

Minute of Scottish Police Authority Board Meeting**PUBLIC SESSION**

Meeting	Scottish Police Authority Board PUBLIC Meeting 034	Date/Venue	Thursday 25 th February 2016, John McIntyre Centre, Edinburgh
Meeting Called By	Andrew Flanagan, Chair	Start Time	14:00
Meeting Reference No	SPABM-250216	End Time	16:00

Members Present		In Attendance	
Name	Title	Name	Title
Andrew Flanagan	Chair, Scottish Police Authority	CC Phil Gormley	Chief Constable, Police Scotland
Graham Houston	Authority Member	DCC Neil Richardson	Deputy Chief Constable (Designate), Police Scotland
Moi Ali	Authority Member	DCC Rose Fitzpatrick	Deputy Chief Constable, Police Scotland
George Graham	Authority Member	DCC Iain Livingstone	Deputy Chief Constable, Police Scotland
Ian Ross	Authority Member	ACC Val Thomson	Assistant Chief Constable, Police Scotland
Douglas Yates	Authority Member	Janet Murray	Director of Finance, Police Scotland
Nicola Marchant	Authority Member	John Gillies	Director of People & Development, Police Scotland
Iain Whyte	Authority Member	Angela Terry	Head of Leadership and Professional Development, Police Scotland
Elaine Wilkinson	Authority Member	John Foley	Chief Executive Officer, SPA
		Tom Nelson	Director Forensic Services, SPA
		Amy McDonald	Director of Financial Accountability, SPA
		Tom McMahon	Director of Strategy and Performance, SPA
		Catherine MacIntyre	Strategic Business Adviser, SPA

1.1 OPENING REMARKS: (Andrew Flanagan)

1.1.1 The Chair welcomed CC Gormley to his first public Board meeting and invited him to share his first impressions.

1.1.2 CC Gormley emphasised that both he and his wife had been made extraordinarily welcome and their move to Scotland had been very easy. CC Gormley noted that while on initial visits he had seen some of the best investigative qualities and praised Police Scotland officers for their operational work and ambition. CC Gormley stated that amongst his priorities was the need to create a sustainable organisation for the future, developing the culture and building on the findings from the staff survey and that he was keen to build collaborative relationships with SPA and key partners.



1.2 APOLOGIES (Andrew Flanagan)

1.2.1 Apologies were noted from Lisa Tennant, David Hume and Morag McLaughlin

1.3 DECLARATIONS OF INTEREST (Andrew Flanagan)

1.3.1 There were no declarations of interest raised by Members.

1.4 ANY OTHER BUSINESS (Andrew Flanagan)

1.4.1 There was no other business raised by Members.

2.1 MINUTE OF THE BOARD MEETING HELD ON 16 DECEMBER 2015 (Andrew Flanagan)

2.1.1 The Minute from the previous Board Meeting on the 16th December 2015 was **AGREED** as an accurate record.

2.2 ROLLING ACTION LOG (Andrew Flanagan)

2.2.1 Members noted the comments and recommendations for closure. No further comments were received.

2.3 MATTERS ARISING (Andrew Flanagan)

2.3.1 There were no significant matters arising that did not feature on the agenda.

3. CHIEF CONSTABLES REPORT (CC Gormley)

3.1 CC Gormley referred Members to the report and requested views and feedback on the layout and content provided. CC Gormley went on to highlight specific sections of the report, including operational and collaborative reaction and support to the adverse weather conditions in the North East and engagement events attended thus far. CC Gormley commented that he was keen to develop how the connection is made between local and national policing and would be taking this forward with DCC Fitzpatrick.

3.2 The Chair referred to the adverse weather response by A & B division and asked if any feedback was given to the organisations and groups who had previously raised concerns on the merger of the 8 police forces. CC Gormley responded that there had been recognition that the response was significant and that what had been delivered would not have been achievable under the previous set up.

3.3 D Yates stated that he was pleased that the spontaneous text alert was working well and that the youth volunteer's scheme was being recognised within the report. He questioned if the recorded police warning can be given or upgraded retrospectively. CC Gormley confirmed that the record will be held for 2 years on the criminal history system.

