

Minute of Scottish Police Authority Board Meeting

Meeting	Scottish Police Authority Board Meeting PUBLIC SESSION	Date/Venue	Thursday 27 October, Murrayfield Stadium, Edinburgh.
Meeting Called By	Andrew Flanagan, Chair	Start Time	12:30
Meeting Ref No	SPACBM-271016	End Time	14:40

Members Present		In Attendance	
Name	Title	Name	Title
Andrew Flanagan	Chair	DCC Iain Livingstone	Deputy Chief Constable, Police Scotland
Elaine Wilkinson	Authority Member	DCC Rose Fitzpatrick	Deputy Chief Constable, Police Scotland
George Graham	Authority Member	DCC Johnny Gwynne	Deputy Chief Constable, Police Scotland
Graham Houston	Authority Member	ACC John Hawkins	Assistant Chief Constable, Police Scotland
David Hume	Authority Member	David Page	Deputy Chief Officer, Police Scotland
Nicola Marchant	Authority Member	James Gray	Chief Financial Officer, Police Scotland
Lisa Tennant	Authority Member	Colette Sherry	Head of Commercial Services, Police Scotland
Moi Ali	Authority Member	John Foley	Chief Executive, SPA
Iain Whyte	Authority Member	Catherine MacIntyre	Strategic Business Adviser, SPA
Elaine Wilkinson	Authority Member	Tom McMahon	Director of Strategy and Performance, SPA

1.1 CHAIR'S OPENING REMARKS (Andrew Flanagan)

1.1.1 The Chair welcomed Members and attendees to the public session of the SPA Board Meeting. The Chair advised that the Chief Constable was unable to attend due to a last minute change in commitments and welcomed DCC Designate, Iain Livingstone, who would be representing the Chief Constable on this occasion. The Chair also welcomed DCC Johnny Gwynne and Deputy Chief Officer David Page to their first SPA Board Meeting.

APOLOGIES (Andrew Flanagan)

1.2.1 Apologies were received from Chief Constable Philip Gormley and SPA Board Member Robin McGill.

1.3 DECLARATIONS OF INTEREST (Andrew Flanagan)

1.3.1 There were no declarations of interest.

1.4 ANY OTHER BUSINESS (Andrew Flanagan)

1.4.1 There was no other business raised by Members.

2.1 MINUTE OF THE BOARD MEETING HELD ON 25 AUGUST 2016 (Andrew Flanagan)

2.1.1 The Minute of the Board Meeting held on 25 August 2016 was **APPROVED** as an accurate record of proceedings.

2.2 ROLLING ACTION LOG (Andrew Flanagan)

2.2.1 The Chair referred Members to the updated action commentary within the Rolling Action Log.

2.2.2 Elaine Wilkinson (EWilkinson) proposed that action **250816-SPABM-001** should remain open. Although work is progressing, Members are as yet unaware of the results and it would, therefore, be premature to close that action. Members agreed and the action was noted as ongoing. ***Action Log updated to reflect this commentary.***

2.2.3 Graham Houston (GHouston) said that if Members were content with the update provided later on the agenda, then action **250816-SPABM-009** could be closed rather than noted as ongoing. ***Action Log updated to reflect this commentary.***

The Chair was not content with the update provided within the action log for action **250816-SPABM-005** and said that there was other evidence and statistics that could be used as comparators. Board Members confirmed that this action should remain ongoing. DCCILivingstone agreed with the Board and said that he would refer to other non-police statistics and report back to December Board Meeting. ***Action Log updated to reflect this commentary.***

2.2.4 Members **NOTED** the updates and status of actions as recorded in the Rolling Action Log.

2.4 MATTERS ARISING

2.4.1 There were no other significant matters arising from the previous minute that did not feature on the agenda.

3. BUSINESS CONDUCTED SINCE LAST MEETING HELD 25 AUGUST 2016 (Andrew Flanagan)

3.1 Senior Appointments

The Chair confirmed that following a robust recruitment process, the Board took the decision by email correspondence on 22 August 2016, to appoint David Page as Deputy Chief Officer with effect from 12 September 2016.

3.2 Police Officer Pay Settlement

The Chair confirmed that following review by the HRRC and subsequent discussion with staff associations and Scottish Government, the Board took the decision by email correspondence on 29 September 2016 to approve the Police Officer pay proposal for 2016/17.

