



## Policing Performance Committee

16 September 2025

Minutes of the Policing Performance Committee held on 16 September 2025 via Webex.

Board Members present:	Alasdair Hay – Chair Chris Creegan Tom Halpin Katharina Kasper Mary Pitcaithly
Board Member apologies:	Nil
In attendance:	<u>Scottish Police Authority (SPA)</u> Barry Sillers, Deputy Chief Executive (Strategy & Performance) Amanda Coulthard, Head of Strategy & Performance Scott Ross, Head of Change & Operational Scrutiny Deborah Christie, Governance Support Officer  <u>Police Scotland (PS)</u> DCC Jane Connors, Operational Policing DCC Alan Speirs, Professionalism & Enabling Services ACC Steve Johnson, Major Crime, Public Protection & Local Crime ACC Wendy Middleton, Criminal Justice Services Division ACC Mark Sutherland, Local Policing West T/ACC Lynn Ratcliff, Professionalism & Assurance CS Nicola Russell, Local Police Commander CS Scott McCarren, Road Policing Supt June Peebles, International Academy

	<p>Tom McMahon, Director of Strategy &amp; Analysis Patrick Brown, Chief Strategy Officer Lesley Weber, Head of Strategy, Insight &amp; Engagement Tina MacLucas, Principal Analyst Nicola Crawford, Senior Planning Performance Officer Donna Adam, Audit Manager – Transformation</p> <p><u>COSLA</u> Councillor Maureen Chalmers Elisa Bevacqua, Policy Manager - Communities</p> <p><u>HMICS</u> Craig Naylor, Chief Inspector of Constabulary in Scotland Iain Ramsay, Associate Inspector of Constabulary in Scotland</p> <p><u>Scottish Government</u> Robert Cook, Senior Assistant Statistician Mark Bell, Statistician</p>
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## **1. WELCOME AND STANDING ITEMS**

The Chair welcomed everyone to the meeting, which was held via Webex.

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

Chris Creegan declared a connection to The Diffley Partnership, which is in relation to item 4.1 on the agenda. Chris Creegan is an occasional research associate with The Diffley Partnership and confirmed he had no involvement with the work in relation to item 4.1.

### **1.3 MINUTE FROM MEETING OF POLICING PERFORMANCE COMMITTEE FOR 10 JUNE 2025 - FOR APPROVAL**

Members approved the Minute of the Policing Performance Committee held on 10 June 2025 as an accurate record of the meeting.

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

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

## **2.1 PERFORMANCE & ACCOUNTABILITY FRAMEWORK – DCC JANE CONNORS/ PATRICK BROWN**

Members considered the report which provided oversight of the Performance and Accountability Framework 2025/26. During discussion and in addition to the written report, the following points were noted and discussed.

- The Chair highlighted that this document was endorsed off table by Members prior to the meeting and gave thanks to Police Scotland for the further work undertaken on the document since the PPC development day in May 2025.
- Members commended the progress and emphasised the value of disaggregated data. It was queried how the disaggregated data would be developed further to reflect local performance, support scrutiny at local authority level and allow comparisons between divisions. Patrick Brown advised that Police Scotland’s internal dashboards provide divisions with comparable local performance data to support scrutiny.
- CS Nicola Russell provided context from a divisional perspective, advising that the dashboards allow commanders to understand local performance, local issues, share good practice, plan ahead and provide meaningful reporting to local scrutiny boards.
- Cllr Chalmers welcomed the framework and queried how partner demand is reflected locally, if links to local scrutiny could be made more explicit and the reason for the lack of data around reoffending and other criminal justice outcomes. DCC Connors and Tina MacLucas advised that improvements in national crime systems now enable development of repeat-offending indicators and additional criminal justice metrics are monitored internally. Members were advised that work to improve data-sharing with partners is ongoing.
- HMCi Craig Naylor commended the progress made in this area. Mr Naylor highlighted the clearer articulation of demand, pressures, workforce support and threats. He added that the framework is a significant step forward in enhancing public reassurance and accountability.
- The Chair welcomed the positive feedback from HMCi Naylor.

