

Minute of Scottish Police Authority Board Meeting

Meeting	Scottish Police Authority Board Meeting PUBLIC SESSION	Date/Venue	Wednesday 22 March, Stirling Court Hotel, Alloa.
Meeting Called By	Andrew Flanagan, Chair	Start Time	13:00
Meeting Ref No	SPABM-220317	End Time	17:10

Members Present		In Attendance	
Name	Title	Name	Title
Andrew Flanagan	Chair	Phil Gormley	Chief Constable, Police Scotland
Graham Houston	Authority Member	DCC Iain Livingstone	Deputy Chief Constable, Police Scotland
David Hume	Authority Member	DCC Rose Fitzpatrick	Deputy Chief Constable, Police Scotland
Robin McGill	Authority Member	David Page	Deputy Chief Officer, Police Scotland
Nicola Marchant	Authority Member	James Gray	Interim Chief Financial Officer, Police Scotland
Elaine Wilkinson	Authority Member	ACC John Hawkins	Assistant Chief Constable, Police Scotland
Iain Whyte	Authority Member	ACC Andy Cowie	Assistant Chief Constable, Police Scotland
		Louise Haggerty	Interim Director of HR, Police Scotland
		Colette Sherry	Head of Commercial Services, Police Scotland
		Campbell Thomson	Chief Superintendent, Police Scotland
		John Foley	Chief Executive, SPA
		Catherine MacIntyre	Strategic Business Adviser, SPA

		Judith MacKinnon	Head of HR Governance, SPA
		Gary Devlin	Partner, Scott Moncrieff

1.1 Chair's Opening Remarks (Andrew Flanagan)

1.1.1 The Chair welcomed Members and attendees and advised that the main business for this meet was to review and approve the budget and other key business proposals.

1.1.2 The Chair also welcomed observers Brian Barbour, previous SPA Board Member, and representatives from both the Scottish Police Federation and Audit Scotland.

1.1.3 The Chair announced that four appointments had been made to the SPA Board - Robert Hayes, Grant Macrae, Matt Smith and Caroline Stuart. The Chair then welcomed Caroline Stewart and Matt Smith to the meeting as observers on this occasion as their appointments were effective from 1 April 2017.

1.2 Apologies (Andrew Flanagan)

1.2.1 Apologies were received from SPA Board Member George Graham.

1.3 Declarations of Interest (Andrew Flanagan)

1.3.1 There were no Declarations of Interest.

1.5 Any Other Business (Andrew Flanagan)

1.5.1 There was no other business raised by Members.

2 Minute and Actions from previous meeting: (Andrew Flanagan)

2.1 Minute of Board Meeting Held on 24 February 2017

2.1.1 The Minute of the Board Meeting held on 24 February 2017 was **APPROVED** as an accurate record of proceedings.

2.2 Rolling Action Log

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

2.2.2 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 24 February 2017 (Andrew Flanagan)

4.1 No decisions have been taken by the Board since last public session Board Meeting.

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

5.1 Chief Constable Phil Gormley (CCPGormley) presented the report. Members noted that the most significant item for discussion was the Launch of the 2026 Strategy on 27 February 2017 which had been well attended and widely reported by the media. The draft strategy was now in week 4 of a 10 week consultation period which was based around key themes and to date there had been encouraging levels of engagement and response generated.

5.2 Other items of note that CCPGormley wished to draw to the Board's attention included:

5.2.1 The Senior Leaders Forum (SLF) which had been structured around 2026 and how Police Scotland would mobilise through to implementation and execution once the consultation was completed and the strategy approved.

5.2.2 The third Celtic and Rangers football match of the year which had resulted in 11 arrests, with the next significant fixture taking place on the 23 April 2017 at Hampden.

5.2.2 Mobile 'phone safety and the increased penalty for drivers found using their mobile phones. CCPGormley advised that in the first two weeks of this operation there had been 210 motorists either reported or issued with conditional offer tickets.

5.2.3 Stop and Search and HMICS' view that there had been substantial improvements in the use and recording of Stop & Search activity in Scotland. CCPGormley advised that the 23 recommendations from the March 2015 report had now been discharged to HMICS' satisfaction.

5.2.4 CCPGormley referred to organised crime activity and advised that ACC Steve Johnson was leading and coordinating a response to recent incidents which will bring together every investigatory capability within Police Scotland to tackle those issues.

5.2.5 Launch of the rape crisis campaign 'We Can Stop It' on 17 March 2017 which he strongly supported. CCPGormley advised Members that it had become clear that Police Scotland needed to do more in terms of understanding the barriers to reporting rape crime.

5.3 Elaine Wilkinson (EWilkinson) referred to the SLF and asked if all senior officers that in addition to being an effective officer, they also had to manage within budgets. CCPGormley advised that the SLF provided an opportunity for clear articulation of the financial position and that 100 leaders had been given a detailed briefing about the challenges and how they needed to organise and mobilise themselves. CCPGormley said that there was a high degree of understanding and that he sensed a willingness to contribute and engage.

5.4 EWilkinson commented on the improvement to Stop & Search statistics, but asked for further explanation about the 3% that had not been correctly assessed and how learning was being cascaded throughout the organisation. DCC Rose Fitzpatrick (DCCRFitzpatrick) advised that each case was being fully audited which would allow the National Stop and Search Unit to provide Members with the detail on that particular 3% of incidents.

220317-SPABM-001: Chief Constable Phil Gormley to report back to the Board with an explanation about the 3% that were not correctly assessed and advise what learning was being progressed as a result.

5.5 Robin McGill referred to the Senior Officer promotions and asked if the criteria had been adjusted to reflect the new leadership roles and responsibilities they will have when implementing the strategy. CCPGormley advised that during the selection process there was deliberate move away from a mechanistic competency framework and more emphasis given to how candidates explained and evidenced their ability to influence. CCPGormley advised that he identified a need for greater investment in leadership development and both he and Louise Haggerty (HR Director) were having initial discussions with external providers.

5.6 The Chair asked for further information about diversity in terms of the promotions. The Chair confirmed that it would be helpful for the Authority to understand how much progress was being made in this regard.

220317-SPABM-002: Chief Constable Phil Gormley to bring back a report which details the split of gender and other diversity aspects of those officers that were recently promoted (on completion of the process).

5.7 Graham Houston (GHouston) referred to the Introduction to Policing Programme and sought assurance that the quality of this process was not being compromised. CCPGormley explained that certain elements were being brought into alignment in order to progress more quickly and assured the Board that although the process had been compressed, it had not been compromised.