4. CHIEF CONSTABLE'S REPORT (DCC Livingstone)

4.1 The Chair asked DCCILivingstone to provide an update on a recent incident that took place in Glasgow involving Police Scotland Officers. Board Members noted that the incident was now a matter of sub-judice and DCCILivingstone was, therefore, limited in what could be reported. However, DCCILivingstone stated that there had been an attempted murder of two Police Officers shortly after 11pm on Sunday 23 October 2016 in the Knightswood area of Glasgow. The officers were attending the location after a report of a disturbance. DCCILivingstone provided the Board with a summary of the event itself, and commented on the health and wellbeing of both officers at that time, noting that they were recovering and informed Members of the steps Police Scotland had taken following the incident.

4.2 DCCILivingstone stated that, like all other cases, areas of learning will be noted. DCCILivingstone said that decisions made about media engagement will be tested at the conclusion of the incident and assured Board Members, and the public, that release of information was timely and did not compromise public safety. DCCILivingstone commended the actions of all officers and specialists who assisted that evening and said that Police Scotland's thoughts were with the injured officers and their families at this time.

4.3 The Chair said that the Board recognised the bravery demonstrated by the two officers and added that everyone was thankful that it had not led to a more serious injury, or loss of life. The Chair asked DCCILivingstone to convey the Authority's best wishes to the officers for a speedy recovery.

4.4 DCCILivingstone then referred to the Chief Constable's Report and advised Members of a new approach to ensuring that the views of children and young people are fully represented. They will play a vital role in helping to shape the future police service and services that are relevant to all.

4.5 DCCILivingstone also drew the Board's attention to a number of other topics within the report, including:

4.5.1 The homicide statistics and the significant reductions that had been achieved. DCCILivingstone referred to particular cases and advised that those high quality investigations were a result of training, development and organisational learning.

4.5.2 A recent Senior Personal Development Event that had taken place at Tulliallan which had been attended by Senior Detectives from across the force, Senior Media Representatives, National Press and Regional Titles, Television, along with senior representatives from the Crown Office and Prosecutor Fiscal. DCCILivingstone advised that it had been a very positive event and thanked the media for their participation noting the important part that the media plays. DCCILivingstone hoped that it also demonstrated the roles and relationships that those key organisations had established.

4.6 DCCILivingstone concluded by recognising those Police Officers and support staff who had recently received awards at various celebratory events for their efforts within policing.

4.7 The Chair referred to the reduction in homicides and questioned why the success rate had increased and how it compared to other forces. DCCILivingstone advised that homicides are not a regular occurrence and increasingly less so. However, since the formation of Police Scotland there are now dedicated murder investigating teams with a primary function to investigate homicides, murders and suspicious deaths. DCCILivingstone advised that the

high quality and standardised approach, along with improved governance, review and specialist training was now contributing to the success rate in investigating homicides.

4.8 Moi Ali (MAli) referred to the new approach to children and young people and congratulated Police Scotland on the excellent four-year youth working initiative. MAli then commented on the information regarding referrals to PIRC and said that it would be useful for this information to continue to be reported within the Chief Constable's Report. George Graham (GGraham) added that his understanding was that future PIRC investigations would also continue to be reviewed within the Authority's governance arrangements.

4.9 GGraham turned to the issue of Mental Health Crisis and Suicide Intervention and queried what evaluation processes were in place in order to identify differences that are being made as a result of training. DCCILivingstone explained that the training was designed to increase awareness so that police officers could identify individuals in need of support and then refer them to relevant specialist agencies. DCCILivingstone noted that police officers were not mental health experts.

4.10 GHouston then referred to the Surjit Singh Chhokar case and asked what the lessons learned were that had resulted in 'improvements within the criminal justice system'. GHouston also asked Police Scotland for their rationale in agreeing that an old firm match should take place on Hogmanay.

4.11 On the Surjit Singh Chhokar case, DCCILivingstone said that a number of professional practices had changed for the better, one being a closer relationship and commitment between the Police Service and Crown. Changes in the law regarding double jeopardy and allowing new evidence to be brought forward had also contributed to improvements in the criminal justice system.

4.12 DCCILivingstone then advised that the challenges for Police Scotland with regard to old firm matches were unique and said that, in his view, an optimum date for holding those matches did not exist. DCCILivingstone cited some of the advantages, noting that as Hogmanay fell on a Saturday this year, which was not a public holiday, public transport would run as normal. It was also felt that it was a date and time that the Police Scotland would be well placed to police the event.