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

## **2.2 QUARTERLY POLICING PERFORMANCE REPORT Q1 2025/26 – DCC JANE CONNORS/ PATRICK BROWN**

Members considered the report which provided the Committee with an update in relation to Police Scotland’s Performance at the end of Quarter 1 2025/26. During discussion and in addition to the written report, the following points were noted and discussed.

## OFFICIAL

- Members heard a brief overview of the report which covered an update on performance trends, public confidence, custody, pressures affecting operational delivery and the Policing for our Communities programme.
- The Committee focussed their oversight and scrutiny on the following areas: public confidence, the Policing for our Communities Programme, young people in custody, planned interview pathways, antisocial behaviour, youth violence and disorder, DESC, assaults on staff and officers, Violence Against Women & Girls, fraud, drug harm, retail crime, and road safety.
- Members queried how Police Scotland will sustain the increased detection rates given the higher recorded crime rate. DCC Connors advised that Police Scotland will continue to focus on investigative quality, supporting the frontline and managing demand efficiently within C3.
- With regard to the Policing for our Communities programme, the Committee sought to understand how this aims to enhance policing visibility, improve community wellbeing and strengthen public confidence. Members were advised that the programme aims to reduce abstractions, strengthen community presence and support prevention and partnership. It will rebuild local capacity through deployment of dedicated community officers. CS Nicola Russell advised there is significant enthusiasm for this programme at divisional level.
- The Committee queried the number of children going into custody, the effectiveness of the voluntary interview pathways and if reduced custody provision presented any risks. ACC Wendy Middleton advised that Police Scotland continue to focus on reducing the number of children that enter custody by utilising appropriate alternatives. Members were advised that the voluntary interview pathways has reduced demand by up to 9%, with the potential to reach 15%. In terms of reduction in custody provision, Members received assurance that all custody disposals are subject to robust risk assessments.
- Councillor Chalmers sought and received further information around the reasons for the rise in antisocial behaviour in the North and East of Scotland.
- Tom Halpin had queries regarding antisocial behaviour and declared that he was previously a member of the Scottish Government's working group on antisocial behaviour. He raised concerns around the rising misuse of e-bikes and queried if further action can be taken to address this. DCC Connors advised that Police Scotland can seize bikes although the main challenges are safe intervention and reduced roads policing officers. CS Russell advised Operation Stung was set up to target illegal scooters and e-bikes, adding that most vehicles are not roadworthy and uninsured.

- Members commended the progress made in digital evidence and production management.
- The Committee raised concerns around the high number of assaults on police officers and staff and queried whether Your Safety Matters, Officer Safety Training (OST) and Body Worn Video were expected to reduce assaults. Members were advised that work is ongoing to increase officer protection, strengthen training compliance and ensure assaults on officers and staff are treated seriously.
- In relation to OST, the Committee queried the recent media reports stating that a number of police officers lack the necessary training. Police Scotland described the headlines as inaccurate and advised all officers currently operationally deployed are fully trained.
- The Committee welcomed the progress on missing persons work detailed within the report and the safeguarding outcomes for children from Operation Intensity.
- Members queried if the motor-cycle safety campaign showed any signs of reduced fatalities and injuries. CS Scott McCarren advised that while it is currently too early to evidence the impact of the campaign; education, engagement with rider groups, enforcement and new road marking measures were underway, with positive early feedback.
- The Chair highlighted Scotland's high rates of drug deaths and concerns around the increased prevalence of Nitazines and other synthetic drugs. Members were advised that Police Scotland work with partners to monitor drug trends and identify bad batches. Assurance was given that officers continue to administer Naloxone in cases of overdoses.
- Concerns were raised around the increase of shoplifting and the impact this has on high streets. Police Scotland highlighted progress made by the Retail Crime Taskforce and described a new direct reporting tool which allows retailers to submit cases and evidence directly.

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

#### **3.1 LIVE FACIAL RECOGNITION – ACC STEVE JOHNSON**

Members considered the report which provided an update on Police Scotland's consideration of Live Facial Recognition (LFR). During discussion and in addition to the written report, the following points were noted and discussed.

