

**Meeting between Cabinet Secretary for Justice and SPA Chair and Deputy Chair**

**13 September 2017**

The current position regarding the Police Scotland leadership was discussed. The Chief Constable remains on leave. Operational policing was felt to be continuing as normal and the importance of maintaining momentum on transformation work was discussed. Consideration was being given to temporary measures to bolster the senior team, most likely at ACC level.

The discussion moved on to Policing 2026. SPA outlined a phased approach, focusing on short term measures to reduce the deficit and longer term plans to transform the service. There was still work required to define the target operating model which was key to further progress on the latter.

Initial implementation plans would focus on corporate services transformation, then move on to enablers and service transformation.

There was a discussion of VAT and prospects for a change in approach from HMT.

The progress of the external audit was discussed. SPA advised that they were in contact with Audit Scotland on a regular basis and that the audit was progressing. Areas of interest had included IT strategy and implementation plans to underpin the financial strategy.

A20158820

## **Meeting between Cabinet Secretary for Justice and SPA Chair 5 October 2017**

### **Police Scotland leadership**

The Board had met the previous day and decided to continue the Chief Constable's leave arrangement. The decision of DCC Livingstone to cancel his retirement plans was noted. SPA was maintaining contact with the CC with George Graham appointed to be the welfare contact. Police Scotland leadership were also in touch with the CC to keep him in touch with developments.

### **External Audit**

The Chair advised that significant progress had been made on most of the issues highlighted in previous section 22 reports, but that Audit Scotland was looking closely at value for money issues around a specific payment and some short term appointments.

### **Policing 2026**

The Chair's view was that momentum was building around implementation. The Chair is trying to ensure Police Scotland take a strategic approach to key business cases.

### **SPA Board**

It was noted that George Graham was planning to leave the Board and this would mean a loss of policing expertise. Robin McGill was also planning to step down due to pressure of work. This would mean a need for a new recruitment round once a new Chair was in post.

**Action: Officials were asked to check whether the three members whose terms come to an end in October 2018 are eligible for reappointment.**

### **Interim Chief Officer**

It was noted that interviews were taking place the following day and that an appointment was expected soon thereafter.

AZ0158800

**From:** [REDACTED]  
**Sent:** 31 October 2017 16:00  
**To:** Cabinet Secretary for Justice  
**Cc:** DSF : Director of Safer Communities [REDACTED]

**Subject:** RE: SPA Executive Review - Teleconference between Cabinet Secretary and Nicola Marchant, Malcolm Burr on 4 Oct - Final Note

Thank you, I attach the final note of the teleconference.

Best wishes

[REDACTED]



SPA Executive  
Review - Teleco...

[REDACTED]  
Team Leader Scottish Police Authority Sponsorship | Finance, Assets and Sponsorship Unit | 1WR SAH Edinburgh | [REDACTED]  
[REDACTED]

## **Scottish Police Authority (SPA) EXECUTIVE REVIEW: READ OUT FROM TELECONFERENCE WITH THE REVIEWERS ON 4 OCTOBER**

Discussion Mr Matheson had with the Reviewers, Malcolm Burr and Nicola Marchant.

The main themes covered at meeting were broadly aligned with the key 4 areas of the terms of reference of the Review. Whilst there was an acknowledgement of the challenges going forward, the meeting had a very positive thrust. Key points were:

### **SPA Executive and Police Scotland working together**

- [REDACTED] is identified as one of the key challenges that has [REDACTED].
- It was acknowledged that the Review will be a key opportunity to [REDACTED].
- It was noted that one of the emerging recommendations to address the challenges in this area could include [REDACTED].

### **Stakeholder engagement**

- The Reviewers set out that [REDACTED] would be a key aspect of [REDACTED].
- [REDACTED] should be [REDACTED].
- The issue of the level of commitment of Board Members was also raised with regards to building capacity to undertake engagement activities. However, it was noted that it was possible to maximise engagement opportunities through more effective and streamlined business processes which can create additional capacity for both SPA senior staff and Board Members. Any review of the number of Board Members' days was not ruled out but subject to a business case and evidencing improved outcomes.