4.13 NMarchant referred to the anniversary of the Disclosure Scheme for Domestic Abuse in Scotland and asked for some further information about the success of partner agency support.

4.14 DCCR Fitzpatrick advised that roll out of the scheme had entailed an initial search of local arrangements and partners so that Police Scotland could provide the best possible support to individuals. Board Members noted that once the information review process was complete, Police Scotland would inform

individuals of the outcome of the review and support would be provided to them by Police Scotland's domestic abuse investigation teams and task force. Feedback received from partner agencies and individuals about the care that Police Scotland had taken to design the scheme had been positive.

4.15 Iain Whyte (IWhyte) referred to the 'Ask the Dep' initiative and asked what the most innovative or interesting question had been and how DCCILivingstone had responded. DCCILivingstone said that it was difficult to single out one question, but overall the questions had been overwhelmingly positive. There were continuing challenges for morale and a need to continue to provide fora for staff to raise issues and put forward ideas.

4.16 Members **NOTED** the Chief Constable's Report.

5. FINANCIAL PERFORMANCE REPORT: PERIOD 5 2016/17 (James Gray)

5.1 James Gray (JGray) provided an overview of the paper which addressed the period 5 position. At this point in the financial year, JGray reported a year to date overspend of £12.6 million, with the full year forecast overspend of £17.5 million. JGray advised that this was an improvement of £5 million compared with the previous report to Members.

5.2 EWilkinson confirmed that work was now ongoing on period 6 and that it was essential that all of the questions that the Board had been asking were reflected in a very robust half year close so that Board Members had confidence that the full year forecast was accurate. EWilkinson added that more work was required on the report format so the Board could consider the financial position more easily.

5.3 The Chair agreed that a longer report was required for the next SPA Board Meeting which detailed the reasons for overruns in the first 6 months and projects forward for the full year, with a robust forecast that explains variances and options for addressing the overruns.

271016-SPABM-001 - James Gray to provide a more extensive report to next SPA Board Meeting which details the reasons for overruns in the first 6 months and projects forward for the full year with a robust forecast that includes what the variances are and options for addressing the overruns.

5.4 Members **NOTED** the Financial Performance Report, Period 5 2016/17.

6. HMICS REVIEW OF CCU – IMPLEMENTATION OF RECOMMENDATIONS (DCC Johnny Gwynne)

6.1 DCC Johnny Gwynne (DCCJGwynne) provided a summary of the paper and advised that 5 of the 39 recommendations had now been proposed for closure to HMICS, with comments expected in due course.

6.2 MAli referred to recommendation 22 and sought clarity on why that was marked as red; MAli's understanding was that Integrity Matters was the mechanism for confidential reporting. MAli also sought clarity on whether the Whistleblowing Guidance referred to in the paper was different from the Integrity Matters policy.

6.3 DCCILivingstone said that MAli's observations were accurate in that the systems complemented each other, but still needed to be further aligned. DCCILivingstone explained that there needed to be a process if, for example, officers or staff wanted to raise concern about the CCU. Work was still ongoing and discussions were also required with PIRC.

6.4 MAli proposed that there should be a single system and consistent terminology to avoid further misunderstanding around where Whistleblowing sat. DCCILivingstone suggested that a single set of principles would be appropriate, but there needed to be different systems to address different issues, for example, matters of criminality.

6.5 DHume said that it would be helpful for Police Scotland to provide an explanation to the A&RC about how Recommendations 21 (Integrity Matters) and 22 (Whistleblowing) would work together.

271016-SPABM-002 - DCC Johnny Gwynne to provide explanation to the Audit & Risk Committee about how Recommendations 21 (Integrity Matters) and 22 (Whistleblowing) will work together.

6.6 IWhyte commented in relation to the earlier discussion about whistleblowing and advised that as he sat on both the A&RC and CCU Reference Group, he could understand how whistleblowing and Integrity Matters will come together. However, it would still be helpful to go back to the A&RC to answer some of the queries Members had raised.

6.7 As Chair of the CCU Reference Group, GHouston supported the report and said that the direction of travel was very welcome. GHouston added that HMICS Recommendations had been accepted in full and a rigorous plan put in place to discharge them. The next reference group was scheduled to meet on 12 December, therefore, Police Scotland would be in a position to provide an update at the next SPA Board Meeting.

