

SCOTTISH POLICE  
AUTHORITY  
AUTHORITY MEETING  
24 March 2021

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Minute of the SPA Authority Meeting held on Wednesday, 24  
March 2021 via Video-conference

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Board Members Present: Martyn Evans (Chair)  
Tom Halpin  
Robert Hayes  
Grant Macrae  
Michelle Miller  
Mary Pitcaithly  
Jane Ryder  
Matt Smith  
Caroline Stuart  
Elaine Wilkinson

In attendance: Police Scotland  
Chief Constable Iain Livingstone  
Deputy Chief Constable Malcolm Graham  
Deputy Chief Constable Will Kerr  
Deputy Chief Constable Fiona Taylor  
Deputy Chief Officer David Page  
Assistant Chief Constable Gary Ritchie (Item 8)  
Assistant Chief Constable Bern Higgins (Item 9)  
James Gray, Chief Financial Officer  
Jude Helliker, Director of People and Development  
Tom McMahon, Director of Strategy and Analysis (Items  
10-12)  
Andrew Hendry, Chief Digital and Information Officer  
(Item 10)

Scottish Police Authority (SPA)  
Lynn Brown, Chief Executive Officer  
John MacLean, Workforce Governance Lead (Item 8)

SPA Secretariat  
Eleanor Gaw, Governance and External Relations Lead  
Karen Vallance, Governance Support Officer

SCOTTISH POLICE  
AUTHORITY

**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** no declarations of interest;
- **AGREE** one additional item of business- correspondence on morbid toxicology and business planning. Taken as Item 17 in private in accordance with the SPA Standing Orders section 20 (commercial sensitivity);
- **AGREE** that, in accordance with paragraph 20 of the SPA Standing Orders, the Board would consider items 14 - 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 24 February 2021;
- **NOTE** the action log and that there were no matters arising. Members raised concern that there was no clarity on public information that may help organisations prioritise their cyber defences. DCC Malcolm Graham (DCCMGraham) assured Members that work continues with other organisations to share information. The Chair suggested further updates could be included in future Chief Constable's reports.
- **NOTE** a decision was made in respect of the appointment of a permanent Chief Executive. Following a recruitment process, Lynn Brown (LBrown) was the successful candidate. The Chair and Chief Constable Iain Livingstone (CCLivingstone) congratulated LBrown on her appointment.

### 3. SPA CHAIR'S REPORT

The Chair referred to his report and highlighted the following points:

- The Chair referred to CCLivingstone's decision to invite the Independent Advisory Group (IAG) to consider the policing response to the assembly of football fans in Glasgow on 6 and 7 March. The IAG Chair, John Scott QC, had written to the Authority on the group's conclusions, published on the Authority website. The Chair thanked the IAG for their rapid consideration, commended Local Commanders for discretionary decisions made and Police Scotland leadership for holding themselves to intense scrutiny and public account.
- The Chair noted that three Members were stepping down from the Board at the end of March; Elaine Wilkinson, Bob Hayes and Matt Smith. He thanked them for their service to the public interest in policing, their counsel, commitment and friendship. The Chair highlighted that six new Board Members join the Authority from 1 April. The Chair stated he intended to engage with all Members to seek their advice and guidance with a view to appointing to Committees, and agreeing Committee Chair's for vacant posts. Subject to Members agreement, the outcome of those discussions would be reported to the May meeting.

The Board **RESOLVED** to:

- **NOTE** the update
- **ENDORSE** the approach to review and appoint Members to Committees, oversight and external representative groups.

### 4. CHIEF CONSTABLE'S REPORT

- CCLivingstone provided a detailed summary of the paper. In addition to the information provided in the paper, he highlighted the following additional points: CCLivingstone referenced the letter from John Scott QC relating to the policing response to the assembly of football fans and reiterated the approach taken by Police Scotland in respect of new legislation. CCLivingstone stated the officers took appropriate steps to manage these challenging circumstances to protect people, to minimise disruption to the community and to ensure there was no large scale disorder.
- CCLivingstone stated that Police Scotland have a vital role to play to help build society and challenge attitudes and behaviours, and in

SCOTTISH POLICE  
AUTHORITY

particular violence against women. He highlighted Police Scotland's work with women's groups to tackle and prevent crimes and support survivors. CCLivingstone stressed that anyone who is the victim of crime can be assured Police Scotland will listen and carry out appropriate investigations.

