The Sheku Bayoh Public Inquiry

Witness Statement

Tina MacLucas

Taken by ▮▮▮▮▮▮▮ **by MS Teams**

on Tuesday 20 May 2024

Witness details and work history

1. My name is Christina MacLucas. I usually go by Tina. I was born in 1973. My contact details are known to the Inquiry.

2. I started in Strathclyde Police in 1997. I was a crime desk operator. I was in that role for a couple of years. It involved typing crime reports. An officer would go to a call and would provide the information for me to record.

3. In about 1999 I moved to an analyst role for maternity cover at Coatbridge. I enjoyed it and applied for an analysts post and was successful.

4. I underwent analyst training at the Scottish Police College. It takes about a year and gets recognition at the end. It covers, for example, crime pattern analysis and telecoms analysis. The course would look at specialist analysis of major incidents, murder investigations, strategic analysis and the whole national intelligence model. There are analytical products and techniques that you get trained on.

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1

5. In terms of courses on race in the training, there were a number of courses. There wouldn't be a specific course at that time looking at race per se. But the two week crime pattern analysis may have involved some analysis involving race if that was relevant to the specific task. You'd look at a broad range of types of any crime patterns, including relevant elements such as race. It was many years ago so I do not recall the specifics of my training tasks. Broad analysis of demographics would be undertaken if relevant to determining hypotheses. Then we would unpick these hypotheses using the data and develop conclusions.

6. ███████████ still runs those courses and ██ can give more insight.

7. I was an analyst for a few years at Coatbridge. I conducted local analysis. I was still doing that until around 2003.

8. In 2003 I was a criminal intelligence analyst at various local locations. I moved between local Divisions and HQ. I was in the Strategic Analysts Unit and in my current role I still oversee strategic analysis but on a national scale. Strategic analysis involves developing an evidence base and risk assessment to identify Force Control Strategy Priorities.

9. I am asked if this role has involved analysis or priorities in relation to race. I can't specifically remember. But when looking at specific analysis as a whole then protected characteristics are covered if relevant to the specific analysis and subject matter then race could be a consideration. Hate crime is a standalone priority in the most recent strategic assessment. That was a recommendation from HMICS a few years ago. It is a standalone priority in terms of strategic assessment and features on the Force Control Strategy.

10. For a few years there was quite a lot of media, scrutiny and academic research relating to stop and search. There have been improvements in the data and proportionality and flagging what might need to be reviewed. There is now a code of practice for stop and search and compliance rates are

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monitored through our quarterly performance report and stop and search data is routinely published.

11. My team are developing a Culture Dashboard for Police Scotland. Data within this dashboard shows how we can overlay datasets and see what kind of questions we can ask about culture to improve insights to inform change.

12. From 2005 to 2007 I took a role as a coordinator of analysts in Motherwell. I was responsible for analytical delivery for that general area. There were 5 analysts on the team who worked with intelligence officers. This involved use of the national intelligence model, meaning analysis of threat, risk and harm. These were operational policing matters. The role involved trying to link in with partners such as local authorities and so on. We had a problem solving approach with partners, we would ask what is the data telling us and how to we build out from that, what is happening on the horizon and what's happening in other areas. This informs policing priorities and that informs the response piece.

13. From 2007 I was analyst coordinator in the Strategic Unit covering strategic analysis for the whole of Strathclyde Police. The role involved using data and insights on a broader scale at that time. Instead of a small geographical area it was looking at the whole of Strathclyde Police. I managed a team of analysts to help with that as well. I did that for quite some time.

14. I then sought more qualifications. I had an HNC in business administration at that time but not a degree. Given my work experience, I completed a masters degree in criminology and criminal justice in 2009. That was a joint course between the University of Glasgow and the University of Strathclyde. I did that alongside my work.

15. This degree allowed me to apply for a principal analyst role in police headquarters. Initially the principal analyst post was overseeing other analysts. I had worked on murder enquiries and major incidents so had that

Signature of Witness ...

3

experience. The Principal Analyst post was across operations, murder investigation teams, source handling for human intelligence etc. It included telecoms and analysis. I was supporting operations and enquiries across the Service. I managed a number of analysts across the structure, including specialist supervisors who would report into me and the Director of Intelligence.

16. Around 2011, I then moved to a different space after Strathclyde Police restructuring. We decided to look at the structures and brought in disparate areas such as performance. I managed local policing analysis, specialist analysis and strategic analysis. There was an opportunity at that time to use my experience. There was a lot of crossover in the areas so we tried to bring these sperate posts together. Various different skillsets were being brought together to look at the whole picture around problem solving alongside being data driven around results.

