

Minute of Scottish Police Authority Board Meeting

Meeting	Scottish Police Authority Board Meeting (Live streamed to the SPA website)	Date/Venue	2 May 2018. Stirling Court Hotel, Stirling.
Meeting Ref No / Minute Reference	SPABM-02052018 / MIN-B.04.20180502	Start Time	09:30
		End Time	17:05

Board Members Present: Susan Deacon (Chair)
David Crichton
Caroline Grant
Graham Houston
David Hume
Grant Macrae
Mary Pitcaithly
Jane Ryder
Iain Whyte
Elaine Wilkinson

In attendance:

Scottish Police Authority (SPA)

Kenneth Hogg, Interim Chief Officer (*all items*)
Fiona Douglas, Head of Biology / (*items 1-13*)
John Maclean, Interim Head of HR Governance (*all items*)
Catherine MacIntyre, Head of Business Services (*all items*)
Amy McDonald, 2026 Forensics Modernisation Programme Manager / (*items 1-13*)
Clare McFadyen, SPA Committee Co-ordinator (*all items*)
Tom Nelson, Director Forensic Services (*items 1 – 13*)
Hilary Pearce, Director (*all items*)

Police Scotland (PS)

DCC Iain Livingstone, Interim Chief Constable (*all items*)
DCC Rose Fitzpatrick (*items 1-13*)
DCC Johnny Gwynne (*items 1-13*)
DCO David Page (*items 1-17*)
Supt Gregg Banks (*all items*)
T/Insp Greg Robertson, Executive Support (*all items*)
Neil Dickson, Director of Change (*items 1-14 & 17*)
Kerry MacIver, Interim Chief of Staff (*items 1 – 14 & 17*)
Tom McMahan, Director of Business Integration (*items 1-14 & 17*)
James Gray, Chief Financial Officer (*items 1 - 13*)
Colette Sherry, Head of Commercial Services (*items 1 – 13 & 17*)
Louise Reid (*items 1 – 14 & 17*)
Gordon Downie (*items 1 – 14 & 17*)
Yvonne Johnston (*items 1 – 13 & 17*)

Others

Gill Imery, HMICS (*all items*)

1. WELCOME AND APOLOGIES

- 1.1 The Chair welcomed Members and attendees, in particular noting that Mary Pitcaithly, Jane Ryder and David Crichton, were present as newly appointed members of the Board.
- 1.2 Apologies were received from Board Members Robert Hayes, Matt Smith and Tom Halpin.

2. DECLARATIONS OF INTEREST

- 2.1 No declarations were made.

3 MINUTE AND ROLLING ACTION LOG

- 3.1 **The Minute and Action Log of the Board Meeting held on 29 March 2018 were APPROVED as an accurate record of proceedings.**

4 DECISION ON TAKING BUSINESS IN PRIVATE

- 4.1 In accordance with paragraph 27 of the SPA Governance Framework, the Board **AGREED** to consider items 13-17 in private for the reasons set out in the agenda.

5. INTERIM CHIEF CONSTABLE'S REPORT

Report by Iain Livingstone, Deputy Chief Constable Designate, Interim Chief Constable, Police Scotland

- 5.1 DCC Iain Livingstone, Interim Chief Constable (DCCILivingstone), presented his report. He commented on a recent BBC documentary ("A Force in Crisis"), acknowledging that a number of challenges had been encountered over the last 5 years in bringing the 8 legacy police forces together. However, the historic issues raised in the programme had been addressed. DCCILivingstone said policing in Scotland was stronger as a result of the reforms and the public could have trust and confidence in it.
- 5.3 DCCILivingstone referred to the ongoing programme of organisational change within Police Scotland, the goal of which was to improve the policing service for all communities in Scotland. To support this undertaking, a number of papers were being presented for approval at the Board meeting, including the 3 and 10 year financial plan and strategy respectively.
- 5.4 DCCILivingstone advised Members that it was DCC Rose Fitzpatrick's (DCCRFitzpatrick) last Board meeting as she was shortly due to retire, with her last day being Friday 18 May 2018. DCCILivingstone acknowledged DCCRFitzpatrick's very significant contribution to policing across the UK and the particular impact she had made to local policing within Police Scotland. He thanked her for her support and wished her every success for the future.
- 5.5 The Board raised questions relating to benchmarking and performance reporting, including in relation to the 2026 Strategy and annual plans. DCCILivingstone advised that performance indicators to measure outcomes better were being established with the assistance of the SPA and work was also ongoing to benchmark Police Scotland's performance along with other public sector partners.

