

Minute of Scottish Police Authority Board Meeting

Meeting	Scottish Police Authority Board PUBLIC Meeting 031	Date/Venue	Thursday 27 th August 2015, Stirling Management Centre, Stirling
Meeting Called By	Vic Emery, Chair	Start Time	11:30
Reference Meeting No	SPABM-270815	End Time	15:00

Members Present		In Attendance	
Name	Title	Name	Title
Vic Emery (The Chair)	Chair, Scottish Police Authority	Chief Constable Sir Stephen House (CCSSH)	Chief Constable, (Police Scotland)
Graham Houston (GH)	Authority Member	Deputy Chief Constable Neil Richardson (DCCNR)	Deputy Chief Constable (Designate), (Police Scotland)
Moi Ali (MA)	Authority Member	Deputy Chief Constable Rose Fitzpatrick (DCCRF)	Deputy Chief Constable, (Police Scotland)
George Graham (GG)	Authority Member	Deputy Chief Constable Iain Livingstone (DCCIL)	Deputy Chief Constable, (Police Scotland)
Jeane Freeman (JF)	Authority Member	Assistant Chief Constable Val Thomson (ACCVT)	Assistant Chief Constable, (Police Scotland)
Douglas Yates (DY)	Authority Member	Chief Inspector Derek Mateer (DM)	Police Scotland
Morag McLaughlin (MM)	Authority Member	Janet Murray (JM)	Director of Finance, Police Scotland
Iain Whyte (IW)	Authority Member	John Gillies (JG)	Director of People & Development, (Police Scotland)
Brian Barbour (BB)	Authority Member	Susan Mitchell (SM)	Director of Corporate Services, Police Scotland
David Hume (DH)	Authority Member	Lesley Bain (LB)	Head of Analysis and Performance, (Police Scotland)
Lisa Tennant (LT)	Authority Member	John Foley (JFol)	Chief Executive Officer, (SPA)
Elaine Wilkinson (EW)	Authority Member	Tom Nelson (TN)	Director of Forensic Services (SPA)
Nicola Marchant (NM)	Authority Member	Eric Leggat (EL)	Solicitor, (SPA)
Ian Ross (IR)	Authority Member	Tom McMahon (TM)	Director of Strategy and Performance, (SPA)
Paul Rooney (PR)	Authority Member	Catherine MacIntyre	Strategic Business Adviser

(Part)		(CM)	(SPA)
		Eleanor Walker (EJW)	Head of Business Services (SPA)
		Deborah Christie (DC)	Committee Coordinator (SPA)

STANDING ITEMS

ITEM 1. OPENING REMARKS: (Vic Emery)

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

APOLOGIES

Apologies were received from SPA Board Member Paul Rooney who had indicated he hoped to join the meeting later.

DECLARATIONS OF INTEREST

IR declared he was a Firearms License Holder however he did not believe this constituted a conflict of interest and he would therefore take part in the discussion relating to agenda item 13 (Firearms Licensing Restructure).

MATTERS ARISING

Members were invited to advise of any Matters Arising that they wished to raise based on the papers being presented or separate to. There were no matters arising.

ANY OTHER BUSINESS

No items were provided in advance.

ITEM 2. APPROVAL of MINUTES (Vic Emery)

Reference ITEM NO 2.1 for the papers contained within pack.

The Chair asked if Members had any comments on these minutes and if they would confirm that they were an accurate record of the meeting. IR confirmed he was in attendance at the Board Meeting on the 24th June and requested the Minute be updated to reflect this.

DECISION

Members **APPROVED** the Minutes of Board Meeting held Minutes of Board Meeting held 24th June 2015 with the addition as above.

ITEM 3. COMMITTEE MINUTES FOR NOTING

Reference ITEM NO 3.1 to 3.4 for the papers contained within pack.

Members were asked to NOTE the Minutes from various Committees held since the last Board Meeting, items (3.1) to (3.4).

Members **NOTED** the Minutes from various Committees held since the last Board Meeting, items (3.1) to (3.4).

ITEM 4. REVIEW of ROLLING ACTION LOG (Vic Emery)

Reference ITEM NO 4 for the Rolling Action Log contained within pack.

Refer to the updated action commentary reflected in the Rolling Action Register.

The Chair informed Members he assumed that Members had read the action log, noted the comments and recommendations for closure and, unless any exceptions, asked if Members were content to agree the updated action log.

No comments were received.

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

ITEM NO 5. SPA Strategic Police Plan Delivery Review (Tom McMahon)

Reference ITEM NO 5 for the papers contained within pack.

The Chair advised the paper would provide an assessment of performance evidence from SPA and Police Scotland for Quarter 1, 2015/16 and would provide a current summary of the delivery of the SPA Strategic Police Plan. The Chair stated that since the establishment of Police Scotland and SPA in 2013 Members would recall that work had been undertaken and ongoing to develop performance frameworks within both organisations. The Chair advised that in line with that ongoing work Police Scotland and SPA shared a specific performance-related improvement action for 2015/16 as well as a strategic objective to implement a performance report which enables the monitoring and delivery of the Strategic and Annual Police Plans, the Authority's Business Plan and the adoption of an evidence-based standardised approach to service delivery and the sharing of best practice.

