

Minute of Scottish Police Authority Board Meeting

Meeting	Scottish Police Authority Board Meeting PUBLIC SESSION	Date/Venue	Monday 25 August, Stirling Court Hotel, Stirling
Meeting Called By	Andrew Flanagan, Chair	Start Time	13:30
Meeting Ref No	SPABM-250816	End Time	16:23

Members Present		In Attendance	
Name	Title	Name	Title
Moi Ali	Authority Member	DCC Iain Livingstone	Deputy Chief Constable, Police Scotland
Andrew Flanagan	Chair	DCC Rose Fitzpatrick	Deputy Chief Constable, Police Scotland
George Graham	Authority Member	T/DCC Ruaraidh Nicolson	Temporary Deputy Chief Constable, Police Scotland
Graham Houston	Authority Member	Alan Waddell	Superintendent, Police Scotland
David Hume	Authority Member	James Gray	Chief Financial Officer, Police Scotland
Nicola Marchant	Authority Member	Gordon Downie	Head of ICT Commercial Strategy and Procurement, Police Scotland
Robin McGill	Authority Member	Colette Sherry	Head of Commercial Services, Police Scotland
Ian Ross	Authority Member	John Foley	Chief Executive, Scottish Police Authority, SPA
Iain Whyte	Authority Member	Tom McMahon	Director of Strategy and Performance, SPA
Elaine Wilkinson	Authority Member	Tom Nelson	Director of Forensic Services, SPA
Douglas Yates	Authority Member	Catherine MacIntyre	Strategic Business Adviser, SPA

1.1 OPENING REMARKS (Andrew Flanagan)

1.1.1 The Chair welcomed Board Members and attendees to the Meeting and noted that at this meeting the Board would review the performance of both Police Scotland and SPA, covering the first quarter of the current financial year. The Chair advised that Chief Constable Philip Gormley was not in attendance at the meeting due to a pre-planned holiday. However, future meeting dates would be co-ordinated with attendees' diaries.

1.1.2 The Chair then welcomed new SPA Board Member, Robin McGill, to his first SPA Board Meeting and also DCC Iain Livingstone who was representing the Chief Constable.

1.1.3 Before moving to the agenda, the Chair asked DCC Iain Livingstone (DCCILivingstone) to comment on recent articles within the media relating to Police Scotland. DCCILivingstone acknowledged the press comment regarding police officer recruitment and advised that this was untrue, citing that 120 new officers would be starting in September in order to maintain the commitment to officer numbers. DCCILivingstone added that there was undoubtedly a focus on cost and expenditure, but this was on non-staff costs and maximising efficiency. The Chair supported this approach and agreed that there was a need to reduce costs where this did not cause any detriment to service delivery.

The Chair then moved on to the agenda.

1.2 APOLOGIES (Andrew Flanagan)

1.2.1 Apologies were received from Lisa Tennant 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 by Members.

2.1 MINUTE OF THE BOARD MEETING HELD ON 20 JUNE 2016 (Andrew Flanagan)

2.1.1 The Minute of the Board Meeting held on the 20 June 2016 was **APPROVED** as an accurate record of proceedings.

2.2 ROLLING ACTION LOG (Andrew Flanagan)

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

2.2.2 Members **NOTED** the updates and status of actions as recorded in the Rolling Action Log.

2.4 MATTERS ARISING

2.4.1 There were no other significant matters arising from the previous minute that did not feature on the agenda.

3. BUSINESS CONDUCTED SINCE LAST MEETING HELD 20 JUNE 2016:

3.1 Senior Appointments, Resignations and Retirements (Andrew Flanagan)

The Chair advised that:

3.1.1 Johnny Gwynne had recently been appointed as the new DCC for Crime and Operational Support commencing on the 10 October 2016.

3.1.2 ACC Mauger had been asked to retire under Section 14 of the Police and Fire Reform Scotland Act.

3.2 Commercial Contracts

3.2.1 Following a robust procurement exercise, a contract had been awarded to Deloitte to assist with the Policing 2026 strategy programme at a value of £694,000.

4. CHIEF CONSTABLE'S REPORT (DCC Livingstone)

4.1 DCCILivingstone provided the report on behalf of the Chief Constable and drew attention to a number of specific points which were detailed within the report, including:

- Operation LATTISE and the wider threat from online child abuse;
- planning and policing of major events based on the background of the current threat level; and
- local engagement work.

