



## Authority Meeting

22 February 2024

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Minutes of the Authority Meeting held on Thursday 30 November 2023 at COSLA, Edinburgh

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Board Members present:	Martyn Evans (Chair) Jane Ryder (Vice Chair) Paul Edie Tom Halpin Alasdair Hay Katharina Kasper Fiona McQueen Grant Macrae Michelle Miller Mary Pitcaithly Catriona Stewart Caroline Stuart
Board Member apologies:	None
In attendance:	<u>Scottish Police Authority (SPA)</u> Lynn Brown, Chief Executive Karen Vallance, Governance Support Officer  <u>Police Scotland</u> Chief Constable Jo Farrell Deputy Chief Constable Designate Fiona Taylor Deputy Chief Constable Malcolm Graham Deputy Chief Constable Jane Connors Temporary Deputy Chief Constable Alan Speirs James Gray, Chief Financial Officer

	Katy Miller, Director of People and Development (Item 8)  <u>Forensic Services</u> Fiona Douglas, Director
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## 1. WELCOME AND STANDING ITEMS

The Chair opened the meeting and welcomed all Authority Members and representatives from Police Scotland’s senior leadership team.

The Authority **RESOLVED** to:

- **NOTE** no apologies.
- **NOTE** no declarations of interest or connections.
- **NOTE** no other business.
- **AGREE** that, in accordance with paragraph 20 of the SPA Standing Orders, the Board would consider items 10 and 11 in private for the reasons set out on the agenda.
  - Item 10 – Draft Minutes from 28 September 2023 and 1 November 2023.
  - Item 11 – VR/VER Scheme 2024/25 and Workforce Scenario Planning

## 2. MINUTES AND ACTIONS FROM PREVIOUS MEETING

The Authority **RESOLVED** to:

- **ADOPT** the minute of the 28 September 2023, with one amendment that the second bullet point under Item 4 start with People Committee Chair instead of Resources Committee Chair.
- **AGREE** the action log.
- **NOTE** no decisions were taken via correspondence since the last full Authority meeting in September 2023.

## 3. SPA CHAIR’S REPORT

The Chair paid tribute to Deputy Chief Constable Designate Fiona Taylor (DCCDTaylor) and wished her well in her retirement. Chief Constable Jo Farrell (CCFarrell) echoed the Chair’s remarks and thanked DCCDTaylor for her contribution to Police Scotland.

Referring to the Digital Justice and Policing Conference, the Policing Performance Committee Chair Alasdair Hay informed Members that the Authority is working with Police Scotland to establish a rights-based pathway for emerging technologies. Police Scotland presented further information at the June Committee and the Authority will continue to focus on advocacy and oversight of proportionate use of technologies. The Chair noted the Authority was pleased with the acceleration of the use of technology. He referenced the expected introduction of Body Worn Video in 2024 which was welcome and added that the overall current capacity for capital investment in technology was inadequate.

The Board **RESOLVED** to:

- **NOTE** the report.

#### **4. COMMITTEE CHAIRS' REPORT**

Members considered the report which provided an update on business progressed since the last Authority meeting through the:

- Policing Together Oversight Group
- Police Negotiating Board
- Audit, Risk and Assurance Committee
- Forensic Services Committee
- Complaints and Conduct Committee
- People Committee
- Resources Committee
- Legal Committee

In addition to the written reports, comment was provided on a number of other areas:

- The Policing Together Oversight Group Chair advised that the group would last approximately 3 years.
- The Forensic Services Committee Chair corrected the written report, noting the public Minutes will be available at the next quarterly meeting (5 February 2024). The Forensic Services Director, Fiona Douglas (FDouglas), assured Members that development and collaborative work with Police Scotland and the Crown Office allowed Forensic Services to be in a strong position when the statutory time limit for case completion reduces to 6 months.
- The Audit, Risk and Assurance Committee Chair advised that the Annual Report and Accounts have been laid before parliament and

therefore published. It was highlighted that Police Scotland managed its finances within the set budget during the accounting year. The Chief Executive praised Police Scotland and SPA finance staff who had worked on the accounts during the year, and advised a short accessible summary of the accounts would be published on the SPA's website.

- The Complaints and Conduct Committee Chair highlighted that the SPA Annual Report on Complaints had recently been published. It was also acknowledged that a priority for the Committee was to enhance transparency of sexual misconduct reporting. T/DCC Alan Speirs (TDCCSpeirs) confirmed 65 officers were suspended, with 29 of these relating to sexualised behaviours. During the year to date there have been 31 referrals with a sexual element and 22 of these are progressing through criminal or conduct processes. TDCCSpeirs committed to providing more detail and data regarding sexual misconduct in public reporting to the Committee.

The Board **RESOLVED** to:

- **NOTE** the report.
- **AGREE** the following action:

More detail regarding sexual misconduct data to be provided publicly to future Complaints and Conduct Committees.

