

## Minute of Scottish Police Authority Board Meeting

<b>Meeting</b>	Scottish Police Authority Board Meeting <b>PUBLIC SESSION</b> (Live streamed to the SPA website)	<b>Date/Venue</b>	Thursday 28 September 2017. Jurys Inn Hotel, Inverness.
<b>Meeting Called By</b>	Andrew Flanagan, Chair	<b>Start Time</b>	13:00
<b>Meeting Ref No</b>	SPAPBM-280917	<b>End Time</b>	16:30

<b>Members Present</b>		<b>In Attendance</b>	
<b>Name</b>	<b>Title</b>	<b>Name</b>	<b>Title</b>
Andrew Flanagan	Chair	DCC Iain Livingstone	Deputy Chief Constable, Police Scotland
Nicola Marchant	Deputy Chair	DCC Johnny Gwynne	Deputy Chief Constable, Police Scotland
Robert Hayes	Authority Member	DCC Rose Fitzpatrick	Deputy Chief Constable, Police Scotland
David Hume	Authority Member	DCO David Page	Deputy Chief Officer, Police Scotland
George Graham	Authority Member	ACC John Hawkins	Assistant Chief Constable, Police Scotland
Grant Macrae	Authority Member	ACC Andy Cowie	Assistant Chief Constable, Police Scotland
Matt Smith	Authority Member	CS George MacDonald	Chief Superintendent, Police Scotland
Elaine Wilkinson	Authority Member	Supt Angus MacInnes	Superintendent, Police Scotland
Caroline Stuart	Authority Member	Chris Perry	Chief Technology Officer, Police Scotland
Iain Whyte	Authority Member	James Gray	Chief Financial Officer, Police Scotland

Members Present		In Attendance	
Name	Title	Name	Title
		John Foley	Chief Executive Officer, SPA
		Tom Nelson	Director of Forensic Science, SPA Forensics
		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 referred to the Chief Constable's temporary leave of absence and noted that the decision would be reviewed by the Authority on a four-weekly basis. In the meantime DCC Iain Livingstone would continue his leadership duties as Designate, with full powers of the Chief Constable. The Chair thanked DCC Iain Livingstone for postponing his planned retirement.

### 1.2 Apologies (Andrew Flanagan)

1.2.1 Apologies were received from SPA Board Members Graham Houston and Robin McGill and Chief Constable, Philip Gormley.

### 1.3 Declarations of Interest (Andrew Flanagan)

1.3.1 There were no Declarations of Interest.

### 1.4 Any Other Business (Andrew Flanagan)

1.4.1 There was no other business raised.

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

### 2.1 Minute from Board Meeting held 24 August 2017.

2.1.1 The Minute from Board Meeting held 24 August 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 24 August 2017 (Andrew Flanagan)**

4.1 Members **APPROVED** the Chief Constable's request for temporary leave of absence by correspondence on Friday 8 September 2017. This decision will be reviewed on a 4 weekly basis.

### **5. Summary Note from Closed Session Board Meeting held on 24 August 2017 (Andrew Flanagan)**

5.1 Members **NOTED** the Summary Note from Closed Session Board Meeting held on 24 August 2017.

### **6. Chief Constable's Report (Deputy Chief Constable Designate)**

6.1 DCC Iain Livingstone (DCCILivingstone) presented the report and provided assurance to Members that the Police Scotland leadership team was dedicated and committed to the operational and organisational challenges facing Police Scotland.

6.2 DCCILivingstone noted that countering terrorism remained one of the key challenges for Police Scotland and noted that the UK threat level had increased to critical on Friday 15 September 2017 before reducing to severe on Sunday 17 September 2017. Members noted that the public had welcomed the reassurance from additional armed officers and that Police Scotland stood united with communities against terrorism. DCCILivingstone thanked Police Scotland officers and staff for their commitment and dedication during those demanding times.