4.2 DCCILivingstone also referred to recent tragic events in Aberdeen and intimated condolences to those who had lost loved ones. DCCILivingstone praised those who showed outstanding courage in difficult, dangerous and challenging circumstances.

4.3 Finally, DCCILivingstone paid tribute to T/DCC Ruaraidh Nicolson who is due to retire from Police Scotland and noted that this would be his last attendance at an SPA Board Meeting.

4.4 The Chair endorsed the comments made by DCCILivingstone and added that T/DCC Nicolson would be a sad loss to Police Scotland, and thanked him for his outstanding service.

4.5 The Chair then referred to the recent fatality in England following the use of tasers and sought clarity on whether this gave grounds for any review of Police Scotland's guidance. T/DCCRNicolson explained that Police Scotland had a different deployment model from that in England. However, there would still be a review carried out and lessons taken from recent events. The Chair asked T/DCCRNicolson to expand on the different deployment model. T/DCCRNicolson advised that Police Scotland deploys the use of tasers as a less lethal option and stressed that only those officers authorised to carry fire arms are authorised to carry tasers.

4.6 EWilkinson referred to the 'Ask the Dep' initiative and sought clarity on whether officers and staff could put forward proposals to address the financial challenges. DCCILivingstone confirmed this and advised that many of the submissions were good suggestions, such as the use of electronic pay slips and added that he intended to personally review all proposals.

4.7 Ian Ross (IRoss) asked DCCILivingstone to expand on how the Brexit vote would have significant implications for policing in Scotland. DCCILivingstone advised that the reality for Police Scotland was that they had an increasingly international profile in Scotland to police, for example, the European Arrest Warrant and the ability to share intelligence with Europol. Whilst there would be implications for policing as a whole, there were specific implications for Scotland and contingency plans were being developed to address some of the issues that may result as a consequence of Brexit. IRoss stated that this highlighted the importance of obtaining clarity on what the implications may be.

4.8 Graham Houston (GHouston) congratulated Police Scotland on the success of operation LATTISE and queried the level of resource that needed to be deployed in order to bring about such a successful outcome. DCCILivingstone explained the resource requirements from an end to end basis, noting that the skills required for this sort of operation were not all traditional skills and would be built into the future strategy for policing (Policing 2026).

4.9 Moi Ali (MAli) then referred to the PIRC Report in relation to call diverts and sought assurance that the system in place to address that call type was the same for all call types. DCC Rose Fitzpatrick (DCCRFitzpatrick) advised that calls would always be prioritised, especially when there is threat to life and there are robust systems in place to do that. However, Police Scotland is not complacent about any system and advised that systems would continue to be reviewed and updated.

4.10 Douglas Yates (DYates) thanked Police Scotland for the many initiatives detailed within the report and made particular reference to the Exit Survey. DYates suggested that there was a need to identify why officers were leaving the service. DCCILivingstone agreed but said that no meaningful feedback could be provided at this time. DCCLivingstone added that when officers leave Police Scotland they are

offered a discussion with their line manager. The Exit Survey was, therefore, additional to the steps already in place. DCCILivingstone confirmed that an analysis could be brought to the December Board meeting.

250816-SPABM-002: DCC Iain Livingstone to provide an analysis of the Exit Survey to the December SPA Board Meeting.

4.11 Robin McGill referred to Policing 2026 and sought clarity on how Police Scotland would engage with a broader group of organisations/people who had an invested interest in the future of policing. DCCILivingstone advised that the list provided was illustrative only. However, the stakeholder map was extensive and when Police Scotland moves forward with the next steps towards transformation, it would be based on a broad understanding of stakeholder needs.

4.12 David Hume (DHume) referred back to the Exit Survey and sought clarity on whether the process would deliver enough evidence to allow Police Scotland to identify the reasons why officers are leaving the service. DCCILivingstone advised that this was only one mechanism for recording this information, but acknowledged that there may be a need to do more on retention going forward. DCCR Fitzpatrick added that work had been carried out with Scottish Women's Development Forum (SWDF), particularly around the issues of maternity leave and flexible working, and noted that Police Scotland was committed to taking forward the SWDF recommendations. DCCR Fitzpatrick offered to bring an update to a future Board meeting.

250816-SPABM-003: DCC Rose Fitzpatrick to report back on work carried out with SWDF with regard to staff (male v female) retention within the context of Police Scotland's broader equalities work.

