

## Minute of Scottish Police Authority Board Meeting

<b>Meeting</b>	Scottish Police Authority Board Meeting <b>PUBLIC SESSION</b>	<b>Date/Venue</b>	Thursday 24 August 2017/ Stirling Court Hotel, Stirling.
<b>Meeting Called By</b>	Andrew Flanagan, Chair	<b>Start Time</b>	13:00
<b>Meeting Ref No</b>	SPAPBM-240817	<b>End Time</b>	17:30

<b>Members Present</b>		<b>In Attendance</b>	
<b>Name</b>	<b>Title</b>	<b>Name</b>	<b>Title</b>
Andrew Flanagan	Chair	Chief Constable Phil Gormley	Chief Constable, Police Scotland
David Hume	Authority Member	DCC Iain Livingstone	Deputy Chief Constable, Police Scotland
Robert Hayes	Authority Member	DCC Johnny Gwynne	Deputy Chief Constable, Police Scotland
Graham Houston	Authority Member	DCC Rose Fitzpatrick	Deputy Chief Constable, Police Scotland
Nicola Marchant	Authority Member	DCO David Page	Deputy Chief Officer, Police Scotland
Grant Macrae	Authority Member	James Gray	Chief Financial Officer, Police Scotland
Robin McGill	Authority Member	ACC Nelson Telfer	Assistant Chief Constable, Police Scotland
Matt Smith	Authority Member	ACC John Hawkins	Assistant Chief Constable, Police Scotland
Elaine Wilkinson	Authority Member	DSU Gordon McCreadie	Detective Superintendent, Police Scotland

<b>Members Present</b>		<b>In Attendance</b>	
<b>Name</b>	<b>Title</b>	<b>Name</b>	<b>Title</b>
		Tom Nelson	Director of Forensic Services, SPA
		John Foley	Chief Executive Officer, SPA
		Catherine MacIntyre	Head of Business Services, SPA
		Stephen Jones	Director of Planning and Corporate Support, SPA

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

1.1.1 The Chair welcomed attendees and referred to both the recent announcement of DCC Iain Livingstone's retirement and congratulated DCC Johnny Gwynne on his new role of DCC Designate.

1.1.2 The Chair also referred to the recent announcement of the SPA Chief Executive John Foley's intention to take early retirement and that he would remain in post until the end of October 2017.

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

1.2.1 Apologies were received from SPA Board Members George Graham, Caroline Stuart and Iain Whyte.

### **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 The Chair advised that at the end of the meeting he would address a request made to the Authority by the PIRC to reconsider previous complaints.

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

### **2.1 Minute from Board Meeting held 22 June 2017.**

2.1.1 The Minute from Board Meeting held 22 June 2017 was **APPROVED** as an accurate record of proceedings.

## **2.2 Rolling Action Log**

2.2.1 Members **AGREED** and **APPROVED** the action log from the meeting held on 22 June 2017.

## **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 22 June 2017 (Andrew Flanagan)**

4.1 There was no other business conducted since the 22 June 2017.

## **5.1 Summary Note from Closed Session Board Meeting held on 27 July 2017 (Andrew Flanagan)**

5.1.1 Members **NOTED** the Summary Note from Closed Session Board Meeting held on 27 July 2017

## **5.2 Summary Note from Closed Session Board Meeting held on 9 August 2017 (Andrew Flanagan)**

5.2.1 Members **NOTED** the Summary Note from Closed Session Board Meeting held on 9 August 2017

## **6. Chief Constable's Report (Chief Constable Philip Gormley)**

6.1 Chief Constable Philip Gormley (CCPGormley) provided a summary of his report and referred Members to a number of key points, including:

- i) A series of recent and successful initiatives which were aimed at disrupting organised crime groups.
- ii) The tragic incident in Edinburgh where a 10 year old was seriously injured after being hit by a motorcycle. A full gold structure had been put in place to address the incident and so far there had been a good response from the community.
- iii) Operation MYRIAD which had been set up in the Drylaw area of Edinburgh in response to the increased levels of Anti-Social Behaviour. The success of this operation meant that it would be repeated over the coming months to further impact on that behaviour.
- iv) A number of major summer events, particularly the TRNSMT festival in Glasgow and the Edinburgh Festival. There was a very sophisticated

policing operation model to ensure festival goers' safety following recent terror attacks in Barcelona.

