

Minute of Scottish Police Authority Board Meeting

Meeting	Scottish Police Authority Board Meeting PUBLIC SESSION (Live streamed to the SPA website)	Date/Venue	Tuesday 28 November 2017. Stirling Court Hotel, Stirling.
Meeting Called By	Andrew Flanagan, Chair	Start Time	13:00
Meeting Ref No	SPAPBM-281117	End Time	16:30

Members Present		In Attendance	
Name	Title	Name	Title
Andrew Flanagan	Chair	DCC Iain Livingstone	Deputy Chief Constable Designate, Police Scotland
Nicola Marchant	Deputy Chair	DCC Johnny Gwynne	Deputy Chief Constable, Police Scotland
David Hume	Authority Member	DCC Rose Fitzpatrick	Deputy Chief Constable, Police Scotland
George Graham	Authority Member	DCO David Page	Deputy Chief Officer, Police Scotland
Grant Macrae	Authority Member	ACC Steve Johnson	Assistant Chief Constable, Police Scotland
Iain Whyte	Authority Member	DCS Gerry McLean	Detective Chief Superintendent, Police Scotland
Matt Smith	Authority Member	Supt Roddy Newbigging	Chief Superintendent, Police Scotland
Elaine Wilkinson	Authority Member	Tom Nelson	Director of Forensic Services, SPA
Graham Houston	Authority Member	Fiona Douglas	Head of Biology, SPA

Members Present		In Attendance	
Name	Title	Name	Title
Caroline Stuart	Authority Member	John Foley	Chief Executive Officer, SPA
		Kenneth Hogg	Chief Officer, SPA
		Stephen Jones	Director of Planning and Corporate Support
		Jackie McKelvie	Performance Lead, SPA
		Catherine MacIntyre	Head of Business Services, SPA

1.1 Chair's Opening Remarks (Andrew Flanagan)

1.1.1 The Chair welcomed Members and attendees to the meeting. Before moving on further on the agenda, the Chair advised that at the closed session of the SPA Board Meeting earlier that day, DCC Iain Livingstone (DCCILivingstone) had presented a proposal to the Board that would strengthen the interim Police Scotland Leadership Team. Following discussions, the Board approved the temporary promotion of 2 Chief Superintendents both of whom had already successfully completed the Strategic Command Course, a prerequisite qualification to be a Chief Officer. The Chair then invited DCCILivingstone to comment.

1.1.2 DCCILivingstone referred to the suspension of ACC Bernie Higgins and other police officers, acknowledging that it was a challenging time for the leadership of policing in Scotland and the resilience of the Senior Leadership Team. DCCILivingstone noted similar circumstances in the past and said that the most important thing was to ensure that the confidentiality of all parties were respected in terms of due process, and that Police Scotland would be fully supportive of the Police Investigation and Review Commissioner's work throughout the investigation. DCCILivingstone also stated that he remained in charge of day to day policing, strongly supported by his colleagues in the force executive and officers throughout Police Scotland. His focus was to continue meeting the operational and organisational challenges faced daily by Police Scotland in order to provide the best service to the public of Scotland.

1.1.3 DCCILivingstone then advised that the new Temporary Assistant Chief Constables would be Chief Superintendent Gillian MacDonald and Chief Superintendent Alan Speirs. Both were experienced, well regarded and highly capable officers.

1.1.4 Finally, DCCILivingstone thanked the public for messages of understanding and support.

1.1.5 The Chair thanked DCCILivingstone for his reassurance and wished Chief Superintendents MacDonald and Speirs every success in their new appointments.

1.1.6 The Chair also noted the appointment of Susan Deacon as the new Chair of the Authority and advised she would take up post on Monday 4 December 2017. The Chair also noted this as the last meeting for John Foley, the SPA's Chief Executive Officer, who was taking early retirement and welcomed Kenneth Hogg as SPA's new Interim Chief Officer.

1.2 Apologies (Andrew Flanagan)

1.2.1 Apologies were received from Chief Constable Philip Gormley and SPA Board Member Robert Hayes.

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 31 October 2017.