4.13 NMarchant advised Members that this had been considered by the HRRC and that she was expecting John Gillies (PS Director of People & Development) to provide feedback to the Committee.

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

5. POLICE SCOTLAND PERFORMANCE REPORT (DCC Livingstone)

5.1 DCCILivingstone provided an overview of the paper.

5.2 The Chair commented that the improvements in the presentation of the report were welcomed, but there was still scope for further improvement. The Chair noted that a recent statistic showed that 4 out of 5 calls taken by Police Scotland were not related to crime. There was, therefore, effort not being captured in terms of performance and the Chair added that this was an important point for consideration for Police Scotland when taking forward development of the performance framework.

5.3 The Chair then referred to public confidence and the recording of crime. The Chair stated that there was still a considerable amount of crime not being recorded and there was, therefore, a need for a measurement system to triangulate and provide evidence that the recorded crime figures are robust. In response, DCCRFitzpatrick advised that there were regular audits of the crime recording systems which are published, with the next of these reports due in September.

250816-SPABM-004: Police Scotland to ensure that when reviewing the Performance Framework, consideration is given to policing effort that is not currently being reflected in terms of performance.

250816-SPABM-005: Police Scotland to address the need for a measurement system to triangulate and provide evidence that the recorded crime figures are robust.

5.4 GHouston referred to page 7 of the report and sought clarity on whether there were any significant regional variations in crime and also whether statistical forecasts had any impact on police officer deployment. In addition, GHouston questioned why benchmarking had been carried out against Greater Manchester Police. DCCRFitzpatrick advised that there were variations regionally and confirmed that this was monitored by Divisional Commanders, with national assets being deployed to assist where possible. DCCRFitzpatrick also added that over the past year there had been an improvement, with analytical support helping to identify where problems are occurring and when to ensure that resources are applied to tackle those problems. DCCRFitzpatrick went on to explain that forecasting was carried out at a number of levels and expanded on the way that resource was deployed. In relation to benchmarking, DCCRFitzpatrick acknowledged that this was difficult because there was no other national police force that could be used as a comparison. CS Craig Naylor (CSCNaylor) explained to Members that Greater Manchester Police was an interesting snapshot as a large police force and advised that Police Scotland would also be keen to carry out similar benchmarking with the Police Service of Northern Ireland and Metropolitan Police. Eventually, the intention is to look wider at the Netherlands and New Zealand to better understand the concepts that they were working with in terms of a benchmarking approach.

5.5 DHume congratulated Police Scotland on the report. Referring to domestic house break-ins, DHume sought clarity, particularly in Edinburgh, on the process for ensuring that lessons learned are rolled out across Police Scotland. DCCRFitzpatrick noted that the number of domestic house break-ins in Edinburgh had dropped by a third and reduced over the last 5 years. Police Scotland had introduced an Acquisitive Crime Strategy for Scotland and this was the main mechanism for rolling out learning across the country.

5.6 MAli referred to the benchmarking against Greater Manchester Police, stating it was an area that she knew well and she did not think it was comparable with Scotland. MAli proposed that it may be worthwhile considering benchmarking against West Midlands, plus a rural area, in order to triangulate information and obtain both a rural and urban view.

5.7 MAli referred to the reporting of domestic violence and expressed some concern about the fall in detection rates compared to this time last year, and queried what steps were being taken to redress this. DCCRFitzpatrick advised that Police Scotland were working with partners who deal with domestic violence in order to agree an informal benchmark in terms of reporting levels both to partners and to Police Scotland. DCCRFitzpatrick stated that this would provide a check and balance to Police Scotland reporting figures and particular attention had been given to areas where reporting seems to have fallen away. DCCRFitzpatrick also informed Members that there was a National Domestic Abuse Taskforce and Policy Unit which provides an expert function locally within divisions. Whilst she had not identified any cause for concern regarding reporting, DCCRFitzpatrick noted that it was still being treated as a priority. DCCRFitzpatrick also explained that a proportion of this crime is historical and often linked with other crimes which make it very complex. However, it was too early to determine the reason for the 10% drop in detection rate.