6.3 DCCILivingstone provided Members with updates on the following recent Policing issues and activities:

- Serious and Organised Crime
- Child Sexual Exploitation (CSE)
- Old Firm match
- Hate Crime
- Murders within the County of Fife
- Scottish Defence League March
- Ethical Policing

6.4 In addition, DCCILivingstone provided Members with a summary of the following key points:

- i) Launch of Whistleblowing Policy: DCCILivingstone and SPA Deputy Chair Nicola Marchant (NMarchant) attended the Scottish Parliament on 14 September 2017 to provide evidence to the Justice Sub-committee on Policing in relation to Police Scotland and the Scottish Police Authority's Whistleblowing and internal complaints procedures.
- ii) Your Wellbeing Matters Campaign: Wellbeing Champions had been appointed throughout the service a visible evidence of the clear commitment to wellbeing. DCCILivingstone thanked key partners and staff associations for their support during the campaign.
- iii) Recruitment: Members noted the current round of new police officer recruitment and training and that it was the most ethnically diverse to pass through Tulliallan. DCCILivingstone commented that in the early years of Police Scotland there may not have been enough focus on people and this would be a key focus as organisational change plans are developed. DCCILivingstone also made a personal commitment to decentralising jobs geographically as the corporate services organisational change plans are taken forward.

6.5 To conclude his report, DCCILivingstone paid tribute to ACC Andy Cowie who would be retiring from Police Scotland the following day and said that he had been an outstanding officer, individual and a great advocate for policing within the north of Scotland.

6.6 The Chair referred to the latest published crime statistics and asked DCCILivingstone to comment on detection rates and the increases in sexual crime. DCCILivingstone advised Members that the increase was welcomed as the widely held view was that sexual crime was significantly under reported. Processes had improved, with the ability to identify criminality, particularly within the online environment, and that is why Police Scotland needed to further build cyber capability. There is also a greater resolve across the justice system to actively address what is happening in society. DCC Rose Fitzpatrick (DCCRFitzpatrick) added that detection rates were a snapshot in time and were challenging in some areas, eg cyber-crime and cyber enabled crime. Many of the sexual crimes reported were also historical and more challenging to investigate, but the overall challenge remained detection.

6.7 Members then raised a number of questions, including:

i) The perception of the progressive loss of police visibility within communities and how Police Scotland was addressing this issue.

- DCCILivingstone could not confirm that there was an evidence base to support the perception, but it was a perception nonetheless. As society and

policing had evolved, policing had moved into the private space in terms of policing key issues of harm. It, therefore, would not be appropriate to compare current policing with the previous era. However, the issue was recognised, as was the need to reshape the deployment model; the perception was a reality that needed to be addressed, but it was not a simple response.

ii) The Vulnerable Persons Database (VPD) and what steps Police Scotland were taking to ensure compliance with the relevant data protection legislation.

- DCCILivingstone explained that, unfortunately, what had been intended as an interim solution had to remain in place longer as it had been a core element of the now shelved i6 project. There were challenges and valid criticisms that had been made, however, it was a national resource that had also been validated by academics. The database allowed Police Scotland and partners to ensure a child's needs were met.
- The Chair noted that Police Scotland was a repository for a huge amount of data and concerns around Data Protection was an ongoing issue. Substantial sanctions could be applied by Regulators and, therefore, Members needed to have a more in-depth review of the matter at a future Board meeting.

**280917-SPABM-001: DCC Iain Livingstone to provide Members with a more detailed overview of Data Protection at a future Board Meeting.**

iii) The recent Ethics Conference and whether there was any follow through or learning from that.

- DCCILivingstone advised that Ethics Champions were being identified throughout the organisation who were volunteers from all ranks and staff, and the intention was to extend and develop that further. DCCILivingstone was also considering establishing an Ethics Panel where any changes to policy would be challenged by the insights of a diverse group with perspectives from outside policing. However, the Panel would be separate from any Independent Advisory Groups already in place.

iv) Human Trafficking (which was an area of growing concern) and how much this was playing into sexual crime and what provisions were made for any language difficulties around that issue.

- DCC Johnny Gwynne (DCCJGwynne) explained that there could be language issues across all types of crime and Police Scotland could draw on interpretation services to address language barriers. Police Scotland's response to Human Trafficking (sexual crime and slavery) is co-ordinated across Europe, although trafficking can also be from one part of Scotland to another (it does not require to cross a border). However, before the launch of the campaign, Police Scotland had undertaken a considerable amount of work on this and that effort would be sustained going forward.

v) The General Data Protection Regulation (GDPR) which would come into effect in May 2018 and the importance for Members to be briefed on what Police Scotland was doing to prepare for the new legislation.

