

## Minute of Scottish Police Authority Board Meeting

<b>Meeting</b>	Scottish Police Authority Board Meeting <b>PUBLIC SESSION</b>	<b>Date/Venue</b>	Friday 24 February, Stirling Court Hotel, Alloa.
<b>Meeting Called By</b>	Andrew Flanagan, Chair	<b>Start Time</b>	11:30
<b>Meeting Ref No</b>	SPABM-240217	<b>End Time</b>	14:30

<b>Members Present</b>		<b>In Attendance</b>	
<b>Name</b>	<b>Title</b>	<b>Name</b>	<b>Title</b>
Andrew Flanagan	Chair	Phil Gormley	Chief Constable, Police Scotland
George Graham	Authority Member	DCC Iain Livingstone	Deputy Chief Constable, Police Scotland
Graham Houston	Authority Member	DCC Rose Fitzpatrick	Deputy Chief Constable, Police Scotland
David Hume	Authority Member	DCC Johnny Gwynne	Deputy Chief Constable, Police Scotland
Robin McGill	Authority Member	ACC John Hawkins	Assistant Chief Constable, Police Scotland
Nicola Marchant	Authority Member	David Page	Deputy Chief Officer, Police Scotland
Elaine Wilkinson	Authority Member	Alison Dougall	Head of Management Accounting, Police Scotland
Iain Whyte	Authority Member	Gordon Downie	Head of Commercial Services, Police Scotland
		John Foley	Chief Executive, SPA
		Catherine MacIntyre	Strategic Business Adviser, SPA
		Tom McMahon	Director of Strategy and Performance, SPA
		Tom Nelson	Director of Forensic Services, SPA

## **1.1 Chair's Opening Remarks (Andrew Flanagan)**

1.1.1 The Chair welcomed Members and attendees from the Police Scotland Command Team to the public session of the first SPA Board Meeting of 2017. The Chair welcomed Derek Penman (HMICS) as an observer and noted that the meeting was a performance Board Meeting with items having a focus on financial and organisational performance from both the SPA and Police Scotland between October and December 2016.

1.1.2 The Chair referred to the new Policing 2026 Strategy that the SPA and Police Scotland had been working on for many months. The Chair stressed that while the strategy would not seek to be a definitive plan, it was important to have a clear direction within which to make shorter term decisions.

1.1.3 The Chair noted that there had been some ill-informed speculation in the media about police officer numbers. However, there was a need to focus on the needs and demands of society and to identify how policing can adapt to meet changing needs moving forward. The Chair encouraged all stakeholders to read the document in full and advised that the draft Policing 2026 Strategy would be published on Monday 27 February 2017 followed by an extensive consultation period, with the aim of recommending the final version to the Cabinet Secretary in June 2017.

## **1.2 Apologies (Andrew Flanagan)**

1.2.1 Apologies were received from James Gray, Interim Chief Financial Officer, Police Scotland who was on annual leave.

## **1.3 SPA Board Member Changes (Andrew Flanagan)**

1.3.1 The Chair advised of two Board Member resignations: Lisa Tennant in January 2017 and Moi Ali, February 2017. The Chair commented that both were founding Members of the SPA and said that he was grateful for their contribution to the SPA and Policing in Scotland. The Chair also said that Scottish Government were at the final stages of a recruitment process for new SPA Board Members and that recommendations on appointments had been made to the Cabinet Secretary for Justice.

## **1.4 Declarations of Interest (Andrew Flanagan)**

1.4.1 There was no Declarations of Interest.

## **1.5 Any Other Business (Andrew Flanagan)**

1.5.1 There was no other business raised by Members.

## 2.1 Minute of Board Meeting Held on 15 December 2016 (Andrew Flanagan)

2.1.1 The Minute of the Board Meeting held on 15 December 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 The Chair referred to the following actions:

**151216-SPABM-008** - the proposed closure of Aberdeen Service Centre was now due to come forward to the Board on 22 March 2017 and the revised date should be reflected within the action log. **Action Log updated to reflect this commentary.**

**151216-SPABM-010** - discharge date to be amended to 25 May 2017 due to dependencies with the stakeholder mapping and planning work within the collaborative 2026 policing programme. **Action Log updated to reflect this commentary.**

**271016-SPABM-005** and **271016-SPABM-006** – discharge date to be amended to 25 May 2017 as the actions can only be completed after the mobilisation of the contract period in April 2017. **Action Log updated to reflect this commentary.**

**271016-SPABM-009** - the pulse survey was now being finalised for review by both SPA and Police Scotland, therefore, the discharge date for this action was being moved to the 22 March. **Action Log updated to reflect this commentary.**

**250816-SPABM-005** - progress was being made to gather more qualitative evidence around performance and triangulating this against other external information. As a result, the Chair proposed that further action to take this forward should be transferred to the Policing Committee and the Board action should now be closed. DCC Iain Livingstone (DCCILivingstone) agreed and advised that this would be addressed through the development of the new Performance Framework which in turn will provide a broader strategic view. George Graham (GGraham) as Chair of the Policing Committee confirmed that he was content for the action to be taken forward by that Committee. **Action Log updated to reflect this commentary.**

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

### **3 MATTERS ARISING**

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

### **4. Business Conducted Since Last Meeting 25 December 2017 (Andrew Flanagan)**

4.1 The Chair advised that two decisions had been taken by the Board outwith the planned cycle of Public Session Board meeting as follows:

- i) A revised staff pay proposal and VR/VER arrangements for the coming year both of which were with unions for consideration.
- ii) Five Non Competitive Actions which had now gone forward to Scottish Government for final authorisation.