- CCLivingstone thanked officers and staff for their work and for additional duties undertaken during the pandemic, whilst facing the same concerns and anxieties as everyone else at this time.
- CCLivingstone stated that Police Scotland have strong levels of engagement with the public, and public confidence remains high. He confirmed the Annual Police Plan priorities remain valid, protecting the vulnerable, working with communities, and ensuring officers and staff have the tools they need to do their jobs, and the plan recognises the demanding year ahead.
- CCLivingstone summarised the discussion topics at the UK Police Chiefs' meeting, specifically in relation to COP26.
- CCLivingstone referred to the balanced budget and noted that the decision by the Scottish Government to eliminate the structural deficit, was a sign of confidence in policing. He noted the additional capital funding for fleet as a positive step forward to deliver policing services.
- CCLivingstone confirmed Police Scotland are committed to ensuring effective and transparent consultation. He summarised the engagement undertaken with Local Authority scrutiny conveners and underway in relation to Tasers, which provided an opportunity to explain how the use of Taser can improve the safety of the public and officers in the face of rising numbers of incidents involving bladed weapons and assaults on police officers. He also referenced the developing Memorandum of Understanding and Police Scotland engagement approach, which will allow the organisation to build understanding and support for new ways of working and the use of new technologies.

In discussion the following matters were raised:

- The Chair joined CCLivingstone in thanking staff and officers throughout the organisation for their work undertaken during the last 12 months.

SCOTTISH POLICE  
AUTHORITY

- Members sought further information on Police Scotland's response to violence against women. CCLivingstone recognised that advising people to stay at home due to coronavirus restrictions was difficult for those suffering from domestic violence within the private space. He assured Members that Police Scotland react to vulnerabilities within the virtual, private and public space, and the organisation makes a sustained effort to improve safety for women and girls. DCCGraham informed Members that as some statutory services have been less available during lockdown, Police Scotland has focused on multi-agency partnerships and benefits from that activity have been sustained. DCCGraham noted focus has consistently been on impacting men's behaviour and Police Scotland have run a series of sustained campaigns on men taking responsibility for their behaviour, some of which have focused on influencing the attitudes of younger men and boys. DCCGraham assured Members that conversations have been initiated to ensure that women are feeling safe within the public space.
- Members discussed the policing response to the assembly of football fans on 6 and 7 March and commended the action of officers involved. Members were advised that the style of policing football matches did not change following that weekend, and multi-agency learning was undertaken quickly in advance of future games. CCLivingstone stressed that the most influential voice for public messaging comes from within Football teams during these events.
- Members sought clarity on whether CCLivingstone was satisfied that Police Scotland are making progress on persuading Scottish Government and parliamentarians that there should be better scrutiny of legislation and regulation. CCLivingstone stated that policing was central to human rights, and the pandemic had been challenging in terms of the immediacy with which legislation was being introduced. The use of discretion has been an important part of the policing response. DCC Will Kerr (DCC Kerr) added that the letter from John Scott QC encapsulated the approach taken, in not creating a policy rich environment in how Police Scotland respond to covid, but in trusting the strong bond between police officers in and the public and communities in Scotland.

The Authority **RESOLVED** to:

- **NOTE** the update.

## 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. LBrown highlighted a number of key points as detailed in the paper, and extended best wishes to departing Board Members on behalf of SPA staff

The Authority **RESOLVED** to:

- **NOTE** the report

## 6. SCOTTISH POLICE AUTHORITY BUDGET 2021/22

Members considered the report which presented the proposed 2021/22 revenue, capital and reform budgets, and the schedule of rates for event and other services (2021/22) for approval. James Gray (JGray) highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- LBrown, as Accountable Officer, confirmed she supported the budget.
- CCLivingstone confirmed productive engagement had taken place with both the Cabinet Secretary for Justice and the Cabinet Secretary for Finance. He thanked finance staff for the work undertaken.
- The Chair also thanked staff involved, noting the budget reflected an accumulation of goodwill and hard work.
- Elaine Wilkinson, Resources Committee Chair, confirmed the Committee had scrutinised and recommended the paper to the Authority, emphasising that the revenue budget was based on the draft public sector pay policy, which has now been enhanced. Related discussions with Scottish Government are as a consequence underway. She thanked and commended JGray and his team.
- Members were advised that capital allocations are reported from a change perspective to group projects per programme level. A further breakdown is reported monthly to the Police Scotland Change Board.

