



Policing Performance Committee

7 December 2022

Minutes of the Policing Performance Committee held on 11 October 2022
via Live Stream

Board Members present:	Alasdair Hay (Chair) Michelle Miller Tom Halpin QPM Katherina Kasper Mary Pitcaithly
Board Member apologies:	
In attendance:	<u>Scottish Police Authority (SPA)</u> Barry Sillers, Director of Strategy and Performance Amanda Coulthard, Head of Strategy and Performance Scott Ross, Head of Change and Operational Scrutiny Martin Smith, Strategy and Research Lead Karen Morgan, Governance Support Officer <u>Police Scotland (PS)</u> Assistant Chief Constable Steve Johnson Assistant Chief Constable Mark Williams Assistant Chief Constable Emma Bond Assistant Chief Constable Gary Ritchie Chief Superintendent Gordon McCreadie Detective Chief Superintendent Stuart Houston Superintendent Darren Faulds Superintendent Stevie Meikle Superintendent Gary I'anson

	<p>Kirsty-Louise Campbell, Head of Strategy and Innovation Christina MacLucas, Principal Analyst Clare Noblett, Strategy and Planning Manager Gillian Cherry, Head of DPU Inspector Graeme Mitchell Veronika Burgess, Committee Services Officer</p> <p><u>HMICS</u> Chief Inspector Craig Naylor Inspector Brian McNulty</p> <p><u>COSLA</u> Councillor Maureen Chalmers Elisa Bevaqua</p> <p><u>Diffley Partnership</u> Mark Diffley</p>
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1. WELCOME AND STANDING ITEMS

The Chair welcomed everyone to the meeting being held via MS Teams and advised that he would now take over as Chair of the Policing Performance Committee and thanked Michelle Miller for her service in the role.

1.2 DECLARATIONS OF INTEREST AND CONNECTIONS

There were no declarations of interest or connections.

1.3 MINUTE FROM MEETING OF POLICING PERFORMANCE COMMITTEE FOR 7 JUNE 2022, FOR APPROVAL

Members **AGREED** the Minute of the Policing Performance Committee held on 7 June 2022 as an accurate record of the meeting

1.4 PPC COMMITTEE ACTION LOG AND MATTERS ARISING

Members noted the updates provided and agreed with the proposed recommendations for closure. These were confirmed closed at the end of each item where the action was covered.

The Committee **APPROVED** the action log and noted the updates provided.

1.5 DECISION ON TAKING BUSINESS IN PRIVATE (ITEM 5.1)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee **AGREED** to consider Item 5.1 on the agenda in private.

2. OPERATIONAL POLICING POLICY

2.1 RPAS UPDATE ON USAGE AND PERFORMANCE

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

- ACC Williams advised members that an Air Support Strategy is currently in development and acknowledged the cost benefits and effectiveness from increasing the use of drones in the Air Support Unit, particularly in more rural areas.
- Members were advised that Police Scotland is in the early stages of replacing their current drones which are due to reach 'end of life' technical support and the purchase of these have been out for tender and bids are currently being assessed by the Air Support Unit and the procurement team.
- Members heard that helicopters will remain the main air support asset to Police Scotland in the near to medium future. ACC Williams stated that whilst the basic technology will not change, the new drones will be more resilient with a longer flight time and as this technology becomes more sustainable, drones may feature more widely in local policing.
- From an environmental perspective, Police Scotland intend to deploy electric vehicles when the use of drones is required.
- Members asked how ambitious Police Scotland is in their intention to bridge the gap between helicopter and drones usage. ACC Williams provided detail on the current challenges of implementing drone usage, including the amount of drones currently available and the amount of qualified persons to pilot these devices.
- ACC Williams confirmed that the training provided to Drone operators is Civil Aviation Authority (CAA) approved and each of these officers carry out other roles in addition to piloting drones when requested.
- ACC Williams acknowledged the expense involved when deploying helicopter and provided members with the benefits of having a combination of helicopter and drones air support.
- Members recognised there is a cost implication for increasing the availability and usage of drones, including the training and re-

certification of officers. The cost for deploying helicopters is more expensive, but still remains an important part of air support capability.