### **5. Chief Constable's Report (Chief Constable Phil Gormley)**

5.1 Chief Constable Phil Gormley (CCPGormley) referred to his report and commented that the revised presentation provided a better representation of the scale and depth of the issues that Police Scotland have been dealing with since the last Board meeting.

5.2 CCPGormley then updated Members on recent activity which was not contained within the report. This supplementary briefing included the significant investigation into the murder of Brian McKandie from Rothienorman, which demonstrated high quality of Police Scotland's response to major crime across Scotland.

5.3 CCPGormley also referred to the Policing 2026 Strategy and noted the significance of the launch and consultation that would follow in helping to shape the police service in partnership with stakeholders and public. CCPGormley said that it was impossible to predict the needs for 10 years ahead, however, the changes over the previous 10 years had been enormous with the world being a fundamentally different place now and by 2026 it would be significantly changed. CCPGormley said that the police service needed to transform and become more flexible, with the capacity and capability to respond to those changes. The 2026 Policing Strategy will deliver the change required and increase the operational footprint, impact and effect of the police service, whilst transforming the corporate support so that it is fit for purpose and can enable broader police operational activity.

5.4 CCPGormley then referred to serious and organised crime and the need to have capacity and capability to deal with the changing nature of this activity. Board Members were advised of a recent operation which led to the recovery of

10 automatic firearms, complete with ammunition and £1.6m of cash. Those weapons were now subject to an extensive forensics and ballistics examination to establish whether they were connected to serious and organised crime. CCPGormley commented that this was an astonishing armoury and a significant haul of weapons and highlighted the need to have protective capacity and capability to ensure communities are as safe as they can be.

5.5 CCPGormley stated that people would remain at the heart of policing and highlighted individuals honoured for service by Her Majesty in the New Year's Honours List with Queens Police Medals awarded to:

- Detective Chief Superintendent Lesley Boal;
- Assistant Chief Constable Kate Thomson; and
- Constable George Trainer

The Chair also congratulated those recognised on the New Year's Honours List. In addition, the Policing Excellence Awards were also celebrated in January to recognise the contribution to policing of many policing teams across Scotland.

5.6 CCPGormley also informed Members that he had recently met 50 potential new police officer recruits as part of a programme designed to encourage and increase diversity within the police force. The event was attended by people from a range of backgrounds, cultures and religions and all were hopeful of submitting applications to become Police Constables or Special Constables in the near future. CCPGormley also noted Police Scotland's growing reputation as an Employer of Choice.

5.7 The Chair then asked CCPGormley to comment on Stop and Search following the publication of the recent HMICS Report. CCPGormley stated that he was grateful to HMICS for their assistance in helping Police Scotland to better understand the process. Members also noted that a training programme was now in place so that staff are familiar with the new code of practice. CCPGormley asked DCCRFitzpatrick to comment further on this issue.

5.8 DCCRFitzpatrick advised the Board that for the staff involved in the approach to Stop and Search, it was important to note the acknowledgement from HMICS that substantial improvements had been made with 23 of the recommendations within the HMICS Report now discharged. DCCRFitzpatrick said that the way Police Scotland conducts Stop and Search with communities, particularly with young people, was recognised within the HMICS Report, along with the training programme and work being done to prepare officers for implementation of the new Code of Practice. HMICS also now had confidence in both the accuracy and integrity of the data that Police Scotland holds.

5.9 The Chair said that due to the intense scrutiny on this issue, it would be important for Police Scotland to have ongoing assessment and monitoring as part of the implementation of the Code of Practice.

**240217-SPABM-001: DCC Rose Fitzpatrick to ensure there is ongoing assessment and monitoring as part of the implementation of Code of Practice for Stop and Search.**

5.10 G Graham commended Police Scotland on the recovery of the firearms and asked what more could be done to engage the public on this. CCGormley explained that this sort of case required proactive investigation and intelligence capability. As the 2026 Policing Strategy narrative is developed, Police Scotland needs to ensure that the public understand the choices that have to be made when it comes to resources. CCGormley added that he would be honest with the public about what Police Scotland is doing to reduce threat and where resources are being placed. Referring to the Scottish Crime Campus, CCGormley said that Scotland has the best facility in the UK and there is an ongoing requirement to articulate this to the public and assist in their understanding.

