

Minute of Scottish Police Authority Board Meeting

Meeting	Scottish Police Authority Board Meeting PUBLIC SESSION	Date/Venue	Thursday 15 December 2016, Assembly Room, Tulliallan Castle, Alloa.
Meeting Called By	Andrew Flanagan, Chair	Start Time	13:00
Meeting Ref No	SPABM-151216	End Time	16:30

Members Present		In Attendance	
Name	Title	Name	Title
Andrew Flanagan	Chair	CC Phil Gormley	Chief Constable, Police Scotland
Elaine Wilkinson	Authority Member	DCC Iain Livingstone	Deputy Chief Constable, Police Scotland
George Graham	Authority Member	DCC Rose Fitzpatrick	Deputy Chief Constable, Police Scotland
Graham Houston	Authority Member	DCC Johnny Gwynne	Deputy Chief Constable, Police Scotland
David Hume	Authority Member	David Page	Deputy Chief Officer, Police Scotland
Nicola Marchant	Authority Member	ACC John Hawkins	Assistant Chief Constable, Police Scotland
Robin McGill	Authority Member	James Gray	Police Scotland
Moi Ali	Authority Member	Colette Sherry	Police Scotland
Iain Whyte	Authority Member	John Foley	Chief Executive, Scottish Police Authority, SPA
		Catherine MacIntyre	Strategic Business Adviser, SPA
		Tom McMahon	Director of Strategy and Performance, SPA
		Tom Nelson	Director of Forensic Science, 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 and noted it was a quarterly reporting meeting from July to September 2016. The Chair advised that 2017 would bring a new schedule of more regular Board meetings which would improve and enhance oversight while integrating the principle of the quarterly reporting cycle.

1.1.2 The Chair advised that the Board would be considering the Mid-Year Financial Review, a proposal to formally close the Dundee Service Centre and the SPA's new Corporate Governance Framework.

1.2 APOLOGIES (Andrew Flanagan)

1.2.1 Apologies were received from SPA Board Member, Lisa Tennant and Interim HR Director for Police Scotland, Louise Haggerty.

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 27 OCTOBER 2016 (Andrew Flanagan)

2.1.1 The Minute of the Board Meeting held on 27 October 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 NMarchant (NMarchant) advised that action **250816-SPABM-002** (Police Scotland Exit Survey) was still being reviewed and that she hoped to update the Board in due course. The Chair proposed that the action remained ongoing. ***Action Log updated to reflect this commentary.***

2.2.3 The Chair referred to action **250816-SPABM-005** (Police Scotland Performance Report) and advised that the information received was the validation of the process of crime statistics. The Chair clarified that Members were looking for additional information that could assist with benchmarking the

crime statistics to determine whether or not this would provide any additional intelligence. DCC Iain Livingstone (DCCILivingstone) agreed that there was a need for a broader contextual comparison in order to understand demand and challenges and undertook to provide a fuller update at the next Board meeting. The Chair requested that this action remained ongoing. **Action Log updated to reflect this commentary.**

2.2.4 The Chair sought clarity on the status of action **271016-SPABM-009** (Pulse Survey). NMarchant advised that the survey had now closed, although it had been extended by a week to give staff more time to respond. The results would be reported by Police Scotland to the People Committee in the first instance and then a detailed briefing provided to the Board before communication to the workforce. **Action Log updated to reflect this commentary.**

2.2.5 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 HELD 27 OCTOBER 2016 (Andrew Flanagan)

4.1 The Chair advised that as part of the succession planning for delivery of the 2026 Strategy, it had been agreed that there needed to be a period of stability within Police Scotland's command team. The Chair advised that as a result of that, DCC Rose Fitzpatrick (DCCRFitzpatrick) had accepted an extension to her contract with Police Scotland for a further year. The Chair thanked DCCRFitzpatrick for her continued commitment.

5. CHIEF CONSTABLE'S REPORT (CC Phil Gormley)

5.1 Chief Constable Phil Gormley (CCPGormley) introduced his report and focused the briefing on demand and service delivery. CCPGormley referred to major investigations and advised that since August 2016 there had been 26 deployments of the Major Investigation Teams (MIT) throughout Scotland in response to a wide range of incidents. CCPGormley referred Board Members to the recent murder of Euan Johnston where a full range of specialist support was being provided to work with the Local Policing Commander within 'G' Division, to ensure those responsible were brought to justice.

5.2 CCPGormley informed the Board of a further major investigation which was underway within 'K' Division as a result of the disappearance of Margaret Fleming. This was a complex enquiry and a full range of local and specialist resource were involved in the ongoing investigation.

5.3 CCPGormley then referred Members to the recent national media around non-recent abuse allegations within football. Police Services across the UK were responding to reports of child sexual abuse within football and Police Scotland had also taken steps to respond to the situation within Scotland. CCPGormley advised that a major investigation had been launched to ensure the response was coordinated, professional and as victim focused as possible. Police Scotland were working closely with law enforcement partners throughout the UK (Operation Hydrant), but a notification process had been agreed with the NSPCC to ensure that all referrals in Scotland would be co-ordinated through Police Scotland's National Child Abuse Investigation Unit. CCPGormley advised that to date 109 referrals had been received that related to child sexual abuse within football and that information was being assessed to determine the most appropriate response. Board Members noted that this was a fast moving and fluid situation which required sensitive policing and strong partnership working.

