

Meeting	SPA Authority Meeting
Date	26 May 2021
Location	Video Conference
Title of Paper	SPA Chief Executive's Report
Presented By	Lynn Brown, Chief Executive
Recommendation to Members	For Discussion
Appendix Attached:	YES

PURPOSE

To update Authority Members on activities carried out by the Chief Executive since the previous Authority Meeting.

Members are recommended to consider this report and to raise any matters for clarification or further detail with the Chief Executive.

1. Background

- 1.1 This report provides Members with an update on key SPA activity which is not already covered elsewhere on the agenda.

2. Scottish Police Authority and Police Scotland Joint Strategic Statement of Commitments in relation to Body Worn Video.

- 2.1 The Chair of the Scottish Police Authority and Chief Constable of the Police Service of Scotland agreed a co-produced Joint Strategic Statement of Commitments in relation to Body Worn Video (BWV). This joint strategic statement of commitment provides a framework to be utilised when considering the future provision of BWV within Police Scotland (Appendix A). The document demonstrates the links of potential benefits of BWV to the Joint Strategy for Policing outcomes and states the importance of embracing new technologies, ensuring a strong and consistent ethical oversight that is open to scrutiny and maintains public trust, recognising that public confidence in policing impacts how safe individuals feel, which is a key indicator of Police Scotland's overall performance.
- 2.2 Therefore the SPA will provide oversight to the joint commitment to a targeted roll out of BWV to armed officers as part of COP26, using information gleaned from this to inform wider public engagement for the potential national roll out of BWV. We will also ensure progress regarding BWV will be reviewed and systems developed which allow for continuous improvement by design. We will support and provide oversight to Police Scotland's current use of BWV to learn lessons and establish good practice, whilst also benchmarking with other law enforcement agencies.
- 2.3 The SPA will also provide oversight of the Equality and Human Rights considerations, Data Protection and Privacy considerations, Code of Practice, training and roll out of BWV. We will use existing governance mechanisms to assess the benefits delivered by BWV and ensure best value. These aspects of BWV will be reported to the Policing and Performance Committee which is due to consider BWV again in June 2021.

3. Engagement Strategy

4.1 The Authority and Police Scotland have complementary but separate roles to play in engaging with stakeholders and citizens. The Authority has developed an engagement strategy for the next two financial years which sets out the purpose and principles that underpin the Authority's engagement and relationships with stakeholders. The Authority commits to engagement that is proportionate, adds value, avoids duplication and aligns with Police Scotland's Public Contact and Engagement Strategy. Improving our engagement with local government is our primary priority for the year ahead with a set of actions and commitments developed to realise this ambition. Building engagement with third sector partners and more widely with civic Scotland, with a particular focus on groups working to address poverty and disadvantage will be a focus for year two of the plan. The Authority recognises that Police Scotland has a primary role to play in communicating with the public. The Authority will add value by focusing its engagement with the public on building greater awareness of policing issues and the role and responsibilities of the Authority. Where appropriate the Authority will also seek independent assessment of the views and attitudes to policing issues to ensure the public's voice is appropriately considered in decision-making. The Engagement Strategy will be published on the Authority's website in the coming weeks.

4. Public Bodies Duties

4.1 The Gaelic Language (Scotland) Act 2005 requires public bodies, including the Scottish Police Authority, to prepare a Gaelic Language Plan setting out how they will contribute to creating a sustainable future for Gaelic by raising its status, profile and creating practical opportunities for its use. The Authority's first Gaelic Language Plan was prepared and published in 2016 and is due to be refreshed and submitted to Bòrd na Gàidhlig following a period of consultation by 5 October 2021. SPA officials have been engaging with Bòrd na Gàidhlig and high level aims have been agreed which are informing the developing plan. Officials are also working closely with Police Scotland who are preparing the second Gaelic Language Plan for the

police service. Development of both plans is being taken forward collaboratively to ensure alignment where appropriate. The Authority's Draft Plan will be published, in parallel with Police Scotland's, for public consultation and feedback for a six-week period from late June 2021 on the Authority's Citizen Space portal. Consultation feedback will inform the Authority's Draft Gaelic Language Plan to be presented to the Authority for approval in September before onward submission to Bòrd na Gàidhlig by 5 October 2021.