2.1.1 Graham Houston (GHouston) advised he was present at this meeting, but had been omitted from the list of attendees.

2.1.2 The Minute from Board Meeting held on 31 October 2017 was **APPROVED** as an accurate record of proceedings subject to the correction noted above.

2.2 Rolling Action Log

2.2.1 Members **AGREED** and **APPROVED** the action log from the meeting held on 31 October 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 31 October 2017 (Andrew Flanagan)

4.1 The Chair advised that the SPA had a statutory responsibility to consider complaint and conduct matters in relation to Senior Police Officer matters. On 18 October 2017, the SPA was notified of criminal and misconduct allegations made against a senior officer. Based on the nature of those allegations, which may or may not be proven, the SPA Board took the decision to suspend the senior officer on 23 November 2017.

5.1 Summary Note from Closed Session Board Meeting held on 31 October 2017 (Andrew Flanagan)

5.1.1 Members **NOTED** the Summary Note from Closed Session Board Meeting held on 31 October 2017.

5.2 Summary Note from Closed Session Board Meeting held on 7 November 2017 (Andrew Flanagan)

5.2.1 Members **NOTED** the Summary Note from Closed Session Board Meeting held on 7 November 2017.

6. Police Scotland Performance Report:

6.1 Performance Briefing on Counter Terrorism (ACC Steve Johnson/DCS Gerry McLean)

6.1.1 DCS Gerry McLean (DCSGMcLean) provided an overview of Counter Terrorism (CT) from a historical context and also described current governance, performance mechanisms and challenges facing Police Scotland. ACC Steve Johnston recognised the efforts of officers and staff within the CT Command who work tirelessly to keep Scotland safe, noting their dedication and commitment. The Chair also commented on the importance of recognising those officers who work within that sensitive area.

6.1.2 Members raised questions about the level of risk in Scotland since the Glasgow airport incident and the level of interest and vigilance amongst the wider Scottish public.

6.1.3 DCSGMcLean explained that engagement with communities and responding to their needs in order to work against the nature of CT threats was important – it is communities that defeat terrorism. There are many partners engaged in this work who share information to ensure that the correct safeguarding approaches are in place. Describing CT from a UK context is important and the 24 hour news world affords communities the opportunity to be more vigilant. Police Scotland's commitment to public messaging also remained important.

6.1.4 Members also noted the process of review and learning that takes place following any CT incident, and the particular circumstances that saw an increase

in threat level on two occasions this year. Members were assured that Police Scotland was well placed to respond to any CT incident. However, having reviewed and taken the learning from recent incidents, Police Scotland now accepts that if there was an incident in Scotland similar to the one that occurred in Manchester, then a UK response would be required.

6.1.5 The Board also asked about Home Office funding structures and how that funding is disbursed. DCSGMcLean explained that the UK CT Network would consider the review of the 5 recent CT incidents and depending on the recommendations made, funding would be made available to support programmes of work. Police Scotland's membership of that Network would ensure that a two tier system did not develop.

6.1.6 Members noted that it was important for the Finance Committee to be assured that there was sufficient funding and that Police Scotland were investing appropriately in CT going forward. Members further noted the need to consider Scotland specific factors, eg complexity of geography.

281117-SPABM-001: ACC Steve Johnson and DCS Gerry McLean to ensure that the Finance Committee is assured that Police Scotland are investing correctly in terms of Counter Terrorism.

6.1.7 DCC Iain Livingstone (DCCILivingstone) closed this item by highlighting three significant developments that placed Police Scotland in a strong position: i) the formation of the single police service; ii) the creation of the Scottish Crime Campus and philosophy adopted by all partners, and iii) being part of the UK CT Network.

6.1.8 The Chair thanked DCSGMcLean and ACCSJohnson for an excellent presentation and asked them to convey the Board's thanks to all staff and officers who keep Scotland safe.