5.4 Another area of significant demand for the police service is missing people investigations. CCPGormley advised that many of those who went missing were vulnerable. Police Scotland were now working with partners and agencies to put in measures in place that would reduce the threat and harm for those vulnerable individuals. Police Scotland had also signed a protocol with the charity Missing People with the aim of enhancing the information flow between investigations and agencies, and thereby increasing the likelihood of individuals being found. CCPGormley advised that the charity had described the work that Police Scotland were doing in this regard as "leading the way" in UK terms.

5.5 CCPGormley referred briefly to recent media coverage about Police Scotland service centres and control rooms. CCPGormley assured Board Members that the significant changes that had taken place were delivering improved support to frontline policing and remain on track in terms of overall direction.

5.6 The Chair referred to paragraph 2.1 of the report relating to PIRC reports and asked for more context around the number of referrals. DCCILivingstone advised that there was a mixture of mandatory and discretionary referrals, and more had been referred to the PIRC in recent times to provide greater understanding of the context in which Police Scotland was operating. CCPGormley added that, in addition to comparative data, a better picture of assurance for Police Scotland and the board would be seriousness of issues decreasing rather than a focus on whether the number of referrals to PIRC is increasing.

151216-SPABM-001: Chief Constable C Philip Gormley and DCC Iain Livingstone to ensure that comparative context (normal/lower/higher) and reasons for referrals are provided when referring to PIRC Reports.

5.7 George Graham (GGraham) said that he believed that was an area that would be addressed by the Policing Committee. MAli noted that Board Members had previously proposed that the number of referrals upheld / not upheld by PIRC should be included within reports from an organisational perspective. DCCILivingstone confirmed that he would take the comments on board as part of the new approach to reporting with the Policing Committee.

151216-SPABM-002: DCC Iain Livingstone to ensure the number of referrals upheld / not upheld by PIRC is included within the information requirements for the Policing Committee.

5.8 David Hume (DHume) referred to missing children and sought confirmation from CCPGormley that he was content that the standard of interviewing was universally high and consistent across Scotland. CCPGormley said that in general he was, although he was unable to give complete assurance that every interview was conducted so.

5.9 Robin McGill (RMcGill) queried the timing of the Estates Strategy vis a vis the 2026 Strategy and sought clarity on the current position in relation to properties that Police Scotland still no longer required. CCPGormley said that he believed the early thinking on Estates Strategy may have been too predicated around disposals and it was important now to take a strategic approach to policing and estates which would result in the best utilisation of the current estate going forward.

5.10 NMarchant asked about public feedback in connection with the National Counter Terrorism Week. CCPGormley said the level of media interest had resulted in increased awareness around public safety and that the feedback had been positive.

5.11 The Chair referred to the increased threat from serious and organised crime (SOC) and sought clarity on the steps Police Scotland were taking to address this. CCPGormley explained that there were a range of capabilities within the Scottish Crime Campus (Gartcosh) and effective partnerships formed in terms of sharing information. In addition, there was a continuous process of intelligence and threat assessment to ensure that resources were appropriately focused. DCCJGwynne advised that work was underway to nuance performance reporting so that it provided a better picture of the effect that Police Scotland has on SOC. The Chair added that there certain aspects of SOC had been a subject of public and media interest and sought clarity on the underlying issues. DCCJGwynne advised that there had been a regrettable upsurge in violence between some criminal groups recently. However, Police Scotland had a robust

response plan in place which included multiple officer capability and it was a service wide response in order to provide the best protection available to communities.

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

6. POLICE SCOTLAND PERFORMANCE REPORT (DCC Iain Livingstone)

6.1 DCCILivingstone introduced the quarter two report and advised that it was presented to Members in the revised style and approach to performance reporting. DCCILivingstone noted the demand and service delivery highlights referred to during discussion of the Chief Constable's report and advised that some aspects had also been incorporated within the performance report. The Chief Constable explained that the intention was make the Performance Report holistic and definitive, although there was still further work to be done to develop reporting on corporate services.

6.2 DCCILivingstone reported that overall total crime had reduced, but there were still a number of challenges within certain crime groups and Police Scotland were tasking and focusing resources in order to address this.

6.3 The Chair said that he believed that the report was continually improving however it can be difficult to interpret statistics and trends, and the report was still very crime focused. The chair noted that Police Scotland had other responsibilities linked to the Strategic Police Priorities and this needed to be addressed within the performance report.

