



Authority Meeting

25 May 2023

Minutes of the Authority Meeting held on Thursday 23 March 2023 at COSLA, Edinburgh

Board Members present:	Martyn Evans (Chair) Jane Ryder (Vice Chair) Paul Edie Tom Halpin Alasdair Hay Katharina Kasper Fiona McQueen Grant Macrae (Items 4-10) Michelle Miller Mary Pitcaithly Catriona Stewart Caroline Stuart
Board Member apologies:	None
In attendance:	<u>Police Scotland</u> Chief Constable Sir Iain Livingstone Deputy Chief Constable Fiona Taylor Deputy Chief Constable Malcolm Graham Deputy Chief Constable Jane Connors Deputy Chief Officer David Page James Gray, Chief Financial Officer (Item 7) <u>Scottish Police Authority (SPA)</u> Lynn Brown, Chief Executive Chris Brown, Deputy Chief Executive (Item 7) Amanda Coulthard (Item 8)

	<u>Forensic Services</u> Fiona Douglas, Director <u>SPA Secretariat</u> Karen Vallance, Governance Support Officer
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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 11 to 15 in private for the reasons set out on the agenda.
 - Item 11.1 – 23 February 2023 Minute – meeting to discuss the SPA Strategic Risk Register;
 - Item 12 – update from DCC Taylor and King’s Counsels on the Sheku Bayou Inquiry;
 - Item 13 – consideration of the VR-VER scheme for 2023/24;
 - Item 14 – consideration of the pay and reward process for 2023/24;
 - Item 15 – consideration of a Senior Officer conduct matter.

2. MINUTES AND ACTIONS FROM PREVIOUS MEETING

The Authority **RESOLVED** to:

- **ADOPT** the minute of the 23 February 2023;
- **AGREE** the action log;
- **NOTE** no decisions were taken via correspondence since the last Authority meeting in February 2023.

3. SPA CHAIR'S REPORT

The Chair referred to his written report, and in addition referenced the recently published Casey report into the London Metropolitan Police Service. Although the report is not about any other UK police service, the Chair confirmed that he had asked the Chief Constable to assure the Authority that Police Scotland will review the Casey Report and recommendations to ensure that any organisational learning can be captured in Scotland. The Chair also confirmed he had asked the SPA Chief Executive to review the report with regard to its findings on shortcomings in police oversight in London, and capture any organisational learning.

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:

- People Committee
- Complaints and Conduct Committee
- Resources Committee
- Legal Committee
- Policing Performance Committee

The Board **RESOLVED** to:

- **NOTE** the report

5. CHIEF CONSTABLE'S REPORT

Chief Constable Sir Iain Livingstone (CCLivingstone) provided a detailed introduction to his report, specifically drawing attention to the following areas:

- Significant investigations and convictions
- Violence Against Women and Girls Strategy
- Women in Policing Conference

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

- CCLivingstone stated that policing reform has demonstrated that efficiencies delivered through improvements to service design,

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working practices, and technology are reinvested to support operational policing and to enhance the service. CCLivingstone commented that the test of Police Scotland's public value and contribution to Scottish life, after 10 years, is whether the people of Scotland are safer now than they otherwise would be had reform not taken place.

- CCLivingstone confirmed Police Scotland will be assessing Baroness Louise Casey's Report relating to the Metropolitan Police, to identify any matters which have relevance and applicability in Scotland. CCLivingstone stated that from independent review; legal and misconduct cases; and listening to staff, it was acknowledged that policing in Scotland is not immune from racism, sexism and discrimination which persists across society. As such, Police Scotland is meeting these challenges through sustained, tangible action, focussing on values and standards under the Policing Together programme and the actions to tackle sexism and misogyny in the workplace, drawing upon the actual experiences of officers and staff. CCLivingstone highlighted the appointment of David Duncan as the dedicated Assistant Chief Constable for Policing Together, working under the strategic leadership of DCC Taylor, to co-ordinate and drive progress.
- CCLivingstone provided a progress update on body worn video and the digital evidence sharing capability (DESC) pilot.
- CCLivingstone provided his assessment of the budget, noting the allocation for the year ahead as better than the flat cash settlement suggested earlier, and which he believed was recognition of the improvements, reforms and related savings already made by policing. However, the allocation does not allow for workforce to be maintained at previous levels as well as making a pay award. Recruitment delays and increased retirements have caused officer numbers to fall to around 16,600. The funding allocation for the year ahead means officer establishment will remain around 16,600 and a service model will be built which reflects that.
- CCLivingstone confirmed he had contacted partners and stakeholders to advise that Police Scotland seek to engage about how the service is often meeting the demand of other agencies. Police Scotland are actively considering areas of demand; how those on modified duties are aligned with suitable roles; and what services are best delivered at national, regional and local levels.