- Members noted that Internal Audit would be undertaking an internal review of preparedness on GDPR. However, David Page offered to come back to a future Board meeting with an update on how Police Scotland was managing its preparedness for the introduction of GDPR.

**280917-SPABM-002: David Page to report back to the SPA Board on how GDPR is being addressed internally by Police Scotland.**

vi) Localism and development of local approaches to policing.

- The Board noted that the Policing Committee was starting to explore this area and asked for a discrete section to be included within the Chief Constable's Report going forward. DCCRFitzpatrick welcomed increased visibility as this work develops.

**280917-SPABM-003: DCC Iain Livingstone to ensure that Localism and Local Approaches to Policing is included as a separate section within the Chief Constable's Report going forward.**

vii) Local policing resources and when Police Scotland would be able to evidence to the Board that they are achieving the right outcomes to reduce threat, harm and risk.

- DCCILivingstone agreed that there was a need for an evidence based deployment model and ACC Hawkins was leading on development of this work. There was also a need to understand the multitude of demand upon Police Scotland and, hopefully, this strategic work would address local policing issues. DCCILivingstone added that the enhanced Performance Framework, under the leadership of the Policing Committee, would include a section about understanding demand and whether Police Scotland were meeting it.

**280917-SPABM-004: DCC Iain Livingstone to ensure that evidence-based deployment of resources within local policing is reported within the new Performance Framework.**

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

## 7. Revised Forecast Quarter 1 2017/18

7.1 James Gray (JGray) provided a short introduction to the report, noting the revised revenue forecast of £47.2m deficit and also that work currently being

undertaken to identify savings was encouraging and this would be reported within the Quarter 2 report.

7.2 Members noted that the Finance Committee was keen to have early sight of properly risk assessed efficiency plans and that focus must be on recurring savings to mitigate against issues arising within the 2018/19 budget. JGray confirmed that he would provide the Finance Committee with an update on recurring savings ahead of the next Finance Committee (8 November). This information would also be included within the Quarter 2 report.

**280917-SPABM-005: James Gray to ensure that Finance Committee Members are provided with an update on recurring savings ahead of the next Finance Committee (8 November).**

7.3 Members raised a number of other points, including:

i) The extent to which budget holders were taking responsibility for devolved budgets.

- JGray advised that budget holders were taking responsibility and this was reflected within the savings proposals that had been received. In some areas, savings targets had been exceeded.

ii) Concern about the continuing underspend in Reform Funding.

- JGray advised that the underspend had reduced significantly since the last report to the Board and plans were in place to reduce it further. This would be reflected within the Quarter 2 report.

iii) Why no specific savings plans were in place for non-pay costs.

- JGray explained that it was an imperfect choice of words within the report and did not reflect action being taken. However, work was still required to progress savings plans which had been highlighted by Internal Audit.

7.4 Assurance that supernumerary costs were being recorded.

- JGray advised that it was not shown separately within the report due to the cost being relatively small. However, as Corporate Services organisational restructure progressed, the costs could increase and it would then be shown separately within the financial report.

7.5 Whether the information reported on VR/VER was as expected, taking into account future expectations.

- JGray advised that the assumption within the budget was that the 200 leavers would have left by the end of September, with a half year saving coming

into the budget. However, staff are now not expected to leave until the end of the financial year, therefore, the full benefit would not accrue until the next financial year, but the saving would be recurring.

7.6 Members **NOTED** the Revised Forecast Quarter 1 2017/18 report and that the next forecast report will come to the Board on 28 November 2017.

## **8. 2026 Strategy – Serving a Changing Scotland:**

### **8.1 Implementation Plan Update (David Page)**

8.1.1 David Page (DPage) introduced this report and said he was confident that the budget for the first year (2017/18) would be achieved. Savings in the next two years to reach financial balance would come through transformational change. There was a fine balance to be struck between driving change and managing operational risk, however, year one deliverables were still on track.

8.1.2 DPage advised that management were committed to being actively engaged with staff, and staff representatives, that he would return to the SPA Board in October with more detail on corporate structure reform and firmer year one deliverables.

8.1.3 Members also noted that additional ICT capability was required and plans for addressing this would come to the Board in November with more detail around larger parts of work being led by policing leads coming to the Board in the New Year.