6.4 Iain Whyte (IWhyte) asked whether any work had been done to identify what is affecting confidence levels. DCCRFitzpatrick advised that Police Scotland recognised that there were many sources of material and various ways of approaching people about confidence and satisfaction. DCCRFitzpatrick added that part of the work going forward would entail analysis of both crime and internal data to obtain a broader view and acknowledged that third party and partnership data could also be used more effectively. IWhyte noted that it was also important to review differences within divisions and identify whether confidence could be affected by officer resourcing.

151216-SPABM-003: DCC Iain Livingstone to consider bringing third party and partner data together with internal data in order to provide a clearer picture around confidence levels.

6.5 Graham Houston (GHouston) recognised that the performance report was a work in progress, and reinforced the need to look at wider performance not simply crime. The report should include some of the good work being undertaken by Police Scotland so that there was a more accurate picture of

performance and utilisation of police officers. DCCILivingstone said that this was very much in line with his own views and that there was a need to extend the performance framework to ensure it identified all of the work being carried out by Police Scotland. DCCILivingstone added that the report provided greater clarity about the current status of some crime challenges. It was then Police Scotland's responsibility to take the information within the report and task and resource police officers to deliver improvements.

151216-SPABM-004: DCC Iain Livingstone to ensure that future Performance Reports reflect a broad range of work being carried out by Police Scotland so that there is a more accurate picture of performance and utilisation of police officers.

6.6 GGraham said that the report had advanced significantly, but was still very crime focused. Going forward, the Policing Committee would try to identify what effect the police service was having as a result of the resources being applied.

6.7 RMcGill commended the report and noted the difficulty for any organisation to articulate all the work that they do, but Police Scotland needed to determine where they could have greatest impact and influence. RMcGill then sought clarity over the increase on referrals within the employee assistance programme and asked whether Police Scotland had any concerns on the matter. CCPGormley explained that this was positive as traditionally there had been a reluctance to ask for assistance, but this was changing and officers are engaging and seeking support.

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

The meeting adjourned to allow the signing of the Annual Report and Accounts to take place.

7. SPA STRATEGIC DELIVERY REVIEW (Tom McMahan)

7.1 Tom McMahan (TMcMahan) presented the report and advised that work would continue to build towards the development of next year's Annual Review of Policing and also contribute towards the Review of Police Reform. Members were advised that the report identified areas for further development in terms of:

- i) Evidence around impact and effectiveness of partnership working;
- ii) better understanding of trends and seasonality; and
- iii) organisational learning and public perception.

TMcMahan stated that development of a single strategic performance framework was the correct approach going forward, but he hoped that the report provided Members with a more qualitative picture of performance in the meantime.

7.2 NMarchant referred to strategic police priority 2 and rapid use of social media to communicate messages and sought clarity on how that was being used more broadly with partners across Scotland. DCCR Fitzpatrick advised that there were more opportunities for Police Scotland to use social media as it is extremely powerful and has a significant reach. Members also noted that policing teams had been nominated for National Twitter Awards which they had accomplished on their own merit rather than through a corporate communications team.

7.3 GGraham asked when the results from the Polish language version of Your View Counts would be available. DCCR Fitzpatrick undertook to report that information to the Board through the SPA Executive.

151216-SPABM-005: DCC Rose Fitzpatrick to report back on the outcome of the Polish Language Version of Your View Counts through the SPA Executive.

7.4 DHume noted that the layout of the report could be improved to meet accessibility standards and suggested that TMcMahon may wish to address that. DHume sought clarity on whether consideration had been given to proactively sharing the report with local scrutiny committees in addition to publishing online. TMcMahon agreed that this would be welcomed at local level and undertook to take this forward.

151216-SPABM-006: Tom McMahon to progress sharing of the SPA Strategic Delivery Review with Local Scrutiny Committees in addition to publishing online.

7.5 RMcGill noted the phrase "reducing harm" within the report and questioned whether this referred to an increased focus on a particular set of circumstances to reduce harm, or if it was an aspiration. CCPGormley advised that the effect of crime would vary depending on an individual's capacity to deal with the crime and their locality. It was, therefore, important to understand the vulnerability and deploy support based on that intelligence.

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

8. FINANCE: (James Gray)

8.1 MID YEAR FINANCIAL REVIEW (INCLUDING PERIOD 7)

8.1.1 The Chair advised that the report was being presented to the Board to provide a level of assurance around the figures for the full year forecast. James Gray (JGray) provided a high level summary of period 6 and advised that a more detailed report had been provided to the Finance & Investment Committee (F&IC) in November 2016, with an updated version including current information on period 7 being presented to F&IC on 14 December 2016.

8.1.2 JGray referred to the table in paragraph 2.2 and highlighted the following points:

- i) The forecast overspend in revenue was £28.2m for the full year;
- ii) an underspend of £5.2m in capital; and
- iii) a £5.5m underspend in reform.

JGray advised that the net position resulted a forecast overspend of £17.5m for the 2016/17 financial year.