5.6 A request was made for a report back to Members on a number of the topics within the Interim Chief Constable's Report.

5.7 **The Board NOTED the Interim Chief Constable's report and agreed the following actions:**

5.7.1 **DCCILivingstone to provide a briefing to Board Members on:**

- (i) **evaluation of "not my friend";**
- (ii) **annual/biannual report on the disbursement of monies confiscated as a result of the Proceeds of Crime Act;**
- (iii) **roll out of Specially Trained (Taser) Officers; and**
- (iv) **the impact of Stop and Search and knife crime, including recent experiences in other part of the UK.**

02052018-SPABM-001

6. 2026 – SERVING A CHANGING SCOTLAND

6.1 Report by Kenneth Hogg, Interim Chief Officer, SPA

6.1.1 Kenneth Hogg (KHogg) reminded the Board of the detailed discussion that had taken place at the last Board meeting about the draft 3-year Implementation Plan and the request for it to be brought back to this meeting for consideration together with the underpinning 3 Year Financial Plan and 10 Year Financial Strategy.

6.1.2 **The Board NOTED the report by KHogg.**

6.2 Reports for approval by James Gray, Chief Financial Officer, PS

(i) 3 Year Financial Plan

6.2.1 James Gray (JGray) presented the report which provided Members with the draft three year Financial Plan for their review and approval, noting that the plan was designed to support business improvements and to realise financial balance by 2021. The Board agreed to take this item and the following two items (10 Year Financial Strategy and the 3 Year Implementation Plan) together to allow for a more rounded discussion.

(ii) 10 Year Financial Strategy

6.2.2 JGray presented the 10 Year Financial Strategy which was provided to Members for review and approval.

6.3 3 Year Implementation Plan

6.3.1 NDickson introduced the paper which was seeking approval for the updated version of the three year implementation plan for the period 2017 – 2020.

6.3.2 It was noted that the three documents above were key to delivery of the Policing 2026 strategy. Rebalancing of the workforce was also important for Police Scotland to create capacity and enable delivery of effective policing in the future. Police Scotland would continue to work with HMICS to develop a methodology to the satisfaction of both HMICS and SPA before any further changes are made to police officer recruitment. In response to a question from KHogg Police Scotland confirmed that while the capacity creation scenarios in the 3 Year Financial Plan

used Police Officer Full Time Equivalents as an effective unit of quantification and description, beyond the planned reduction of 300 Officers in 2019/20, the scenarios presented did not directly equate to any planned further reduction in officer numbers and any proposals beyond 2019/20 to do so would be subject to full consultation.

- 6.3.3 In response to concerns regarding the delay in bringing forward underlying strategies such as Fleet and ITC, David Page (DPage) highlighted the complexities involved in their production but confirmed that the strategies would be presented to the Board after the summer. DPage also highlighted that investment would lead to an increase in operational capacity, allowing officers to spend more time on front-line activities.
- 6.3.4 The Chair referred to work being done to review SPA governance structures and strengthen executive capacity to ensure that the Authority had an integrated approach to oversight of the transformation programme. She advised that a paper outlining the governance structure would be presented to the Board in due course.
- 6.3.5 The Board noted that the foregoing plans had been subject to substantial scrutiny by the Board and its Committees.
- 6.3.6 The Board APPROVED:**
- i) The 3 Year Financial Plan 2018/19 to 2020/21**
 - ii) The 10 Year Financial Strategy**
 - iii) Serving a Changing Scotland - Our 3 Year Implementation plan**
- 6.3.7 The Board noted the detailed work undertaken in the development of the above plans and strategies and passed on their thanks to JGray, his team and all those who had been involved in their production.

The meeting was adjourned for a short break.