CCPGormley stated that the intention was not about reducing standards, but about making the system more agile and appropriate.

5.8 David Hume (DHume) referred to the wellbeing of Police Officers and Staff and ask if consideration had been given to external validation, for example, Healthy Working Lives. CCPGormley advised that if there was a credible external validation system, then he would be keen to use it and had previously used Investors in People. DCCILivingstone advised that the intention after the summer was to carry out a significant internal launch of the wellbeing initiatives where these suggestions would be taken forward. Members also noted that the theme for the next SLF is Health and Wellbeing.

5.9 Nicola Marchant (NMarchant) advised that, in the next few months, the People Committee planned to address Health and Wellbeing as a deep dive activity in partnership with Police Scotland and suggested that perhaps following this work, some awards could be identified.

5.9 The Chair return briefly to the strategy consultation, noting that there had been some representations from local authorities to extend the closing date because of the local government elections. CCPGormley commented that the 10 week consultation was being extended by 3 weeks for local authorities, however, this would not impact on the final deadline date for delivering a published strategy.

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

6. Finance:

6.1 Financial Report Period 10 (James Gray)

6.1.1 James Gray (JGray) provided a summary of the report and advised that it had been discussed in detail at the Finance Committee on 10 March 2017. JGray referred to paragraph 2.1 and noted a forecast outturn of an overall £17.5m broken down into an overspend in revenue of £26.3m, and underspend of £0.2m on capital expenditure and an underspend against the reform budget of £8.6m.

6.1.2 JGray referred to an action from the previous Board meeting and confirmed that the difference of £8.6m in the Police Scotland budget, which had been reported to the June 2016 Board Meeting, related to allocation of Reform funding. The June Board report incorporated the assumption that the full balance remaining on the reform fund at that time (£8.6m) would be applied to the revenue base. This was later amended to retain a balance on reform and so no longer represented supporting funding to the revenue base.

6.1.3 JGray explained the movement between what had been reported for Period 9 in relation to Revenue, Capital and Reform and confirmed that these movements notwithstanding, the overall result remained £17.5m.

6.1.4 EWilkinson confirmed that the Finance Committee had scrutinised the period 10 position and gained assurance on the forecast financial position. However, with reference to the indicative outturn, EWilkinson asked for confirmation that the financial position was still on track for period 11. JGray advised that there had been no material movements, although there were risks, for example VR/VER, that needed to be managed. Board Members also noted that capital had been of greatest concern, but having reviewed the figures, the expectation was that the capital budget would be as forecast. The Chair sought confirmation that the VR/VER risk was about the number being smaller than forecast. JGray confirmed that was the case and advised that any change to the £17.5m overspend was likely to be a reduction, rather than increase.

6.1.5 Members **NOTED** the Financial Report Period 10.

6.2 SPA & PS Capital & Revenue Annual Budgets 2017/18 (James Gray)

6.2.1 Prior to addressing the budget paper, David Page (DPage) provided Members with a presentation entitled "Improved Budgetary Control Measures" providing assurance to the Board on steps being taken to improve financial control and governance within Police Scotland. These improvements would provide Members with confidence around how the budget had been set for 2017/18 and how that would be managed during the forthcoming financial year.

6.2.2 DPage took Members through the steps being taken to respond to the Auditor General's concerns as set out within the Section 22 Report. DPage advised that Police Scotland required to embed a highly professional corporate environment that would enable the successful delivery of an appropriate level of 'business as usual' financial control and governance, as well as enabling an effective deployment of resource, capital and reform funding to deliver a successful transformation programme. There would be a clear distinction between the revenue, capital and reform budgets and clear ownership on the identification of savings and efficiencies. Members also noted the £47m budget deficit reduction target and that Police Scotland would strive to reduce that further.

6.2.3 DPage referred to behavioural changes in the organisation and advised that the Chief Constable had set budget targets for each Deputy Chief Constable and the Deputy Chief Officer. DPage advised that the overall budget would be devolved to deputy chief level who would in turn devolve the budgets down to Divisional Commander level.

6.2.4 Members were advised that monthly financial reports would be provided and reviewed at a refreshed internal Police Scotland Finance and Investment Board and that management action would be taken if variances were identified.

These reports would form the basis of reporting to the Finance Committee and Board, and would contribute towards faster year end reporting.

6.2.5 DPage then explained that new processes, templates and business cases would be introduced to provide improved information about how money was being spent. Training will be provided to staff so that they understand how to develop business cases, as well as the new process that need to be followed. Finance Business Partners would also be available to provide assistance with the financial aspects and for reviewing the completed business cases from a quality assurance perspective.

6.2.6 The Chair sought clarity on whether reporting in the third week of the next month was an interim step in terms of reporting and noted that for many organisations reporting within 5 working days was standard. JGray said that in the longer term Police Scotland would be looking to condense that timeframe into a shorter period.

6.2.7 EWilkinson welcomed the presentation, particularly around the timeliness of reporting and advised that the devolution of budgets was also welcome. Moving forward, EWilkinson hoped that in future some of the DCCs would come to the Finance Committee to discuss how they were managing their budgets so that the Committee could see the delivery of the new approach in action.

6.2.8 EWilkinson then referred to issues raised within previous audit reports around capacity and skills within the finance function and sought assurance from DPage that he had sufficient skills and capacity in order to deliver the improvements. DPage advised that an additional 15 resources had been placed into the finance function. However, as part of the mobilisation of the transformation programme, there would be a requirement for further additional resource to support the skills required to manage the business as usual activity as well as the capability and capacity to transform corporate services. DPage advised that reform funding would be used for the additional resource required for the transformation programme.

6.2.9 DHume sought assurance that the IT systems and tools will be available early enough in the new financial year to allow managers to manage in a devolved way. DPage advised that until the appropriate technology was in place, certain areas would be manually driven. However, Board Members noted that this would form a broader part of the transformation of corporate services which would also link back to a broader technology plan.

6.2.10 Iain Whyte (IWhyte) commented on the substantial culture change that would be required and asked how DPage would drive that change. DPage advised that the Chief Constable had taken personal ownership of this and given objectives to each of the DCCs and DCO. CCPGormley advised that a number of the senior staff had worked under devolved budgets system previously, therefore, it was not new to everyone.

