

SCOTTISH POLICE
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AUTHORITY MEETING
25 August 2021

Minute of the SPA Authority Meeting held on Wednesday, 25
August 2021 via Video-conference

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

In attendance: Police Scotland
Chief Constable Iain Livingstone
Deputy Chief Constable Fiona Taylor
Deputy Chief Constable Will Kerr
Deputy Chief Officer David Page
Assistant Chief Constable Bernie Higgins
James Gray, Chief Financial Officer
Andrew Hendry, Chief Digital and Information Officer

Scottish Police Authority (SPA)
Lynn Brown, Chief Executive Officer
Chris Brown, Deputy Chief Executive, Resources
Barry Sillers, Deputy Chief Executive, Strategy and
Performance
Tom Nelson, Director of Forensic Services

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Fiona Douglas, Head of Strategy and Change, SPA
Forensic Services

Independent Advisory Group on Police Use of Temporary
Powers Related to the Coronavirus Crisis

John Scott QC, IAG Chair (Item 9)

HMICS

Gill Imery, HM Chief Inspector of Constabulary in
Scotland

SPA Secretariat

Eleanor Gaw, Governance and External Relations Lead
Deborah Christie, 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 Member apologies;
- **NOTE** that in respect of agenda item 9, HMICS Annual Report, Paul Edie declared he had currently holds the position of the Chair of the Care Inspectorate with whom HMICS carried out joint inspections. There were no other declarations of interest;
- **NOTE** no other business;
- **AGREE** that, in accordance with paragraph 20 of the SPA Standing Orders, the Board would consider items 13- 17 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 30 June 2021;
- **NOTE** the action log and that there were no matters arising.
- **NOTE** the following 2 decisions that had been made by correspondence since the last Authority meeting;

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- The Authority approved the appointment of the Director of Forensic Services following a recruitment process. The Chair congratulated Fiona Douglas who is currently Head of Strategic Change in Forensic Services and has been appointed to the Director post and will take up the post in October.
- The second decision was in relation to the award of a Body Worn Video contract. The Chair clarified that this decision supersedes the contractual award approved by the Authority at the meeting 30 June. It was explained that, following a further review of the tender requirements, Police Scotland determined that an alternative supplier was best placed to meet the specifications and was subsequently awarded the contract. Members noted the Chair of Resources Committee had been fully sighted on the circumstances and the revised contract award to ensure it is in place for COP26.

3. SPA CHAIR'S REPORT

The Chair referred to his report and highlighted that this was to be Tom Nelson's last Authority meeting as Director of Forensic Services. The Chair advised that Tom will retire at the end of September after a career spanning more than 40-years and intimated that the Board would hear some more from Tom later in the meeting.

The Chair highlighted the Police Scotland and Public Health Scotland Collaborative Framework Event which he had recently attended and restated his support for this strategic partnership approach which focuses on the opportunities that working together will present to improve outcomes for citizens within a public health approach to policing.

Members noted the Chair was scheduled to attend the COSLA Leaders meeting later in the month and this would be a valuable opportunity for him and the Chief Constable to further his commitment to strengthening engagement with local government which he confirmed was, in his view, critical to policing.

In response to a question regarding how the collaborative activity between Public Health Scotland and Police Scotland would be taken forward, DCC Will Kerr explained that the recent event had provided the opportunity to agree the strategic intent and develop the collaborative

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framework. DCC Will Kerr agreed to share details of the Framework with Members.

Members welcomed the assurance that an area of focus would be to find ways in which Police Scotland could work collaboratively with strategic partners to tackle a number of causative issues further up the chain.

The Chair highlighted that Committee and Oversight Group Chairs' reports were appended to his report and these provided an update on business progressed since the last Authority meeting through the:

- Policing of COP26 Oversight Group
- Audit, Risk and Assurance Committee
- Forensic Services Committee
- Resources Committee

The Complaints and Conduct Committee met on the 19 August and a report will be presented to the Authority at its September meeting. Committee Chair Alastair Hay provided a verbal overview of the business that was conducted at the recent meeting.

It was noted that both the People and Policing Performance Committees would meet w/c 30th August and Michelle Miller, Chair of the Policing Performance Committee highlighted that, recognising the inclusion of comments in the Chief Constable report on call handling, this would be one specific area of focus for members of that committee.

