

Meeting	Authority Meeting
Date	25 March 2020
Location	Tele-conference
Title of Paper	Committee and Oversight Group Reports
Presented By	Committee and Oversight Group Chairs
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

To provide the Authority with an update on business progressed through the:

- A. Succession Planning and Appointments Committee
- B. Policing Performance Committee
- C. Legal Actions, Claims and Appeals Committee
- D. Complaints and Conduct Committee
- E. CAM Oversight Group
- F. Resources Committee

The meetings and associated reports within this paper were written before last week's events unfolded and there may need to be a realignment of priorities in light of further developments relating to COVID-19.

OFFICIAL

Committee	Chair	Date	Page
Succession, Planning and Committee	David Crichton	26.02.20	3
Policing Performance Committee	Martyn Evans	27.02.20	5
Legal Actions, Claims and Appeals Committee	Mary Pitcaithly	04.03.20	11
Complaints and Conduct Committee	Matt Smith	09.03.20	12
CAM Oversight Group	Martyn Evans	12.03.20	14
Resources Committee	Elaine Wilkinson	17.03.20	17

Chair's report from the Succession, Planning and Appointments Committee
Chair – David Crichton

Meeting held on 26th February 2020

Accelerated Leadership Pathway

1. The Committee discussed a report from Police Scotland on its introduction of an Accelerated Leadership Pathway (ALP) which aims to identify, develop and support high performing individuals, through a suitable programme of development, to potentially reach the rank of Superintendent within 11-13 years (compared to the current average of 26 years), and strengthening the internal talent pipeline of potential Chief Officers of the future. The report outlined the content of the ALP process, as well as information on initial 2019/20 applications. Reference was made to the 'Direct Entry' programme within England and Wales, whereby proven leaders from out with policing are able to join directly at the rank of Inspector or Superintendent, emphasising that the ALP programme aims to make best use of existing talent.
2. Members welcomed the report but requested that a further update be provided outlining the rationale for not adopting the 'Direct Entry' approach, to assist the Authority to support Police Scotland's position.

Senior Officer Recruitment

Police Scotland Senior Leadership Recruitment – Planning and Process for 2020

3. The Committee discussed the process, timescales, content and recruitment methods for the upcoming round of ACC recruitment.

HMICS/HMICFRS Leading Lights Recommendations

4. The Committee discussed recommendations made within the recent report '*Leading Lights, An Inspection of the police service's arrangements for the selection and development of chief officers*', published following a joint inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) and Her Majesty's Inspectorate of Constabulary in Scotland (HMICS), the aim of which was to assess how well UK policing selects and develops candidates for chief officer roles.

5. One recommendation was for a change in regulations on eligibility for appointment of chief constables, with the report recognising that, in Scotland, this was a matter to be determined solely by Scottish Ministers and the Scottish Police Authority. The Committee noted that the report differentiated between Police Scotland and wider UK police forces, recognising the scale of a single national Scottish police service, with command structures involving multiple deputy chief constables. As such, Members were not of the view that there was a need for regulatory change in Scotland.

SPA and Police Scotland Directors – Terms and Conditions

6. The Committee received a report outlining the results of a review of current Executive Director Remuneration arrangements. Members reviewed the business case presented and were content with its onward submission to the Scottish Government Remuneration Committee for consideration.

SPA Chief Executive Recruitment

7. The Committee discussed a report outlining the process, timescales, content and recruitment methods to recruit to the post of SPA Chief Executive on a permanent basis. Members agreed that the process should be timed to follow appointment of a new SPA Chair, recognising the importance of their involvement in the recruitment process.

SPA Chair and Board Member Recruitment

8. The Committee received a report outlining required timescales for recruitment of a new Chair and Members. The report also detailed an assessment of the skills mix required, endorsed by the Committee, which will be provided to Scottish Government to inform their recruitment campaign.

Next meeting planned for 28 May 2020

Chair's report from the Policing Performance Committee Chair – Martyn Evans

Meeting held on 27th February 2020

The Policing Performance Committee met, under the revised remit, for the first time on 27 February. The Committee considered in detail the Q3 Police Scotland performance report and the joint plans between SPA and PS to develop the performance reporting process over the next year.

Councillor Kelly Parry had accepted an invitation the SPA Board extended to COSLA to nominate a representative to join the committee. She was unable to attend owing to a short notice requirement to be in Edinburgh.

ACTION LOG

1. In discussing the action log members noted a verbal update that Police Scotland were continuing to work with COSLA colleagues to confirm a joint position on the management of Temporary Traffic Restriction Orders and that this was expected to be concluded by March 2020.