6.8 The Chair asked how engagement with staff associations would take place. GHouston advised that all Staff Associations were represented within the Reference Group and that they were generally very positive that historical issues were being addressed.

6.9 DCCJGwynne advised Members that in light of recommendation 6 (Policy and Vision) and recommendation 7 (Restructure Review) a decision was taken by the Force Executive, in consultation with the SPA and the CCU Reference Group, to refocus, restructure and rename the Counter Corruption Unit (CCU) to the Anti-Corruption Unit.

6.10 Board Members also noted that the renaming of the CCU required a clearly defined vision underpinned by Police Scotland's Code of Ethics with a supporting policy to focus any future activity. The revised structure now included enhanced intelligence development, management processes, specialist peer support and chief officer oversight and ensured that the CCU adhered to national processes, procedures and high standards in place within Police Scotland.

6.11 DCCJGwynne explained that the revised structure provided a tiered response to tackling corruption focused on prevention, intervention or enforcement. The new model was effective, efficient and proportionate. DCCJGwynne concluded by advising Members that a new streamlined structure had been put in place.

6.12 The Chair clarified that the CCU restructure was not a matter for approval by the Authority as it was an operational decision for Police Scotland. The report was, therefore, being presented to Members for information.

6.13 GGraham said that he was encouraged by the report and asked how long term independent oversight would be achieved. DCCJGwynne stated that when the threshold for referral to the Anti-Corruption Unit (ACU) is met, there would be an immediate engagement with the prosecution service (COPFS) where an appropriate investigation would commence. DCCJGwynne added that all members of the ACU would remain subject to the internal and external discipline code via the PIRC which is reported to DCCILivingstone.

6.14 GGraham then asked if there would be a role for the Authority. GHouston advised that he believed there should be an oversight role, however, some advice would need to be taken on that once the final remit for the independent prosecutor had been set. DCCILivingstone said that he understood the broader governance question and added that if an allegation was made against a member of the ACU, then he would inform the Authority.

6.15 The Chair asked a final question in relation to the timeline for closing off the remaining recommendations. DCCJGwynne advised that he would report back to the Board with that information.

271016-SPABM-003 - DCC Johnny Gwynne to report back to the Board on the remaining timeline for discharging all recommendations.

6.16 Members **AGREED** that the updates provided within the paper were sufficient to close off action *250816-SPABM-009* within the Action Log.

6.17 Members **NOTED** the HMICS Review of CCU – Implementation of Recommendations.

7. POLICE SCOTLAND CONTACT COMMAND & CONTROL PROGRESS UPDATE (ACC John Hawkins)

7.1 ACC John Hawkins (ACCJHawkins) provided an overview of the paper and drew Members' attention to paragraphs 2.1 – 2.3 which described the structural changes being delivered by the C3 Programme and emphasised the importance of maintaining focus so that the benefits of the Programme would be realised.

7.2 ACCJHawkins advised Members of the key milestones that had been achieved and provided Members with an update of forthcoming key milestones.

7.3 As Chair of the C3 Governance and Assurance Group, GGraham informed the Board that the Group had met twice since the last SPA Board Meeting and received appropriate assurance on the progress that had been made. GGraham noted the considerable support from HMICS and the work of the Police Scotland Project Team, but said there were still a number of critical areas to be addressed. Nevertheless, the Group was confident of continued progress.

7.4 EWilkinson said that the resource model had financial implications for the future and sought assurance that the C3 team were working alongside finance to ensure the costs relating to the model were being reflected within the longterm forecast. ACCJHawkins confirmed that he would chair a short life working group in order to manage the transition to a new resource model with the involvement of finance and HR colleagues.

7.5 The Chair referred to the average call time of 8 minutes, noting that the original model was 5 minutes and sought clarity on whether there had been an error or underestimation. ACCJHawkins advised that he believed it was an error and that the 5 minute call time is a call centre industry standard. The Chair sought clarity on whether an assumption of improvement had been built into the new model. ACCJHawkins advised Police Scotland would rerun the assessment in 12 months' time and stated that there was no assumption of improvement built into new model.

7.6 GGraham reminded Members about the need for further clarification of the vision for the new C3 Contact and Control Model. The model should not simply be a call handling and dispatch mechanism, but rather it should add value to the public service. Therefore, the standard for C3 should not be about dealing with calls quickly, but providing a better service.