The Board **RESOLVED** to:

- **NOTE** the reports and the verbal updates.

4. CHIEF CONSTABLE'S REPORT

Chief Constable Iain Livingstone provided a detailed summary of the paper. In addition to the information provided in the paper, he highlighted the following additional points:

- Recognising the significant value that the work of the IAG had added to the policing of the pandemic, the Chief Constable thanked members of the group for their important work and proposed that it is now time to stand down the group as its work is concluding. The valuable data work will continue to be explored by various interested parties. Naturally should circumstances change, the group could be reconvened.

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- In respect of call handling, the Chief Constable provided additional context for the increased demand being experienced and highlighted that during the first quarter of 2021-22, the total number of calls received by C3 was more than 666,000, an overall increase of over 2,000 calls on the year before and significantly, a major shift had been seen towards emergency calls, with more than 30,000 additional 999 calls received compared to the same three month period last year.
- Members heard that Police Scotland continue to prioritise 999 emergency calls and, despite the significant increase in such contacts, on average continue to answer emergency calls within 10 seconds. The Chief Constable explained that people calling the non-emergency 101 number are waiting longer to have their calls answered, with an average answer time of a little over five minutes in June and in individual cases there have been considerably longer call answer times for which, the Chief Constable expressed regret.
- The Chief Constable provided an explanation of some of the factors which are contributing to longer average answer times for non-emergency calls to 101, in addition to highlighting the significant surge in 999 calls, to which the organisation continues to give priority. The Contact Assessment Model which is operating across all of Scotland and focuses on an enhanced assessment of threat, risk and harm means call handlers are spending more time on each call received as C3 officers and staff ensure the person calling gets the right response for their particular circumstances and needs. The Chief Constable explained that there has, during the pandemic, also been a requirement to collect additional information regarding potential COVID circumstances, the need for appropriate PPE or other measures, before confirming whether officers attend at an address.
- The Chief Constable re-stated his previous comments and underlined the need for investment in technology and highlighted that 2 key communications projects, which will help modernise how the public can contact the police are described in the change activity update which will be considered later in the meeting. It was explained that, at present the capability to receive and respond to 101 and 999 calls remotely does not exist. Together with physical distancing requirements and absences, this has contributed to putting pressure on the overall capacity within C3, with only 81% of

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normal staff levels being able to be accommodated within Police Scotland buildings. Members heard that mitigations have been put in place, including setting up additional temporary sites to increase the space available, however training additional personnel for C3 is demanding and challenging, again, because of the impact of physical distancing on the training programme.

- The Chief Constable stated that the way Police Scotland respond to contact from members of the public is vital, to ensure people get the help they need and deserve, and to maintain public confidence in policing. It was explained that, at times, callers do disconnect before their 101 calls are answered and that this can be for a range of reasons; for example that police assistance is no longer required; or, as per the advice of the automated messages, they divert to an online report through the website, or to access online information in respect of current COVID restrictions or weather warnings.
- The Chief Constable stated he was personally concerned when people wait longer to be connected and that he regretted the very long waiting times that have been experienced by callers in some cases. Members heard that the physical distancing requirements in police buildings have now been reduced from 2m to 1m, with a view to removing physical distancing entirely by late September and this will further help to improve capacity. The Chief Constable explained that members of the public, officers and staff will continue to be encouraged to use 101 appropriately.
- Finally, the Chief Constable took the opportunity to thank the officers and staff of C3 who have continued to discharge these vital duties throughout the pandemic stating that they are a vital part of policing in Scotland and he knows how dedicated they are to public service.

In discussion the following matters were raised:

- Recognising that Police Scotland will continue to prioritise 999 calls, Paul Edie invited the Chief Constable to comment on the levels of abandoned 101 calls and sought an assurance that 101 calls were important to Police Scotland. The Chief Constable assured Members 101 calls were treated very seriously by Police Scotland and invited DCC Will Kerr to provide some additional information in this regard. DCC Kerr explained that the use of the terminology around

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abandoned calls can suggest that someone has given up, that is not always the case. Their call may have been for information available elsewhere, or they may have decided to report something online for example. DCC Kerr explained that the organisation understood there was a need to better understand what people need and why people decide to hang up or opt for an alternative route to make contact with Police Scotland.