- v) Recent reports about the number of officers on the street which had reached some potentially misleading conclusions by comparing the total establishment of the previous 8 police forces against the number of officers in local policing divisions. Although local policing was important, the specialist and operational support capabilities, intelligence capabilities and C3 capabilities were just as crucial.

6.2 Members discussed the report and raised a number of questions in relation to:

i) Serious organised crime 'feuds' and whether there had been an event or catalyst that had provoked the current situation, or if it had been escalating over a period of time and whether there was an expectation of further escalation. CCPGormley explained that there had been no specific event and that over the past 12 months there had been a sophisticated response from Police Scotland with some overt and covert operations. Police Scotland would continue to disrupt, but it would not end the feuding completely.

ii) National Barrier Assets and further information about their use. CCPGormley advised that across the UK in response to the change in the nature of the threat the National Barrier Asset provides a greater level of protection at events across the UK by physically defending space.

iii) 'Your Wellbeing Matters' Launch, what success would look like and what Police Scotland was hoping to achieve by it. CCPGormley stated that Police Scotland was doing a lot of work to support both physical and mental wellbeing and from an organisational and leadership perspective the aim was to ensure that wellbeing was firmly embedded. DCC Iain Livingstone (DCCILivingstone) commented that there were wellbeing champions across the organisation to 'sign post' officers and staff to areas of assistance. DCCILivingstone agreed that measures of success needed to be put in place and Police Scotland would work with the People Committee to do that.

iv) The innovative work with the Scottish Prison Service and whether this had been rolled out across the prison service within Scotland. CCPGormley advised that currently it was only within certain prisons, however, Police Scotland would be looking to take the approach forward with the prison service.

6.3 Member then discussed the issue of the public taking comfort in seeing police officers visible on the streets and questioned whether the Chief Constable was comfortable with the level of resources. CCPGormley advised that policing was ever more complicated, increasingly online as well as private space. Organising resource to support the public in those individual areas, as well as where they intersect, was a challenge and more staff to provide visible officers on

the ground would always be welcome. People were coming forward with intelligence because of trust in local policing. CCPGormley advised that the 2026 strategy would consider the policing model; there was a need to understand threat, harm and risk and operate across the diversity of Scotland.

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

## **7. Police Scotland Performance Report:**

### **7.1 Focus on Domestic Abuse (ACC Nelson Telfer/DSU Gordon McCreadie)**

7.1.1 ACC Nelson Telfer (ACCNTelfer) and DSU Gordon McCreadie (DSUMcCreadie) presented a focus briefing on Domestic Abuse. ACCNTelfer addressed Police Scotland's Strategic Intent before turning to demand, governance, risks and opportunities. DSUMcCreadie addressed the Impact, Capability and Capacity before concluding on partnership working.

7.1.2 The Chair commented that the briefing provided the Board with a good insight to what constituted domestic abuse, along with the range of skills and partnerships that were being used to tackle this. The Chair noted a reduction in the detection rate within the Performance Report and ask what this meant. DSUMcCreadie advised that it was a complex area. Partnership working should also assist with improvements in that area. ACCNTelfer confirmed that it was difficult to answer, however, Police Scotland had improved their approach to encouraging victims to come forward and would not be complacent on the matter.

7.1.3 Police Scotland had built capability and Members questioned what was being done to promote the support provided by Police Scotland and partners. DSUMcCreadie advised that there were various marketing campaigns in place, as well as future proactive campaigns, particularly around known spikes, for example football matches. Social media had also been very successful. The Chief Constable added that a huge amount of promotion is done through third parties and partners.