5.8 NMarchant referred to the recording of hate crimes and sought assurance that engagement was taking place within communities. T/DCCRNicolson advised that Police Scotland was engaged with all communities in relation to hate crime and that police forces south of the border had positively commented on the approach taken by Police Scotland. NMarchant also sought clarity on whether the diversity strategy was starting to reach into more diverse communities. DCCILivingstone advised that there was a specific unit within the recruitment department, based in Jackton, and operating across the country, that were being seconded to work with Safer Communities. DCCILivingstone advised that it was too early to provide outcomes on that policy and pragmatic change in approach, but he would hope to do so in due course, either to the SPA Board or other forum.

250816-SPABM-006: DCC Iain Livingstone to report back to the SPA Board or other forum on the outcomes of the diversity policy.

5.9 IRoss congratulated Police Scotland on their public confidence figures and requested some explanation on the POCA seizure reduction. T/DCCRNicolson advised that focus was being given to organised crime and although there was a reduction in seizures (figures would change from month to month), Police Scotland would continue to tackle serious organised crime at the highest level.

5.10 DYates referred to the increase of common assaults and sought clarity on whether it was indicative of changes in society, or if there were any emerging trends. DYates also sought clarity on any conclusions Police Scotland had drawn from the hate crime and serious organised crime results. T/DCCRNicolson advised that the results told Police Scotland about better community cohesion and community engagement which was key in terms of counter terrorism and keeping communities safe. T/DCCRNicolson advised that continued focus was needed in order to keep communities safe, reduce hate crime and keep Scotland safe from counter terrorism.

5.11 EWilkinson then referred to serious organised crime, the decrease in number of groups on the map and the significant decrease in number of arrests which could suggest that there has been significantly less activity in that area. EWilkinson sought further explanation of this. T/DCCRNicolson advised that Police Scotland was trying to drive activity into a higher area of organised crime where there are likely to be fewer arrests due to that area being more challenging.

5.12 EWilkinson added that she welcomed the development of the report, particularly around the corporate indicators and development of a financial services improvement plan. DCCILivingstone advised that the change would also be reflected within operational practice, with the creation of a monthly shared tasking and coordinating group that DCCILivingstone would chair. All performance and all activity across the organisation will be brought together in this single forum.

5.13 Robin McGill (RMcGill) referred to leadership development courses and mentoring strategies and sought clarity on whether they were all within Police Scotland. DCCILivingstone advised that the longer term intention was to broaden this out. However, the initial piece of work was to bring mentors and mentees from within Police Scotland, but it would be important to gather input from public and private sectors, along with other police forces.

5.14 IWhyte then turned to the 12 day period of high demand in June and noted the social media interaction with Police Scotland during that time. IWhyte sought clarity on what the driver was for that high demand and whether there had been any research carried out on it. DCCILivingstone advised that there was no analysis for those 12 days and noted that there was a need for Police Scotland to carry out a proper demand analysis on policing in Scotland which would be undertaken as part of Policing 2026 strategy development. IWhyte asked for a short piece of work to be carried out in order to identify if the social media interactions bring anything to light that may assist with planning in future.

250816-SPABM-007: DCC Iain Livingstone to produce a short piece of work in order to identify the impacts of social media interactions and how it may assist with future planning.

5.15 Members **NOTED** the Police Scotland Performance Report.

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

6.1 Tom McMahon provided an overview of the paper. Members were reminded of the decision taken by the Board in March to continue with the existing SPA Strategic Police Plan for a further year and, therefore, the reporting approach would remain the same. TMcMahon advised Members that the next Strategic Police Plan covering the period 2017 – 2020 would be generated by the 2026 Programme.

6.2 DHume referred to page 2 of the report and the reference to the assessment matrix. DHume queried whether, in previous years, the Public Sector Improvement (PSI) Framework had been used to allow the SPA to collect and

evaluate evidence, and questioned whether that would be the intention going forward in order to identify a rounded picture of achievement. TMcMahon noted that this was the first report where the matrix had not been annexed and advised that he would be happy to reintroduce it going forward as the PSI Framework had assisted in the development of that matrix and was still being used. SPA was in the process of planning the next self-evaluation exercise and would report back to the Board in due course on proposed timescales for that work.

250816-SPABM-008: Tom McMahon to reintroduce the matrix as an annex to the SPA Strategic Police Plan - Delivery Review to provide a rounded picture of achievement.