7 SPA FORENSIC SERVICES STRATEGIC PLANNING

7.1 Tom Nelson (TNelson) Fiona Douglas (FDouglas) and Amy McDonald (AMcDonald) presented papers outlining the Forensic Services Strategy 2026, the Phase I Business Plan and the 2-Year Financial Plan 18/19 and 19/20. The Chair agreed that these papers would be taken together to allow for a more thorough discussion.

(i) Forensic Services 2026 Strategy

7.2.1 TNelson, FDouglas and AMcDonald presented the paper which outlined the Forensic Services Strategy for 2026 and the ongoing plan for growth and development of Forensic Services in Scotland. There was also strategic alignment with Scottish Government, Crown Office and Procurators Fiscal (the Crown) and Home Office to strengthen service to the public across the justice system.

(ii) Forensic Services Phase I Business Plan

7.2.2 TNelson presented the paper which outlined Phase I of the Forensic Services business plan for the period 2018/19 and 2019/20 which was consistent with the SPA and Police Scotland strategic planning cycles.

(iii) Forensic Services 2-Year Financial Plan 18/19 & 19/20

7.2.3 TNelson presented the paper which illustrated the financial support required for delivery of the 2 year business plan.

7.2.4 He highlighted features of the distinctive Scottish model, with the science following through from crime scene to court, and some of the scientific advances in which SPA Forensic Services is leading the way within the UK and further afield.

7.2.5 In response to questions, it was explained that commercial options would be explored only in scenarios which would not compromise the integrity of the service provided by Forensic Services. Service to the Crown and Police Scotland would always take precedence. It was further noted that the consideration of commercial opportunities were phased towards the end of the 2026 Plan.

7.2.6 Following a query relating to the pool of skills available to Forensic Services, TNelson explained that work was ongoing to attract the right candidates. Although there was a pool of university students who were currently studying Forensic Science, the numbers at more senior level was much smaller. Although salaries in Scotland were not as high as in England and Wales the professional development programme offered by SPA was of a very high standard.

7.2.7 The Board noted that the Forensics Committee, which had been established in autumn 2017, would be the principal forum for consideration of the issues raised by the Board and for monitoring the progress of the plans and strategies.

7.2.8 The Board APPROVED:

i) Forensic Services 2026 Strategy

ii) Forensic Services Phase I Business Plan

iii) Forensic Services 2-Year Financial Plan 18/19 & 19/20

7.2.9 The Board conveyed its thanks to TNelson, his team and all those who had been involved in the production of the foregoing documents.

8. SCOTTISH POLICE AUTHORITY REPORTING

8.1 Report by Susan Deacon, Chair

8.1.1 Members considered a report by the Chair which provided an overview of significant business, engagements and improvement activity since her last report to the Board on 29 March 2018, including:

- Senior Leadership Recruitment
- Board Membership and Development
- External Engagement
- Scottish Government and Parliament
- HMICS

- Media Engagement

8.1.2 The Board NOTED the update provided by the Chair

8.2 Election of Vice Chair

8.2.1 Having regard to his extensive Board and other relevant experience, the Chair nominated David Crichton to the vacant position of SPA Vice Chair, which received unanimous agreement.

8.2.2 The Board ELECTED David Crichton as Vice Chair.

8.3 Report by the Interim Chief Officer

8.3.1 Members considered a report by KHogg which provided an update on significant business and improvement activity since his previous report to the meeting on 29 March 2018, including:

- Development of the SPA Improvement Plan 2018/19
- Strengthening Leadership
- Building SPA capacity and capability

8.3.2 The Board NOTED the update provided by the Interim Chief Officer.

8.4 Reports for approval by the Interim Chief Officer

(i) SPA Improvement Plan 2018/19

8.4.1 The Board considered a report by KHogg which outlined the proposed SPA improvement plan for 2018/19 and set out a range of actions for the next 12 months in relation to:

- Board and Committees
- Improving internal governance, policies and procedures
- Strengthening external relationships and procedures
- Building the SPA executive team's capacity and capability

8.4.2 In response to questions from the Board regarding recommendations made in previous reviews of the SPA, KHogg advised that he would be reporting back to those organisations to demonstrate how their recommendations were being addressed. Work being undertaken in respect of GDPR readiness would also address previous inspection recommendations. The Board commented on the importance of establishing a benchmark against which SPA's governance arrangements could be measured going forward.