### **Operational structures and staff**

- Initial findings in this area seem to point towards [REDACTED].

Mr Matheson closed the discussion requesting another progress update meeting with the Reviewers in early November to preview the final review report and recommendations prior to publication. It was also agreed that the Reviewers should also have a meeting with relevant Police Scotland

and SPA staff to discuss the emerging findings and recommendations to allay any outstanding concerns and develop a wider consensus around the outcome of the Review and commitment to take forward the recommendations.

**From:** [REDACTED] On Behalf Of Cabinet Secretary for Justice  
**Sent:** 07 November 2017 17:33  
**To:** [REDACTED]; Cabinet Secretary for Justice  
**Cc:** DG Education, Communities & Justice; [REDACTED]  
**Subject:** RE: Meeting with the new SPA Board members Caroline Stuart [REDACTED] Hayes

Hi [REDACTED],

Thanks for that, Mr Matheson has seen and confirmed he's content with this meeting note.

Thanks,  
[REDACTED]

[REDACTED] Deputy Private Secretary  
Office of Michael Matheson, Cabinet Secretary for Justice

Scottish Government, Room 1W.11, St Andrew's House, Regent Road, Edinburgh, EH1 3DG [REDACTED]  
[CabinetSecretaryforJustice@gov.scot](mailto:CabinetSecretaryforJustice@gov.scot) | [www.gov.scot](http://www.gov.scot) |

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**From:** [REDACTED]  
**Sent:** 02 November 2017 18:06  
**To:** Cabinet Secretary for Justice  
**Cc:** DG Education, Communities & Justice; [REDACTED] POLICE : Senior Management Team; [REDACTED]  
**Subject:** Meeting with the new SPA Board members [REDACTED] and [REDACTED]

[REDACTED]

Below is a short summary of today's meeting between the Cabinet Secretary and two of the four new SPA Board members, [REDACTED] and [REDACTED]. The main issues discussed included:

Initial experiences:

- The challenging time that the new Board members had joined the Board and reflections on that;
- The willingness of the Board members to undertake more stakeholder engagement and its importance in both improving the reputation of the SPA and identifying opportunities for effective collaboration;
- The importance of the role of Chair – and the members views on the what they would be looking for in a new Chair;

- The members set out that improving the relationship with HMICS could help create a "virtual cycle" of improvement. CSJ gave C3 as an example where this had worked well.
- The members views that the [REDACTED] ability to engage with stakeholders. Mr Matheson reflected on the history of this and said that he was happy to consider alternatives if it was proposed as part of a wider plan with articulated outcomes. The SPA Review is likely to cover this.
- The positive impact of the role of Deputy Chief Officer in ensuring that the foundations are in place.

#### Current Priorities

- Policing 2026 – the Board members set out that they thought that the Strategy was good [REDACTED]
- British Transport Police – the Board members [REDACTED]. (Note: [REDACTED] will offer a meeting with SPA to discuss).

[REDACTED] | Police Division | Head of Finance, Assets and Sponsorship Unit

Scottish Government

t: [REDACTED]

*My working pattern is Tuesday to Friday*

**From:** [REDACTED] On Behalf Of Cabinet Secretary for Justice  
**Sent:** 14 November 2017 11:12  
**To:** [REDACTED]; Cabinet Secretary for Justice  
**Cc:** [REDACTED] DG Education,  
Communities & Justice; [REDACTED]; POLICE : Senior Management Team  
**Subject:** RE: Briefing - CSJ Meeting [REDACTED] - 7 November 2017

[REDACTED]

Mr Matheson is content with this meeting note.

Regards,.