Q3 POLICE PERFORMANCE

2. Deputy Chief Constable Graham introduced the Q3 policing performance report and highlighted good progress in the areas of human trafficking, domestic violence under the new legislation, hate crime and sexual crime. The considerable effort in partnership working was also highlighted along with Police Scotland responses to the recent floods and planning for coronavirus.
3. DCC Graham drew attention to the recent HMICS report on Police Scotland's response to online child sexual abuse and noted this was a challenging area, with rising demand. He assured the Committee of the commitment of the police service to address this issue. He agreed to bring a report on the planned response to the HMICS recommendations to the next Committee.
4. The Committee welcomed the progress on the issues highlighted and the overall performance of Police Scotland against a very wide range of measures and indices. They discussed with PS colleagues Q3 performance successes and challenges in the areas highlighted by DCC Graham. The Committee commended Police Scotland on the innovative partnership work with NHS Lothian colleagues to address

the issue of vulnerable people being reported missing from Edinburgh hospitals as an effective example of preventative work and demand reduction.

5. Members noted that the performance reporting was improving and thanked the staff in PS and the SPA for their hard work on the report. The staff are working together to ensure future reporting to the Committee has a clearer balance of success and challenge with trend reporting to allow an insight on progress towards the five outcomes in the Annual Police Plan and draft Strategic Police Plan 2020. The Committee asked that the 2020-2021 Annual Police Plan set out clear activity priorities (with activities taken from the draft Strategic Police Plan 2020) that the Chief Constable expected to be delivered in full or part that year. The quarterly performance report can then track the performance of those activities and allow an assessment of progress against the five strategic outcomes.

Detection rates

6. The Committee were concerned that in the reporting of the seven main crime groups, six were showing an overall falling trend in the rate of detections as a percentage of reported crimes. Members noted that detection rates were a key factor contributing to public confidence in policing.
7. There was discussion on the effect on detection rates resulting from activity prioritisation decisions taken within Police Scotland. Members asked that the work of the Demand and Productivity Unit inform the reporting which would enable Police Scotland to provide evidence in terms of the police deployment across the full range of activities and provide the context for changes in crime and detection rates. Police Scotland reported that a 'demand baseline report' had been collated which would shape future performance reporting.
8. Police Scotland colleagues noted the proportion of policing resource related to recorded crime and that the other demands on policing would have to be taken into account when considering the overall demand, resource and performance picture. They also noted that some crime groups were showing an increase in the total number of detections, if not a rise in the percentage and that this was reflective of the rising demand. DCC Graham offered to conduct a 'deep dive' into detection rates and bring a detailed report to the next Committee.

Drug Crimes

9. Members noted that the report did not clearly link the activities and campaigns carried out by Police Scotland with the statistics presented on drug supply and probed as to how the report could paint a more rounded picture of the drug availability and the access to drugs, by considering other sources of data, such as that from Forensic Services and health partners.

Cyber Enabled and Dependent Crimes

10. Members welcomed the considerable progress made in Police Scotland with the recording of crimes with a cyber element and that this work was helping to develop a better understanding of the extent and nature of both cyber enabled and cyber dependent crimes. There was discussion on the significant challenge around the cyber element in both workforce planning and resource deployment in this virtual space alongside the expressed and competing public interest in the police service being “visible” in our community’s public spaces.
11. Members discussed with PS colleagues the jurisdictional and legislative status of cyber criminals acting from outside Scotland. The powers of Police Scotland to enforce the law against these criminals appears limited but the threat from them is growing rapidly. This had previously been raised for Scottish Government consideration at the SPA Board. It is understood that this is an issue currently being considered by the Scottish Crime Reporting Board. SPA staff agreed to update members on progress.

Benchmarking

12. The Committee observed that Police Scotland appear from the evidence available to be performing well in many areas compared to other police services across the UK. Confidence in this observation would be enhanced significantly with clear and effective benchmarking against validated data from comparable policing systems in the UK and Europe.
13. Police Scotland colleagues agreed that this would be helpful and would contribute to Police Scotland’s development as a learning organisation and also provide evidence of areas where policing in Scotland was delivering exceptional performance and where improvements could be made.

14. The SPA and Police Scotland will convene a high-level seminar to explore the issues of inter-service benchmarking in April 2020 with participants from across the UK.

Stop and Search

15. Members noted that the number of stop and searches had risen substantially and the rate of positive searches had fallen. There was discussion on what an acceptable rate of positive search would be, with Police Scotland noting the very high rate of compliance (88%+) with the Code of Practice and that the effective measure of the tactic was not simply the rate of positive searches. Members discussed with Police Scotland the importance of the drugs and weapons found balanced with the need for proportionality and necessity of searches. It was agreed that this would be a tactic where external benchmarking would provide a valuable insight. Also see para 22.

