SCOTTISH POLICE AUTHORITY

POLICING PERFORMANCE COMMITTEE
17 March 2022

Minute of the Scottish Police Authority Policing Performance Committee held on Thursday 17 March 2022 by MS Teams

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Participants:

Committee Members

Michelle Miller (Chair)
Dr Catriona Stewart OBE
Alasdair Hay
Katherina Kasper (Observer)

Scottish Police Authority (SPA)

Barry Sillers, Director of Strategy and Performance
Amanda Coulthard, Head of Strategy and Performance
Scott Ross, Head of Change and Operational Scrutiny
Martin Smith, Strategy and Research Lead
Kirsty Scott, Independent Custody Visiting National Manager
Karen Morgan, Governance Support Officer

Police Scotland (PS)

Deputy Chief Constable Fiona Taylor
Assistant Chief Constable Tim Mairs
Assistant Chief Constable John Hawkins
Chief Superintendent Roddy Newbigging
Chief Superintendent Gordon McCreadie
Chief Superintendent Thom McLoughlin
Detective Chief Superintendent Laura McLuckie
Superintendent Helen Harrison
Superintendent Craig Smith
Superintendent Alan Wright
Superintendent Iain MacLelland
Chief Inspector Anton Stephenson
Inspector Nicholas Whyte
Inspector Graeme Mitchell
Sgt Susan Cook
Tom McMahon, Director of Strategy and Analysis
Kirsty-Louise Campbell, Head of Strategy and Innovation
Andrew Hendry, Chief Digital and Information Officer

Harry Schone, Senior Planning Performance Officer
Colin Maciver, Programme Manager
Gillian Douds, Committee Services Officer

HMICS
Elaine Galbraith

COSLA
Elisa Bevaqua

1. Welcome and Standing Items (Michelle Miller)

The Chair welcomed everyone to the meeting being held via MS Teams.

1.1 Apologies

Apologies were noted from Counsellor Parry, ACC Williams and Tom Halpin.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Minute from meeting of Policing Performance Committee for 1 September 2021 for approval

Members **AGREED** the Minute of the Policing Performance Committee held on 09 December 2021 as an accurate record of the meeting.

1.4 PPC Committee Action Log and Matters Arising

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

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

SCOTTISH POLICE
AUTHORITY

2.   Operational Policing Policy

2.1 Taser Advisory Group Update

Members noted the paper, with Superintendent Alan Wright providing an overview. The following points were highlighted and discussed:

- Supt. Wright provided the group with an update on the work of the newly established National Taser Advisory Group (NTAG), advising that 12 actions had been agreed at the first meeting of this group along with a Terms of Reference for the NTAG.
- Members noted that attendees at that meeting have been invited to observe Taser training during April which will allow members the opportunity to gain a better understanding of Taser use.
- Members asked whether there is a firm commitment to assess the long term potential impacts of Taser usage on vulnerable people, including those with disabilities. Supt. Wright confirmed this has been agreed and is detailed in the new action plan. The Chair welcomed this and asked for a report to the PPC on the outcomes of this activity in due course.
- Members welcomed the formation of the NTAG group which will provide additional assurance in the governance of Taser usage in Scotland.

Members noted the report.

2.2   Body Worn Video Update

Members noted the paper, with Andrew Hendry providing an introduction and Superintendent Iain MacLelland providing an overview. The following points were highlighted and discussed:

- Members were advised the BWV solution is operating effectively and noted that feedback from the Police Investigations and Review Commissioner (PIRC) has been positive.
- Regarding the Children's Rights Impact Assessment, Supt. MacLelland advised this has now been drafted and engagement work is in progress with Safe Communities colleagues and the final product will be shared on completion.
- Members were provided with an update on the public consultations that have been undertaken which included surveys, interviews and focus groups.

