



<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>22 February 2024</b>
<b>Location</b>	<b>Merchant's House, Glasgow</b>
<b>Title of Paper</b>	<b>SPA Chair's Report</b>
<b>Presented By</b>	<b>Martyn Evans</b>
<b>Recommendation to Members</b>	<b>For Approval</b>
<b>Appendix Attached</b>	<b>Terms of Reference for the Revised Model for the Policing of Scotland Oversight Group</b>

**PURPOSE**

To update Authority Members on activities carried out by the Chair since the November 2023 Authority meeting, and to seek approval for changes to the membership of committees/groups and the role of Vice Chair and the terms of reference and membership of the Revised Model of Policing of Scotland Oversight Group.

## 1. Deputy Chief Constable Retirements

- 1.1 At the Authority meeting in November 2023 members took the opportunity to thank Deputy Chief Constable Designate (DCCD) Fiona Taylor for her renowned commitment and dedication to policing and in particular Police Scotland. DCCD Taylor retired on 9 February 2024, and the Authority wishes her well in her future endeavours.
- 1.2 In January 2024, DCC Malcolm Graham notified the Authority of his intention to retire in April 2024. I have thanked personally DCC Graham for his dedication, and commitment in the policing of Scotland over a long and very successful career. The Authority will have the opportunity to formally thank DCC Graham at the March 2024 Authority meeting.

## 2. Deputy Chief Constable Designate

- 2.1 The Authority met on 29 January 2024 to consider the post of Deputy Chief Constable Designate and has appointed DCC Jane Connors to the position. This is effective from Saturday 10 February 2024 and the Authority congratulates DCCD Connors on her appointment.

## 3. Deputy Chief Constable Recruitment

- 3.1 A recruitment campaign for a Deputy Chief Constable was launched on 1 December 2024. In January 2024, DCC Malcolm Graham also notified the Authority of his intention to retire in April 2024. The closing date for the recruitment campaign was therefore extended to 31 January 2024 to clarify that there are two vacancies at this rank and to allow further applications to be received.
- 3.2 The Selection Panel for these posts will be Chaired by myself, supported by the Chief Constable, Authority Member Alasdair Hay, and Usma Khan as the Independent Member. Interviews will take place in late February 2024, and we expect to announce the successful candidates in early March 2024.

## 4. Board Member Recruitment

- 4.1 Public Appointments Scotland has launched a [recruitment campaign for new Board members](#). Four new members are being sought to diversify the Board specifically with:
  - Experience and expertise in advocating for and influencing policy or practice for minoritised ethnic communities

- Experience in the promotion and implementation of equality, diversity, and inclusion practices in organisations
- Experience of governance in a large, complex organisation
- Financial experience

4.2 The recruitment panel will be Chaired by Don McGillivray, Director for Safer Communities, Scottish Government. I will sit on the panel as Chair of the Authority alongside Annie Gunner Logan, former Chief Executive of the Coalition of Care and Support Providers Scotland (CCPS), Neena Mahal, former Board Chair of NHS Lanarkshire and Kay Hampton of the Ethical Standards Commission.

4.3 I was delighted to host an online information session earlier this month. This session provided interested candidates with an opportunity to find out more about the Authority, the Board, and our priorities and to ask any questions of the Authority or the Public Appointments Team who supported the session. This was well attended with a high level of engagement from potential candidates.

## **5. Member Resignations**

5.1 Jane Ryder and Michelle Miller joined the Scottish Police Authority as Board members in 2018. After almost 6-years, both have now tendered their resignation to the Cabinet Secretary for Justice. Jane will retire at the end of March 2024 and Michelle at the end of April 2024.

5.2 It is impossible to overstate the impact and influence Jane and Michelle have had supporting and steering policing over these last 6-years. Both have played a key role driving improvement within the Authority and policing and I am immensely grateful for their commitment. They both indicated to me last year that they would be stepping down which has allowed Scottish Government to factor in these vacancies to the current recruitment round.

5.3 Jane has also been a diligent Vice Chair of the Authority since May 2021. She has been a great source of support to the Chief Executive and I over this period and we will greatly miss her wise counsel.

5.4 Vice Chair of the Authority is an important supporting role. Following discussion with members, I would like to nominate Fiona McQueen to take up this role from 1 April 2024.

## **6. Committee membership**

6.1 With Jane and Michelle retiring before four new Authority members join the Board in the Summer, I wish to propose a number of changes to the membership of the following committee/groups:

- Legal Committee: Caroline Stuart will replace Jane Ryder as Chair. Tom Halpin will join the Legal Committee.
- Fiona McQueen will replace Jane Ryder as Chair of the Police Negotiating Board.
- Catriona Stewart will join the Policing Together Oversight Group.

6.2 These changes will take effective from 1 March 2024. A fuller review of membership of groups and committees will be conducted in the Summer once new members have been appointed.

## **7. Revised Model for the Policing of Scotland Oversight Group**

7.1 The Authority has assessed there is a need for Police Scotland to develop a revised model of policing to adapt to evolving societal needs and challenges, meet budgetary requirements, and make best use of available human and financial resources.