Performance Framework Revision

16. The future revision of the Performance Framework was discussed throughout the meeting with members advising that they wished to see fewer but more regularly reported progress measures aligned to the strategic outcomes laid down in the draft Strategic Police Plan 2020 and activities in the Annual Police Plan. Members asked for a consistent set of measures to be reported each quarter with the inclusion of trend analysis to provide context. Underpinning this reporting would be an array of internal management information to support and monitor operational activity, with an agreed exception reporting tolerance.
17. The Committee noted that police efficiency can be demonstrated through the performance data being presented in the Framework but police effectiveness requires additional data on public and stakeholder confidence and experience. Members noted the value of the Crime and Justice Survey Data and asked SPA staff to develop a report which looked at the variance in public confidence across geographical areas and demographic groupings. Police Scotland highlighted a number of surveys of the public who had reported crime and their satisfaction. They agreed to bring a report on the evidence of public satisfaction to the next Committee.

The Data Journey and Police Scotland Analytics

18. The Committee received a very comprehensive presentation on Police Scotland's planned approach to managing and using data to

OFFICIAL

support operational policing. Members agreed that this programme was essential in providing a good foundation for future development toward data driven and evidence based policing. Members were supportive of the work to enable Police Scotland to improve the use the data it holds and the data it has access to, including linking data held by partners to provide better insight and operational decision making. Members noted the data ethics issues inherent in this approach and were informed of a Police Scotland Data Ethics Group that would be convened in the near future. SPA staff would be on this Group.

19. Members asked whether all of the elements described in the data journey were already included in the current business case for DDICT and were assured that at a high level this was the case. Members requested a report comparing the DDICT business case with current thinking on data and analytics be brought back to the Committee. Members noted that the DDICT business case was not currently able to be funded in the SPA Capital allocation from Scottish Government and highlighted the risk in this to operational policing. It was proposed that the data journey was presented and discussed at a future Board development session.
20. Police Scotland briefed members on the recognised shortfalls in Police Scotland's analytical capability and noted an intention to develop a proposal for additional investment in this area.

STOP AND SEARCH

21. SPA staff gave the Committee a summary of the past and current oversight of stop and search and reflected on the SPA Board guidance that stop and search performance reporting should be mainstreamed into the performance framework. Members discussed the role of Stop and Search Assurance Group and were assured that the detail examined in this Group would enable exception reporting to the Committee. An SPA staff member would be on this Group.
22. Members asked for a report on the actions to address the recommendations from the Independent Assurance Group on Stop and Search to be brought back to the Committee.

ANNUAL REPORT AND ACCOUNTS

23. Members considered a proposal on behalf of the SPA Chief Executive to discharge the SPA legislative responsibility to produce an annual report on policing performance, via the Annual Report and Accounts, rather than produce a separate and duplicative

OFFICIAL

Annual Review of Policing. Members and Police Scotland colleagues were supportive of this proposal as it was agreed that this would give an opportunity to report on all aspects of performance; financial, organisational and operational in a single document.

24. COSLA staff agreed to support the process of obtaining and reflecting the views of local authorities in the assessment of performance.
25. Under AOB members asked that the SPA CEO consider how a report on the SPA and Police Scotland's responsibility for Corporate Parenting could be presented to members.

Chair's report from the Legal Actions, Claims and Appeals Committee

Chair – Mary Pitcaithly

Meeting held on 4 March 2020

1. The Legal Actions, Claims and Appeals Committee met on 4 March 2020. As meetings involve the provision of legal advice, and consideration of specific cases, much of the Committee's business requires to be held in private. The main purpose of the Committee's meeting on 4 March was to consider a matter arising from a particular legal case.