3.4 E Wilkinson noted that in some areas there is a great reliance on special constables and hoped that the system would not become the only way Special Constables are contacted as in some rural areas telecommunication signals are not good. CC Gormley confirmed that the reliance and contribution by Special Constables in some areas is significant and that they bring a different perspective from police officers.

ACTION 250216-SPABM-001

3.5 M Ali sought assurance that commitment is given from senior management on making sure there is a diverse workforce among police staff and more reflective of all the protected characteristics. CC Gormley confirmed that PS is committed to this and having a diverse workforce is extremely important in allowing the force to carry out its duties.

3.6 G Houston referred to the information on adverse weather and sought clarity about the inference that Police Scotland had been co-ordinating all of the emergency services and questioned whether it was Police Scotland's role to do this. DCC Fitzpatrick explained that as Police Scotland's communications system was maintained throughout the period in question, this meant that it was possible to provide a link with other emergency services and telecommunication companies. DCC Fitzpatrick also added that by working with the fire service and electricity providers, Police Scotland assisted with the task of getting utility services working again. Therefore, the response by Police Scotland had not only provided much needed aid to the communities affected, but also to utility suppliers.

3.7 The Chair requested more information on the current status of i6. DCC Richardson stated that Police Scotland and Accenture had met and discussed options for progressing work which will be looked at in more depth during the next 3 months. The Chair commented that Police Scotland seemed to have been made aware of the issues at rather a late stage and sought assurance that, regardless of the eventual solution arrived at, Police Scotland would ensure that this did not happen again. DCC Richardson responded that the nature of large projects such as i6, meant that it is always expected that some areas would deviate from plan, therefore, it was not the case that Police Scotland were alerted to problems too late. DCC Richardson further stated that the governance arrangements that are in place meant that the problems were brought to Police Scotland's attention and could then be escalated with further high level discussion. The Chair concluded by stating that it was important for Police Scotland to adhere to the 3 month resolution period.

3.8 G Graham noted that it was good to be reminded of the positive work and contribution, and was pleased to see this included within the Chief Constables report. The Chair agreed that it was a positive report which was helpful, but this needed to be balanced with other information, and asked that CC Gormley should review and develop the structure and content of the report for future Board meetings.

ACTION 250216-SPABM-002

3.9 Members **NOTED** the report.

4. POLICE SCOTLAND PERFORMANCE REPORT (CC Gormley)

4.1 CC Gormley referred Members to the report and provided a brief overview, stating he was keen to work with SPA to refine and improve the reporting content and structure.

4.2 D Yates turned to the information provided on the dramatic rise of online child abuse and questioned whether there was sufficient capacity to deal with it. CC Gormley replied that online child abuse is one of the crimes that police forces within the UK have focused on during the last 2-3 years. CC Gormley added that there is a shift in resources in Police Scotland and the current round of planning would assist in a better understanding of the resource requirement.

4.3 G Houston said that it was important for the Authority to have a better understanding of the resource required, as well as the recording and reporting of these crimes, given that there is no means of doing this within current crime recording categories. CC Gormley confirmed that a strategic assessment is under way which will lead to the development of a control strategy which in turn informs Police Scotland's responses to crime. CC Gormley further stated that descriptions of crime do not change as quickly as criminals find new and innovative ways of committing crimes. The knowledge base in Scotland and the UK as a whole needs to be developed in this regard.

4.4 I Whyte referred to the community triage pilot under the commitment of meeting the needs of people with mental health issues and sought clarity on how the performance and outcome of the pilot will be measured. CC Gormley explained that there is pressure on the public and third sectors in relation to mental health issues. Therefore, the way that Police Scotland engages in this is key, as well as the further work that is required to develop understanding. I Whyte also questioned if there would be a commitment to research the outputs of work such as the pilot to determine good practice. CC Gormley confirmed that there would be a commitment to progress that work.

4.5 M Ali raised the absence of user involvement and victims' voices and stated that there was considerable work underway elsewhere about how to sensitively deal with child deaths and other similar sensitive areas. MA asked if there was the opportunity to work with organisations and agencies that specialise in mental health and other related areas. CC Gormley responded that there needed to be an understanding of the different manifestations of those areas before future collaborations with agencies are explored.