8.1.3 The Chair asked Elaine Wilkinson (EWilkinson) as chair of the F&IC Committee to comment. EWilkinson advised the Board that the report presented to the F&IC in November provided Members with confidence in the forecast and the underlying figures. Members were able to scrutinise assumptions and the full assessment of risk that been built into the forecast had also been provided. Members also had a much clearer understanding of any slippage within savings, or capital receipts and the related management action being taken to address any slippage was also evident. EWilkinson acknowledged the work of the Police Scotland Finance Team and said that Members were now expecting to see the same clarity being provided on a monthly reporting basis so that Members had visibility of the risks, as well as the plan to address them.

8.1.4 EWilkinson informed Members that discussions had taken place on the impact that an underspend in capital could have on both revenue and capital budgets for future years. However, assurance had been given that the impact could be managed. EWilkinson added that the Board could have confidence in the figures being presented and that, although there would be risks and opportunities that could result in changes to the figures going forward, the paper provided a sound basis for the Board at this point in the financial year.

8.1.5 The Chair thanked JGray for providing the Board with a much deeper understanding of the financial position than had previously been provided. Although the position could change over the next few months, it would be possible to address the issues now that a firm basis had been established. The Chair added that this was a positive step forward and the information would now be incorporated within the developing long term financial strategy.

8.1.6 GGraham referred to point 1.4 regarding ICT budgets. JGray advised that although there was an element of risk, the financial value was not material to the forecast. Members noted that Finance would be working more closely with ICT colleagues in the development of the 2017/18 budget.

8.1.7 IWhyte sought further information on what action Police Scotland was taking to balance the budget in 2016/17. DPage informed the Board that processes were in place to ensure appropriate authority was obtained before

expenditure took place, or additional funding was granted. In addition, any requests for expenditure must also consider impact on capital and revenue impacts, and this must be clearly understood and considered against the budget before any approvals are given. Finally, DPage noted that recruitment was also being closely monitored and assured Members that the over spend was being actively managed.

8.1.8 The Chair sought confirmation that Scottish Government had been kept informed of the position. John Foley (JFoley) advised that Scottish Government received updates on a weekly basis.

8.1.10 Members **NOTED** the Mid-Year Financial Review (Including Period 7)

8.2 BUDGET PROCESS 2017/18 AND TIMETABLE (James Gray)

8.2.1 The Chair commented that the Scottish Government would shortly be announcing its budget and advised Members that the Authority would be informed later in the day of what the outline funding position would be for 2017/18.

8.2.2 JGray presented the report. The Board noted that a zero based approach was being taken to building the budget so that the figures presented were as robust as possible. Work was progressing to identify cost pressures for the year ahead and would be incorporated into the budget process. JGray informed Members that that the outline budget, including costs pressures identified. This would form the basis of the budget requirement for 2017/18 and would then be compared with the settlement figure from Scottish Government.

8.2.3 The Chair said that it was important to note that the budget for 2017/18 would underpin the delivery of first year of the long-term 2026 strategy and subsequent implementation plans. It was, therefore, important that all the component parts came forward to the Board as an integrated suite of plans for approval.

8.2.4 The Chair asked about the zero based approach and whether the budget would be built up from an individual payroll basis. JGray confirmed that a pay model had been developed that provided details for both police officer and police staff, including individual employee level. The Chair commended this approach.

8.2.5 RMcGill sought clarity on the current year in terms of the trajectory (increasing / decreasing) on a quarter by quarter basis. JGray advised that the run rate was stable for the year 2016/17 with no new significant issues coming forward in the second half of the year. However, a number of different assumptions would be required for the 2017/18 budget.

8.2.6 DHume referred to cost pressures and sought confirmation from DPage that Police Scotland would not lose sight of previous discussions at F&IC about handling of cost pressures. DPage advised that Police Scotland was considering changes to the way budgets are operated and controlled. The future model would see budgets allocated as operating budgets to each of the DCCs (and DCO), predicated on the resources available, and giving greater delegated authority and accountability. Business Units would be established for each of the DCCs, identified cost pressures would be owned and managed within each of those areas and DCCs (and DCO) would have the flexibility to utilise budgets and resources according to demands. There would be a centralised reporting mechanism, with monthly reports including tracking against budget, cost pressures and issues provided to the Police Scotland senior leadership board.

8.2.7 The Chair stated that there was a lot of encouraging work being taken forward by Police Scotland, but timely financial reporting would be very important. The Chair said he would like to see a reduction in the time it took to produce financial reports for the Board and hoped that the new business unit model and strengthening of the finance function would support improvement in this going forward. DPage advised that the intention was to move as close as possible to the month end in order to provide as near real-time reporting to Members as possible.

8.2.8 EWilkinson commented that with the introduction of devolved budgets and business unit approach, there would be a need for financial training, or refresh for police officers or staff returning to budget responsibility. DPage confirmed that training would be given and provided a detailed explanation of the scope of the training and support that would be provided. This included guidance on producing and assuring business cases, identification and early notification of emerging risks and issues which can have financial consequences.

8.2.9 The Chair thanked JGray for his report and noted again the positive steps being taken by Police Scotland to improve the budget development process and subsequent management and reporting of the budget during the year.

