

**POLICING PERFORMANCE COMMITTEE**  
**07 June 2022**

**Minute of the Scottish Police Authority Policing Performance  
Committee held on Thursday 07 June 2022 by MS Teams**

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**Participants:**

**Committee Members**

Michelle Miller (Chair)  
Dr Catriona Stewart OBE  
Alasdair Hay  
Tom Halpin QPM  
Katherina Kasper (Observer)  
Mary Pitcaithly (Observer)  
Jane Ryder (Observer)

**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  
Brian Roy, Change and Improvement Lead  
Kirsty Scott, Independent Custody Visiting National Manager  
Karen Morgan, Governance Support Officer

**Police Scotland (PS)**

Deputy Chief Constable Fiona Taylor  
Assistant Chief Constable Steve Johnson  
Assistant Chief Constable John Hawkins  
Assistant Chief Constable Emma Bond  
Chief Superintendent Gordon McCreadie  
Detective Chief Superintendent Samantha Faulds  
Sgt Susan Cook  
Tom McMahon, Director of Strategy and Analysis  
Kirsty-Louise Campbell, Head of Strategy and Innovation  
Gillian Douds, Committee Services Officer

**HMICS**

Inspector Brian McNulty

**COSLA**

Elisa Bevaqua

**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.

**1.2 Declarations of Interest**

There were no declarations of interest.

**1.3 Minute from meeting of Policing Performance Committee for 17 March 2022 for approval**

Members **AGREED** the Minute of the Policing Performance Committee held on 17 March 2022 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. Operational Policing Policy**

**2.2 Stop and Search**

*(Agenda item brought forward)*

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

- Members welcomed the content of the report and noted the 99% compliance with the code and the focus on safeguards which ensure a proportionate use of stop and search activity. ACC Johnson highlighted the reducing volume of stop and search activity and advised members that actions will be taken over the next quarter to understand this direction of travel.
- Members were assured by ACC Johnson that robust intelligence-led procedures are in place, along with continued focus on safeguards, compliance and officer training, to ensure the proportionate use of stop and search on young people and people with protected characteristics. ACC Johnson advised the introduction and roll out of body worn video will provide qualitative evaluation of individual interactions.
- Members asked whether there are different strategies in place for stop and search activity for people with protected characters and people with hidden disabilities. ACC Johnson advised that officers are fully trained in the use of these powers and since 2017 around 5500 new officers have only ever operated using this code of practice. Police Scotland understands improvements can still be made and work is ongoing with the Disability and Carers Association and DCC Taylor's Equality, Diversity and Inclusion work-stream. There is work in development regarding current data sets which are out of date and disproportionate.
- Police Scotland provided members with reassurance that 100% of complaints regarding stop and search have been recorded, responded to and learned from. ACC Johnson acknowledged the data access problem and described the actions taken to mitigate this issue.
- ACC Johnson provided members with an invitation to visit the National Stop and Search Unit to gain a better understanding of the activity in this area.
- ACC Johnston advised members that Police Scotland is content with the positive rate which sits at around a third of searches (slightly higher than in England and Wales). Members were advised that Police Scotland is looking at ways to improve this reporting, including the transporting of vulnerable and young people.
- The Chair sought further detail on how stop and search data are collated and utilised, particular around repeat negative searches and how the intelligence around this is honed. ACC Johnson advised that all data, including repeat searches and negative searches, are stored on the stop and search database and these are reported at divisional level, which allows local learning and feedback direct to officers and the evolution of intelligence gathering at a local and national level. Members noted that the data is part of a continuous loop of information and intelligence gathering and Police Scotland is

comfortable that some individuals will be subject to repeat negative searches based on a number of intelligence factors.

- The Chair asked whether feedback could be gathered from people who have been stopped and searched. ACC Johnson advised that Police Scotland will take this into consideration for the future along with the potential for feedback from victims of crime where stop and search has been utilised in their particular circumstances.
- Members acknowledged the significant variation in volume of activity across the country and ACC Johnson provided members with rationale and assurance around the data and the continued focus on learning from these statistics to inform current and future activity.

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

#### **2.1 CJSD 5 Year Vision and Direction**

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

- Chief Supt. McCreadie confirmed Police Scotland's commitment to an annual review and the development of a performance framework to monitor and assist in the progress of CJSD's vision and direction.
- Members acknowledged the intent, commitment and aspirations laid out in in CJSD's vision and direction and welcomed the public health, equalities and human rights elements evidenced in the report.
- Members noted the positive work done on the custody suite at London Road to create an inclusive and appropriate environment for children and young people; recognising this may benefit vulnerable adults as well.
- Members asked for Police Scotland to provide assurance on the investment in the custody estate. Chief Supt. McCreadie confirmed to members that this is a continued focus. The investment is a high priority for Police Scotland and is well supported by the executive team.
- Chief Supt McCreadie provided assurance to members on the approach to the searching of children and young people in custody, noting the checks and balances that are in place to protect both the public and the organisation. Members acknowledged Police Scotland's commitment to ensuring the dignity and respect for individuals and the focus on the safety and wellbeing of all parties involved in these searches.
- Members sought assurance around consistency of mental health provisions and assessment for individuals in custody. Chief Supt.

