

SCOTTISH POLICE
AUTHORITY
AUTHORITY MEETING
23 March 2022

Minute of the SPA Authority Meeting held on Wednesday, 23
March 2022 via Video-conference

Board Members Present: Martyn Evans (Chair)
Jane Ryder (Vice Chair)
Paul Edie
Tom Halpin
Alasdair Hay
Katharina Kasper
Grant Macrae (Item 4- 10)
Fiona McQueen
Michelle Miller
Mary Pitcaithly
Catriona Stewart
Caroline Stuart

In attendance: Police Scotland
Chief Constable Iain Livingstone (Items 1-8)
Deputy Chief Constable Will Kerr
Deputy Chief Constable Fiona Taylor
Deputy Chief Officer David Page
James Gray, Chief Financial Officer
Andrew Hendry, Chief Digital Information Officer
Tom McMahon, Director of Strategy and Analysis (Item 5)
Lynn Brown, Strategic Financial Planning and Budgeting
Lead (Item 8)
Yvonne Johnstone, Estates Transformation and Portfolio
Lead (Item 9)
Kirsty Louise Campbell, Head of Strategy and Innovation
(Item 5)

Scottish Police Authority (SPA)
Chris Brown, Acting Chief Executive, Resources
Barry Sillers, Acting Chief Executive, Strategy and
Performance

SCOTTISH POLICE
AUTHORITY

Amanda Coulthard, Head of Strategy and Performance

Forensic Services

Fiona Douglas, Director of Forensic Services

COSLA

Graham Houston, Vice President

Elisa Bevacqua, Policy Manager

SPA Secretariat

Karen Vallance, Governance Support Officer

1. WELCOME AND STANDING ITEMS

The Chair opened the meeting and welcomed all Authority Members and representatives from the Police Scotland senior leadership team. He confirmed Jane Ryder would chair the meeting if he were disconnected from the video-conference.

The Authority **RESOLVED** to:

- **NOTE** no apologies;
- **NOTE Caroline Stuart** declared an interest in Item 12.1.3;
- **NOTE** no other business;
- **AGREE** that, in accordance with paragraph 20 of the SPA Standing Orders, the Board would consider items 11 to 12 in private for the reasons set out on the agenda.

2. MINUTES AND ACTIONS FROM PREVIOUS MEETING

The Authority **RESOLVED** to:

- **ADOPT** the minute of the 23 February 2022;
- **NOTE** the action log and that there were no matters arising.
- **NOTE** the Exceptional Circumstances Committee on 14 March, approved Police Scotland's arrangements for the deployment of Police Scotland officers and a member of staff to Columbia in March 2022.

3. SPA CHAIR'S REPORT

The Chair referred to his written report, thanking Gill Imery for her work as HMICS and welcoming Craig Naylor.

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
- Policing of COP26 Oversight Group
- Complaints and Conduct Committee
- Resources Committee
- Legal Committee
- Exceptional Circumstances Committee
- Policing Performance Committee

In discussion the following matters were raised:

- People Committee Chair, Mary Pitcaithly, highlighted the Committee welcomed an update in relation to strategic workforce planning. The Committee had heard Police Scotland were building on the current plan with particular focus on the resourcing models required to meet service demand and ensuring resource use was optimised.
- Policing of COP26 Oversight Group Chair, Tom Halpin, noted the meeting focused on lessons learned and ensuring that these are embedded within Police Scotland. The final report from the IAG was still outstanding and the group will reconvene once it has been received. The Group took comfort from public survey results which showed overwhelming confidence in the way the event was policed, and recognition from peer groups and organisations that it had been a successful operation.
- Complaints and Conduct Committee Chair, Alasdair Hay, highlighted the significant change to the Police Scotland complaints handling model and complaint recording via the website. The Committee were satisfied in the progress made in the development and training of SPA staff as per the Dame Elish Angiolini Review

SCOTTISH POLICE
AUTHORITY

recommendations, and a Committee workshop was scheduled for the week commencing 28 March. In relation to COP26, figures showed there were few complaints, and front line resolution was well-used