The Chair invited TM to comment on anything he wanted to highlight specifically. TM provided a brief summary of the report and advised the suite of performance figures provided the most comprehensive assessment of progress towards delivery against the Annual Police Plan and against the commitments that were made in the Police Scotland annual Plan.

The Chair referred to Members for questions or comments.

MM welcomed the report and commented this was a good step forward and sought clarity on how Members could use the improved data to set future strategy objectives. TM advised that by working with the Scottish Government when it came time to refresh the plan, the report would give a strong basis to develop the new strategic priorities.

GG asked how the user perspective of the report would be developed. TM advised the Scottish social Attitudes Survey included specific questions linking to Policing and results of this would be built into the quarter 2 report. TM informed members there was a desire to feed in the public voice to the evolving report and to build in an analysis of this to future reports.

GH asked if the information gathered would help address how local delivery took place. GH noted the methods of policing in urban Scotland would be very different from rural Scotland and asked if the report would be able to gather information to allow local issues to be addressed through local strategy. TM advised the need was to maintain the report as a National report however with regional perspectives and as such local priorities would be reflected.

IR asked how this type of report could be made accessible and digestible to the public and suggested there was a need to work on this. IR also requested some thought be given to how it could be demonstrated this report was reflecting and taking account of local models of delivery. TM confirmed the information had been shared with local scrutiny panels which had been well received.

CCSSH informed Members a conference took place at the Police Training College on the 26th August which was the start of the engagement with partners across Scotland in relation to developing the Policing plan for 2016/17. CCSSH noted it was an interim step and it was good to seek a shared agreement of what the crime statistics actually meant given there were different perceptions of this.

MA asked how the impact of various initiatives could be evaluated as this was not always easily done. TM advised it was the planned approach to look at more evaluative evidence base of what the expectations were of a specific initiative or activity. MA asked if TM would seek to set objectives for major new initiatives before they actually began to allow an assessment to be

made. TM advised there was no set approach however there would most definitely be discussion with Police Scotland colleagues to establish how they believed initiatives had been received on the ground.

DH welcomed the new report and the approach taken. DH asked what was being considered by TM in relation to being more proactive to develop understanding and analysis. TM advised he would like to support Members with various performance materials for when they undertake local engagement work with scrutiny panels.

IW asked how Police Scotland would help contribute and collaborate towards strategic Priority 1 given there was some significant ground to cover over the year to achieve the 43% reduction. TM explained there was a need to understand what underpinned the rise and if this was a one quarter anomaly or if it was a genuine trend. TM advised the flag had been raised in this respect and work would be done to discuss the results further with the challenge being to Police Scotland to make a clear connection between the activities and the expected outcomes and the actual outcomes. TM assured Members this would be monitored by his team.

Members **NOTED** the content of the report.

ITEM NO 6. Police Scotland Operational Performance Report (Chief Constable Sir Stephen House)

Reference ITEM NO 6 for the papers contained within pack.

The Chair advised the forum the presented paper was a direct result of consultation with Members on the production of the 2015/16 Annual Police Plan and reminded Members the Board expressed a desire to see the Police Scotland performance reports be more closely aligned to the priorities detailed in the Annual Police Plan and be reported quarterly. The Chair advised that this paper reflected those discussions and provided Members with an update in relation to Policing Performance within Police Scotland during Quarter One 2015/16 (April to June).

CCSSH informed Members the report sought to establish a relationship between the Scottish government's Policing priorities, the SPA Strategic Policing Plan and the Police Scotland Annual Policing Plan. CCSSH noted this was a complex report given the attempt to knit together all of the required elements. CCSSH suggested the quarterly reporting of these statistics was appropriate.

The Chair referred to Members for questions or comments.

EW asked if the increase in recorded crime could be attributed to better reporting of crimes or was it due to an actual increase in crime. CCSSH explained he did not have a simple answer to the question and he believed that in some categories there was indeed better reporting of crimes taking place. CCSSH noted there were fewer people reporting crimes in some areas. CCSSH encouraged caution as these figures were for the 1st quarter only. CCSSH reminded Members the statistics could be interpreted differently given the fact cleansed data was being compared with management information.

DH asked how the targets for crime statistics were set and if there was any intention to take the target setting process in the future and make it more inclusive and take into account community expectations. CCSSH advised the targets were set after iterative conversations with Divisional Commanders, local scrutiny panels and local communities when it is then assessed what, if any reduction will be targeted. CCSSH advised Members the intention was to analyse the statistics per 10,000 population given the different crime types that may prevail in urban and rural areas e.g. livestock theft in rural areas or knife crime in urban areas. CCSSH informed Members he hoped this would lead to a sharing of best practice. DH suggested it was important to ensure that message was put out with local scrutiny boards being used to help articulate the message.

JF asked if some thought could be given to how prevention work could be linked back to any reductions that had been detected to substantiate the value of the preventative work. CCSSH agreed this was the correct approach to be taken.