6.1.9 Members **NOTED** Performance Briefing on Counter Terrorism.

6.2 Performance Summary Report Quarter 2 (DCC Rose Fitzpatrick)

6.2.1 The Chair commended Police Scotland on further improvements in terms of the quality and presentation of the report. Before handing over to DCC Rose Fitzpatrick (DCCRFitzpatrick), DCCILivingstone advised that the presentation of the report would remain in this format for a further 2 reports (running to the end of financial year 2017/18) before the move towards a revised performance framework which would be more representative of the broader challenges and outcomes of policing.

6.2.2 DCCRFitzpatrick confirmed that the information provided was not official statistics but rather Police Scotland's management information which was

published for transparency purposes. DCCRFitzpatrick highlighted a number of points within the report relating to recorded crime levels and reporting.

6.2.3 Members asked a number of questions about what the statistics were actually telling them and the public, and also whether Police Scotland had a clear understanding of why they had been so successful in some areas, for example, in the reduction of road deaths.

6.2.4 DCCRFitzpatrick advised that over any time series, changes would become apparent and the nature of crime also changes and other crime types emerge. DCCRFitzpatrick did not believe that we were seeing a bottoming out of crime, but commented that further gains needed to be weighed against the activity required to achieve them.

6.2.5 DCC Johnny Gwynne (DCCJGwynne) referred to the reduction in road deaths and explained that this success, as with all crime types, had been achieved through working with partners – in this instance The Road Safety Partnership. DCCJGwynne provided assurance that Police Scotland would continue to resource Roads Policing to the same level and invest in campaigns to remind the public about their care for others on the road.

6.2.6 Members requested that Forensic Services statistics were separated from SPA/Police Scotland going forward in future reports.

281117-SPABM-002: DCC Rose Fitzpatrick to ensure that Forensic Services statistics are separated from SPA statistics within future reporting.

6.2.7 DCCILivingstone responded to a question about the number of officer assaults and RIDDORS, advising that in terms of RIDDORS there was now a clearer understanding and more accurate reporting of incidents. The feedback from the Health, Safety and Wellbeing Group was that in the past matters were not being brought to Police Scotland's attention and, therefore, the increase is more reflective of the actual position. Analysis work is now being taken forward based on this more accurate data.

281117-SPABM-003: DCC Iain Livingstone to return to the People Committee with a more detailed report on officer assaults and RIDDORS and the work being done through the Health and Safety and Wellbeing Groups.

6.2.8 Members continued discussion of a range of issues within the report, including Proceeds of Crime Act (POCA), human trafficking, road and other crime types. A summary is given below:

Proceeds of Crime

6.2.9 DCCJGwynne advised that the POCA legislation provided to Police Scotland covered all crime and not just organised crime. Within the new performance framework there would be a more descriptive and qualitative effort on this area given the constant focus of attention.

Missing Persons

6.2.10 A request was made for a future report to give Members a clearer understanding of resources required.

281117-SPABM-004: DCC Iain Livingstone to return to the Board with a report about Missing Persons to give Members a clearer understanding of resources required.

Road Safety / Road Crime and use of Mobile Phones

6.2.11 Members were advised that the use of mobile phones is an area of constant work; behaviours have changed, but there is still more work to be done. Further reduction in incidents could be possible if people were more cognisant of the consequences of their actions.

Human Trafficking conference

6.2.12 DCCJGwynne advised that Superintendent Gordon McCreadie had been dedicated to this area of work. There had been a number of targeted campaigns over the last year with the National Crime Agency and the learning from that is being followed through to the next set of initiatives. There is still more work to be done, as well as ongoing work with partners, particularly in the third sector.

Trends in Serious Assaults

6.2.13 DCCR Fitzpatrick advised that the benchmark had been reset two and a half years ago following the definitions of serious and common assault set out in guidance from Scottish Government. The difference between both types of assault remained an issue for Police Scotland and they are still in dialogue with Scottish Government and Crown Office to reach a common understanding. The analysis behind serious and common assaults allows Police Scotland to take forward prevention measures – aggravating factors could be alcohol or domestic violence. However, this remains a live issue and Police Scotland would like to simplify and be more transparent on reporting.

Local Approaches to Policing

6.2.14 Caroline Stuart (CStuart) commended DCCR Fitzpatrick and Local Commanders following feedback received she had received from her local area in terms of local approaches to policing.