McCreadie confirmed that this is an area of focus and welcomed the work HMICS and Healthcare Improvement Scotland are progressing in this area in relation to variations across the country in access to services.

- Members acknowledged the strategic ambition of CJSD's vision and direction and the recognition of the need for collaborative working. Taking into account the budget and spending challenges across the public sector, members asked how this ambition will come together. Chief Supt. McCreadie advised members that Police Scotland is working with the Strategy, Insight and Innovation team to develop the performance framework and whilst Police Scotland is conscious of the spending challenges, one of the key areas of focus is the ongoing open and honest conversations with partners and influencing these discussions to achieve the overall ambition.
- Members welcomed the approach and the importance of a fit for purpose estate and recognised that this is one of Police Scotland's strategic challenges.
- Regarding Police Scotland's engagement with local authorities, Chief Supt McCreadie noted the challenges in accessing consistent support services for individuals in custody when working across 32 local authority areas with differing provisions. He expressed the importance of engaging COSLA in these frank and honest discussions around these challenges and Elisa Bevaqua, COSLA invited a further conversation off table with Police Scotland regarding this.
- Members asked whether there are any further key risks to achieving this ambition. Chief Supt. McCreadie advised the greatest barrier to the success of any collaborative working is the potential for a retreat in services and becoming more protective of their own resources. He stated that Police Scotland is a pivotal point for service provision and there is great potential to positively impact those individuals who are in crisis and enter custody.
- The Chair asked whether a children's right impact assessment will be included in this work. Chief Supt assured members that this had been raised through the policy team who confirmed that as long as the document referenced children, the existing EqHria is appropriate.

**Members noted the report.**

### **3. Performance Reporting**

#### **3.4 ICVS Annual report 2021/22**

*(Agenda item brought forward)*

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

- Members welcomed the Annual Report and expressed their thanks to the volunteer Independent Custody Visitors who provide the service and the SPA staff for their great work.
- Members observed the language used in the OPCAT section of the report and questioned the use of the phrase 'prisoners'. Scott Ross advised members this is the language used by OPCAT, and SPA will change this to 'detainees' as appropriate before the final version is published.
- Regarding searching children in custody, members were advised that 28 children in custody were visited during the year and that this identified no concerns in relation to the searching of these individuals.
- Members reiterated the importance of investment in the custody estate.
- Members were content to endorse this report.

**Members noted the report.**

### **3.1 Quarterly Policing Performance Report – Q3 2021/22**

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

- Members welcomed the detail and accessibility of the quarterly performance report, and acknowledged the challenges in identifying the underlying trends in the data due to the impact of Covid during the past two years.
- Members acknowledged the increased volume in fraud and cyber enabled crime and sought assurance around the police resourcing response to this. Tom McMahon confirmed this is a crime growth area and improvement is required in the detection and closure rates. Members noted that Police Scotland is committed to investing and improving the skills and capabilities in this area.
- ACC Johnson provided an example of the work being undertaken on the victim centred approach which focuses on the victim's experience, noting that 85% of victims had not suffered a financial loss, but had encountered significant personal impact. He advised

that this is an area which is still significantly under-reported, with banks taking most of the financial losses.

- Det. Chief Supt. Faulds confirmed that the increased volumes of fraud crimes reported have begun to level off in recent months, and noted the digitally enabled fraud perpetrated in Scotland does not necessarily originate in Scotland, which may impact the ability to achieve successful detections and prosecutions.
- Members sought assurance around road safety given increases in fatalities and the numbers hurt or seriously injured. Police Scotland acknowledged the increase and wide range of road traffic incidents and provided further detail on the ongoing work to understand causes and trends, which then inform campaigns and targeted activity, including drug and drink driving.
- Members asked whether it would be possible to consider a table/Venn diagram that visually draws together the work in this report. Tom McMahon advised he would be happy to discuss this with Catriona Stewart off table.
- Members asked for Police Scotland to consider extrapolating information around disability with regards to hate crime data. ACC Bond advised members this will be explored further for future reporting.
- ACC Bond provided members with a brief update on the performance of the Hate Crime Improvement Plan, advising some actions are still to be met, noting ongoing challenges including resourcing, other interdependencies and IT requirements.
- Members welcomed the commitment from Police Scotland to provide an update on a further protected characteristic data breakdown on absence levels at September committee and this detail will be shared with Catriona Stewart as she will no longer be serving on this committee.
- Members sought to understand the reason for rejected referrals in relation to health and safety detail in the report. DCC Taylor provided a brief update and reported that work is in development to fully understand and resolve the issue.
- Regarding call handling, members asked whether there are data available on the number of lost calls. ACC Hawkins advised currently there is limited insight and analysis available on abandoned 101 calls as a result of current systems and reassured members this will be resolved through the introduction of new systems and the progression of the Modernised Contact & Engagement Work.
- The Chair asked whether partner demand data are included in the overall missing persons demand data. Police Scotland confirmed this is part of the overall figure.
- The Chair requested more detail on the further analysis required to understand the increase in hate crime. Police Scotland advised



members the current data challenges will be addressed with the introduction of new systems, which will enable deeper analysis. Police Scotland advised work is ongoing to include the analysis of wider demographic information as well as volume data, which will assist in the move from reactive to proactive activity in this area.