MM noted there had been some significant rises in the data on violent crime and sexual offences and asked when Members could expect to see some results from the various initiatives to target these crimes. CCSSH replied this would be provided as soon as possible however what will underpin the decisions taken in this regard will be what needs to be put into this work and what will be achieved as a result of the initiatives and work.

MM requested that more context around the work that is being done to address the rises be included in the next quarterly report to the Board. **Action: 270815-SPABM-001**

LT noted the rise in sexual crime reporting and asked if this could be attributed to historical sexual crimes. LB advised the overall historical crime in Group 2 accounted for 24% although within that category historical cases of rape were higher at 37% which was up approx. 4% from the previous quarter. LT asked if the reported increase in detection of sexual crimes was as a result of different investigative approaches or resource deployment. CCSSH informed Members it made no difference to Police Scotland when an alleged crime took place as they will investigate regardless and he would encourage anyone who had been a victim of an assault or abuse to come forward and report it. CCSSH advised it could be more difficult to investigate historic cases given the lack of forensics however CCSSH advised Members he was keen not to make general statements.

DCCIL advised Members that Police Scotland was actively engaged in establishing the appropriate balance of resource deployment in relation to current crimes and engagement was underway with partner agencies in this regard.

IW asked how, given the evidence Police Scotland would help to contribute and collaborate towards the 43% milestone for road deaths aimed for 2015 given there was some significant ground to cover over the year to achieve that required reduction. CCSSH confirmed this was a strategic priority for Police Scotland which was also one of the biggest concerns of the public too. CCSSH advised there was a lot of activity ongoing to tackle the issues and change driver behaviour. DCCIL advised Members the projection was that the 2015 road safety targets would be met and a strategic coherent approach was in place across Scotland with local interactions to take account of local road safety issues. IW asked how Police Scotland was working to ensure the target was met and what had been done to date to ensure the target would be met and how this was evidenced. DCCIL advised the assessment was ongoing and analysis and comment would be available when this was done. IW requested a future assessment from both Police Scotland and the SPA team on this as the Financial Year progressed.

NM asked when CCSSH believed he would be comfortable in being able to convert the data into intelligence to enable being able to inform how Police Scotland will continue on the emphasis of prevention of domestic abuse. CCSSH informed Members he was disappointed there was a downturn and he did not believe the reported figures were anywhere near the true figure in relation to domestic abuse. CCSSH suggested there was a need for more partnership and collaborative working as it was through this approach good work was done and joined up work occurred which was very beneficial.

DY praised the work that had gone into the conference that took place at the Scottish Police College the previous day where prevention and collaboration were on the agenda. DY sought some assurances that steps were being taken for effective partnership working and asked how the costs were shared for collaborative work. DCCRF advised a lot of the work done in relation to prevention was very local and gave the example of Ayrshire which had a very significant multi agency approach. DCCRF confirmed this was being assessed to establish what learning could be taken from that approach with academic evaluation being supported by Police Scotland. DCCRF advised of work that was being done with mental health services to make mental health assessments of individuals available 24/7. DCCRF clarified this would keep

individuals safe and allow better use of Police Scotland sources. DCCRF informed Members work would continue to establish how this could be rolled out across the country.

The Chair summarised how the overall snapshot of crime may at first glance suggest a situation where the long term fall in crime was reaching a plateau adding that the priority now was that we interrogate the underlying trend data in relation to crime groups to know if this was a one quarter anomaly or reflective of a change of direction across crime groups. The Chair commented that violent crimes did appear to have increased with detection rates also up and commented this would indicate that Police Scotland was continuing to respond well to violent crime in enforcement terms. The Chair suggested the key now was to understand the underlying causes of an upswing in violence so that we can assess what preventive work, not just within policing, but with partners may be required.

The Chair added that on sexual crimes it was encouraging detection rates for rape were up and improving although this picture was not consistent across all sexual crimes. The Chair suggested this would appear to be a sign that Police Scotland was prioritising the most serious sexual cases. The Chair informed Members this had been a good step forward in our consideration of police performance and the next step was to better understand the quality of policing that our communities received this being something that was not as easily reflected in quantitative indicators.

The Chair summarised it was not just the detection rates for particular crime groups that was needed but an evaluation of how those detections translate into improved outcomes for victims and communities and how Police Scotland identify good practice then roll it out more widely.

Members **NOTED** the content of the report.

ITEM NO 7. Chief Constable's Report (Chief Constable Sir Stephen House)

Reference ITEM NO 7 for the papers contained within pack.

The purpose of the report was to provide Members with information on progress and significant events within Police Scotland since the last full SPA Board Meeting held 24th June.

The Chair stated everyone in policing acknowledged that this had been a difficult summer for policing in Scotland and that a number of issues had drawn scrutiny, comment and opinion. Where those are the subject of independent investigation and review the Chair clarified it would be inappropriate today to go into those in detail before those inquiries had concluded. The Chair did however believe it appropriate to formally record the SPA's sincere sympathy and condolences to the families of Lamara Bell and John Yuill following their tragic loss this summer.

