

## Minute of Scottish Police Authority Board Meeting

<b>Meeting</b>	Scottish Police Authority Board Meeting <b>PUBLIC SESSION</b>	<b>Date/Venue</b>	Wednesday 7 June 2017, Crowne Plaza, Glasgow.
<b>Meeting Called By</b>	Andrew Flanagan, Chair	<b>Start Time</b>	14:30
<b>Meeting Ref No</b>	SPABM-070617	<b>End Time</b>	17:00

Members Present		In Attendance	
Name	Title	Name	Title
Andrew Flanagan	Chair	DCC Iain Livingstone	Deputy Chief Constable, Police Scotland
George Graham	Authority Member	DCC Johnny Gwynne	Deputy Chief Constable, Police Scotland
Robert Hayes	Authority Member	ACC John Hawkins	Assistant Chief Constable, Police Scotland
Graham Houston	Authority Member	DCS Lesley Boal	Detective Chief Superintendent, Police Scotland
David Hume	Authority Member	John Foley	Chief Executive, SPA
Nicola Marchant	Authority Member	Catherine MacIntyre	Head of Business Services, SPA
Grant Macrae	Authority Member	Jackie McKelvie	Performance Lead, SPA
Robin McGill	Authority Member		
Matt Smith	Authority Member		
Caroline Stuart	Authority Member		
Iain Whyte	Authority Member		
Elaine Wilkinson	Authority Member		

## **1.1 Chair's Opening Remarks (Andrew Flanagan)**

1.1.1 The Chair welcomed Board Members and attendees, and noted that focus at the meeting would largely be on quarter 4 performance. The Chair commented that the items of business had been deferred to this additional meeting because of the tragic events in Manchester.

1.1.2 The Chair referred to a further two incidents that had occurred in London since 25 May and said that he would ask DCC Iain Livingstone (DCCILivingstone) to comment on that shortly.

1.1.3 Finally, the Chair welcomed new Board Member Robert Hayes to his first public session Board meeting and noted that HMICS would be observing in the audience.

## **1.2 Apologies (Andrew Flanagan)**

1.2.1 For this additional meeting scheduled at short notice, apologies were received from the Chief Constable who was on planned annual leave.

## **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 Minute and Actions from previous meeting: (Andrew Flanagan)**

### **2.1 Minute and Actions from Board Meeting held 25 May 2017 carried forward to 22 June 2017.**

2.1.1 Review of both the Minute and Actions from Board Meeting held 25 May 2017 were carried forward to the next scheduled public session Board meeting on 22 June 2017.

### **2.2 Rolling Action Log – Carried Forward from 22 March 2017**

2.2.1 Police Scotland confirmed that they had no questions or comments to make on the Action Log. Board Members agreed to close all actions proposed for closure.

### **3 MATTERS ARISING**

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

#### **4. Business Conducted Since Last Meeting 25 May 2017 (Andrew Flanagan)**

4.1 The Chair confirmed that there had been no business conducted since the 25 May 2017, however, he wished to provide a short update on the 2026 strategy development process.

4.2 The Chair advised that the consultation had closed on 8 May, with an extended period for local authorities to respond (because of the local elections) to 29 May. It had seen the largest response to a public consultation in Scotland apart from the consultation on the constitution. Following feedback, some changes were considered by Members at the Closed Session meeting. Discussion had taken place in Closed Session because the draft strategy had still to be submitted to Scottish Ministers prior to being laid in Parliament.

4.3 The Chair confirmed that formal approval of the Strategy would be sought from Board Members at the public session Board meeting on 22 June 2017.

4.4 The Chair then thanked all those who had provided feedback during the consultation and noted that it had been a valuable engagement with a positive outcome.