8.4.3 The Board APPROVED the SPA Improvement Plan for 2018/19

8.4.4 The Board noted the work which had been undertaken to develop the SPA Improvement Plan and thanked KHogg and his team for producing this document.

(ii) Succession Planning and Appointments Committee – Delegated Authority

8.4.5 The Board considered a report by KHogg on a proposal to delegate authority to the Succession Planning and Appointments Committee to determine the planning

process for senior officer appointments, including the establishment of selection and interview panels, with consequential amendment to the matters reserved to the Board.

8.4.7 The Board AGREED to:

- (i) **Amend the Terms of Reference for the Succession Planning and Appointments Committee as set out in the appendix to the report**
- (ii) **Amend the reservations to the Board to reflect the decision making role of the Committee.**

9. ESTATES PLANNING

9.1 Estates Disposal Review – Consultation Results

9.1.1 Colette Sherry (CSherry) presented a report to the Board on the outcome of the recent public consultation in relation to the disposal of Police properties. She advised that, from the 53 disused properties proposed for disposal, 49 had received public support and 4 were subject to ongoing consultation. An update on the 4 would be brought to the Board in late summer. It was noted that the proposal had been subject to detailed consideration and endorsed by the Finance Committee.

9.1.2 The Board APPROVED the recommendation that:

- (i) **the disposal of the identified 49 properties can be commenced; and**
- (ii) **further local community engagement be continued for 3 months to 3 August 2018 for the 4 properties in Highlands & Islands Division where support for disposal was not secured.**

9.2 Estates Modernisation Proposal for Peterhead Police Station Relocation

9.2.1 CSherry presented the report on revised options to progress the relocation of Peterhead Police Station and sought Board approval of the preferred option outlined within the report.

9.2.2 CSherry advised that a proposal to relocate Peterhead Police Station had previously been considered by the Board, however concerns had been expressed about the terms of the proposal and, as a result, a further review of options had been undertaken.

9.2.3 The Board noted that the revised proposals had been reviewed by the Finance Committee. EWilkinson highlighted views from the Finance Committee, noting that the Board was considering the Peterhead proposal in the absence of an overall estates strategy, but that a decision was necessary at this time in the interests of staff wellbeing because of the deteriorating state of the current building. The Finance Committee also considered that while the capital investment option would deliver best value for money this was not available because of constraints on the capital budget, and therefore Option 2 (revenue investment with revised lease terms) was the option endorsed by the Finance Committee and recommended to the Board.

9.2.4 The Board APPROVED:

- (i) the Estates Modernisation Proposal within the Peterhead area (including Properties & Land) and to progress with the preferred Option 2 (Revenue Investment – revised lease terms) to develop new Police Scotland accommodation at Buchan House;**
- (ii) the existing Police Office at Merchant Street, Peterhead, as surplus to operational requirements; and**
- (iii) the requirement for a capital provision of £60k (FY19/20) to cover ICT installation and relocation costs.**

10. BTP INTEGRATION PROJECT UPDATE

10.1 Tom McMahon (TMcMahon) presented the paper which provided the Board with an update on the current status of the integration of British Transport Police (BTP) functions into Police Scotland.

10.2 He advised that there had been a lengthy discussion and examination of this matter at the Scottish Parliament Justice Committee on 1 May 2017. TMcMahon confirmed that the re-planning work, including development of the critical path and programme plan, would be completed by the end of August 2018.

10.2 It was agreed that more work was required by the SPA and Police Scotland to fully understand the requirements and implications of the BTP Integration Project to enable it to be taken forward in a realistic and considered manner. It was also timely for the SPA to consider future oversight of this important project as well as clarifying its responsibilities within the Railway Policing (Scotland) Act 2017.

10.2.1 The Board NOTED TMcMahon's report and AGREED the following action:

- 10.2.1.1 SPA and Police Scotland to meet to discuss SPA responsibilities within the legislation and the level of SPA oversight required in relation to the BTP Integration Project and to come back to the Board on this matter.**

02052018-SPABM-002

11. GOVERNANCE AND COMPLIANCE**11.1 SPA Financial Regulations****(i) Report by Kenneth Hogg, Interim Chief Officer, SPA**

11.1.1 The Board noted the report by KHogg which set out the SPA Financial Regulations in the context of the SPA's overall governance responsibilities.