8.1.4 The Chair said that breaking the plan down into composite parts was a good approach, although the planning process was running a little behind schedule. It was also helpful to separate budget achievement and see how the projects that would have a direct financial impact towards achieving financial balance. This would in turn build a platform to deliver the remainder of the policing transformational benefits as a second phase.

8.1.5 Members **NOTED** the Implementation Plan Update.

### **8.2 3 Year Financial Plan/8.3 10 Year Financial Strategy (For Approval) (James Gray)**

8.2.1 JGray provided an overview of the 3 year plan which is aligned to the 3 Year Implementation Plan and gives an early indication of the outcome of different decisions, for example, pay award. JGray advised that there had been engagement with Police Scotland Executive, SPA Finance Committee and Scottish Government, and comments received had been reflected within the paper presented to the Board. However, the plan was still at a high level in terms of detail.

8.2.2 The Chair commented that it was clearly a work in progress and asked if there had been engagement with Audit Scotland on the delivery of a more detailed 3 Year Financial Plan in due course. JGray stated that discussions had taken place with Audit Scotland where he explained the development process and confirmed that the plan would return to the SPA Board in March 2018, alongside a refreshed 10 year Financial Strategy and the 2018/19 budget.

8.2.3 The Board raised a number of other points during discussion, including:

i) The sensitivity analysis and public pay policy implications indicate that, without any additional funding, only a 1% increase could be made based on projections and the current deficit.

- JGray advised Members that although work was underway was to address the £47m deficit, if Police Scotland were to accrue any additional costs (eg public sector pay plus cost of living increase), it could, at worst, almost double the deficit in future years.

- Members agreed that Scottish Government should be fully appraised of any implications around pay rises of more than 1%, if they are not funded by Scottish Government, and this should be made explicit within the spending review submission.

**280917-SPABM-006: James Gray to ensure that Scottish Government is appraised of any pay rises exceeding the public sector pay policy 1%.**

ii) The degree of confidence within Police Scotland of the assumptions made about voluntary redundancy numbers.

- DPage stated that he was very conscious of the balance between voluntary redundancy versus recruitment to address the gap in skills and capabilities. However, the Target Operating Model for Corporate Services needed to be developed and Police Scotland needed to recruit the expertise to do this, whilst reducing headcount and upskilling where possible. There was also a need to do everything possible to reduce the supernumerary pool and some of those staff would move to operational policing.

- The Board asked for sight of developments around the supernumerary pool including risks and any trends predicted. The cost of the supernumerary pool should also be made clear within future financial reports. The Board also commented that the Corporate Services design process needed to include decentralising outwith the central belt.

**280917-SPABM-007: James Gray to ensure that Members have sight of any developments around the supernumerary pool, including risks and any trends predicted.**

**280917-SPABM-008: James Gray to ensure that supernumerary costs are shown within future financial reports.**

8.2.4 In conclusion, the Board noted that the 3 year plan was based on the assumption that reform funding would be given. However, if Police Scotland did not receive reform funding, then revenue plans for future years would not be realised and consideration needed to be given to managing that risk.

**280917-SPABM-009: James Gray to ensure that if Police Scotland do not receive reform funding and revenue plans for future years are not realised then consideration must to be given to managing that risk.**

8.2.5 The Board **APPROVED** the 3 Year Financial Plan and 10 Year Financial Strategy in their current format subject to being brought back in March 2018.

**9. Police Scotland Contact Command and Control:**

**9.1 Proposed Transfer of Services from Inverness Area Control Room to Dundee Area Control Room and Inverness Service Centre to Police Scotland Service Centre (*For Approval*) (ACC John Hawkins)**

9.1.1 Before addressing the report, ACC John Hawkins (ACCJHawkins) introduced Chief Superintendent George MacDonald (CSGMacDonald), Highlands and Islands Divisional Commander to provide a local perspective during the Board's discussion.

9.1.2 ACCJHawkins then provided the Board with overview of the report and noted that this was the final phase of the C3 call handling transition and incident management. Highlands and Islands was the only location in Scotland that had not yet benefitted from the improvements that had been realised following structural changes. The changes proposed has been assessed against the assurance framework and other sources of assurance had been also been obtained. As the Senior Responsible Owner, ACC Hawkins was content to take forward the changes that were agreed in January 2017 and was now seeking the Board's approval to proceed.