Fleet Figures

6.2.15 David Page (DPage) advised that Police Scotland receive anecdotal figures about fleet not being fit for purpose, but there was no hard evidence of this. However, he assured members that maintenance was up to date and cars were replaced when they need to be to ensure they are road worthy.

Winter Safety Campaign and 20 mph Speed Limits

6.2.16 DCCJGwynne explained that the 20 mph speed limits were in place at areas of risk, particularly around schools and the Road Policing Department focus is on where these limits are abused. The Winter Safety Campaign is primarily focused around drink and drug driving.

Knife Crime

6.2.17 DCCRFitzpatrick advised that Police Scotland had not identified any increase in knife crime similar to that currently being experienced in London. However, Police Scotland was looking at the impact of the new Stop & Search Code of Practice on knife and other crime in Scotland and this would be included as part of the 6 month review of the new Code.

281117-SPABM-005: DCC Rose Fitzpatrick to ensure that the impact of the new Stop & Search Code of Practice has had on knife and other crime is included within the 6 months review and report back to the SPA Board.

Use of POCA Funding

6.2.18 DCCJGwynne advised that POCA monies return to the Scottish consolidated fund for disbursement. There may be opportunity for a discussion about how POCA funding is used in a different way, however, it is not within the control of policing. The funds are generally put towards the benefit of a local area initiative, particularly for young people and community good, which in time should benefit policing with less people offending if initiatives are targeted properly.

6.2.19 Members **NOTED** the Performance Summary Report Quarter 2.

7. Financial Performance Report Quarter 2 2017 /18 * (James Gray)

7.1 James Gray (JGray) provided an overview of the report which set out the financial position for SPA and Police Scotland for the end of Quarter 2. The forecast revenue position for year end is a deficit of £36.6m against a budgeted deficit of £47.2m with the improved position largely as a result of one off savings. JGray noted a capital overspend of £1.2m and an underspend of £5.2m within Reform.

7.2 Elaine Wilkinson (EWilkinson), chair of the Finance Committee, advised that the Committee welcomed the improved position, but had explored risks associated with holding staff vacancies, particularly in the area of custody. Assurance had been received that risk assessments had been carried out within the organisation, however, it would remain a focus, particularly within the wellbeing agenda. Concerns were noted around property maintenance and how that could also impact on the wellbeing of staff. In relation to capital and reform, the Finance Committee was not assured that Police Scotland could spend

to the levels presented and further work was required to provide that assurance and confidence. In addition, plans were not yet in place for the drawdown of reform funding for VR/VER which caused further concern.

7.3 DPage advised that in terms of carrying vacancies, Police Scotland was under huge pressure to achieve the budget and advised that staff who were leaving were in non-critical areas. The key risk was managers trying to do the same work with less people. With regard to the underspend on maintenance, this was due to a contractual change and the time taken to get enough staff vetted do the work that was required. However, DPage assured Members that spend was being maximised where possible as health and safety remained a priority.

7.4 JGray noted the Board's concerns around capital spend and assured Members that all capital budget holders had advised they would be able to deliver against budget. Part of the issue was that capital spend had been reprofiled and the majority of spend was now likely towards the end of the financial year. Police Scotland were on a journey to improve capital planning arrangements for 2018/19. JGray then referred to reform and agreed that the biggest risk was around VR/VER. There was a need to address that and build it into the financial projections for the current year.

281117-SPABM-006: James Gray to review and consider, as a matter of urgency, how VR/VER can be built into financial projections for the year end.