- Legal Committee Chair, Paul Edie, confirmed four medical practitioners had been identified, and this would assist in reducing the backlog of ill health retirements and injury on duty requests.
- Exceptional Circumstances Committee Chair, Martyn Evans, confirmed all safety and security risks had been discussed as part of the Committee's assessment and the Committee was content to approve the officer deployment.
- Policing Performance Committee Chair, Michelle Miller, commented on the positive impact of Police Scotland's increasingly sophisticated practice on engagement and consultation on new technologies. The Committee also noted the maturing performance framework which has been positively developed to allow targeting of intelligence and resource in areas of challenge, whilst highlighting areas working well. The Committee welcomed the first quarterly update from the Independent Custody Visitor Service and commended both the SPA staff and volunteers, as well as Police Scotland's responsiveness to how issues are addressed. The Committee were also assured on Police Scotland's response to reported cases of spiking, and welcomed their position to encourage people to come forward. Fiona Douglas confirmed there was no backlog in toxicology analysis associated with spiking cases. The Chair confirmed the executive summary of the performance report would be appended to the Committee Chairs' report going forward.
- Resources Committee Chair, Grant Macrae, confirmed the Committee were assured that capital spending was monitored daily and further comment was expected from Chief Financial Officer James Gray (JGray) during the budget agenda item. The Committee had also requested an estates forward look which highlighted the vast amount of work ongoing despite limited resource. The Committee had requested timeframes on anticipated completion of the estates plan.
- Audit, Risk and Assurance Committee Chair, Jane Ryder, confirmed a meeting took place on 18 March where four Internal Audit Reports were tabled, including one on strategic planning where discussion focused on implementation planning. Police Scotland had identified

SCOTTISH POLICE
AUTHORITY

that strategies on Violence Against Women and Girls; and Equality, Diversity and Inclusion were opportunities to adopt the new approach, which was welcomed. The Committee also received assurance that planning for the Annual Report and Accounts was on track.

The Board **RESOLVED** to:

- **NOTE** the report

5. CHIEF CONSTABLE'S REPORT AND ANNUAL POLICE PLAN

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

- Her Majesty's Inspectorate of Constabulary in Scotland
- Significant convictions
- Cyber Scotland Week
- Mental Health Pathway
- Scottish Ambulance Service Collaboration
- Chief Constable's Bravery and Excellence Awards
- Your Safety Matters
- Resource Spending Review

In addition to the written report, the following areas were highlighted:

- CCLivingstone reflected on the successes of Police Scotland and stated he felt citizens and communities are safer and better served now than if reform had not taken place. However, he acknowledged the need to continue to develop, which was reflected within the priorities set out in the Annual Police Plan.
- CCLivingstone welcomed the significant focus being brought by the SPA to the area of violence against women and girls. Police Scotland is developing its means of listening and acting upon feedback of experiences in this area and the Public Protection Development Programme will enable better support to victims and response to emerging vulnerabilities.
- CCLivingstone referred to the budget report, highlighting the gap between expected capital funding and what is assessed as the requirement over the next five years. CCLivingstone confirmed he

SCOTTISH POLICE
AUTHORITY

will continue to make the case for an appropriately funded and maintained police service to Scottish Government.

Director of Strategy and Analysis, Tom McMahon referred to the Annual Police Plan and informed Members the development process begins in late summer with a refreshed strategic assessment, to allow identification of the key priorities for the coming year. Engagement takes place through workshops and at the Strategic Leadership Board which culminates in the draft plan. The Policing Performance Committee discussed the draft in depth with focus on performance metrics and violence against women and girls. The draft is also shared with Scottish Government, COSLA, Local Authorities and other partners.

In discussion the following matters were raised:

- Members sought further information on any trends from Operation Protector and questioned whether there were plans to expand out with Aberdeen. Members heard the Operation was bespoke to the North East due to strong collaborations established, however learning will be expanded nationally whilst taking cognisance of regional variance due to local arrangements and unique local partnerships.
- Members heard Police Scotland work closely with the National Counter Terrorism Coordination Unit and organisations within the financial sector in relation to counter terrorism operations.
- Members sought comment on the Covid-19 impact on continuous development and maintenance of core skills and heard training had been interrupted and challenges remain, however core training prioritisation had been given to critical training of certified and authorised personnel. Members were further advised that Police Scotland is assessing training requirements that might arise from the potential retirement of experienced officers as a result of recent change to the pension rules. People and Development are working to identify the skills gap and a Leadership Matters programme is being progressed. With regards to recent staff absences, pressure remains on C3 but resilience is monitored daily.
- Members questioned whether Police Scotland had confidence in the pace of work by local partners in regards to mental health, and heard Police Scotland had reservations about the ability of all partners' out of hours services to develop and deliver an equally

SCOTTISH POLICE
AUTHORITY

quick response. CCLivingstone noted there were pockets of good practice and Police Scotland will continue to work with partners at a local and national level to ensure that there is response available for persons in crisis.