9.1.3 George Graham (GGraham), Chair of the C3 Governance and Assurance Group (C3 GAG) provided the Board with a statement of assurance from the Group which included:

- i) The C3 GAG had been consistently impressed by the Quality Assurance Programme approach which had been intense, widely scrutinised and accepted as appropriate programme management.
- ii) Further independent scrutiny of the programme, particularly from HMICS.

iii) Assurance in terms of metrics and public confidence.

9.1.4 GGraham noted that there had been challenge and different views throughout the process, along with legitimate concerns raised by Highland Council. He had been involved in constructive discussions about their concerns and commented they were keen to be involved in further scrutiny with the Local Scrutiny Engagement Group. Highland Council recognised that the decision about C3 had been taken some time ago and, therefore, the decision now is about readiness and not whether the transition should take place.

9.1.5 Members considered the proposal in detail and raised a number of points during discussion, including:

i) What exactly the Board was being asked to approve and at what stage the employee consultation process would commence.

- ACCJHawkins advised that consultation with staff would commence following Board approval to proceed and confirmed that Members were being asked to approve the transition, subject to consultation.

ii) Any experience and learning from the Aberdeen transition.

- CSMacDonald explained that he had gained a lot of experience from previous closures within the north east which had been very beneficial in taking this phase of the programme forward. Any improvements in practice that could be made in the context of Inverness have been applied.

iii) The linkage between the proposal to transfer services from Inverness Area Control Room and the Inverness National Database Enquiry Unit and whether a decision could be taken on one, but not the other.

- ACCJHawkins explained that the first decision was about readiness to transition, but there were two options for the Board to consider with regard to the NDEU. Nevertheless, the proposals were linked.

iv) Assurance that staff were well enough prepared and trained in terms of local knowledge.

- ACCJHawkins confirmed that staff had been trained to a high standard. However, call handling could be very stressful and risk would never be completely eliminated.

v) Confirmation that performance metrics included errors such as officers attending at the wrong address, or delays in arrival, and if this information was then evaluated.

- ACCJHawkins advised that the evaluation goes further and is part of the Notable Incidents process where staff are encouraged to learn from the small number errors that occur.
- vi) Impact of the Board's decision on police officers, including any positive or negative impacts to their working life as a result.
- ACCJHawkins provided assurance of the benefits that officers would see as a result of changes. CSGMacDoanld also commented that the previous system did not support officers well.
- vii) Assurance that there was a robust plan in place regarding ICT, to patch, upgrade and provide maintenance to the centre.
- ACCJHawkins assured Members that there was an ICT plan in place, the test regime had been externally validated and that Police Scotland's IT function had confirmed that they were ready for the change to take place.
- viii) Clarification on whether the 14 officers being redeployed to N Division would be additional staff to that division.
- ACCJHawkins advised that the N Division would be over establishment by 14 officers, however, this would rebalance over the next 18 months.
- ix) If employees make counter proposals during the consultation process, could this affect the Board's decision.
- ACCJHawkins advised that the consultation process was more relevant for the NDEU proposal. Nevertheless, counter proposals would be reviewed through the normal process and any significant issues would be brought back to the Board.

9.1.6 The Board noted that Highland Council had visited the Dundee Service Centre and found the physical environment less than satisfactory. Assurance was, therefore, sought on the readiness of the service centre from a physical point of view. ACCJHawkins advised that work was still ongoing and due to complete by the end of December 2017. It was, therefore, his assessment that transition was likely to be in January 2018.

9.1.7 The Board **APPROVED** the Transfer of Services from Inverness Area Control Room to Dundee Area Control Room and Inverness Service Centre to Police Scotland Service Centre subject to consultation with staff.

## 9.2 Contact, Command & Control – National Database Enquiry Unit (For Approval) (ACC John Hawkins)

9.2.1 ACCJHawkins introduced Chris Perry, Chief Technology Officer, who could answer any questions from a technical side of the proposal. ACCJHawkins provided an overview of the report and advised that the proposal had been considered extensively by the C3 GAG, as well as the Finance Committee. ACC Hawkins confirmed that he was satisfied by the operational case presented within the recommendation.