6.3 George Graham (GGraham) referred to strategic police priority 4 and sought assurance that work was being done in order to determine how public confidence should be measured. TMcMahon confirmed that this was a critical issue which Police Scotland had taken on board and was now looking at a broader range of inputs, with "Your View Counts" cited as an example. MAli said that there was a need for both SPA and Police Scotland to be more proactive in identifying those stakeholders (voices) who do not engage. MAli referred to work carried out by Thames Valley Police about how to capture all public opinions and advised that there were examples there that could be applied to Police Scotland. TMcMahon confirmed that this would be addressed within the Policing 2026 Programme and advised that the draft strategy would be subject to public consultation. However, there would need to be an exercise undertaken to ensure that all stakeholders are included.

6.4 Members **NOTED** the SPA Strategic Police Plan – Delivery Review.

7. FINANCIAL PERFORMANCE REPORT 2016/17 (James Gray)

7.1 James Gray (JGray) introduced the paper and referred Members to page 2, advising that the table at 2.1 showed the actual position against the first quarter with a £10.4million overspend. JGray stated that this was due to overspends in police officer and police staff numbers and added that Police Scotland had not been able to deliver the level of savings required within the non-pay budget.

7.2 JGray advised Members that forecasting going forward was showing a revenue overspend of £21.1million and an underspend of £9.6million on capital which resulted in a net £11.5million overspend for the year.

7.3 The Chair invited EWilkinson to comment as chair of the F&I Committee. EWilkinson said that significantly more detail was being brought forward to the F&I Committee, with an improvement in the financial information that was being provided. However, the additional detail had in turn raised many questions.

7.4 NMarchant sought assurance that actions were already being taken to manage the forecast down and that they are realistic without impacting on safety to communities. JGray replied that considerable work had been undertaken by a team

of officers, supported by management accountants, to go through non-pay budgets in order to identify efficiencies. Spend had stopped within certain areas, with a risk assessment being undertaken on all of those areas.

7.5 GHouston sought clarity on whether there had been any risk assessment carried out on stopping spend within the capital budget. JGray advised that a capital programme was being developed that would assess capital requirements in more detail and set out options. JGray added that it had been recognised that underspend on capital could not continue to support revenue.

7.6 GGraham also sought assurance that there was a shared understanding between senior officers and directors within Police Scotland about the financial challenges and the approach required to address those challenges. DCCILivingstone replied that the internal governance of financial spend was being discussed fortnightly at senior level, with a focus on non-staff costs. There had been a shift of focus on spend and securing best value, but still ensuring the safety of communities and delivery of statutory duties.

7.7 RMcGill stated that line by line review of costs was one approach of reducing savings and queried what was being done by Police Scotland to engage with those who are delivering on the ground. DCCILivingstone advised of a recent initiative called "Ask the Dep", which offered an opportunity for officers and staff to provide their thoughts on ways that savings could be made. DCCILivingstone noted that he was aware that knowledge and ideas would come from this approach and it was an important source of information.

7.8 In conclusion, the Chair noted that the SPA Corporate and Forensics figures overspend was due to a timing issue and would come back into alignment as the year progressed.

7.9 Members **NOTED** the Financial Performance Report 2016/17

8. HMICS REVIEW OF CCU – IMPLEMENTATION OF RECOMMENDATIONS (T/DCC Ruaraidh Nicolson)

8.1 T/DCCRNicolson provided a summary of the paper, noting that there had been 39 recommendations which were being progressed through a steering group chaired by T/DCCRNicolson and supported by a reference group chaired by SPA Board Member Graham Houston. T/DCCRNicolson advised that 5 recommendations had already been recommended for closure.

8.2 T/DCCRNicolson then provided Members with an update on work that had been carried out. Three possible business models for the future operation of the CCU had emerged and T/DCCRNicolson advised that he had requested a detailed business case to be complete by 19 October.

8.3 GHouston then provided Members with an update on the recent work carried out within the CCU Reference Group and noted the next meeting was due to take place on 5 September.

8.4 The Chair suggested that an update on the remodelling options is provided to the October Board meeting.

250816-SPABM-009: An update on the CCU remodelling options / business case to be reported back to the next SPA Board Meeting.

8.5 GGraham commented that once the new operating model is established, consideration would need to be given to the way the SPA gets assurance and asked Police Scotland to give some thought to how they would keep oversight and review of a new model once it was in place.