#### **5. Chief Constable's Report (DCC Iain Livingstone)**

5.1 DCCILivingstone noted that on 25 May 2017 the threat level was at CRITICAL meaning that a terrorist attack was imminent. The threat level was then reduced on 27 May to SEVERE, however, that meant that an attack was still highly likely. DCCILivingstone advised that on Saturday 3 June 2017 there had been a further terrorist incident which resulted in the death of 8 people (including 3 terrorists) and another 51 injured. To date there was no intelligence to suggest a connection with Scotland, however, this situation was being kept under constant review. DCCILivingstone commented that Police Scotland had contributed to the UK's response by supporting colleagues in both Manchester and London.

5.2 Members noted that the public response to presence of armed officers at a number of recent events had been overwhelmingly supportive. DCCILivingstone confirmed that the threat level was still at SEVERE and noted the challenging weekend ahead with a number of significant events due to take place. However, there would be visible armed officers present at those events to provide reassurance to the public and as a protective measure.

5.3 DCCILivingstone then referred to the funeral of Eilidh MacLeod in Barra and advised Members that Chief Inspector Gordon MacLeod, who is the Local Commander for the Western Isles, had coordinated the funeral. The level of community engagement and integration with policing had been significant.

5.4 DCCILivingstone then commented on the commitment and professionalism of police officers and staff since the terrorist incident in Westminster on 22 March and advised that the impact that had on staff was being addressed through reviews of officer safety, as well as additional focus on wellbeing which was a priority that he would lead.

5.5 The Chair conveyed his sympathies to the families affected by the recent incidents and recognised the efforts of the emergency services during this time. The Chair then referred to the additional strain on current resources and asked how long that could be sustained before additional resources were required. DCCILivingstone advised that as the threat level had been reduced, he was confident that there were sufficient resources in terms of flexibility to deploy officers to deal with Police Scotland's current demand. However, summer brings further demand, but DCC Rose Fitzpatrick and her team were working with local commanders to ensure that they are looking ahead to identify pinch points and resource planning accordingly.

5.6 Members discussed the impact of recent events and noted that although there had been incidents of hate crime, these were mainly confined to online. DCCJGwynne advised that he was confident that the correct measures were in place and that there had been no significant spikes in hate crime compared with elsewhere in the UK.

5.7 Members also commented on any learning points for Police Scotland as a result of the challenges that other police forces had faced in recent weeks. DCCILivingstone advised that there was a need to pause, reflect and review. However, the terrorist threat following the Manchester was much broader than had previously been the case making it challenging to identify where the next attack would come from. DCCILivingstone concluded by advising that Police Scotland had received requests for support following the Manchester attack to assist with families that were affected by the incident. At one stage, there was an excess of 60 officers (family liaison officers and coordinators) deployed to Manchester and there were still teams of investigators helping within specialist capabilities. Police Scotland were very well placed to support that network.

5.8 Members then discussed a number of points relating to the Chief Constable's report. DCCR Fitzpatrick provided some further information about the positive action days for women and explained that they had been well subscribed with a varied age range. Police Scotland will keep in contact with those that attended as they prepare to submit applications.

Questions were raised about the introduction of the new Stop and Search Code of Practice, whether there had been any early learning and how communities were responding to the new approach. DCCRFitzpatrick said that Police Scotland had been well prepared and a robust training package for officers was in place. The National Stop and Search Unit Teams had also offered to go out to scrutiny boards throughout the country to provide input.

5.9 Early indications were that the investment made in training was paying off and officers were confident about using the Code. Members noted that the positive stop and searches have been maintained at a level higher than the rest of the UK. DCCRFitzpatrick also advised that the feedback from police officers was that the Code provided everyone with clarity which did not previously exist. However, as the months progress, it is possible that the Code may need further adjustment and review periods had been built in for that reason.

5.10 The Chair noted that a full report on the Stop and Search experience was scheduled to come to the Board in November. GGraham confirmed that the report would go to the Policing Committee in the first instance and discussions were ongoing with HMICS around the Stop and Search monitoring group which still existed.