9.2.2 The Board noted that the proposal was not financially driven and that the key criteria was about the stability and resilience of the systems to support C3. The commitment and loyalty of staff was also highlighted and commended. The Board then raised a number of points, including:

i) The continued requirement for an NDEU in the future taking into consideration technological advances.

- ACCJHawkins advised that he believed demands would reduce but not be removed entirely as a result of mobility. That was why he believed the implementation of a twin centre National Database Enquiry Unit would be the preferred option. Secondments in the Govan centre would reduce and posts in Inverness would become more sustainable.

ii) Current technological obstacles around the virtual model and when these issues are likely to be resolved.

- ACCJHawkins advised that the main issue was the need to replace the integrated communications control system (ICCS). Virtualisation was a key principle behind the C3 model and Digital ICCS, which will be introduced within the next 2-3 years, will deliver the virtualisation that is required. ACCJHawkins also confirmed that if either site became unavailable, resilience would still be in place to cover Area Control Rooms.

iii) What arrangements would be put in place in the interim period to help relieve the current pressure on those staff affected by the proposed changes.

- ACCJHawkins agreed and advised that overflow calls would be placed into the central belt after 30 seconds rather than 60. This would involve a period of double keying which would be undertaken by police officers currently on light duties. ACCJHawkins assured Members that this would be continuously reviewed.

iv) Assurance that there were resources in place to train and reskill staff who wished to take up posts within the NDEU to allow them to make informed decisions about their future.

ACCJHawkins confirmed that there was HR support and advised that there were detailed plans in place for appropriate training once the Board had made its decision.

9.2.3 GGraham urged caution around any demand reduction on database checks as, from his own experience, mobility had been promised to the police service for some considerable time. The Board also had an expectation that as the service transformed, Police Scotland would present proposals on how jobs would be dispersed throughout Scotland. The Chair added that Highland Council had a legitimate expectation of concrete proposals about what jobs could be transferred to Inverness and this needs to be considered as part of the corporate services implementation plan. DCCILivingstone confirmed Police Scotland's commitment to do this for Inverness and elsewhere, and would come back to the Board with specific options when they had been identified. The Chair asked for this to be done by March by which point plans would be further developed and options identified.

**280917-SPABM-010: David Page to bring forward concrete proposals/options of what jobs could come to Inverness and elsewhere out with the central belt as part of the Corporate Services restructure/ implementation plan.**

9.2.4 The Board also discussed the possibility of documenting the Board's views about the importance of decentralisation of posts within Scotland to ensure that the principle was clear to everyone. DCCILivingstone accepted the current context and noted that a lot of restructuring had been carried out in terms of national and acknowledged that corporate services was behind operational policing in terms of redesign, but that decentralisation would be a key product of the work now being taken forward.

9.2.5 DPage added that Police Scotland would come back to the Board with design principles for corporate services. The Chair said that Police Scotland needed to be seen to translate warm words into specifics; there was a sensitivity within communities that needed to be recognised. DPage confirmed that the rationale for taking a course of action would be clear. In addition, the Board noted that Police Scotland needed to think more broadly and be more innovative about corporate services in terms of collaboration with local authorities.

9.2.6 Subject to the outcome of the staff consultation process, the Board **APPROVED** Police Scotland's recommendation to implement a twin centre National Database Enquiry Unit (option 4a) and proposal to commence staff consultation.

## **10. Disposal of Unused Properties (*Approval*) (ACC Andy Cowie)**

10.1 ACC Andy Cowie (ACCACowie) introduced Superintendent Angus MacInnes (SuptAMacInnes) who had been involved in the work detailed within

the paper along with the Estate Team. ACCACowie provided an overview of the paper and reassured Members that activity was complying with all relevant legislation, including the Community Empowerment Act. Members also noted that the proposal met the following strategic parameters as set out within the previous estates strategy and, although the estates strategy originally predated Policing 2026, it was now integrated with the overall policing strategy:

- Demand Led
- Collaborative
- Modernising
- Financial

10.2 ACCACowie addressed staff wellbeing around the closure of properties that were currently used for comfort breaks and assured Members that there were other premises that could be used which would also encourage staff engagement with local authorities and the public. ACCACowie referred to lessons learned from a service perspective from previous property disposals and confirmed that advice and input had been taken from divisional commanders who know the communities best. Police Scotland also wanted to be at the vanguard of the Community Empowerment Act.