8.6 Members **NOTED** the HMICS Review of CCU – Implementation of Recommendations report.

9. POLICE SCOTLAND CONTACT COMMAND AND CONTROL (C3) Update (DCC Rose Fitzpatrick) *(For Approval)*

9.1 DCCRFitzpatrick provided a detailed overview of the paper and advised that, behind the proposed timeline, lay a critical path which had been discussed and scrutinised by the SPA C3 Governance and Assurance Group. The Board noted that Police Scotland was confident that all timelines could be met, however, DCCRFitzpatrick added that timelines would constantly be under review. Staff and unions had been advised at the start of the week that the timeline would be coming to the Board for approval and that, on the day of the Board Meeting, further verbal support was being offered to staff from Divisional Commanders.

9.2 The Chair asked GGraham for comment as Chair of the C3 Governance and Assurance Group. GGraham reminded Members of the purpose of the C3 Governance and Assurance Group and advised that Board Members Nicola Marchant, David Hume and Elaine Wilkinson were members of the group, with HMICS, Scottish Government and Police Scotland in attendance. The group had been shown a clear assurance plan around the critical path which had been reflected within the paper. GGraham said that he had been impressed by the commitment, energy and hard work of the Police Scotland C3 team to engage with the assurance process and also thanked the team at the SPA for their hard work. However, approving the timeline would not change the responsibilities of the assurance group to continue to gain assurance before any further decisions were made by the Board.

9.3 IWhyte then referred to the challenge of replacing a wide range of procedures with a single procedure and sought clarity on the level of challenge around training and information requirements, and questioned what was being done to address this. DCCRFitzpatrick advised that there had been considerable discussion around delivery of a seamless service and asked

Superintendent Alan Waddell (SuptAWaddell) to provide further detail on the business process mapping. SuptAWaddell advised Members that a substantial amount of time had been given to understanding processes in place which had then been mapped against the change that had been introduced. The changes were graded in order to understand what was critical and then work taken forward with the C3 team to introduce the change. SuptAWaddell added that the relevant staff are then briefed to ensure they are prepared before the change takes place.

9.4 I Ross asked for an update regarding the proposed database enquiry centre in Inverness. DCCR Fitzpatrick advised that this was part of the Senior Responsible Officer (SRO) review and would be included within the broader timeline. SuptAWaddell clarified that the proposed timeline was specifically related to call management as that was where the greatest risk lay and the database enquiry centre would be the next step. I Ross noted sensitivities within that geographical area and encouraged Police Scotland to provide reassurance, particularly within public reports.

9.5 E Wilkinson noted that there were financial implications associated with extending the timeline and additional pressure on the budget. The Board would need assurance that managing the additional spend is being taken account of and a saving identified to offset the additional expenditure. DCCR Fitzpatrick confirmed that Police Scotland were very conscious of the context of the paper and noted the intention of bringing financial implications to the next C3 Governance and Assurance Group.

9.6 N Marchant advised that she had recently visited the Dundee Call Handling Centre and said that she had received very positive feedback from call handlers regarding the training and, therefore, the rigour that had been applied was evident. N Marchant also advised that detailed discussions had taken place around engagement with employees and sought assurance that communication and information would be provided to staff who were absent from work, or on different shift patterns from the day of the Board Meeting. DCCR Fitzpatrick provided assurance that those areas were factored into the communication plan.

9.7 D Hume advised that his role on the Governance and Assurance Group was to scrutinise the project management methodology and governance model in place in particular and that he had been impressed by the work of SuptAWaddell and his team. D Hume then referred to the performance management project and praised SPA staff and Jackie McKelvie for developing an innovative approach to measuring performance. Finally, D Hume asked Police Scotland to replicate and roll out the learning points from this project to Police Scotland as a whole.

9.8 The Chair asked Board Members if they were content to approve the proposed timeline. R McGill said that he believed approval should be conditional, as the Board was unaware of the financial implications involved.

9.9 Members **NOTED** the content of this paper and **APPROVED** the proposed C3IR Programme Timeline subject to efforts being made to deliver by the most cost effective means.

10. SPA FORENSIC SERVICES REPORT (Tom Nelson)

10.1 Tom Nelson (TNelson) introduced the report and referred Members to page 6 noting that the YTD demand was down. Although the reduction was welcomed, this only related to through put of cases, and did not reflect the complexity of individual cases.

