



Agenda Item 3

<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>24 August 2023</b>
<b>Location</b>	<b>COSLA, Edinburgh</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 Discussion and Approval</b>
<b>Appendix Attached</b>	<b>Yes -Appendix A - Board Objectives 2023/24</b>

**PURPOSE**

To update Authority Members on activities carried out by the Chair since the June 2023 Authority meeting; and approve changes to committee membership.

## 1 New Chief Constable

- 1.1 Jo Farrell will take post as Chief Constable of Police Scotland on Monday 9 October 2023. I have met with Ms Farrell during a visit to Tulliallan earlier this month and again in Edinburgh on another occasion. I very much look forward to working with her and the leadership team in the months ahead. Members will have an opportunity to meet her on her first week in post.

## 2 Police Scotland Leadership Arrangements

- 2.1 Prior to the retirement of Sir Iain Livingstone on 10 August 2023, the Board has agreed interim arrangements to provide continuity of leadership until our next Chief Constable, Jo Farrell takes post in October.
- 2.2 As Deputy Chief Constable Designate, DCC Fiona Taylor will take on the responsibilities of Chief Constable during this period. Assistant Chief Constable Alan Speirs will become DCC for Professionalism, Strategy and Engagement, on a temporary basis.
- 2.3 Chief Superintendent Faroque Hussain and Detective Chief Superintendent Stuart Houston have been appointed as Temporary Assistant Chief Constable's to fill current vacancies.
- 2.4 These arrangements ensure excellent skills and experience within the leadership team while it continues to drive improvement in policing. Jo Farrell will review the structure and responsibilities in due course.

## 3. Criminal Justice Committee Evidence Session on Police Officer and Staff Suicides

- 3.1 On 28 June, Fiona McQueen, Chair of our People Committee; Katy Miller, Director of People and Development and ACC Garry Ritchie [attended the Criminal Justice Committee along with other key stakeholders to discuss police officer and staff suicides](#).
- 3.2 [The Authority, Police Scotland and other attendees submitted written evidence ahead of the session](#). It was a constructive discussion about an issue accepted by all as complex. The death of any officer or member of staff while in service is a tragedy - for the individual, their family and friends, their colleagues and the organisation. While each set of circumstances will be unique, the

Authority and Police Scotland were clear in our commitment to developing a positive working environment and providing effective care and support services to all officers and staff.

- 3.3 Fiona McQueen confirmed that the People Committee is taking work forward to review health and wellbeing within policing. This review will be extended to cover any insights in relation to officer or staff suicides. The People Committee will conclude this work and report to both the Authority and the Criminal Justice Committee by the end of the calendar year.

#### **4. Engagement with Diversity Associations**

- 4.1 My engagement with the statutory staff associations, trade unions and diversity associations continues. Last month I met with the Executive team at SEMPER Scotland. The organisation exists to support and represent all minority ethnic officers and police staff on issues of equality in race. I was joined at this meeting by Fiona McQueen as Chair of the Authority's People Committee and our Chief Executive.
- 4.2 This was a very constructive and positive meeting with a strong focus on the efforts and actions to address discrimination and build an inclusive organisation.

#### **5. Muslim Community Engagement**

- 5.1 On 11 July, DCC Fiona Taylor and I met with Dr Hafiz Sadiq, a prominent representative of the Scottish Muslim community to discuss policing in Scotland and its engagement with the Muslim community. This was another positive and constructive meeting. I am confident it will help develop relations both internally and externally.

#### **6. Honours of Scotland**

- 6.1 On 5 July, I had the opportunity to observe the policing operation in situ during King Charles' visit to St Giles for the Honours of Scotland. I was very impressed with the policing approach on the day and particularly the efforts to support protesters to make their voice heard while maintaining the safety and enjoyment of those in attendance. Thank you to Police Scotland colleagues who took the time to take me through the planning and arrangements on the

day.

## **7. Association of Police and Crime Commissioners – AGM**

- 7.1 On 12 July I attended the Annual General Meeting of the Association of Police and Crime Commissioners (APCC), which the Authority joined last year as associate members.
- 7.2 The APCC brings together police and crime commissioners and other policing oversight bodies across the UK to discuss national policing issues. During the meeting we received an update on key workstreams which included improving public accountability, developing the workforce and building resources and infrastructure. An update on the work of the National Police Chiefs Council was also provided. The AGM also elected Donna Jones, PCC for Hampshire and the Isle of Wight as its new Chair.

## **8. Board Objectives**

- 8.1 To support delivery of the Authority's statutory responsibilities and to contribute to the delivery of the Scottish Government's Strategic Police Priorities; the Board has agreed the direction and priorities for policing in the following three strategic documents:
- [Joint Strategy for Policing 2023-26](#)
  - [Forensic Services Strategy](#)
  - [Authority's Corporate Strategy 2023-26](#)
- 8.2 As a group of non-executive members, the Board's approach is to provide strategic, effective non-executive leadership of policing; demonstrate and promote transparent governance and oversight of policing; and promote and communicate the Authority's role clearly and confidently.
- 8.3 Each year the Board agrees a set of objectives for the year ahead to guide and prioritise their support and scrutiny of policing. For 2023/24, Board members remain concerned that the level of demand on the police and forensic service is not sustainable within the financial envelope available. The Board will focus its efforts on maintaining a balanced budget and ensuring Scotland has a sustainable police and forensic service. These twin objectives are clearly in tension. To address that the Board and its Committees will focus on 3 issues – Capacity, Capability and Culture.

