



## Authority Meeting

28 September 2023

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Minutes of the Authority Meeting held on Thursday 24 August 2023 at COSLA, Edinburgh

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Board Members present:	Martyn Evans (Chair) Jane Ryder (Vice Chair) Paul Edie Tom Halpin Alasdair Hay Fiona McQueen Grant Macrae Michelle Miller Mary Pitcaithly Catriona Stewart Caroline Stuart
Board Member apologies:	Katharina Kasper
In attendance:	<u>Scottish Police Authority (SPA)</u> Lynn Brown, Chief Executive Chris Brown, Deputy Chief Executive (Items 8-13) Amanda Coulthard, Head of Strategy and Performance (Item 6) Karen Vallance, Governance Support Officer  <u>Police Scotland</u> Deputy Chief Constable Designate Fiona Taylor Deputy Chief Constable Malcolm Graham Deputy Chief Constable Jane Connors

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	Temporary Deputy Chief Constable Alan Speirs James Gray, Chief Financial Officer Andrew Hendry, Chief Digital and Information Officer (Item 11)  <u>HMICS</u> Craig Naylor (Items 1-7)
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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** apologies from Katharina Kasper,
- **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 14 and 15 in private for the reasons set out on the agenda.
  - Item 14.1 – 25 July 2023 Minute,
  - Item 14.2 – 8 August 2023 Minute,
  - Item 15 – Update on pay and reward.

### 2. MINUTES AND ACTIONS FROM PREVIOUS MEETING

The Authority **RESOLVED** to:

- **ADOPT** the minute of the 21 June 2023,
- **AGREE** the action log,
- **NOTE** one decision was taken via correspondence since the last full Authority meeting in June 2023. This was to make an approval in relation to a conduct matter.

### 3. SPA CHAIR'S REPORT

The Chair thanked Deputy Chief Constable Designate Fiona Taylor (DCCDTaylor) for taking on Chief Constable responsibilities in the interim. The Chair referred to Board Member objectives within his written report, noting that having a sustainable police service and maintaining a balanced

budget are the key priorities for the year. He asked the Committees have regard to three broad issues in supporting the Board's key priorities. These are capacity of officers, capability of officers and staff and culture of all staff within Police Scotland.

The Board **RESOLVED** to:

- **NOTE** the report.
- **AGREE** the changes to Committee Membership.

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

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

- Audit, Risk and Assurance Committee
- Legal Committee
- Resources Committee
- Forensic Services Committee
- Police Negotiating Board

In addition to the reports, the Chair advised the Complaints and Conduct Committee met on 22 August and a written report would be provided to the next Authority Meeting on 28 September 2023.

The Board **RESOLVED** to:

- **NOTE** the report

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

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

- Serious violence including homicide
- Serious and organised crime
- Violence against women and girls
- Policing of events
- Policing communities
- Ultra-low emission blue light fleet
- National Memorial Arboretum
- Passing out parade

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

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- Sir Iain Livingstone was congratulated on his retirement, and it was confirmed Chief Constable Jo Farrell will join Police Scotland on 9 October. DCCDTaylor confirmed she will carry out the duties of Chief Constable in the interim.
- The digital strategy was referenced, noting the importance of improving technology to help modernise the force and criminal justice system. Engagement with partners and the public will continue, along with support and scrutiny from the SPA, to ensure any concerns are addressed and new technologies align with Police Scotland values.

In discussion the following matters were raised:

- The Chair congratulated Police Scotland on its policing of the cycling championships and royal week, whilst maintaining business as usual.
- Members sought more detail on the impact of the 999 call handling interruption, which occurred in June 2023. DCCDTaylor confirmed the impact was UK wide, British Transport Police call handling had phoned everyone back and anything not resolved was passed to Police Scotland. Thrive assessments were carried out on each call, and quality assurance staff carried out an overview. Members were assured there was no remaining risk to those who called. Deputy Chief Constable Malcolm Graham (DCCGraham) added that there had been a 25% increase in calls during Quarter 1 therefore resource has been increased. Levels of performance have remained good, with 999 response times remaining at 11 seconds on average. However, the average response time for 101 calls has increased to 7 minutes which is a consequence of prioritising demand to 999. DCCGraham highlighted satisfaction levels remain high.
- Members sought detail on Police Scotland's approach to data security including DESC. DCCDTaylor responded that FOI processes are being reviewed to ensure compliance levels remain high. Temporary Deputy Chief Constable Alan Speirs (T/DCCSpeirs) added robust industry standard accreditation is in place. The publication scheme has been removed online, not due to concern, but to review the format to ensure it is accessible and aligned with legislation. Regarding the DESC pilot, T/DCCSpeirs noted work continues to review risk mitigation to ensure compliance with security and data protection policies, and Police Scotland are meeting with ICO to receive definitive advice on these areas. The

pilot has been extended to allow additional functionality and progress is reported to the Data Governance Board. Members heard the main aim of DESC was to improve data sharing within the criminal justice system and the benefit for Police Scotland is early resolution and reduction of court attendance by Officers. The Chair confirmed that the focus of the Authority on DESC was compliance.

- Members sought comment on the work to deter serious and organised crime, and how the most vulnerable are protected. DCCDTaylor responded that it was important to identify and protect vulnerable people by prioritising resource to where harm is greatest. Operational work helps to identify and target organised criminality, helped by continued work on county lines and through the digital space. Using Operation Escalade as an example, Deputy Chief Constable Jane Connors (DCCConnors) provided an overview of police activity undertaken to detect and disrupt criminal gangs. Members heard Police Scotland still focus on engaging with communities to gather information and manage intelligence. Members were assured Police Scotland have structures in place to prioritise and manage harm and threat from organised crime.
- Member sought assurance that resilience and infrastructure for the electric fleet is sufficient. DCCDTaylor responded that availability and age of vehicles is important for community officers to respond, and roll out was determined by infrastructure. James Gray (JGray) acknowledged the strategy was ambitious but emphasised roll out was based on appropriate infrastructure. Members heard the internal measure was to have one charging post per three vehicles and by end of 2023 there would be 500 in 61 sites. Work continues with local leaders to share infrastructure, and Members heard whilst there was no standard for UK policing, there are local agreements in place where Police Scotland vehicles get priority. JGray emphasised that electric vehicles are only used in non-response roles.
- Noting that figures for 2022 show an increase in road deaths and a high number of motor cyclists, Members questioned what Police Scotland's response would be. DCCDTaylor responded that Police Scotland's aim was to remain in the prevention space and work with partners continues. Members were assured that every incident was thoroughly investigated, and road policing remains a priority. Members heard that data collated by Police Scotland and partners

helps inform what areas should be targeted, and DCCConnors summarised some of the recent targeted campaigns.

- Members sought detail on Police Scotland's oversight of officer discretion in relation to violence against women and girls. DCCDTaylor responded that discretion is key to maintaining confidence and policing with consent. Members heard training was key, as well as the opportunity to review and debrief to ensure correct decisions are made and lessons learned are fed back. Members were told one area being explored in more detail is where direct measures can be applied by policing as opposed to prosecution but this was limited. Members were told Police Scotland do not have data on discretion used on violence against women and girls as opposed to violence against men. The Chair noted that whilst Police Scotland are looking at proportionate response to these issues, the Board need to be reassured that the responses are effective and are aligned to policies and values. The Chair noted this would be discussed through internal forums.

The Authority **RESOLVED** to:

- **NOTE** the report.

## **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.

In discussion the following matters were raised:

- Members asked how confidence will be maintained in both SPA and Police Scotland in terms of budget pressures. DCCDTaylor stated there were high levels of satisfaction which the organisation are committed to maintaining. DCCGraham added trust and satisfaction were different measures and currently, satisfaction levels are higher. New ways of measuring trust were being introduced and increasing levels was at the heart of contact and engagement. LBrown advised Members SPA undertook independent monitoring but were aligned with Police Scotland work. Amanda Coulthard added that the SPA were due to publish their third wave of polling and the results would be considered through the Policing Performance Committee.