SCOTTISH POLICE AUTHORITY

- Supt. MacLelland advised that the majority of Police Scotland employees are confident BWV will have a positive impact on safety and protection, deterrence and interactions in different aspects of policing. Members were advised that colleagues felt strongly that BWV should not remove the practice of corroboration and should not lead to single crewing. They also sought assurance that this will not place any additional bureaucratic burden which may negatively impact response to incidents.
- Members were made aware of the next steps, which include internal and external dissemination and communications.
- Supt. MacLelland provided the group with an update on progress of the national rollout of BWV, advising that an initial business case is in development, noting the delivery dependency on the new ICT provision.
- Members welcomed the report, commending the approach, and noted the thorough and detailed process of engagement. Supt. MacLelland thanked the Strategy and Innovation team for their support in the delivery of this work.
- At the request of Members, Supt MacLelland provided further detail on the ICT dependency including the purchasing of cameras which is 20% of the overall provision.
- Andrew Hendry added this project would encompass design, delivery and lifetime management and noted the importance of ring-fenced resourcing and forecast planning to ensure the success of the plan so that BWV and digital evidence become a core pillar of the organisation's ability to deliver its objectives.
- ACC Mairs endorsed the position and plan, noting the challenges he encountered in the rollout of BWV in Northern Ireland and in lessons learned, taking the time for planning and ongoing management are of key importance.
- The Chair requested further detail on the specific child related issues and asked what measures and training in decision making will be in place with regards to children and vulnerable people. Supt MacLellan advised that the CRIA and EqHRIA both cover several of the points. Police Scotland has taken into account UNCRC privacy issues and the protection of children. This is detailed in the Code of Practice.

Members noted the report.

2.3   Cyber Kiosks Update

Members considered the paper, with ACC Tim Mairs providing an overview. The following points were highlighted and discussed:

SCOTTISH POLICE
AUTHORITY

- Members were advised in the period 2019-2021 there had been a 28% increase in digital forensic demand and the expectation is this will continue to rise.
- From January 2020 until the end of February 2022, over 6000 devices have been triaged, with 1899 classified as 'negative' and potentially suitable for return to the owner. ACC Mairs noted there is limited data available to advise whether these have been returned in a timely fashion, however, manual dip sampling in May 2021 showed that 86% of 'negative' devices had been returned to their owners.
- Members noted that the use of Cyber Kiosks is being encouraged across the 41 locations and they are integral in the ongoing activity in Police Scotland's Cyber and Digital Forensics improvement plans.
- The Chair noted the complexity involved including longer term issues and strategy. The Chair asked for consideration to be given as to how data can be collected that will advise of the timely return of devices and if this is not possible, consider removal of this as a key objective, so that this group can focus on what is being delivered and not the continuing unavailable data. ACC Mairs recognised the opportunity for learning from this and acknowledged the challenge from the Chair and the ongoing development of technology to ensure this data becomes available.
- Members stressed the importance of baselining and evidencing the benefits of Cyber Kiosks and noted the increasing resourcing demand in this area.

Members noted the report.

2.4   Drones (RPAS) Update

2.4.1 Drones Downlink System and Service Update

Members considered the paper, with Chief Supt Tom McLoughlin providing an introduction followed by a detailed overview from Superintendent Craig Smith. The following points were highlighted and discussed:

- Supt. Smith provided an overview of the paper and invited Members to attend a downlink demonstration. During the update, members noted there had been no requirement to deploy drones and the downlink system at COP26.
- Members were given further detail on the capability of this technology and were assured this does not extend to facial recognition and there are no plans for this to be developed.

SCOTTISH POLICE AUTHORITY

- The positive consultation and engagement approach described was supported by members, with learning described from local engagement that will inform the national approach.
- Supt. Smith provided members with a brief update on the next steps, including detail around enabling a secure downlink to be available on mobile devices, the air support strategy and environmental considerations.
- The Chair welcomed the positive engagement and asked whether any counter views had been expressed. Police Scotland provided the group with an update on the consultation in East Renfrewshire, advising that partnership groups/organisations had all provided positive feedback.

Members noted the report.