- In response to members questions, ACC Williams advised the average life span of the drones could expect to be approximately 4 - 5 years.
- Members were advised the training provided to Drone operators is Civil Aviation Authority (CAA) approved and rigorously checked and audited.
- ACC Williams confirmed that Drones were deployed in line with the publicly available code of conduct and is only used overtly, from uniformed deployments in designated areas. Community impact assessments are carried out and these deployments are publicised on social media and other forums.
- ACC Williams confirmed benchmarking and consultation will be undertaken with any future strategy planning.
- Members were advised that Police Scotland is part of the Blue Light collaboration group and will explore the possibilities of shared working with other emergency services, particularly in view of the challenging and ongoing financial situation.

Members noted the report and the following action was agreed.

PPC 20221011-001 – Air Support Strategy – Police Scotland to bring the completed Air Support Strategy to a future committee, and to provide details of the RPAS replacement plan once procurement is complete.

2.2 CJSD UPDATE

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

- Chief Supt McCreadie provided members with an overview of the progress of CJSD re-modelling work, focussing on the impacts on performance, people and process across Middle Office and Production teams.
- Members acknowledged the important role these departments have in the criminal justice system and Chief Supt. McCreadie advised the middle office function is critical in providing officers with accurate and information to ensure appropriate decisions are made to protect the public.
- The productions function has responsibility to receive and manage items, which may be used as evidence in court proceedings. This includes the management of dangerous items such as firearms.
- Members welcomed the changes underway, including the implementation of core operating systems and a change of

leadership with the introduction of the new Head of Criminal Justice Services, Jenna Noble.

- Chief Supt McCreadie provided members with detail of some of the productions challenges, including the inherited legacy estate, specifically custody estates and productions estates, which requires investment. Other challenges included the accumulation of productions due to court backlogs and subsequent delays to enable disposal of these productions.
- Members supported Chief Supt McCreadie's recognition of the staff and officers working in middle office and productions.
- Members referenced that this subject is referenced in the CJSD 5 Year Vision plan and further detail on progress made and whether an investment plan will be presented to the Resources Committee. Chief Supt McCreadie advised members that progress has been made in Kittybrewster and Glenrothes and the immediate focus will now move Lanarkshire. Police Scotland have drafted an Estates Enablement Plan and noted that long term investment is required and funding will be dependent on the limitations of available funding across the organisation.
- Members requested that Police Scotland should undertake a deep-dive into the productions remodelling project for discussion at a future relevant committee, and to share a financial investment plan describing the longer term commitments for the custody/production estate.
- Members stated that purges of productions have taken place in the past and asked whether there are plans for a further one off purge to mitigate associated risks to the organisation. Chief Supt McCreadie advised that this is being taken into consideration, noting the current challenges in productions and there is work in progress to review resources, locations and how this department can establish a smarter way of receiving and disposing of productions. This review is hoped to be completed in 8-12 weeks.
- Members asked for detail on the potential risks to the criminal justice system with regards to the amount of items stored in productions and Chief Supt McCreadie advised that Police Scotland continue to fully service the requirements of the criminal justice system so that there is no risk or impact on court proceedings and the Chief Constable is kept fully aware of the productions position.

Members noted the report and the following actions were agreed.

PPC 20221011-002 - CJSD – Police Scotland to provide a report to a future committee on work undertaken to deliver the Productions Remodelling Project. It is expected this report will go to the next available ARAC.