8.1.8 Members **NOTED** the Budget Process 2017/18 and Timetable.

9. POLICE SCOTLAND CONTACT, COMMAND & CONTROL:

9.1 CONTACT, COMMAND & CONTROL – C3IR UPDATE (ACC John Hawkins)

9.1.1 ACC John Hawkins (ACCJHawkins) provided Members with a progress update on the C3IR Programme. ACCJHawkins referred to call handling in Aberdeen and advised that options had been explored to retain staff and ensure that service delivery was maintained until the transition to the Police Scotland

Service Centre was complete in March 2017. Members were advised that an overflow provision had been successfully placed into Dundee with a proportion of calls there now answered in Bilston Glen, Govan and Motherwell service centres. ACCJHawkins stated that this approach had worked well and, therefore, Police Scotland were now adopting the same approach in the period leading up to the proposed closure of Aberdeen. This had also been discussed at the SPA's C3 Governance and Assurance Group (C3GAG). ACCHawkins added that 99.6% of calls had been handled without any issues and noted his thanks to staff for their commitment.

9.1.2 ACCJHawkins referred to the HMICS Review and recommendations and reminded the Board that 30 recommendations had been made by HMICS and accepted by Police Scotland. HMICS had carried out over 50 onsite inspections and would continue to carry out further unannounced and planned inspections across Scotland. ACCJHawkins advised that since the last SPA Board Meeting on 28 October, 16 recommendations had been fully discharged, 12 partially discharged and 2 remain remained open with work ongoing.

9.1.3 The Chair asked how local knowledge was maintained. ACCJHawkins advised that the same approach had been used as in other stages of the programme, with a guidance pack being provided to staff. Staff also had access to the Police Gazetteer which provided electronic information, eg local place names, for the area concerned.

9.1.4 GGraham commented as Chair of the C3GAG and advised that the issue around Aberdeen 101/999 calls had been debated at the C3GAG, with a number of options considered before putting the proposed option forward for approval. Board Members noted that although it was an operational decision, the SPA C3GAG had recognised the value of the approach.

9.1.5 NMarchant sought clarity on how communication with stakeholders was being handled. ACCJHawkins confirmed that the Local Divisional Commander had been briefing local stakeholders.

9.1.6 Members **NOTED** the Contact, Command & Control C3IR Update.

9.2 PROPOSED TRANSFER OF SERVICES FROM DUNDEE SERVICE CENTRE TO POLICE SCOTLAND SERVICE CENTRE (ACC John Hawkins)

9.2.1 ACCJHawkins provided an overview of the rationale and benefits of transferring calls from the Dundee Service Centre to the Police Scotland Service Centre and advised that it would be the next milestone on the critical path towards achievement the strategic intent. ACCJHawkins believed that the proposed change could be taken forward safely and that Police Scotland were now in a position to proceed. ACCJHawkins advised that if the proposal was approved then the go live date would be 10 January 2017.

9.2.2 ACCJHawkins also provided a summary of the various assurance checks that had been made, including quality assurance of the workforce planning model, IT stability, capacity and capability, and quality of service with targets consistently achieved since overflow calls had transferred from Dundee. ACCJHawkins informed the Board that there had been a concerted effort made to support staff to ensure they were ready for the proposed transition and confirmed that engagement had taken place with local stakeholders and elected members to brief them about the proposed changes. ACCJHawkins also noted that there would be a command structure in place to oversee the transition process.

9.2.3 GGraham advised the Board that the C3GAG had met regularly over the past few months, with the focus being on project governance, people, processes and technology. GGraham noted the scrutiny and assurance work from HMICS and that it had been the most intense that he had witnessed on a police project. He noted that the programme had benefited from HMICS' engagement. GGraham advised that the ICT systems had been tested and were in place. Independent assurance had also been received by Sabio, who were recognised experts in the field, along with internal assurance from Police Scotland. GGraham informed the Board that he was content with the amount of transitional support that would be provided during the implementation and that following detailed scrutiny described above, he believed Police Scotland was ready and capable to move forward. GGraham added that he had been impressed by the C3 Project Team who had been open and transparent throughout.

9.2.4 NMarchant referred to the Sabio report and asked how peaks in demand would continue be managed. ACCJHawkins confirmed that resilience had been built into the model and, as a further contingency, additional staff had been identified from within the Division who could be called upon if required.

9.2.5 EWilkinson sought assurance that, subject to the Board's approval of the proposal, there would be a checklist used to ensure readiness and further assurance sought if any issues were identified. CCPGormley assured Members that if any issues did arise that could potentially jeopardise the transition, then the transition would not take place. GGraham added that there would be a further C3GAG to establish the assurance position in early January. However, at the current time, he had no doubt that Police Scotland was ready for the transition.

151216-SPABM-007: ACC John Hawkins to ensure that a 'Go Forward' checklist is developed which will be reviewed and take account of any operational issues as at 10 January 2017 prior to going live with the proposed transfer.