- ACC Johnson confirmed that Police Scotland will continue developing this work using the rights-based pathway, reflecting the range of views heard during the national conversation. Members were advised that a new operational lead will be appointed to progress

this work as this workstream must be separate to ACC Johnson's role as biometrics data commissioner.

- The Chair welcomed Police Scotland's commitment to this approach and requested that a timeline detailing Police Scotland's preparation for the potential use of LFR comes to a future PPC.
- Members queried if there was a lawful basis for LFR in Scotland and if LFR costs would be included in the 2026/27 budget. ACC Johnson advised that there is no legislative barrier, although specific enabling legislation does not exist yet. He added that policy development will ensure proportionality and human rights compliance. With regards to the budget, DCC Connors advised that due to the length of consultation required; these costs are not expected to be included in the 2026/27 budget. The committee requested further detail around this is provided at a future meeting.
- The interoperability with UK partners was queried and involvement of academic bodies. ACC Johnson provided assurance that interoperability will be built into the technical specification, noting that biometric standards already align UK-wide. ACC Johnson agreed that academic evaluation would be valuable.
- The Chair sought and received assurance from ACC Johnson that a full suite of impact assessments would be completed before implementation.
- Following the discussion around this item, the following action was raised:

**PPC-20250916-001** – Update to be provided which gives this committee oversight of:

- the timeline for work in respect of Police Scotland's preparation for potential future use of LFR.
- clarity on budget consideration & planning for this work.

**Members noted the report.**

### **3.2 ANNUAL ASSURANCE OF OPERATIONAL POLICING MATTERS – DCC CONNORS/ ACC STEVE JOHNSON/ ACC SUTHERLAND/ CS SCOTT MCCARREN**

Members considered the annual assurance reports which covered the following areas: Taser, Drone, Stop & Search and Road Policing. During discussion and in addition to the written reports, the following points were noted and discussed.

#### Taser

- Members sought and received assurance on the lessons learned in this area and future expansion of officers that carry tasers. DCC Connors advised that lessons learned processes are in place and advised that any proposal to increase taser numbers will return through governance.

### Drone

- Members queried the potential to expand drone access across Scotland. CS McCarren advised that although drone hubs are fixed, drones can be deployed nationally and any potential future expansion will follow operational demand.
- The Chair sought and received assurance that any new drone capabilities will follow the rights-based pathway.
- The Chair highlighted the environmental and financial benefits of reduced helicopter use due to drones.

### Stop & Search

- The Committee queried the regional variations of stop & search and how demographical differences are monitored. ACC Sutherland advised that governance meetings take place on a quarterly basis where trends are examined and detailed feedback is shared with divisions.
- Members queried the usage of the interim search guidance and whether the data on instances on the use of the data can be shared. ACC Sutherland advised that use of the search guidance has been very limited so far. He added that the database is being updated to capture this information.
- Members requested further information in relation to Stop & Search, the following actions were raised:

**PPC-20250916-002** – Future reporting to this committee to include data which provides assurance on the proportionality of Stop & Search. This assurance should include data on protected characteristics and consent.

**PPC-20250916-003** – Briefing note or update to be shared with Members which details when dashboard data will be available detailing instances of the interim guidance being utilised around the specific sex of a person and the sex of the officer or staff member conducting the search.

### Road Policing

- Members queried the priority actions required to achieve the 2030 road casualty reduction targets. CS McCarren advised partnership working and improved data are essential factors to meet the 2030 targets.
- The Committee sought and received assurance around the sustainability of electric safety camera vehicles. Members were advised that that the model is sustainable and deployment is planned for fixed and mobile coverage.
- Members requested an implementation timescale is provided in relation to the new model for Road Policing, the following action was raised:

**PPC-20250916-004** – Timescale to be provided for implementation of the new model for Road Policing.

**Members noted the reports.**

### **3.3 GROUP BASED CHILD SEXUAL EXPLOITATION & ABUSE UPDATE – ACC STEVE JOHNSON**

Members considered the report which provided an update on Police Scotland's activity in response to the Baroness Casey of Blackstock's National Audit on Group Based Child Sexual Exploitation and Abuse, published on 16 June 2025. During discussion and in addition to the written report, the following points were noted and discussed.