4.6 N Marchant questioned the level of follow-up with offenders at the Polmont Youth Offenders Institute. DCC Fitzpatrick stated that this was a new initiative, but there was a lot of positive work underway on preventative action, with early indications that it was working well. CC Gormley confirmed that a briefing on follow up work with youth offenders would be circulated to Members

ACTION 250216-SPABM-003

4.7 In conclusion, the Chair stated that the report did not evidence all activity undertaken by Police Scotland and how that activity is being measured. He suggested that the report be formatted differently for the June Board meeting to present a broader picture of performance.

ACTION 250216-SPABM-004

4.8 Members **NOTED** the report.

5. POLICE SCOTLAND CONTACT, COMMAND AND CONTROL UPDATE (ACC Thomson)

5.1 ACC Thomson referred Members to the report and highlighted that performance was strong in the east and west in December and January, with an almost 50% increase on 1st January. ACC Thomson added that assistance had also been given to the ambulance service call centre. ACC Thomson further advised that performance in the north was still challenging, but a number of new staff had started in Aberdeen.

5.2 I Ross sought clarity on the performance statistics for the north service centre. ACC Thomson explained that the decrease in overall performance was due to loss of staff, however, recruitment had been relatively successful. Nevertheless, retaining staff was difficult as it is now common knowledge that the north centre will close.

5.3 M Ali requested more information on the extent of pressure for Police Scotland staff as a result of taking ambulance centre calls on 1st January. ACC Thomson responded that any additional pressure was not significant, as this arrangement had happened historically. Support to the ambulance centre is, therefore, already planned within the work schedule. M Ali suggested that if the support had been given historically, and is planned for within the work schedule, then it should be noted and presented as an example of good joint working.

5.4 G Graham questioned how qualitative performance measures can be developed. ACC Thomson responded that quality assurance checks on some calls had been carried out, but a quality assurance framework is currently being developed with HMICS.

5.5 In addition, E Wilkinson sought assurance on how community confidence is built, specifically in rural areas, following the independent assurance review. ACC Thomson advised that a specific C3 Communication officer had been appointed to develop a C3 communications and engagement strategy, and this would be supported by ACC Cowie, Local Policing North.

The Chair added that there is still further assurance required and decisions to be taken before any service centre closure can take place. However, the issue is not about 'if' but rather 'when' the centre will close and this would only happen when it is right to do so and not because we are working to unrealistic or artificial timescales.

5.6 Members **NOTED** the paper.

6. FINANCIAL PERFORMANCE

6.1 Update Report – Month 9 (Janet Murray)

6.1.1 J Murray requested that items 6.1 and 6.2 be taken together which The Chair agreed to.

6.2 Full Year Forecast 2015/16 (Janet Murray)

6.2.1 J Murray referred Members to both papers, noting that in October 2015 an overspend of £25million on the revenue budget for the full year was predicted, therefore, a financial recovery plan was instigated. J Murray added that the current position was forecasting an overspend of £22million although there are other budgets which have shown an underspend, therefore, the final net overspend anticipated for the financial year is less than 1% of the total budget.

6.2.2 E Wilkinson advised that it was important for the rigorous approach to cost reduction to continue until the end of the current financial year and into next year with the aim of being in a different position the following year.

6.2.4 The Chair requested more information on the risks and opportunities that can be explored to further reduce the overspend before 31 March. J Murray responded that all areas of expenditure were scrutinised but there were risks in some areas such as police officer

overtime as operational demands would need to be managed. The Chair repeated his request and JM confirmed that Police Scotland management continues to robustly monitor costs.

6.2.5 J Foley suggested a progress report be provided weekly to Members on discharging of budget process 2016/17.

ACTION 250216-SPABM-005

6.2.6 Members **NOTED** items 6.1 and 6.2.

6.3 External Audit Action Plan (Amy McDonald)

6.3.1 A McDonald referred Members to the paper, highlighting that all actions had an owner and reviewer, and that the majority of actions would be completed and verified by Audit Scotland by the end of the financial year. J Foley gave assurance that all actions will be discharged.