2.4.2 Fleet and Wind 8 Replacement

Members noted the paper, with Superintendent Craig Smith providing an overview. The following points were highlighted and discussed:

- Members noted the next steps, which include the commencement of the procurement process, the updating of the code of practice and a communications strategy in relation to the replacement of the fleet.
- Members welcomed the comprehensive detail provided in each of the Drone reports.
- The Chair asked whether the procurement process included consideration around the swift rate that technology improves and the potential that current technology can quickly become redundant. Police Scotland advised that consideration has been given to this issue and reassured members that the M300 does provide the best of current technology and it is expected that this will not need to be revisited for another 3-5 years.

Members noted the report.

2.5   Electronically Monitored Bail

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

- Members noted there would be an increased impact on policing due to an anticipated increase in reports of bail breaches which, in turn, is likely present challenges to C3 Division, Local Policing Divisions and CJSD.

SCOTTISH POLICE
AUTHORITY

- The importance of a partnership response to this development was stressed, with learning from England and Wales also being considered.
- Members were advised that likely future demand is currently unknown and difficult to predict at this present time, however there is an expectation that this will have resourcing, risk and financial implications.
- Members asked whether everyone who is granted bail will be electronically monitored and Police Scotland advised that this would be for the judiciary to decide, with those receiving a curfew or on the cusp of remand being most likely to be electronically monitored.
- Members asked whether individuals are more likely to be compliant if they are electronically monitored. Chief Supt. McCreadie did not expect a reduction in demand and noted that whilst breaches will continue to occur, these will be better monitored and it will be easier to identify when they happen.
- Members were advised this is a policy decision by the Scottish Government and Police Scotland's objective is to ensure the successful management of offenders who are subject to these orders by effective use of the THRIVE (threat, harm, risk, investigative opportunities, vulnerability and engagement) assessment, which is undertaken for each report.
- Police Scotland added that is it difficult to quantify the impact on resources until the rollout begins and this will be undertaken in partnership with other agencies.
- Elisa Bevaqua, COSLA asked for further detail on any engagement with Criminal Justice Social Work. Chief Supt. McCreadie advised that this would fall under the Scottish Government's remit to work with Criminal Justice Social Work to deliver this policy which will impact all areas of Criminal Justice.
- The Chair acknowledged the potential for an increase in policing demand and there is uncertainty as to what this will look like. The Chair asked whether there are mechanisms in place to capture this data. Police Scotland advised any reports will be recorded on the Command and Control system and this will quantify the demand in this area.

Members noted the report.

3.   Performance Reporting

3.1   Quarterly Policing Performance Report – Q3 2021/22

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

SCOTTISH POLICE
AUTHORITY

- Tom McMahon provided an overview of key points from the report and drew members attention to the following:
  * A section in the report dedicated to COP26 covering the scale and impact of the operation.
  * The redeployment of resources to support local policing through the Omicron variant of Covid.
  * The significant increase in demand around vulnerability including missing persons and increased demand from external partners.
  * Reference to the sections regarding the continued increase in online fraud and sexual crime.
  * The development of a Violence against Women and Girls strategy which includes the 'Don't Be That Guy' campaign.
  * The continued increase of assaults on Police officers.
- Members asked how the impact of the 'Don't Be That Guy' campaign would be evaluated and measured. Police Scotland advised that measuring the reach of the campaign is easier to quantify than the impact and noted the importance in the change of language and firmly putting the responsibility on perpetrators and not victims. It was noted that the video campaign itself will not change the culture but opens up opportunity for wider conversation; members acknowledged that this is not an issue that Police Scotland can or should resolve on its own.
- Members reinforced their desire to see a continued and increased focus on impact, particularly as the Violence against Women and Girls strategy is developed. Members also welcomed the focus on internal organisational culture as well as external and operational commitments in this area.
- Members sought further detail on the prioritisation and resourcing decisions taken around reactive deployment at a strategic level, along with re-assurance that operational response can be adapted to provide resources where needed. They were assured by the detail provided by Police Scotland, including detail around strategic assessment, data analysis, and assessment of threat, risk and harm.
- Internal organisational governance arrangements were described by Police Scotland to provide members with assurance on operational responsiveness, scrutiny, accountability and governance activity at a local, regional and national level; including public confidence and user satisfaction.
- Members welcomed the strong commitment to alignment of the Annual Police Plan to the performance framework.
- The Chair sought further detail on the impact on Police Scotland from displaced demand from other public agencies. Tom McMahon acknowledged the issue and confirmed this is a strategic challenge for the organisation. He advised discussions are ongoing with