Chair's report from the Complaints and Conduct Committee
Chair – Matt Smith

Meetings held on 09 March 2020

1. The date of the meeting was rearranged from 11 February 2020 due to a severe weather warning which was in place on the original meeting date.
2. The Committee considered a number of matters, including updates from Police Scotland and the SPA on actions related to recommendations in the Preliminary Report on the 'Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing'. It was noted that the Chair of the Independent Review, Dame Elish Angolini, would be meeting with SPA Members later in the week to discuss the Review.
3. Specifically, Members noted progress made in relation to Governance, Audit, Training, Proposed Legislative Changes, Systems Access, Website Updates, Changes to the SPA Complaints Handling Procedures and a Review of the Structure of Police Scotland's Professional Standards Department.
4. The Committee was presented with the SPA Complaints Quarterly Performance Report. Members noted performance statistics which reflected the position at the end of Quarter 3, 2019/20. Members were also provided with updates regarding the SPA Complaints Team Resource, a review of arrangements for the Dip-Sampling of Police Scotland's closed complaints and details of recent Stakeholder Meetings.
5. Members were presented with the Police Scotland Professional Standards Department Quarterly Performance Report which contained statistical information relating to the investigation of complaints about members of Police Scotland for the period 1 April 2019 – 31 December 2019. The Report also contained information regarding the activity of the Conduct Unit, the National Gateway Assessment Unit, the Anti-Corruption Unit, information regarding Police Investigations & Review Commissioner (PIRC) Complaint Handling Reviews (CHR), Investigations and aspects of organisational learning. Members commented in detail and raised a number of issues arising with Police Scotland on the report's contents.
6. Members were presented with a report of Police Scotland's Anti-Corruption Unit and information relating to police officers and police

OFFICIAL

staff who are currently suspended or restricted in their duties within Police Scotland.

7. The Committee discussed current ongoing complaints and workload being managed within the SPA Complaints Team including proposed changes to the manner in which the SPA handles Reconsideration Directions issued by the PIRC.
8. The Committee reviewed and agreed its Workplan for 2020/21.

**Chair's report from the CAM Oversight Group
Chair – Martyn Evans**

Meeting held on 13 March 2020

The CAM Oversight Group met on 13 March 2020.

1. Summary
Police Scotland reported on progress since the previous meeting. The Oversight Group reviewed the report on CAM implementation progress in detail with key police staff. Progress remains good in the view of the Group. Group members congratulated the Police Scotland Project Team and all officers and staff involved, on the successful planning and delivery of CAM across the West.
2. Risks
There are 5 high scoring risks but each have appropriate mitigation measures in place. The potential for COVID-19 to impact timelines and telephone demand is a threat to future progress over the coming months.
3. Implementation to date
The Contact Assessment Model is now business as usual in West command area, covering 6 Divisions, with 999 and 101 calls fully embedded within the CAM model in West.

Outcomes remain broadly aligned to planning assumptions, the response to urgent calls has been sustained within acceptable tolerance levels and there is evidence of improvement in the response to non-urgent calls.

Staff report increased time to carry out enquiries and attend incidents, describing their work as "better busy", and staff feedback on the impact of CAM is reported as positive across service advisors and Resolution Team.

Across West, there has been an average overall reduction in the requirement for frontline policing deployments of 30%, with these calls resolved via the dedicated Resolution Team, Direct Crime Recording or referral to the most appropriate agency.

4. The next phase of roll out
Plans, preparations and risk management for the next phase of CAM roll out were considered. The next phase of roll out is scheduled to

OFFICIAL

take place across Edinburgh and Lothian and Borders (E and J Divisions) week beginning 24th March.

Ahead of roll out to E and J Divisions, planning, preparation and risk management were considered in some detail. This included assurance that -

- There are 5 high scoring risks and the Group considered there are appropriate mitigation measures in place for identified risks.
- A successful recruitment exercise has been completed to support implementation
- Additional support is in place for initial roll out, including onsite champions, floor walkers offering advice and guidance, and Executive visits to Bilston Glen
- 90% of staff training in E and J is complete as of 13 March
- A comprehensive engagement plan has been implemented internally and with numerous stakeholders across E and J Divisions

Planning assumptions for CAM roll out remain that “go-live” in Fife and Forth Valley will be May 2020; and late summer 2020 for the North East, Highlands and Islands and Tayside.

5. SPA Communications

SPA communications and contingency protocols are in place, and are in alignment with Police Scotland’s communications plans. HMICS and Scottish Government are sighted on the protocol.

6. Mainstreaming oversight and assurance

Plans are in place to integrate C3 call handling and CAM reporting within mainstream performance SPA Committee reporting processes. A proposed framework for call handling performance reporting will be presented to the Policing Performance Committee May 2020, with a view to full implementation by the end of 2020.

Oversight and delivery of CAM business benefits is an item raised by the Oversight Group and subject to two special meetings and is now with SPA Resources Committee.

7. Future developments

1. Proposals are in development to pilot a mental health pathway “live test deployment” programme, connecting callers with NHS24 support via a call back mechanism, and with the support of Mental Health Practitioners. The Oversight Group were assured of the full engagement and ethical testing of this live deployment after ‘non-live testing’ was successful and overseen by the

OFFICIAL

Scottish Government Health Department. An update on the live testing deployment will be submitted to the Oversight Group.

2. An external evaluation of the CAM Programme is scheduled for January 2021. This was agreed by the Group as a reasonable timescale and scheduled for after full CAM roll out.
3. A fuller public report on CAM is scheduled to be considered by the SPA Board in Spring 2020.

