknowledged the recognition of the complexity of interdependencies and how this has been drawn out in the implementation plan and appropriate timescales have been given to discharge the recommendations. Chief Supt. Jones confirmed the timescales are realistic and all of these will be verified through audit and assurance before being discharged. Assurance was given to members that Police Scotland is confident these timescales will be met.

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 progress made to date, including agreement around the principles of benchmarking, improved clarity on terminology, data quality standards and context around tiered benchmarking.
- Members were assured that Police Scotland is on track with its commitments and benchmarking data will feature in this year's Annual Reports and Accounts.
- Members noted discussions are ongoing with SPA officers on what data should be included as part of the refresh of next year's Performance Framework and Police Scotland will include agreed benchmarking in quarterly performance reporting.
- The Chair asked for further detail on how benchmarking, including learning from other organisations internationally, will be developed to aid any improvement activity. DCC Taylor advised this will be a key objective and Police Scotland will seek opportunities to explore good practice in criminal justice elsewhere in the world, as well as organisational learning through internal benchmarking.

Members noted the report.

2.5 Demand and Analysis – Update and Improvement Plan

Members noted the paper, with Gillian Cherry, Head of DPU, Police Scotland, providing an overview. The following points were highlighted and discussed:

- Gillian Cherry provided members with detail around the activity being undertaken in each of the 12 recommendations, noting Police Scotland is content with the timelines and the progress being made in each of the recommendations.
- Tom McMahon assured members improvements are evident across the organisation and expressed gratitude for the support received from the SPA.

Members noted the report.

2.6 101 Call Handling and Response Times Update

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

- ACC Hawkins advised this report provides an update on the two short life working groups which have been focusing on 101 calls and Police Scotland's response function, noting the increasing demands as the pandemic restrictions ease and the activity being undertaken to tackle this.
- The Chair welcomed the swift and effective response from Police Scotland to mitigate the challenges and recognised the importance of the sustainable long term digital solutions which will be implemented.
- The Chair asked, with the removal of the short term fixes implemented during COP26, how will this impact Police Scotland's ability to deliver against the call handling and response challenges. ACC Hawkins advised Members that Police Scotland will address resourcing levels and is currently assessing how to implement a graduated uplift in staff, considering cost and levels of service and provided assurance that the improvement activity which had been undertaken is sustainable.
- Members acknowledged the improvements detailed in Table 2 and asked for reassurance that these improvements will continue. They expressed concern around the maximum waiting times for 101 calls. Chief Supt Roddy Newbiggings advised 999 calls must take priority and where there is an influx of these calls, an increase in waiting times for 101 calls is generally evidenced. Members were advised that Police Scotland implemented improvement measures in late October including the introduction of expected waiting times and information on how to report matters online, when 101 callers are awaiting their calls to be answered. ACC Hawkins added the future implementation of the interactive website enabled by UCCP will assist the 17% of callers who are looking for transactional information.
- Regarding overall satisfaction rates, members asked what activity is being undertaken to improve the experience of people who are unsatisfied/neutral. Police Scotland advised there is now free text in the survey and comments from people who are not satisfied are mostly concerned with the waiting time, which is being addressed.
- Members recognised the difficulty in capturing despatch and response data and asked for assurance that when a new system is introduced this will automatically be captured and a richer picture provided to the public. Police Scotland advised whilst current management information is not totally accurate, this is reviewed on

a daily basis and around 97-98% of calls are allocated a resource within 15 minutes. Members noted whilst Police Scotland is not at the stage of the tendering process, they are currently engaging engagement is underway with potential suppliers to replace the existing technology. Specific criteria will be requested to ensure improved data.

Members noted the report.