9.2.6 RMcGill referred to disaster recovery and business continuity and asked what action would be taken if unexpected situations arose. ACCJHawkins advised that there was inherent continuity and resilience within the service centre model and described the process where calls could be routed across the country if something was to happen to a particular site.

9.2.7 The Chair referred to communications with C3 staff who had known and expected this change for some time. ACCJHawkins advised that the Divisional Commander had been engaging with staff and that staff were looking forward to more certainty regarding timescales.

9.2.8 The Chair referred to the foregoing assurances from Police Scotland and recommendation from GGraham as chair of the C3GAG and asked if the Board was content to approve the Transfer of Services from Dundee Service Centre to the Police Scotland Service Centre.

9.2.9 On the basis of the information outlined above, the Board **APPROVED** the Transfer of Services from Dundee Service Centre to Police Scotland Service Centre.

9.3 C3IR PROGRAMME TIMELINE (ACC John Hawkins)

9.3.1 The Chair referred to the timeline and asked for confirmation that the proposal to close the Aberdeen Service Centre would come to the Board at its March meeting. ACCJHawkins advised that Police Scotland was aiming for the March Board meeting. However, GGraham proposed that further consideration was given to this before confirming the date.

151216-SPABM-008: ACC John Hawkins and George Graham to discuss and agree the appropriate timing for the proposed closure of Aberdeen Service Centre to come to the SPA Board.

9.3.2 The Chair also sought assurance about any risks that the Board should be aware of that might emerge in between the closure of Dundee and a future decision on Aberdeen. ACCJHawkins advised that the focus in the interim period would be on staff recruitment and training which would mitigate against risk. EWilkinson then noted that the closure of Aberdeen Service Centre involved VR/VER which had financial implications for the 2016/17 budget. It was, therefore, important that C3 and finance staff were engaged to ensure that the financial implications associated with C3 were properly accounted for within the budget.

151216-SPABM-009: ACC John Hawkins to ensure that C3 and finance staff are engaged so that the financial implications associated with C3 (VR/VER) are properly accounted for within the budget.

10. SPA CORPORATE GOVERNANCE FRAMEWORK AND RELATED DOCUMENTATION

10.1 The Chair reminded Board Members that the Corporate Governance Framework had been developed from the recommendations within the Review of Police Governance which he had conducted and then published earlier in the year. The Chair then invited JFoley to introduce his paper.

10.2 JFoley provided an overview of the paper and advised that he believed the new SPA Corporate Governance Framework would increase efficiency and effectiveness for both SPA and Police Scotland. It would also result in increased transparency and decision-making in public, and included a new Committee structure which improved the alignment between the Authority's governance responsibilities and Police Scotland's operational and corporate delivery. Members noted that that the Framework and related documentation discharged approximately one-third of the original recommendations made by the Chair within the Review of Police Governance.

10.3 The Chair emphasised that, with change of this scale, it would be important to keep the Corporate Governance Framework under continuous review at least annually, but there could be a requirement for an earlier review.

10.4 MAli welcomed the new Corporate Governance Framework and also welcomed the proposal for regular review. However, MAli said that she had ongoing concerns over the publication of papers on the day of Board meetings and the holding of Committee meetings in private. MAli acknowledged the improved transparency around decision-making at public session Board meetings.

10.5 MAli said that holding meetings in private could create a perception issue that decisions were being taken behind closed doors, or that the process of decision making was hidden, even although that was not the intention. MAli stated that she would be content to approve the new Corporate Governance Framework with the exception of paragraphs 25 and 34. MAli then asked for confirmation that the recommendations presented for approval complied with all the applicable guidance requirements for public bodies. JFoley advised that in his view the Corporate Governance Framework was fully compliant. JFoley informed Members that the SPA Board had held more meetings in public than most other public bodies and public Board meetings would increase further now that, unless exceptionally agreed, decision-making would only take place at public session Board meetings.

10.6 JFoley informed Members of other process and efficiency improvements related to the Scheme of Delegation and his own delegated authority, but noted that he would report any decisions with a significant financial value to the Board

to ensure continued transparency. JFoley advised that in addition to publishing public session Board meeting agenda one week in advance of meetings taking place, the public session Board meeting workplan for the year ahead would also be published.

10.7 The Chair recognised MALi's concerns and noted that she had been consistent in her views. Nevertheless, the report of the Review of Police Governance was published in March 2016 and accepted by the Cabinet Secretary for Justice. The concerns raised by MALi would, however, be monitored and if found to be valid, then changes could be considered within future reviews.

10.8 The Chair also informed the Board that a study had been carried out on all central government public bodies in Scotland and that the standard being applied by the SPA was higher than any other he had seen. The Chair did, however, note the concerns expressed about perception and emphasised that decisions should always be taken at Board level and that Committees were primarily working groups.

10.9 IWhyte referred to paragraph 4 *"reflects the principles set out in the 'Combined Code – principles of good governance and code of best practice'; the Scottish Public Finance Manual (SPFM), and the recommendations of the Committee of Standards in Public Life."* Whilst IWhyte had noted the assurance given earlier by JFoley, he requested further assurance that the Framework met the requirements of those specific publications. JFoley said that in his opinion it did.