CCSSH informed Members there had been recent significant media coverage over recent weeks specifically the death in Kirkcaldy of Mr Sheku Bayoh and the deaths of Mr John Yuill and Ms Lamara Bell. CCSSH repeated condolences on behalf of Police Scotland to all of those people who had been affected by these deaths. CCSSH provided a sincere commitment that where mistakes had been made lessons would be learned and any recommendations to improve the performance and response of Police Scotland would be taken on board without question. CCSSH noted there was an understandable amount of frustration that Police Scotland were not publically addressing issues surrounding these incidents however clarified this was not possible give the current independent investigations that were underway.

CCSSH updated Members that there would be a meeting on the 1st September with Axiom to discuss the results of the Staff Survey and how this would be taken forward. CCSSH reported he believed this work was within acceptable timescales with comparable organisations having taken similar times to publish the results. CCSSH assured Members that this was being progressed.

12:34 PR Joined the meeting.

The Chair referred to Members for questions or comments.

JF commented that from her perspective there was no delay in the production of the staff survey results and work was progressing in line with agreed timescales, comparable with other

Public Sector Organisations and invited Members to note the high response rate and the level of engagement from staff.

GG asked for some further information on the details behind the social media analysis and requested this be provided for Members information. **Action: 270815-SPABM-002**

JF asked CCSSH to comment on the IOCO report and asked if there was anything at this point that he would be able to share with the Board on that matter. CCSSH confirmed there was nothing he could add given the fact there was an investigation underway and as soon as he was in a position to update Members this would be done. JF asked if there was any indication of a timescale for when CCSSH believes he may be able to return to the Board with an update. CCSSH advised this was not in the control of Police Scotland and he assured Members he would provide the information as soon as he could and suggested it was likely to be in weeks rather than months and he would welcome the report to come forward as soon as it was ready.

LT commented on the 100 Years of Women in Policing Event and asked what had worked well in relation to attracting women to Police Scotland. CCSSH stated this had been a positive and uplifting campaign and what worked well was for people joining the force to believe it was a flexible place of work for them. CCSSH added there had been significant strides taken by women in senior officer positions with 2 out of the 3 recently appointed ACCs being female. CCSSH informed Members he believed there was work to be done in relation to retention of female officers.

DY asked if the PSYV scheme was still on track to increase to c.1000 volunteers by the end of 2016 and asked if this was still on schedule. CCSSH confirmed this was still on track and work was being done to seek additional funding for this scheme.

NM asked if it had been considered how best to engage women returners to the force and how women could be attracted back into policing after some time out. DCCRF advised there was work underway with the Women's Development Forum to develop ideas on how Police Scotland could better support women returning to work.

NM asked if there was any intention to follow through on how many Youth Volunteers went on to become Police Officers. CCSSH clarified this scheme was not a recruitment vehicle for Police Scotland and the intention was to allow the scheme to target young people to help them make right choices in life.

The Chair thanked CCSSH and asked if anyone had any further points they wished to raise.

CCSSH advised the Members he would like to take this opportunity to inform the Chair and Members of his decision to step down as chief constable at the start of December. CCSSH stated there was never a right time or an easy time to move on from such a role however after nearly 35 years as a serving police officer, with the last 9 as a Chief Constable in Scotland, he believed the time was right for him to seek new opportunities and to allow the process to appoint his successor to begin.

CCSSH stated that much had been achieved since the creation of Police Scotland and he firmly believed Scotland to be better served for that. CCSSH wished to take the opportunity to recognise the contribution The Chair of the SPA, Vic Emery has made to Policing in Scotland and also the Former Cabinet Secretary for Justice Mr Kenny MacAskill. CCSSH thanked both men for their support and commitment which he believed was nothing short of extraordinary. CCSSH stated Police Scotland had achieved a lot already including a new national approach to Domestic Abuse and sexual attacks, the ending of a postcode lottery approach to the provision of specialist services and an improved ability to deal with major incidents and events. CCSSH commented there remained a lot to be done but that knowing the quality of the officers and staff he was confident the challenges would be met. CCSSH continued that the dedication and commitment of his people was truly outstanding. CCSSH wished to take the opportunity to publicly pay tribute to the men and women of Police Scotland who deserve recognition from the public for all they do. CCSSH informed Members he was immensely proud to be the first

Chief constable of Police Scotland and to lead the men and women in it but that the time had now come for him to move on and to seek fresh opportunities. CCSSH wished to thank the Chair in particular as this was to be his last public Board Meeting, and to thank the Members for their contribution during Police Scotland's first years and wished them all well for the future.

The Chair thanked CCSSH and thanked him for personally briefing the SPA Board of his intentions earlier today. The Chair advised that there would be an appropriate time in the coming months for the SPA as a whole to put on record its sincere thanks for the service CCSSH had given to policing as a profession and the leadership he had shown to policing in Scotland in particular. The Chair intimated that as this was to be his last board meeting it was appropriate for him to put on record his personal appreciation for the energy, resilience and commitment CCSSH had put in to take policing in Scotland so far down the road to a sustainable future. The Chair commented there were events that shape people and there were people who shape events and very occasionally those two things came together. The Chair stated that he firmly believed CCSSH had been the right individual at the right time to lead Police Scotland through the combined challenges of major reorganisation, fundamental reform and reduced funding. The Chair commented that sometimes the public did not always see the real person behind the public profile and to him CCSSH had always been a constable first and a Chief Officer second who had continued to see policing as a lifelong personal vocation not simply a career ladder to climb. The Chair summed up by stating he believe that will be the view of CCSSH shared by many thousands of officers and staff across Police Scotland and that the Chief Constable should be rightly proud of that. The Chair added CCSSH had been a hands-on, working Chief Constable every day he had known him and he had every confidence that CCSSH would continue as that for his remaining period at the helm of Police Scotland.