5.11 Nicola Marchant (NMarchant) commended Police Scotland on the work being done on the Introduction to Policing Programme. NMarchant sought assurance that there was focus being given not only to attract and recruit people from diverse backgrounds, but also on how to retain and develop those staff and ensure there are no barriers to their development. CCGormley responded saying that the worst outcome would be to recruit and then disappoint. CCGormley noted that more investment was needed for leadership development. There was also a requirement for a different set of skills and capability across Police Scotland - greater technical capability and language skills – and it was both ethical and a business imperative to bring Scotland's pool of talent into the organisation. CCGormley believed that Police Scotland could offer a career like no other within the public sector.

5.12 Elaine Wilkinson (EWilkinson) referred to the Police Scotland officers being seconded to support the UK Counter Terrorism Network and asked what other opportunities there were for Police Scotland staff to gain experience from other police forces, or other parts of the public sector, which would contribute to leadership and development. CCGormley agreed that there was a range of benefits, one being the development of staff and said that this needed further consideration in order to give staff the best opportunities to develop.

5.13 Iain Whyte (IWhyte) noted that as officers were seconded out to other police forces there would be development opportunities for other officers within Police Scotland. IWhyte asked what steps were being taken to attract inward secondments to Police Scotland.

5.14 Firstly, CCGormley confirmed that outward secondments from Police Scotland would be well thought through and planned as an enhancement of Police Scotland's capability. Secondly, CCGormley explained that Police Scotland operating as a single national service was an attraction and other parts of the UK

want to emulate this, citing the Scottish Crime Campus, which brings together a number of agencies and capabilities into one place, and work around domestic violence and missing people as genuinely world leading. However, Police Scotland could learn from other police forces regarding financial challenges, as well as use of technology, eg body worn video and mobile technology. IWhyte then asked if there would be more partnerships and collaborative arrangements established. CCPGormey stated that Police Scotland needed to learn from what others were doing and this required cross border co-operation and sharing of capabilities and common approaches.

5.15 GGraham referred to development of leaders and suggested that Police Scotland should take the lead in promoting secondments to other parts of the public sector. CCPGormey said that there were discussions already taking place, particularly with other emergency services where there are common skill sets, but important to acknowledge that skills sets and leadership skills would be different over the next 10 years.

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

## **6. Police Scotland Performance Report (DCC Iain Livingstone)**

6.1 The Chair commented that the format of the report had again improved, while noting that there was still further development required including a need to review the way the report was considered by members. The Chair proposed that for future meetings Board Members choose a specific area to allow the Board to scrutinise and question in more detail. Police Scotland would present the chosen area to the Board as a presentation and those from within the organisation who have responsibility for the specific area would contribute. CCPGormley agreed that this would allow a much more valuable discussion which he welcomed. The Chair said that topics would be chosen at the end of the performance report.

6.2 The Chair invited questions from the Board.

6.3 Robin McGill (RMcGill) asked how Police Scotland would ensure that the organisation was being sustained while at the same time implementing a complex transformational 2026 change programme. RMcGill also questioned how this would be reflected within the performance report. CCPGormley said that it would be challenging, however, the Strategy would set the direction of travel. There would then be a requirement for a performance framework, with outcomes and KPIs, to enable Police Scotland to understand whether or not they are being successful. CCPGormley added that the management information would allow Police Scotland to identify if there was an emerging threat and to escalate / de-escalate as appropriate.

6.4 The Chair noted that it was important to consider some of the terminology used in reporting and how accessible it was to the public. DCCILivingstone agreed that some of the information was difficult for the public to interpret and

recognised the need to be more explicit. Members also noted that Scottish Government is leading on a review of crime classification.

**240217-SPABM-002: DCC Iain Livingstone to give consideration to terminology used within the report by taking into account how accessible the information is to the public.**

6.5 The Chair then referred to what appeared to be unusual levels of violent crime in the east of Scotland and sought clarity on what actions and initiatives were being used to understand and address this. DCCILivingstone advised that an analysis of the figures showed an increase of serious assaults in private space due to the use and abuse of alcohol, although this was a reduction from quarter 3 2015/16. However, Police Scotland were optimistic the increase has slowed as a result of intervention and analytical work that had been undertaken.

6.6 The Chair asked for further information about the interventions and what action had been taken as a result of the analytical work. DCCILivingstone explained that he chaired a tasking and delivery group on a monthly basis, Local Policing Assistant Chief Constables also co-ordinate with their Divisional Commanders to drill down into information and identify issues across divisions, and this process is then replicated further into local policing areas. A similar tasking process is also undertaken by DCC Johnny Gwynne.

6.7 GGraham referred to the 1079 robberies being reported and asked if there was a detailed explanation for such a large increase. DCCILivingstone advised that this was the year to date figure. In Quarter 1 and 2 an increase had been identified and a number of interventions made which had resulted in a reduction for quarter 3.