- DCC Kerr recognised the Police Scotland technology is not currently as effective as he would like it to be and this was part of the transformation and development as referenced by the Chief Constable earlier. Investment will allow a better and more professional overall IT architecture around the command and control network which will lead to significant improvements on what call data is available and how this can be used to inform decision making.
- DCC Kerr explained that while contingency plans and robust demand management have been put in place to maintain continuity of service, there were a number of other factors that Police Scotland couldn't influence. These included demand diverted from other agencies, increase in call volumes, and social distancing requirements in the workplace, which then impacted on how the C3 business areas could operate. He also referenced that the service had not been able to invest to the extent it would have wished in IT infrastructure which limited options as C3 staff could not work remotely. DCC Kerr assured Members there was a significant amount of thought and planning put in to the contingency management in what was a very dynamic set of circumstances.
- In response to a question regarding the Test of Change for the carriage of Naloxone, the Chief Constable stated that, while he had not yet taken any final decisions and this would not be done until the independent academic evaluation concluded, his early thinking is that any wider roll out of Naloxone would remain on a voluntary basis for officers and staff.
- In response to a question regarding the c. 30% positive detection of drink or drug driving offences, DCC Malcolm Graham highlighted that while this was a high figure, it in some way verified the targeted approach taken by officers. Members heard that similar campaigns would continue to tackle this growing area of crime and

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were assured by the DCC that Police Scotland would continue to prioritise road safety.

- Following a question regarding what plans, if any, were in place to encourage staff to self-test for Covid-19, DCC Graham explained that the organisation continued to focus on the transition to a revised BAU operating model. While lateral flow tests were readily available it remains a matter of personal choice for individuals.
- An assurance was sought that Police Scotland had the appropriate skills available within the organisation to investigate the increased demand from fraud and cyber-crime and what steps had been taken by Police Scotland to recruit appropriate levels of suitably skilled individuals to investigate and provide a resilient response to this type of crime. Recognising the significant increase in cyber-crime, DCC Graham explained that the Cyber Strategy was ambitious in nature and would seek to address the rise in fraud and cyber-crime and the emphasis of the approach would be on prevention and protection.
- DCC Graham reported that the Police Scotland response to high end complex financial crime was being led by the Economic Crime and Financial Investigation Unit, a national service able to respond to significant events and proactively target these crimes. It was explained that this area of work involved close links and partnership with nationwide strategic partners as well as links with global networks. Members welcomed the assurance that DCC Graham believed Police Scotland is very well placed to respond to this area of crime going forward.
- Noting recent UK wide issues with some vehicle road policing fleet, an assurance was sought that steps had been taken to ensure there would be no impacts on availability of fleet for Police Scotland. DCC Graham confirmed that there had been a swift response to this issue highlighted by BMW, and there was no impact in Police Scotland's ability to respond to roads policing incidents or routine duties.
- Tom Halpin commended the work of the Police Scotland International Academy and thanked Supt Helen Harrison, Gordon Thomson and the team in that unit for their excellent work.
- Recognising that some aspects remained live, clarity was sought on when the Authority could expect to consider a lessons learned report in respect of the Rangers Football Club investigations. The

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Chief Constable recognised the legitimate interest of Authority members in considering the lessons learned and assured Members he would work to bring the report as soon as possible. The Chief Constable provided an update that improvements had already been made to how a number of matters are dealt with and procedures and protocols had been revised, but he was not in a position to publically comment in any detail at this time. Members agreed that it was important for the Board to scrutinise this area of activity in a timeous manner and it may be appropriate for it to be considered in private in quicker time with public reporting to follow when possible. It was agreed that opportunities to consider this early learning would be explored to ensure Members were appropriately sighted on the relevant details and for assurances to be provided which would allow the Board to discharge their statutory governance and oversight duties.

- In response to a question regarding timescales for the actions to address the findings of the wellbeing and engagement survey 'Your Voice Matters' to be reported to the Board, the Chief Constable advised an update would be considered at the People Committee in the first instance and then the implementation plan would be developed which would be considered by the People Committee and thereafter the Board.
- The Chief Constable was asked for a view on how relationship building across the broader public service landscape in which Police Scotland operates can be strengthened, and how the Authority can support this work. The Chief Constable stated that policing touches on many areas but is rarely the sole solution, and one of his longstanding objectives has been to find synergies and opportunities to deliver a better service whilst working with other agencies and partners to achieve best value and the optimal overall outcome for the public. Chief Constable Livingstone explained that he would continue to work with COSLA and other partners to be as outward looking as the organisation can be, and continue to build trust and encourage challenge.
- Referencing the County Lines Day of Action in Edinburgh, clarity was sought on how big a challenge County Lines was in Scotland. Chief Constable Livingstone explained that this was a growing problem that affected all communities in Scotland and strong links across the UK with other agencies was driving the activity.