20231130-BM-001

## **5. CHIEF CONSTABLE'S REPORT**

CCFarrell provided a detailed summary of her report, specifically drawing attention to the following areas:

- Homicides
- Response to drugs
- Operation Moonbeam
- Storm Babet
- Operation Tarlac
- People and wellbeing

In addition to the written report, CCFarrell provided comment on a number of other areas:

- Since taking up post she had met with officers and staff and was impressed by their passion and commitment. CCFarrell had also met with key partners and noted the high regard for policing in Scotland.
- CCFarrell apologised unreservedly for an error of judgement made during Storm Babet.

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- Operational focus was in three areas: addressing threat, harm, and risk; prevention, problem solving and proactivity; and looking after the wellbeing of officers and staff so they can deliver for the public.
- A spend to save approach for the financial year 2024/25 is proposed, with an ask of £128m over and above flat cash including an uplift to provide appropriate capital funding. This will allow officer recruitment to restart; to fund the cost of the 2023/24 pay award of 7% for officers and staff and make a credible offer next year; to enable a programme of voluntary retirement and redundancy; and to develop a new operating model.
- Three areas where Police Scotland can work with partners to make improvements which can protect services under financial pressure are: infrastructure, criminal justice reform, and responding to mental health.
- Plans for the next phase of the Estate Strategy and proposals on the disposal of properties, along with crucial public consultation and engagement plans, are being finalised.

In discussion the following matters were raised:

- The Chair noted that the Authority welcomed Police Scotland's ambition for reform and change. The Chair accepted CCFarrell's apology for her error of judgement and welcomed her repeating it publicly. The Chair confirmed the matter was raised on 22 October, facts gathered on 23 October, and he thereafter met CCFarrell on 24 October. The Chair noted CCFarrell did not seek to justify her decision and was unequivocal it was error of judgement. The Chair confirmed he was satisfied there was a swift and proportionate consideration of the matter and it had been dealt with appropriately.
- Members sought clarity on how Police Scotland was addressing assaults on officers. CCFarrell emphasised that Police Scotland condemns assaults on officers and staff. Data in relation to assaults has shown it has reduced compared to last year, however any assault was unacceptable. Members heard that the deployment of body worn video and taser use impacts positively on behaviour and can capture evidence of bad behaviours, therefore, consideration will be given to increasing the number of officers who carry tasers. TDCCSpeirs summarised other support mechanisms such as Your Safety Matters, staff association support and the Champions Network. The Chair confirmed the Authority has scrutinised the use of tasers heavily and have agreed to the use of this technology. If it can be demonstrated within the MOU that it is a proportionate response and is consistent with principles, the Authority will continue to be supportive.

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- Members sought further comment on public order and heard Police Scotland continue to adopt a human rights approach to policing of protests. CCFarrell acknowledged it was a challenging area of policing, but Police Scotland's response has been measured, and positive engagement has meant Scotland has not seen the same levels of violence as other areas in the UK. CCFarrell confirmed that the increase in deployments and moving officers has had an impact on resource and DCC Jane Connors (DCCConnors) confirmed 20 arrests had been made at protests regarding the Israel/Gaza conflict. The Chair noted public engagement sessions before COP26 were well received and requested Police Scotland consider re-running these sessions to ensure partners are aware of the intensity of public order training and the human rights approach.
- Members sought more comment on strengthening the local policing model. CCFarrell commented that the £128m spend proposed provides the opportunity to reform front line policing whilst continuing to operate in a pro-active way. Advancements in technologies within local policing would allow efficiencies to be made whilst maintaining community-based policing. Members heard organisational redesign would be informed by establishing demand evidence, engaging with key stakeholders, and maximising the use of technologies.
- Members questioned what was being done to support wellbeing and any undue pressure on the workforce. CCFarrell confirmed the Executive team recognised the pressures on staff and their impact on wellbeing, and priority support would be given to community officers and staff. In addition, work continues to empower first and second line managers to take responsibility and make decisions to better support their ways of working.
- Members sought information on the role of research in addressing issues such as violence against women and girls and heard Police Scotland want to progress and grasp opportunities to allow local innovation.
- Members sought comment on the role of the third sector in dealing with mental health concerns. DCC Malcolm Graham commented work continues to ascertain roles and responsibilities from all partners and the need for clarity was gaining momentum following reports from the Auditor General and HMICS. Police Scotland will

work to address recommendations from these national reports and outcomes will be reported to the Authority.

- The Chair requested updates on recommendations from the Local Policing Service Delivery Review be brought to the Authority at pace.

The Authority **RESOLVED** to:

- **NOTE** the report.
- **AGREE** the following action:

Report to be provided to the Authority outlining Local Policing Service Delivery Review recommendations.

20231130-BM-002

## **6. SPA CHIEF EXECUTIVE'S REPORT**

Members considered the report which detailed activities involving SPA corporate staff since the previous Authority Meeting. LBrown highlighted a number of key points as detailed in the paper.