6.8 EWilkinson asked for clarification about the role of the Multi-agency Locality Management Teams. DCCR Fitzpatrick advised that the incident in Hunter Square was an example of alcohol and drug misuse. An intervention such as the one described in Hunter's Square required considerable planning and follow up with partners, for example, homelessness and drug addiction support. However, these were interventions that had lasting success. DCCR Fitzpatrick added that the approach had developed incrementally over the first 4 years and there were opportunities to develop this further for the future.

6.9 Discussion then turned to the issue of domestic abuse. The Chair proposed this could be a topic for a deep dive presentation to the Board at a future meeting. The Chair asked DCCILivingstone if more was being reported, or if there was an increase in the number of incidents. DCCILivingstone said that he thought that the public had greater confidence in policing and society's attitude in relation to sexual offences has had a significant impact. However, the matter was still likely to be under reported. CCPGormley added that private space violence and alcohol was definitely at the root. He noted that addressing this

goes beyond policing interventions alone and needed to address our relationship with alcohol in both public and private space.

6.10 G Graham asked if there was an explanation about hate crime detection. DCC I Livingstone advised that recorded hate crime was down in Scotland, but work was being done to determine the reason for this.

6.11 R McGill sought clarity on the difference between domestic abuse and domestic incident. DCC R Fitzpatrick explained that domestic incidents are reported and it is only if they become crimes that they are then recorded as such. DCC I Livingstone added that Police Scotland looks at patterns of incidents and then try to prevent recurrence, but intervention may not always be for policing.

6.12 The Chair then referred to major events and noted previous concerns that had been raised about the Old Firm match being scheduled during the festive period, and the positive outcome that had been achieved. CCP Gormley said that it was one of the least violent Hogmanays in recent times in Scotland and thanked staff for their efforts during the football event.

6.13 Turning to the issue of sexual crimes, the Chair said it would be helpful if within future reports historical and current sexual crimes could be separated to assist with understanding of trends. DCC I Livingstone confirmed that he would take that action and said that this topic would benefit from a 'deep dive' as there was a significant amount of detail behind the summary provided to the Board.

**240217-SPABM-003: DCC Iain Livingstone to separate historical and current sexual crimes to assist with understanding of trends.**

6.14 I Whyte questioned whether there was any correlation between rural areas and sexual crime, and queried if this was about the way society is changing. The Chair also asked if the deployment of police officers within rural areas had any bearing. DCC I Livingstone said that these were challenging but valid observations and advised that he had recently commissioned a specific rape profile for every division. Members also noted Police Scotland's approach to rape, having established rape investigation units and teams as part of a rape task force. DCC I Livingstone said that further work would be done and he would report back to the Board on the outcome.

**240217-SPABM-004: DCC Iain Livingstone to report back to the Board on the reasons why sexual crime had increased within rural areas of Scotland and what action is being taken to understand and address that.**

6.15 N Marchant noted that the overall Group 2 rape detection rates had continued to decrease compared to previous years and asked if that was due to evidence, or something broader. CCP Gormley said that there are challenges

around the data, but it is a question that needed to be answered in order to understand if the figure is good or bad news.

6.16 IWhyte noted that the number of people killed on roads had increased, but the number of seriously injured had decreased and asked if there was something specific causing this. CCPGormley advised that work on this had been commissioned and a group established by ACC Higgins. However, so far, there did not appear to be any emerging trends.

6.17 DHume referred to the reduction in house break-ins and asked if this was reflective across the whole of Scotland, or whether there were any geographical variations. DCCRFitzpatrick said it was a general trend and were sustained reductions when looking at 3 and 5 year averages. DHume asked if there was an unusual combination of factors or underlying issues in Edinburgh and Lothians compared to other Scottish cities. DCCRFitzpatrick advised that there had been real success on prevention by working with local authorities and housing associations to encourage people not to become victims of house break-ins. DCCRFitzpatrick advised that an in-depth analysis on Edinburgh would provide a clearer understanding of any underlying issues.

6.18 The Chair commented that the remainder of the performance report was less crime related and asked for any further questions.

6.19 GHouston referred to confidence in the service and sought clarity on why the survey and satisfaction questions had ceased, and encouraged that these questions continue to be asked. CCPGormley confirmed that there is an open invitation to the public to respond, but not everyone who comes into contact with Police Scotland provide a response. People who have a bad experience are more likely to respond than those who want to offer congratulations. CCPGormley added that there was no control measure to demonstrate that this was a true representation of people who have received service from Police Scotland and there was, therefore, a need to understand this in a more complete way.