10.10 IWhyte then referred to the implementation date and commented that it would be helpful to confirm Committee membership as this was not clear within the Corporate Governance Framework how this was to be effected.

10.11 The Chair said that Board Members had been advised individually and agreed which Committee they would sit on. However, Committee membership could be confirmed at the meeting scheduled for 11 January 2017.

10.12 GGraham said that he understood the concerns raised around perception, but the C3GAG (referred to in the previous agenda item) had been very successful and it had been useful to have those discussions in private. GGraham proposed that there could be value in establishing a set of criteria to identify the advantages and disadvantages of that sort of approach which could be used as part of the review of the Governance Framework, perhaps in 6 months' time. DHume said that GGraham's comments were constructive and, like any other large organisation, Board Members may sometimes meet in private. The Board also had a level of self-policing to ensure that decisions are not taken in private. DHume said that he was happy to support approval of the framework with a review undertaken when appropriate.

10.13 NMarchant asked when communication of the Corporate Governance Framework would be provided to other stakeholders and sought clarity on the process for ongoing dialogue with stakeholders, particularly around the 2026 Strategy. The Chair advised that communication would take place following approval of the Framework and reminded Members that there was always an opportunity for Committees to invite contributions from stakeholders, individuals or other representatives to inform Committee business. The Chair added that there needed to be a mechanism for engaging with the public and stakeholders to inform the Board's decision making.

151216-SPABM-010: John Foley to consider options for establishing an appropriate mechanism for engaging with the public and stakeholders to inform the Board's decision making.

10.14 The Chair asked Members if they were content to approve the framework subject to agreement of Committee membership. MAI advised that she was content to approve the Corporate Governance Framework with the exception of paragraphs 25 and paragraph 34.

10.15 Members **APPROVED** the SPA Corporate Governance Framework subject to the points noted in paragraph 10.8 above.

151216-SPABM-011: John Foley to ensure that the Board's agreement of Committee membership is appropriately recorded.

10.16 The Chair sought clarity from Members on an appropriate date for conducting a review of the SPA Corporate Governance Framework. Members agreed that a review should take place at the end of June 2017 and a report on findings brought back to the August Board Meeting.

151216-SPABM-012: John Foley to make arrangements for a review of the Corporate Governance Framework to be undertaken after 6 months with a report on findings brought to the August Board Meeting.

11. ESTATES:

11.1 SCOTTISH CRIME CAMPUS – DRAFT MEMORANDUM OF TERMS OF OCCUPANCY (MOTO) AND FACILITIES MANAGEMENT MEMORANDUM OF UNDERSTANDING (FM MoU)

11.1.1 Colette Sherry (CSherry) presented the paper. CSherry explained that the proposal had been through the F&IC and agreement reached that it should be taken forward to the Board. Board Members noted that the MOTO is a formalisation of what is currently in place and all parties involved are content

with the Terms of Occupancy. CSherry also advised that all Crime Campus occupants have a MOTO in place that specifies Police Scotland as the agent for

Facilities Management (FM). The MoU is a separate document setting out the basis upon which Police Scotland will deliver FM services at the Campus and FM costs will be recouped from SCC occupiers relative to individual MOTOs.

11.1.2 EWilkinson confirmed that the paper had been considered at the F&IC and noted that the MOTO was a common approach for formalising this sort of arrangement.

11.1.3 Members **APPROVED** the conclusion of a Memorandum of Terms of Occupancy with the Scottish Ministers permitting occupancy of the Scottish Crime Campus by Police Scotland and SPA Forensic Services. Members **APPROVED A** Memorandum of Understanding among the Scottish Ministers, the Scottish Police Authority and the Chief Constable detailing the basis upon which Police Scotland personnel will deliver, or cause to be delivered, Facilities Management (FM) services at the Campus, the cost of which FM services will be recouped from the Campus occupiers pursuant to their individual MOTOs.

12. CONTRACTS AND PROCUREMENT:

12.1 CONTRACT AWARD FOR SUPPLY OF TYRES FRAMEWORK

12.1.1 CSherry presented the paper and noted the recommendations coming from discussion of this contract at the F&I Committee. Members noted that the 4 year contract would result in a saving of £100k per annum against current budgets.

12.1.2 EWilkinson advised that the F&I Committee had fully considered the proposal, noting that significant savings will be made over the period of the contract and that assurance had been given by Police Scotland that this contract would remove any off contract purchases for tyres. On this basis, the F&I Committee were content to recommend the contract to the Board for approval.

12.1.3 The Board **APPROVED** the award of a call off contract for the Provision to Supply, Supply and Fit of Tyres and Associated Services under the Crown Commercial Services (CCS) Framework Agreement RM3767 by Goodyear Dunlop Tyres UK Ltd for the period 1 January 2017 – 31 December 2021 with an estimated total contract value of £3.14m excluding VAT (£3.768m including VAT).