3. Operational Policing Policy Reports

3.1 (i) CJSD Strategy update



Members noted the paper, with Chief Supt. Gordon McCreadie providing an overview. The following points were highlighted and discussed:

- Chief Supt. McCreadie provided members with an overview of each of the 5 provisional key priorities in the Criminal Justice Services Division 5 year strategy:
 - Championing Safety and Wellbeing
 - Embracing a Public Health Approach to Policing
 - Enabling Our People
 - Working Collaboratively
 - Delivering Digitally Enabled Policing for Criminal Justice.
- Members noted a draft of the strategy has been shared with a number of internal and external stakeholders for feedback and will be amended as appropriate to ensure it meets the needs of the organisation and the communities of Scotland. Chief Supt. McCreadie advised once consultation and impact assessments are concluded the strategy will be progressed through the Local Policing Management Board, the Senior Leadership Board and will be returned to the SPA for approval.
- Members welcomed the report and asked for further detail on the vision for intervention in custody. Members asked for more information on how partners have responded to this proposed strategy and how this partnership will work in practice. Chief Supt. McCreadie advised there is a dedicated Healthcare and Interventions Chief Inspector and a small team in CJSD seeking to bring parity across Scotland, working with numerous partners including 14 health boards, 32 local authorities and alcohol and drug partnerships with differing levels of healthcare provision and intervention opportunity across the country. Police Scotland welcomed an HMICS

inspection taking place in the near future in collaboration with Health Improvement Scotland, which will provide an independent assessment and help shape future improvements and activity. Chief Supt. McCreadie noted as part of the developing Estates strategy, partnership and third sector spaces have been built into the re-developed London Rd Criminal Justice Hub and this will be introduced to Falkirk and beyond as estates continue to be modernised across Scotland.

- Members noted the language used in this strategy should aim to build collaboration, Chief Supt. McCreadie agreed, and advised work is being developed with care experienced individuals, and academia to build a custody provision which will focus not only of the language but also the physical environment of custody, which will enhance both the experience of colleagues and people in custody.
- Members asked when the final CJSD Strategy will be brought to the SPA and how this work will link in with partner strategies. Chief Supt. McCreadie told members Police Scotland hope to share the finalised version before the end of the financial year, with a caveat that Police Scotland's CJSD strategy and the Scottish Government's wider Criminal Justice Strategy should be cohesive before presenting to the SPA.
- The Chair acknowledged a significant dependency on other agencies to assist in the delivery of this strategy and suggested a follow up discussion take place between Police Scotland and SPA Members on how the SPA can support this engagement with external partners.
- The Chair noted a Children's Rights Impact Assessment had not yet taken place and Chief Supt. McCreadie advised this will be revisited with the Policy Support team and a response will be provided to the committee.

Members noted the report and the following actions were agreed.

PPC - 20211209- 004 - CJSD Update: Follow up discussion to be arranged with members to explore the SPA role in supporting engagement with partners and stakeholders to look at prevention based approach

PPC -20211209- 005 - CJSD Update: Police Scotland to reconsider completion of a CRIA on the developing strategy.

3.1 (ii) Update of Custody Recommendations Progress

Members noted the paper, with Chief Supt. Gordon McCreadie providing an overview. The following points were highlighted and discussed:

- Chief Supt. McCreadie advised there are a number of outstanding recommendations and assured members that Police Scotland is committed to driving these forward. Members noted a dedicated Inspector has been appointed to ensure implementation of these recommendations and Chief Supt. McCreadie recognised the positive working relationships with HMICS and ICVS. He advised that progress against these recommendations is being tracked and acknowledged some of the recommendations are difficult to tackle in isolation. He provided a short overview of the significant investment which is being directed to Police Scotland estates.
- Members sought further detail on the provision of custody in areas where there are shortfalls and Chief Supt. McCreadie provided specific examples of how this is tackled, noting there is a balance to be achieved to avoid putting additional pressure on staff and partners. Regular discussions are held to find the best possible outcome.
- Members asked whether there is a systematic strategy in place to address funding for estates. Police Scotland advised bidding takes place to receive capital investment annually and priority is given to the estates with the greatest need. Chief Supt. McCreadie provided examples where investment will be directed in the near future.
- Members asked whether the refurbishments will be fully funded and be consistent with the refreshed strategy. Chief Supt. McCreadie indicated that any required health and safety improvements to estates are given priority and the funding for this is not challenged. In terms of the broader investment, a pragmatic approach is required and the Senior Leadership Board is supportive of this work. Bidding will continue on an annual basis. Members were assured any significant refresh of the estate provision will be completed in accordance with the 5 year strategy, ensuring partnership work and collaboration.