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- The Chair of the Audit Risk and Assurance Committee invited the Chief Constable to provide early comment on the recently published UK National Preventive Mechanism's 'Scotland's progress in the prevention of ill-treatment in places of detention' report and sought an assurance from the Chief Constable that consideration of custody issues were a focus for the Chief Constable in light of the existing comments and recommendations from HMICS. The Chief Constable assured Members that this was indeed an area of focus for the organisation and there was a dedicated Chief Officer who leads on Criminal Justice. This dedicated resource was welcomed by Members. An assurance was provide that related actions and requirements will be delivered.
- DCC Will Kerr advised Members that of the 12 recommendations in the original report, 8 had been fully met with work ongoing on the other 4. Additional context was provided, for example how long some individuals are held in custody may be out with the control of Police Scotland e.g. absence of 7 day courts system. Members heard that additional resource has been put in to ensure people are not held in custody for longer than is necessary.
- The Authority Chair recognised the effort and contribution of C3 Staff and supported the Chief Constable's comments stating that, in his view they are professional and resilient.
- In respect of the Independent Assurance Group the Chair undertook to discuss the Chief Constable's recommendation to stand down the IAG and bring the work of the Group to a conclusion. It was noted that the Chair would discuss this with the Chair of the IAG, John Scott and provide an update to the next meeting of the Authority.

The Authority **RESOLVED** to:

- **NOTE** the update and agreed the following action

250821-SPABM-01: Members will be briefed on lessons learned from Rangers investigation.

5. SPA CHIEF EXECUTIVE'S REPORT

Members considered the report which detailed activities carried out by the Chief Executive and the Executive Team since the previous Authority Meeting. Lynn Brown took the report as read and highlighted 2 additional updates;

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- It was noted that on the 18th August, HMICS published a Progress Review of Police Scotland's response to online child sexual abuse and exploitation and added that this would be considered at the meeting of the Policing performance Committee on the 1st September at which HMICS would present the report.
- The publication of the UK National Preventive Mechanism's 'Scotland's progress in the prevention of ill-treatment in places of detention' report on the 24th August was highlighted by the Chief Executive and Members heard that this had been considered at the Policing Performance Committee in June and would be discussed again, in November, with any recommendations from reports also being tracked at the ARAC Committee.

In discussion the following matters were raised:

- Clarity was sought on the plans to ensure SPA teams and colleagues will be able to given sufficient opportunity to develop and grow and work together effectively as teams, despite the continued remote working. The Chief Executive explained that effort had been made to ensure staff had been consulted with and were comfortable with their working arrangements and this had been reviewed at various points throughout the past 18 months and this would be continued in the coming months.
- It was noted that future Board seminars would be planned to take place on a face to face basis and this would be done within the Covid guidelines.

The Authority **RESOLVED** to:

- **NOTE** the report

6. PROCUREMENT ANNUAL REPORT

Members considered the paper which sought approval for the procurement annual report. Chief Financial Officer, James Gray highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Chief Financial Officer, James Gray explained that this report met an annual requirement placed on Police Scotland to set out what progress has been made against the Procurement Strategy which covers the period 2017-2021.

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- Members welcomed the good progress that had been made and welcomed the assurance that further improvements were planned. This would be built in to the new Procurement Strategy which was currently being developed and would be presented to the Resources Committee and Board in the coming months.
- As Chair of the Resources Committee, Bob Black confirmed the committee was supportive of the report.
- In response to a question regarding the community benefits and specifically how the creation of jobs compared to other organisations, it was explained that given the one off nature of so many of the contract awards this might not be as high as in other organisations, but that some benchmarking work would be carried out which would feature in the new Procurement Strategy.

The Authority **RESOLVED** to:

- **APPROVE** the Procurement Annual Report.