17. At the formation of Police Scotland there were 8 legacy forces and the national crime agency. These services were coming together as one police service for Scotland which meant more restructuring. I was one of 9 principal analysts, which was reduced to 3 as part of that restructure. My role as Principal Analyst covered Statistics, Performance, Strategic Analysis and Business Intelligence.

18. The merger of legacy forces into a national service also involved a requirement to make significant savings under a new operational model. My role involved informing structures for my areas and there was a requirement to save a third current operating costs. That's why we designed a national team who worked together as a national service to deliver local analysis as well. That structure was the structure until around about 2 years ago.

19. The specialist analysts and local policing analysts were reparented under the Specialist Crime Division. I remained in the directorate and retained the strategic analyst, business intelligence and performance functions.

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20. Before we got to that point there was a recognised gap around productivity in the force. This is about 6 years ago that this conversation started. It was recognised that there was insufficient capacity in the system. A programme was designed to address this led by PWC. I was deputy senior user to inform that program and stepped us as the senior user was absent at that time. That role was about getting better datasets to inform productivity and analysis. That involved building what is almost like a database of information. The Demand and Productivity Unit was introduced and has been up and running for a few years now. That team is key in the dataspace. That has enriched what data we have.

21. We have new models now to data-mine including tabular models and power BI and the introduction of a national crime system that now allows us to derive new and better insights. That's an ongoing developing piece.

22. The Statistics Unit was reparented to the Demand and Productivity Unit to better align statistics and data science, so they moved from my team. Corporate services are undergoing a review at the moment.

23. I am asked if I have any roles in any Police Scotland reference or advisory groups. I'm a member of the Scottish LGBTI Police Association and also part of the allies network.

24. Working with key business areas APU produce the Policing Together (PT) 6 Monthly Performance Report which is an output from the PT Performance and Impact Group (PT P&I) and is submitted to the PT Strategic Oversight Board (SOB) on a 6 monthly basis incorporating 2 quarterly cycles. The PT 6 Monthly Performance Report, comprises of updates in relation to mainstreaming and delivery against PT and the Joint Equality Outcomes for Policing. The mainstreaming section of the report provides key strategic updates which are aligned to Policing Together. Key reporting against the Joint Equality Outcomes for Policing are included within the report to ensure

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ability to comply with legislative reporting requirements. The report provides high-level progress updates, examples of national and local activities and their impacts and some key next steps that will be updated on through future reporting. The report is structured to cover Police Scotland commitment, actions, achievements/impact and next steps. This method of reporting is consistent with Police Scotland's approach to the legislatively required Joint Equality Outcomes for Policing Mainstreaming report.

25. Police Scotland's ambition in respect of its Policing Together 6 Monthly Progress Report is to provide increased outcome focused reporting which is supported by key data and insights. In furtherance of this aim, work is underway to develop a Culture Dashboard which will incorporate, where data is available, the indicators for Policing Together and our work on Sex Equality and Tackling Misogyny. This work is at an early stage with Planning Performance Officers and Business Intelligence Analysts engaging with business areas to define the indicators for inclusion in the dashboard. Data availability and accessibility is also being reviewed and an initial baseline of data will be prepared and reported through the relevant governance groups. The Culture Dashboard will be developed using Power Bi and will require collaboration with internal departments and a period of testing.

Reporting Processes

26. I am asked to explain the quarterly performance reports to the Scottish Police Authority (SPA). For performance we report internally and externally to the SPA to the Police Performance Committee. They provide performance reports to that group.

27. It starts with the data, looking at, for example, exceptions and deriving insights. By way of example we might be having challenges with an exception around shoplifting incidents and so we would look at the data and produce analysis to provide insight and make recommendations. Areas of threat, risk,

Signature of Witness

harm and performance would be delivered to our tasking and coordination meetings and where relevant reported to SPA in our quarterly performance report. We have conversations with subject matter experts strategic leads at the ACC, DCC level to ensure we capture everything we need to.

28. The performance board have discussions internally and that report goes to the Policing Performance Committee. My teams produce that report. I report to Director McMahon, how in turn reports to ACC Speirs who is the strategic lead. The SPA have a scrutiny role and this report helps to inform this function in terms of demonstrating and being held to account on policing performance. That's a public meeting. People can dial in and the reports are published and available publicly to access.