7.7 NMarchant commented that having visited a service centre, she had been very impressed by the level of professionalism and sought assurance about monitoring of staff morale. ACCJHawkins said that he believed staff morale was improving and would continue to improve as a result of the support provided to staff during the change process. Adhering to the timeline also had a positive impact on morale.

7.8 The Chair asked how the approval process for the next phase in relation to the Dundee Service Centre Closure would be handled within the normal SPA Board Meeting schedule. GGraham advised that such a critical decision would need to be taken in public and there would, therefore, be a requirement for an additional public session meeting. ACCJHawkins agreed and added that it would be operationally beneficial keep to the current timeline. The Chair asked that SPA Business Services arrange an additional single item public session Board meeting and to ensure that HMICS were invited.

271016-SPABM-004 - SPA Business Services to arrange an additional single item public session Board meeting for consideration of transition of services from Dundee Service Centre to the Police Scotland Service Centre prior to the 15 December Board Meeting, with an invitation extended to HMICS.

7.9 Members **NOTED** the Police Scotland Contact Command and Control Progress Update.

8. CONTRACTS AND PROCUREMENT: (Colette Sherry)

i) The Chair referred to recent media reports about the quality and condition of Police Scotland premises and invited David Page (DPage) to comment. DPage advised that recent images that had appeared within the media related to Dumbarton and London Road. Both are legacy premises and part of a comprehensive programme of maintenance. Members noted that there is a large number of disparate legacy contracts and Police Scotland is very aware of the risks and deficiencies that this presents. However, the procurement proposal being made to the Board today will help to address this.

ii) DPage gave further information about the ongoing programme of maintenance to address those issues and explained that the programme was being assisted financially with additional funding from Scottish Government. Members' noted that although there was a comprehensive programme for maintenance, there were many legacy maintenance contracts still in place and there was a need for a consistent level of maintenance. DPage said that the intention was to move away from legacy maintenance contracts to a strategic maintenance contract that will allow Police Scotland to address the estate shortfalls on a risk prioritised basis.

iii) JFoley confirmed that £2 million of additional funding had been received from Scottish Government and the Estates function was developing a plan to determine where that funding should be spent.

8.1 AWARD FOR CONTRACT FOR HARD FACILITIES MANAGEMENT (FM) (Collaboration between SPA / PS / Scottish Fire and Rescue)

8.1.1 Colette Sherry (CSherry) provided the Board with an overview of the proposed contract estimated at £53m. Members noted that there was a corresponding contract with the Scottish Fire and Rescue Service (SFRS) and that the joint approach had been developed out of the blue light collaboration group. The recommended supplier is Mitie who had provided the best commercial value.

8.1.2 EWilkinson said that the F&I Committee welcomed the proposed contract and noted the importance of the collaboration point as working with SFRS improved Police Scotland's buying power. Although the £0.8m efficiency saving appeared small, it was important to recognise the benefits of the contract. It would provide the organisation with good management information which would in turn inform the maintenance programme and allow Police Scotland to invest money more effectively. EWilkinson added that the contract should be viewed as a means of continuous improvement.

8.1.3 The Chair asked whether SFRS would also be required to agree to the contract. CSherry advised that SFRS had already agreed to sign up, but there would be two separate contracts. Both organisations would collaborate on governance of the contract in order to learn and manage the supplier effectively. The Chair also asked if the contract would remain in place if SFRS withdrew. CSherry confirmed that it would and also confirmed that the contract would flex if the size of the estate were to change.

8.1.4 GGraham sought assurance that any process changes were understood by staff to allow smooth transition and continuity with repairs. CSherry advised that there was a plan in place to work hand in hand with the supplier to ensure all processes were embedded and continuity was maintained.

8.1.5 Lisa Tennant (LTennant) stated that she was pleased about the collaborative approach, although there did not appear to be any hard targets and queried the extent to which the contract took account of the carbon management plan.

271016-SPABM-005 – Colette Sherry to provide environmental KPIs (including carbon management) in due course for circulation to Members.

8.1.6 DHume queried whether Mitie would operate from a central base or have more of a local presence and also asked where the apprenticeship opportunities would be. CSherry advised that Mitie had one of the widest geographical reaches

of any possible suppliers and that engagement would take place regarding the apprenticeships once the contract had been awarded. CSherry offered to provide this information to the Board in due course.

271016-SPABM-006 – Once the contract has been awarded to Mitie, Colette Sherry to provide information about apprenticeship proposals for circulation to Members.

