

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

Meeting	Scottish Police Authority Board PUBLIC Meeting 031	Date/Venue	Thursday 27 th October 2015, Stirling Management Centre, Stirling
Meeting Called By	Andrew Flanagan, Chair	Start Time	11:00
Reference Meeting No	SPABM-271015	End Time	13:00

Members Present		In Attendance	
Name	Title	Name	Title
Andrew Flanagan (The Chair)	Chair, Scottish Police Authority	Deputy Chief Constable Neil Richardson (DCCNR)	Deputy Chief Constable (Designate), (Police Scotland)
Graham Houston (GH)	Authority Member	Deputy Chief Constable Rose Fitzpatrick (DCCRF)	Deputy Chief Constable, (Police Scotland)
Moi Ali (MA)	Authority Member	Assistant Chief Constable Val Thomson (ACCVT) (agenda item 6)	Assistant Chief Constable, (Police Scotland)
George Graham (GG)	Authority Member	Janet Murray (JM)	Director of Finance, Police Scotland
Jeane Freeman (JF)	Authority Member	John Gillies (JG)	Director of People & Development, (Police Scotland)
Douglas Yates (DY)	Authority Member	John Foley (JFol)	Chief Executive Officer, (SPA)
Morag McLaughlin (MM)	Authority Member		
Iain Whyte (IW)	Authority Member	Catherine MacIntyre (CM)	Strategic Business Adviser (SPA)
David Hume (DH)	Authority Member		
Lisa Tennant (LT)	Authority Member		
Elaine Wilkinson (EW)	Authority Member		
Nicola Marchant (NM)	Authority Member		
Ian Ross (IR)	Authority Member		
Paul Rooney (PR)	Authority Member		

1.1 OPENING REMARKS: (Andrew Flanagan)

The Chair welcomed attendees to the meeting of the Scottish Police Authority.

1.2 APOLOGIES

Apologies were received from the Chief Constable Sir Stephen House.

1.3 DECLARATIONS OF INTEREST

There were no declarations of interest.

1.4 ANY OTHER BUSINESS

There were no items of any other business brought forward.

2.1 APPROVAL of MINUTES (ANDREW FLANAGAN)

The Minute from the previous Board Meeting on the 27th August 2015 was agreed as an accurate record.

2.2 REVIEW of ROLLING ACTION LOG (ANDREW FLANAGAN)

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

2.3 MATTERS ARISING

There were no matters arising.

3.0 CHIEF CONSTABLE'S REPORT (DCC NEIL RICHARDSON)

3.1 DCCNR provided a summary of the report which outlined the progress made and significant events within Police Scotland since the last SPA Board Meeting. DCCNR informed Members that the Air Accident Investigation Branch (AAIB) Report which provided technical details in relation to the Clutha helicopter incident had been published and had provided important information. DCCNR clarified that the investigations would continue.

3.2 DCCNR highlighted the work done to improve the C3 operation and reported 90% of the call handling targets had been met over the last month. Members were advised that the development of a resource management and quality assurance team for C3 was underway. DCCNR also informed Members he was assured the work being done would result in tangible and sustained improvements in the Police Scotland's call handling arrangements.

3.3 Members sought further clarity on the Community Psychiatric Nurses' role in the Triage Pilot that ran between 5th January and 30th June 2015 and requested a briefing note outlining key findings and evaluation from the Pilot scheme. **ACTION 271015-SPABM-001.**

3.4 GH asked what actions had been taken to produce the reported reductions in Crimes of Violence and Housebreaking in Edinburgh. DCCNR explained there were a number of ongoing initiatives as highlighted in his report and asked that Members bear in mind that the population fluctuates significantly in Edinburgh during holiday and event periods and that generated very specific and unique demands on the policing provided in Edinburgh. DCCNR explained an example of an action taken was the introduction of named Community Officers who are dedicated to each Ward in the area and commented that this has led to improved interactions. Members were also

informed that improved partnership working had led to improved results. GH asked if Police Scotland believed the necessary operational resourcing was available in Edinburgh to meet the demands given the population trends. DCCRF confirmed this matter would be reviewed in line with the recommendations from the HMICS report. Members asked for this to be reported to them when it has been reviewed to provide an assurance the levels were correct. **ACTION 271015-SPABM-002**

3.5 NM asked if the recent Social Media recruitment campaigns had resulted in evidence of a more diverse selection of applicants to join the force as officers. DCCNR confirmed work was being done to assess the impact of social media in this regard; however, it was not clear at this time what impact could be attributed to the use of Social Media.