7.5 Members **NOTED** the Financial Performance Report Quarter 2 2017/18.

8. SPA Strategic Delivery Review (Stephen Jones)

8.1 Stephen Jones (SJones) introduced the report advising that it provided an assessment of the available evidence of delivery against the Annual Police Plan and Strategic Police Priorities. Whilst improvements were ongoing with regard to the format of the report, the intention for next year was to move to an outcome focused document in keeping with the enhanced Performance Framework. Jackie McKelvie (JMcKelvie), as author of the report, provided an overview and addressed some key points contained within the report

8.2 Members identified the evolving nature of the report, but thought there was some duplication and it was difficult to see if performance was achieving Annual Police Plan commitments. JMcKelvie advised that the report would inform the Annual Review of Policing and provide an overall assessment of performance information as provided by Police Scotland. With the advent of the new performance framework, Members could expect to see more assessment and critical evaluation rather than a collection of activity with an assessment. Members noted the challenge of assessing against strategic outcomes due to their longer term nature and suggested that measurement needed to be in a

different timeframe. JMcKelvie agreed and advised that some of that work would be done over the next quarter to allow Members to identify the key performance questions and measurements of success which would inform the future direction in terms of reporting.

8.3 The Chair commented that the report contained a lot of good practice and asked Police Scotland if enough was being done to promote this.

281117-SPABM-007: Police Scotland to consider ways of promoting and raising awareness of the good practice that is being highlighted within the Strategic Delivery Review.

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

The meeting was adjourned for a short break.

9. SPA Forensic Services:

9.1 Performance Report Quarter 2 2017/18* (Tom Nelson)

9.1.1 Tom Nelson (TNelson) introduced this item and noted recent media attention in relation to toxicology cases and data being manipulated by Randox, a forensic services provider primarily to England and Wales. TNelson advised that he was a member of the Forensic Sciences Advisory Council and, as a result of a meeting, the regulator asked all UK forensic providers to audit their processes. TNelson confirmed that an audit had been completed within SPA Forensic Services and that no such incidents had been found in any area of forensics business which confirmed the integrity of both staff and processes.

9.1.2 TNelson provided an overview of the report itself, briefly updating Members around finance, HMICS Inspection, issues around demand and capacity, Forensic Services 2026, and an update following the first Forensic Services Committee meeting.

9.1.3 Iain Whyte (IWhyte), as Chair of the Forensic Services Committee, advised that the first meeting had been productive with Police Scotland and the Crown Office in attendance. The business cases coming forward were important in order to stabilise some areas of work and make changes to the focus so that Police Scotland and Crown Office needs could be met. IWhyte referred to the increase in drug case load and asked if there had been any developments within that area and whether there was a need for further change in focus. TNelson advised that the increase was due to a change in legislation, but it was kept under review, as was staffing for that area of work.

9.1.4 Members raised a number of questions in relation to management of caseloads, training and accreditation

9.1.5 Members suggested that consideration should be given to addressing case loads with an 'aged debtors' approach. This would allow Members to understand whether or not case loads were being managed and highlight where particular problems lay. TNelson said that he would take this into consideration, although the current report did highlight where the key risks were. IWhyte advised that the reporting to the Forensic Services Committee allowed Members to look in more detail at some of this work which led to a business case coming forward to the Board to assist with resource within this area.

9.1.6 TNelson added that a business case had been progressed and moved forward to the SPA for approval. In terms of recruitment, Forensic Services would be looking to Police Scotland for support to take this forward and productive meetings had already taken place with Police Scotland in that regard.

9.1.7 Members said that it would be useful for the report to provide detail of the service being provided and whether or not it was meeting customer needs as this would assist with a scrutiny. The Chair added that customer insight, trend analysis and benchmarking would be also be helpful within the report.

281117-SPABM-008: Tom Nelson to consider comparative data in terms of customer insight, trend analysis and benchmarking to assist Members in their understanding of the report.

9.1.8 A question was asked about availability of people in the marketplace to undertake the specialist work of Forensic Services. TNelson advised that Forensic Services were working with Police Scotland around new terms and conditions and pay scales, however, it was a very competitive market.

9.1.9 Finally, TNelson informed Members that the Forensics Services 2026 Strategy went forward to the Forensic Services Committee in early November and that would be going out for partner and stakeholder engagement, including the Board, at the beginning of December.

9.1.10 Members **NOTED** the SPA Forensic Services Performance Report Quarter 2 2017/18

9.2 Update on Joint National Forensic Gateway Rejection Rates (Fiona Douglas)

9.2.1 Fiona Douglas (FDouglas) provided an overview of the report on rejection rates recorded in the Joint National Forensic Gateway.