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- CCLivingstone advised police officer numbers will be managed through recruitment intakes whilst, over time, police staff will be reduced proportionately to officers, and union colleagues are being consulted on how this can be achieved. A commitment to no compulsory redundancies remains and staff roles will not be inappropriately and inefficiently backfilled by police officers.

In discussion the following matters were raised:

- Acknowledging the upcoming 10 year anniversary of Police Scotland, the Chair noted that later in the year the Authority would look in detail at the successes and lessons learned both for Police Scotland and Forensic Services.
- The Chair stated he would be signing a Strategic Partnership Agreement with the Chief Constable and COSLA, noting it is a critical milestone in Police Scotland's development over 10 years.
- Members sought more information on the investigation into the murder of Brenda Page and heard the creation of Police Scotland and dedicated murder investigators was a significant step forward. CCLivingstone responded that the creation of a single police service and dedicated Major Investigation Teams had been critical in delivering highly trained and successful national resources. CCLivingstone highlighted that, since the establishment of Police Scotland, only one murder out of 560 remains unsolved. CCLivingstone also noted that prior to the creation of Police Scotland, there was inconsistency throughout legacy forces, Crown Office and Procurator Fiscal Service as to what was unsolved, outstanding and where productions and statements were lodged. A vital exercise was carried out to reconcile this information which allowed an analysis of what work was to be taken forward, resulting in the successful investigation of significant outstanding cases such as the murder of Brenda Page. Fiona Douglas (FDouglas) added this investigation was a good example of joint working in unresolved cases, and highlighted the development of DNA science and technology as key Forensic Services contribution.
- Members commended Police Scotland's contribution to the Women in Policing Conference, and heard it was an opportunity to look at national and international best practice, and to openly discuss challenges. CCLivingstone stated that responding to issues faced by women and girls in society is interlinked and impacted by issues facing women within the service. CCLivingstone reiterated his

commitment to tackling issues faced by women and girls, both in policing and externally.

- Members sought comment on Police Scotland’s approach to dealing with financial challenges and efficiencies, and heard that no part of the organisation is immune from efficiencies. CCLivingstone explained how the strategic approach to ensuring that all business areas were considered against any reduction of staff was being managed by the Resource Prioritisation Strategic Group, jointly chaired by Deputy Chief Officer David Page (DCOPage) and DCC Graham, a tactical group led by Director Miller and an Operational group led by ACC Ritchie. CCLivingstone explained that a detailed analysis of capability, capacity and demand will inform the approach, ensuring that key areas including vetting and professional standards are protected.
- Members heard the ‘Your Leadership Matters’ programme will commence in April 2023 and will provide advice, tools and support to those in leadership roles.
- The Chair requested Police Scotland present a detailed overview of the Policing Together Portfolio at a future meeting.

The Authority **RESOLVED** to:

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

A detailed overview of the Policing Together Portfolio to be presented at a future meeting.