6.2.11 IWhyte referred to Business Case Development and asked how Police Scotland intended to bring forward different options and how those options would fit into the Authority's governance framework. DPage advised that a sense check would be carried out with colleagues and partners across various organisations to identify best practice in relation to business cases. DPage confirmed that he would agree the business case templates which would have clear descriptors to ensure they are easily understood. The next stage would be to cascade and train on the business case preparation and ensure that business cases were submitted using the agreed format.

6.2.12 To ensure public understanding of the reference to green Book, DPage advised that that HM Treasury had a set of standards utilised by the public sector which should be followed when deploying capital. It provided good discipline and was a good way to demonstrate best value.

6.2.13 RMcGill asked what the pipeline of reform projects looked like at present and asked how the deficit was being handled when setting objectives and targets. DPage advised that the transformation programme would be split into two discreet areas: statutory deliverables and the strategic development. DPage expanded on each area and noted that the key priority for now was mobilisation of resource and creation of a central change function to deliver a strategic change.

6.2.14 NMarchant asked how Police Scotland would drive a culture of innovation when devolving budgets and ensure that partnership working was considered as part of savings initiatives. DPage advised that one of the principles in the 2026 Strategy was about utilising strategic partnerships, collaboration and innovation. Innovation capability would be key and the intention was give staff the freedom to bring forward ideas.

6.2.11 GHouson questioned the level of risk involved in devolving budgets, moving into a new financial year with a new system and the associated training requirements which were all occurring at the same time. DPage advised that the risk was well understood and that there would be tight control through the newly established Finance Board and additional resource would also be brought in.

6.2.12 RMcGill asked when Members would see more detail in terms of milestones to allow them to measure progress. DPage advised that at the moment there was only a small core team doing most of the work and, using reform funding, additional resource needed to be brought at pace to create the required capability. DPage confirmed that the target was to have a high level implementation plan by the end of June and more strategic development work would come forward later.

220317-SPABM-003: David Page to return to the June Board meeting with a transformation implementation plan which lays out the intended route detailing timelines and responsibilities.

6.2.13 DHume sought assurance on the commitment that Police Scotland would not be holding any centralised funds. CCPGormely advised that there would be an operational reserve (contingency funding) because the nature of the service provided by Police Scotland could be unpredictable and this would be clearly articulated.

6.2.14 JGray then took Members through the 2017-18 budget paper in detail, drawing attention to the following points:

- i) There would be 3 distinct budgets - revenue, capital and reform - with VAT costs noted within the revenue budget. However, there would be an allocation of reform funding to cover those costs.
- ii) The underlying budget deficit in 2017/18 of £47m would be addressed over a three year period.
- iii) The budget had been produced with an eye to 2026, but would be reviewed again once the strategy had been approved to ensure that it was aligned.
- iv) The next step would be to deliver a 3 year financial strategy to support the transformation implementation plan, before moving to a 10 year financial strategy which would be the route to financial sustainability. Police Scotland would require robust business cases in order to obtain reform funding to assist with transformation.
- v) Devolved budgets had been signed off at DCC level and ownership was now in place.

6.2.15 JGray then referred to the summary of 2017/18 Revenue Budget and explained the breakdown of the proposed revenue budget of £1,069.6m, before addressing the key budget assumptions. Members noted that the budget was based on 17,234 officers with a commitment for no compulsory redundancies. JGray briefly addressed the Police Officer Cost Budget and the Police Staff Costs Budget. JGray advised that the £3m saving for VR/VER was still subject to business case development and discussions with Unions. However, the saving in 2016/17 had already been built into 2017/18. JGray then referred Members of the Non-Pay Budget and advised that the Apprenticeship Levy was the most significant non-cost pressure.

6.2.16 Members noted a number of differences compared with the prior year's budget including:

- i) A £10m reduction, with £8m of VR/VER costs that were built into the 2016/17 budget on a nonrecurring basis which would not be done for the 2017/18 budget as those costs would now be shown in a separate reform budget.
- ii) Loss of local authority funding.

6.2.17 JGray then referred to Non-recurring Items and advised that they were one-off costs that did not affect the underlying position and would be excluded from the starting position for the 2018/19 budget. Members also noted that although the SPA Corporate and Forensics Budget appeared to remain at a static level, pressures, for example pay, had been taken into account.

6.2.18 JGray referred to paragraph 12.4 which highlighted the operating deficit of £47.2m. Members noted that the Scottish Government Budget Allocation letter acknowledges that the deficit exists. There is a recognition that Scottish Government would need to work with both the SPA and Police Scotland to manage this figure and allow the Board to accept a budget with a deficit.

6.2.19 Finally, JGray referred to the capital plan of £42.4m which set out the approach taken and noted that the capital expenditure for Police Scotland was £41.5m and £0.9m for SPA Corporate and SPA Forensics.

6.2.20 EWilkinson welcomed the budget report and noted that it was a significant improvement on this time last year, with the information provided giving greater confidence to Members. EWilkinson said that there was an understanding of the challenge in reaching the deficit and getting beyond that. The Finance Committee would be focusing on this challenge and there was a sound base on which to monitor changes.

6.2.21 RMcGill queried the process for drawing down capital reform funding. DPage advised that this funding was held centrally by Scottish Government. A proposal for use of reform funds would go through Police Scotland's approval process and then to the SPA Chief Executive who would submit to Scottish Government.

6.2.22 The Chair noted that despite the comparative data, there was a clear overrun and asked whether the analysis would have been different if objective outturn had been used. JGray advised that the outcome would have been the same, but the presentation of the budget may have been slightly different. JGray added that he could provide assurance to Members that the learning from the current budget had been factored into the 2017/18 budget.

6.2.23 NMarchant referred to key budget assumptions and sought assurance from both EWilkinson as Chair of the Finance Committee and Police Scotland that those assumptions would be addressed in a timely manner to avoid a serious budget impact. EWilkinson advised that current status against assumptions

would be reported to the Finance Committee to ensure that there is understanding of the implications for forecasting and future years. JGray confirmed that this information would be reported internally and to the SPA, along with a risk assessment which would contain a RAG status showing the financial exposure. EWilkinson highlighted that this was where the timeliness of information became critical in order to better manage the budget.

6.2.24 The Chair stated that given the deficit and the need to track progress, there was a requirement for more formal forecast report as we move through the year, carried out on a quarterly basis, with a review by the Finance Committee before going to the Board. The Chair asked the Finance Committee to set up how that process should work.

220317-SPABM-004: David Page and James Gray to ensure a more formal forecast to be reported on quarterly basis to Finance Committee and then Board. Finance Committee to agree process.