PPC 20221011-003 - **CJSD** – Police Scotland to provide a Custody/Productions Estate financial investment plan to a future Resources Committee

2.3 AVIATION SAFETY AND SECURITY UNIT UPDATE

Members noted the paper, with ACC Mark Williams providing an overview and supporting comments from Superintendent Darren Faulds. The following points were highlighted and discussed:

- ACC Williams advised members that aviation safety and security is a growing area of interest for policing, including the increase of drone activity that may pose risk and threat to the public. Examples were provided including public nuisance, misadventure, smuggling of contraband and illicit material and reconnaissance.
- Members were advised that whilst public usage remains sporadic, there were a number of instances of drone activity during Operation Unicorn which was addressed by Police Scotland.
- Members welcomed the increase for resources in the unit and acknowledged the potential future risks in this area.
- Supt Faulds confirmed that as the public and commercial usage of drones continues, legislation will continue to be reviewed and updated, with the intention to engage with the public on the safe usage of drones. Police Scotland will continue to monitor the increasing commercial, media and public use of drones.
- Members queried how wider governmental policy may be influenced to reduce the level of drones purchased by the public. Supt Faulds expressed that the purchasing of drones can be purchased via many channels and not all channels follow UK regulations and safety standards.
- Members acknowledged that Police Scotland has a legislative duty to provide a proportionate policing response to incidents which occur in the airspace above its land jurisdiction. In general this legal framework provides that police, while not always the lead agency, have a role to play in enforcement, prevention and public safety aspects of airspace management.
- ACC Williams advised the legislation and framework will grow as usage increases and Police Scotland would like to see awareness increasing around the risks and responsibilities involved in drone ownership and usage.
- Members acknowledged the agility and forward thinking of Police Scotland in this area and welcomed the insights provided.

Members noted the report.

3. PERFORMANCE REPORTING

3.1 ICVS QUARTERLY REPORT

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

- Members welcomed the recognition given to the IVCS team and volunteers.
- Scott Ross reported to the committee that 242 successful visits to custody suites and interviews with 436 detainees were carried out between April and June and there were no recorded OPCAT concern and from 41 concerns raised for escalation, 5 remain outstanding.
- It was highlighted to members that 1 case of significant concern was raised whilst a visit in the North region, where a person in custody had not been afforded reasonable access to washing/showering facilities and SPA are aware of the number complex interdependencies on which access to showering is dependant and discussions have taken place with Police Scotland to mitigate these.
- Scott Ross highlighted the welcoming and positive interaction between visitors and Police Scotland staff and officers.
- Members acknowledged the work in progress to digitise the recording of the work of the ICVS volunteers.
- Members queried the availability of anti-harm and anti-ligature bedding and suits. Scott Ross advised there had been no examples from the visits of these items not being available, but sometimes the stocks of different sizes need replenishing in some custody suites and Police Scotland will continue to replenish stock when necessary. Chief Supt McCreadie provided assurance that anti-ligature suits are available in every custody suit and stock can be moved around if necessary. Chief Supt McCreadie noted that a move to 6 or 7 day justice system could be part of the solution, moving people quicker through the custody system.
- Members welcomed the proposed digitisation of ICVS and requested further information on any progress made. Scott Ross advised members that visitor interactions are recorded on paper, there is now a designated IT resource to investigate how best to digitise this and there will be testing carried out before a rollout commences.

Members noted the report.

3.2 QUARTERLY POLICING PERFORMANCE REPORT – Q1 2022/23

Members noted the paper, with Tina MacLucas, Police Scotland, providing an overview. The following points were highlighted and discussed:

- Members welcomed the significant level of detail provided in relation to quarterly performance across Police Scotland.
- The Chair officially welcomed Councillor Chalmers from COSLA to the committee. The Councillor welcomed the research that will be undertaken by Police Scotland around the cost of living crisis and Police Scotland confirmed that the research and learning will be shared with COSLA as this progresses.
- As Co-Chair of the Equally Safe Board, Councillor Chalmers noted the concerning increase in Rape Crime and asked for more detail on how Police Scotland plan to address and work with partners on this matter. Police Scotland advised work is ongoing to understand whether this is an increase in the instances of this crime or an increase in the confidence of reporting of this crime. Police Scotland advised that a Violence against Women and Girls Strategy and a Public Protection development programme are in development.
- Members welcomed the partnership work that is being undertaken by Police Scotland, SPA, COSLA and practitioners and there is ongoing partnership work with survivors, Women's Aid, SWAN and Rape Crisis. In the near future Police Scotland will commence stakeholder engagement activity with partners.
- In response to the Councillor's question, Police Scotland advised there have been no specific reports of an increase in hate crime towards Ukrainians and Russians.
- Members expressed a keenness to understand the root cause or underlying factors which may drive trends around lower levels of detections. Police Scotland detailed the complexity of the make-up and changing nature of crime, back logs of court cases, legislation and issues with resourcing, including the key challenges of the availability of response officers, non-deployable officers and sickness.
- Members noted the importance of clarity, evidence and rational for decision making, particularly in relation to levels of public confidence and asked how both prioritisation and improvement activity is being targeted using data and insights. Police Scotland provided detail around the range of analytical products prepared and utilised for decision making.
- Members acknowledged the challenge described by Police Scotland in responding to all demand – and the need to identify areas where the police response could be different or better delivered by another agency, and requested that consideration be given to how this is communicated clearly to the public. As the lead for public confidence, ACC Bond welcomed the comments and questions from

members and advised that Police Scotland is happy to have further separate conversations with members around this.

- Members asked that further work be undertaken to provide disaggregated data and insights through performance reporting at future committees. Tina McLucas advised that data analytics and insight are continually improving and Police Scotland and SPA can work together to identify how to deliver disaggregated and local scrutiny data to this committee.
- Members asked how data and insight are used to challenge and make a difference at a local level. ACC Johnson advised that as well as looking at performance daily, regular performance and resourcing meetings take place, local leaders attend local scrutiny panels and there is a constant review of data and analysis to assist local, regional and national police planning and operational activity.

Members noted the report and the following actions were agreed.

PPC 20221011-004 - Policing Performance – Police Scotland to consider how best to publically communicate challenges in response policing (reactive v proactive)

PPC 20221011-005 - Policing Performance – SPA and Police Scotland to explore disaggregation data and provide examples at a future meeting

PPC 20221011-006 - Policing Performance – Police Scotland to include local scrutiny data in the Performance report

(The following Agenda item was brought forward at the request of HMICS Chief Inspector Craig Naylor)

4. PUBLIC CONFIDENCE AND PARTNERSHIP ACTIVITY

4.3 HMICS ASSURANCE REVIEW – CONTACT ASSESSMENT MODEL

Members noted the paper, with HMICS Chief Inspector, Craig Naylor, providing an overview. The following points were highlighted and discussed:

- HMCI Naylor provided members with detail on the delivery of the project against strategic benefits, the operational impact and areas for improvement for future development of the modernisation of contact and engagement.
- Members acknowledged the opportunities for learning centred round the need for more detailed data in actionable improvements, better communication across business areas related to the work of Resolution Teams, how demand and transfer to other public services can be improved and for local policing representation in oversight meetings.

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- The recommendations contained in the report, along with areas for improvement, will assist Police Scotland to build on what has been accomplished to date by CAM, and to provide a wider range of options for members of the public and partner organisations to contact and engage with the service.
- Members requested more detail on the monthly variance in the time taken to answer calls from 999 and 101. HMCI Naylor advised there are several reasons for variations including shifting resourcing between 999 and 101 calls and influx of multiple calls for individual incidents and he confirmed the need to use data to understand system issues and failure demand.
- Members acknowledged calls do take longer using the THRIVE model, which benefits most parties, but may delay the answering of other calls, however, it was advised that all 999 call are being answered in less than 10 seconds.
- In regards to the Resolution Team, HMCI Naylor confirmed Police Scotland are reviewing current performance and ways this team can further add value, along with more robust processes for referral and handover to partner agencies. Members requested that Police Scotland provide a report to the committee on the work of the Resolution Team.
- Members were advised the SPA and Police Scotland will work together to provide a response and action plan to address the HMICS recommendations and a report will be presented to a future committee.
- Members enquired about the SPA governance of the CAM oversight group and would this type of support and oversight work as a model going forward. HMICS confirmed the rigour and scrutiny of the SPA had been of a very high standard and is considered as an exemplar for how future projects could be operationally embedded.