SCOTTISH POLICE
AUTHORITY

- Scottish Government and partner agencies to address this with a broad understanding, including data that evidences this as an issue. ACC Hawkins referenced non-crime related demand and the contribution that Police Scotland makes in this area.
- The Chair highlighted concerns regarding the increase in demand and reduction in detection rates in a number of areas and sought assurance around decision making, prioritisation and operational responsiveness at a strategic level. Police Scotland confirmed that this continues to be a key strategic challenge, the data on this matter informs activity, discussion, resourcing and planning at all operational delivery boards.
- ACC Mairs provided members with further detail on the increase in cyber-crime and the practical, prevention and process activity that is being undertaken by Police Scotland to tackle this.

Members noted the report.

3.2 Police Scotland Benchmarking Update

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

- Tom McMahon confirmed the commitment to embedding this work in to the refreshed performance framework and this will be included at June's committee and onwards.
- Members were updated on progress, activity with the external Performance Benchmarking Short Life Working Group (SLWG) and reference was made to data quality, user satisfaction, benchmarking measures and guiding principles.
- Members acknowledged the complexity of this work and the legitimacy of this activity, noting the benefits and challenges of benchmarking, including an understanding that absolute parity is not the aim of benchmarking, with Police Scotland re-enforcing the Chair of the Authority's message that benchmarking should look to drive improvement, build public confidence and be accessible.

Members noted the report.

3.3 Crime Audit Improvement Plan – Progress Update

Members noted the paper, with Detective Superintendent Laura McLuckie providing an overview. The following points were highlighted and discussed:

SCOTTISH POLICE
AUTHORITY

- Members noted the progress of each of the recommendations and D.Supt McLuckie provided an update on progress regarding timescales and dependencies.
- Members welcomed the update and asked whether Covid and COP26 had contributed to challenges in rolling out the Core Operating Solutions in the Highlands and Islands. D.Supt McLuckie advised the challenges were due to the complexity of data migration and introduction of a new system, adding that there will potentially be issues in other areas but the learning from the Highlands and Islands will be taken forward as the rollout progresses.
- Members were assured that Police Scotland has a full project plan and team in place to support progress and mitigate any potential slippage.
- The Chair was encouraged to see the progress being made and requested that anticipated timescales be included in future updates.

Members noted the report and the following action was agreed:

PPC 20220317 – 001 - **Crime Audit:** Police Scotland to include anticipated timelines in any future updates

3.4 ICVS Q3 Report

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

- Scott Ross advised there were 275 successful visits to custody and 398 interviews with detainees and no recorded OPCAT related concerns.
- Members noted that out of 66 areas of concern, 6 remain outstanding with a longer term resolution expected – most are custody related.
- The new quarterly report was welcomed by members and the Chair echoed thanks to and appreciation of all ICVS volunteers.
- Members enquired about the longer term resolution of the 6 remaining issues. Members were assured of the ongoing discussion between ICVS and Police Scotland to resolve these matters. Chief Supt McCreadie provided members with an overview of the investment in estates and issues with legacy under-investment.
- The Chair asked for further detail on the extent that that the work of the ICVS feeds into HMICS in relation to custody inspections. Kirsty Scott provided members with a brief overview of this activity and assured members of the close working relationship between ICVS and HMICS.

SCOTTISH POLICE
AUTHORITY

Members noted the report.