8.4 More information on our objectives have been published on the Authority's website and are appended to this report.

## 9. Member Recruitment

9.1 Early discussions have taken place between officials from the Authority, Scottish Government and Public Appointments team about a recruitment round for new Board members later this year.

9.2 There are currently 12 Board members (of a maximum of 15). With succession planning in mind, I have recommended that a future recruitment round seeks to appoint at least two new Board members from 1 April 2024 and seek to increase further the diversity on the Board.

9.3 Member recruitment is conducted independently by the Scottish Government's Public Appointment team and regulated by the Commission for Ethical Standards. The Authority will support this recruitment round with an enhanced promotion and attraction strategy.

## 10. Updates to Committee Membership

10.1 I am proposing two changes to the membership of the Complaints and Conduct Committee and Forensic Services Committee.

10.2 Grant Macrae has requested that he stand down from the Complaints and Conduct Committee. The committee has appropriate resilience with the remaining four members.

10.3 Fiona McQueen has requested that she stand down from the Forensic Services Committee. I am proposing that Mary Pitcaithly fills this space.

### RECOMMENDATIONS

Members are invited to discuss the contents of this report and approve the changes to committee membership.

## SCOTTISH POLICE AUTHORITY BOARD OBJECTIVES 2023/24

### Background

The Board of the Scottish Police Authority is a group of publicly appointed members with a collective responsibility as set out in the Police and Fire Reform (Scotland) Act 2012 to deliver five core functions:

- to maintain the police service;
- to promote the policing principles set out in the 2012 Act;
- to promote and support continuous improvement in the policing of Scotland;
- to keep under review the policing of Scotland; and to hold the Chief Constable to account for the policing of Scotland

In addition, the Authority is responsible for the provision of Forensic Services to the criminal justice sector and an Independent Custody Visiting Service.

### The strategic landscape

To support delivery against these responsibilities and to contribute to the delivery of the Scottish Government's Strategic Police Priorities, the Board has agreed the direction and priorities for policing in the following three strategic documents:

- [Joint Strategy for Policing 2023-26](#)
- [Forensic Services Strategy](#)
- [Authority's Corporate Strategy 2023-26](#)

### The Board's approach

#### **Provide strategic, effective non-executive leadership of policing.**

Working with the Executive and leadership teams of policing to provide both support and challenge to ensure policing is effective, efficient and forward-looking. Promoting best practice, research and debate around the future of policing in Scotland and championing the growth of evidence and data.

**Demonstrate and promote transparent governance and oversight of policing** which is effective, proportionate, reflective of the public interest, consistent with the Authority's statutory duties and sufficiently adaptable to respond to changing circumstances.

**Promote and communicate the Authority's role clearly and confidently**, building relations with stakeholders and seeking input from relevant parties on the issues of public interest facing policing.

## **Our key areas of focus for 2023-24**

Members identify areas of focus for the year ahead to guide and prioritise their support and scrutiny of policing. Board members remain concerned that the level of demand on the police and forensic service is not sustainable within the financial envelope available; we will seek greater evidence of fluctuations in demand across both. The Board will focus its efforts to:

- Maintain a balanced budget
- Support the development of a sustainable police and forensic service

To meet both objectives, the Board will concentrate its interest in 3 specific areas:

### **1. CAPACITY** – for example;

- Address mental health and missing persons demand on response policing (to free police officers time to meet other demands)
- Invest in leadership and management training/support (to increase retention rates and job satisfaction)
- Invest in police and staff wellbeing and welfare support (to reduce sickness absence and ill-health retirement)
- Agree Strategic Workforce Plan, People Plan and monitor progress.

### **2. CAPABILITY** – for example;

- Invest in technology to increase officer and staff efficiency
- Increase cross-sectoral partnership working to ensure Police Scotland makes best use of UK and wider police capability
- Focus on transformation/change programmes with emphasis on delivery of existing Police Scotland and Forensic Services strategies.

### **3. CULTURE** – for example;

- Sustained oversight of Policing Together Programme of work to accelerate pace and measure progress to address cultural challenges
- Strengthen legal and administrative process and visibility of misconduct hearings and their outcomes and improve learning from them
- Transform system wide HR support within Police Scotland.

To meet these objectives, Board Members will adhere to the [SPA's Code of Conduct](#) and follow the principles laid out in the Scottish Government's "[On Board](#)" guidance, including upholding the principles set out in the Ethical Standards in Public Life etc. (Scotland) Act 2000.

Members will operate in a non-executive capacity, declaring all relevant interests and connections. Members will participate in a development programme designed to support them in achieving their corporate and individual objectives and support a culture of continuous improvement within the Authority.

These objectives and areas of focus will be reviewed annually, aligned to coincide with the conclusion of Member end of year reviews.