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6. SPA CHIEF EXECUTIVE’S REPORT

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

The Authority **RESOLVED** to:

- **NOTE** the report

7. SCOTTISH POLICE AUTHORITY BUDGET 2023/24

Members considered the report which sought approval for the proposed 2023/24 revenue, capital and reform budgets. James Gray (JGray) highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Grant Macrae, Resources Committee Chair, confirmed that following detailed scrutiny, the Committee recommended the report for approval.
- The Chair welcomed the establishment of the budget development group; and reiterated the three tests applied to the budget: developing a balanced budget; prioritising threats and vulnerabilities in Scotland; and maintaining a positive response to 999 calls.
- Members referenced the provision of £5million for justice transformation and blue light collaboration, and sought information on what opportunities this would bring. CCLivingstone responded that the provision shows commitment from Scottish Government on collaborative work, and Police Scotland are looking to collaboratively set out a vision with other emergency services. DCOPage added that benefits would be linked to pace, such as accelerating integration and shared services. Members heard early discussion indicated that money saved will be re-invested into front end services.
- CCLivingstone confirmed that, despite financial challenges, he was confident that Scotland can be effectively and efficiently policed in the year ahead based on the proposed budget.
- Members sought further information on how specialist national services will be balanced with local policing. CCLivingstone responded that Police Scotland were committed to creating a holistic single model. Whilst all areas will be invested in, specialist services will take a higher percentage reduction as local policing will be prioritised. As such, no police service will be cut and the challenge will be making best use of each service the organisation provides.
- Members heard that there was a high level of stakeholder engagement on the budget and financial issues, to allow better decisions to be made and to allow all staff and partners to take ownership. Members encouraged Police Scotland to undertake a lessons learned exercise, to build on future years' engagement.
- Members questioned whether any aspects of policing performance will suffer as a result of the reduced workforce, such as impacts to 999/101 calls or public confidence. CCLivingstone confirmed it is a risk, but call handling remains central to public engagement and he guaranteed that response to emergencies will remain high priority. CCLivingstone emphasised that there is a need for wider recognition

that redirected 101 calls are not “dropped calls”, but rather are correctly directed through a suite of options to the most appropriate agency or resource for response. Police Scotland 999 response performance remains extremely high, but from a strategic perspective, better technology and processes were required.

- Members sought comment on the budget impact on the police estate and fleet, to which CCLivingstone reiterated that the capital budget is inadequate for what is required to be done. Police Scotland continue to make best use of the estate that was inherited from legacy forces, however further improvements are required including co-location. CCLivingstone commended the recent work to improve the fleet.
- Members were informed that the roll out of Body Worn Video has been built into the capital budget. With regard to other technologies, CCLivingstone commented that underinvestment in technical capabilities is an impact of the budget, however, Police Scotland have made progress, such as the development of a single crime system.
- Members were assured that work will continue to develop a revised Strategic Workforce Plan and People Strategy, which will include the role of volunteers.
- Members sought and received assurance that equality, diversity and inclusion work will continue at pace.
- Members sought comment on whether the pay assumptions would be reflected on, following the publication of the Public Sector Pay Strategy. CCLivingstone confirmed the impact of future pay awards is a strategic risk, but it was the correct approach to inform the budget with legitimate assumptions. JGray added that the work on pay assumptions was consistent with the Public Sector Pay Policy, and Police Scotland strived to strike a balance between fairness and affordability.
- FDouglas confirmed that she was confident that the budget allows for Forensic Services to continue to provide an effective and efficient service to the criminal justice sector.
- Members heard that whilst service levels will remain, one exception was drug driving, where additional investment will increase capacity to reflect the current level of demand. FDouglas confirmed that Scottish Government will continue to fund outsourcing for the upcoming year and that Forensic Services have a detailed improvement plan to allow current levels of demand to be met.

FDouglas highlighted that in the longer term, capacity will continue will grow, which requires investment.

- Members were assured that transformational work will continue although it will likely take longer than initially thought. FDouglas advised that some aspects of the new Operating Model have been paused to allow other areas to be prioritised.
- LBrown confirmed she was confident that the corporate budget will support the Authority to provide effective governance and support of policing in the year ahead.
- Members sought further detail on the proposed 10% growth in the corporate budget, and heard the increases were for unavoidable pressures such as pay awards, External Audit fees, and property costs. LBrown confirmed there had been a recruitment freeze since summer 2022.
- Members were assured the budget was sufficient to deliver digitisation of ICVS.
- LBrown commented that the role of the Accountable Officer is to ensure decisions in respect of resources take into account all relevant considerations and that risks are assessed, and the paper presented demonstrates that this has happened. Based on this evidence and discussions which have taken place, LBrown, as Accountable Officer, was content that the budget meets expectations and the approach has been robust, diligent and meticulous.