7. 26th CONFERENCE OF THE PARTIES (COP 26)

Members considered the paper which provided an update on policing planning for COP 26. DCC Will Kerr highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- The Chair reminded Members that the SPA COP26 Oversight Group continued to provide valuable support and challenge.
- DCC Kerr updated Members on plans in progress to prepare for the policing of COP26, with significant communications activity underway. Members heard that sessions were planned over the coming weeks to help stakeholders understand the role of public order and protest management.
- Additional context of how human rights considerations would remain a focus throughout the policing of any protests was sought. DCC Will Kerr assured Members that Police Scotland wanted people to know that they should feel able to come to Scotland and express their views in respect of matters which are of global importance and concern. DCC Kerr confirmed that the focus of Police Scotland will be to keep everyone safe and to facilitate their right to assemble and protest peacefully in Scotland during the event.
- Recognising the importance of clear and timely communications in the public in the build up to and during events, an assurance was

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sought that robust plans were in place to ensure appropriate plans were in place in this regard. DCC Kerr advised that proactive engagement was underway through which Police Scotland would seek to engage with as many of the protest groups as was possible to make sure they were aware of the planned approach, tone and style from Police Scotland. It was noted this engagement would provide an opportunity to differentiate between those who planned peaceful protest and the small minority who will not. DCC Kerr also explained that those with hidden disabilities were being considered as the communications for during the event were being developed, and thought was given to how any communications could ensure those with hidden or visible disabilities were not overlooked.

- The work to finalise the Work Force Agreements was welcomed by the Chair of the People Committee. Clarity was sought on what areas these agreements covered. ACC Higgins explained these agreements covered a range of aspects including definitions of what constitutes a day, work patterns and potential flexibilities but provided a shared understanding of this information across all parties.
- A question was asked regarding the measures that will be put in place to ensure the Health, Safety and Wellbeing of both Police Scotland Officers and Staff and that of all mutual aid forces throughout the event. Members heard that officer and staff wellbeing was a key strategic element of the event planning and was of significant importance. Tactical examples were provided of steps that had been taken to ensure wellbeing these included; additional outdoor waterproof clothing, activities to keep officers from getting bored between duties and provision to care for anyone who should test positive for Covid. Members welcomed the assurance that a comprehensive overarching wellbeing strategy would be in place.
- In response to a question about what was being done to mitigate against impacts on the wellbeing of officers and staff carrying out Business as Usual (BAU) duties, it was explained robust planning was underway and that ACC Hawkins had been appointed Strategic Lead for BAU operations. It was reported that links existed between the Op Urram and BAU teams to ensure the necessary steps will be taken to minimise any negative impacts.

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- The Chair of the COP26 Oversight Group assured the Board he was confident the ongoing activity would result in all timelines being met to deliver the policing of the event. It was also noted that the learning would be captured and this would not only benefit policing in Scotland learning would benefit policing on a wider scale too.

The Authority **RESOLVED** to:

- **NOTE** the report.

8. POLICING RESPONSE TO COVID-19

8a. INDEPENDENT ADVISORY GROUP ON POLICE USE OF TEMPORARY POWERS RELATED TO THE CORONAVIRUS CRISIS FINAL REPORT

Members considered the paper which provided the substantive findings of the Independent Advisory Group on Police Use of Temporary Powers related to the Coronavirus Crisis. John Scott highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- John Scott thanked the Authority and the Authority Staff who had supported the work of the IAG. He also thanked the Chief Constable, officers and staff of Police Scotland who had supported the work and thanked the Members of the Group.
- It was recognised there would be continued learning over the coming months and in response to a question on what the big lessons would be, John Scott expressed the view that the big lessons would be likely be learned elsewhere and not by Police Scotland or the Authority. He continued that the pandemic had been seen to exacerbate pre-existing inequalities and both devolved and UK Governments should take learning from these circumstances.
- It was also the view of the IAG Chair that learning should be taken to ensure any future changes in the law under similar circumstances, are communicated better and earlier.
- The agility of Police Scotland was recognised and John Scott agreed that the application of the 4 Es approach had given Police Scotland officers a valuable tool to use when addressing issues in policing,

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whilst recognising some of the inequalities that people were experiencing.

- The Authority Chair concluded the discussion by highlighting the need for policing to consider, amongst other things and as part of a wider discussion, some fundamental issues namely; the impacts on areas with poorer health, areas with less workforce agency and areas with less social capital where mutual support is not as available.