The Policing Performance Committee Chair advised that the Committee have discussed blue light collaboration and are supported by professional service providers PwC who are ascertaining what services could be shared. An outline business case will thereafter be shared. LBrown added the work is financed from reform funding. Members also encouraged a whole system approach in respect of mental health response. The Chair noted mental health became a priority for the Authority two years ago and requested the SPA's report on mental health be shared on X (formerly Twitter) for public sharing.

The Authority **RESOLVED** to:

- **APPROVE** the 2024/25 calendar for Authority and Committee meeting dates.
- **AGREE** the following action:

SPA mental health briefing to be shared across SPA social media accounts.

20231130-BM-003

## 7. FORENSIC SERVICES DIRECTOR'S REPORT

Members considered the report which detailed recent activities within Forensic Services. FDouglas highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members sought detail on timelines for determining a long-term sustainable model for drug driving. FDouglas highlighted the work of the Strategic Oversight Board and the upcoming Toxicology Strategy and committed to providing timelines.
- Members questioned whether there were timelines for managing the potential risk of differences in forensic regulation between England and Scotland. FDouglas confirmed the new code of practice was not applicable in Scotland but gap analysis would be undertaken to ascertain what a code could look like in Scotland. FDouglas advised that six monthly updates are provided to the Forensic Services Committee.
- Members sought assurance that the new operating model could be fully delivered with a revised budget. FDouglas responded that implementation had progressed well, and several milestones had been met despite not receiving the full investment for the business case. Notwithstanding, Members heard a potential consequence of reduced investment could be that benefits realisation would be slower.
- Congratulations were shared on the Forensic Services Excellence Awards and the opening of Moorepark Laboratory which was on time and within budget.

The Authority **RESOLVED** to:

- **NOTE** the report.
- **AGREE** the following action:

Timeline for determining long term sustainable model to be provided to the Forensic Services Committee.

20231130-BM-004

## 8. PEOPLE STRATEGY AND STRATEGIC WORKFORCE PLAN

Members considered the report which sought approval for the People Strategy 2024-2027, Strategic Workforce Plan, and their respective



implementation plans. Katy Miller (KMiller) highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- The People Committee Chair confirmed the Committee recommended both the People Strategy and Strategic Workforce Plan for approval, on the basis that they are iterative. The Committee will continue to receive dashboard and workforce information, and discussion is richer by having staff associations present.
- The Chair noted it was fit for purpose and will be beneficial so long as it remains an iterative document. KMiller agreed that Police Scotland are keen to start progressing work but will respond to workforce demand in terms of prioritisation.
- Members received assurance that Police Scotland will strive to build trust to allow officers and staff to disclose personal information such as hidden disabilities and protected characteristics. The People Committee Chair confirmed the Committee will monitor this work.
- Members questioned how performance will be embedded and heard the implementation plan details that work is required on measuring success and aligning within strategic outcomes.

The Authority **RESOLVED** to:

- **APPROVE** the People Strategy and Strategic Workforce Plan.

### **9.1. FINANCIAL PERFORMANCE QUARTERLY REPORT**

Members considered the report which detailed the financial position of the Authority and Police Scotland for quarter two of the financial year 2023/24. James Gray (JGray) highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- The Resources Committee Chair noted the mitigating action tracker slider was a good indication of the number of actions that are ongoing and have to be delivered. Some of them will be pushed into future years therefore close monitoring is essential, hence monthly monitoring meetings. It was noted that the Committee was confident there is a sufficient grip on financial matters. The Chair acknowledged the positive difference between September and November reporting.

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- CCFarrell noted the requirement to redesign and reshape the organisation in order to meet the financial challenges.
- In relation to overtime spend, TDCCSpeirs confirmed it was scrutinised fortnightly, with authority levels increased, and a pause on overtime in non-operational business areas. Recent events and protests had been responded to appropriately by moving resource and understanding good practice. Members also heard the pause on training was to ensure officers were available for operational work within their division and that officers involved in training could be released for operational duties over the festive period.
- Members were assured Police Scotland would continue to use capital spend throughout the year as opposed to mostly during Q4.

The Authority **RESOLVED** to:

- **NOTE** the report.

### 9.2 FINANCIAL PLANNING – BUDGET PROPOSAL 2024/25

Members considered the report which detailed budget requirement for policing (revenue, capital, and reform) for financial year 2024-25. JGray highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- The Resources Committee Chair confirmed the Committee commends the detail within the report.
- Members questioned what the public and communities can expect to see if funding is forthcoming or not forthcoming. CCFarrell commented that the ask in relation to the financial year is that the organisation can work within its means and consider redesign to ensure the best workforce mix of officers and staff. Without investment, CCFarrell commented that the force would move to a reactive organisation as it could not change or flex. In either scenario, CCFarrell confirmed officers would not backfill staff roles.
- The Chair requested the Chief Financial Officer confirm what the monetary difference would have been had Police Scotland received real terms protection.

The Authority **RESOLVED** to:

- **NOTE** the report.
- **AGREE** the following action:

Confirmation to be given of what the monetary difference would have been had Police Scotland received real terms protection.

20231130-BM-005