10.3 Members discussed the community planning structures in terms of consultation and whether a 3 month consultation period was a realistic timeframe, given the need to allow community plans and proposals to come together, including the possibility of a community wishing to acquire a property. ACCACowie advised that there was a detailed engagement strategy which focused on community planning and engagement with partners; this would be carried out by Divisional Commanders. If a community group expressed an interest in acquiring a property, there would be an automatic 6 month period for consideration with Police Scotland assisting with some of the documentation.

10.4 The Chair said that the estates strategy needed to be refreshed and that would present an opportunity for full engagement in the community planning process rather than during the disposal of a small number of properties that were no longer required. The Board also noted that a frustration in some communities is that premises are lying empty. It was important to press ahead with the disposals where there is no community interest so that revenue spend can be reduced and capital receipts acquired.

10.5 The Chair reminded Members that they were being asked for approval to begin a consultation period, with final approval for disposal of properties coming to the Board in February 2018.

10.6 The Board **APPROVED** commencement of a consultation period in connection with the Disposal of Unused Properties as detailed within the paper and noted that Police Scotland would return to the Board in February 2018 with a final recommendation for disposal of properties.

10.7 The Chair thanked ACCACowie for his input to policing and wished him a long and happy retirement.

## 11. SPA Chief Executive Report

11.1 The Chair invited the Board's comments on the report. Members raised the following points for clarification:

i) Confirmation that the issues around recruitment for Independent Custody Visiting in remote and rural areas had been addressed and resolved.

- JFoley advised that it remained a challenge in some parts because of the size of the volunteering population within more rural areas. However, targeted promotion of the scheme would continue in a bid to attract more people to become custody visitors in those areas.

ii) What aspects of British Transport Police (BTP) integration have remained with the SPA and what has transferred to Police Scotland.

- JFoley advised that essentially almost all of the transition responsibilities had moved to Police Scotland. The expectation was that there would be some requirement for the SPA to engage with railway operators because of the way this was laid out in legislation, but regular engagement would be with and through David Page. DPage offered to provide Members with a detailed briefing on all aspects of BTP Integration.

11.2 The Chair requested that, in addition to the detailed briefing for members, a date should be identified for the Board to have a formal report and discussion on BTP integration.

**280917-SPABM-011: David Page to provide Members with a detailed briefing on all aspects of BTP Integration and a report to be made to the Board– date to be confirmed with SPA Business Services.**

11.3 Members **NOTED** the SPA Chief Executive Report.

## 12. SPA Forensic Services Director's Report

12.1 The Chair opened this item for Board discussion and raised a question about what action was being taken to address the financial overruns for the year. TNelson advised that SPA Forensics were very aware of the financial situation and provided information about efficiencies that Forensic Services were trying to make. Members also noted that a number of papers were due to be presented to the Forensic Services Committee in November which would address the matter further. IWhyte (Chair of the Forensic Services Committee) supported the approach and said that the Committee would be working with the COPFS and

Police Scotland to determine how SPA makes best use of its scientific capability. Members also noted that the development of the Forensic Services 2026 strategy would include identification of any opportunities for income generation from Forensic Services. However, the lead in time for this would be lengthy and further clarification was required about legislation around this.

12.2 The Board also commented on the potential for over-reliance on overtime to cope with demand and stressed the need to make projections around the resources required longer term with a view to recruitment. TNelson agreed that there were limits on what could be achieved with overtime and confirmed that a lot of work had been undertaken around capacity and capability with the aim of producing a resourcing model which would give a clearer understanding of the staffing required.

12.3 A final point of assurance was made that support was being provided to Forensic Services by Police Scotland Finance and the SPA Finance Committee to ensure that there is a much clearer focus on budget and 3 year financial plans. TNelson added that the first draft of the 2026 strategy along with the first 3 year financial plan would be presented to the Forensic Services Committee before coming to the Board in early 2018.

12.4 The Board **NOTED** the SPA Forensic Services Director's Report.

### **13. HMICS Thematic Inspection of the Scottish Police Authority – Phase 1 Review of Openess and Transparency – Action Plan (For Approval) (John Foley)**

13.1 JFoley advised Members that a robust action plan had been produced with colleagues from HMICS which, from past experience, resulted in a better product that could be measured. The Chair commented that MSmith was due to report back whether or not he was content to chair the Member-led assurance group that would oversee the delivery of the action plan going forward. It was also noted that Members had previously agreed that this should be an 'improvement' plan and should incorporate recommendations from any other review or inspection.