6.3.2 G Graham questioned if there were any timescales which had not been met. A McDonald replied that there was potentially one (Code of Conduct) as further work was needed with staff associations.

6.3.3 G Houston requested a progress report to be provided weekly to Members on the discharging of Audit Scotland Recommendations.

ACTION 250216-SPABM-006

6.3.4 Members **NOTED** the paper.

7. FINANCIAL PLANNING: BUDGET PREPARATION 2016/17 PROGRESS UPDATE (Amy McDonald)

7.1 J Foley referred Members to the paper and provided an overview. The Chair asked J Foley, in his role as accountable officer, if he was confident that a budget plan can be achieved. J Foley confirmed that he was and staff were currently working to get to a baseline position which would run alongside the long term financial strategy

7.2 I Whyte referenced the paper, highlighting that the timeline only had 3 key points and sought clarity on how the process will progress. J Foley responded that the senior accountants were involved in weekly group meetings and an update will be provided at any meeting where Members are present such as Committees and other fora.

7.3 The Chair emphasised the importance for the work to tie in with the Finance and Investment Committee. E Wilkinson added that it is important not just for the accountants to be involved, but also for the Senior Command team to attend as they are the custodians of the budget. CC Gormley confirmed this.

7.4 Members **NOTED** the report.

8. SPA STRATEGIC POLICE PLAN – DELIVERY REVIEW (Tom McMahon)

8.1 Tom McMahon referred Members to the paper and stated that going forward there needed to be systematic evaluation of performance, pilots and public confidence.

8.2 G Graham stated that there are certain Police Scotland activities that are difficult to measure, therefore, careful explanation and reporting of this to the public will be required. CC Gormley agreed and noted that in some instances it will be Police Scotland's contribution along with other partners, therefore, how an evidence base is built will be key.

8.3 I Ross referenced the landscape review in terms of performance reporting to scrutiny committees and asked if there was any further information available on it. T McMahon responded that work is still being progressed by SPA staff, but the initial findings are that the data shared at local level differs significantly. T McMahon proposed that the aim of the review will be to provide a menu of data that is available to local scrutiny committees which they can then draw from.

8.4 G Houston cautioned that objectives do not lead to a target driven culture and target driven outcomes.

8.5 Members **NOTED** the paper.

9. SPA CHIEF EXECUTIVES REPORT (John Foley)

9.1 J Foley provided an overview of the paper and T Nelson provided a summary of the specific sections which related to Forensic Services. J Foley advised that the reform collaboration strategy would be circulated to Members once confirmation of agreement from the reform collaboration group had been received.

ACTION 250216-SPABM-007

9.2 The Chair asked T Nelson for more detail on DNA24. T Nelson advised that previously 11 or 12 strands of a DNA profile were analysed which increased to 17. However, new SPA forensic facilities throughout Scotland allowed Forensic Services to develop this further to DNA24. T Nelson added that the final roll out of the DNA24 project is the new ICT system.

9.3 N Marchant sought clarity on the expectations for work on new psychoactive substances (NPS) in relation to demand and capacity within the biology section. T Nelson explained that Forensics are keeping ahead of demand in terms of volume, although that is not consistent across all sections as there is a rise in historic sexual cases and an increase in the complexity of some cases. T Nelson advised that new legislation in relation to NPS comes into force in April 2016, therefore, work on improving the NPS services was under development. This included the receipt of new equipment, as well as gaining a better understanding of NPS drugs themselves which now account for 12% of drugs submissions.

9.5 G Graham requested further information on how demand and capacity are being managed and how the Gateway is working. T Nelson advised that demand is driven by Police Scotland, Crown Office and PIRC and that work is ongoing to understand this demand, and capacity within Forensic Services. T Nelson added that work is being done to recognise the gap between demand and capacity and this is analysed and reviewed by the Forensic Services Strategic Partnership Forum. T Nelson further added that the 'Packages of Work' module of the Evidence Management System had been introduced in November which assists in managing demand, as cases are now being broken down into defined packages of work.

9.6 E Wilkinson noted that there is a 35% rejection rate at the Gateway and sought confirmation as to whether the short life working group was addressing this. T Nelson replied that the working group is looking at end to end processes so it would be considered as part of that.