Members noted the report.

3.2 Taser Roll Out Update

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

- ACC Williams advised the growing number of trained officers is reflected in the rise of Taser usage overall, including on those under the age of 18. He assured members that each use of a Taser is referred to PIRC and is independently assessed for its proportionality and justification. In all cases PIRC been satisfied and there have been no further investigations requested.
- ACC Williams noted the report contains detail on the activity undertaken with groups who are concerned with the rights of children and young people and also those concerned for individuals with learning difficulties.
- ACC Williams provided clarity to members on the description of Taser usage, and confirmed this includes any removal of the Taser device from its holster whether it is discharged or not.
- Members asked whether Police Scotland plans to introduce restrictions for Taser usage on children and young people and other groups with protected characteristics. ACC Williams advised there is a standard operating procedure for the use of Tasers and there are no plans to introduce restrictions. He highlighted the importance of the extensive training colleagues receive, enabling officers to assess each individual situation, understand how to de-escalate a situation through verbal and non-verbal communication and take into account the proportional and justifiable usage of the Taser. This is based on considerations of protecting the public, the person and the police officer. Members were assured there have been no medical concerns recorded in Scotland with regards to the use of Tasers.
- Members noted the significant financial investment in the Taser programme and asked how robust the devices are. ACC Williams advised these devices are commonly used across UK forces; all devices come with a warranty; and there is an expected life expectancy of 6-7 years. Police Scotland's financial planning for this rollout includes expenditure for regular servicing, upgrading and replacing.
- The Chair asked for a future report to be presented to the committee on the work of the advisory group.

Members noted the report and the following action was agreed:

PPC 20211209- 006 - Taser Rollout: A future report to be brought back to the committee on the work of the advisory group

3.3 Cyber Kiosk Update

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

- Chief Supt. Dolan provided members with additional detail that does not appear in the report, advising in a three month period ending in October, Police Scotland received 1370 requests for examination and 901 of these were approved.
- Members were advised Police Scotland will return devices as quickly as possible, but this is often constrained by awaiting authorisation from COPFS when a prosecution or death has occurred.
- Chief Supt. Dolan advised members the Cyber Kiosks are adding value and improving efficiency in the investigative process, providing investigating officers with more depth of information, which in turn allows them to progress investigations and support the prosecution process.
- Chief Supt Dolan referenced a debrief report which was published in February 2021 and offered to seek approval to share this if required.
- The Chair recognised the challenges and some external constraints, which contribute to the delay of returning devices and accepted Cyber Kiosks do add value, but noted that a key benefit had been the speed of return, which is still not measurable.
- The Chair asked whether the work of the digital programme will help facilitate the collection and interrogation of data relating to speed of return of devices to the public. Chief Supt. Dolan assured members discussions are continuing with the Core Operational Solutions Team and CJSD colleagues to implement new technology, but advised this will take some time to deliver given the pace and complexity of the national rollout.
- Chief Supt. Dolan acknowledged dip sampling is resource intensive and whilst there is a desire to revisit this where possible, there are other pressures, priorities and risks which also require focus in this business area.
- The Chair suggested that in future when business cases are being considered, metrics should be built in which support the claimed benefits of the proposal.

Members noted the report and the following action was agreed.

PPC 20211209- 007 - Cyber Kiosk: Members asked when new initiatives are presented in future, performance indicators are developed in advance of implementation and included in the presentation for consideration.