13. HMICS REVIEW OF THE POLICE SCOTLAND CCU:

13.1 IMPLEMENTATION OF RECOMMENDATIONS – UPDATE AND TIMELINE (DCC Johnny Gwynne)

13.1.1 DCCJGwynne provided a brief overview of the paper and advised that of the 39 recommendations provided by HMICS, 5 had been proposed for closure, with a further 13 proposed for closure after the meeting of the strategic reference group chaired by Graham Houston. DCCJGwynne add that a number of recommendations would be concluded by the end of January and then end of March. DCCJGwynne advised that 4 recommendations did not have an end date due to their complexity and noted that these were under review.

13.1.2 DHume referred to Recommendation 20 and sought clarity on why the date was under review when referring to whistleblowing and engagement with staff associations. DCCJGwynne advised that the draft whistleblowing policy had been issued for consultation and this had raised issues over the past few weeks which required further consideration before providing a definitive date. Members noted that the Police Scotland Whistleblowing and Integrity Matters Overview would be coming to the January Meeting of the Audit Committee for consideration. The Chair sought clarity over the PIRC's expectations in relation to Whistleblowing and third party reporting. DCCJGwynne advised that he would look into the matter and report back.

151216-SPABM-013: DCC Johnny Gwynne to provide confirmation of PIRC's position in relation to Whistleblowing and third party reporting.

13.1.3 Members **NOTED** the Implementation of Recommendations - Update and Timeline

13.2 SPA CCU REFERENCE GROUP (Graham Houston)

13.2.1 GHouston advised that the CCU Reference Group would meet again in March in the expectation that any outstanding issues would have been addressed and implemented. GHouston added that if DCCJGwynne highlighted any delays before March then an additional meeting would be scheduled.

13.2.2 Members **NOTED** the update from the SPA CCU Reference Group.

14. SPA FORENSIC SERVICES REPORT (Tom Nelson)

14.1 Tom Nelson (TNelson) provided an overview of the paper and advised that balancing capacity and demand remained a challenge for Forensic Services. However with the relaunch of the National Forensic Gateway on 20 November 2016 there was evidence of real benefits in terms of process for both SPA and partner agencies. TNelson advised that he would bring a paper to the February SPA Board Meeting on the Joint National Forensic Gateway after the pilot had concluded.

14.2 TNelson informed the Board that all main sites had received a positive recommendation from the United Kingdom Accreditation Service following assessment. However, it could be a number of months before that is formalised.

14.3 NMarchant then referred to bar-coding, Image Management System and other initiatives that would have an impact on productivity and asked that a report is brought to a future Board meeting advising how those areas come together and deliver a productivity gain. TNelson advised that he would report back.

151216-SPABM-014: Tom Nelson to report to a future Board meeting on how Bar-coding, Image Management System and other initiatives come together collectively to provide a productivity gain.

14.4 RMcGill noted how difficult accreditation can be to obtain and congratulated TNelson. The Chair endorsed these comments and paid tribute to the Forensics Team.

14.5 Members **NOTED** the SPA Forensics Services Report

15. SPA CHIEF EXECUTIVE REPORT (John Foley)

15.1 JFoley provided a brief overview of his paper and noted the work being undertaken to develop the new Performance Framework, C3 call handling performance framework and the Stop and Search assurance process. .

15.2 GHouston referred to complaints and asked about the nature of those complaints. JFoley advised that the complaints varied, however, a number of the complaints received were not for the SPA and complainers were redirected. JFoley advised that in the past a number of complaints were from a small number of sources.

15.3 GGraham referred to negativity around the British Transport Police Project (BTP) and sought clarity on whether additional support was required. JFoley advised that he had attended the Justice Committee to discuss the BTP Project and informed Members that the project had been focusing on legislative matters rather than operational. JFoley confirmed that strong relationships already existed between SPA and BTP with contribution coming from a variety of different workstreams.

16.1 Audit & Risk

16.1.1 DHume advised that he had nothing additional to add to the report presented.

16.2 Complaints & Conduct

16.2.1 GGraham advised that he had nothing additional to add to the report presented.

16.3 Finance & Investment

16.3.1 EWilkinson advised that he had nothing additional to add to the report presented.

16.4 Human Resources & Remuneration

16.4.1 NMarchant updated Members on the position with the staff pay claim following the JNCC meeting. NMarchant advised that unions had balloted their members with a recommendation to reject the offer made by employers, and which was consistent with the public sector pay policy. NMarchant said that the ballot opened on 12 December and would close on 11 January 2017. It was anticipated that the outcome would be reported at the JNCC Meeting on 12 January 2017.

16.4.2 NMarchant referred to the Pulse Survey, Exit Survey and the Ask the Dep and advised that the People Committee would consider this as a holistic package looking at different segments of the workforce and data points.

17. AOB

17.1 There was no other business.

18. DATE OF NEXT MEETING: 24 February 2017.

Meeting ended at 16:30.