3.6 Members requested an update in relation to the work undertaken to address and prevent Wildlife Crime. **ACTION 271015-SPABM-003.**

3.7 DCCNR took the opportunity to advise Members of the current position with Police Investigations and Review Commission investigations and commented it was difficult to make helpful comparisons with other Forces or legacy forces or, indeed, with previous years given the varying nature of each PIRC investigation.

3.8 The Chair asked if consideration would be given to all Police Scotland helicopter provision having a flight data recorder fitted as a minimum requirement regardless of what findings emerged from the AAIB report in to the Clutha crash. DCCNR provided an assurance that flight data recorders to the appropriate standard would be fitted in all Police Scotland helicopters going forward and the necessary amendments would be made to any existing or future contracts.

3.9 SPA Board Members Noted the content of the report.

4.1 FINANCIAL MONITORING REPORT (JANET MURRAY)

4.1.1 Janet Murray reported for the six month period to 30 September 2015. JM advised of an over spend of £7.5m for the period to date and informed Members the revised Forecast Overspend had increased to £25.3m. JM also informed Members that discussions continued to take place internally at Police Scotland and with the SPA Finance team and assured Members this was being treated as a very high priority for both organisations.

4.1.2 The Chair invited the Chair of the Finance & Investment Committee, Paul Rooney, to comment. PR sought clarity as to when the Budget Action Plan would be presented to Members to allow appropriate scrutiny of the proposed approach. PR also requested detail of the overall mitigating actions being taken in relation to the budget gap. JM proposed to bring an update on this work to the next F&I Committee. **ACTION 271015-SPABM-004.** JM advised Members work was ongoing with Scottish Government Colleagues to ensure the maximum use of the 3 available budgets (Reform, Capital and revenue) to ensure appropriate use of all available funds. Members were advised a full review of current and future plans for expenditure would be discussed at the Police Scotland Corporate Finance & Investment Board on 3rd November 2015. JM assured Members at this time that all options were being considered.

4.1.3 Members sought assurance that actions were being taken at the present time to reduce expenditure and reduce costs and asked what work was being done to address the necessary planning for future years' budgets. JM assured Members this was the

case and actions were being taken to reduce in year expenditure. JM confirmed Members would be updated at the next Finance & Investment Committee on the work being done in respect of future planning.

4.1.4 IW sought an assurance that the necessary messages were being cascaded throughout the organisation to ensure the budget mindset was the same across all the functions and asked what plans were in place for major reform work which would result in significant savings to be generated in the coming years. DCCNR assured Members the message was clear across the organisation to ensure savings could be identified and made at any opportunity. DCCNR advised the 3 main areas of significant reform that would generate savings over the coming years were 'underpinning technology', 'workforce' and 'efficiency' and it was his view that considerable efficiencies would be made from reforming these aspects. IW asked when the fruits of this further reform work would be seen by Members. DCCNR suggested this would be reported through the Business Change Working Group and he would present a paper to Members at the Business Change Working Group on the 25th November 2015 which would then, in turn be presented to the Board. **ACTION 271015-SPABM-005**

4.1.5 Members requested a briefing note to clarify why the planned savings had not been deliverable in 2015/16 as projected JM advised this was, in part, due to the timing of the savings with work not having been progressed as anticipated and the resulting savings not having therefore materialised at this time. JM clarified that the savings could still be achieved but it would not be in time for this financial year. Nevertheless, the work to deliver the efficiencies continued. Members requested a briefing note be provided to them to give an overview of the status of the savings that had not been delivered in year. **ACTION 271015-SPABM-006**

4.1.6 Members sought clarity on what specific action was being taken to look at known and planned expenditure to identify where that can be further reduced. JM informed Members there was a sub-group of the Police Scotland Corporate Finance & Investment Board which would oversee a complete review of each DCC's Portfolio budget with recommendations being referred to the Police Scotland Corporate Finance & Investment Committee. Board Members noted that a significant proportion of the Police Scotland costs were staff costs and the element to which flexibility for quick savings existed was limited. Members requested an action plan be presented at the F&I Committee on the 10th November 2015. **ACTION 271015-SPABM-007**

Members also requested details of what savings were not deliverable in 2015/16 and a timeline for their deliverability. Members further requested that the current planned expenditure for 2015/16 be presented at the same meeting identifying where efficiencies can be made. **ACTION 271015-SPABM-007**

4.1.7 The Chair acknowledged there would be significant hard work required to minimise the budget gap and advised it is, in his experience, bad practice to go into a new financial year with 'unidentified savings' and he would not expect to see this for the 2016/17 budget.