5.11 Robin McGill noted that the number of referrals to the Employee Assistance Programme had increased and asked whether this was a trend, and also noted that the absence rate was at 4-5% and asked how Police Scotland was addressing the increase in the number of reportable incidents. DDCILivingstone made the following points:

- i) The Employee Assistance Programme had gathered some momentum as a result of proactive discussion of wellbeing and placing 170 wellbeing advisors across the country.
- ii) Police Scotland would like to see a change in absence rate as a result of the wellbeing programme and efforts were being made to ensure steady and sustained progress on that.

5.12 RMcGill said it would be helpful to understand the nature of incidents and what lessons were being learnt to avoid recurrence. NMarchant confirmed that monthly absence reports are scrutinised by Police Scotland before going to the People Committee. At the last meeting of the People Committee there had been an opportunity to focus on health and wellbeing and this had included stakeholders and staff associations.

5.13 Finally, Grant Macrae (GMacrae) asked if there were difficulties recruiting people with the skills to tackle cybercrime. DCCJGwynne confirmed that it was a challenging area due to the specialist technical skills required, however, Police Scotland was reviewing current capabilities. DCCILivingstone hoped to have a report to bring back to the Board in the coming months. DCCJGwynne added that

in a world where we are increasingly moving to digital technology, there will be a need for more Digital Forensic Investigators. DCCILivingstone stated that this area was the heart of the 10 year strategy for policing and there needed to be the correct mix of staff with the correct skills and capabilities moving forward.

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

## **6 Police Scotland Performance Report:**

### **6.1 Focus on Sexual Crime (DCS Lesley Boal)**

6.1.1 In his introduction, the Chair reminded Members that the Board had agreed to take a more in-depth review of some of the issues that the performance statistics were signalling. The first Focus Briefing being presented was on sexual crime.

6.1.2 DCCJGwynne introduced DCILBoal and advised that she led the Public Protection function which, although broader than sexual crime, was where the volume of work lay. DCCJGwynne then provided an overview which addressed some of the background in this area of work, as well as commenting on the following performance statistics:

- Risk;
- Reporting and trends;
- Threats, challenges and response; and
- Service delivery.

In summary, DCCJGwynne said that Police Scotland is committed to sustaining and, where possible, improving its focus against sexual crimes to support and seek justice for all those affected.

6.1.3 The Chair commented that the presentation helped Members to understand the increase in sexual crime and that the statistics included both current and non-recent incidents. This prompted a question about Police Scotland's understanding of the gap in reporting. DCILBoal advised that within the Crime and Justice Survey for 2014/15, only 16% of those who had experienced forced sexual crime reported it to the police. This was an issue not only for Police Scotland, but also for other forces within the UK. DCILBoal added that other organisations experienced the same problem around the length of time it was taking victims to report crime. Police Scotland were, therefore, working closely with other organisations and support groups to ensure that victims who seek help understand that they will be listened to and that robust investigations would take place. Members also noted the Crown Office and Procurator Fiscal Service had introduced a victims' strategy that included a risk assessment around the victim to assess what additional support is needed as that individual moves through the whole criminal justice system.

6.1.4 Members asked about the impact of increasing demand on resources. DCCJGwynne confirmed that there was no shortage of capability, but there could be a capacity issue. There had been a substantial uplift of detectives directed to the National Child Abuse Enquiry Team and the football enquiry. DCCILivingstone added that the amount of resource being placed into public protection was far greater now than ever before. However, review of resourcing was an ongoing process.

6.1.5 EWilkinson commented on the growth of unsolved cases and whether this would have an impact on public confidence in policing. DCILBoal provided Members with examples and further information about the complexities of investigations with multiple victims which provided a clearer understanding of the statistics and when crimes were recorded as solved. A query was also raised about the illustration of Police Scotland rather than the victim being placed at the centre. DCCJGwynne explained that victims were always at the centre of Police Scotland's enquiries, however, due to the complexities of each enquiry more than one organisation needed to be involved. In addition, Police Scotland took a total safeguarding approach to try and reach other victims who have not yet come forward. It was, therefore, a much more complex process than simply detection. The Chair commented that the Board's discussion gave an indication of how much more sophisticated Police Scotland's performance reporting had to become to allow Members to better understand the nuances.