6.2.27 CCPGormey reflected on how different the budget process had been from the previous year. There was a clear way through managing the budget, although the size of the challenge was not underestimated and the organisation understood that £47m was the operational deficit. It was, however, an important reference point as progress is made over the next three years and that 2026 was a mechanism that would ensure budgetary stability and operational capabilities of the organisation strategically.

6.2.28 The Chair agreed that the organisation was in a much better position. Nonetheless, he would like sight of a monthly breakdown of the budget and activity based approach, so that the information provided is not only about where money is being spent, but also about the activity generated as a result.

220317-SPABM-005: James Gray to produce a monthly breakdown for the Board that shows not only where money is being spent, but also the cost types and activity generated as a result.

6.2.29 The Chair asked CCPGormley if he accepted the budget £1,059.8m with an operating deficit of £47.2m and if he would endeavour to reduce that further. CCPGormley advised that he accepted the budget and deficit, and confirmed that he would endeavour to reduce the deficit further.

The Chair asked JFoley if he accepted the SPA Forensics budget of £27.8m and SPA Corporate Budget of £4m. JFoley advised that he accepted both budgets.

The SPA Board **ACCEPTED** and **APPROVED** the SPA & PS Capital and Revenue Annual budgets 2017/18 totalling £1,091.6m and a Police Scotland operating deficit of £47.2m.

7. SPA Financial Regulations (John Foley)

7.1 JFoley advised Members that there was a requirement to implement a set of Financial Regulations as part of the SPA Corporate Governance Framework. Members noted that the draft Financial Regulations had been reviewed by both the Finance and Audit Committees, Police Scotland Finance Board and the Procurement functions within Police Scotland. JFoley confirmed that all were content with the draft Regulations and sought Members' approval for the regulations to be implemented.

7.2 The Chair stated that this was a welcome step in the way finances were going to be managed moving forward and asked EWilkinson (as Chair of the Finance Committee) and DHume (as Chair of the Audit Committee) to comment. EWilkinson agreed that it was a welcomed development particularly in relation to previous external audit recommendations and noted that the Regulations would be reviewed in 6-9 months to ensure that any revisions were incorporated before the start of the next financial year. DHume advised that the Audit Committee was content to recommend approval to the Board. DPage confirmed that Police Scotland were also content.

7.3 Members **APPROVED** the SPA Financial Regulations.

8. SPA Annual Internal Audit Plan 2017/18 (David Hume)

8.1 DHume provided an overview of the Plan and advised that in December 2016 the draft Internal Audit Plan 2017/18 had been considered by the Audit and Risk Committee. DHume advised the Board that on the basis of further consultations and discussions, Scott Moncrieff had made amendments to the draft Plan and that the Committee had requested assurance about the reduction of audit days from 600 to 500. DHume also advised that the Committee sought assurances that the changes made to the plan reflected the risk priorities and that the changes had been discussed and agreed with the Accountable Officer and the Deputy Chief Officer. DHume confirmed that the Committee had received the assurances they were looking for and were pleased to see that the plan covered an 18 month timeframe, thus providing continuity with the existing internal audit plan. In view of the foregoing assurances from Scott Moncrieff, the Audit Committee was content to recommend approval of the Internal Audit Plan 2017/18 to the Board.

8.2 The Chair sought confirmation from Gary Devlin, Partner Scott Moncrieff (GDevlin) that this Plan adequately brought the organisation forward to a better position. GDevlin advised that he believed the organisation had effectively caught up in June 2016 on the completion of the 2015/16 internal audit plan. GDevlin added that the draft Internal Audit Plan 2017/18 represented the work of an Internal Audit team which had had an opportunity to view the business over a 9 month period.

8.3 The Chair referred to some of the challenging recommendations within previous audit reports, noting that it may take longer to complete those audits and asked if this had been captured within the number of days allowed by Scott Moncrieff. GDevlin confirmed that there was a sufficient number of days and advised that they would be looking at some of the key risks in depth.

8.4 Members then discussed the internal audit timetable and sought confirmation that audits were being aligned to transformational change plans. DHume noted that the Committee had taken assurance from Scott Moncrieff about the sequencing to ensure that maximum value was being achieved. DPage added that he has had discussions with GDevlin about when it would be appropriate for Scott Moncrieff to start audits in different areas of the business.

8.5 In conclusion, the Chair noted that the draft Internal Audit Plan 2017/18 was risk based and advised that as the risk register was updated and improved, these changes needed to be reflect back into the Internal Audit Plan. GDevlin confirmed that each Internal Audit Report includes a recommendation to ensure that was done.

220317-SPABM-006: John Foley and Gary Devlin to ensure that when the risk register is updated and improved the Internal Audit Plan is reflective of those changes.

8.1.7 Members **APPROVED** the SPA Annual Internal Audit Plan 2017/18

9 Police Scotland Contact, Command and Control:

9.1 The Chair welcomed Chief Superintendent Campbell Thomson, Division Commander in Aberdeen.

9.1 Contact, Command & Control – C3IR Update (ACC John Hawkins)

9.1.1 ACC John Hawkins (ACCJHawkins) provided Members with an overview of the report and noted the main issue as the proposed closure of the Aberdeen Service Centre.

9.1.2 NMarchant referred to the successful transition to the Dundee Service Centre and sought clarity on the support that was provided to staff who were impacted. ACCJHawkins advised that there were 13 members of staff effected by the closure and advised that only 1 of those staff members was still with the organisation and due to leave at the end of the month. ACCJHawkins advised that HR support was provided to those staff.

9.1.3 Members **NOTED** the Contact, Command & Control – C3IR Update

9.2 Proposed Transfer of Services from Aberdeen Service Centre to Police Scotland Service Centre (ACC John Hawkins)

9.2.1 ACCJHawkins presented the paper which was seeking the Board's approval to proceed with the next stage of the C3IR Programme - the transition of call handling activity and incident management from the Aberdeen Service Centre (ACR) and Area Control Room and transfer to the ACR North and Police Scotland Service Centre.

9.2.2 ACCJHawkins advised Members that as SRO (Senior Responsible Officer) he was content that Police Scotland was ready to proceed with this next stage of the programme based on assessment of the Certified Framework of Assurance and the checks carried out within Police Scotland. ACCJHawkins said that he was content with ICT arrangements, the staffing model and processes in place. The current level of performance at sites around the country also provided him with further comfort. ACCJHawkins noted that the plans had been examined rigorously by the C3 Governance and Assurance Group. There was also external assurance from HMICS, as well as the output from the Gateway Review which he had commissioned.