7.2 I am therefore proposing to establish a new Oversight Group for the Revised Model for the Policing of Scotland. The Group is a short-term body and is established to seek assurance on behalf of the Board on the pace and direction of the new model's development by the Chief Constable, and thereby enhance public interest focused governance and strategic oversight on behalf of the Authority. The draft terms of reference are appended (Appendix A) to this report for your consideration.

7.3 I am proposing to Chair the Oversight Group with the other members to comprise Alasdair Hay, Grant Macrae and Fiona McQueen.

7.4 Members are requested to approve the terms of reference and membership.

## **8. Engagement with the Cabinet Secretary for Justice**

8.1 I have met with the Cabinet Secretary for Justice on two occasions recently, including with the Chief Constable as part of our tri-lateral arrangements. The main items for discussion were senior appointments, the policing budget, the need for a revised model of policing and the policing of mental health. Going forward there is an agreement that the agenda and a summary note of the meetings will be published.

## 9. COSLA President Engagement

- 9.1 At the beginning of this month I, along with the Chief Constable, met with the COSLA Presidential Team to provide an update on policing priorities and discuss opportunities for collaboration. This discussion built on our ongoing engagement through the COSLA Police Scrutiny Convenors Forum, which I attended with DCC Graham in November 2023 and the COSLA Leaders Forum which the Chief Constable and I will attend in April 2024.

## 10. Biometrics Commissioner

- 10.1 I met with The Biometrics Commissioner, Brian Plastow in December to discuss how he can advise the Authority, specifically on the use of new and emerging technology and the proportionate adoption of it. The Commissioner has been assertive in calling for an expanded role to oversee CCTV/surveillance of which I am supportive. [We also discussed the need for an updated CCTV strategy for Scotland which is now 11-years old.](#)
- 10.2 The Commissioner also published in January 2024 an [Executive Summary confirming the Scottish Police Authority's compliance with the Scottish Code of Practice](#). This validated that Authority's Forensic Services is using biometric data and technologies in a lawful, effective, and ethical manner and are currently compliant with the Scottish Biometric Commissioner's Code of Practice. In the year since the Code of Practice was approved by the Scottish Parliament, no complaints have been received about the inappropriate use of biometrics from data subjects. I want to congratulate staff in Forensic Services and Police Scotland on their continued commitment to the highest of standards.

## 11. Trade Union / Staff Association Engagement

- 11.1 I have continued to meet with the statutory Trade Unions and Staff Associations supported by Fiona McQueen and Tom Halpin. The policing budget, estates and policing of mental health have been key themes of our recent discussions. As a follow up, the Scottish Police Federation spoke to all members earlier this month about their key issues. We expect the Association of Scottish Police Superintendents to do the same with all members in April 2024. We are grateful to the staff associations for their continued constructive dialogue.

## **12. Scottish Women's Development Forum**

12.1 I met with Clare Hussain, former Chair of the Scottish Women's Development Forum in early December. Clare was Chair of the Scottish Women's Development Forum before she departed policing for a new role in the public sector at the end of the 2023. I want to publicly pay tribute to Clare. Clare was an outstanding Chair of the Forum and played an integral part improving the retention, progression and experiences of women working in policing. I thanked her for her contribution on behalf of the Authority and all members. Jenny Stuart joined us for this meeting. Jenny takes over as Chair of the forum temporarily. We look forward to continuing our positive and constructive engagement with Jenny.

## **13. Scottish International Policing Conference**

13.1 On 29 November 2023 I attended, along with board members Tom Halpin and Catriona Stewart, the Scottish International Policing Conference in Edinburgh, which focused on community wellbeing and safety; building partnerships in policing. As well as chairing a breakout session, Catriona Stewart also attended the postgraduate symposium on 28 November 2023, hearing about the diverse and innovative range of policing research underway across the postgraduate community of SPIR. The Chief Constable and I also participated in a panel discussion to end the conference, alongside the Cabinet Secretary Angela Constance, HMI Craig Naylor, and Professor Lesley McMillan of Glasgow Caledonian University.

## **14. Disability History Month**

14.1 UK Disability History Month ran from 16 November to 16 December 2023. The month marks the continuing struggle for equality and human rights faced by those living with both visible and non-visible disabilities.

14.2 Police Scotland and The Scottish Police Disability and Carers Association (DACA) hosted a range online events for those with visible and non-visible disabilities, people with caring responsibilities and all other colleagues and allies. The events aimed to promote a more inclusive workplace and covered topics from physical disabilities and mental health to dementia and guardianship and power of attorney.

14.3 Fellow Board member, Dr Catriona Stewart also supported the month by attending a number of sessions and sharing her knowledge and experience to help improve understanding of autism and hidden disabilities.