Members noted the report and the following actions were agreed.

PPC 20221011-007 - Contact Assessment Model – Police Scotland to provide a report to a future committee on the work of the Resolution Team

PPC 20221011-008 - Contact Assessment Model – Police Scotland and SPA to provide an action plan in response to HMICS Review

(AGENDA RETURNED TO ORIGINAL RUNNING ORDER)

3. PERFORMANCE REPORTING

3.3 PERFORMANCE FRAMEWORK ALIGNMENT

Members noted the paper, with Clare Noblett, Police Scotland, providing an overview. The following points were highlighted and discussed:

- Members were provided with an update on the on the background, aims and approach and progress on the work to align and enhance the local police planning process from 2023 onwards. This was welcomed by the committee, including the emphasis on local engagement and responsiveness.
- Members noted the activity undertaken at local, regional and national level, including tripartite reviews with Police Scotland, SPA and COSLA. Members were advised the next steps will include horizon scanning, data analysis and key stakeholder engagement.
- Police Scotland advised members that local divisions have been provided with performance support packs to assist in the development of qualitative and quantitative performance metrics and Planning Performance Officers have been assigned to divisions to provide additional support. Members were advised the Performance Framework will consolidate reporting aligned to the strategic and local planning arrangements and a Terms of Reference is being developed.

Members noted the report.

3.4 HATE CRIME IMPROVEMENT PLAN – PROGRESS UPDATE

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

- Members were advised that several of the dates of completion on the action plan had been revised and HMICS have confirmed they are content with the revision of dates. Three actions have been completed which include scrutiny, transparency and benchmarking. ACC Ritchie confirmed benchmarking will be included in future reports and examples of this will be brought to the next committee.
- Members asked whether Police Scotland is confident the new timescales will be met and ACC Ritchie assured members he had confidence that the discharge of actions in respect of the recommendations will be achieved.
- With regards to resourcing, ACC Ritchie advised, whilst there isn't a dedicated team tackling the Hate Crime Improvement Plan at present, there are steps being taken to create a project proposal for a permanent team to be in place for the implementation of the Hate Crime Bill (end of 2023).

Members noted the report and the following action was agreed.

PPC 20221011-009 - Hate Crime – Police Scotland to provide examples of benchmarking to a future committee

3.5 DEMAND AND ANALYSIS IMPROVEMENT PLAN – PROGRESS UPDATE

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

- Members were provided with an update of the progress made in relation the 12 HMICS recommendations with 4 actions completed and 8 still in progress.
- Members recognised the complexity and interdependencies of the work being undertaken in this area and asked whether key information related to the improvement plan in future updates could be presented more effectively, with milestone targets and dates to be included alongside the dependencies for actions.
- Members recognised the criticality of this work, the range of key strategic issues and demand within the organisation and importance of the relationship between DPU and the Strategic Workforce Plan in joining up this activity.

Members noted the report and the following action was agreed

PPC 20221011-010 – Demand and Analysis – Police Scotland to add a column for milestones and timescales to the Hate Crime report.

3.6 CRIME AUDIT IMPROVEMENT PLAN – PROGRESS UPDATE

Members noted the paper, with Supt Stevie Meikle, providing an overview. The following points were highlighted and discussed:

- Supt Meikle advised members that the Crime Audit Tactical Group continue with the appropriate tasking and delivery of all actions, against each of HMICS' Crime Audit 2020 Recommendations, and reporting progress to the Strategic Governance Board, chaired by ACC Bex Smith, on a bi-monthly basis.
- Members were given an overview of the progress being made in each of the recommendations, including an update on crime audit activity and the impact of dependencies on wider system improvements.
- Members asked whether the loss of personnel through the changes to the police pension was affecting the plan. Supt Meikle confirmed that pension leavers are having an impact across the organisation.