The Authority **RESOLVED** to:

- **NOTE** the report

8b. SPA OVERSIGHT OF COVID-19

Members considered the paper which provided details of SPA oversight of policing during the pandemic. The report details the SPA organisational response, oversight and assurance activity and provides reflections and lessons learned. LBrown highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- The Chief Executive provided a summary of the approach taken by the Authority from the start of the pandemic to provide assurance to the public, and explained effective oversight was achieved through proportionate oversight of both business as usual and the specific policing response to the pandemic. It was explained this was achieved through continued governance meetings, and public transparency was ensured with access to oversight through the livestreaming of meetings and creation of a dedicated Covid19 publications page on the website. The Chief Executive thanked Police Scotland colleagues for their support in ensuring the appropriate IT infrastructure was in place to facilitate continued governance meetings, recognising this was a key driver to the effective delivery of oversight and scrutiny.
- In response to a question seeking clarity on what lessons had been learned from the way in which data had been made available during the pandemic, the Chief Executive explained that the ability of Police Scotland to provide data and the willingness of Police Scotland to share their data had led to the SPA being able to test public opinion against what was being reported. It was noted by

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Members that this had laid foundations for a similar approach to future ways of working collaboratively.

- The Chief Executive reflected that, as the public platform for the IAG, the SPA had a clear role in being the public portal for the delivery of key messages to the public.

The Authority **RESOLVED** to:

- **NOTE** the report

9. HMICS 2020/21 ANNUAL REPORT

Members considered the report which outlined how HM Inspectorate of Constabulary in Scotland (HMICS) had carried out its statutory function for the period 1 April 2020 to 31 March 2021. Gill Imery thanked the Authority for the opportunity to present her Annual Report and highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- The Chair expressed a desire to invite HM's Chief Inspector of Constabulary to present the report on an annual basis.
- The Chief Constable welcomed the report and supported the HMICS' view that public scrutiny and accountability was very important and added value to the work of Police Scotland. He commented that there have been examples of robust challenge and insight and the independence and professional knowledge of HMICS in parallel is of significant value as part of the oversight landscape of policing in Scotland.
- The Vice Chair welcomed the improved relationships that had been seen between the SPA and HMICS and asked what changes to policing over the past year had, in HMICS's opinion, been of greatest significance. Gill Imery highlighted the Contact Assessment Model as a success from the past year and that she believed the desire to really understand what a caller is looking for from the police had changed call handling, albeit with a requirement for more time to be spent on each call to elicit the necessary information. It was noted that while the planned scrutiny of CAM had been deferred, HMICs was very supportive of the operating model. Gill Imery added that in her view, Police Scotland needed to be appropriately supported by other agencies as there was a limit to what policing could achieve on its own to ensure vulnerable people are appropriately supported should they need it.

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- In response to a question asking what learning could be taken from the way in which the wider Criminal Justice System (CJS) responded to the pandemic and what lessons could be taken from that response, Gill Imery commented that the digital innovations that had been brought in during the pandemic should be explored to drive improvements across the CJS with benefits for victims and witnesses who are impacted by delays.
- Noting that in the Annual Report, there is recognition of the improvements in SPA's oversight of policing, the Chief Executive sought clarity on what HMICS would expect to see which would lead to further improvements. Gill Imery commented that there had been huge improvements seen and suggested the Memorandum of Understanding between the SPA and Police Scotland which outlined areas of mutual interest as hugely beneficial. The new committee structure, new process for tracking recommendations, and new structure along with clear leadership from both the Chief Executive and Chair, had all added to the improvements and she would expect to see continued work to develop all of these elements.
- A question was asked regarding what progress the HM Chief Inspector of Constabulary felt had been made in respect of diversity and what, in her view, still needed to be done. Gill Imery explained that she was confident Police Scotland had done a huge amount of work in this area which was being led by DCC Taylor and she was encouraged by all of the effort Police Scotland was putting in to this area.
- HM's Chief Inspector of Constabulary stated that she was very confident the senior leadership within the organisation was very clear on the importance of why equality, diversity and inclusion was such an important matter, but recognised work was required to ensure this message was cascaded and properly understood right across the organisation at all levels. In conclusion, the Chair confirmed he agreed with the Chief Constable's view on the importance of the HMICS scrutiny and that it was enormously beneficial to the Authority.