7.1.4 Other questions raised by the Board included:

- i) How Police Scotland benchmarked against the rest of the UK and what further evidence there was of Police Scotland's success. DSUMcCreadie advised Members that it was difficult to benchmark statistics as there are also different definitions of Domestic Abuse in Scotland and England. Police Scotland could, however, benchmark their approach, the way it is co-ordinated and compare policies and practices. Members also noted that other police forces in the UK were approaching Police Scotland to benchmark against.

- ii) Whether Police Scotland closed the loop with other organisations in terms of safeguarding the children involved within domestic abuse incidents. DSUMcCreadie said that reactive concerns are placed into Concern Hubs, however, there was engagement with education authorities around increasing knowledge with children in domestic abuse situations. This was part of the wider Equally Safe strategy.
- iii) Further information about the operation of MATAAC, the partners involved and if this varies in different parts of Scotland. DSUMcCreadie offered to provide Members with a fuller list of partners and how they varied in different parts of Scotland.

**240817-SPABM-001: DSU Gordon McCreadie to provide Members with a fuller list of MATAAC partners and how they varied in different parts of Scotland.**

7.1.5 Members then discussed the impact on children and asked about Police Scotland's approach to safeguarding for those children growing up in conditions of domestic abuse. DSUMcCreadie advised that domestic abuse had clear interdependencies and if an immediate risk was identified, a referral discussion took place where the whole familial circumstances are taken into consideration. DSUMcCreadie added that he believed the best support came from advocacy and support groups with Police Scotland being present during the criminal justice process.

7.1.6 Finally, Members discussed Police Scotland's role in signposting and assisting children to avoid becoming the next generation of abusers. DSUMcCreadie explained that Police Scotland is the criminal justice part of the partnership and that this is something that partner agencies would do, eg the Caledonian System (an integrated approach to address men's domestic abuse and to improve the lives of women, children and men). DSUMcCreadie stated that he understood a critical part to that was instilling to the children that domestic abuse is not normal behaviour.

7.1.7 Members **NOTED** the Focus on Domestic Abuse.

**7.2 Proposed Schedule of Topics for Future Focus Briefings (Graham Houston/ DCC Iain Livingstone)**

7.2.1 GHouston introduced the paper. Members noted that the Policing Committee had recommended that clear Terms of Reference needed to be established for future presentations to ensure there was a clear strategic intent and defined outcomes to be achieved. This would also provide guidance to those preparing future presentations and ensure a consistency in approach.

7.2.2 The Chair said that the focus briefings gave Members an opportunity for deeper understanding of performance and future presentations should focus

more on trends and comparisons with other police forces or places. DCCILivingstone added that in general terms that was the intended approach of the new Performance Framework – context and statistics.

7.2.3 Members confirmed agreement with the Proposed Schedule of Topics for future Focus Briefings and the Chair asked Members to provide any further feedback on the content of the focus briefings to DCCILivingstone.

**240817-SPABM-002: Members to inform DCC Livingstone on what would be expected in terms of content for future focus briefings via SPA Liaison and ensure this is reflected within the Terms of Reference.**

7.2.4 Members **NOTED** the Proposed Schedule of Topics for Future Focus Briefings

### **7.3 Performance Summary Report Quarter 1 (DCC Iain Livingstone)**

7.3.1 The Chair noted that there had been a significant improvement in the report last year, but since then he had not seen further progression in terms of context setting. DCCILivingstone advised that the current report was interim and that by Quarters 3 and 4 the new format should be in place. This would include indicators that are more outcome based and contextualised by reference to data sources. However, Quarter 2 would continue to be presented in the same format.

7.3.2 The Chair noted recent media reporting of an uplift in sexual crime and asked how Police Scotland could present this information so that the public and media understood whether sexual crime is becoming more prevalent, or that the increase is because of a change in recording practice. CCPGormley said that there was a need for Police Scotland to be clearer about what is historic and current information, as well as being clearer around the context. The Chair emphasised the importance of progressing the Performance Framework to understand the context and improve the overall level of public confidence.