6.20 DCCRFitzpatrick said that there was a measure of statistical significance in the User Satisfaction Survey which demonstrates a current user satisfaction rate of over 80%. Within the Public Confidence Steering Group being established the intention was to broaden out and use partner information with a range of measures to triangulate the overall approach in building confidence. The Chair commented that when research questions are changed trends are lost, and when someone registers dissatisfaction there is an opportunity to investigate and address the matter. The Chair suggested that, again, this may be an area worthy of deeper consideration at a future Board meeting.

**240217-SPABM-005: DCC Rose Fitzpatrick to consider a more indepth discussion around public confidence at a future SPA Board Meeting.**

6.21 RMcGill referred to call handling and asked if the 40 second target for responding to 101 calls was something that would be reviewed. DCCJGwynne

advised that there had been a significant improvement in call handling within C3, which HMICS acknowledged. DCCJGwynne explained that there needed to be enough time to ensure that 999 calls were being dealt with appropriately in order to prioritise risk. RMcGill stated that the question was raised in the context of continuous improvement. He queried whether it was possible that resourcing for 999 and 101 calls could be addressed differently. CCPGormely advised that resources might be switched to address an issue where more improvement was required. However, there was a broader point around 101 being for non-emergencies and a need for public support in ensuring that 999 calls are used for emergencies only. CCPGormley added that there were other ways for the public to contact the police beyond telephony and Police Scotland needed to assist the public with this.

6.22 Concluding the performance discussion, the Chair proposed a 'deep dive' on Sexual Crime for May Board Meeting and Domestic Abuse for the August Board Meeting. The Chair added that, in future, he would also like to focus on non-crime areas. Members agreed with the Chair's suggestions.

**240217-SPABM-006: DCC Iain Livingstone to provide Members with a 'deep dive' presentation on sexual crime and invite those staff responsible for this area.**

**240217-SPABM-007: DCC Iain Livingstone to provide Members with a deep dive presentation on domestic abuse and invite those staff responsible for this area.**

6.23 GHouston commented that alcohol seemed to permeate across a number of crime areas that had been discussed and said that it would be useful to understand the impacts of alcohol in certain crime groups. CCPGormley advised that there were a number of themes cutting across certain crime types, with examples being mental health and alcohol, and aging population and vulnerability.

6.24 With reference to the development of the performance framework, GGraham added that Board Members could be reassured that the Policing Committee would be engaged in the development of that framework over the next coming months.

6.25 Finally, RMcGill queried what a 'deep dive' would involve. It was agreed that DCCILivingstone would discuss this with GGraham as Chair of the Policing Committee so that there was a common understanding of this and a consistent approach taken with presentations to the Board.

**240217-SPABM-008: DCC Iain Livingstone and George Graham to discuss and agree the requirements of a deep dive.**

6.26 Members **NOTED** the Police Scotland Performance Report.

## 7. SPA Strategic Delivery Review (Tom McMahon)

7.1 Tom McMahon (TMcMahon) provided an overview of the report which related to the current Strategic Police Plan. In due course, this will be replaced by the Policing 2026 Strategy. TMcMahon advised that the purpose of the report was to highlight good practice at both local and national level and provide another lens on both SPA and Police Scotland's performance.

7.2 DHume sought assurance about where actions within the evidence development areas were being logged and monitored. TMcMahon advised that the actions were picked up on the regular engagement his team had with Police Scotland. They were also being channelled into the work being looked at by the Policing Committee in connection with the development of the new strategic performance framework.

7.3 Members **NOTED** the SPA Strategic Delivery Review.

## 8. Section 22 Report and Action Plan (John Foley, SPA CEO)

8.1.1 JFoley provided an overview of the report. Members noted that the Annual Report and Accounts had been laid before Parliament in December 2016 and feedback had been received from the External Auditor in relation to the findings on the audit. JFoley advised that the Audit was unqualified, however, a modified opinion had been given which had led to the issue of the Section 22 Report. Members noted that all external audit actions were in a tracker which is being monitored closely by the Audit Committee.

8.1.2 The Chair sought assurance from DPage that the external audit actions could be delivered by the dates noted. DPage advised that James Gray and his Police Scotland Finance team had reviewed the actions and were comfortable that they could be delivered by the due dates.

8.1.3 DHume confirmed that the Audit Committee would be receiving regular reports on the progress of those actions.

8.1.4 DHume referred to the way the report had been written and believed that more information could be provided on the way actions would be discharged, particularly around the role of the new Chief Financial Officer (CFO). The Chair agreed, although noted that there was always a balance to be struck between what should be dealt with by the Board vs the Audit Committee and detailed internal reports vs a summary.

8.1.5 DPage endorsed the points made by DHume. DPage advised that, along with James Gray, he was carrying out a review of how Police Scotland's governance and control operates, specifically around finance, audit control, strategy and transformation capability, and this will be clearly linked to the Policing 2026 Strategy. Actions and new controls have been identified which will

give confidence that the Finance Team have control, capability and capacity to deliver what is required. The new CFO will review all of this and ensure that the finance team is fit for purpose going forward.