5. Seldom Heard Voices Research

- 5.1 The Authority is supporting research activity led by Scottish Institute for Policing Research (SIPR) and Police Scotland focused on identifying activities which will enable policing to enhance its support to seldom heard communities. At an [event](#) held on 19 May 2021 researchers, practitioners and community organisations took part in an information sharing event focused on understanding the needs and views of seldom heard groups. The event detailed what is currently known, described the evidence gaps and the aspirations of SPA, SIPR and Police Scotland in relation to this activity. The aim of this project is to stimulate diverse thinking, ideas and opportunities for research and innovation supported by a co-created grant from the three organisations.
- 5.2 Interested parties have been invited to submit proposals for research, exceeding no more than 12 months, which will be considered by a panel before awards are granted. Further details on the successful projects and results will be provided as available.

6. Joint Research & Evidence Forum

- 6.1 The Joint Research and Evidence Forum work plan is progressing following the last meeting in April 2021. At that meeting the group agreed to development of a further webinar on the overarching theme of Artificial Intelligence (AI) in Policing with a focus on public opinion in this area. Additionally the group agreed to develop and

deliver a webinar on policing in Scotland during the pandemic, which will be delivered in late summer 2021.

- 6.2 Work is also underway on a collaborative approach to action-based research into inequalities, deprivation and confidence, which will be progressed by Police Scotland, SPA and Justice Analytical Services. This activity takes forward the Forum's agreed joint strategic research priorities approach agreed in early 2021, attached as Appendix B.

7. SPA Leadership and Development

- 7.1 A key aspect of the work to embed the new structure into the organisation is the ongoing development of staff across the organisation.
- 7.2 The newly appointed Heads of have joined colleagues from Police Scotland and Forensic Services in participating in the Senior Leadership Programme, "Your Leadership Matters" an exciting new programme that has been developed by Police Scotland for senior leaders across policing. This is a three month programme which has been designed to enhance leadership skills and empower leaders to shape the future of policing in Scotland.
- 7.3 Complementary to this is a number of planned SPA staff sessions with key partners have commenced with HMICS sharing a valuable insight into the role of the Inspectorate, the work that goes into the development of their inspection plan and some key points from previous inspections HMICS inspections.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

APPENDIX A

Scottish Police Authority and Police Scotland Joint Strategic Statement of Commitments in relation to Body Worn Video

Body Worn Video Current Landscape

Body Worn Video (BWV) was first used by Devon and Cornwall Police in 2006 and since then has become a widely utilised technology in policing, other public services and beyond.

BWV is currently utilised to a limited extent by Police Scotland, primarily in the North East of Scotland. The use of BWV has not been extended to all local divisions. There is compelling research evidence of the tangible benefits that can be realised from its use including that published following the [College of Policing](#) randomised control trial and other academic and practitioner studies. Furthermore, a recent review into police complaint handling conducted by Dame Elish Angiolini recommended that Police Scotland should accelerate its plans to expand the use of BWV technology.

In 2016, the National Police Chiefs Council recommended that BWV should be rolled out to Authorised Firearms Officers in England and Wales. As a result, Police Scotland now has the only armed policing unit in the UK that does not have BWV.

Whilst there is a strong research evidence and professional police experience base for the general use of BWV, and a particularly compelling case for armed officers to be equipped as a priority, there are acknowledged human rights, privacy, data and third party concerns that need to be considered and reasonable mitigating actions agreed as part of any roll out.

Therefore, this Scottish Police Authority and Police Scotland joint strategic statement of commitment provides a framework to be utilised when considering the future provision of BWV within Police Scotland.

BWV Benefits and Strategic Objectives

The widespread use of BWV has been a long-term aim of Police Scotland and has the support of the Scottish Police Authority. BWV was specifically mentioned in 'Policing 2026', Police Scotland's first long term strategy but it is recognised that, to date, plans to expand the use of BWV have been significantly impacted by financial constraints.