7.3.3 DHume requested an updated briefing on POCA funding for Members.

**240817-SPABM-003: James Gray to provide an updated briefing on POCA to Members.**

7.3.4 Board Members raised a number of points and queries about the report, including:

i) User satisfaction results - DCC Rose Fitzpatrick (DCCR Fitzpatrick) advised that the work being carried out by the Public Confidence Board, chaired by ACC Andy Cowie, would look at the individual components of the user satisfaction figures. It was a complex picture, with variations from quarter to quarter and between divisions. DCCR Fitzpatrick acknowledged that more needed to be done

to inform on progress and outcomes. This would be included within the Local Approaches to Policing and will be progressed by the Public Confidence Board.

ii) Levels of Proceeds of Crime (POCA) and Use of Serious Crime Prevention Orders (SCPO)- DCC Johnny Gwynne (DCCJGwynne) advised that the POCA information within the report was a snapshot in time and depended on the investigation and when executive action is taken. Use of SCPOs was new territory for Police Scotland, but something that could be used more often. However, it is only one means of intervention and, as reporting develops, it will include a wider range of interventions, as well as making non-criminal justice interventions more visible.

**240817-SPABM-004: DCC Johnny Gwynne to ensure non-criminal justice interventions become more visible within future reporting.**

iii) Use of trends and demographics to improve understanding of reporting - DCC Iain Livingstone agreed that Police Scotland needed to get better at communicating performance information and said that context was something Police Scotland would include within the new performance framework.

**240817-SPABM-005: DCC Iain Livingstone to ensure data is contextualised in terms of trends and demographics, eg domestic house break-ins, to allow reporting to become clearer.**

iv) Organisational learning from the increase in officer assaults - CCPGormley explained that the increase was due to a change in the description and that both historic and current figures were being presented. Previously, if an officer had been assaulted and it did not result in injury, then the assault was not recorded. EWilkinson commented on the need to illustrate the difference between historic and current figures so that Members could understand if improvements were being made. The Chair agreed that a restatement of prior year figures would be helpful to the Board.

**240817-SPABM-006: DCC Iain Livingstone to clarify the reporting of historical information and how it impacts on current data to allow Members to understand if improvements were being made.**

v) Resource deployment and succession planning - DPage confirmed that future reporting would include a broader picture of the breakdown of officers and staff, where they were deployed geographically, how many were approaching retirement and their length of service so that there was a better understanding of future challenges that Police Scotland could be facing.

**240817-SPABM-007: DCC Iain Livingstone to ensure that the People and Development area of the report provides a broader picture of resource deployment and succession planning to provide an understanding of future challenges that Police Scotland could be facing.**



vi) Training and Development - Measures for Training Development should be included within future performance reports. Training days per individual could also be useful information to include within the Performance Framework.

**240817-SPABM-008: DCC Iain Livingstone to ensure that measures for Training Development are included within the People and Development area of the report.**

vii) Probationer Training - Members to be provided with any feedback from the Probationer Training Course that took place in July.

**240817-SPABM-009: David Page to feedback to Members on the outcomes of the Probationer Training Course that took place in July.**

7.3.5 Members **NOTED** the update on the Police Scotland Quarter 1 Performance Report..

## **8. SPA Strategic Delivery Review (John Foley)**

8.1 John Foley (JFoley) introduced the report before handing over to Stephen Jones (SJones), SPA Director of Planning and Corporate Support. SJones explained that the intention going forward was to move towards a more outcome focused report and that SPA would work with Police Scotland to take this forward. The report being presented did, however, reflect Members' request at the 7 June Board meeting for linkage between quarters and this section would be updated on an ongoing basis. SJones welcomed Members thoughts on a preferred format.