6.1.6 Members discussed a number of other point arising from the presentation, including:

- i) Prevention - The preventative agenda and Police Scotland's co-ordinated approach and ongoing work to develop a comprehensive prevention strategy which would tailored to complement Scottish Governments Equally Safe strategy.
- ii) MASH - The creation of a Multi-agency Safeguarding Hub (MASH), Police Scotland's involvement in the MASH and how this related to Police Scotland's risk and concern hubs.
- iii) Review of Child Protection Committees – a child protection leadership group would be established at government level so that there was a strategic view of child protection across Scotland. In the short term, no changes were anticipated to Child Protection Committees, their roles or how their functions are currently discharged.

6.1.7 Members then discussed Civil Orders and whether Police Scotland considered that they had sufficient powers to manage existing and potential offenders that they had been made aware of. DCCJGwynne explained that there were a broad range of measures in place and Police Scotland did not manage offenders in isolation if the offender crossed borders. Police Scotland worked with a number of other services within the UK, on a common platform, with a good system of exchange and management. DCCJGwynne added that Police

Scotland also had the benefit of the Sex Offender Register which gave a substantial advantage to stop offenders getting into positions of trust through the Disclosure Certificate Scheme.

6.1.8 NMarchant asked what support Police Scotland was providing to officers and staff working on those very challenging cases. DCILBoal explained that welfare resilience checks included discussion of psychological wellbeing with a counsellor and how the role might impact on their wellbeing. Officers can also refer concerns through the Employee Assistance Programme, Optima. However, attendance is voluntary and statistics have recently shown that approximately a quarter of officers attended their annual appointment. Therefore, more needs to be done to encourage public protection officers to go to their designated appointment.

6.1.9 DCCJGwynne noted that during the presentation members of the public would be viewing it live and proposed that it would be a sensible measure for Police Scotland to provide additional sign posting within online communication channels to assist victims with reporting.

**070617-SPABM-001: Following the Live Stream presentation, Police Scotland to provide additional Sign posting within online communication channels to assist victims with reporting.**

6.1.10 The Chair thanked DCILBoal for her input to the presentation.

6.1.11 Members **NOTED** the presentation on Focus on Sexual Crime.

## **6.2 Performance Summary Report Quarter 4 (DCC Iain Livingstone)**

6.2.1 The Chair began the Board's discussion by commenting on the emerging increasing trend of more serious, but low volume, categories of crime versus the decreasing high volume, less serious categories and asked if this was masking something of greater concern. DCCILivingstone advised that it was a legitimate challenge. However, it needed to be viewed in the context of where reporting was five, ten and twenty years ago, which would show that the homicide rate had dropped dramatically. However, it was an area where further focus will be required along with serious assaults. There was also a need to understand that crime was taking place in a number of different environments, including public and private, and now cyberspace which is a further challenge. DCCILivingstone agreed that performance report was very focused on crime statistics. However, Police Scotland was working with the Policing Committee to develop the strategic performance framework, aligned to the policing 2026 strategy, to ensure they were achieving the strategic objectives and delivering on their statutory purpose.