8.1.6 JFoley agreed that more detail may be helpful and noted that some of the actions could be expanded upon. Members were also reminded that, as a result of the new SPA Corporate Governance Framework, a Financial Protocol had been established between SPA and Police Scotland. The Protocol sets out how the Accountable Officer's responsibilities are delegated to Police Scotland and it has been working well thus far.

8.1.7 Members **NOTED** the Section 22 Report and Action Plan.

## **8.2 Quarter 3 Financial Report (Alison Dougall)**

8.2.1 Alison Dougall (ADougall) provided an overview of the paper which reported the overall financial position up to 31 December 2016 for both the SPA and Police Scotland. ADougall advised Members that a more detailed report, providing a year to date position and fuller financial review, had been presented to the Finance Committee earlier in the week. Members noted that current focus was on the year end forecast.

8.2.2 ADougall referred Members to the table in section 1.2 of the report and noted a forecast overspend on revenue of £23.9m, underspend of capital of £5.2 and underspend on reform of £6.6m, resulting in an overall position of £17.5m overspend representing 1.6% of the total budget. This position is consistent with the report made to the Board on 15 December with no material movements in the intervening period.

8.2.3 EWilkinson referred to the table presented within section 1.3 and noted that there had been a change to the Police Scotland budget from previous reports presented to the Board. She acknowledged that an explanation had been provided to the Finance Committee but indicated that it would be important to explain the changes in a Board paper. EWilkinson noted that the change was purely presentational and did not affect the overall position however she asked that this be confirmed by Police Scotland. ADougall confirmed that the change was largely presentational and, therefore, did not impact the overall financial position. ADougall offered to bring a report back to the Board which makes the change more transparent. The Chair agreed that a reconciliation should be brought forward as an action to the next SPA Board Meeting.

**240217-SPABM-009: Alison Dougall to bring back a report to the March Board meeting which details reconciliation/changes that were applied to the Police Scotland budget.**

8.2.4 EWilkinson referred to the operational side of policing and informed Members that a detailed review had been presented to the Finance Committee

which provided real confidence in the numbers within the forecast. However, there were a several areas in which there was a significant increase in the forecast spend in the last three months of the year. She sought an assurance from the operational side of policing that all actions were being taken to deliver what was planned within the forecast spend. DCCILivingstone confirmed that he was happy to provide that assurance and noted that staff were acutely aware of their responsibilities in terms of spend.

8.2.5 The Chair also sought assurance that the £17.5m outcome was deliverable and that there will be a continued effort to improve and reduce the overspend further. DPage assured the Chair that work was ongoing to identify opportunities for further reductions.

8.2.6 Members **APPROVED** the Quarter 3 Financial Report.

## 9. SPA Forensic Services Report (Tom Nelson)

9.1 Tom Nelson (TNelson) referred to his report and drew Members' attention to two 'red' status Business Plan Deliverables as follows:

- i) For a number of months, Forensic Services has been working with Police Scotland and Scottish Government to develop a Biometrics Strategy for Scotland; this has also included meetings with the Home Office. The Scottish Government will take this forward with the Home Office and Forensic Services will continue to work with partners to progress this as quickly as possible. However, the original timescale envisaged will require to be reviewed.
- ii) Establishment of a Programme Management Office (PMO) within Forensic Services was being considered to assist with transformation of the function. However, there are dependencies with Policing 2026 Strategy, the development of a long term strategy for Forensic Services and the HMICS thematic inspection currently underway. As a result, it was considered more appropriate to better understand the aims and objectives of transformation and establishing the PMO has, therefore, been put back.

9.2 NMarchant referred to earlier discussions around the performance framework with Police Scotland and suggested that the same approach should apply with the Forensic Services report, with more focus on the outcomes of what was being delivered. The Chair agreed that was something that the Forensic Services Advisory Group should address and it should also include customer satisfaction.

**240217-SPABM-010: Tom Nelson to ensure that the Forensic Services Management Advisory Group review the current Forensic Services performance framework so that evidence from outcomes and customer satisfaction is included as part of the suite of performance data and subsequent reporting.**

9.3 GGraham sought clarity on a number of points, including:

- i) The timescale for a Biometrics Strategy for Scotland and its likely delivery;
- ii) an explanation of advance science technology; and
- iii) an explanation of the graph addressing DNA Criminal Justice Samples.

9.4 TNelson advised that the Home Office was considering development of a single Biometrics Strategy within England and Wales which will include fingerprints, DNA and facial recognition. Scotland is currently separate, but work was ongoing to determine if Scotland could be part of the Home Office programme. Delivery could be towards the end of 2018 / early 2019, however, this date could be pushed back further.

9.5 TNelson then referred to the introduction of Advance Science Technology and explained that there was target set to bring new technology into Forensic Services to support policing moving forward, with focus being given to White STR DNA technology. This focuses on the male aspect of DNA and will also assist in Cold Cases. The graph detailing DNA Criminal Justice Samples was confirming that Forensic Services were achieving 100% on DNA samples within a 4 day period.