## RECOMMENDATIONS

Members are invited to discuss the contents of this report and approve:

- Appointment of Fiona McQueen to the position of Vice Chair and a member of the Exceptional Circumstances Committee from 1 April 2024.
- Appointment of Caroline Stuart as Chair of the Legal Committee from 1 April 2024.
- Appointment of Tom Halpin as member of the Legal Committee from 1 April 2024.
- Appointment of Catriona Stewart to the Policing Together Oversight Group from 23 February 2024.
- The Terms of Reference for the Revised Model for the Policing of Scotland Oversight Group.
- Appointment of the following members to the Revised Model of Policing of Scotland Oversight Group from 23 February 2024: Martyn Evans (as Chair), Alasdair Hay, Grant Macrae and Fiona McQueen.



## TERMS OF REFERENCE

# DRAFT

### Revised Model for the Policing of Scotland Oversight Group

The Scottish Police Authority (SPA) Revised Model for the Policing of Scotland Oversight Group (the Group) is an Advisory Group reporting to the Authority's Board.

The Authority has assessed there is a need for Police Scotland to develop a revised model for policing to adapt to evolving societal needs and challenges, meet budgetary requirements, and make best use of available human and financial resources. The Group is a short term body, established to seek assurance on behalf of the Board on the pace and direction of the new model's development by the Chief Constable, and thereby enhance public interest focused governance and strategic oversight on behalf of the Authority.

1. The Oversight Group's core purpose is to

Provide assurance and enhanced oversight of progress in delivering a detailed and structured representation of how Police Scotland intends to operate in the future, aligned to its strategic outcomes. This depiction of an organisation's future state could be a Target Operating Model (TOM), blueprint or similar, together with a road map for delivery.

The Group will seek to:

- 1.1 Provide oversight and assurance that delivery is sufficiently prioritised and resourced to drive forward change at pace.
- 1.2 Provide oversight and assurance that insight and evidence are gathered and utilised to underpin the objectives, progress and success. This will include evidence of impact on budget, service delivery, workforce, stakeholders and partners, and public confidence.



2. The Group will seek assurance on the following key areas, such that:
  - 2.1 Work progresses at the appropriate pace to align with the 2025-26 budget setting process and multi-year financial planning.
  - 2.2 The thinking behind and emerging framework for the new model are reviewed as they are developed by Police Scotland, with particular reference to the Scottish Government reform agenda of digitisation, innovation and estate rationalisation.
  - 2.3 Progress is monitored throughout the development process.
  - 2.4 The developing model aligns with the strategic outcomes set out in the Authority and Police Scotland's [Joint Strategy for Policing](#) , the Scottish Government's [Strategic Priorities for Policing](#), and public expectations.
  - 2.5 Budgetary implications and resource requirements for implementation of the new model are adequately reviewed and assessed.
  - 2.6 The impact of the new model on the organisation's people, public services, stakeholders and partners, is appropriately evidenced and understood.
  - 2.7 An appropriate and timely model for engaging the organisation's people, external stakeholders and communities and a wider communication plan are developed.
  - 2.8 Feedback from relevant stakeholders and the public is appropriately gathered and tested, to ensure a transparent and inclusive development process.
  - 2.9 The impact of the new model on community and stakeholder engagement, diversity, and inclusion are considered and addressed appropriately.
  - 2.10 The legal and ethical implications of the new model are assessed and understood, ensuring compliance with all relevant laws and regulations.

2.11 Police Scotland provides accessible and bespoke reports to the Authority on regular basis, on progress and findings from its work and oversight activities.

### 3. Operation of the Oversight Group

3.1 The Group has delegated authority to request information, documents, and reports from the Chief Constable to fulfil its responsibilities, and may request information and input from other relevant stakeholders to inform its considerations.

### 4 Members, Attendees and Secretariat

#### Members

4.1 The Group will be chaired by the Authority Chair, and be Authority Member led. Each meeting will be attended by at least two Authority Members, including the Chair.

#### Attendees

4.2 Meetings will be attended by the Authority's Chief Executive; the nominated Police Scotland DCC/DCO Lead for the new model; Police Scotland staff and officers as required; and representatives from the Authority's Executive team.

4.3 Representatives from Authority Committees, HMICS, and other organisations or groups may be invited to attend to inform the Group's considerations, at the discretion of the Chair.

#### Secretariat

4.4 Secretariat support will be provided by the SPA Governance Support Team.

### 5. Frequency, operation, and reporting from meetings

5.1 Meetings will be held monthly. This may be supplemented by additional meetings or deep dive thematic sessions, at the discretion of the Chair.

5.2 A record of the meeting and action log will be produced and circulated to Group attendees following each meeting.

- 5.3 Written summary reports from meetings will be submitted by the Oversight Group's Chair to each subsequent scheduled public meeting of the Authority.
- 5.4 The Group may bring specific issues to the attention of other Committees of the Authority where appropriate; and Authority Committees may bring relevant business to the Group's attention.
- 5.5 The Group will meet for a period of not less than 12 months, until the Authority has approved the new model for policing, and with regular reviews to assess its ongoing relevance and necessity.