- The Chair agreed there was a distinction between trust, confidence and satisfaction, and satisfaction of those who had direct contact with the police service had the biggest impact. The Chair commented that public confidence is also evidenced through the high levels of calls received by C3.

The Authority **RESOLVED** to:

- **NOTE** the report

## **7. HMICS ANNUAL REPORT**

His Majesty's Chief Inspector of Constabulary in Scotland, Craig Naylor (CNaylor), provided a summary of the report, highlighting:

- The role and responsibilities of HMICS.
- Areas of good performance in Police Scotland such as preventative work and 999 call times, along with delivering significant major events.
- Areas of concern such as budget position and potential impact on service.
- A range scrutiny activity has taken place during the year including collaborative work with partner agencies.
- HMICS three-year plan has been revised with changes mainly around timings. Reports on vetting, mental health demand and organisational culture are expected soon.

In discussion the following matters were raised:

- Members sought comment on benefits of joint scrutiny and heard joint inspections provide greater effectiveness and work continues to deliver a framework.
- Members heard HMICS recognise recommendation response times differ due to complexity but ensure all are followed up.
- Members heard there had been good communication on some key issues but less on others. As a result, when reports are published, HMICS look to ensure messages are highlighted and they are visible to respond to media questions.
- The Chair commented that inspectorates in England do not have powers to push for recommendations, but the SPA Chief Executives and current and former Audit, Risk and Assurance Committee Chairs have transformed how recommendations are followed through. The consequence has been that oversight and scrutiny in Scotland is high.

- The Chair noted HMICS's statement that Police Scotland was an extraordinary organisation, and thanked CNaylor for HMICS' co-operation.

The Authority **RESOLVED** to:

- **NOTE** the report.

## **8. FINANCIAL PERFORMANCE QUARTERLY REPORT**

Members considered the report which provided an update on the financial position of the SPA and Police Scotland for quarter 1 of the financial year 2023/24. JGray summarised a number of key points as detailed in the paper, specifically highlighting the mitigation actions.

In discussion the following matters were raised:

- Grant Macrae (GMacrae), Resource Committee Chair, commented that individual ownership was key to ensuring delivery, as well as approving overtime in advance rather than after it has been incurred. He stated more detailed financial management by Police Scotland was key as well effective communication with the Resources Committee. GMacrae confirmed the Resource Committee was keen to work with senior management to ensure the organisation returned to a balanced position. DCCDTaylor confirmed there were named individuals who had responsibilities for each mitigation action, and they are held to account by the Senior Leadership Team. DCCDTaylor also confirmed overtime is authorised in advance, but this is not always possible due to the nature of policing.
- DCCGraham summarised some of the strategic and tactical workstreams ongoing. Members heard there had been internal engagement activity with focus on the recruitment pause and the potential consequences. The impact of all decisions and proposals has been risk assessed with areas of high risk, high harm and vulnerable people being prioritised. Reducing levels of policing is the last resort. Members heard significant work in recurring savings during police reform had brought benefits, but opportunities to make further efficiencies are limited, so service levels are now being considered. This includes reviewing force executive structure, senior command structures, and support structures and services to ensure making best use of changes in technology. Reviews of C3 in terms of its operating model and service demand, and investigation policy



in terms of proportionality will be undertaken, with options presented. Other considerations include work on rank rationalisation and accelerating change which benefits frontline operations. DCCGraham advised there was a recognition that people can't do more with less and whilst service levels will have to reduce, there is a requirement to ensure staff welfare and wellbeing. DCCGraham confirmed the recruitment pause does not impact high risk areas such as C3 and resource deployment.