- The Chair referenced the rising levels of demand, offending, and in some areas, lower detection rates contained in the report and asked how Police Scotland will balance the competing challenges in order to improve detection rates. Police Scotland advised there is far more confidence in the data and analysis which now underpin the discussions and decision making and the ambition to support continuous improvement. Members were advised the detection rates are closely monitored, noting that Cyber Crime significantly skews the overall detection rate. Members were assured that Police Scotland take a dynamic approach to the continuing resourcing demands.
- The Chair thanked ACC Hawkins and his team for the work he has led in relation to the Public Confidence Governance Board, recognising the progress made in this area, and wished him well in his retirement.

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

### **3.2 Chief Constable's Annual Assessment of Policing 2021/22**

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

- Members welcomed the Chief Constable's Annual Assessment, noting the inclusion of case studies in the report.
- Members were complimentary of the report's format and the scale of the work undertaken throughout the year.
- The Chair acknowledged the amount of detail provided regarding ongoing and business as usual work and long term activity and asked for Police Scotland to consider more 'in year' milestones and activity reporting. Tom McMahon advised that Police Scotland is committed to milestone-focused reporting through the Annual Police Plan 2022/23 and the half yearly report will include shorter timescale milestones achieved.

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

### **3.3 Refreshed Performance Framework**



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

- Members welcomed the continuous improvement evident in the refreshed iteration of the performance framework, which for the first time includes benchmarking metrics.
- Catriona Stewart took the opportunity to thank committee members and Police Scotland for their support during her time on this committee.
- Members sought more detail on the timeliness of the metrics that are included in the framework. Police Scotland provided members with an overview of how metrics are sourced from internal systems, live management information and benchmarking. Members welcomed the detail provide on the internal assurance, governance and quality control that is undertaken before being reported.
- Members enquired about the relationship between service and divisional data and the overarching framework. Police Scotland provided members with an overview of the relationship and link of all data reporting to the five strategic outcomes. Members were assured that Police Scotland’s approach to planning and performance is consistently aligned to the strategic outcomes, including the current development of 32 local police plans.
- Members asked whether different frameworks are being used at local scrutiny level. Police Scotland advised the local priorities will be fully accounted for, as well as including the organisation’s strategic outcomes.
- Members enquired whether there will be visibility of how the local policing plans will align to the overall performance framework and Amanda Coulthard, SPA, advised this will be brought back to a future committee.

**Members noted the report and the following action was agreed.**

**PPC 20220607-001 Revised Performance Update:** Police Scotland to provide detail of how the local policing plans will align to the overall performance framework at a future committee

### **3.5 Hate Crime Improvement Plan – Progress Update**

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

- ACC Bond provided members with an update on the delays in the delivery of the hate crime improvement plan recommendations as a result of challenges both internal and external to the organisation.
- ACC Bond advised members that Police Scotland has met with HMICS to review and agree realistic timelines to achieve the outstanding recommendations. Police Scotland hope to have these revised timescales approved before the next Senior Leadership Board.
- Members were provided with an update on activities that are progressing well, including those that are not dependent on current IT systems.
- The Chair requested a report to the next committee meeting to provide an update on the revised timelines and progress made against the recommendations.

**Members noted the report and the following action was agreed:**

**PPC 20220607-002 - Hate Crime:** ACC Bond to provide a further update, including revised timescales to the next committee

**3.6 Online Child Sexual Exploitation and Abuse Improvement Plan – Progress Update**

Members noted the paper, with DCS Samantha Faulds, providing an overview. The following points were highlighted and discussed:

- Members welcomed the detail provided by DSC Faulds around each of the completed and outstanding recommendations. HMICS is well sighted on progress.
- Members were advised that the pandemic had impacted the progress of some improvement activities as a result of an increased global online presence.
- DCS Faulds provided detail on the new recommendation regarding a wellbeing strategy for officers and staff. This is progressing well and is a key focus area for Police Scotland. An overview of the ongoing work was provided, including activity with occupational health, the Scottish Police Federation and staff associations. Police Scotland is seeking examples of good practice in other UK and European policing organisations.

**Members noted the report.**

The Chair thanked everyone involved in the planning, preparation and delivery of the meeting and thanked Catriona Stewart and ACC Hawkins for their contribution to this committee.

***Meeting ended.***

Approved