9.2.3 Chief Superintendent Campbell Thomson (CSCThomson), Local Area Commander, provided Members with a local perspective and noted that there were 4 key areas of risk within the division which had been incorporated within their risk register. CSCThomson then provided the Board with a brief overview of those risks and an explanation of how they were being managed. The Chair asked CSCThomson if he was content with the recommendation. CSCThomson confirmed that he was content with the recommendation put forward by ACC Hawkins.

9.3 Report from SPA C3 Governance and Assurance Group (Nicola Marchant)

9.3.1 NMarchant (in George Graham's absence) addressed the main points detailed within the report from the C3 Governance and Assurance Group (C3 GAG). NMarchant also provided further information from Derek Penman, HMICS, which advised that HMICS had been working closely with Police Scotland through the C3 GAG and received assurances over critical areas of the Aberdeen transfer. HMICS were also satisfied with the specific assurances provided by Police Scotland in the SPA Board paper being presented.

9.3.2 The Board noted that HMICS had completed their own site visits, document reviews and interviews with staff. They had also attended staff workshops organised by Police Scotland to test out emergency planning arrangements whilst carrying out their own audit of randomly selected calls. As a consequence of this work, HMICS were content with the planning and preparation by Police Scotland and had not identified any issues that would cause the SPA to delay approval of the transfer of functions. In terms of call handling, HMICS are

working closely with Police Scotland and continue to have fortnightly progress meetings. They are content with the progress being made and would hope to have all the outstanding recommendations discharged in full or subsumed within other corporate workstreams. Derek Penman also commented on the Gateway Review which had been very positive.

9.3.3 DHume (who had been interviewed as part of the Gateway Review and is also a member of the C3 GAG) advised that the Review was carried out according to established practice and consisted of an assessment of the business case, consultation with stakeholders, review of risks, progress in the current phase and addressed readiness to move to the next phase. DHume added that it was a valuable exercise and the Gateway reviewers recommended that the structure and approach to project assurance that was applied to C3 should be examined with a view to rolling it out as a standard approach used for Police Scotland projects.

9.3.2 NMarchant referred to staff in Aberdeen and asked what support was being provided to them at the present time. ACCJHawkins advised that there was an HR team present within the Aberdeen service centre led by Chief Superintendent Roddy Newbigging. There were 84 staff being affected by the proposal, of which 50% had indicated their intention to take advantage of the VR/VER scheme. ACCJHawkins confirmed that those staff had received written and face to face contact in the weeks and months leading up to 22 March and that would continue for a further 7 days if the proposal was approved by the Board. A number of staff would remain in the organisation and work was being done to try to place them within other roles. Those who decided to leave would be supported in terms of interview training and other support.

9.3.3 The Chair noted that should the Board approve the transfer, Police Scotland would also require the Chief Constable's final approval prior to go live date. The Chair noted that assurances had been received from the SRO, the local commander, the C3 Governance and Assurance Group and HMICS. The Chair asked Members if they were content to approve the proposal from ACC Hawkins.

Members **APPROVED** the Transfer of Services from Aberdeen Service Centre to Police Scotland Service Centre

10. Pensions – Auto-enrolment (James Gray)

10.1 JGray provided an overview of the report. The key point being brought to the Board's attention was that there is no mandatory requirement to automatically place those staff who had opted out of the pension scheme within 12 months of the Staging Date back into the scheme. The proposal is, therefore, that Police Scotland should carry out a comprehensive communications exercise explaining the benefits of joining the scheme. JGray confirmed that the paper had been reviewed by both the Finance and People Committee who were satisfied

with the proposal. Members noted that from a financial perspective, if staff do opt back into the pension scheme, there would be additional employers' contribution costs. JGray advised that the maximum financial exposure would be £2m, however, experience from other organisations would suggest that there had not been a huge uptake.

10.2 EWilkinson commented that as enrolment is cyclical, communications needed to be planned and issued on a timely basis to ensure that relevant staff and officers are appropriately informed and are not auto enrolled into the scheme without understanding the implications.

220317-SPABM-007: James Gray to ensure that staff are appropriately advised about the implications of auto enrolment on a timelier basis prior to the next cyclical enrolment.

10.3 Members **APPROVED** the Pensions – Auto-enrolment.

11. Proposed Approach Local Police Plans 2017 (DCC Rose Fitzpatrick)

11.1 DCCRFitzpatrick provided Board Members with a brief overview of the paper. Members noted that local relationships were maturing in terms of planning and Police Scotland's contribution to community planning. DCCRFitzpatrick advised that the development of the 2026 strategy and introduction of the new Community Empowerment Act enabled Police Scotland to align the local police planning arrangements that were already in place for the first 4 years of Police Scotland's existence. DCCRFitzpatrick commented that it provided an opportunity to rationalise and declutter and although previous arrangements had worked well, there was scope for improvement.

11.2 DCCRFitzpatrick advised Members that the implementation dates for the Local Outcome Improvement Plans (LOIPs) is October 2017. Although the longer term aspiration was to merge Local Police Plans into LOIPs, the intention for this year was to continue to have Local Police Plans for each local authority, but to develop them alongside LOIPs. All but 6 of the Local Police Plans will come into place in October, with the remaining 6 coming into place at the start of the next planning year.

11.3 DCCRFitzpatrick noted that the SPA was leading on a refresh of collaborative statement on scrutiny and engagement which, together with the planning framework, would provide an opportunity to focus on getting the best out of scrutiny and ensure the new planning arrangements were effective.

11.4 IWhyte referred to the plans being more outcome focused and asked how much support was being given to Local Commanders to ensure that they were leading this within important area of community engagement. DCCRFitzpatrick advised that reference guidance is issued to Local Commanders that identifies and encourages use of best practice. Police Scotland's own strategic

performance framework which is being led by DCC Livingstone, will also be outcome focused. Reporting on LOIPs at the end of year one will provide an opportunity to assess how all of this is working.

11.5 DHume commented that this represented a significant step forward and he believed that it was consistent with the 2026 strategy as it provided an opportunity to develop joint outcomes with other agencies. DHume advised that it also provided opportunity to look at integrating services at local policing level. DCCRFitzpatrick confirmed that the approach was entirely consistent with the 2026 strategy and provided opportunity to focus on individual vulnerability, and not solely policing, but as multi-agency problem-solving. EWilkinson added that steps needed to be taken now to identify what is going to be measured in order to demonstrate the longer term impact.