[REDACTED] | *Private Secretary*  
*Office of Michael Matheson MSP, Cabinet Secretary for Justice*

Contact – 0131 244 [REDACTED]

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**From:** [REDACTED]  
**Sent:** 09 November 2017 12:21  
**To:** Cabinet Secretary for Justice  
**Cc:** [REDACTED] DG Education,  
Communities & Justice; [REDACTED]; POLICE : Senior Management Team  
**Subject:** RE: Briefing - CSJ Meeting [REDACTED] - 7 November 2017

[REDACTED]

Below is a short summary of the meeting between the Cabinet Secretary and two of the four new SPA Board members, [REDACTED] and [REDACTED], on 7<sup>th</sup> November. The main issues discussed included:

Initial experiences:

- The members reflected that they had expected SPA / PS to be in a "better place" by now, although the issues are fixable and the current SPA Review will be helpful as part of that, [REDACTED];
- The members set out that unlike some other public bodies [REDACTED] Mr Matheson reflected on the history of this and said that he was happy to consider alternatives – including to the [REDACTED] - if it was proposed as part of a wider plan with articulated outcomes;
- The members also set out that the [REDACTED] – the example was given of a number of short meetings on separate days, [REDACTED] It was agreed that this was fixable;
- It would be helpful to have opportunities for Police Scotland and the SPA Board to discuss options at an early stage, [REDACTED]
- [REDACTED] Building trust was important in this;
- The members views on the what they would be looking for in a new Chair;



- Succession planning and talent management within Police Scotland;
- The relationship with HMICS was improving and the value that HMICS can add.

**Current Priorities**

- Policing 2026 – the Board members set out that they thought that the Strategy was good [REDACTED]
- Local Scrutiny: The members set out their view that seconding [REDACTED] was likely to happen.

[REDACTED]

[REDACTED] | Police Division | Head of Finance, Assets and Sponsorship Unit

Scottish Government

t: [REDACTED]

*My working pattern is Tuesday to Friday*

**From:** [REDACTED]

**Sent:** 16 November 2017 14:54

**To:** Cabinet Secretary for Justice

**Cc:** DSF : Director of Safer Communities; [REDACTED]

**Subject:** SPA Executive Review - Meeting between Cabinet Secretary and reviewers - 15 November: Draft note for comment

**PS/Cabinet Secretary for Justice**

Cc as above

**Scottish Police Authority (SPA) EXECUTIVE REVIEW: KEY POINTS FROM MEETING WITH THE REVIEWERS ON 15 NOVEMBER**

Please find below a draft summary note of the discussion Mr Matheson had with the reviewers, Malcolm Burr and Nicola Marchant, for comment.

- The meeting covered the draft recommendations which are largely finalised, the reporting arrangements and implementation plan. The meeting had a very positive thrust.

- The reviewers said they regarded the review as [REDACTED]; and that the [REDACTED]

Further, they said that the analysis and recommendations had [REDACTED]

- [REDACTED]
- The CSJ stressed that the importance of the input from staff and communication with them on the review for the success of the review.

**Next steps**

- The reviewers said they had a few more meetings (PIRC, staff associations) to feedback on the draft recommendations.
- The CO will be involved in developing thinking prior to publication, on what is expected from whom after the report is published.
- The CSJ requested a meeting with the new chair is arranged to feed into the final report, before the chair starts on 4 December.

**Final report**

- While not all recommendations are action plan material, the reviewers said the report will include outcome statements. For example, some recommendations are about [REDACTED].
- The final report will include [REDACTED]
- CSJ was interested in the reviewers' [REDACTED]

### Timings

- It was agreed that the review would report in early December.
- The CSJ requested another meeting with the reviewers to preview the final draft report prior to publication.

### Thanks

[REDACTED]  
[REDACTED]  
Team Leader Scottish Police Authority Sponsorship | Finance, Assets and Sponsorship Unit | 1WR SAH Edinburgh | [REDACTED]  
[REDACTED]

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**From:** [REDACTED]@spa.pnn.police.uk]  
**Sent:** 11 January 2018 16:51  
**To:** Lord Advocate  
**Subject:** RE: Potential meeting between the Lord Advocate and Chair of the SPA [NOT PROTECTIVELY MARKED]

**NOT PROTECTIVELY MARKED**

[REDACTED]  
No need to apologise.

I will come back to you about 25 and 26 Jan but I can advise that the Chair is not available on 19 Jan.