The Chair confirmed it now fell to the SPA to put suitable arrangements in place to begin the process of identifying and appointing a permanent successor and that the SPA would start to put that process together in the coming weeks but rightly and once appointed that would be a priority that his own successor as Chair would have a key role in concluding.

Members **NOTED** the content of the report and **NOTED** the Chief Constable's decision to decision to step down as chief constable at the start of December 2015.

ITEM NO 8. Chief Executive's Report (John Foley supported by Tom Nelson for Forensic Services Update)

Reference ITEM NO 8 for the papers contained within pack.

The purpose of the report was to provide Members with information on progress against agreed commitments and plans since the last full SPA Board Meeting held 24th June.

JFol provided a brief summary of the report and highlighted to Members weekly updates had been received by the SPA on C3 which provided assurances of the ongoing Police Scotland work. JFol advised Members steady progress was being made towards the delivery of the Improvement Plan. JFol reminded Members a number of engagements took place on a regular basis to allow the Authority to discharge its Governance and Scrutiny duties.

The Chair referred to Members for questions or comments.

MA asked if there was any update that could be provided to Members on the work that had been done by the Reform collaboration Group and noted this was a good example of collaborative working. JFol updated Members there had been a more strategic approach with some academic work underway to provide details of what would be considered best practice.

In relation to Independent Custody Visits, MA asked if a detainee was formally informed if access to them by an independent custody visitor had been refused. JFol advised this information was not collected but assured Members he would check this detail.

MA asked if future reports could include details of how many FOI Referrals to the Scottish Information Commissioner were upheld. JFol agreed this would be provided. **Action: 270815-SPABM-003**

JF asked if it was possible to have an understanding of what had triggered the shift in the demand profile for work that had been submitted to Forensic Services and asked if TN was seeing this as a continuing trend even in the first quarter of this financial year. JF asked if this trend was to continue would it have any implications for the overall organisation of the service. TN confirmed he had seen an increase in the volume of urgent requests that had come into them from their partner Agencies. TN commented the statistics showed that science was being used more and more in the investigation of crime and this was to be welcomed. TN noted this had an impact on resource with the need to take resource from one activity to provide the urgent analysis. TN advised work was being done with the FS Gateway to establish if all requests were being categorised and processed correctly.

GG asked if TN for an assurance that if this trend did continue, there was planning in place to adapt to cope with the work and deal with the change in demand given the budget constraints that existed. TN confirmed this would be done in partnership with other agencies through the Gateway and improved working would also assist with this.

EW asked what processes were in place to learn from the sample rejections and how this was to be shared with the officers who had submitted the Forensic evidence in the first instance to allow for improved future submissions. TN advised that in such circumstances, the Gateway would provide this feedback to the officer who had submitted a sample from which there was not sufficient forensic evidence provided.

Members **NOTED** the content of the report.

ITEM NO 9. Finance report (Janet Murray)

Reference ITEM NO 9 for the papers contained within pack.

The purpose of the report was to advise Members of the financial position of the SPA and Police Scotland for the three month period ending 30th June 2015 including: revenue, capital and reform budgets.

JM provided a brief summary of the paper advising Members there was work being done to pull together various areas of slippage in relation to individual projects and this revised plan would be presented to Members at the F&I Committee Meeting in September.

The Chair invited AM if there was anything she wished to add to JM's summary.

AM confirmed there was a Budget Action plan in progress and this would be put in place to ensure appropriate SPA oversight of the budget as the year progressed. AM clarified an update on this would be provided at the F&I Committee on the 21st August. AM advised Members it was normal practice to revise the budget forecasts at this time of the year and this would be done and presented to Members.

The Chair invited Paul Rooney as Chair of the Finance & Investment Committee to offer a view on the current position and next steps with regards to the budget actions and assurance that Member may be given. PR commented there had been a good discussion at the Finance & Investment Committee on the 21st August with Members having then provided guidance on what they believe the next steps must be. PR emphasised that at Quarter 1, this was very early in the financial year however clarified it was important that Members were assured there were actions in place and this would be reported to the Members at the next Board Meeting in October.

The Chair referred to Members for questions or comments.

EW reiterated the request was for a revised forecast to be presented to them with accurate and up-to-date information provided. EW clarified this would involve details of any gap that existed and a list of potential initiatives with implications of any actions taken. EW sought an assurance from both JM and CCSSH that this information would come forward to the next F&I Committee. CCSSH assured Members the work was underway and the information would be brought to the F&I Committee as agreed.