**280917-SPABM-012: Matt Smith to report back to the Chair of the SPA on whether or not he was content to oversee the delivery of the action plan going forward.**

13.2 A point was raised in connection with the absence of timescales for completion of all actions. Stephen Jones (SJones) advised that following the Board's approval of the plan, all discharge completion dates would be included.

**280917-SPABM-013: Stephen Jones to ensure that following approval of the Action Plan, all action discharge completion dates are included.**

13.3 The Board **APPROVED** the HMICS Thematic Inspection of the Scottish Police Authority – Phase 1 Review of Openess and Transparency – Action Plan

#### **14. HMICS Thematic Inspection of the Scottish Police Authority Forensic Services – Action Plan**

14.1 The Board asked for confirmation that Tom Nelson had sufficient resource, skills and capacity to address the issues highlighted within the plan. TNelson explained that some actions would be for Forensic Services only to discharge, and others would be addressed jointly with COPFS and Police Scotland. The Board would receive reports on progress via the the Forensics Committee where there would be more detailed monitoring. IWhyte confirmed that the Committee would assure progress against the recommendations.

14.2 IWhyte then referred to action number 23 relating to resource and asked if a Service Level Agreement (SLA) would be developed and monitored as part of that work. DPage advised that it would link into Police Scotland's need to provide more focused support to Forensic Services from a corporate services perspective. SLA's would allow TNelson to understand what Forensic Services required and what Police Scotland could and could not provide. DPage added that the first priority would be finance where James Gray would engage with TNelson and team to understand this more fully.

14.3 The Board **APPROVED** the HMICS Thematic Inspection of the Scottish Police Authority Forensic Services – Action Plan

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

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

15.1.1 DHume informed Members about work being carried out by Internal Audit around GDPR. DHume also thanked DPage for his work around a theme of improvement which was evident throughout the previous Audit Committee meeting.

15.1.2 The Board **NOTED** the Audit Committee Chair update.

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

15.2.1 There was nothing added to the report provided.

15.2.2 The Board **NOTED** the Finance Committee Chair update.

##### **15.3 Forensic Services (Iain Whyte) (first meeting 7 November 2017)**

#### **15.4 People (Nicola Marchant)**

15.4.1 There was nothing added to the report provided.

15.5.2 The Board **NOTED** the People Committee Chair update.

#### **15.5 Policing (George Graham)**

15.5.1 GGraham updated Members on current status of the Committee's review about how it was performing and what value it added. GGraham confirmed he would come back to the Board with a further report on this in due course.

15.5.2 The Chair asked GGraham to ensure that a project post-implementation audit is undertaken (via the C3 Governance & Assurance Group) to identify whether the benefits set out had been delivered following the Board's decision today. GGraham to report back to the Board on the outcome of the audit before the transition from Inverness takes place in January 2018. GGraham agreed that the work was required and advised it would be added to the workplan.

**280917-SPABM-014: George Graham to ensure that a project implementation audit is undertaken (via the C3 Governance & Assurance Group) following the Board's decision and report back to the Board on the outcome before the transition from Inverness takes place in January 2018.**

15.5.3 The Board **NOTED** the Policing Committee Chair update.

#### **16. Board Workplan**

16.1 DHume noted that a previous briefing request regarding POCA funding had not been included within the Board Workplan.

**280917-SPABM-015: Catherine MacIntyre to ensure that POCA Funding is added to the Board Workplan as an item for scheduling within 2018.**

#### **17. AOB**

17.1 CStuart asked for Police Scotland to provide Members with a report or presentation on the Youth Volunteers work. The Chair asked for Craig Rankin and a few of the volunteers to be invited to the Board meeting during that report. A date will be agreed with SPA Business Services in due course.

**280917-SPABM-016: DCC Iain Livingstone to provide Members with a report or presentation on the Youth Volunteers work. Craig Rankin and a few of the volunteers to be invited to the Board meeting.**

**18. DATE OF NEXT MEETING**

18.1 31 October 2017, Glasgow

*Meeting ended at 16:30.*

APPROVED