11.8 Members **APPROVED** the Proposed Approach Local Police Plans 2017

12. Human Resources:

12.1 SPA Mainstreaming Report and new Equality Outcomes 2017/2021 (Judith MacKinnon)

12.1.1 The Chair intimated that Members had received the full SPA Mainstreaming Report prior to the meeting and asked Judith MacKinnon (JMacKinnon) to explain the purpose of the paper presented and what was being asked of the Board. JMacKinnon advised that the SPA had a statutory obligation to produce the Mainstreaming Report every 4 years. Members heard that SPA officers has undertaken an equalities review with the support of Members and Senior Management and this had led to engagement with the Equality and Human Rights Commission (EHRC). JMacKinnon advised that the new style of the report provided clarity on the multiple roles of the SPA and how that impacted on the delivery of their associated outcomes. Members also noted that the Mainstreaming report illustrated progress against Equality Outcomes for the past 2 years and identified gaps within activities. JMacKinnon confirmed that as a result of those activities and information gathered, a clear action plan had been developed in conjunction with stakeholders and Police Scotland.

12.1.2 Approval of the Equality Outcomes and progression of the development of associated actions and indicative measures align with Mainstreaming Report publication deadline of the 30 April 2017.

12.1.3 NMarchant (Chair of People Committee) advised that the People Committee had monitored the development and reviewed the reports as they were progressed, along with the draft Equality Outcomes. Engagement had also taken place with all Committee Chairs to address how this will be embedded across the Authority's governance arrangements.

12.1.4 Members **APPROVED** the SPA Equality Outcomes 2017/2021

12.2 PS Mainstreaming Report and new Equality Outcomes 2017/2021 (DCC Iain Livingstone)

12.2.1 DCCILivingstone advised that Police Scotland had the same statutory obligation as the SPA under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. DCCILivingstone advised that the Equality Outcomes were aligned and consistent with the SPA's Equality Outcomes.

12.2.2 DHume referred to the list of activities under each outcome and sought clarity on the arrangements that would be put in place to monitor and discharge activities. JMacKinnon explained that there would be a variety of methods used for monitoring; the information would then be gathered and reported to the Board within SPA Performance Report. However, the People Committee is where employee related elements would be addressed and this had already been built into the Committee workplan.

12.2.3 DCCILivingstone advised that from a Police Scotland perspective, five of the outcomes were on service delivery and two were internal organisational development. Two sub-groups had been established: one for service delivery and the other for internal drive around equalities. DCCILivingstone added that the work of both sub-groups was then brought to the Strategic Equality and Diversity Human Rights Group (chaired by DCCILivingstone) to ensure that external service delivery is aligned with internal organisational commitments.

12.2.4 Finally, DHume queried where progress against actions would be captured. JMacKinnon confirmed that the People Committee would track discharge of actions, or any remedial action required, so that progress could be measured towards achievement of outcomes. JMacKinnon further advised that specific questions would be asked twice yearly to ensure that Police Scotland were delivering against the outcomes that they had identified.

12.2.3 Members **APPROVED** the PS Equality Outcomes 2017/2021

12.3 Staff Engagement Update (Louise Haggerty)

12.3.1 The Chair welcomed Louise Haggerty (LHaggerty) and noted that the verbal update would inform Members about the results of the Pulse Survey and would also address action 250816-SPABM-002 which related to the Exit Survey.

12.3.2 LHaggerty advised Members that the Pulse Survey results had been published on the intranet the previous week with a message from the Chief Constable. LHaggerty drew Members' attention to the following points:

i) There had been a response rate of 34% to nineteen questions.

- ii) Thirteen of the questions were taken from the main survey (October 2015) which allowed Police Scotland to benchmark.
- iii) Two of the thirteen questions had moved significantly up, two had moved down and the rest remained the same.
- iv) There were 17,000 text comments received which had been grouped into 6 themes.

12.3.3 LHaggerty said that focus has now been given to local action planning so that Divisions had a better understanding of how their area had compared to Police Scotland as a total organisation.

12.3.4 LHaggerty then referred Members to the Exit Survey that had launched in July 2016 and advised that 29% of Police Officers and 35% of staff had responded. In the case of police officers, 70% said that retirement was the main reason for leaving the organisation, the remaining 30% left due to domestic circumstances, organisational culture and pay and conditions. However, LHaggerty stressed the need for caution around this information until further work had been carried out on the data. LHaggerty advised that 17% of staff had stated their reason for leaving was due to retirement, with the remaining number citing career development, work load and organisation culture.

12.3.5 LHaggerty advised that a specific piece of work had been carried out for Superintending ranks in which 150 senior officers had been involved, with 100 participating in one to one interviews. Members were advised that 28 recommendations had come out of that with 15 having already been concluded. LHaggerty also advised that there had been a review of Inspectors, with 11 workshops held and attended by 500 police officers. Conclusions from this work were still being drawn together, however, similar themes were being identified.

12.3.6 The final piece of engagement that LHaggerty reported to Members was 'Ask the Dep' initiative which was more focused on cost saving proposals. Members noted that 150 ideas had submitted relating to estates, travel, etc.

12.3.7 Referring back to the main Staff Survey in 2015, LHaggerty advised that Police Scotland would be keen to conduct a further staff survey in 12 months which would then lead to a continuous cycle of surveys. This survey would be undertaken against benchmarks with other organisations, as well as Police Scotland's own benchmarks so that improvement can be measured going forward.

12.3.8 CCPGormley agreed with the Chair's comment that the Pulse Survey did not indicate any significant shift in terms of results from the main survey and said that it was disappointing. However, the 2026 Strategy provided a framework for releasing Police Officers from back office functions back into the jobs they want to do, together with improved equipment to do the job. It was

also clear that there had been an under investment in leadership development. CCPGormley said that a strategic response needed to be given to the survey result with a vision of the future and organisational sustainability challenge set out within the 2026 strategy. However, CCPGormley was also confident that the organisation could move forward.

12.3.9 NMarchant supported CCPGormley's and said that there was now a wealth of data to enable Police Scotland to identify the challenges. The 2026 strategy will also enable Police Scotland to truly mobilise and engage with the workforce and empower them to shift the results.