- Police Scotland provided assurance the adjusted timeline in the report was achievable.

Members noted the report.

4. PUBLIC CONFIDENCE AND PARTNERSHIP ACTIVITY

4.1 SPA PUBLIC CONFIDENCE POLLING

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

- Martin Smith provided Members with the background to this research, an overview of the public polling and detail around the public's confidence in policing, along with commentary on road safety, online safety and data privacy.
- Mark Diffley from the Diffley Partnership delivered a presentation to Members on the key findings of 'Public Perceptions of Policing in Scotland' with a focus on public confidence and trust, policing performance, road safety and data safety/sharing.
- Members welcomed the commitment to long term, consistent independent public polling and sought assurance that these insights, data and intelligence are used by Police Scotland to inform service response, design and delivery. Members were assured by Amanda Coulthard that insight and data from Police Scotland and SPA independent polling is utilised and shared at the Public Confidence Governance Board and with Police Scotland's Strategy and Analysis Team.
- Members acknowledged that in time the insights will be refined and developed to enhance discussions at the Public Confidence Board.
- Members acknowledged the link between public confidence and deprivation and sought detail on how the data will assist Police Scotland and SPA to understand and increase confidence in areas of deprivation. Amanda Coulthard advised members that a participative research action project is in development, including discussion with local communities and community organisations which focusses on the issues that may impact public confidence in those communities. Through these discussions small scale 'test of change' opportunities will be identified which may include contributions from wider partnerships. Members welcomed this approach and look forward to the provision of a future report on the joint deprivation project.
- Members welcomed the commitment to further deep dive and intersectional analysis of this data and welcomed that as part of this work and with the support of PPCW, area profiles have been created

which will utilise local data and insights from the Strategy and Analysis team and identify possible improvements that policing can make to improving confidence, with the caveat that there will be issues highlighted that will be outside of the policing remit.

- Members highlighted the lower levels of satisfaction in 'Bringing the Community Together' and asked whether this was a fair question considering this may not be Police Scotland's responsibility to improve. Amanda Coulthard advised that this was the first round of polling and as data and analysis builds questions may be revised or changed as this polling progresses.
- Kirsty-Louise Campbell expressed that a huge amount of work has been undertaken by Police Scotland in Public Confidence, including Your Police surveys, user satisfaction surveys and participatory approaches. She welcomed the independent findings which will strengthen and support the work of her team.
- Kirsty-Louise referenced that the current independent polling was mostly quantitative and asked whether a qualitative approach will be incorporated and reassurance was given that further work will be conducted on deep dive analysis and intersectional analysis and activity will be undertaken to build up a qualitative and quantitative database.

Members noted the report and the following action was agreed.

PPC 20221011-011 - SPA Public Confidence – SPA to provide a future report to the committee on joint deprivation project

4.2 MENTAL HEALTH GOVERNANCE AND DEMAND

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

- ACC Ritchie provided members with an overview of the report and referenced the depth of complexity involved, including issues with the use of multiple systems, the broad and sometime inconsistent range of data available, the lack of a cross service system of recording activity and questions still to be answered on what is meant by mental health demand
- Members welcomed the rollout of the Distress Brief Intervention, the Families Bereaved by Suicide pilot and the strategic work being undertaken by Police Scotland.
- ACC Ritchie provided Members with an update on the development of a mental health dashboard, the challenges behind achieving successful data extraction and the next steps for testing and trialling.

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- It was recognised that the work done so far reflects the first steps in a much longer development progress and is the adoption of an entirely new approach and members welcomed the commitment to its development and look forward to further updates in future meetings.

Members noted the report.

The Chair closed the public session and Item 5.1 was taken in private.