(ii) Report for approval by James Gray, Chief Financial Officer, Police Scotland

11.1.2 JGray presented the paper which provided the Board with revised Financial Regulations for review and approval.

11.1.3 The Board noted that the Regulations had been reviewed and amendments proposed by the Audit Committee which had since been incorporated into the version presented to the Board.

11.1.4 The Board APPROVED the Financial Regulations of the Scottish Police Authority and Police Service of Scotland.

11.2 GDPR Preparedness

(i) Report for noting by Kenneth Hogg, Interim Chief Officer, SPA.

11.2.1 KHogg presented the report which provided an update on progress by SPA to address the actions required to work towards compliance with the forthcoming implementation of the General Data Protection Regulation 2016 (GDPR).

11.2.2 The Board noted that good progress was being made in relation to this matter.

(ii) Report for noting by David Page, Deputy Chief Officer, Police Scotland

11.2.3 DPage presented the report which provided an update on progress with data protection reform by Police Scotland.

11.2.4 The Audit Committee Chair noted that the Committee had been receiving two-weekly reports on progress with GDPR and thanked ACC Alan Speirs and CS John Paterson for their ongoing assistance and work in respect of this matter.

11.2.5 The Board NOTED the GDPR Preparedness reports which had been presented by the SPA and by Police Scotland.

12 COMMITTEE REPORTS

12.1 The Board NOTED reports from the Chairs of the

- **Audit Committee**
- **Succession Planning and Appointments Committee**
- **Complaints and Conduct Committee**

Before moving to private business, the Chair returned to DCC Fitzpatrick's forthcoming retirement. She reiterated the sentiments expressed by DCCILivingstone and highlighted the enormous part played by DCCR Fitzpatrick in developing Police Scotland where she had worked to build trust, confidence and respect for the combined Force by fostering relationships and maintaining communications. On behalf of the Board, the Chair thanked DCCR Fitzpatrick for her service to Police Scotland, and Policing across the country, and wished her every success for the future.

In her response, DCCR Fitzpatrick said that she had been privileged to lead Police Scotland's work in nurturing relationships with communities. She thanked Board Members for their support and kindness and asked them for their continued support of Police Scotland.

Meeting adjourned at 14:15 and resumed at 14.50.

The following agenda items were taken in private.

13 ROLLING ACTION LOG

13.1 The Board APPROVED the action log from the meeting held on 29 March 2018 for items heard in private.

14. CORPORATE SERVICES TARGET OPERATING MODEL (TOM)

14.1 DPage presented the report which was being reviewed and progressed through Police Scotland's internal Governance arrangements. The Board had a detailed discussion on the matter and noted that a Full Business Case will be brought forward for Board approval in the autumn.

14.2 The Board NOTED the report.

Neil Dickson, Kerry McKeever, Tom McMahon, Louise Reid and Gordon Downie withdrew from the meeting

15. UTILISATION OF REFORM FUNDING

15.1 DPage presented the report which provided the Board with an update on the utilisation of reform funding since 2013. The report had been submitted for consideration at the Board's request.

15.2 The Board NOTED the report.

16. DIGITAL DATA AND ICT PROGRESS REPORT AND NEXT STEPS

16.1 DPage presented a paper which provided an update on work undertaken to date as well as a proposal to support implementation of the next phase of work. The Board sought and received relevant assurances from the SPA's Accountable Officer and asked Police Scotland to give consideration to building a technical design authority.

16.2 The Board APPROVED the award of a contract extension for a 14-week period from 7 May 2018 for the provision of professional services to support the ongoing implementation of the Digital, Data & ICT Strategy.

17. ESTATES DISPOSAL REVIEW – 2017/18 FORECAST AND 2018/19 PLANS

17.1 The Head of Commercial Services presented the paper which provided the Board with information relating to the strategy for property disposal as part of the Estates Modernisation Programme, the 2017/18 Disposal Forecast and the 2018/19 Disposal Plans.

17.2 The Board APPROVED:

(i) the Disposal Strategy; and

(ii) the Estates Modernisation – Property Disposal Programme 2018/19.

There being no further business, the Chair thanked everyone for their attendance and the meeting ended at 17:05.