8.2 Members comments included:

i) Once the 3 year implementation plan is completed, the report should include clear milestones in relation to the six strategic objectives within the Strategic Police Plan which would assist with measuring progress.

ii) It was difficult to make a connection with Police Scotland's Annual Police Plan (APP) and to make an assessment of whether it was a good performance against the APP objectives. There was also a need for an Executive Summary as the key points/messages within the report were difficult to identify.

iii) Both the 'what' and 'how' should be included in the report.

8.3 Members noted the importance of Police Scotland's Corporate Performance Reporting on enabling strategies which also have delivery targets, particularly around ICT. This needed to be reported back to the Board in a coherent way to inform Members of Police Scotland's progress. DPage agreed that future Corporate Performance reporting needed to be improved and more visible.

**240817-SPABM-010: DCC Iain Livingstone and David Page to ensure that Police Scotland Corporate Performance reports includes Enabling Strategies and delivery targets, particularly in ICT, to inform Members of Police Scotland's progress.**

8.4 Members also referred to Organisational Development and the need for a critical path for each different area of activity so that Members could gauge progress towards the 2026 Strategy. DPage confirmed that Police Scotland would baseline Year 1 progress and activity and that this would be provided within the Corporate Services reporting.

**240817-SPABM-011: Stephen Jones to reflect on the comments made by Members and consider how these should be reflected within future SPA Strategic Delivery Review.**

8.5 Members **NOTED** the SPA Strategic Delivery Review

## **9. Financial Review Quarter 1 2017/18 (James Gray)**

9.1 James Gray (JGray) introduced the report and advised the Board of an operating deficit of £45.3m for the year. JGray noted high risk areas and advised Members that he would provide the outturn on capital and reform with a higher degree of certainty at the next Board meeting.

9.2 The Chair stated that the Scottish Government needed to be informed the following week of any projected underspend on capital and reform. JGray advised that he would be meeting with Scottish Government to discuss flexibility around timescales. JGray stated that he had no concerns on capital, however, reform revenue would be a risk.

9.3 EWilkinson said that it was quite clear given the lead in time for business cases and procurement, that the likelihood of using the reform funding was low and there was a responsibility to alert Scottish Government, but also confirm the requirement in future years. There was more confidence around the use of capital, but still a risk of slippage. The Finance Committee had asked for clarification on what could have been progressed quicker. EWilkinson said that she would have preferred to consider the report further at the Finance Committee and that it would continue to be considered via correspondence. However, it was important that it was also reviewed by John Foley as Accountable Officer. It was too early in the year for Police Scotland to report an underspend on projected revenue.

9.4 Members also raised a number of other points including:

- i) There is a clear concern amongst the Board that funds should not held to the point where they cannot be used by other organisations within the public sector as that would impact on policing's credibility. It was also

important that SPA was represented at the meeting with Scottish Government. If there is no scope for negotiation around timescales, then a view would need to be taken on next steps.

- ii) It was important to be completely confident about the figures before going to Scottish Government to avoid a further credibility issue.

9.5 JGray confirmed that he had asked for business cases and an initial assessment had been undertaken, but more work was required. It was a timing issue and over the next few weeks the figures would be much more certain. Members commented that business cases needed to be ready well in advance for subsequent years.

**240817-SPABM-012: John Foley to attend the meeting between Police Scotland and Scottish Government to discuss use of reform funding and report the outcome back to Members.**

9.6 DPage advised that he would be keen to provide Members with a detailed Briefing on implementation plans before the next SPA Board Meeting on the 28 September 2017. The Chair agreed it was a complex situation and Members needed that briefing.

9.7 The Chair stated that the Board's responsibility was to accept the forecast and for the Accountable Officer to inform Scottish Government that the reform funding was not required. Police Scotland needed to hold position on the budgeted £47m deficit until all of the risks were much clearer and come back to the Board in September with a revised forecast, including the position on reform and capital.