4.1.8 SPA Board Members

- **Noted the financial positions as at month six (30 September 2015) and the forecast year end;**
- **Approved the virement of £11.347m as detailed at appendix one.**
- **Agreed a Budget Action Plan would be presented to Members at F&I Committee on 10th November which would include details of what savings are not deliverable in 2015/16 and a timeline for their**

deliverability. The information presented to the F&I on the 10th November would also include the current planned expenditure for 2015/16 identifying where efficiencies can be made.

Members noted the DCC Designate would bring forward some longer term financial planning to the Board at the earliest opportunity and that this would be done by no later than the end of this calendar year.

ACTION 271015-SPABM-008

4.2 REVISION OF CAPITAL PLAN 2015 (JANET MURRAY)

4.2.1 JM provided Members with an overview of the revised 2015/16 Capital Plan informing Members this had been reviewed by the F&I Committee.

4.2.2 EW sought an assurance the Capital Expenditure on Crime and Organised and Serious Crime was not new expenditure and asked if the full Capital spend would be made within the current Financial Year. JM confirmed this was not new expenditure and assured Members the necessary steps would be taken to ensure the maximum spend of the Capital budget in the current financial year.

4.2.3 SPA Board Members Approved the revisions to the Capital Plan for Financial Year 2015/16.

5 POLICE SCOTLAND i6 UPDATE (DCC NEIL RICHARDSON)

5.1 DCCNR provided Members with an overview of the work in relation to the i6 Project and informed Members of the ongoing work between Police Scotland and the i6 supplier to establish a revised plan of delivery for i6.

5.2 The Chair requested he be kept fully up to date with the progress of this work and further requested that any emerging issues be reported to him at the earliest opportunity. **ACTION 271015-SPABM-009**

5.3 SPA Board Members Noted the update provided.

6. CONTACT, COMMAND & CONTROL (ACC VAL THOMSON)

6.1 Members were updated on the C3 integration and remodeling project, including an overview of current issues and the ongoing HMICS Assurance Review.

6.2 MM asked what work was being done to strengthen the staffing levels in the North. ACCVT advised there had been an attempt to introduce agency staff, however, issues with vetting had meant this was not a viable option and this had led to the increase in overtime costs in that area. Members were informed of recruitment that was underway in Inverness and the hope was this would increase the staff numbers.

6.3 MA asked what process was in place for reviewing the length of time individuals had to wait for a call to be answered. ACCVT advised this was produced on a daily basis by the teams and the SPA CEO received weekly assurance updates.

6.4 IW asked for an indication of when an assessment of the overall change project had begun to meet its aim of an improved service to the public. ACCVT suggested the HMICS report would be likely to produce some initial indication of this. And that the time for external review would be the start of 2016.

6.5 Members questioned the levels of absence within the C3 function and were told the absence levels were in line with the rest of the Force's absence levels and assured a significant amount of support was being provided to ensure staff wellbeing was priority given the significant change programme in the function. Members were assured the CEO of the SPA was provided with weekly assurance updates.

6.6 The Chair asked if there had been any early indications of emerging issues from the HMICS review. ACCVT advised Members any issues that had already been identified had been addressed by Police Scotland and made known to the Board and she was assured that Mr Derek Pennman would make her aware of any other significant issues.

6.7 SPA Board Members Noted the update provided.

7. OPINION SURVEY RESULTS UPDATE AND ENGAGEMENT ACTIVITIES (DCC NEIL RICHARDSON JOHN GILLIES/ANGELA TERRY)

7.1 Members were provided with an overview of the work to date and the planned next steps. DCCNR assured Members lessons would be learned on how best to collect data whilst maintaining individual confidentiality. JG invited Members to note that the Trade Unions had formed an important part of the engagement and consultation process and it was an administrative error that they had been missed from the list of key stakeholders within the paper. AT provided Members with a broad overview of the planned engagement in this area.

7.2 The Chair of the HRRC urged Police Scotland colleagues to ensure there was visible leadership from both them and the SPA with Senior Management from both organisations being involved in the acknowledgement of the key messages from the survey to ensure the response is a credible one. Board Members noted the next steps would be presented at the HRRC on the 08th December. Members noted the HRRC Members had agreed to launch the response to the staff survey in early 2016 to ensure the necessary focus is given.

7.3 Members expressed concern linked to comments from Equalities and Diversities groups in relation to the absence of analysis of certain protected groups, specifically LGBT groups. Members were advised that Police Scotland was aware of the concerns in this regard and were discussing this issue with Axiom and hoped to be able to address any concerns as a result of the ongoing discussions.