- It was highlighted to Members that the 12 recommendations generated from the audit only apply to England and Wales. However, Members were advised that Police Scotland began reviewing relevant Scottish cases when the audit was commissioned. It was highlighted that initial analysis has not identified any current areas of concern in Scotland.
- ACC Johnson advised that Police Scotland are working with the National Crime Agency and NPCC to strengthen data sharing and benchmark processes.
- Members were advised that future work includes adapting the existing self-assessment tool for use in Scotland and improving data integration across systems.
- Members requested updates on the self-assessment, timelines for any improvements and if Police Scotland's approach could inform practice in England and Wales. ACC Johnson assured that updates would be provided through performance reporting and reiterated the ongoing work with the NCA and NPCC. ACC Johnson added that Police Scotland's model may offer learnings that can be shared.
- HMCI Craig Naylor provided context from wider HMICS inspection activity, noting the strong multi-agency child protection practice in Scotland. Mr Naylor emphasised the importance of sustained focus and welcomed Police Scotland's continued attention on this issue.
- The Chair gave thanks to ACC Johnson for the update and acknowledged the importance of focus in this area to protect children.

**Members noted the report.**

### **3.4 VIOLENCE AFFECTING CHILDREN & YOUNG PEOPLE – ACC MARK SUTHERLAND/ DCS SARAH TAYLOR**

Members considered the report which provided an overview of Police Scotland's approach to tackling violence affecting children and young

people. During discussion and in addition to the written report, the following points were noted and discussed.

- ACC Sutherland emphasised the heightened public concern around youth violence in recent months following the two tragic deaths in early May and incidents on beaches in Scotland.
- ACC Sutherland highlighted to Members that youth violence is a complex, multi-agency issue spanning local authorities, education and care settings, social work and policing.
- Members queried whether incidents involving young people suggest increased exploitation by serious and organised crime groups (SOCG). ACC Sutherland advised that current crime data does not show a significant rise in SOCG linked violence among young people. However, intelligence reports of SOCG attempting to exploit young people are increasing.
- It was queried how Operation Stardrop links vulnerability reporting with intelligence. ACC Sutherland advised that work is underway via Op Stardrop to better integrate vulnerability and intelligence reporting. DCS Sarah Taylor added that Police Scotland continue to monitor exploitation indicators carefully across all relevant policing functions.
- Cllr Chalmers relayed feedback from the COSLA Community Young People team regarding the language in the report. Cllr Chalmers advised it should better reflect the ACRA legislation and use updated terms such as “child in conflict with the law” instead of “child accused”. ACC Sutherland agreed with this feedback, advising that work is ongoing to embed this updated terminology.
- In relation to item 2.2, Cllr Chalmers also asked whether the weapons in schools toolkit has been shared with schools and local authorities. Cllr Chalmers also queried who sits on the new education safeguarding advisory group. ACC Sutherland advised that the toolkit is a best practise resource for divisions, campus officers and youth engagement teams. ACC Sutherland agreed to provide a list of the advisory group Members to Cllr Chalmers.
- The Chair thanked ACC Sutherland for the update noting the sensitivity of the issue and the shared commitment to preventing future tragedies.

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

### **3.5 VIOLENCE AGAINST WOMEN & GIRLS STRATEGY AND STRATEGIC ENGAGEMENT FORUM – ACC STEVE JOHNSON**

Members considered the report which provided an update on the progress being made with the Violence Against Women & Girls (VAWG) Strategy and the Strategic Engagement Forum (SEF). During discussion and in addition to the written report, the following points were noted and

discussed.