9.6 DHume referred to the PMO and noted that this professional capability would provide coherence and expertise across a broad range of change projects and deliver real benefits. However, it would not be helpful to have multiple PMOs and DPage and Tom Nelson needed to partner where possible to ensure that there was no overlap. RMcGill supported this view and proposed that further consideration is given to bringing forward the date for establishing the Forensic Services PMO.

**240217-SPABM-011: Tom Nelson and David Page to give further consideration to bringing forward the date for establishing a PMO within Forensic Services, but partner where appropriate and ensure there is no duplication between Forensic Services and Police Scotland PMOs.**

9.7 Members **NOTED** the SPA Forensic Services Report.

## **10. SPA Corporate Performance Report (John Foley)**

10.1 JFoley provided an overview of the report and highlighted a number of key points.

10.2 GHouston referred to British Transport Police (BTP) and commented that such an integration was not without its complexity, and asked if there was a timeline or target date for the completion of the merger with BTP. JFoley advised that a number of workstreams had been established and until some of this work had completed, no definite target overall completion date could be set. The Chair also noted that HMICS was conducting a review jointly with HMIC in England on the merger with BTP. Derek Penman confirmed that this review was due to report by the end of the summer, although this had not yet been confirmed.

10.3 EWilkinson asked whether there should be a role for the SPA Board to assure itself on the readiness for this change to happen. The Chair advised that the principal operational integration would rest with Police Scotland. However, consideration should be given to the approaches taken recently to assure the change process in relation to C3 and CCU and a working group should be established to oversee this integration.

**240217-SPABM-012: John Foley to establish a Working Group between Police Scotland and SPA to oversee progress relating to British Transport Police integration with Police Scotland following the C3 Governance and Assurance Group structure.**

10.4 Members **NOTED** the SPA Corporate Performance Report.

## **11. PS Contact Command and Control Progress Update (ACC John Hawkins)**

11.1 ACC John Hawkins (ACCJHawkins) provided an overview of the report which focused on a number of important points, including:

- i) Performance since the transfer of call handling from Dundee to PS Service Centre on 10 January reported at 99% for 101; 98% for 999 and less than 1% of calls discontinued.
- ii) Preparation for the transfer from Aberdeen to the PS Service Centre with a paper due to come to the Board on 22 March.
- iii) Gateway Review of C3 between 24 – 26 January with programme readiness to proceed categorised as **GREEN**.
- iv) Publication of the HMICS Assurance Review which records considerable progress and improvements in relation to the programme of change and police call handling more broadly.

11.2 ACCJHawkins advised Members that the transition of call handling business from Dundee to the Police Scotland Service Centre had been a smooth process from both an operational and programme management perspective. ACCJHawkins noted the factors that assisted with the transition and thanked HMICS and SPA for their support both before and during the transition. ACCJHawkins acknowledged that it was impossible to eliminate risk completely in

relation to police call handling, however, Police Scotland was now better placed than ever before.

11.3 The Chair congratulated Police Scotland on the transition of the Dundee Service Centre and noted that it provided Members with assurance as Police Scotland moves towards the proposed closure of Aberdeen Service Centre.

11.4 GGraham (Chair of the C3 Governance and Assurance Group) advised that the C3 GAG had been kept updated on the Dundee transition. It had been an impressive operational approach and a model that should be replicated going forward. GGraham added that he was being kept fully up to date on progress towards the transition of the Aberdeen Service Centre and advised that the next meeting of the C3 Governance and Assurance Group was due to take place on 28 February 2017.

11.5 The Chair asked if GGraham was confident that the Board would be in a position to make a decision about Aberdeen on 22 March 2017. GGraham advised that all the indications suggested that Members would be in a position to receive the business case and make a decision.

11.6 RMcGill asked how the people processes and lessons learned could be harnessed for future transformation projects. DPage advised that Police Scotland was establishing a central change function as part of the transformation programme to deliver Policing 2026 Strategy. Both lessons learned and, if appropriate, the expertise from the C3 project would be transferred to the transformation programme, but at this stage, it was important not to disrupt the C3 process.

11.7 Members **NOTED** the PS Contact Command and Control Progress Update.

## **12. HMICS Review of CCU – Update on Implementation of Recommendations (DCC Johnny Gwynne)**

12.1 DCCJGwynne presented the report and confirmed that Police Scotland had completed half of the actions, but were still waiting on ratification from HMICS. DCCJGwynne advised that there were 15 actions still being progressed, and a further 5 where there was some variation on completion dates, but this had been fully discussed with the SPA CCU Reference Group.

12.2 DCCJGwynne added that there were changes to the dates noted within paragraph 2.8 of the report and confirmed that he would update Graham Houston (Chair of the CCU Reference Group) separately on those changes.