6.2.2 Members raised a number of other questions. The key points from the discussion are noted below:

- i) There is a reliance on the Performance Analysts to determine if changes in trends are statistically relevant and there is also a need to take a longer term perspective on performance. Drawing out societal change versus the work of policing would be an important consideration in the development of the strategic performance framework.
- ii) There was a need to have more nuanced reporting of serious and organised crime. As currently reported, it was difficult to determine if the change between 2015/16 and 2016/17 was positive or of concern. Further work was required to give visibility to the wider disruption activity rather than just the criminal justice effort.
- iii) Police Scotland recently introduced a cyber tag which will allow cyber and cyber enabled crime to be quantified in a better way, but this is still at an early stage. This would, however, be part of the redesign of the performance framework. Consideration should also be given to an appropriate more nuanced reporting volume requests received for forensic examination of digital devices.
- iv) At the next Organised Crime Taskforce, there would be a more detailed look at Proceeds of Crime Activity (POCA). There is a financial strategy for most of the organised crime investigations. There are other means to disrupt organised crime, and the Scottish Crime Campus provides the facility to do this, whether it is a criminal justice outcome or Police Scotland. However, Police Scotland still needed to find a way of reporting this.
- v) In relation to current Prevent Activity, Police Scotland were dealing with the threats that they were aware of. The approach currently being discussed south of the border is the same approach that has been in place in Scotland for some time.
- vi) There was a need for better understanding of what the public wanted from policing and the 2026 strategy provided the basis for review of the scale and shape of demand for policing, versus other agencies, in the future. There was a need for patience to allow Police Scotland to report in a meaningful way.

6.2.3 The Chair asked Members for views on the way performance was presented and if they found it beneficial. Members were broadly supportive of the approach and proposed a number of topics that warranted more in depth discussion. It was noted that Domestic Abuse was scheduled for the August focus briefing and agreed that the Policing Committee would work with Police Scotland to develop a 12-18 month forward programme of focus briefing topics for quarterly performance Board meetings and brought to the next Board meeting for consideration.

**070617-SPABM-002: The Policing Committee to work with Police Scotland to develop a 12-18 month forward programme of Focus Briefing topics for quarterly performance Board meetings and brought to the next Board meeting for consideration.**

6.2.4 Members **NOTED** the Performance Summary Report Quarter 4.

## **7. SPA Strategic Delivery Review (John Foley/ Jackie McKelvie)**

7.1 John Foley (JFoley) provided an overview of the report and was joined by Jackie McKelvie (JMcKelvie), SPA Performance Lead, to answer any detailed questions.

7.2 Members liked the format of the report which provided a useful context and said that it would be helpful to have evidence development areas brought forward to next quarter to show what action had been taken to address development areas and provide a linkage between each quarter. The Chair commented that if Members found the report useful, it should evolve in parallel with the development of the strategic performance framework.

**070617-SPABM-003: John Foley and Jackie McKelvie to ensure that Evidence Development Areas are brought forward to next quarter to show what action had been taken and provide a linkage between each quarter. In addition identify how the report can be used to monitor performance against delivery of the strategy going forward.**

7.3 Members **NOTED** the SPA Strategic Delivery Review

## **8. Police Scotland Contact Command and Control Progress Update (ACC John Hawkins)**

8.1 ACC John Hawkins (ACCJHawkins) provided an overview of the report and noted that the proposal for the National Database Enquiry Unit and transition of business from the Inverness ACR and Service Centre to ACR North and the Police Scotland Service Centre was due to come forward to the 24 August Board meeting.

8.2 The Chair advised the Board that enquiries had been made by Highland Council to the Authority about the closure of Inverness and Police Scotland needed to further engage with the Council to understand their concerns. ACCJHawkins advised that it was his intention to do so and would also discuss this with the Governance and Assurance Group on 8 June.

8.3 GGraham commended ACCJHawkins and his team on the work progressed post transition of business from the Aberdeen ACR and Service Centre. Members noted that ACCJHawkins had received useful feedback from unions and staff associations which would be incorporated into plans going forward.

8.4 The Chair asked when the next update would take place. GGraham and ACCJHawkins both agreed that August would be the most appropriate time for a further update.

**070617-SPABM-004: ACC John Hawkins to further engage with Highland Council to address any concerns about proposals relating to the Inverness Control Room and Service Centre, and the NDEU.**

**9. AOB\***

9.1 There was no other business raised.

**10. DATE OF NEXT MEETING\*: Thursday 22 June 2017, Carlton Hotel, Edinburgh**