10.2 GHouston queried the quarter one overspend, noting that the forecast still indicated that work would be done within overall budget. TNelson advised that this related to the Forensic Services Gateway and that measures were being taken to achieve improvements in the operation of the Gateway which would assist in delivering within overall budget.

10.3 NMarchant congratulated TNelson on the level of accreditation that had been achieved and queried where that placed the SPA Forensic capabilities within Scotland, or more broadly. NMarchant also questioned the added value of the implementation of national Image Management System (IMS). TNelson advised that the IMS included scenes of crime within the process and allowed upload of all images onto a centralised database. By the year end police officers (and then the Crown) will be able to view images. This is an improvement in terms of efficiency and the end to end process. The next phase will allow prints to be sent back into the laboratory which will increase the speed of identifying culprits.

10.4 GGraham referred to the figures within scene attendance and evidence recovery rates and sought clarity on the underlying reasons. TNelson advised that there was a process that Police Scotland had to follow in order to request Forensic Services at a crime scene. TNelson further explained that there was considerable work being done to help Police Scotland understand the resources and capability available to them and also to avoid Forensic Services being requested to attend crime scenes when they are not required.

10.5 Members **NOTED** the SPA Forensic Services Report.

11. SPA CHIEF EXECUTIVE'S REPORT (John Foley)

11.1 JFoley provided Members with an overview of the paper.

11.2 MAli referred to Independent Custody Visiting and the importance of highlighting the outcomes of visits and whether or not any issues had arisen as a result. MAli also requested that organisational learning points are included within future reports. JFoley stated that reports were always subject to improvement and confirmed that these points would be incorporated within future reports.

250816-SPABM-010: John Foley to ensure future ICV reports include a statement about outcomes, identify learning and how this is being captured and implemented.

11.3 EWilkinson referred to complaints handling and said that it would be helpful to view those figures within a trend which gave a comparison to the previous year.

250816-SPABM-011: John Foley to provide graphical trends and comparisons from previous year in relation to complaints handling.

11.4 EWilkinson then referred to implementation of a records management system and asked for more information about what this entailed and what impact it would have on the organisation. JFoley advised that it was about good house-keeping and that the system ensured that proper processes and procedures were in place. DCCILivingstone confirmed that there was a similar regime in place within Police Scotland.

11.5 GGraham sought clarity on whether there was a time or date set for the lessons learned on i6. JFoley advised that he was currently in discussion with Audit Scotland about this task. The Chair agreed with GGraham that it was something that needed to be carried out relatively soon in order to inform future IT strategy.

250816-SPABM-012: John Foley to speed up progress of discussions with Audit Scotland regarding i6 lessons learned in order to inform future IT strategy.

11.6 DHume asked for the number of children detained in police custody to be included in future reports as a general oversight and monitoring. DCCILivingstone said that he understood that this would be of public interest and undertook to provide this information to the SPA.

250816-SPABM-013: DCC Iain Livingstone to provide information to the SPA on the number of children detained in custody so that this can be included within future CEO reports.

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

12. CONTRACTS AND PROCUREMENT: *(For Approval)*

12.1 The Chair noted that each of the contracts coming forward for Board approval had gone through the Finance and Investment (F&I) Committee and invited Members to comment.

12.2 EWilkinson advised that the F&I Committee had been mindful that when approving the contracts to go forward to the Board, Police Scotland needed to be aware of their responsibility to live within the budget and focus on generating savings, or improvements in cost control. However, Police Scotland would be in breach of licencing agreements if certain contracts were not approved.

12.1 Award of Contract for Multi-Function Devices (Photocopiers/ Printers) (Gordon Downie)

12.1.1 The Chair commented on the apparent failure to generate competitive tension in the marketplace. Gordon Downie (GDownie) explained that this type of framework had pre-qualified suppliers and he was confident that best value had been achieved.

12.1.2 Members had no other specific questions on the paper.

12.1.3 Members **APPROVED** Award of Contract for Multi-Function Devices (Photocopiers/Printers)

12.2 Award of Framework Contract for the Provision of Vehicle Hire Services (Colette Sherry)

12.2.1 GHouston sought clarity on whether changes to the hire car pick-up and drop-off methods could save money and asked if these were additional savings, or included within the contract price. Colette Sherry (CSherry) advised that these savings were opportunities that Police Scotland could explore with the supplier. The detail provided within paragraph 3.2 outlined definite savings and the initiatives within 3.5 and 3.6 were supplementary and being worked on by the Fleet Department to generate further savings.