The refresh of the long term strategy in 2020 (*Joint Strategy for Policing: Policing for a safe, protected and resilient Scotland*) has allowed for renewed efforts to prioritise the roll-out of BWV, which is in keeping with our intention to invest in digital technologies as we navigate an increasingly complex policing landscape.

The *Joint Strategy for Policing* sets out Police Scotland's long term strategic direction, and is based upon five strategic outcomes and underlying objectives;

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1. Threats to public safety and wellbeing are resolved by a proactive and responsive police service
2. The needs of local communities are addressed through effective service delivery
3. The public, communities and partners are engaged, involved and have confidence in policing
4. Our people are supported through a positive working environment, enabling them to serve the public
5. Police Scotland is sustainable, adaptable and prepared for future challenges

Within public services, BWV facilitates transparency, trust within the community and assists the wider criminal justice system with additional reliable evidence. The deployment of BWV across Police Scotland will therefore provide significant benefit to the public and Police Scotland’s officers and staff, as well as helping to achieve our long term strategic objectives. Benefits include the potential of improved officer safety (Outcome 4), reducing and resolving complaints against officers (Outcome 3) and swifter justice potentially through an increase in early guilty pleas which in turn save time and costs (Outcome 2), as expanded upon in the table below.

Potential Benefits of BWV	Links to Joint Strategy for Policing
Swifter justice through an increase in early guilty pleas, saving time and costs	<u>Outcome 2</u> <i>“We will continue to identify and improve functionality so that our people can be effective where they are needed most.”</i>
Greater public transparency	<u>Outcome 3</u> <i>“Future developments in technology will require ongoing dialogue with the public about how to strike the right between privacy and protection.”</i>
Improved officer safety due to a potential reduction in assaults	<u>Outcome 4</u> <i>“Officer and staff safety and wellbeing are at the heart of Police Scotland’s commitments. Our people want to deliver sustained change for the better. To make that happen, the service must provide strong support to all to equip them with the skills, knowledge and technology required to police safely and effectively in a changing world. “</i> <i>“Our people have been subjected to a recent rise in violent assaults whilst performing their duties. We will learn from each of these instances and ensure staff have the right training and equipment to deal safely with all incidents they attend. “</i>
Reducing and resolving complaints against officers	<u>Outcome 3</u> <i>“Public confidence in policing impacts how safe individuals feel. It is also a key indicator of Police Scotland’s overall performance. The communities we serve should feel confident that we will always police in a way that is fully underpinned by our values of fairness, integrity, respect and human rights.”</i>

Evidenced officer behaviour during interactions with the public	<u>Outcome 3</u> <i>“We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions. Our standards and engagement principles will help us embed quality and consistency in our services, ensuring we manage and meet public expectations.”</i>
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The use of BWV also has implications for other national policies and strategies including:

- Scottish Government Access to Justice policy;
- Police Scotland Digital, Data and ICT Strategy;
- Police Scotland Strategic Workforce Plan 2021 -2024.

It is also acknowledged however that introduction of new and emerging technologies such as BWV must also be balanced against the police values of integrity, fairness, respect and human rights.

BWV Legitimacy, Ethics and Engagement

Legitimacy and credibility are key to the effectiveness of policing. As addressed in the *Joint Strategy for Policing*, Police Scotland must ensure the use of digital tools, such as BWV, is also ethical and proportionate and that the public are engaged and involved in shaping future services as highlighted in Outcomes 2 and 3:

Outcome 2

“Local engagement is critical. To do this meaningfully and effectively requires genuine dialogue, respect, integrity, transparency and accountability.”

“Built around inclusion and accessibility, our engagement standards and principles will be embedded across Police Scotland.”

“We will actively seek to include people with disabilities, people who need additional support and people from across society who may not traditionally engage with the police.”

“We will embed accessibility and inclusivity into our service design. Accessibility standards will be applied across our technology, processes and systems, both internally and externally.”