29. In addition we report twice a year on the annual police plan to show progress against commitments made in the plan.

30. The other key report is Chief Constable's year end report which informs the SPA's annual review of accounts which is a legislative requirement. Our performance reporting will be reviewed in line with our new Performance Framework with a new format being reported as of Quarter 1 2024/25.

31. I am asked to explain the threat register. This is part of the Tasking and Co-ordination process across the Force where threat, risk and harm is appropriately escalated from local to regional to national. There has recently been a national review of tasking and coordination to enhance this process. This has now been implemented across the Service.

32. Tactical Assessments are produced by the analyst community to inform threat, risk and harm and these are presented to tasking and co-ordination meetings across the Service. I'm responsible for the regional and Force Tactical Assessments. Threats are escalated as appropriated guided by the Chairs of each tasking meeting at each level. For example there might be a specific issue with feuds or organised crime that's discussed at a regional

Signature of Witness .. ..

7

level. If that is manageable at a regional level it doesn't need to be a escalated to national level. The threat register is about the biggest threats we need to be alive to. I don't think the threat register was in place in 2015 although tasking meetings did take place in line with the National Intelligence Model.

Race data collection, monitoring and analysis in 2015

33. I am asked to explain how Police Scotland collected, monitored and analysed data on race in 2015.

34. People and Development capture this data through the Scope system and would be responsible for providing this data.

35. The data in 2015 was reported by the statistics team, but that was mostly operational data and not people data with was managed by People and Development teams. Management Information reports are produced by the statistics team and published on the Police Scotland Website, although this is mostly crime and incident data.

36. We look at things like proportionality where relevant. We were just short of two years into Police Scotland and in 2015 we developing and publishing management information. I can't recall anything specific to race that was published at that time by my teams.

37. In 2015 and now the Statistics Unit would provide crime data to the Scottish Government for them to publish in their crime bulletin. This is general data and I'm not entirely sure if there's anything that would be specifically focussed on race across those publications.

38. Mark Hollinsworth, Senior Statistician, would know more detail about the 2015 position.

Signature of Witness ...

39. For use of force, only more recently have we been supporting the publication of that data. The development of the Your Safety Matters dashboard is part of this. Police Scotland started publishing the use of force performance report around 2021, 2022 and this is available on the Police Scotland Website.

40. For stop and search data, there wasn't the stop and search system at that time in 2015. We did collate stop and search data and that was something Police Scotland would have released under Freedom of Information requests. That data is now routinely published and available on the Police Scotland Website.

41. In 2014 there were concerns about stop and search of young people and a reference group was set up to consider this and general stop and search practices. In May 2017 there was a new code of practice brought in to address this.

42. Generally for stop and search that was about all sorts of elements such as numbers of stop and search and enhanced governance around stop and search for any protected characteristic such as young people or race. We had a data process looking at comparisons with census data to flag if any potential disproportionality for local commanders to consider.

43. There was a reorganisation and reference group put in place for stop and search. That included using academic research and considered academic publications and insights as well as having key academics as members of this group.

Race data strategy and policy in 2015

44. I am asked to explain my understanding of what strategies and policies were in place in relation to race data in 2015.

Signature of Witness........................

9

45. Statisticians would follow general guidelines and consider the code of practice for statistics across all publications. Teams would also refer to force policies and guidelines as required which are all published on the Police Scotland Intranet.

46. Where appropriate, my teams would complete a Data Protection Impact Assessment for publications. We produced a DPIA for the Performance Framework.

47. I am asked how race data from 2015 would feed into the training of officers. All teams are required to complete EDI training – it is mandatory.

Current position on data collection, monitoring and analysis

48. I am asked to explain my understanding of Police Scotland's current policy and strategy in relation to the collection, monitoring and analysis of race data.

49. People and Development would be more relevant in relation to this as they manage this data in the Scope system. Information Management colleagues would also be best to provide policy positions on this. My teams are vetted to allow them to analyse sensitive data as and when required.

UN High Commissioner for Human Rights' report: "Human Rights-Based Approach to Data"

50. I have read the UN High Commissioner for Human Rights' report: "Human Rights-Based Approach to Data" (SBPI-00563). I am asked to explain to what extent Police Scotland are consistent with the principles identified in the report, being: participation, data disaggregation, self-identification, transparency, privacy and accountability.

Signature of Witness......................

10

51. For participation, the development of Police Scotland Surveys are overseen by my colleague ▮▮▮▮▮▮ who looks at public engagement. This includes user experience. I know there is engagement with "seldom heard" groups through ▮▮▮ team. ▮▮▮ and ▮ team produce performance data for surveys and submit this to my teams for external reporting.