IW asked what role JFol and AM would play in the Budget Action plan work and asked CCSSH if his intention was to bring sufficient initiatives that, if taken, could result in a balanced budget by the end of the Financial Year. CCSSH clarified the intention was to clearly state what the actual budget gap was and to present a number of possible actions that could, in theory, be taken. CCSSH clarified that when the possible actions were reviewed, that would form the basis of an Action Plan. CCSSH added he was not content that, at this stage, there were sufficient actions that would be acceptable to all involved parties that could produce a balanced budget. CCSSH stated his belief there would be some need for high level discussions between Scottish Government Colleagues, SPA and Police Scotland to progress this years budget. The Chair clarified the intention would be, at this stage to progress this through the F&I Committee and advised it was always known this was going to be a difficult Financial Year. The Chair asked Members to be mindful this was only Quarter 1 and there was a lot of work still to be done thorough-out the reminded of the Financial Year.

JFol assured Members both he and AM would be involved in the ongoing and future work and it would very much be a joint approach between the SPA and Police Scotland.

Members **NOTED** the content of the paper.

ITEM NO 10. Human Resource (John Gillies)

Reference ITEM NO 10 for the papers contained within pack.

The paper reported on information up to 30th June 2015.

JG provided a brief summary of the paper.

The Chair asked Jeane Freeman as Chair of the HR & Remuneration Committee and asked if she would provide a view on the current position and any issues or matters she wished to raise for the Board's attention.

JF advised Members the HRRRC was alert to the ongoing work on projects relating to Pathways to Policing, E&D work and Modernisation of Police Staff T&C and the Employee Opinion Survey which all fed into transforming the organisation into one that was fit to deliver a modern approach to policing. JF asked Members to note the great progress that had been made towards being able to introduce evidence based, considered improvements that would make improvements and impact on staff and officers within the organisation and also to deliver a culture fit for a modern organisation.

The Chair referred to Members for questions or comments.

There were no questions or comments.

Members **NOTED** the content of the report.

ITEM NO 11. Health, Safety and Wellbeing (John Gillies)

Reference ITEM NO 11 for the papers contained within pack.

The paper presented information from 1 April 2015 to 30 June 2015.

JG provided a brief summary of the paper and updated Members a report that had been produced by the SPA in relation to Police Officer Assault Scrutiny and there had been a number of recommendations which had been shared with the relevant people within Police Scotland.

The Chair invited Jeane Freeman as Chair of the HR & Remuneration Committee to offer a view on the current position and to raise any issues for the Board's attention. JF advised there were no issues or concerns to report to the Board at this time. JF commented the Scrutiny report produced by the SPA as part of the overall scrutiny work plan had allowed for shared conclusions to be drawn in order to try and reduce the number of police officer assaults. JF commented what Members now needed to see was a reduction in assaults and if this was not seen in future, the matter would be revisited to establish what more could be done.

The Chair referred to Members for questions or comments.

LT asked how 'Wellbeing' was defined within the organisation. JG advised he believed the organisation was at the start of a journey in terms of wellbeing. JG indicated the desire was to get to a more proactive approach to matters of wellbeing. JG was not able to provide a specific definition of what was encompassed by the use of the term wellbeing however noted this would be taken forward. JG advised there was a specific section in the Employee opinion Survey that asked about wellbeing matters. JG hoped a more strategic and coherent strategy would be developed using the Employee Opinion Survey data and the ongoing discussions with partners.

MA asked for more information on the trend seen in relation to RIDDORS (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) and asked if there was any pattern or trend seen in the incidents. JG advised there were no trends that had been identified at this time and the incidents were in relation to officers carrying out their regular duties. JG assured Members any trends that were picked up would be dealt with as appropriate. MA asked about the increase in 'Near Miss' reporting and asked if there was evidence to support the statement this was as a result of increased awareness. JG advised there had been work done by both Police Scotland and Staff Associations to clarify what a 'Near Miss' was and to reinforce and encourage reporting.

Members **NOTED** the content of the report.

ITEM NO 12. Police Scotland Contact, Command & Control (C3) Update: (ACC Val Thomson)

Reference ITEM NO 12 for the papers contained within pack.

This item has been brought forward as part of the agreed programme of continuous review and was to provide the Members with an update against performance against the Police Scotland's C3 Project, focusing on a number of 'business as usual' measures including performance, absence, recruitment, finance and resource deployment and the ongoing HMICS Assurance Review.

ACCVT provided a brief summary of the paper and informed Members there were some updates since the paper had been submitted. ACCVT assured Members all grades of service had met their targets in the subsequent 2 weeks since the report had been compiled and this had been in the face of some considerable increased demand especially due to the Edinburgh Fringe.

The Chair referred to Members for questions or comments.

GG asked how the C3 staff were coping with the demands and if there were measures in place to assist them. ACCVT assured Members the staff were coping well and there was HR and Occupational Health support available to assist staff if they required. ACCVT advised Members she was acutely aware this assistance needed to be kept updated and the need for staff to be able to access these services if needed.