**240817-SPABM-013: James Gray to return to the Board meeting on 28 September 2017 with a revised forecast including the agreed position with Scottish Government on reform and capital.**

## **10. 2026 Strategy – Serving a Changing Scotland:**

### **10.1 Development of 3 Year Transformation Implementation Plan Progress Update (David Page)**

10.1.1 DPage provided Members with a verbal update on the progress of the 3 Year Implementation Plan.

10.1.2 DPage advised that focus was being placed on what can be achieved this year and understanding the risk profile. DPage referred to the timing of the plan and advised that the hard deadlines he had in terms of deliverables were geared towards achieving budget timelines and the rest was about building a strategic plan on a solid basis. DPage noted a struggle in achieving high quality business cases, however, added that was part of Police Scotland's learning and was assisting in getting things right with clear understanding.

10.1.3 DPage advised that work had been done to ensure key stakeholders were receiving better visibility and transparency about what was being done and how, and feedback from engagement had been positive.

10.1.4 DPage advised that the intention for the September SPA Board Meeting was to provide a clear focus around year one which will be linked to year one's capital spend. DPage advised that Police Scotland would be much clearer about what would be done in year 2 in terms of capital projects and the infrastructure build before giving a clear line of sight onto year 3. DPage noted that the speed was slower than previously anticipated due to it taken longer to achieve the quality product that was required.

10.1.5 The Chair welcomed the briefing session for Members and asked for a date to be achieved for that and agreed for the need for a high quality product, however, noted a number of commitments that had previously been made that needed to be taken into consideration.

**240817-SPABM-014: David Page to Provide Members with a detailed briefing before the next SPA Board Meeting on the 28<sup>th</sup> September 2017.**

10.1.6 RMcGill suggested that approved Business Cases were categorised into legacy issues and transformation. DPage advised that of the Business Cases that had come through, they were around infrastructure and enabling capabilities. The Chair referred to complexity and advised that he would like to see a core that could provide confidence in delivery before building outwards. DPage agreed however advised that focus was on 'year one' deliverables.

10.1.7 GMacrae advised that it would be useful to know what good looked like 3 years down the line and how much capital and revenue would be required to reach that. DPage advised Police Scotland were effectively building a portfolio which would address a number of areas before allowing the command team to discuss with stakeholders on what they believed to be most important.

10.1.8 EWilkinson advised whatever plan comes forward there was a requirement for evidence that it was realistic with lead-in times. CCPGormley noted that Police Scotland were dealing with a 3-10 year transformation programme with budgets provided on a 1 year cycle which were providing no area for flexibility. DPage noted the frustrations however advised that taking more time at this stage would allow for more grounded plans for strategic deliverables.

10.1.9 Members **NOTED** the Development of 3 Year Transformation Implementation Plan Progress Update.

## **10.2 Development of 3 Year Financial Plan and 10 Year Financial Strategy Progress Update (James Gray)**

10.2.1 The Chair agreed not to address this item following decisions taken within Item 10.1.

### **11. SPA Forensic Services:**

#### **11.1 Performance Report Quarter 1 2017/18\* (Tom Nelson)**

11.1.1 Tom Nelson (TNelson) provided an overview of the new format of the Performance and sought Members feedback.

11.1.2 NMarchant referred to STRmix and noted that scientific advances also increase workload and noted the importance of choices having to be made. NMarchant also referred to the recurring reliance on overtime and advised that it was an area of concern for her. TNelson noted the importance of, when putting business cases forward, also realising the impact those changes would have. TNelson advised that overtime was one of his concerns and agreed that it was an area that needed addressed.

11.1.3 GMacrae sought clarity on whether there were staff available in the marketplace for recruitment to assist with delivery. TNelson advised there were challenges within that area and noted that the staff required to be recruited were specialists. TNelson advised the need to work with the modernisation programme in relation to salaries and terms and conditions to attract the correct skill sets.

11.1.4 RMcGill congratulated SPA Forensics on the UKAS Accreditation and advised that SPA Forensics needed to give thought about their positioning and how good work could be reported. TNelson advised that he was working on a Forensic Service 2026 Strategy which would dovetail with Police Scotland's aspirations and informed members on work that had been done on that to date.