12.2.2 The Chair asked if there were savings plans to reduce the use of hire cars. EWilkinson advised that the initiatives identified within paragraph 3.5 and 3.6 would provide managers with information to assist with this and identify better means of usage.

12.2.3 Members **APPROVED** Award of Framework Contract for the Provision of Vehicle Hire Services

12.3 Award of Framework Contract for the Supply & Delivery of Direct Fuel (Colette Sherry)

12.3.1 Members had no specific questions on the paper.

12.3.2 Members **APPROVED** the Award of Framework Contract for the Supply & Delivery of Direct Fuel.

12.4 Award of Contract for the Supply and Delivery of Vehicle Parts (Colette Sherry)

12.4.1 Members had no specific questions on the paper.

12.4.1 Members **APPROVED** the Award of Contract for the Supply and Delivery of Vehicle Parts.

13. STAFF CODE OF CONDUCT *(For Approval)*

13.1 John Gillies provided an overview of the paper.

13.2 The Chair then asked NMarchant to comment as chair of the Human Resources and Remuneration Committee (HRRC). NMarchant advised that the HRRC had recommended the Staff Code of Conduct to the Board for approval. Full agreement had been reached with Unions and both a Human Rights and Equality Impact Assessment had been carried out. The Code provided clarity to staff about what was expected of them by the organisation.

13.3 MAli referred to 15.1 and noted her question about whether there should be a 'requirement' rather than an 'encouragement' for staff to report concerns. JGillies advised that development of a Whistleblowing policy was ongoing and that he would convey the comments made by MAli to colleagues. RMcGill was supportive of MAli's comments and confirmed that he thought it would be appropriate to include a 'requirement' for staff to report concerns. GGraham cautioned that whilst he agreed with the sentiment, it would be important to consider how 'requirement' would be presented.

13.4 The Chair noted that the document had gone through a significant consultation process and suggested Members should have a considered debate about MAli's point and Whistleblowing at the first review stage of the Code of Conduct. Members agreed with this approach.

250816-SPABM-014: John Gillies to discuss the inclusion of Whistleblowing and 'requirement' for staff to raise concerns rather than 'encourage' at the stage of first annual review of the Code.

13.5 Members **APPROVED** the Staff Code of Conduct

14. COMMITTEE MINUTES AND CHAIRS' REPORTS (verbal): *

14.1 Complaints & Conduct

14.1.1 IRoss provided Members with a summary of recent committee business and made particular reference to the Dip Sampling of Police Scotland Closed Complaints and review of Senior Officer Performance Regulations Guidance.

14.2 Human Resources & Remuneration

14.2.1 NMarchant advised Members that the staff Code of Conduct had come to the HRRC for recommendation to the Board. Members also noted that the committee had discussed health, safety and wellbeing and presentations had been received about performance development recommendations. NMarchant added that the Workforce Diversity Strategy had also been discussed.

14.3 Finance & Investment

14.3.1 EWilkinson advised that the F&I Committee had nothing further to add to the discussions regarding finance that had taken place earlier in the meeting.

14.4 Audit & Risk

14.4.1 DHume advised Members that the A&R Committee had met twice since the previous Board Meeting in which an extensive number of agenda items had been addressed. DHume paid particular attention to a report from Audit Scotland on their Interim Review of Internal Controls and Governance Arrangements in 2015/16 and advised that Audit Scotland had expressed concerns about the operation of all key controls on the key financial systems. DHume noted that the A&R Committee had received the Internal Audit Annual Report from Scott Moncrieff and provided a brief overview of their findings. Members also noted that the A&R Committee had received a positive update on progress towards the preparation of the 2015/16 Annual Report and Accounts.

15. AOB

15.1 Former Board Member

The Chair noted the recent untimely death of Robert Wilson, a former SPA Board Member, and recorded the Authority's thanks to Mr Wilson for his contribution. On behalf of the Board, the Chair conveyed his condolences to Robert's family at this sad time.

15.2 Board Retirals

The Chair noted that this would be the last SPA Board Meeting attended by Ian Ross and Douglas Yates who had been Members of the SPA Board for the last 4 years. The Chair thanked both Ian and Douglas for the commitment and experience they had brought to the Authority, and wished them well for the future.

16. DATE OF NEXT MEETING: 27 October 2016

Meeting ended at 16:23.