The Authority **RESOLVED** to:

- **NOTE** the report

10. FINANCIAL PERFORMANCE QUARTERLY REPORT

Members considered the report which provided an update on the financial position of the SPA and Police Scotland for quarter one (three months ending 30 June 2021) of the financial year 2021/22, as well as forecasting the full outturn to 31 March 2022. James Gray highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- Recognising the challenges with capital spend in previous years, a question was asked regarding what confidence existed that the full capital spend would take place as budgeted. CFO James Gray explained that this has been an area of continuing improvement for the organisations and steps have been taken to work with budget holders to ensure a more robust approach. CFPO James Gray confirmed he was confident the full spend would be delivered in the timescale required.

The Authority **RESOLVED** to:

- **NOTE** the report

11. FORENSIC SERVICES REPORTING

11.1 FORENSIC SERVICES QUARTERLY REPORT

Members considered the Forensic Services Performance Report, Q1 2021/22. Tom Nelson highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- The Chair commended the fantastic achievement of Carina Joannidis, who works as a Forensic Services Mark Enhancement Officer who was awarded the Institute of Materials, Minerals and Mining Materials World Medal for Money Talks for her contribution to a collaborative project about examination of the new polymer banknotes.
- It was noted the report had been considered and discussed in detail at the recent Forensics Services Committee.
- DCC Malcolm Graham provided an update that the effective and strong relationships between Forensics Services and Police Scotland continued to allow demand to be managed effectively despite the challenges of Covid. The DCC highlighted the analysis of Drug

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Driving road tests as an area of joint concern for PS and Forensic Services based on the level of demand. It was explained that work was planned to establish ways in which capacity in this area could be enhanced to maximise public safety on the roads. It was recognised that enhanced performance reporting in this area would be undertaken to ensure progress was being made.

- The Chair of the Forensic Services Committee advised Members that the work to better understand the significant issues relating to drug driving testing and to find a solution was taken forward as a response to the scrutiny which had taken place at the Forensic Services Committee.
- Noting there was further discussion planned for a later agenda item, Tom Halpin welcomed the appointment of Fiona Douglas as successor to Tom Nelson when he retires later this year.
- Paul Edie thanked staff at the Scottish Crime Campus who had facilitated a visit of Members earlier in the month.
- In respect of the new toxicology laboratory for Scotland and the transfer of staff from University of Glasgow, an assurance was sought that steps would be in place to ensure the appropriate support would be available to staff as they transferred over to the SPA. Tom Nelson assured the Authority that plans were in place to manage the transfer of staff and this would continue to ensure staff and management were supported as the service moved to transfer over and good engagement had already taken place with Glasgow University.

The Authority **RESOLVED** to:

- **NOTE** the report

11.2 FORENSIC SERVICES THEMES AND ACHIEVEMENTS

The Chair introduced this item by reminding attendees this would be the final Authority meeting for Tom Nelson before he retires formally at the end of September. The Chair commented that Tom has had a long and distinguished career spanning four decades which began in Northern Ireland. He continued that Tom has witnessed, and been at the forefront of, advances in forensic science and technology over the last 40 years and we have had the benefit of his leadership in SPA Forensic Services since 2013. Before inviting Tom to speak to his presentation, the Chair asked that he provide attendees with a short summary of his career for the benefit of those observing the meeting.

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Members considered the presentation which provided an overview of Forensic Services Themes and Achievements reflecting back on changes in forensic science over the past 41 years. Tom Nelson took Members through his reflections on some of the key changes across forensic science during his career and how SPA Forensic Services was created, has evolved and is prepared for the future.

The Chair introduced Fiona Douglas who had recently been confirmed as the new Director of Forensic Services. She thanked Tom all of his work over the years, wished him well in his retirement, and advised she was looking forward to continuing this work in the coming years

Chief Constable Iain Livingstone congratulated Fiona Douglas on her appointment and stated that she would have the full support of colleagues at Police Scotland as she took up her post.

The Chief Constable spoke of his longstanding working relationship with Tom Nelson over a good number of years and across a very changing landscape and spoke of the respect he has for Tom's personal and professional integrity. The Chief Constable noted he would personally miss Tom's direction and advice and he wished him and his family well for his retirement on behalf of everyone involved in policing both here in Scotland and in Northern Ireland.