11.1.5 GHouston sought clarity on whether Police Scotland has any issues or concerns with SPA Forensics that they would want to bring to Members attention. DCCJGwynne advised that Police Scotland had a healthy engagement with SPA Forensics and although there were challenges associated with demand, overall they provided a responsive service.

11.1.6 EWilkinson sought clarity on whether the data provided was audited. TNelson advised that the data came from the management system and they were audited internally. EWilkinson noted caseload and age of caseloads and noted the importance of having processes in place to ensure all capacity was being utilised. TNelson advised that SPA Forensics were working to almost max capacity by working on what was appropriate, necessary and required.

11.1.7 Members **NOTED** the Performance Report Quarter 1 2017/18

## **11.2 Joint National Forensic Gateway Pilot Final Report**

11.2.1 Fiona Douglas (FDouglas) provided an overview of the evaluation work the SPA Forensics had undertaken.

11.2.2 The Chair sought clarity on whether the Crown Office and Police Scotland were supportive of continuing with the Gateway. FDouglas advised that when the Lean Six Sigma Review is carried out with Police Scotland it will highlight that not all submissions would need to go through the gateway process which would be of benefit to them and added that Crown Office were very supportive and could see a number of significant benefits associated with the process.

11.2.3 RMcGill sought clarity on whether Lean Six Sigma was being used to look at work flows throughout the labs. FDouglas advised that although training had taken place with managers, it was not being fully used internally as yet however, SPA Forensics were keen to use the Lean Six Sigma within the Gateway

11.2.4 EWilkinson referred to rejection rates and asked for a report that showed the effectiveness of the Gateway Review. FDouglas advised that the ERF Rejection rate was not addressed throughout the pilot process, however, it was part of the Police Scotland Lean Six Sigma Review which now needs to be brought together with the work within Forensic Services to streamline that service.

11.2.5 Members **NOTED** the Joint National Forensic Gateway Pilot Final Report and **AGREED** to supporting a permanent establishment of staff from Forensic Services into the JNFG.

## **11.3 Response to HMICS Inspection of Forensic Services – Development of Improvement Plan**

11.3.1 TNelson provided Members with an update on the response to HMICS Inspection of Forensic Services and its 23 recommendations. TNelson advised that a meeting was held with Police Scotland Crown Office on the 31<sup>st</sup> July 2017 to ensure that partners had a shared understanding. It was agreed between the partners that they would work together to ensure that the recommendations were taken forward.

11.3.2 TNelson advised that a delivery framework was agreed at Forensics Services Management Advisory Board on the 7<sup>th</sup> August 2017 where the establishment of a Steering Group, which HMICS would be part of, was agreed to address recommendations.

11.3.3 The Chair asked for the action plan to be returned to the Board for acceptance and approval of proposed action plan.

**240817-SPABM-015: Tom Nelson to ensure the action plan is returned to the Board for acceptance and approval of proposed actions.**

11.3.4 Members **NOTED** the Response to HMICS Inspection of Forensic Services – Development of Improvement Plan

**12. SPA Corporate Performance Report Quarter 1 2017/18 (John Foley)**

12.1 JFoley provided a brief overview of the report and thanked staff for their efforts after what was a challenging quarter.

12.2 JFoley updated Members on progress with BTP Integration. DPage advised that a BTP Integration Team was now in place within Police Scotland led by ACC Bernie Higgins and Tom McMahon who were working closely with BTP.

12.3 Members **NOTED** the SPA Corporate Performance Report Quarter 1 2017/18

**13. Police Scotland Contact Command and Control Update \***

13.1 ACC John Hawkins (ACCJHawkins) provided a summary of the report and noted that a proposal was coming forward to the SPA Board Meeting on the 28<sup>th</sup> September 2017 to close the Inverness Service Centre and ACR and create the NDEU. ACCJHawkins advised that there was local and regional engagement activity taking place on those matters.