3.4 Cyber Implementation Plan

Members noted the paper, with DCC Malcolm Graham providing an overview. The following points were highlighted and discussed:

- DCC Graham noted the new and emerging partnership arrangements which are being developed, advising Police Scotland has been instrumental in promotion and development of the proposed Scottish Cyber Coordination Centre. This will draw in the agencies and partners who will share responsibility in this area.
- Members were advised DCC Graham and the Chair of the SPA have agreed a model for a professional reference group. The meetings will convene early in the New Year and this group will invite a range of partner organisations and individuals who will provide technical, professional and ethical support and guidance.
- Chief Supt Dolan provided members with further detail on the approved projects, existing projects and work streams set out in the report.
- Members asked, in terms of resource allocation and budgeting, how confident is Police Scotland that these matters will be given priority. DCC Graham advised there is financial support in place to build the programme and provided members with detail on the reform funding and the additional capital and revenue funding which is planned. DCC Graham advised that prioritisation exercises are supporting the resourcing and recruitment plans.
- Members asked whether the repurposing of resources will be included in the Workforce Plan. Police Scotland advised the Cyber requirement has been captured in the strategic workforce plan and work is being developed to affect the change required in capacity and the mechanism to facilitate these changes for staff and officers.
- Members asked for reassurance regarding the interests of the members of the Scottish Cyber Coordination Centre. Police Scotland advised this group is in its early stages, with potential for funding from Scottish Government to launch in 2022. Members noted the initial focus will be on the public sector, drawing in the private sector and aiming for a whole nation growth as the centre builds.
- Police Scotland provided members with further detail on the Critical Issues work stream and reassured members whilst the completion of the programme will take time, Police Scotland is confident they will be meet the delivery timelines, including the acceleration of the programme where possible.
- Members sought assurance that the right level of public engagement will take place with regards to any changes in Cyber technologies. Police Scotland recognised there are a number of ethical and human rights issues in relation to the use of technology and internal

engagement is in progress, including linking in with ethics advisory panels, implementing EqHRIAs and DPRIAs to support engagement with the public. Members noted the ongoing engagement with Tom McMahon's team regarding the Policing in the Digital World work stream, which is part of the Strategic Engagement Plan.

Members noted the report.

4. Public Confidence and Partnership Activity

4.1 SIPR Annual Report 2020/21

Members noted the paper, with Liz Aston, Director SIPR (Scottish Institute for Policing Research), providing an overview. The following points were highlighted and discussed:

- Liz Aston provided Members with a comprehensive update on the key activities undertaken by SIPR in 2020/21, including research highlights and plans for 2021/22.
- Members welcomed the detail and expressed their appreciation for the vast range of work which has been undertaken in this area.
- Members asked for more detail on how grant funding is advertised and whether there is anything the SPA can do to support this reaching a broader audience. Liz Aston advised there is a project in development which will explore new forms of contact and police legitimacy. This will include geographic communities, communities of interest, communication and access needs. Members noted the main reach for advertising for grant funding is through its academic members, but they are keen to build wider 3rd sector partnerships.
- Members asked whether general research funding is advertised and interested parties submit an application detailing their chosen area of study, or does SIPR advertise specific topics of research and await submissions based the applicant's area of expertise. Liz Aston advised that SIPR has a balanced approach, utilising both options, and provided members with examples of these in practice.
- Amanda Coulthard, SPA, advised members the SPA now cascades funding information through its own networks and distribution lists, including partners who may not be from an academic platform, but have expressed their interest.
- Members welcomed Police Scotland's positive and proactive relationship with SIPR.

Members noted the report.

4.2 SPA Public Confidence Polling – Deep Dive

Members noted the paper, with Martin Smith, SPA, providing an overview. The following points were highlighted and discussed:

- Martin Smith drew out the key analytical findings and next steps from the report, advising this research data is gathered from the survey that ended in February 2021.
- Members welcomed the report and Police Scotland confirmed the findings from this work aligns with its own insights on public confidence. There is ongoing work regarding this, including reaching seldom heard groups and a diverse range of members of the community. Examples of this work were provided.
- Members asked how this research will be used to improve public confidence in policing and whether this work helps shape the conversations which should be undertaken with the public to identify risks and vulnerabilities. SPA officers advised work is in progress to establish a community action based research project to better understand the matters impacting police confidence. This Confidence and Deprivation project will be a partnership with the PPCW division of Police Scotland. Members were advised a tendering process is in development for a programme of polling which will build on the data already available and enable analysis to develop insights and routes for further interrogation. This will be an ongoing research programme and this committee will continue to be updated as the programme progresses.
- Members asked whether this work will be linked into Police Scotland's Communication Plan and how this insight and data will be translated into informing policing priorities. Police Scotland provided members with practical examples of how insights have been utilised. Regarding policing priorities, members were advised that as the evidence base continues to build, this will help to shape, tactical and operational priorities. Police Scotland acknowledged the divergent views on particular areas of policing, noting the recent events survey and the feedback received regarding marches. Members noted the insights are also used to inform public communications, citing the recent VAWG campaign as an example.
- Tom McMahon noted the thematic and coordinated approach to engagement will be heavily informed by public polling and members noted SPA officers continue to work with Police Scotland to ensure this engagement and polling help to inform the papers to be presented to SPA committees.

Members noted the paper and the following action was agreed

PPC 20211209- 008 - Public Confidence: SPA and Police Scotland will provide an update to March Committee on work underway to further understand drivers of public confidence in policing.

4.3 (i) Police Scotland Corporate Parenting Plan

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

- Members welcomed the report and the approach adopted to delivering Police Scotland's Corporate Parenting Plan.
- Members asked how the staff and officers of Police Scotland will be supported to deliver this plan. Chief Supt Dolan advised a revised training package is in production and along with this formal training, Police Scotland will ensure the plan is promoted across the organisation and all colleagues should be made aware of the importance of corporate parenting and what they as individuals can do to support this.
- Members were advised an internal group of care experienced colleagues has been established by Police Scotland to assist and support in the delivery of the plan and members appreciated the bravery of the colleagues volunteering to be involved.
- Police Scotland advised Who Cares Scotland had been involved from the inception, providing a video which was shared with colleagues, which led to care experienced individuals volunteering to be part of this group. Members noted whilst this group has not yet attended meetings publicly, this will only ever happen with the group's consent. The group currently acts as a critical friend, supporting the building of the Corporate Parenting plan.
- The Chair recognised the significant benefit of involving this group and asked whether these colleagues will be involved beyond the crafting of the plan. Police Scotland advised this will evolve over time and there is potential for involvement in the future.
- Members asked whether Police Scotland will collaborate with partners across the wider public sector. Chief Supt Dolan advised this is already happening and the organisation will continue to engage with external partners in the future.
- The Chair asked for further detail on the training which will be provided across the organisation and how the entire service will be provided with this information. Police Scotland advised the existing Moodle package for all officers and staff is currently being updated and new probationers receive an input when they join the service.

Members noted the report.

4.3 (ii) SPA Corporate Parenting Plan

Members noted the paper, with Sam Curran, SPA, providing an overview. The following points were highlighted and discussed:

- Scott Ross, SPA, provided an introduction and outlined the three key undertakings of the SPA.
 1. Representing the interests of care experienced young people in decision making.
 2. Providing opportunities for care experienced young people to gain valuable work experience.
 3. Supporting and overseeing Police Scotland's performance as a corporate parent.
- Sam Curran, SPA, provided the overview of the report, highlighting the positive partner engagement in the building of this plan. Members noted the SPA is now engaging with local authorities to assist in the facilitation of meetings with members of the care experienced community.
- Members noted a draft CRIA has been included in the appendix and SPA and Police Scotland colleagues will continue to develop this and will jointly adopt the final version.
- Members asked whether this plan included Forensic Services. Sam Curran confirmed Forensic Services are part of the delivery group and have agreed to adopt the draft version of this plan.
- Members asked to be kept informed on the progress involving care experienced individuals
- In response to a member's question on any training which may be provided for SPA colleagues, Scott Ross advised a staff briefing from Who Cares Scotland has been delivered and members of the SPA board may also benefit from this session in the future. Members noted the SPA will also utilise the updated training package from Police Scotland.
- The Chair expressed an interest for the SPA to stretch this plan beyond statutory responsibilities and include potential job opportunities for care leavers. Scott Ross assured the group of the unanimous support from the SPA Head of Departments and Forensic Services. Members noted activity is being developed to secure ring fenced funding from Finance for Modern Apprentices for care experienced young people.