12.3.10 The Chair questioned whether carrying out a survey in 12 months' gave enough time to evidence any delivery from the 2026 strategy. CCPGormley said that there were themes currently within Police Scotland's power to progress, although some of the medium to longer term issues would be unlikely to deliver in 12 months. CCPGormley added that there was also a need to manage expectations and be realistic about what they could expect the survey to return in terms of sea change, but this was not a reason not to carry out a further survey in 12 months' time.

12.3.11 DPage agreed with CCPGormley and commented that if another survey was not carried out in 12 months, it would reduce staff confidence in the organisation's credibility and ability to deliver. The Chair stated that evidence would suggest that when organisations move into a major transformational programme, staff surveys always show a significant dip which flat lines for some time before improving. LHaggerty agreed that this could well be the result, however, the future direction of the organisation would be clearer in 12 months' time and there was opportunity to show over a 12 month period that the organisation was listening to staff.

12.3.10 Members agreed that with the correct benchmarking it would be possible to evidence that staff were more positive about the future of Police Scotland and, having already gone out to the workforce, it was also important to keep staff engaged. LHaggerty advised that many large private sector organisations carry out annual surveys because the pace of change is so fast. CCPGormley added that yearly staff surveys were also common in the public sector and noted that it was a critical aspect of leadership. CCPGormley's main concern was not to give staff an impression that no action would be taken because senior leadership did not like what they were hearing.

12.3.11 In conclusion, RMcGill said that there was much work to be done in terms of communications and encouraged Police Scotland to continue with the conversation that had started with staff.

12.3.12 Members **NOTED** the Staff Engagement Update.

CCPGormley advised that there a number of issues had come to light during the SPA Board Meeting which had resulted in DCC Johnny Gwynne leaving the meeting. CCPGormley informed attendees that there had been an attack at Westminster Parliament and was being treated by the Metropolitan Police as a terrorist incident, with one fatality and others injured. CCPGormley advised that Parliament had suspended their deliberations for the day. Risk measures were also being put in place on key sites in Edinburgh with higher profile police patrols being placed in key areas throughout Scotland. CCPGormley offered Police Scotland's sympathy and thoughts to those affected by the incident in London.

The Chair said that he understood the priorities on the matter and if any other Officers required to leave the meeting then they must do so. The Chair echoed the Chief Constable's comments to those who had lost loved ones in London.

13. Estates:

13.1 Sale of Livingston Police Office, Almondvale Road, Livingston (Colette Sherry)

13.1.1 The Chair proposed that the paper did not require detailed presentation as it was a relatively straightforward disposal of Livingston Police Office, Almondvale Road, Livingston for £1,295m. The Chair for confirmation of whether the reduction in running costs had been budgeted. Colette Sherry (CSherry) advised that they had worked in partnership to build that in.

13.1.2 EWilkinson advised that the Finance Committee did have additional requests for information which had been provided and, therefore, the Finance Committee were content to recommend the sale to the Board for approval.

13.1.3 The Chair asked for confirmation that there was no local concern which Colette Sherry confirmed.

13.1.4 Members **APPROVED** the Sale of Livingston Police Office, Almondvale Road, Livingston.

13.2 Relocation of Haddington Police Station to shared accommodation at the Headquarters of East Lothian Council at John Muir House, Haddington (ACC Andy Cowie)

13.2.1 The Chair opened discussion on this item by reminding Members that the previous estates strategy was now 2 years old and had been superseded by the 2026 Strategy and, therefore, a refresh would be timely. The Chair also questioned ownership of the property vs standard commercial terms which raised questions around the proposal being put to the Board.

13.2.3 EWilkinson advised that the Finance Committee had considered the paper and initial understand had been that there would be break clauses every 5 years, whereas, the first break clause is at 10 years and then 5 years thereafter. EWilkinson questioned whether there was sufficient justification for a 10 year

break clause. ACCACowie advised Members that a geographical police presence would be required for both Haddington and Peterhead for the next 10 years and beyond as they both served a wider rural area.

13.2.4 The Chair proposed that Members support the proposal, with the proviso that Police Scotland seek to negotiate a 5-7 year break clause. The Chair advised Members that financial sum involved was within the SPA Chief Executive's delegated financial authority level and there was, therefore, no need to return to the Board for further approval. DPage confirmed that Police Scotland would renegotiate as requested by the Board and re-present the proposal to John Foley, SPA CEO, for final approval.

220317-SPABM-008: David Page and ACC Andy Cowie to revisit the 10 years break clause term with East Lothian Council with a proposal of 5-7 years break clause and represent to John Foley (CEO) for approval.

13.2.5 Members **APPROVED** the Relocation of Haddington Police Station to shared accommodation at the Headquarters of East Lothian Council at John Muir House, Haddington subject to a 5-7 year break clause.

13.3 Estates Re-Modelling Proposal within Peterhead Area to relocate to shared accommodation at the Buchan Headquarters of Aberdeenshire Council at Buchan House, Peterhead (ACC Andy Cowie)

13.3.1 ACCACowie provided an overview of the paper, noting that several options had been considered, including sharing with the Scottish Fire and Rescue Service. Members noted that Peterhead was a very supportive community and one of the main drivers for co-locating with the Council was the opportunity to work collaboratively to address vulnerabilities within the community. Members were also advised that the existing property within Peterhead was a significant cost to Police Scotland.

13.3.2 ACCACowie provided Members with further information around the different options outlined within the paper and advised that there had been extensive consultation around the matter with the overwhelming feedback from community councils, local elected members and other partner agencies that collaboration with Aberdeen City Council would be welcome. ACCACowie also stated that staff feedback from those based at Cruden Bay was that they would prefer to be moved to a more modern property from a wellbeing perspective.

13.3.4 DPage said that Aberdeen Council were willing to further negotiate with Police Scotland to reach an appropriate commercial model that works both for the council and the Authority, similar to the arrangements for Haddington.

13.3.5 IWhyte noted that the case around Haddington had been much clearer and asked how a new building alongside the local authority building would ensure

collaborative working. ACCACowie explained that the local authority premises opened in 2015 and Police Scotland already operated a front counter service from that building. Police Scotland had also been fully engaged in designing the new services for the Buchan area.

13.3.6 The Chair advised that the principle of the proposal was agreed, however, the terms of the deal were an issue. The Chair's view was that the arrangement should be a tenant/landlord relationship, with the council being the landlord. Furthermore, the building should not return to Police Scotland after 40 years and Police Scotland needed to negotiate further to include break clauses of 5 or 7 years. The Chair recognised that Aberdeen Council would have a capital commitment and that the introduction of break clauses presented risk. The Council may, therefore, want to increase rent and reduce the NPV up to 20%. The Chair said that Police Scotland should confirm revised terms with the SPA Chief Executive, but if revised terms could not be agreed, then the proposal would require to return to the Board.