SCOTTISH POLICE  
AUTHORITY

The Authority **RESOLVED** to:

- **APPROVE** the SPA draft Budget 2021/22 and the schedule of rates for events and other services 2021/22.

## 7. ENVIRONMENTAL STRATEGY

Members considered the paper which presented the Environmental Strategy. JGray highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- Confirmation was provided that the Resources Committee recommended the strategy for approval.
- Members were informed that Police Scotland carry the risk of asset disposals timing and work was ongoing to seek to transfer that risk to Scottish Government which would provide more stability.
- Members congratulated the Head of Fleet who had been asked to take on the role of fleet environmental lead for all UK police forces.
- Members were assured that Police Scotland were mindful of the potential change to property demand and value, as a result of Covid-19, and would monitor the situation.

The Authority **RESOLVED** to:

- **APPROVE** the Environmental Strategy.

## 8. EQUALITIES OUTCOMES

Members considered the paper which requested approval of the refreshed Joint Equality Outcomes for Policing. LBrown and DCC Fiona Taylor (DCCTaylor) highlighted a number of key points as detailed within the paper, of SPA and Police Scotland areas respectively.

In discussion the following matters were raised:

- Members requested consideration be given to adding a protected characteristic relating to people with a care experience background. LBrown agreed to discuss further with DCCTaylor. ACC Gary Ritchie offered reassurance that consultation on protected characteristics was extensive and not limited.

SCOTTISH POLICE  
AUTHORITY

- Members welcomed the extent of engagement and the decision to report jointly.
- Members were informed that an Equality Impact and Human Rights Impact Assessment (EqHRIA) improvement group had been established which would provide consistency and assurance. Work is ongoing to develop a draft EqHRIA framework with the intention to bring the finalised framework to the strategic oversight board.
- Members were advised a suite of performance metrics were being collected and the inclusion of benchmarking protocols within the final suite of indicators would be considered.
- Members were informed that staff associations, trade unions and diversity staff groups are members of the new strategic oversight board therefore involved in the governance response to equality outcomes.
- Members were advised that the strategy was aligned to Forensic Services strategic outcomes, and that Forensic Services were fully signed up to these outcomes and supportive of the approach.

The Authority **RESOLVED** to:

- **AGREE** the Joint Equality Outcomes for Policing.
- **AGREE** the following action:

Consideration to be given to adding a protected characteristic relating to people with care experience background.

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## 9. 26<sup>th</sup> CONFERENCE OF THE PARTIES (COP26)

Members considered the paper which provided an update on policing planning for COP26. DCC Kerr highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- Tom Halpin, Policing of COP26 Oversight Group Chair, confirmed the group worked with the Resources Committee to seek assurance on a number of areas.
- Members were informed that the MET Assurance Review was not a public document as it deals with operational sensitivities, but would be discussed fully at a future Policing of COP26 Oversight Group meeting.



SCOTTISH POLICE  
AUTHORITY

- Members were informed that mutual aid requests are calculated based on what is required to remain within business as usual policing. The profile of previous conferences has been used to aid planning.
- Members were assured any expenditure relating to COP26 is managed separately. Any procurement requests come through SPA but before contracts are awarded, assurance is sought from UK Government on funding. Any issues on funding which would create a risk would be escalated to the Authority.
- Members were informed of the briefing programme underway which would assist in maintaining public confidence and trust in policing within Scotland. ACC Bernie Higgins advised that COP26 policing leads in England and Wales have been briefed on the operation, with emphasis on policing style and tone. If Covid-19 restrictions allow, mutual aid commanders will be invited to Scotland for a familiarisation visit of key sites, to enable further engagement.
- Members were informed that the Chair and CCLivingstone have agreed a joint commitment to public discussions on protests and the challenges these bring to policing.
- Members sought assurance that significant capacity is built in to planning, to deal with anything unexpected, in addition to COP26 and business as usual.