9.2.2 Members asked that the statistics gathered from this area of work were shared with them to provide an assurance that improvement activities were underway. FDouglas advised that one of the challenges was that the IT systems were not sophisticated enough to breakdown the rejection rate into categories, although an overall rejection rate can be provided. A Lean Six Sigma Review was undertaken by Police Scotland with actions currently being implemented as part of the HMICS recommendations. This included the way rejection rates were categorised as well as the processes that could be put in place to provide the granularity required on management information.

9.2.3 Members asked for confirmation that Forensic Services were going through data compliance when working on the Digital Evidence Sharing Project. TNelson advised that it was a Scottish Government project and data compliance was part of that. A report would be brought to the Board in March 2018 with GDPR assurance being part of that report.

9.2.4 The Board **NOTED** the Update on Joint National Forensic Gateway Rejection Rates.

10. SPA Corporate Performance Report Quarter 2 2017/18* (Kenneth Hogg)

10.1 Kenneth Hogg (KHogg) provided an overview of the report and was supported by SJones. KHogg drew Members' attention to Item 4.3, Independent Custody Visiting Scheme, in advance of the fuller report due to come to the SPA Board Meeting on 19 December. KHogg highlighted a few key points from that part of the report and commended the work carried out by staff and volunteers. He hoped that the report to the Board in December would bring that area of work the recognition that it deserved.

10.2 Members asked if earlier difficulties recruiting volunteers in certain parts of Scotland had been resolved. KHogg noted a current issue within the Western Isles where more volunteers were required and confirmed that the Council had been approached to stimulate up take in that area.

10.3 Members **NOTED** the SPA Corporate Performance Report Quarter 2 2017/18

11. 2026 Strategy – Serving a Changing Scotland:

11.1 Progress on Digital, Data and ICT (*Verbal Update*)

11.1.1 DPage began by commenting on the risks around current lack of capability and capacity to develop an ICT, Data and Digital Strategy. There was a need for an agreed national vision, strategy and delivery plans, fully costed with clear benefits. DPage had, therefore, commissioned Scott-Moncrieff to accelerate the closure of that gap in resourcing by working with existing teams to support them on this piece of work and bring in national level capabilities. DPage

said he would report back to the Board in February 2018 with a detailed update on this area of work.

281117-SPABM-009: David Page to provide a detailed report to the February 2018 Board Meeting on the development of the ICT, Data and Digital strategy, plans, costings and clear benefits of delivery.

11.1.2 The Chair asked how confident Police Scotland were to return to the Board with that plan before the end of the financial year. DPage advised that the initial assessment work had been underway for two weeks and that he could return to the Board in December with an update on the discovery phase.

281117-SPABM-010: David Page to report back to the SPA Board at the December meeting with an update on development of the integrated strategy and vision.

11.1.3 Members noted that the success of policing 2026 was heavily dependent on ICT and that there was a need for an enterprise strategy as a matter of urgency; assurance that the work was compliant and that data and management of data are fully integrated. DPage agreed, but said that rushing to action could cause bigger issues and whilst the Chair did not disagree with this, he reminded DPage that there were time pressures and progress needed to be made. The Chair highlighted the importance of returning to the Board with a good and workable plan that could be approved by the Board. DPage agreed and assured members that he was clear on the direction of travel and would work hard to bring forward all elements that will assist in the delivery of the benefits of 2026.

11.1.4 A question was also asked about the scope for data sharing. DPage said that there was a need to build a solution for Police Scotland and its role within both the public and private sector community. Discussion had been taking place with Scottish Government and NHS about having an oversight committee to allow engagement on their plans to ensure that Police Scotland did not design something that is out of step with what other public sector organisations were doing in terms of digital.

11.1.5 Members **NOTED** the Progress on Digital, Data and ICT update.

11.2 Serving a Changing Scotland – Update

11.2.1 Neil Dickson (NDickson) provided an overview of the report, noting ongoing areas of focus and advised of the intention to bring a 3 year implementation plan to the Board Meeting in December 2017.