Outcome 3

“Future developments in technology will require ongoing dialogue with the public about how to strike the right balance between privacy and protection.”

“We will embed ethical and privacy considerations that are integral to policing and protection into every aspect of the service.”

“New technologies and the opportunities they provide to enhance the effectiveness of policing will be implemented in consultation with our people and the public. We will ensure a strong and consistent ethical oversight that is open to scrutiny and maintains public trust.”

Therefore, while we aim to prioritise and embrace the use of new technologies, we will continually review their use to ensure proportionality and effectiveness and the roll-out of BWV will be done following engagement with the public, as well as officers and staff.

BWV Strategic Intent

Whilst adhering to the guiding principles from the *Joint Strategy for Policing*, it is critical that we prioritise the roll out of BWV.

Being the only UK force not to supply BWV to AP is a significant risk, and therefore there is a pressing, critical, ethical and operational imperative **to progress a targeted roll-out to armed officers before the COP26 conference.**

Based on the evidence of benefits and the recommendations from the ‘*Dame Elish Angiolini Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing*’, **it is our intention to accelerate the national roll out of BWV to all frontline police officers and staff up to the rank of Inspector as quickly as funding will allow.**

BWV - Joint Commitments

In achieving these aims, we will ensure a strong and consistent ethical oversight that is open to scrutiny and maintains public trust, recognising that public confidence in policing impacts how safe individuals feel, which is a key indicator of Police Scotland’s overall performance. The communities we serve should feel confident that we will always ensuring policing is conducted in a way that is fully underpinned by the values of fairness, integrity, respect and human rights. Therefore we commit to the following, when considering future use of BWV.

Engagement

The pressing operational imperative to progress a targeted roll out to armed policing before the COP26 conference means that we will be focused and concise whilst engaging with and informing the public of our intention to roll out BWV to armed policing. We will then use the information gleaned to inform the wider public engagement for the national roll out of BWV.

We will engage internally, locally, nationally, accessibly and inclusively to fully understand the context of people’s experience, public perception and demand.

Introduction and Continuous Improvement

We actively promote and support the introduction and wider roll out of Body Worn Video within Police Scotland ensuring that progress is reviewed and systems are developed which allow for continuous improvement by design.

Evaluating and Learning

We will evaluate Police Scotland’s current use of BWV to learn lessons and establish good practice, whilst also benchmarking with other law enforcement agencies and utilising national and international academic studies and data to inform our approach. We will ensure there are clear guidelines and procedures for Police Scotland officers on the use of body worn video based on best practice in other relevant police services.

Ethics, Equalities Impact and Data Privacy

We will utilise the Police Scotland Independent Ethics Advisory Panel and the Independent Advisory Group on New and Emerging Technologies in Policing to advise our intentions. To understand and mitigate against potential privacy and third-party concerns we commit to:

- Completion of an Equality and Human Rights Impact Assessment;
- Completion of a Data Protection Impact Assessment;
- Completion of a Code of Practice;
- Completion of Standard Operating Procedures and associated policies and ongoing review to ensure they remain current and fit for purpose; and
- Completion of standardised training for camera usage and editing of footage.

Providing benefits to wider criminal justice processes

We will recognise our dependencies and commit to using BWV to improve and streamline criminal justice processes to benefit the public, police and criminal justice partners. We will do this through engagement and continued support of the Digital Evidence Sharing Capability project.

Best Value

We will use our existing financial, procurement, ICT and change management governance structures to ensure best value, whilst adhering to regulations and legislation.

Measuring Progress and Assessing Performance

We commit to monitoring benefits realisation from BWV and to reporting through existing governance structures, ensuring transparency and accountability.

We also commit to using BWV to improve policing performance within a learning culture.



Police Scotland and Scottish Police Authority Evidence and Research Forum

Police Scotland and SPA Evidence and Research Strategic Priorities

Establishing straightforward shared strategic evidence and research priorities is an important role for the Forum. While each of the two organisations might have additional evidence and research needs they decide to pursue separately, the Forum will, where possible, formulate a shared view and seek discussion on that view.