52. For disaggregation, we break down data as much as we can. We use models to disaggregate data more than we could previously. Where we're still challenged is the systematic approach to triangulate data with partner data. One of the big challenges in data sharing and accommodating a platform for this. There are pockets of reform. It's still developing and it's the same between a lot of partners such as the ambulance service etc. We use what we can in the meantime and I know the SPA are keen to see more disaggregated data so that's a journey we're on just now.

53. For self-identification, we work with colleagues in data governance for terminology and identification. Calum Dundas is the head of data governance. Calum leads areas such as the development of master data managementand we will attend governance groups to contribute to discussions as appropriate.

54. For transparency, DPU Statistics Unit follow the code of practice voluntarily for statistics, this is not a requirement but when I manged the statistics unit we considered this good practice and this has been maintained. The Scottish Government is responsible for publishing official statistics, not Police Scotland. DPU Statistics Unit follow the code of practice to ensuretransparency around the data. Police Scotland are part of the chain in the publication process. National official statistics are published by SG. Police Scotland provide data to SG and this needs to be a robust process as SG hold a badge for the publication of official statistics. Although we're not bound to it as we are not producers of official statistics, we use this as a best practice guide.

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55. For privacy, in terms of data access and what reports are published, we follow data protection rules. We have colleagues in Information Management who advise on data sharing and ensure processes are in place.. My teams follow data protection processes and would seek advice from Infomation Management colleagues as required. Access to data must be for a policing purpose.

56. For accountability, DPU Statistics Unit follow the code of practice for publishing statistics (although not bound to do so). We also use this good practice internally. As DPU Statistics Unit supply data to Scottish Government for publication and publish management information, we could be reviewed by the Office for Statistics Regulation.

57. For the equality and human rights impact, there are Standard Operating Procedures (SOP) and guidance for officers and staff. SOPs cover equality and diversity policy, equality diversity and dignity, equality diversity and employment. There's also a records retention SOP. All of these elements that are for guidance and accountability.

58. Information Management colleagues provide advice and guidance as necessary in relation to data protection matters. Individuals can be held to account where procedures are not followed. I've not had a situation where something has gone wrong in that space so no experience of it.

59. Where appropriate, external publications include an Data Protection Impact Assessments (DPIA)equality impact assessment that is published alongside it. Colleagues in equality and diversity are available to provide assistance and guidance as required with the production of DPIAs.

European Commission's "Guidance note on the collection and use of equality data based on racial or ethnic origin"

Signature of Witness ....

60. I have read the European Commission's "Guidance note on the collection and use of equality data based on racial or ethnic origin" (SBPI-00564). I am asked to explain to what extent Police Scotland are consistent with the principles identified in the report, being:-

   (i)   Map existing data sources that provide information on racial or ethnic origin.

   (ii)   Carry out a needs assessment of (potential) users of data disaggregated by racial or ethnic origin.

   (iii)   Align definitions, classifications and categorisations related to racial or ethnic origin and mainstream data on racial or ethnic origin into EU and national surveys.

   (iv)   Collect and use equality data in full compliance with EU General Data Protection Regulation and national data protection rules.

   (v)   Collect information on self-identification based on 'racial or ethnic origin'.

61. Calum Dundas oversees master data management for the Service and we would be part of governance discussions in relation to this. From an analyst perspective we would use other data sets as required such as census data to benchmark against where appropriate.

62. It is not my role to carry out needs assessment of data users. Scottish Government consult with users of official statistics to inform publications. I would consult with various bodies as appropriate when completing DPIAs for specific publications such as the Performance Framework.

63. The DPU statistics unit publish Management Information a managed by ▮▮▮▮▮▮▮▮▮▮, Head of DPU. We consult as appropriate in the development of performance data and strategic analysis. ▮▮▮▮ ▮▮▮▮ and ▮ team manage the surveys for the Service.

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64. I am asked if the Scottish Government feed back the outcome of their consultations to Police Scotland. SG would involve Police Scotland in consultations as appropriate. If there was something specific then SG would engage Police Scotland as appropriate.

65. Surveys are ████ ████ and her team manage surveys for Police Scotland and report performance data to my teams as required.

66. I have answered questions around my role in the context of the principles (iii) to (v) above in relation to the UN report.

67. I believe the facts stated in this witness statement are true. I understand that this statement may form part of the evidence before the Inquiry and be published on the Inquiry's website.

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June 4, 2024 | 2:21 PM BST

14