11.2.2 The Chair referred to the list of projects within the finance section and noted that Corporate Services Transformation and Commercial Excellence were critical factors in delivering savings and financial sustainability. Although Commercial Excellence seemed to be in good shape, the one area giving cause for concern was Corporate Services in terms of ability to deliver savings. NDickson agreed and confirmed that Commercial Excellence was on track and it was expected that a third of next year's savings would come from that. The Chair also noted the Board's concerns around the lack of specificity in the last report to the Board about what would actually take place in terms of Corporate Services Transformation. DPage understood the Board's concerns and said that Police Scotland were keen to engage with staff representatives on that and there would be a clear plan which would be consulted on by March 2018. The Chair asked that DPage engage with the Finance and People Committee as soon as possible on progress with development of the plan.

281117-SPABM-011: David Page to report back to both the People and Finance Committee on the progress of Corporate Services Transformation Plan as a matter of urgency.

11.2.3 Members raised concerns around slippage of the payroll project to June 2018 and asked if there were any implications or risks associated with the delay. NDickson advised that there was a need to look at the assurance work that had just been completed. However, slippage to mid-year would have implications.

11.2.4 The Chair noted the difficulties of changing a payroll system on any date other than 1 April and that the issues caused by transferring data from one system to another was a very high risk process. Members agreed that payroll was a pivotal project, as was the assessment of the risks in that area, not only in terms of having staff paid on time, but also because of tax implications it was absolutely fundamental to avoid rework in the latter half of the year. NDickson advised that the recommendations from the assurance review would be taken on board to ensure that Police Scotland were covering the relevant risks.

281117-SPABM-012: Neil Dickson to ensure that recommendations from the Assurance Review are taken forward to address any risks associated with the payroll project slippage and that this is reported through the appropriate forums.

11.2.5 Members referred to difficulties in recruiting business analysts and sought clarity on the cause, how it would be resolved and if a 'Plan B' would be put in place if recruitment is unsuccessful. NDickson advised that business analysts tended to be consultants or contractors which made it difficult to attract them into public sector pay scales. The key was to prioritise where they need to be placed and deliver the benefits quickly. In terms of 'Plan B', consideration would need to be given to partnering in order to get business analysts in place. However, that would take time and would also have a financial impact.

11.2.6 Members then referred to the custody and production models. NDickson advised that this was about understanding the issues and addressing them, and there was no presumption that they had the answer. Three pilots were being established at criminal justice hubs to identify a better way of working for custody, recording of productions and how they will work together. This could eventually have implications on the physical environment as well as the processes.

11.2.7 A final question was asked about cyber kiosks in relation to policy statements and training in terms of managing data. NDickson advised that policies would be put in place and necessary training was also taking place so that staff across all 40 cyber kiosks understood how to apply the policies.

11.2.8 Members **NOTED** the Serving a Changing Scotland Update.

12. Police Scotland Contact Command and Control Update (Chief Superintendent Roddy Newbigging)

12.1 Chief Superintendent Roddy Newbigging (CSRNewbigging) introduced the report and confirmed that progress continued in line with the timetable provided to the Board on 28 September in relation to the transition of Inverness business into Dundee ACR and Service Centre. CSRNewbigging provided Members with an update on the Notable Incidents Process which had been introduced following the HMICS review. This was essential to shared learning within the Contact Command and Control Division.

12.2 GGraham (chair of the Contact Command and Control Governance and Assurance Group) referred to continuing engagement with Highland Council and the public and asked how that was progressing. CSRNewbigging advised that a report would be taken to Highland Council to show them the information they will receive so that they had full awareness.

12.3 The Chair queried the 3 Recommendations from the HMICS Inspection that had not yet been fully discharged. CSRNewbigging explained that Recommendation 5 would not be signed off until conclusion of the programme; Recommendation 6 was partially discharged and had wider implications within local policing; and Recommendation 20 was about having a single system across the whole estate to allow better auditing of data.