4. Public Confidence and Partnership Activity

4.1 Police Scotland Response and Analysis on 'Spiking'

Members noted the paper, with Detective Superintendent Laura McLuckie providing an overview. The following points were highlighted and discussed:

- Members welcomed Police Scotland's swift response, with Gold, Silver and partnership meetings established, including attendance at Scottish Government round table events.
- Members noted the data and analysis in the report and welcomed the addition of senior investigators at divisional level to provide support and oversight for each investigation.
- The commitment to review Police Scotland's approach was welcomed, and members were assured that updates on this will be reported to a future committee meeting.
- D.Supt McLuckie also drew members' attention to the Spiking Information Toolkit.
- The partnership-focused bystander training was also welcomed, with details provided on work underway in Greater Glasgow in partnership with Rape Crisis.
- D.Supt McLuckie advised this work has been embedded into Police Scotland's VAWG activity and members were assured that intersectionality issues around reporting will be addressed via the PPCW team.
- Police Scotland provided members with further detail on the insights and benchmarking learning from other UK and international jurisdictions.

Members noted the report and agreed the following action:

PPC 20220317 – 002 - **Spiking:** Police Scotland to provide a further update on the review underway and insights from analysis in relation to intersectionality.

4.2 HMICS – North East Custody Inspection

Members noted the paper, with Elaine Galbraith, HMICS, providing an overview. The following points were highlighted and discussed:

SCOTTISH POLICE
AUTHORITY

- Elaine Galbraith provided members with a background to the HMICS inspection and an overview of the recommendations, highlighting progress around paper based recording systems, resourcing backfill for local policing and health care provision. Members were advised that HMICS is confident that all of these recommendations will be discharged.
- HMICS highlighted the close partnership that has been established with ICVS and Police Scotland.
- The Chair welcomed this update from HMICS and requested that Police Scotland bring back a future response on the recommendations and action plan.
- Chief Supt McCreadie provided members with an initial verbal response to the recommendations. He confirmed that a rollout of hand held devices has commenced, noting that Wi-Fi has been installed in primary centres and will provide the opportunity to update custody records instantaneously. Chief Supt McCreadie acknowledged the complexity of resolving local policing backfill and welcomed a future inspection of health care standards and the opportunity to address the disparity of health board provision across the country.
- Members welcomed the positive tone to the report and the excellent work that has been undertaken in this area.

Members noted the report and agreed the following action:

PPC 20220317 – 003 - **HMICS North East Custody:** Police Scotland to bring back a future response on the recommendations and action plan.

4.3 Call Handling and Incident Resolution

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

- ACC Hawkins updated members on a recent decision to facilitate the recruitment of an additional 55 service advisors to build capacity and flexibility in the service.
- Members recognised the challenges regarding surge and variability in demand for both 999 and 101 calls and asked for further detail on the acceptable tolerance levels. Police Scotland advised members that the Home Office Standard of acceptable tolerance is 5 minutes and Police Scotland reported 0.17% of 999 calls waiting over 2 minutes to be answered.
- Members noted that ring-fenced staff are made available to take 101 calls during expected surge times, however, during times of unexpected surge calls, for example the night of Storm Irwin, this

SCOTTISH POLICE
AUTHORITY

- can be more challenging and priority will always been given to ensuring 999 calls are answered first.
- In response to members' questions regarding transferring calls elsewhere during surge times, PS advised this would not be permitted due to the level of training required for service advisors to respond effectively to both 101 and 999 calls.
- Members were assured the ongoing development of digital services continues and this will support the easing of 101 call demand and provide users with an array of options to access information and communicate with Police Scotland.

Members noted the report.

4.3 Naloxone Test of Change Evaluation Report

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

- Members noted the overall support for officers to carry Naloxone, recognising the challenges and barriers encountered during the Test of Change.
- Members welcomed this positive report and the commitment from the Chief Constable to roll this out nationally.
- Members sought further detail on the framework for evaluation and ongoing research and Police Scotland advised this will be reported to a future meeting of committee and regularly through implementation.
- Members requested that these updates include detail on uptake in training by officers and officer engagement in the roll out process.
- Members welcomed the very recent news that the Scottish Government has committed to full funding for the initial national roll out of this activity, with future discussion around funding from health boards.

Members noted the report and agreed the following action:

PPC 20220317 – 004 -**Naloxone Update:** Police Scotland to provide detail on training, rollout, impact and attitudes in any further updates to this committee

The Chair thanked everyone involved in the planning, preparation and delivery of the meeting.

Meeting ended.