- Members sought and received assurance on the mapping of the 86 actions, tracking of incomplete actions and continued oversight.
- ACC Johnson confirmed that no actions had been lost in the mapping exercise. He advised that the new VAWG plan has been streamlined from the previous 86 actions to a manageable amount which will provide a clearer picture of current work ongoing and will assist officers to focus on the key issues that affect violence against women and girls. He added that the five priority areas outlined in the report cover aspects raised within the original 86 actions. ACC Johnson advised that the SEF will review the new VAWG plan.
- Cllr Chalmers raised concerns around the limited visibility of Police Scotland's work within the Equally Safe Joint Strategic Board structures. Cllr Chalmers also highlighted COSLA's view that the Priority 1 wording should more clearly reflect the focus on pursuing men who purchase sex illegally. ACC Johnson provided assurance that Police Scotland representatives were in attendance and also advised that Police Scotland are working to pursue men who purchase sex illegally, offering to discuss further with Cllr Chalmers off-table to address any concerns.
- Members sought assurance around the links between this work and group based child sexual exploitation and abuse (discussed at item 3.3). ACC Johnson and DCC Connors confirmed there is a strong governance read-across with consistent leadership across both areas and integration within the wider VAWG and public protection frameworks.
- The Chair welcomed the direction of travel, requesting continued oversight and future presentation of the framework and dashboard.

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

#### **3.6 INTERNATIONAL DEVELOPMENT UNIT ANNUAL REPORT – T/ACC LYNN RATCLIFF/ SUPT JUNE PEEBLES**

Members considered the report which provided a progress update on the International Academy work since the last update provided in March 2024. During discussion and in addition to the written report, the following points were noted and discussed.

- The Committee were advised of the international work undertaken on gender-based violence, sexual crime and child protection in Malawi and Zambia, including the learning and development opportunities for officers and staff.
- Members commended the breadth of the International Development Unit's work and sought clarification on strategic direction and finances. T/ACC Ratcliff advised of the plans to expand the unit's

international reach and enhance opportunities for officers and staff, emphasising that all activity is delivered on a cost-recovery basis and incurs no additional cost to Police Scotland. Superintendent Peebles added that recovered funds are reinvested into staff development initiatives, such as leadership and mentoring programmes.

- Members sought and received assurance that all international deployments are subject to rigorous risk, ethical and human rights impact assessments. T/ACC Ratcliff noted the robust tripartite governance framework between Police Scotland, SPA and the Scottish Government, advising that this ensures independent oversight and adherence to statutory approval processes.

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

#### **4.1 PUBLIC POLLING INSIGHTS – AMANDA COULTHARD**

Members considered the report which provided highlights and insights arising from routine public polling conducted in August 2025. During discussion and in addition to the written report, the following points were noted and discussed.

- It was highlighted to the Committee that this was the first report under the new contract with The Diffley Partnership. Members were also advised that it's a different format than before, due to the shift from 6-monthly reporting to quarterly.
- Members were advised that the results show an increase in public confidence from 37% to 43% and an increase in public trust from 39% to 57%.
- The Chair welcomed the shift to quarterly polling and emphasised the importance of aligning these findings with other evidence sources.
- Amanda Coulthard confirmed that this triangulation of data takes place using various data sets, such as the Scottish Crime & Justice Survey (discussed in further detail at item 4.2) and Police Scotland's user experience data.

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

#### **4.2 SCOTTISH CRIME & JUSTICE SURVEY – ROBERT COOK/ MARK BELL**

Members considered the report which provided an update on the latest findings from the Scottish Crime and Justice Survey, covering the 2023-24 financial year. The update focussed on the latest estimates of crimes experienced in Scotland as well as results from questions relating to confidence in policing and feelings of safety. During discussion and in addition to the written report, the following points were noted and

discussed.