9.7 D Yates questioned if adopting and developing the biometrics database would have a financial implication for SPA. T Nelson confirmed that the financial implications are not yet known, but SPA was liaising with the Home Office to get a better understanding what the implications and cost for Scotland might be.

9.8 M Ali referred to independent custody visiting and sought confirmation that an annual report would be available to Members at the end of the financial year. J Foley confirmed that custody visiting is a statutory responsibility for SPA and, therefore, a public report would be available

ACTION 250216-SPABM-008

9.9 Members **NOTED** the report.

10. POLICE SCOTLAND PEOPLE AND DEVELOPMENT

10.1 Opinion Survey – Next Steps Update (Angela Terry)

10.1.1 A Terry referred Members to the paper and advised that all workshops at a national level are complete with staff consultations finishing week commencing 29th February.

10.1.2 The Chair noted that the engagement levels are low compared to total staff numbers. AT explained that the engagement workshops were voluntary and that there had been more attendance at local events which was why they had been continued.

10.1.3 I Ross questioned if there was any evidence to suggest that staff were supportive of the workshops. AT advised that everyone who attended a workshop was given the opportunity to provide feedback which indicated that the workshops had been well received.

10.1.4 G Graham asked for consideration to be given as to how support is given to those who require behavioral change. CC Gormley replied that there were a number of dimensions to progress this including performance, leadership and development work. CC Gormley added that he was positive about behavioural change, as he had seen an enthusiastic workforce.

10.1.5 The Chair asked what the answer would be to the question 'what has changed since the results of the staff survey were published?' CC Gormley responded that feedback showed that there is no longer the perceived, unintended, target driven culture. J Gillies added that a number of other activities are being undertaken which will allow more engagement with staff, plus a review of the Superintendent and Chief Superintendent ranks.

10.1.6 Members **NOTED** the paper.

10.2 P&D Performance Report (John Gillies)

10.2.1 J Gillies provided an update on the ongoing police staff wage negotiations, advising that the recent ballot had returned a rejected the pay offer. The HR Team is now reviewing the position to respond to the trade unions on 7th March.

10.2.2 J Gillies advised Members that the Health and Safety Executive had inspected some of the estate and feedback is expected on 2nd March 2016. A report on the findings within the context of the estate strategy will be brought to the next Board meeting

ACTION 250216-SPABM-009

10.2.3 N Marchant referred to the graphs on applicants, noting that the percentage of females had dropped and questioned whether there was a reason for this. J Gillies said there was no specific reason for a drop in female applicants, but that the removal of drivers' licence requirement had appeared to have the opposite effect on male applicants which may be the reason why the figures appear different.

10.2.4 Members **NOTED** the report.

10.3 Health, Safety and Wellbeing Report (John Gillies)

10.3.1 There were no questions from Members in relation to the Health, Safety and Wellbeing Report.

11. COMMITTEE MINUTES AND CHAIRS REPORTS

11.1 Complaints and Conduct (Ian Ross)

11.1.1 I Ross advised that at the meeting held on 26th November 2015, information on the complaints leaflet was discussed along with an in depth look at the professional standards department performance report. A discussion on the dip-sampling process on closed complaints at divisional professional standards units was also discussed.

11.2 Human Resources and Remuneration (Nicola Marchant)

11.2.1 N Marchant advised that a workshop took place between Committee Members and HR officers to review the way the Police Scotland is managing the workforce.

11.3 Finance and Investment (Elaine Wilkinson)

11.3 E Wilkinson noted that most of the current Committee work had been covered with the finance items during the Board meeting.

11.4 Audit and Risk (David Hume)

11.4 I Whyte advised that a review of the Audit and Risk Committee has been initiated by David Hume with an update due at the Committee scheduled for 19th April 2016.

12. AOB

12.1 The Chair confirmed that Paul Rooney and Jeane Freeman had both resigned and stepped down as Members of the Authority at the end of January 2016. The Chair recorded his thanks to them for their help, assistance and commitment to SPA and Police Scotland. The Chair also advised that Morag McLaughlin had resigned and would step down as a Member of the Authority at end of February 2016.

End.