The Authority **RESOLVED** to:

- **NOTE** the report

## 10. DRAFT ANNUAL POLICE PLAN

Members considered the report which provided the final version of the Annual Police Plan 2021/22. CCLivingstone highlighted a number of key points as detailed within the paper.

In discussion the following matters were raised:

- Members noted that points previously raised by the Policing Performance Committee had been incorporated.
- Members acknowledged the plan was ambitious, which it welcomed.
- Members were assured the plan was realistic and deliverable, despite the current constraints. Recognition that the service had previously been underfunded had provided a basis for the

SCOTTISH POLICE  
AUTHORITY

organisation to move forward and meet the challenges within the plan.

- Members were assured operational and tactical plans sit under the Police Plan and have, where appropriate, metrics and targets to allow easier progress reporting.

The Authority **RESOLVED** to:

- **NOTE** the update.

### 11. IMPLEMENTATION OF CYBER STRATEGY

Members considered the report which presented the associated implementation plan for year 21/22 for the Cyber Strategy. DCCGraham highlighted a number of key points as detailed within the report, and thanked the Chair and Chief Executive for discussions held. DCCGraham committed to publishing more detail and reporting regularly to the Authority.

In discussion the following matters were raised:

- Members were assured that year 1 funding was captured within the budget and future years would be picked up within financial planning.
- Members sought clarity on the schedule of funding and the exact number of staff it would cover. JGray agreed to provide further detail.
- Members recognised the amount of work undertaken and thanked Police Scotland for early sight.

The Authority **RESOLVED** to:

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

Clarity to be provided on what the figure of £923,685 for additional staff will cover.

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### 12. POLICING PERFORMANCE REPORT QUARTER 3

Members considered the report which presented the Quarter 3 Performance Report.

In discussion the following matters were raised:

SCOTTISH POLICE  
AUTHORITY

- Members noted the Policing Performance Committee were supportive of the evolution of the framework and reporting, which allowed focus to move to what the report is detailing.
- Members were informed the Committee recognised that during lockdown some types of crime had increased and some decreased, and it was likely that those areas which had increased would stay at that level. The Committee therefore sought to understand how Police Scotland will address those changes. Members were informed that responses have been re-aligned to deal with changes in crime and increase in demand. CAM had also helped to mitigate that impact, with the biggest pressure being hidden demand within communities, such as mental health.
- Members heard the Committee welcomed the offer for an evaluation of wider partnership working in relation to drug related deaths. This will be reported back to the Committee.
- Members discussed the achievements related to naloxone use following the pilot.
- Members explored the area of online safety for young people, noting that working in partnership for prevention was key. Members were informed that online crime figures were rising significantly. This is not just due to increasing online crime, but is partly due to Police Scotland increasing activity to address this growing risk. This is a key area of work reflected in the Cyber Strategy.
- Members heard that the Chair and DCCTaylor had invited the Knowledge, Research and Practice Lead from the College of Policing to chair a group which would look at benchmarking Police Scotland performance against other police forces. The results of that group would be reported to the Policing Performance Committee.

The Authority **RESOLVED** to:

- **NOTE** the update.

### 13. COMMITTEE AND OVERSIGHT GROUP REPORTS

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

- Legal Committee
- Complaints and Conduct Committee
- Policing of Cop26 Oversight Group

SCOTTISH POLICE  
**AUTHORITY**

- Policing Performance Committee
- Resources Committee

The Authority **RESOLVED** to:

- **NOTE** the report.

The Chair and CCLivingstone thanked departing Members, Bob Hayes, Elaine Wilkinson and Matt Smith, for their challenge, advice and contribution to policing.

Bob Hayes, Elaine Wilkinson and Matt Smith individually reflected on their time as Authority Members and gave thanks to officers and staff.

APPROVED