- Members heard Police Scotland lagged behind some forces in the UK with regard to non-pay investments, with the roll out of Body Worn Video being an example. CCLivingstone acknowledged that Police Scotland needed additional investment in technology and equipment. He outlined that the revenue funding position had allowed us to retain officer numbers, but there was limited non pay funding available. CCLivingstone reiterated the urgent need for additional funding and that Body Worn Video for all officers remained a priority. Deputy Chief Officer David Page (DCOPage) added that the five year capital ask was £463million but the organisation was only receiving 57% which had a serious impact on estates with focus therefore having to remain on maintenance and repairs. The Fleet Strategy detailed a move to 100% electric vehicles but the financial allocation would only allow for 43%. £300million was asked for in relation to DDICT and not all has been received which has delayed projects, causing serious impacts. Members shared concern and the Chair noted the importance to ensure that all efficiencies have been driven as far as possible, and that budgets are prioritised for those with an immediate requirement, and shortfalls clearly articulated. A joint proposal will be provided to Scottish Government on the capital constraints and what will not be done.
- Members welcomed the progress of the modern apprentice programme.
- Members referred to Sir Michael Barber's Strategic Review of Policing in England and Wales, and in particular to comments on culture challenges, and sought comment from CCLivingstone. Members were assured culture challenges are a key issue for the service, and the organisation has an obligation to respond. CCLivingstone confirmed he will write to Sir Michael Barber and offer reflections on Police Scotland's learning thus far. DCC Fiona Taylor (DCCTaylor) added the People Committee had had a deep dive into some of Police Scotland's Equality, Diversity and Inclusion activity. DCCTaylor advised that Police Scotland was already 8 to 12 months into the delivery phase of Your Leadership Matters (YLM)

SCOTTISH POLICE AUTHORITY

with progress being measured and initial positive feedback received. DCC Taylor continued that it would take some time to build the next phase of the programme but there had been engagement with staff associations and different elements of were moving at pace. Members were assured that delivery work was being progressed and performance data will include equality, diversity and inclusion outcomes.

- Members heard each Deputy has clear ownership of different levels of activity for strategic objectives, with clear alignment of timeframes. The established framework provides a level of consistency for working towards outcomes on a day to day basis.
- CCLivingstone agreed there was a collective responsibility to highlight the financial challenges in respect of policing in Scotland, and both the Authority and Police Scotland's concern would be included in the joint submission to the Spending Review.
- The Chair commended the improvements made to the Annual Police Plan, recognising that it continues to evolve from previous iterations.

The Authority **RESOLVED** to:

- **NOTE** the Chief Constable's Report;
- **NOTE** the Annual Police Plan

6a. SPA CHIEF EXECUTIVE'S REPORT

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

The Authority **RESOLVED** to:

- **NOTE** the report

6b. SPA GOVERNANCE FRAMEWORK

Members considered the report which detailed the work undertaken to review the Authority's Corporate Governance Framework. CBrown highlighted a number of key points as detailed in the paper and thanked Vice Chair Jane Ryder (JRyder) and Eleanor Gaw, SPA, and all those who contributed, for their work.

JRyder confirmed Phase 1 met the objectives set and welcomed the inclusion of ICVS detail.

SCOTTISH POLICE
AUTHORITY

The Authority **RESOLVED** to:

- **APPROVE** the revisions to the SPA Governance Framework

6c. SPA ANNUAL BUSINESS PLAN 2022/23

Members considered the report which presented the Authority's business plan for 2022/23. CBrown highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members discussed the proposal for corporate parenting and heard that the SPA will progress this work through policy advice and engagement with other organisations. Member noted that as employers, SPA should consider what else can be done.
- Members heard individual milestones and metrics are set for SPA corporate staff to deliver the plan, which will be reported to the Audit, Risk and Assurance Committee.

The Authority **RESOLVED** to:

- **NOTE** the report

7. TRI-PARTITE REVIEW OF LOCAL POLICE PLANS

Members considered the final report developed from the Tri-Partite Review of Local Police Plans carried out by SPA, Police Scotland and COSLA. The Chair welcomed Graham Houston (GHouston) and Elisa Bevacqua to the meeting who were representing COSLA during discussion. Barry Sillers highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- GHouston noted the recommendations were constructive which will help improve the local police plans and inform new incoming Councillors. GHouston commented there was a constructive relationship between Police Scotland and COSLA which grew during the pandemic. GHouston confirmed COSLA supported the report and their Community Wellbeing Board endorsed the recommendations.
- DCC Will Kerr (DCCkerr) commented that the review raised issues for Police Scotland including the criticality of local relationships and the responsibility to listen and respond to issues raised. Police Scotland were encouraged by the findings and welcomed the areas

SCOTTISH POLICE
AUTHORITY

highlighted for improvement such as accessibility and seldom heard voices.