On behalf of the Board, the Chair thanked Tom for his presentation and put on record the thanks of the Board for his leadership, commitment and dedication to forensic science and the pursuit of justice over his career.

The Chair concluded that Tom Nelson leaves behind a Forensic Service in Scotland that is the envy of many playing a fundamental role in the criminal justice system in Scotland. The Chair wished Tom, on behalf of everyone in policing, a long and happy retirement.

Tom Nelson thanked everyone for their kind words which were all very much appreciated.

12. TRANSFORMATIONAL CHANGE

12.1 OVERSIGHT OF CHANGE IN POLICING

Members considered the paper which documented the SPA Board and Committee coordinated activity associated with the oversight of the content, progress, pace and impact of transformational change to support the continuous improvement of policing in Scotland. Barry Sillers highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- The Vice Chair sought an assurance that the processes in place would result in robust horizon scanning being undertaken across business areas and operational portfolios to ensure the early identification of the issues that will then be considered as part of the MOU process. The Deputy Chief Executive provided an overview of the arrangements that will be place for a collaborative and system wide approach to horizon scanning and explained this would take in to account 'continuous, special and topical horizon scanning' with the product that Authority Members would then see would be various briefings produced by the team. It was explained these arrangements would seek to be the SPA contribution to a policing wide horizon scanning process where key partners would work together to effectively prepare for future issues.
- The Chief Constable highlight that the MOU would not only cover matters of transformational change but will, in essence make sure all potential issues are identified and allow alignment between SPA and Police Scotland going forward and to remove duplication or omission.
- DCO Page provided an overview of the comprehensive activity that Police Scotland was involved in working with relevant partners to identify upcoming capability and ethical issues for the organisation and assured Members that strong links were in place across a number of partner organisation both domestically and internationally to ensure effective horizon scanning.
- It was confirmed that the project plans and outcomes would continue to be robustly monitored internally by Police Scotland at the relevant governance boards but the impacts would be considered at the Policing performance Committee. Members noted that SPA Corporate staff attended the Police Scotland Change Board. The Chief Executive assured Members there were very sound processes in place to ensure a strong grip on the oversight of change and it was agreed that the Chief Executive would work with Members to ensure they were briefed on the oversight arrangements that were in place to oversee the delivery of transformational change.

The Authority **RESOLVED** to:

- **NOTE** the report

12.2 POLICE SCOTLAND TRANSFORMATIONAL CHANGE

Members considered the paper which provided an update in relation to the Oversight of Change within Police Scotland. Andrew Hendry highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- A question was asked regarding what are the key mechanisms that are used to assess and manage in real time the risks to BAU which may arise from implementation of change or failure to implement change in a timely manner. In response, Andrew Hendry explained that risk is considered and assessed at various points across the portfolio and this is explored in detail at various governance boards. He assured Members he was confident risk was appropriately considered across all projects but would welcome the opportunity to provide Members with additional detail on how this is done. DCO Page explained that close links existed between change teams and operational teams to ensure risks were appropriately managed.
- It was recognised that the Board's oversight should be at a strategic level with this being supported by SPA staff attending the various internal governance boards at which detailed data sets are considered.
- The Chair concluded that the oversight of transformational change has continued to improve and suggested it was now necessary to explore ways by which the Board would be able to have oversight at an appropriate strategic level.

The Authority **RESOLVED** to:

- **NOTE** the report

12.3 SPA FORENSIC SERVICES TRANSFORMATIONAL CHANGE

Members considered the paper which provided an overview of the progress of transformational change undertaken in Forensic Services over the past six months. Fiona Douglas highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

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- The significant engagement was welcomed and an assurance was sought that the ambitious timescales were achievable with the current resource. Fiona Douglas confirmed that the pace of change would be appropriate for the level of resource in place and would not detrimentally impact on the staff involved. It was confirmed that a Change and Innovation Board would ensure the change to take place was fully aligned to the priorities of the organisations and which used the capacity effectively. Members noted there was close working with transformation and change Police Scotland colleagues who have the skills to support this activity.
- Recognising the significant nature of the organisational change, it was confirmed there was frequent engagement was in place with the Trade Unions and this had provided valuable insights for the work.

The Authority **RESOLVED** to:

- **NOTE** the report

END.