- The Committee noted the sustained decrease in public confidence since 2014 and queried whether similar trends were reflected in other surveys and if so, what Police Scotland were doing to address these trends. DCC Connors noted that although some short-term indicators point to a recent improvement in public confidence, the longer-term trend remains the more significant measure. DCC Connors emphasised the continued focus on local visibility and community engagement as the key drivers of trust. Internal cultural change was also highlighted to ensure that communities and victims remain the focus of delivering policing.
- There was significant discussion around the link between public confidence and communication. Members were advised that Police Scotland operate an ongoing multi-channel approach to comms, including social media platforms, community newsletters and engagement with local and national media. Members were assured that this work is being developed through close collaboration between internal teams and is supported by the 2030 Vision.
- Amanda Coulthard advised that a finding from the Community Confidence Action Research project was the requirement for localised communications to enable members of the public to be informed of what Police Scotland are doing within their community.
- Members were also advised that the SPA continue to publish public briefings to increase transparency and understanding of public confidence data.
- The Chair gave thanks to Scottish Government colleagues for their attendance and contribution.

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

#### **4.3 COSLA UPDATE REPORT – COUNCILLOR MAUREEN CHALMERS**

Members noted the report. The following points were highlighted and discussed.

- Members noted the updates on events and the key areas of work undertaken by COSLA in relation to policing including; Engagement with SPA & Police Scotland, community cohesion, antisocial behaviour and briefings for elected Members on marches and parades.
- Cllr Chalmers highlighted that recent discussions have taken place regarding concerns around the spread of misinformation, racism and extremist narratives within communities. Cllr Chalmers acknowledged the partnership working currently taking place with local authorities and Police Scotland to address these issues.

- In terms of antisocial behaviour, Members expressed support for COSLA's continued focus on developing a partnership response to this issue.
- The Chair sought and received assurance that COSLA are engaging with partners outwith Scotland on the topic of community cohesion. Cllr Chalmers advised that COSLA participate in international networks such as the Cities Alliance. Cllr Chalmers also advised that COSLA is currently working with the UK Government to develop strategies around national community cohesion.

**Members noted the report.**

**4.4 MENTAL HEALTH DISTRESS FRAMEWORK FOR COLLABORATION – PROGRESS REPORT – AMANDA COULTHARD**

Members considered the report which provided an overview of work underway across the policing system, and with partners, in relation to mental health distress, vulnerability and the response by policing. During discussion and in addition to the written report, the following points were noted and discussed.

- Members were advised that the framework builds on existing national mental health and wellbeing strategies, focusing on a subset of commitments aimed at supporting individuals in distress or crisis.
- It was highlighted that in the first 6 months of delivery the following has been achieved: the launch of the Mental Health Index, wider adoption of Distress Brief Interventions across policing, strengthening of community-based provisions through cross-sector collaboration, development of academic evidence and data-driven approaches to inform service delivery.
- Members commended the report and sought and received assurance that relevant partners were engaged in the collaboration. The Committee were assured that partnership members continue to evolve with plans to include representatives from Social Work Scotland, the Chief Officers group of the Integrated Joint Boards for Scotland and acute NHS Services. However, Members were advised that consistency across territorial NHS boards remains a challenge and work is ongoing to ensure full representation.
- Amanda Coulthard advised that appropriate governance is in place to ensure effective partnership working at all levels, including the Partnership Delivery Group and the Strategic Governance Group.
- The Committee queried the inclusion of additional policing metrics to demonstrate operational impact and were advised that an enhanced performance framework is in development which will provide the required data.

- Members sought to understand the delivery timescale for the Mental Health Dashboard. They were advised that it is currently in final development and it will be shared with Members once complete.

**Members noted the report.**

**5.1 HMICS IMPROVEMENT PLANS – PROGRESS SUMMARY – DIRECTOR TOM MCMAHON/ DONNA ADAM**

Members considered the report which provided an update of recommendations from HMICS Inspections selected for review. During discussion and in addition to the written report, the following points were noted and discussed.