7.4 The Chair commented the focus of the Board would be to ensure that any matters raised by staff were addressed and that this was done with clear visibility.

7.5 SPA Board Members Noted the update provided.

8.1 Police Scotland People and Development Performance Report (John Gillies)

8.1.1 The Director for people and Development for Police Scotland provided Members with a brief summary of the People & Development Performance Report.

8.1.2 NM sought an assurance there was an equal access to Training and Leadership development across the force. JG advised he believed there was equality of access to training and development across the Force. NM also asked JG to comment on the ability of the Resource Deployment Project to generate efficiencies. JG agreed there

was a huge opportunity to standardize resource deployment and to seek efficiencies in resource planning.

8.1.3 SPA Board Members Noted the report.

8.2 Health Safety and Wellbeing Report (John Gillies)

8.2.1 The tabled paper was in the new format which had been developed in consultation with the HRRRC.

8.2.2 SPA Board Members Noted the report.

9. Programme for Governance – Review of Police Governance (John Foley)

9.1 The CEO advised Members of the current updates and progress in relation to this stream of work.

9.2 SPA Board Members Noted the update.

10. Chief Executive's Report (John Foley)

10.1 The Chief Executive provided an overview of the key pieces of work being undertaken within the SPA Corporate and Forensic Services at the present time.

10.2 SPA Board Members Noted the update.

11. Membership of SPA Committees (John Foley)

11.1 The Chief Executive provided Members with a brief summary of the rationale for the proposed changes to the SPA Committee Memberships as detailed in the paper.

11.2 SPA Board Members;

- **Approved the amendment of the Terms of Reference of the Human Resources and Remuneration Committee and the Finance and Investment Committee to increase the maximum number of Members.**
- **Approved the Membership of Elaine Wilkinson to both Audit and Risk Committee and the Finance & Investment Committee**
- **Approved the Membership of Nicola Marchant to the Human Resources and Remuneration Committee**
- **Approved the Membership of George Graham to the Complaints and Conduct Committee**
- **Approved the nomination of David Hume as interim Chair for the Audit and Risk Committee.**

12. Stop and Search Improvement Plan Progress Update. (DCC Rose Fitzpatrick/ Superintendent Andy McKay)

12.1 DCC Fitzpatrick provided Members with an overview of the work done in relation to the Stop and Search Improvement Plan as outlined in the appendix provided.

12.2 DH informed Members this had been discussed at the recent Audit and Risk Committee and one issue that had been raised was the complicated Governance structure and asked for consideration to be given to a periodic Gateway Review as the work continued. DCCRF advised this was a very complicated landscape and attempts had initially been made to make order of this. DCCRF suggested there would be an

opportunity to reflect on the arrangements once the Code of Practice was in place and he would update Members at an appropriate time. **ACTION 271015-SPABM-010**

12.3 NM asked for feedback on how Theme 4 'Organisational Change' had been received by officers and questioned if officers had been given an opportunity to offer feedback on any concerns they had in relation to the changes with the opportunity for managers to be provided with reassurance if appropriate. Members were informed that officers had very much welcomed the clarity and the improved toolkit which had proved beneficial to their work. Members were advised that it was felt the changed approach had led to an improved approach for individuals carrying out Stop and Search. The Chair requested that SPA be given early sight of the report that will sent to Scottish Government. DCCRF agreed this would be done. **ACTION 271015-SPABM-0011**

12.4 SPA Members

- **Noted the implications of the Independent Advisory Group report on the Stop and Search Improvement Plan – Interim Consensual Phase II 2015/16 and**
- **Supported Phase II improvement work.**
- **Requested early sight of the report that was to be sent to the Scottish Government.**

13. PUBLIC COMMITTEE MINUTES FOR NOTING

13.1 Minute of Audit and Risk Committee held 30 June 2015

13.2 Minute of Finance & Investment Committee held 21 August 2015

13.1.1 SPA Members Noted the Public Committee Minutes 13.1 – 13.2. and Noted these Minutes would be circulated for Noting in future but would not be on future Board agendas.

14. AOB

The Chair expressed his thanks and that of the SPA Board to Chief Constable Sir Stephen House for all that he had achieved in his time as Chief Constable of Police Scotland and in particular all he had done in respect of the formation of Police Scotland. The Chair commented that without Sir Stephen's drive and energy the organisation would not be where it was today and that the Board acknowledged all of his achievements as Chief Constable of Police Scotland.

No further business was brought forward to the meeting and the meeting closed at 1300 hrs

End.