Chair's report from the Resources Committee
Chair – Elaine Wilkinson

Meeting held on 17 March 2020

1. The key matters considered by the committee which we would wish to bring to the Board's attention and seek views and assurances from the Chief Constable were: COVID-19 resource implications; the 2020/21 budget and a number of associated Resource Planning issues, including benefits realisation from transformation projects; the continuing development of the Strategic Workforce Plan; and the potential significant risks arising from slippage in the appeals process for the Staff Pay and Reward Modernisation (SPRM) Programme.

COVID-19

2. Members recognised the fast-changing pace in developments but took a high level of assurance from the paper presented, which addressed operational issues, and the more focused discussion around the resource implications. Highlights included the links into national resilience mechanisms and the guidance being followed that balanced the maintenance of the operational policing response with the health, safety and wellbeing of officers and staff. The need to change working patterns and prioritise work outputs was acknowledged, along with the constructive approach being adopted by the Federation and Unions. The impact on forecast out-turn for 2019/20 is likely to be manageable both in expenditure terms and potential lost income. However the impact in 2020/21, particularly reduced income, is likely to be significant and any decisions or approvals on the 20/21 budget will need to be heavily caveated until the position becomes clearer. Members placed on record their appreciation and acknowledged the risks to front line officers and were supportive of the need to adapt procurement processes, where necessary, in order to secure appropriate Personal Protective Equipment (PPE).

2020/21 Budget

3. Members considered a detailed presentation on the proposed 2020/21 revenue, capital and reform budgets for Police Scotland, SPA Forensics and SPA Corporate, which had also been discussed with the full Board at a recent Board Development session in early

March. Members explored a number of areas, including: the potential impact of COVID-19 on both costs and income; implications of the recent UK Government Budget announcements in terms of Barnett Consequentials; significant staff increases in certain business areas and what controls were in place to ensure effective management of recruitment; and the pressure being placed on the reform budget due to the higher than expected level of appeals arising from the SPRM Programme.

4. Given the ever changing developments in relation to COVID-19 it was felt to be inappropriate to revise the budget at this stage. Members agreed to recommend the budget for approval, caveating that approval with the risks emerging from COVID-19. The committee asked that the same caveats are also included in the response to Scottish Government for the Budget Allocation Letter.
5. The budget for COP26 will be dealt with separately. Although a budget has been developed with a view to taking to the Board it has not come through the Resources Committee as part of the governance route.

Resource Planning

6. A number of reports, including the 19/20 financial monitoring report, 20/21 budget paper, benefits monitoring (productivity and capacity gains), transformation gateway review, and the Demand and Productivity Unit outworkings, together paint a very clear picture of significant challenges within Police Scotland around capturing, reporting and managing delivery of benefits of transformation to improve services for the communities of Scotland.
7. The reporting of actual and forecast benefits against original business cases in the transformation programme has been inconsistent throughout the year. The report to the March Committee states that the organisation is on track to deliver, but this is not evidenced sufficiently in the supporting material. The update from the Demand and Productivity Unit indicated that a complete demand evidence base for the policing system is still a work in progress. Priority is being given to Local Policing and it is hoped a complete picture for Local Policing will be available mid-way through 20/21.
8. The challenges around managing benefit realisation were also highlighted in the Transformation Programme Gateway Review completed in December 2019 with an Amber rating. In discussing

the recommendations which Members were advised were being actioned, it was highlighted that it was important for senior police leadership to have a leading role in the delivery of the transformation portfolio.

Strategic Workforce Plan

9. The update provided highlighted a number of delays against the timeline but an indication from Police Scotland that the position was recoverable. Members stressed the importance of the ongoing management of risk to the programme and that the committee should be kept informed as the workforce plan develops.

Staff Pay and Reward Modernisation Programme (SPRM)

10. Following previous reports when delays to the original timeline had been indicated the Committee had asked Police Scotland to take immediate steps, including increasing the number of panels, to get back on track with the original timeline.
11. The Programme continues to report delays, including a two month delay in the start of panel hearings, in the timeline and a significant variance in terms of the number and nature of appeals from that which was originally planned.
12. The risks associated with the delays do not appear to be fully appreciated in terms of staff morale and well-being and the financial implications for the reform budget, which is already under severe pressure.
13. Members were supportive of any proactive measures that could be taken to minimise the risks to well-being and staff morale. Members again requested to see a robust project timeline which would give assurance that the project would be delivered to the required timescales, asked that Staff affected are communicated with on a timely basis and sought clarification on whether this featured on the Police Scotland strategic risk register.