- The BDO Internal Audit was highlighted to Members and Director McMahon acknowledged the positive feedback on the audit team's clarity of roles & responsibilities. However, the audit identified a "culture of non-implementation of recommendations" which Mr McMahon stated was unsustainable. The Committee were assured that Police Scotland are engaging with HMICS to reset processes around planning, Force Executive adoption, tracking and performance reporting of recommendations.
- HMCI Craig Naylor commended Donna Adam and her team for collating the evidence for audits. Mr Naylor advised that the publication of the recommendation tracker has driven improvement, especially in regard to mental health and officer safety.
- Members commended the closure of the online sexual abuse review recommendations and noted the link to the increase of detection rates of this type of crime.
- The Force Mobilisation Model was raised and in particular its contribution in reducing officer absences and rest-day cancellations during a busy summer of events. DCC Connors advised that while this Model has eased some pressure on the frontline, overall demand remains high and the model alone is not fully sustainable long term.
- Members noted the improved access of the British Transport Police to the Vulnerable Persons Database and queried the interoperability benefits. DCC Connors confirmed that it has enhanced joint working, particularly around vulnerability and safeguarding.
- Members sought assurance around open recommendations and how historic commitments map into the reset of improvement plans. Director McMahon assured that while the reset is ongoing, all recommendations are being reviewed for relevance and priority, with a focus on those that have been outstanding for a long period of time. He added that the reset aims to strengthen organisational learning and align with best value principles.

- The dependencies on multi-agency collaboration were highlighted. This was acknowledged by Director McMahon and he noted that Police Scotland's collaboration with partners is essential to achieving outcomes aligned to the 2030 Vision objective of Safer Communities.
- The Chair proposed for further exploration of existing partnership forums was undertaken and the following action was raised:

**PPC-20250916-005** - Due to the partnership asks across key areas, work to be undertaken on mapping the governance routes and identifying gaps for delivery of key recommendations, including existing partnership forums.

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

#### **5.2 HMICS FRONTLINE FOCUS REVIEW: TOOLS OF THE TRADE – HMCI CRAIG NAYLOR/ IAIN RAMSAY**

Members considered the report which provided an overview of the recent frontline focus review on tools of the trade. During discussion and in addition to the written report, the following points were noted and discussed.

- HMCI Craig Naylor advised that the Frontline Focus review examined equipment, training and tools available to the frontline including uniformed officers, staff and plainclothes detectives to deliver effective policing services.
- Mr Naylor described the engagement and feedback from officers, staff and partner agencies as exceptional, adding that there was widespread willingness to share both positive and negative experiences.
- Members heard an overview of the positive findings such as strong approval for the rollout of tasers, body worn video, DESC solutions, mobile data platforms and the recent changes to the officer safety training. The challenges and concerns were outlined to Members. These included the quality, comfort and fit of uniform and body armour, ineffective waterproof clothing and low quality of work boots.
- The Chair sought and received assurance from Police Scotland that the 6 recommendations and 16 areas for development identified in the HMICS report would be implemented as a matter of urgency. The Chair added that addressing these is fundamental to achieving the 2030 Vision objective of a Thriving Workforce.
- DCC Connors acknowledged and accepted all recommendations and areas of improvement. DCC Connors noted that staff feedback is essential and confirmed the commitment to listening to staff voices to incorporate their feedback into uniform and equipment decisions.
- DCC Connors commended frontline officers and staff for maintaining

professionalism despite known uniform and equipment shortcomings.

- PPC Member and Policing Together Oversight Group Chair, Tom Halpin, noted the report highlights the inconsistency of hat wearing and stated that this was a visible indicator of cultural variation on the frontline. Mr Halpin sought and received assurance that Police Scotland regularly benchmark uniform and equipment provision against other UK forces. Mr Halpin suggested Police Scotland also benchmark with Nordic countries due to the similar climate.
- Iain Ramsay (HMICS) advised Members that this report has prompted interest from commercial suppliers, adding that HMICS have passed contacts to the Police Scotland project team in Dalmarnock to progress.
- The Chair thanked all contributors for the constructive discussion and reaffirmed the committee's interest in tracking progress on this matter.

**Members noted the report.**

**6.1 WORK PLAN – COMMITTEE CHAIR**

Members reviewed the Policing Performance Committee Work Plan for the period of December 2025 – September 2026.

- The Chair noted the addition of Violence Against Women & Girls timeline and workstream to the Work Plan.
- Members considered and endorsed the Work Plan.

**End.**