PR noted the report outlined a downward trend in terms of absence and asked if this was expected to continue. PR also asked how this compared to other Public Sector operations. ACCVT advised the staff absence were not believed to be in relation to current issues and they were routine absences. ACCVT advised the absence levels had proved to be significantly lower than some comparable operations in England and Wales.

DY asked if there was a target time for answering 101 calls. ACCVT confirmed there was no set target for that specifically and the aim was to answer all calls as quickly as possible with the desire being to answer 90% of non-emergency calls within 40 seconds. ACCVT noted spikes did occur however this could be attributed to a number of incidents happening at the same time.

Members **NOTED** the update on the progress being made towards C3 integration and re-modelling together with the measures being implemented to improve business as usual service and performance.

ITEM NO 13. National Firearms Licencing – Restructure (Chief Inspector Derek Mateer)

Reference ITEM NO 13 for the papers contained within pack.

The paper and new structure was approved for recommendation to the Board at the HR & Remuneration Committee held 11th August 2015. The purpose of the paper was to provide an update on the re-structuring proposals for Police Scotland National Firearms licensing and to seek APPROVAL for implementation of the new structure and function.

The Chair asked Jeane Freeman as Chair of the HR & Remuneration Committee to comment on the paper given the HRRC had already scrutinised and reviewed this paper and referred it to the Board for wider endorsement.

JF explained the paper had been recommended by the HRRC to the Board for Approval given the degree of public interest in this subject and some of the concerns raised. JF advised the purpose of this restructure was to improve public safety and that she believed it was important for this to be discussed in the public session of the Board Meeting.

The Chair referred to Members for questions or comments.

GH thanked DM for meeting with him earlier in the week to discuss the concerns that he had in relation to the proposed changes. GH commented it was important for Members to have clear assurances in relation to public safety and sought an assurance this would be in place. GH asked what training would be in place to ensure the assessing officers were suitably trained. DM informed Members there was a full understanding Firearms Licencing was not a process and it was in fact an investigation. DM informed Members the vast majority of officers possessed professional curiosity and were inquisitive and a consistent, up to date and thorough breakdown of what should be looked for existed for officers. DM advised that Local Area Commanders would be responsible for identifying the correct officers to carry out the role.

DECISION

Members **APPROVED** the implementation of the proposed new structure for national firearms licensing within the requested dates.

ITEM NO 14. SPA Scheme of Delegation (John Foley)

Reference ITEM NO 14 for the papers contained within pack.

This paper was to seek APPROVAL for the revised SPA internal Scheme of Delegation and sought AGREEMENT that the revised Scheme shall replace both the existing internal Scheme of Delegation and that of the Scheme of Administration. The Chair confirmed that the revised scheme would be implemented in line with the new committee structure agreed at the previous meeting of the Board.

The Chair informed Members that the SPA Internal Scheme of Delegation provided delegated authority by the Board to SPA Executive Officers to allow for decision making to be made at an appropriate level within the organisation.

JFol provided a brief summary of the paper.

The Chair referred to Members for questions or comments.

NM suggested that section 5 of the scheme should also include additional wording around accountability for developing and reviewing performance of the staff.

DECISION

Members **APPROVED** the revised internal Scheme of Delegation, including the additional wording and AGREED that these would;

- (1) Replace the existing scheme;
- (2) Replace the existing scheme of administration, and
- (3) Be effective following the implementation of the new SPA committee structures.

ITEM NO 15. Contract Award for the Provision of Vehicle Accident Damage Repairs
(Susan Mitchell)

Reference ITEM NO 15 for the papers contained within pack.

The purpose of the paper was to invite Members to NOTE and APPROVE, under the Crown Commercial Services Framework Agreement, the 2 year further competition contract award to the most economically advantageous offers detailed in this report, and in accordance with the SPA Scheme of Administration, Section 6.0, approve the purchase of 295 vehicles as part of the Fleet Strategy replacement programme for 2015/16 with a total contract value of £3,677,403 (ex VAT). Members NOTED the paper was approved at Finance and Investment 21 August 2015 under the provision Category F Vans were removed from the paper due to tender withdrawal and as detailed in paragraph 1.4 a mini Competition for the supply of vans will be held in the near future. The alteration reduces the overall cost of the award from £4,380,787.03 (ex VAT) to £3,677,403 (ex VAT).

The Chair invited PR to comment as Chair of the F&I Committee on the paper given that it had been considered at the last meeting. PR confirmed this paper had been promoted for Approval to the Board in line with the Scheme of Delegation.

The Chair referred to Members for questions or comments.

There were no questions or comments.

DECISION

Members **NOTED** there was no commitment to any specific spend going forward. Members **APPROVED** the 2 year further competition contract award to the most economically advantageous offers as follows:

Category A	
Turnkey general purpose patrol vehicle	Peugeot
Low performance small	Peugeot
Low performance medium	Peugeot
Low performance intermediate	Peugeot
Category B	
High performance compact	BMW
High performance standard	BMW
Category C	
High Performance 4X4	BMW
Category D	
Non – high performance 4x4	Ford
Category E	
Small van	Peugeot

Members **APPROVED** the spend of £3,677,403 ex VAT for the purchase of 295 vehicles as detailed in Table 3 within the further competition contract in line with the 2015-16 SPA approved Fleet capital plan.