Members noted the paper and the following action was agreed:

PPC 20211209- 009- SPA Corporate Parenting: Members would like to be updated on progress involving care experienced individuals in the finalisation of the SPA Corporate Parenting Plan

PPC 20211209- 010 - SPA Corporate Parenting: Members to be provided with the opportunity to receive Corporate Parenting training (including input from Who Cares? Scotland)

4.4 Police Scotland Update on Violence against Women and Girls

Members noted the paper, with DCC Malcolm Graham, providing an overview. The following points were highlighted and discussed:

- DCC Graham articulated Police Scotland's commitment to partnership working, the ongoing engagement with the wider justice system and national and local government groups.
- Members noted Police Scotland's commitment to working with staff associations and the work in progress regarding organisational standards and behaviours both internally and externally. It was acknowledged that this report and discussion would focus on external facing policing delivery.
- DCC Graham highlighted Police Scotland has committed to a long term sustained effort focusing on prevention as well as offender behaviour, whilst ensuring the organisation provides the capacity and capability to tackle these matters.
- Members asked whether positive engagement is achieved through campaigns such as 'Don't be that guy'. DCC Graham advised methods of evaluation are built into these campaigns in terms of baseline measures, and research activity, including metrics, trends and impact. He noted whilst these campaigns are received positively, the evaluations are not an exact science although they do provide an emerging picture.
- Members acknowledged the activity that is being undertaken with regards to 'spiking', the rigour around investigation and the increase in reporting with Police Scotland focusing on a preventative approach which links with wider partners to understand perpetrator behaviour.
- DCC Malcolm noted it is important to tackle perpetrator behaviour whilst sending the wider message that not all men are perpetrators but all men need to take some responsibility to ensure they do not stand by the culture and environment which facilitate and normalise perpetrator behaviour.

- Members requested a further report to the committee which specifically provides a deeper dive into the work being undertaken with regards to tackling 'spiking'.
- Members enquired whether partners are on board with regards to campaign activity. DCC Graham advised partners have been involved in the concept and design of the current campaign and the intention is to formulate a more structured engagement approach to campaign planning
- Members asked whether the pandemic has impacted the availability of places of safety for individuals who need them and acknowledged DCC Graham's response that this had been a challenge during the extreme periods of lockdown and the ongoing difficulties for partner agencies to achieve this.
- Members acknowledged policing cannot tackle the issue of violence against women and girls alone, and Police Scotland will work with partners to develop the strategy. Members asked when a timeline of activity will be ready. Police Scotland advised development work is in progress and a refreshed strategy should be ready early in 2022.
- Members raised the issues of barriers that prevent women accessing safe spaces. DCC Graham acknowledged the enormity of domestic abuse. There is evidence that individuals will reach out to other agencies before contacting the police and it is Police Scotland's responsibility to ensure it is accessible to these agencies and individuals, giving people the confidence to come forward at an earlier stage.

Members noted the paper and the following action was agreed:

PPC 20211209- 011- Police Scotland VAWG: Members request a further report be presented at the next meeting of this committee which provides a more detailed analysis of 'spiking' and describes the policing response to this.

4.5 Scottish Government Consultations – SCJS

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

- During the overview, Tom McMahon advised Police Scotland has submitted its response to the Scottish Government's consultation and both the SPA and Police Scotland will participate in a number of user workshops in early 2022.
- Members noted the intention for sample sizes and composition to be increased.

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- Amanda Coulthard, SPA, advised members that SPA officers will continue to engage with Police Scotland via the working groups to assist with informing the model before any new provision is implemented.

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

Meeting ended.

Approved