220317-SPABM-009: ACC Andy Cowie and David Page to revisit proposal with Aberdeenshire Council to agree 5-7 years break clause; Council as landlord and Police Scotland tenant; accept change to NPV up to 20%. Ensure John Foley is sighted and agrees to revised proposal. If revised terms cannot be agreed, then proposal should return to the Board.

13.3.7 Members **APPROVED** the Estates Re-Modelling Proposal within the Peterhead Area to relocate to shared accommodation at the Buchan Headquarters of Aberdeenshire Council at Buchan House, Peterhead, subject to the revisions to the proposal being agreed as outlined in 13.3.6 above.

14. SPA Chief Executive's Report (John Foley)

14.1 The Chair asked Members if they had any questions for the Chief Executive on reading the report.

14.2 IWhyte sought assurance that the timescales in relation to the Emergency Services Mobile Communications Programme (ESMCP) would not impact on the on the final implementation timeframe of the programme as that would increase risks within Scotland. JFoley advised that following the Programme Board meeting on 20 April he should be able to provide an answer to the Board. Members noted that the National Audit Office carried out a review of the ESMCP project last year and concluded that the benefit to the tax payer would be £475m per year.

14.3 DHume asked if agenda items discussed had at the Justice Board could be circulated to Members. JFoley advised that he would ensure that Members were provided with this information.

14.4 GHouston asked if there was a way Members could receive updates on ESMCP. JFoley advised that he would establish a mechanism for doing this.

220317-SPABM-010: John Foley to seek clarity around timescales of the ESMCP project and provide Members with regular updates following attendance at ESMCP meetings.

220317-SPABM-011: John Foley to ensure that agenda items from Justice Board meetings are circulated to the Board.

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

15. SPA Corporate Governance Framework (John Foley)

15.1 The Chair provided an introduction to this item and said that there were two aspects of the new SPA Corporate Governance Framework that were continuing to provoke interest; publishing of Board papers on the day of the meeting and holding Committee meeting in closed session. The Chair was keen to hear Members' views on whether the Board should be considering these issues sooner than the planned six months' review.

15.2 IWhyte said that he did have concerns about whether the Authority was complying with its obligations in terms of openness, reflecting on previous criticism of Police Authorities. JFoley said that his view was the Authority was complying, however, it may be worth giving further consideration to how scrutiny at Committees could be evidenced.

15.3 NMarchant stated that moving all decision-making to public session Board meetings was positive and enabled a transparent decision making process. The new role of Committees included an opportunity to bring key stakeholders into discussions and inform thinking so that Members can be further assured when proposals come to the Board for decision.

15.4 DHume agreed and said that limiting the issue to only openness and transparency would do a disservice to the wider issue of transparency in modern organisations. He would like to take the Governance Review and assess what it means in terms of the whole approach to openness and transparency as this was about how the organisation operates and handles data, rather who turns up at a meeting. DHume added that he would prefer that the Board agrees a statement, on behalf of the organisation, that addresses the whole terrain of openness and transparency.

15.5 EWilkinson said that she had reflected on the Finance Committee since the changes had been implemented and that the inclusion of stakeholders to participate in Committee meetings for aspects of committee work allowed ideas to be discussed within a safe space. The Board's relationship with Police Scotland was two-fold: performance review (looking back) and planning and exchanging

ideas (looking forward) and perhaps consideration should be given to different approaches.

15.6 GHouston stated that he believed it was too early to say that the approach the Board had taken should be changed. He believed the course that the Authority had embarked upon was correct and that a review should be taken in due course.

15.7 RMcGill agreed and would also have concerns that some challenging discussions would be curtailed if they were not within a safe environment.

15.8 DPage noted that there was a significant level of public interest and how the budget is spent should be held up to scrutiny. Police Scotland had committed to being open and transparent internally and place as much information onto the Police Scotland website. DCCILivingstone added that his observation was that Police Scotland found real value through discussion of difficult issues in 'safe space'; allowed everyone to speak candidly. Examples of this were the C3 Governance and Assurance Forum and Counter Corruption Unit Reference Group.

15.9 The Chair noted there was a willingness amongst Members to consider this issue of holding Committees in public session, without compromising the issue of safe space. The Chair said that he did not detect an appetite to change earlier than the proposed review. Board papers had been circulated to stakeholders before this meeting which seemed to have worked well and it would be his intention to continue with that approach.

15.10 In conclusion, the Chair asked DHume to reflect upon current governance arrangements and best practice, with a view to developing a code setting out expectations and guidelines, and come back to the Board with recommendations.

220317-SPABM-012: David Hume to reflect upon current governance arrangements and best practice, with a view to developing a code of governance setting out expectations and guidelines, and come back to the Board with recommendations.

15.11 Members **NOTED** the SPA Corporate Governance Framework discussions.

Police Scotland colleagues left the meeting to follow up on operational matters.

16. Committee Chairs' Reports: *

16.1 Audit

16.1.1 DHume advised that the Audit Committee had held a development day and that further updates on the outcomes would be given at future Board Meetings.

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

16.2 Finance

16.2.1 EWilkinson had nothing further to add to the report.

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

16.3 People

16.3.1 In addition to the report, NMarchant advised that following a ballot, staff had accepted the pay offer for 2016/17.

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

16.4 Policing

16.4.1 The Committee had not met since the last Board meeting.

16. Board Workplan

16.1 EWilkinson advised that it would be more appropriate to bring the 3 and 10 year Financial plan to the August or September 2017 Board Meeting. The Chair agreed that approach for the 10 year plan, however, advised the 3 year plan should be due to the May or June SPA Board Meeting.

220317-SPABM-013: Catherine MacIntyre to ensure the 3 and 10 year financial strategies are split with 3 year due to the Board in May/June and 10 year in September.

16.2 The Chair asked that formalised forecasting should be added to the workplan once Finance Committee had agreed the process.

220317-SPABM-014: Catherine MacIntyre to ensure formalised forecasting is added once the Finance Committee have agreed a process.

17. AOB

17.1 There was no other business.

18. DATE OF NEXT MEETING: 25 May 2017 (QPR)

Meeting ended at 17.10