Chairman’s Closing Comments

The Chair intimated the formal Agenda Business of the meeting was concluded however the Chair took this opportunity to say a few words on this, his final public meeting as SPA Chair. The Chair made the following comments; it has been a great privilege to serve as the First Chair of a National Authority for policing in Scotland. I opened our very first meeting in December 2012 by stating that the focus of the SPA would be on ‘four Ps’ – Priorities, Performance, People and Pounds. I believe those issues represent a consistent thread that has run through all our oversight work. Over 95 per cent of the local councilors who responded to a recent SPA survey expressed a degree of satisfaction that their local police plans reflected their local priorities. Alongside undergoing the biggest public service re-organisation since

devolution policing in Scotland has continued to perform well by contributing to historically low levels of crime and increasing levels of detection. Our workforce has experienced uncertainty and some strains but more than 11,000 of them took the time to respond to our first ever Staff Survey a clear signal to me of the continuing passion for the job. He continued we have reduced the costs of policing and met cost pressures by finding savings equivalent to the budgets of three legacy forces. Only a single service would have allowed us to sustain policing while tackling financial issues of that scale. Of course there are areas where I would have hoped we were further down the road to improvement and policing has faced a number of difficult and in some cases unprecedented challenges. Transformation as well as delivery will be the reality for policing for some years to come. It may be convenient for some to forget that this is a long journey and there is more of that road ahead than behind for the SPA and Police Scotland but no-one should underestimate what has been achieved in that short time everybody has worked hard and has done and continues to do a good job and it has been a team effort by everyone involved. Working strategically and constructively with Police Scotland and with the appropriate distance and perspective of a governance body wherever necessary is where this Authority should be. It will not always be a comfortable place but it will be the right place. And finally I want to offer my sincere thanks to the Chief Constable, Steve, John Foley, the Members and the many officers and staff across policing and within the SPA for their commitment, advice and support. Thank you I wish you all good luck for the future.

IW wished to speak on behalf of fellow Board Members to address The Chairs leadership during his time at the SPA and the work that he had undertaken. IW made the following comments; You have helped us build in the SPA, a stable organisation, an organisation that I think now knows its purpose, a Board that now knows its purpose even if that is not always evident in some of the media coverage of what we do but as you've pointed out, we do have clear priorities and we've worked to those throughout and they are becoming more evident. You have steered us through some very difficult times particularly in the initial set up and though some of the other events that have taken place though your time as Chair of the SPA and I wanted to thank you for your leadership through that; For your perseverance because it is not always been easy and I know that it's stretched all of us and its stretched your skills and also taken you into some areas where you were not in your comfort zone and you've handled that very well Chair. I personally have appreciated your advice and guidance and your support and friendship too over that period and I am sure others will concur with that so I would like to thank you for that. I'd like to conclude by paying some tribute to Eleanor Walker who I understand is leaving the organisation. Eleanor has put in place the core support to the Board over her time in working with Business Services and leaves us with a system for managing meetings with much better information sharing system and protocol with Police Scotland. So thank you Vic for your time as Chair, on behalf of Board Members.

JFol wished to thank the Chair and made the following comment; I would like to thank you personally and on behalf of the SPA Executive and staff for a number of reasons; For your guidance and proactivity, for your depth of experience, expertise and knowledge which you have brought to the post. You are a strategic thinker who encourages free thought and expression and I think that has been important, it certainly has been for me. I personally will miss your counsel on a regular basis the staff will miss your support which is always available. I believe that colleagues across the Justice System will also miss your support and guidance and I would like to personally thank you and wish you well for the future and I'm sure our paths will cross again. Like IW I would also like to take the opportunity to thank Eleanor Walker for all of her hard work, dedication and support with commitment beyond expectation.

CCSSH made the following comments. I agree with everything that has been said, we started from scratch and it has been a very difficult time because of that. It amuses me that the media have speculated on the nature of the relationship that you and I have had over the past few years more than any relationship between Chief Constable and Chair of an oversight body and I have to say they have never got it right and I think Members and certainly my staff are well aware of the relationship we have which is one that when we had worked each other out there was a joint determination to provide the best policing service for Scotland that was entirely possible within the budget challenges that we have. I want to pay tribute to you in getting to grips with that early on, to setting a very clear direction for us, not always a comfortable direction for myself and my people but nevertheless the right direction. I think you are a prime example of tough minded but fair leadership in the Public Sector and the type

of leader that is needed for an oversight body and I hope that this is not the last of those roles that you fulfil. So can I, on behalf of my people, all 23000 of them, say thank you very much to you for all of the work you've put in and the dedication and a very quick word also to Eleanor for the support that she has given yourself, the Authority and also the work that she has done and helped us to come to understand the needs that you quite rightly have in holding us to account.

Speaking on behalf of himself and EJW, the Chair thanked IW, JFol and CCSSH for their kind comments and words. He wished everyone well and wished them all good luck for the future.

No further business was brought forward to the meeting.

The Chair gave thanks for the input received and concluded the meeting at 14:30

End.

DRAFT FOR APPROVAL