8.1.7 NMarchant sought clarity on whether Mitie was aware of the front loading of repairs because of the current backlog. CSherry confirmed that Mitie was aware of the estates and assets and Mitie had advised that fixed costs for year one would be relatively high. CSherry added that a minor works plan was currently in development with Mitie which would be worked through as quickly and efficiently as possible.

8.1.8 Members **APPROVED** the Award of Contract for the Provision of Hard Facilities Management Service.

9. SPA CHIEF EXECUTIVE'S REPORT (John Foley)

9.1 JFoley provided the Board an overview of his report.

9.2 GGraham referred to Policing 2026 and the work that the Performance Team was progressing with Police Scotland and asked about the timescale for the first iteration the new performance framework. DCCILivingstone advised that the final version of the new performance framework was expected by end of March 2017.

9.3 GHouston asked for an update on the British Transport Police (BTP) Programme Board and the Emergency Services Mobile Communication Board (ESMCP). JFoley advised that the BTP programme had been focused on the legislative aspect which meant that there was very little to report at this time. In relation to ESMCP, JFoley advised Members that the geography of Scotland was a current focus and had been discussed at the recent Programme Board meeting.

9.4 The Chair asked when the Gaelic Language Plan would be published. JFoley confirmed that it would be published in November.

9.5 Members **NOTED** the SPA Chief Executive's Report.

10. REVIEW OF GOVERNANCE IMPLEMENTATION IN POLICING: IMPLEMENTATION PLAN (John Foley)

10.1 JFoley provided Members with an overview of the paper and advised Members that the recommendations noted in amber were mostly connected to

the production of the new Governance Framework. A revised version of the Framework would be sent to Board Members shortly.

10.2 EWilkinson referred to the number of actions from various earlier reviews that had been overtaken by the governance review and sought assurance that these actions had been properly discharged by the Governance Review. JFoley advised that Internal Audit would carry out a review.

271016-SPABM-007 – John Foley to ensure that a review would be undertaken to evidence that any actions from previous reviews had been properly discharged.

10.3 Members **NOTED** the Review of Governance Implementation in Policing: Implementation Plan

14. COMMITTEE MINUTES AND CHAIRS' REPORTS (verbal)

14.1 Audit & Risk

14.1.1 DHume advised that there had been one meeting of the A&RC since the last Board Meeting at which the Committee reviewed the Annual Report & Accounts. DHume said that there were a number of items yet to be concluded with the Auditor, however, it was expected that the Annual Report & Accounts would be presented at the A&RC on the 14 November 2016. DHume added that the Committee was now seeing a satisfactory flow of internal audit reports with positive recommendations and findings.

14.2 Complaints & Conduct

14.2.1 GGraham advised that the next Complaints & Conduct Committee would take place on the 22 November and that he would chair that meeting.

14.3 Finance & Investment

14.3.1 EWilkinson said that most of the F&IC business had already been discussed. Nevertheless, F&I Committee members remained concerned about the forecast overspend position. The review due to be carried out by DPage would be critical to resolving this.

14.4 Human Resources & Remuneration

14.4.1 NMarchant advised that the HRRC had noted and supported the roll out of the Performance and Development Conversations and had received constructive feedback from that process. NMarchant also advised that the HRRC had reviewed what had been done to prepare for the staff pulse survey due to launch week commencing 14 November.

14.4.2 The Chair sought confirmation that the HRRC had reviewed the questions for the pulse survey. NMarchant stated that they had not and DCCILivingstone said that he would ensure that the questions were circulated to members of the Committee.

271016-SPABM-008 - DCC Iain Livingstone to ensure that the Pulse Survey questions are circulated to HRRC Members.

14.4.3 The Chair asked when Members would have sight of the Pulse Survey results. DCCILivingstone advised that he would hope to provide this information in December. The Chair asked that the analysis is circulated to Members as soon as possible, but noted that the December timescale may be ambitious.

271016-SPABM-008 - DCC Iain Livingstone to ensure that analysis of the Pulse Survey is brought to the next SPA Board Meeting on 15 December if available. Members noted that this timescale maybe ambitious

15. AOB

15.1 The Chair advised that this would be the last SPA Board meeting that John Gillies would attend as he was moving onto new pastures. On behalf of the Board, the Chair thanked John Gillies for all of his outstanding work and wished him well for the future.

16. DATE OF NEXT MEETING: 15 December 2016, Tulliallan.

Meeting ended at 14:40.