Regards.  
[REDACTED]

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**From:** LordAdvocate@scotland.gsi.gov.uk [mailto:LordAdvocate@scotland.gsi.gov.uk]  
**Sent:** 11 January 2018 13:19  
**To:** [REDACTED]; LordAdvocate@scotland.gsi.gov.uk  
**Subject:** RE: Potential meeting between the Lord Advocate and Chair of the SPA [NOT PROTECTIVELY MARKED]

[REDACTED]  
Apologies for the delay in getting back to you – it has been a busy start to the year.

The Lord Advocate would be available at the following times in the coming weeks. Can you let me know if any of these suit (the meeting would take place at Crown Office, Chambers Street):

19<sup>th</sup> January – anytime during the day  
25<sup>th</sup> January – anytime between 0900 and 1100  
26<sup>th</sup> January – anytime during the day

Thanks,  
[REDACTED]

[REDACTED]  
Private Secretary to the Lord Advocate

**25 Chambers Street  
Edinburgh  
EH1 1LA**

**E-mail: [lordadvocate@gov.scot](mailto:lordadvocate@gov.scot)**

**Mobile:** [REDACTED]

**Tel:** [REDACTED]

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**From:** [REDACTED]  
**Sent:** 05 January 2018 11:19

**To:** Lord Advocate

**Subject:** RE: Potential meeting between the Lord Advocate and Chair of the SPA [NOT PROTECTIVELY MARKED]

**NOT PROTECTIVELY MARKED**

Good Morning [REDACTED]

Apologies for the delay in getting back to you about the dates you suggested for meeting in January, unfortunately however the Chair is not available on either of these dates.

Can you let me know if there is any availability in the diary for weeks beginning 15 and 22 January and I can check against the diary at this end.

Kind regards,

[REDACTED]  
[REDACTED]  
**Tel / Fòn:** [REDACTED]  
**Email / Post-d:** [REDACTED]  
**Website:** [www.spa.police.uk](http://www.spa.police.uk)  
**Twitter:** @ScotPolAuth

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**From:** [LordAdvocate@scotland.gsi.gov.uk](mailto:LordAdvocate@scotland.gsi.gov.uk) [mailto:[LordAdvocate@scotland.gsi.gov.uk](mailto:LordAdvocate@scotland.gsi.gov.uk)]

**Sent:** 18 December 2017 10:19

**To:** [REDACTED]; [LordAdvocate@scotland.gsi.gov.uk](mailto:LordAdvocate@scotland.gsi.gov.uk)

**Subject:** RE: Potential meeting between the Lord Advocate and Chair of the SPA [NOT PROTECTIVELY MARKED]

Morning [REDACTED]

As discussed, I'm afraid that the Lord Advocate is not available later in the afternoon on the 21<sup>st</sup> December, so we'll need to try and reschedule for the new year.

Would the chair be available for a meeting either in the morning of Monday 8<sup>th</sup> Jan, or in the afternoon of Friday 12<sup>th</sup> Jan?

Many thanks,

[REDACTED]  
Deputy Private Secretary – Lord Advocate

Crown Office, 25 Chambers Street, Edinburgh

Tel. [REDACTED]

E-mail: [Lordadvocate@gov.scot](mailto:Lordadvocate@gov.scot)

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**From:** [REDACTED]

**Sent:** 15 December 2017 11:40

**To:** Lord Advocate

**Subject:** RE: Potential meeting between the Lord Advocate and Chair of the SPA [NOT PROTECTIVELY MARKED]

**NOT PROTECTIVELY MARKED**

Good Morning [REDACTED]

I have been advised that the start time for our Chair's morning diary commitment on 21 December has been pushed back from 9.30am to 10.30am. Unfortunately this now has an impact on her meeting with the Lord Advocate for which I can only apologise. Can you let me know if there is any possibility of changing the time of the meeting to later in the afternoon.

If that does not work for the diary, we can look at options for next week or early in the new year.

Kind regards.