13.2 The Chair sought clarity on whether there should be an improvement programme following recent reporting of historic incidents. ACCJHawkins advised that the significant programme of improvement that Police Scotland had conducted since those events had placed them in a good position, however, risk will never be able to be eliminated completely. The Chair advised that a post implementation review and lessons learned would be beneficial.

**240817-SPABM-016: ACC John Hawkins to carry out a transition review following conclusion of programme milestones.**

13.3 The Chair asked Police Scotland to further consider how local NDEU concerns will be addressed and explain options at the SPA Board Meeting scheduled for September in Inverness.

**240817-SPABM-017: NDEU proposal – ACC John Hawkins to consider how concerns will be addressed and explain alternative options openly in public session.**

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

#### **14. SPA Corporate Governance Framework:**

##### **14.1 Six Months' Review of SPA Corporate Governance Framework (John Foley)**

14.1.1 The Chair noted a number of reviews taking place following the creation of the action to reflect on experience following the implementation of the SPA Corporate Governance Framework.

14.1.2 CCPGormley referred to section 26 of the SPA Corporate Governance Framework around the recruitment of Police Scotland Senior Directors and asked for further consideration to be given around recruitment of Police Scotland Senior Directors.

**240817-SPABM-018: John Foley to ensure discussions with Police Scotland take place on definitions of senior directors as part of the next stage of review actions to address the HMICS recommendations.**

14.1.3 RMcGill referred to the recent governance changes in forensics and asked that a sense check was carried out to ensure that new governance arrangements were properly reflected.

**240817-SPABM-019: John Foley to ensure that changes in Forensic Services Governance is reflected within the Corporate Governance Framework.**

14.1.4 Members **NOTED** the Six Months' Review of SPA Corporate Governance Framework update.

##### **14.2 Response to HMICS Inspection Phase 1 (John Foley)**

14.2.1 JFoley provided Members with an update on the progress of HMICS recommendations and advised Members that they would receive a briefing from HMICS on the findings of recommendations.

14.2.2 Members **NOTED** the Response to HMICS Inspection Phase 1 Update.

#### **15. Committee Chairs' Reports:**



## **15.1 Audit (David Hume)**

15.1.1 DHume provided Members with a verbal update following the Audit Committee on the 23<sup>rd</sup> August 2017. DHume updated Members on the outcome of a number of Internal Audit Reports and advised that improvements were continuing. DHume advised that the Annual Accounts and Report would be reviewed by the Committee on the 23<sup>rd</sup> October 2017.

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

## **15.2 Finance (Elaine Wilkinson)**

15.2.1 In addition to the report, EWilkinson drew Members attention to the Review of Non-Competitive Actions and advised that the Finance Committee had now received a comprehensive paper which provided real assurance that they were now being better manager with sufficient lead in time. EWilkinson added that the committee were keeping regular review of the improvement plan for Finance.

15.2.2 Members **NOTED** the Finance Committee Chair update.

## **15.3 People (Nicola Marchant)**

15.3.1 NMarchant provided a verbal update following the People Committee on 22 August 2017. NMarchant advised that the pay claim from Trade Unions on the 17<sup>th</sup> August 2017 and noted that discussions were ongoing with PNB on officers pay claim. NMarchant advised that the Committee received updates on the BTP Integration and noted that there were still concerns around pension liabilities and the resources to deliver the integration. NMarchant advised that there was, like all meetings, engagement with Unions and Statutory associations with a focus on working time which linked back to health and wellbeing.

15.3.2 Members **NOTED** the People Committee Chair update.

## **15.4 Policing (Graham Houston)**

15.4.1 GHouston did not add to the report provided.

## **16. Board Workplan**

16.1 There were no comments on the Board Workplan.

**17. AOB**

17.1 The Chair advised that the PIRC had completed a Complaint Handling Review and asked the SPA to reconsider a previous decision. The Chair advised that he had asked RMcGill to carry out that reconsideration.

**18. DATE OF NEXT MEETING**

18.1 28 September 2017, Inverness

*Meeting ended at 17:30*

APPROVED