- Members questioned why the management overview was not in place when the budget was set, and if the new interventions would remain a permanent fixture. Members heard that income generation is being realistically reported and there was confidence that the mitigation steps would be achievable. DCCDTaylor added that the mitigation steps may remain in future years.
- Members shared Police Scotland's concern on the impact to transformational change of reducing revenue contribution, and noted the importance of medium to long term plans being considered during budget setting.
- LBrown stated assurances were sought and received in March 2023 that Police Scotland could police safely within the budget, as risks were clearly set out and suitable options were provided. Operational work determines spend, however assurances have again been provided that a balanced budget can be maintained. LBrown highlighted the importance of financial credibility as the driver for inviting additional investment.
- The Chair emphasised that the Authority will continue to look at capacity, capability and resource to ensure that the organisation can work effectively and maintain a balanced budget.

The Authority **RESOLVED** to:

- **NOTE** the report

## **9. SPA GOVERNANCE REVIEW**

Members considered the report which provided detail of the work undertaken to review the Authority's Corporate Governance Framework and sought approval for changes. LBrown highlighted that changes were proposed to the Standing Orders, Committee Terms of Reference, Matters

Reserved for the Board, Financial Regulations, and the Scheme of Delegation.

The Authority **RESOLVED** to:

- **APPROVE** the amendments within the Governance Framework.

## **10. POLICE SCOTLAND SCHEME OF DELEGATION**

Members considered the report which sought approval for the proposed amendments to the Police Scotland's Scheme of Delegation. JGray highlighted a number of key points as detailed in the paper.

Members noted the paper had been discussed at the Resources Committee, who recommended it for approval.

The Authority **RESOLVED** to:

- **APPROVE** the proposed changes to the Scheme of Delegation.

## **11. DIGITAL STRATEGY STRATEGIC OUTLINE BUSINESS CASE**

Members considered the report which sought approval for the Digital Strategy, digital division target operating model and strategic outline business case. Andrew Hendry (AHendry) summarised the five step model recommended by Ernst and Young, and highlighted the strategy is a 5-year plan from 2023, covering the horizons of 1-2 years, 3-5 years and 5+ years.

In discussion the following matters were raised:

- Resources Committee Chair, GMacrae, confirmed the Committee had discussed the content multiple times, including during a development workshop, and were content to recommend.
- Members sought clarity on what areas Police Scotland would like to deliver early, and what the costs would entail. AHendry responded that the strategy is aligned with strategic priorities and has been built in a modular fashion to allow costs to be modularised.
- Members questioned how choices are made in the context of budgetary constraints, and heard there are various mechanisms in place to ascertain what can be progressed based on capital and revenue spend. Members also heard some areas focus on early co-dependency such as Body Worn Video (BWV) and DESC.

- Members were assured rigorous prioritisation is undertaken and the force is working hard to introduce BWV.
- Members agreed the importance of prioritisation during a time of budget constraints, and as such, requested Police Scotland provide detail of what areas are being prioritised for 2023-24 and 2024-25.

The Authority **RESOLVED** to:

- **APPROVE** the Digital Strategy, digital division target operating model and strategic outline business case.
- **AGREE** the following action:

Members to be advised of priorities for 2023-24 and 2024-25.

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## **12. OVERSIGHT OF POLICING TOGETHER PROGRAMME**

Members considered the report which sought approval for the establishment of a Policing Together Oversight Group. Chris Brown (CBrown) highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members heard Police Scotland were supportive of the Oversight Group, and willing to contribute. DCCDTaylor stated that the duration of 36 months highlighted the ambition of the organisations.

The Authority **RESOLVED** to:

- **APPROVE** the establishment of the Policing Together Oversight Group, the proposed membership, and the Terms of Reference.

## **13. POST BREXIT CROSS-JURISDICITONAL POLICING ARRANGEMENTS.**

Members considered the report which provided an update on the UK-EU Trade and Corporation (TCA) Implementation post Brexit. DCCConnors highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members were assured that the systems updates required did not have a significant cost as there had been no change in infrastructure.

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- DCCConnors confirmed Police Scotland continue to receive alerts regarding persons of interest coming into the UK.

The Authority **RESOLVED** to:

- **NOTE** the report

*End.*