██████████

██████████  
**Tel / Fòn:** ██████████  
**Email / Post-d:** ██████████  
**Website:** [www.spa.police.uk](http://www.spa.police.uk)  
**Twitter:** @ScotPolAuth

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**From:** [LordAdvocate@scotland.gsi.gov.uk](mailto:LordAdvocate@scotland.gsi.gov.uk) [mailto:LordAdvocate@scotland.gsi.gov.uk]  
**Sent:** 13 December 2017 14:10  
**To:** ██████████; [LordAdvocate@scotland.gsi.gov.uk](mailto:LordAdvocate@scotland.gsi.gov.uk)  
**Subject:** RE: Potential meeting between the Lord Advocate and Chair of the SPA [NOT PROTECTIVELY MARKED]

Thanks ██████████

I have the meeting confirmed in the Lord Advocate's diary for 11:15 on Thursday 21<sup>st</sup> December.

Kind regards,

██████████

Deputy Private Secretary – Lord Advocate

Crown Office, 25 Chambers Street, Edinburgh  
Tel. 0131 243 ██████████  
E-mail: [Lordadvocate@gov.scot](mailto:Lordadvocate@gov.scot)

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**From:** ██████████  
**Sent:** 13 December 2017 14:08  
**To:** Lord Advocate  
**Subject:** RE: Potential meeting between the Lord Advocate and Chair of the SPA [NOT PROTECTIVELY MARKED]

**NOT PROTECTIVELY MARKED**

Good Morning ██████████

I called to speak with you and your colleague mentioned that you weren't in the office today.

I was looking to see if we could push back time for meeting on 15 December to later in the afternoon but that wasn't going to work, however we were able to find time in both diaries for Thursday 21 December at 11.15am.

Please let me know if you need me to issue a calendar invite.

Kind regards.

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**From:** [LordAdvocate@scotland.gsi.gov.uk](mailto:LordAdvocate@scotland.gsi.gov.uk) [mailto:[LordAdvocate@scotland.gsi.gov.uk](mailto:LordAdvocate@scotland.gsi.gov.uk)]  
**Sent:** 08 December 2017 15:49  
**To:** [REDACTED]  
**Subject:** RE: Potential meeting between the Lord Advocate and Chair of the SPA [NOT PROTECTIVELY MARKED]

Thanks [REDACTED]. Just let me know when you can.

Thanks,  
[REDACTED]

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**From:** [REDACTED]  
**Sent:** 08 December 2017 12:15  
**To:** Lord Advocate  
**Subject:** RE: Potential meeting between the Lord Advocate and Chair of the SPA [NOT PROTECTIVELY MARKED]

**NOT PROTECTIVELY MARKED**

[REDACTED]  
Apologies for the delay in responding.

Thank you for your email offering dates on which the Lord Advocate is available for an introductory meeting with the new SPA Chair.

Unfortunately Ms Deacon has diary commitments at the times offered on 12 and 14 December however I will check her availability for 15 December.

Kind regards.

[REDACTED]  
**Scottish Police Authority / Ùghdarras Poilis na h-Alba**

**1 Pacific Quay  
Glasgow  
G51 1DZ**

**Tel / Fòn:** [REDACTED]  
**Email / Post-d:** [REDACTED]  
**Website:** [www.spa.police.uk](http://www.spa.police.uk)  
**Twitter:** @ScotPolAuth

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**From:** [LordAdvocate@scotland.gsi.gov.uk](mailto:LordAdvocate@scotland.gsi.gov.uk) [mailto:[LordAdvocate@scotland.gsi.gov.uk](mailto:LordAdvocate@scotland.gsi.gov.uk)]  
**Sent:** 06 December 2017 15:59  
**To:** [REDACTED]; [LordAdvocate@scotland.gsi.gov.uk](mailto:LordAdvocate@scotland.gsi.gov.uk)  
**Subject:** Potential meeting between the Lord Advocate and Chair of the SPA

[REDACTED]

I write on behalf of the Lord Advocate who was wondering if the new Chair would be available to meet for an introductory chat at a convenient time to her. He appreciates that she will be extremely busy right now however he was keen to meet before Christmas if time allowed. I have suggested some times and dates below and I'd be grateful if you could advise whether any of these suit (the meeting would take place here at Crown Office on Chambers Street). I would of course be happy to discuss this further if necessary.