- Members encouraged the need for good practice to be tailored locally rather than nationally.
- Members sought confirmation on whether there was a national standard for data sharing, and heard data sharing came from a mix of statutory duty, regulation and historical practice although there was no national standard. Members heard that during the pandemic there had been more willingness to share data in order to protect the public. It was noted the plan looks to develop effective analysis of data and GHouston added it was important for all public sector partners including health to contribute to data sharing.
- Members questioned what the top policing issues are from the perspective of COSLA. GHouston responded that Police Scotland have to educate, and help build knowledge and understanding among scrutiny conveners, Councillors and local communities to manage expectations; as there is a gap between what they expect and the reality of where crime happens. DCC Kerr agreed there were a number of traditional perceptions which do not reflect modern policing.
- The Chair noted he was aware of three tactical issues raised by COSLA: visibility of policing, responsiveness of policing (101 calls) and the role of policing in community issues which are not criminal offences. Three strategic issues regularly raised are: trust in policing; culture issues; and issue of protecting the vulnerable.

The Authority **RESOLVED** to:

- **NOTE** the report

8. SCOTTISH POLICE AUTHORITY BUDGET 2022/23

Members considered the report which sought approval for the proposed 2022/23 revenue, capital and reform budgets for 2022/23. JGray highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- In his capacity as Interim Accountable Officer, CBrown confirmed he supported the proposed budget.

SCOTTISH POLICE
AUTHORITY

- Resources Committee Chair, Grant Macrae, positively commented on the progress of preparing the budget and confirmed that the Committee recommended the proposal.
- Members were assured Police Scotland were confident that all costs would be incurred by 2021/22 year end, based on information received from suppliers.
- Members questioned the exclusion of DESC costs and heard a number of variables would determine the level of funding from Scottish Government.
- CCLivingstone thanked the Resources Committee and the finance teams in both SPA and Police Scotland for the development and planning work. He commended the progress in setting a balanced budget for two consecutive years. The Chair added the recently established Budget Oversight Group was working well.

The Authority **RESOLVED** to:

- **APPROVE** the Scottish Police Authority Draft Budget 2022/23;
- **APPROVE** the schedule of rate for events and other services 2022/23.

9. HOUSING STRATEGY

Members considered the report which sought approval for the Housing Strategy. JGray summarised a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members noted the strategy does not address issues around wider recruitment and retention in remote areas which would be a separate piece of work within People and Development.
- Members heard disposals would be treated as priority so monies received would be invested back to those properties which are in desperate need of repair.
- With regard to the overall financial position, Members heard there is a net capital cost, a case for which will be made to Scottish Government. The inability to borrow poses challenges which legacy forces did not have. Members were assured that the organisation was committed to spending money on health, safety and wellbeing issues in the first instance and homes will be prioritised to ensure appropriate homes for officers.

SCOTTISH POLICE
AUTHORITY

- Members discussed the geographical challenge in relation to different market conditions and requested Police Scotland consider other potential income streams.
- Members heard work is progressing against both the Scottish Housing Quality Standard and the Energy Efficiency in Social Housing Standard and discussions are ongoing with Scottish Government to ascertain which standard Police Scotland should work to.
- Members were informed the Deputy Chief Officer and the Chief Financial Officer attended the Scottish Government Infrastructure Commission to pitch for funding for Police Scotland as an infrastructure requirement, recognising Police Scotland's national footprint.
- Members heard the Resources Committee recommended the strategy for approval but had requested progress is escalated.
- Members were informed engagement had been predominantly internal and requested future engagement with the Scottish Housing Federation. .

The Authority **RESOLVED** to:

- **APPROVE** the housing strategy

10. FINANCIAL PLANNING FRAMEWORK

Members considered the report which presented the financial planning framework. JGray summarised a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Interim Accountable Officer CBrown endorsed the approach suggested and Members heard the Resources Committee also supported the paper. The Chair noted it was a critical paper for the Authority which demonstrated stability in the leadership of the SPA and Police Scotland, and set out the principles which are critical for the Authority to understand the pathways for making financial decision.

The Authority **RESOLVED** to:

- **NOTE** the report

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**SCOTTISH POLICE
AUTHORITY**

Before closing, the Chair expressed his thanks to Chris Brown and Barry Sillers for their work as Acting Chief Executives over the previous six months. Thanks was also expressed to Vanessa Ewing.

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