12.4 The Chair commented that it was good to be approaching the end of this programme of work and thanked CSRNewbigging and the team for their efforts

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

13. SPA Corporate Governance Framework:

13.1 Revised Scheme of Delegation (For approval)

13.1.1 The Chair explained that the changes to the Scheme of Delegation were not significant and were primarily as a result of the change to the SPA structure with the creation of the new Chief Officer post. The only other change was the addition of the approval process in relation to reform funding. The Chair added that following the review being carried out by Nicola Marchant and Malcolm Burr, further changes may be required. The Chair invited that Eric Leggat (ELeggat) SPA legal adviser to assist with any questions.

13.1.2 The Board **APPROVED** the Revised Scheme of Delegation.

14. Committee Chairs' Reports:

14.1 Audit (David Hume)

14.1.1 David Hume advised that the Audit Committee had met on 22 November 2017 to consider the Annual Report and Accounts and the Annual Audit Report which had been presented at the closed session Board Meeting earlier in the day. Having considered all the material around the Annual Report and Accounts, the Audit Committee were content to recommend to the SPA Board for approval.

14.1.2 The Audit Committee is continuing to develop the approach to risk which encompasses both SPA and Police Scotland and would allow the Board to focus on the strategic priorities within 2026 and the hierarchy of risk.

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

14.2 Finance (Elaine Wilkinson)

14.2.1 EWilkinson drew Members' attention to the discussion about the financial aspects of the BTP transfer and noted concerns around the lack of a timeline, delay with work in relation to due diligence and all the related interdependences. A further update was expected in December and again in the New Year.

14.2.2 DPage advised that the 12th Joint Programme Board had taken place in London the previous day and the timeline had been reviewed. DPage acknowledged that it was a substantial risk and there is a pressing need to understand and accelerate due diligence.

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

14.3 Forensic Services (Iain Whyte)

14.3.1 IWhyte added that the Forensic Services Draft Strategy would shortly be circulated to Board for consideration and that feedback was welcome.

14.3.2 The Board **NOTED** the Forensic Services Committee Chair update.

14.4 People (Nicola Marchant)

14.4.1 The People Committee had not met since the last Board Meeting.

14.5 Policing (George Graham)

14.5.1 GGraham thanked Stephen Jones, Jackie McKelvie and Deborah Christie for their support in the process of reviewing the functions of the Policing Committee. GGraham advised that it would be appropriate, ahead of his departure from the SPA Board, to work through the findings and actions with the new Committee Chair.

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

15. Board Workplan

15.1 Any additions or changes to the workplan should be sent to the SPA Head of Business Services.

16. AOB*

16.1 John Foley, SPA Chief Executive – Early Retirement

16.1.1 The Chair thanked John Foley for the contribution he had made to the SPA and policing in his 4 years as Chief Executive Officer. John had represented continuity through a period of significant change and challenge for both the SPA and Police Scotland and he had remained committed, hardworking and resilient through those difficult periods.

16.1.2 John Foley said that it had been an honour and privilege to serve as the first permanent Chief Executive of the SPA and, despite challenges, it had been enjoyable. John thanked the SPA Board for their support, the staff of SPA Corporate, Forensic Services and the staff and officers of all ranks within Police Scotland. John wished to personally recognise all of the hard work and dedication of all police officers and staff engaged within policing in Scotland. It was a very difficult and challenging job and carried out to an exceptionally high standard.

16.2 Andrew Flanagan, SPA Chair – Resignation

16.2.1 NMarchant paid tribute to the Chair and on behalf of the SPA Board thanked him for his leadership and support over the last 2 years.

16.2.2 The Chair said that it had been a privilege and honour and he would take away the enormous dedication and hard work of 22,000 people so that communities in Scotland are safe.

16.2.3 The Chair added that 2026 now gave a clear direction Scotland remained a very safe place with low crime because of an effective Police Service through the dedication of staff working within the system.

16.2.4 DCCILivingstone echoed the tributes paid to both JFoley and the Chair and also welcomed Kenneth Hogg to the role of Chief Officer.

17. DATE OF NEXT MEETING

PUBLIC SESSION - Tuesday 19 December 2017, Dundee

CLOSED SESSION - Tuesday 6 February 2018 , Pacific Quay, Glasgow (QPR)

Meeting ended at 16:30pm.