- 12<sup>th</sup> December – 1430 to 1530
- 14<sup>th</sup> December – 1100 to 1200
- 15<sup>th</sup> December – 1100 to 1200

Kind regards,

[REDACTED]

[REDACTED]

Private Secretary to the Lord Advocate

25 Chambers Street  
Edinburgh  
EH1 1LA

E-mail: [lordadvocate@gov.scot](mailto:lordadvocate@gov.scot)  
Mobile: [REDACTED]  
Tel: [REDACTED]

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Meeting with Susan Deacon, SPA Chair

19/1/18

In attendance: Lord Advocate

Solicitor General

Crown Agent

Susan Deacon

██████████, DPS

Discussion on the importance of working towards better joint working between agencies within the criminal justice system.

Discussed the importance of improving forensic work, particularly in the context of a large increase in the number of sexual offences reported.

Discussion of the benefits of single national police force, benefits of scale, potential for greater specialisation and the availability of local variation.

Discussion of the importance of agencies working together to maintain confidence in the criminal justice system.

**From:** [REDACTED] **On Behalf Of** Cabinet Secretary for Justice

**Sent:** 25 January 2018 17:05

**To:** [REDACTED]; Cabinet Secretary for Justice

**Cc:** DSF : Director of Safer Communities; [REDACTED]

**Subject:** SPA Executive Review - Meeting between Cabinet Secretary and Reviewers - 14 December: Note of meeting

Thanks [REDACTED] – Mr Matheson has seen and content with this meeting note.

Thanks,  
[REDACTED]

[REDACTED] | Deputy Private Secretary  
Office of Michael Matheson, Cabinet Secretary for Justice

Scottish Government, Room 1W.11, St Andrew's House, Regent Road, Edinburgh, EH1 3DG | 0131 244 [REDACTED] |  
[CabinetSecretaryforJustice@gov.scot](mailto:CabinetSecretaryforJustice@gov.scot) | [www.gov.scot](http://www.gov.scot) |

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**From:** [REDACTED]

**Sent:** 23 January 2018 11:07

**To:** Cabinet Secretary for Justice

**Cc:** DSF : Director of Safer Communities; [REDACTED]

**Subject:** SPA Executive Review - Meeting between Cabinet Secretary and Reviewers - 14 December: Note for approval

**PS/Cabinet Secretary for Justice**

Cc as above

**Scottish Police Authority (SPA) EXECUTIVE REVIEW: KEY POINTS FROM MEETING WITH THE REVIEWERS ON 14 DECEMBER**

Please find below a draft summary note of the discussion Mr Matheson had with the reviewers, Malcolm Burr and Nicola Marchant, for comment. Also in attendance were SG officials [REDACTED], supporting the reviewers, and [REDACTED], from the SPA Sponsorship Team.

- The reviewers stated that the review was now finished and the themes emerging from the draft report and proposed recommendations had very positive feedback from stakeholders, including the new Interim Chief Officer.

- The reviewers set out that [REDACTED]
- There was one outstanding action: awaiting feedback from [REDACTED]. Also outstanding was feedback from the new SPA chair, and a discussion by phone was scheduled for 15 December. *The discussion with Susan Deacon has since taken place and feedback was that Susan [REDACTED]. It was agreed she would have some more time to consider the draft report and provide further observations and comments.*
- The CSJ pointed out that it would be for the SPA to decide how to respond to and implement the review. The report was essentially a technical report.

Next steps - Publication

- The CSJ thanked the reviewers for the timely and very helpful piece of work.
- It was agreed that the review would report no later than mid-January, to ensure implementation can start as soon as possible. However, to allow the Chair more time to consider the draft report, **this will now be pushed into February.**

[REDACTED]  
[REDACTED]  
Team Leader Scottish Police Authority Sponsorship | Finance, Assets and Sponsorship Unit | 1WR SAH Edinburgh [REDACTED]  
[REDACTED]