Summary

There are a wide range but not exhaustive list of topics and challenges which could be considered priorities, however the forum caution against picking from this (or other) lists and setting those as priorities for evidence gathering and research as it may create barriers, such as:

1. If a large number of topics were picked that would almost inevitably mean that none are really priorities;
2. If the focus was narrowed down on just one or two topic priorities that would further encourage what is already a very siloed process in an already busy landscape;
3. As all the topics have merit there would be an easy criticism that the organisations were not 'interested' in an area not deemed a priority.

Therefore the forum approach will look at a process of setting 'tests' for research/evidence proposal as our underpinning strategy. The strategic objective would be to encourage research/evidence that has clear focus on one or more of these:

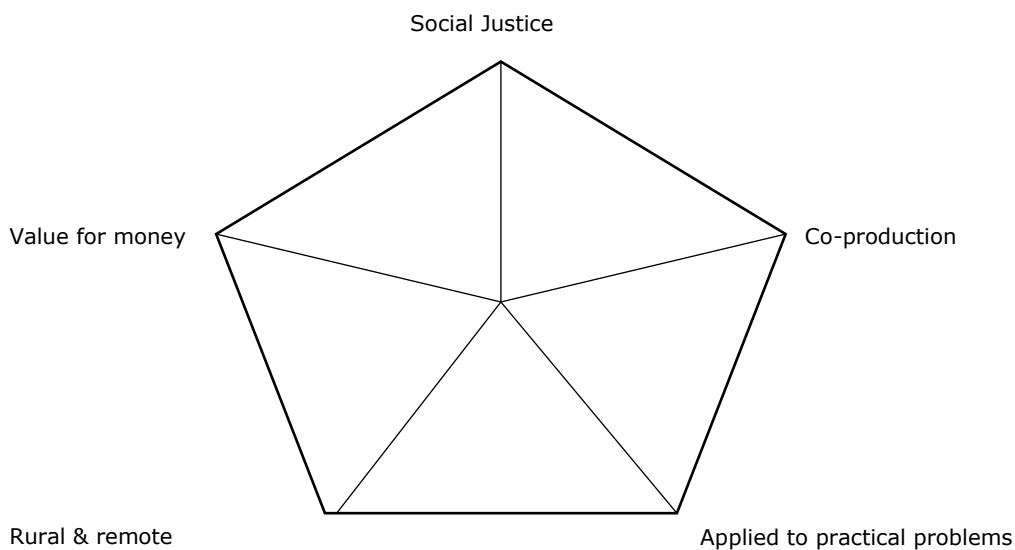
- social justice
- co-production

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- applied to practical problems
- rural and remote Scotland

By using this approach, Police Scotland, the Scottish Police Authority and wider partners will take an active and not a passive approach to both formulating and assessing research proposals by asking how they measure against our 'tests'. Underpinning these tests is a core commitment to, and measurement of, best value.

Proposed 'tests' for research/evidence proposals



Strategic challenges

The challenges and priorities in this note are taken from a variety of existing information sources and published UK and wider policing reports/strategies. They are not intended to be presented as original, comprehensive or novel. They are offered as a distillation of some of the strategic challenges and professional policing challenges to assist Police Scotland and Scottish Police Authority develop clear shared strategic evidence and research priorities.

1. **Predictive policing** means taking data from disparate sources, analysing them, and then using the results to anticipate, prevent and respond more effectively to future crime. There is a clear public interest challenge to

balance the privacy of citizens with their safety. The public must be continually involved in the discussions and decisions around this balance.