The Authority **RESOLVED** to:

- **APPROVE** the SPA Budget 2023/24;
- **APPROVE** the schedule of rates for events and other services 2023/24.
- **AGREE** the following action:

Police Scotland to undertake a lessons learned exercise on stakeholder engagement relating to financial challenges, in order to inform future years' engagement.

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8. SPA CORPORATE STRATEGY

Members considered the report which sought approval for the Authority's Corporate Strategy, and supporting implementation plan, for the period

2023-26. LBrown introduced the report, and Amanda Coulthard highlighted a number of key points as detailed in the paper.

The Authority **RESOLVED** to:

- **APPROVE** the SPA Corporate Strategy

9. VIOLENCE AGAINST WOMEN AND GIRLS STRATEGY

Members considered the report which detailed Police Scotland's Violence Against Women and Girls Strategy, and its accompanying Violence Against Women and Girls Strategy Implementation Plan. DCC Jane Connors (DCCConnors) provided a detailed overview of the paper, highlighting a number of key points.

In discussion the following matters were raised:

- Alasdair Hay (AHay), Policing Performance Committee Chair, confirmed the Committee discussed the strategy in detail and recommended the Authority endorse it.
- Members heard that one lesson learned and which will inform future approaches was the importance of early engagement in a variety of ways, including specific focus groups such as academic challenge panels. DCCConnors confirmed that having variety of different voices helped challenge thinking and policing. Advice from the recently established Strategic Engagement Forum will also be welcomed and taken on board to inform future approaches.
- Members sought clarity on references to issues of intersectionality, to which DCCConnors advised it was to do with those who experience any violence but do not request police assistance due to other complexities or issues. One example given was an asylum seeker who may not seek police help, due to a fear it may cause immigration problems.
- Members questioned how progress will be monitored and heard the revised performance framework would show how outcomes have been achieved. The strategy will be developed in alignment with work on sexism and misogyny to ensure work is being developed together without duplicating or complicating processes.
- Members were informed of staff and officer training throughout the end to end process, specifically the THRIVE model and roll out of the trauma informed policing.
- Members sought further information on resources, and heard that finances have already been looked at for the Public Protection

Development Programme and Policing in a Digital World. While a centralised position would be ideal for the overall strategy, there is already expertise in the service locally and in national units in tackling stalking and harassment. However, investment was required in certain areas to carry out work over and above the detail in the implementation plan.

- DCCConnors advised that future refreshes will measure success through benefits identified as well as delivery detail.
- The Chair sought comment on how internal culture will impact delivery. CCLivingstone confirmed the Policing Together portfolio, the Violence Against Women and Girls Strategy and internal work on sexism and misogyny were all inter-related and will drive each other. CCLivingstone acknowledged all areas were issues of public interest and all comments and feedback on the work would be taken on board.

The Authority **RESOLVED** to:

- **ENDORSE** the Violence Against Women and Girls Strategy.

10. ANNUAL POLICE PLAN

Members considered the report which detailed the final version of the Annual Police Plan 2023/24. CCLivingstone highlighted a number of key points as detailed in the paper and Tom McMahon (TMcMahon) provided detail on some of the engagement that has informed the plan, commenting that partners had responded positively.

In discussion the following matters were raised:

- AHay confirmed the Policing Performance Committee welcomed the approach to development and engagement, and recommended the Authority endorse it. AHay confirmed the Committee had sought and received assurance that the revised performance framework will be delivered in a timely manner and be fit for purpose.
- Members noted the plan was still to be updated with detail on resources and investment, to which TMcMahon confirmed he would provide a finalised version to Members before it is submitted to Scottish Parliament.

The Authority **RESOLVED** to:

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

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Final version including detail on resources and investment to be provided to Members before submission to Scottish Parliament.

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End