**240217-SPABM-013: DCC Johnny Gwynne to update Graham Houston on date changes noted within recommendations under paragraph 2.8 of the report.**

12.3 Other points noted were as follows:

- i) A communications plan would be progressed in the coming weeks.
- ii) Reference recommendation 23, the Crown Office had provided a verbal confirmation that Senior Law Officers had made and approved changes which would streamline the reporting of minor data protection offences.

12.4 DCCJGwynne advised that he was confident that a vast majority of critical actions would be delivered within this financial year. DCCJGwynne then referred to Whistleblowing which was noted as an area of concern by the Board. DCCJGwynne advised that the draft policy would be going forward to the Police Scotland senior leadership board in early course.

12.5 GHouston endorsed DCCJGwynne's comments. The next meeting of the CCU Reference Group would take place in April and, assuming the Reference Group is satisfied with Police Scotland's progress, GHouston would provide an update to Members at the next public session Board meeting in May.

12.6 The Chair confirmed that this update should be handled as an Action Log update, rather than a future agenda item.

**240217-SPABM-014: Graham Houston to provide Members with an update following the final Reference Group Meeting. This will be taken as an action update rather than an agenda item at the May Board meeting.**

12.7 Members **NOTED** the HMICS Review of CCU – Update on Implementation of Recommendations report.

### **13. SPA Review of Police Governance Implementation Progress Update (John Foley)**

13.1 JFoley provided a summary of the report and confirmed that the majority of actions would be discharged by 31 March 2017. Evidence will be gathered on the remaining ongoing actions and reported to the Board within the 6 months' review.

13.2 Members **NOTED** the SPA Review of Police Governance Implementation Progress Update report.

## 14. Estates: *(For Approval)*

### 14.1 Sale of Chambers Street (Gordon Downie)

14.1.1 Gordon Downie (GDownie) advised Members that 20 bids had been received for the property and confirmed that the second highest offer of £3.2m was the one being recommended to the Board for approval. GDownie added that the recommended bid was £57,000 less than the highest offer, however, the higher bid was subject to planning and other conditions which were likely to take 18 months to conclude. The recommended bid was not subject to planning, or survey, and could be expedited very quickly.

14.1.2 EWilkinson (in her capacity as Chair of the Finance Committee) informed Members that the Finance Committee was supportive of the recommendation. However, concerns had been expressed by the Committee that the accounting implications had not been addressed on a timely basis in line with recent audit recommendations. The Finance Committee sought assurance that in future relevant actions would be taken by the Estates team on a more timely basis for any properties coming forward for disposal. EWilkinson confirmed that assurance had been received and confirmation that procedures would be put in place between the Estates and Finance Teams in order to avoid this situation in future.

14.1.3 In conclusion, the Chair reminded Members that the particular point for the Board to consider was that the recommendation being put forward was for the under bidder. Members confirmed that they were content to approve the second highest offer of £3.2m on the basis that there were no conditions attached to this offer.

14.1.4 Members **APPROVED** the sale of Chambers Street.

## 15. Committee Chairs' Reports: \*

The Chair asked that future Committee Chairs' reports are more consistent in terms of length and detail.

### 15.1 Audit & Risk

15.1.1 DHume advised Members that there was improved understanding with respect to the preparation of the Internal Audit Reports and related responses from SPA and PS management.

15.1.2 Members were advised of a recent Audit Development Day. DHume noted that he would provide Members with a summary report of outputs in due course.

Members **NOTED** the Audit Committee Chair Report.

## **15.2 Finance**

15.2.1 EWilkinson advised that there had been a workshop and discussion on development of the 2017/18 budget. Members noted a new approach being taken forward by David Page on devolved budget responsibility for DCCs which the Committee considered to be extremely helpful for the organisation.

Members **NOTED** the Finance Committee Chair Report.

## **15.3 People**

15.3.1 NMarchant advised that the Scottish Government had approved continuation of the current VR/VER package for a further year and this had been communicated to all staff.

Members **NOTED** the People Committee Chair Report.

## **15.4 Policing**

15.4.1 GGraham reported that the Committee had met twice in order to develop a clear understanding of the Committee's role and HMICS had agreed to support the Committee on a number of key issues. The Committee's initial focus would be on the development of the strategic performance framework.

15.4.2 GGraham noted that there was a requirement to supplement the Membership of the Policing Committee. The Chair agreed and advised that the matter was in hand.

Members **NOTED** the Policing Committee Chair Report.

## **16. Board Workplan**

16.1 The Chair commented that the workplan was a schedule of items due to come forward to future Board Meetings. It will be an evolving document and will assist with planning the business to be progressed through the Board. The Chair said that it was important that Police Scotland engaged with the development of the workplan.

**240217-SPABM-015: David Page/Police Scotland Liaison to feed in agenda items for the workplan to Catherine MacIntyre / SPA Liaison.**

**17. DATE OF NEXT MEETING:** 22 March 2016, Stirling.

*Meeting ended at 14:10.*