2. **Intelligence-led policing** is a related concept that involves a number of factors coming together. It has been defined as a business model and managerial philosophy where data analysis and crime intelligence are pivotal to an objective, decision-making framework that facilitates crime and problem reduction, disruption and prevention.
3. **Social media.** Police are using social media for a variety of reasons for two basic purposes: disseminating their own messages to the public, and gathering information from social media platforms to prevent and investigate crimes.
4. **Contact services.** Next Generation 999 and 101 to serve citizens. Systems that are capable of receiving text messages, photographs, and videos will be more useful for public safety purposes. Challenges faced by emergency call centres prevent easy transmission of data and critical sharing of information that can significantly enhance the decision-making ability, response, and quality of service provided to emergency and non-emergency callers.
5. **Technology-based and technology-enabled crime** represents a major and growing issue for society and law enforcement. Local police services are grappling with questions about their role in preventing and investigating these crimes. Need to integrate the technological skills that many younger officers bring.
6. **Equality, Diversity and Inclusion.** The police service is working on increasing the diversity and representativeness of its workforce, but there is more to do. Research that will deliver real practical benefit to progressing this aim is a priority. There is an opportunity for cross-organisational collaboration on this, an example being cross justice-sector research being commissioned around recruitment and retention challenges (entering scoping phase).
7. **Leadership and structure.** Leadership is changing and already PS are developing new types of leaders. There will be the evolution of new organisational structures to respond to greater local control within a system of national standards. Too many layers of management can stifle imagination and reducing the capacity of the organization to innovate.

Policing service challenges

1. **People.** The service provided is critically reliant on the quality of its people. It needs to be delivered by a professional workforce equipped with the skills and capabilities necessary for policing in the 21st century. It is also clear many individuals now have different work and career aspirations and needs. These needs must be better met.
2. **Prevention.** The prevention of crime is a critical social goal. The police service must be an active and responsive partner with other public, civic and private organisations in preventing crime. Leading on crime prevention programmes is through CPP at local level and cross-sector local strategies need to be better defined and implemented.
3. **Business support for policing.** To ensure policing is able to meet changing demands forces will have to further change the way that its support services are delivered. Police business support functions will need to be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service
4. **Community engagement.** Police will need to develop a proactive and sophisticated understanding of community needs to keep people safe, particularly as communities become more diverse and complex. Invest in neighbourhood policing using uniformed police officers, community engagement officers and police community support officers to help solve local problems, tackle anti-social behaviour and build trust and legitimacy in communities.
5. **Terrorism and organised crime.** The threat from terrorism, cybercrime and organised crime will continue to grow while taking new and unexpected forms. Specialist units at scale will be required. Policing will need to focus even more on protecting individuals, organisations and society as a whole through the development of new law enforcement capabilities and training, especially in the digital and technology related sphere.
6. **Technology.** The recent rapid development of technology means it plays a significant and central part in almost everything Police Scotland do. Policing must embrace this new world and adapt to the new threats and opportunities it presents for 21st century policing.

Joint Strategic Approach

To ensure strategic alignment and focus, the Forum will use agreed cross-cutting issues / tests to assess evidence and research activity. To support this approach, and set a wider organisational context, both Police Scotland and the Scottish Police Authority have articulated their strategic 'attitude' and commitment to evidence and research investment, both in terms of staff time and also financial support. Proposals (internal and external) that address clearly the cross-cutting issues in at least part could be encouraged, prioritised and supported.

4 cross cutting tests

'Social justice and policing'

A small percentage of citizens in Scotland are subject to the majority of crime. Working alongside civil society groups and other agencies is needed to reduce crime and address gaps in community relationships; as balancing the safety and privacy of citizens runs through many challenges faced in public services. Creating and maintaining confidence in policing speaks to those challenges also, however we must ensure equity across all communities of interest or geography. This lens of social justice also supports the desire of Police Scotland to become more diverse, reflecting Scottish society.

Research and evidence partnerships

We aim to focus on co-production in research and also recognise the value of different forms of evidence (including police officer experience) beyond, and including, academic research.

Applied research

We encourage evidence /research which goes beyond 'description' of challenges and has a clear and pragmatic applied element focused on solving specific, practical policing or public interest challenge(s).

Rural and remote focus

Scotland has very wide spread rural communities and over 90 inhabited islands. While the social justice test, described above, is likely (but not inevitable) to focus attention on urban issues we must ensure that issues specific to remote and rural communities and policing are understood and explored equitably.