

BOARD MEETING
30 August 2018

**Minute of the Scottish Police Authority Board Meeting held on
Thursday 30 August 2018 in Maryhill Burgh Halls, Glasgow**

Board Members Present: Susan Deacon (Chair)
David Crichton (Vice Chair)
Martyn Evans
Tom Halpin
Graham Houston (items 1 – 17)
David Hume
Grant Macrae
Michelle Miller
Mary Pitcaithly
Jane Ryder
Matt Smith
Caroline Stuart
Iain Whyte
Elaine Wilkinson

In attendance: Scottish Police Authority (SPA)
Kenneth Hogg, Interim Chief Officer (*all items*)
Jackie Kydd, Interim Head of HR Governance (*items 1 – 21*)
Catherine MacIntyre, Head of Business Services (*all items*)
Clare McFadyen, SPA Committee Co-ordinator (*all items*)
Hilary Pearce, Director (*Items 1 – 20 and AOB*)

Police Scotland (PS)
CC Iain Livingstone (*Items 1 – 20 and AOB*)
ACC Malcolm Graham (*item 19*)
ACC Angela McLaren (*items 1 - 14*)
ACC Mark Williams (*items 1 - 14*)
DCC Johnny Gwynne (*items 1 - 14*)
DCC Fiona Taylor (*items 1 - 14*)
Supt Gregg Banks (*items 1-14, 19 & 20*)
T/Insp Greg Robertson, Executive Support (*items 1-14, 19 & 20*)
DCO David Page (*Items 1 – 20 and AOB*)
CFO James Gray, Chief Financial Officer (*items 1-14, 17 - 20*)

Alasdair Corfield, PS Financial Controller (*Items 17-20*)
Clare Craig, Wellbeing Manager (*items 1 – 14*)
Stevie Dollan, Police Scotland (*item 19*)
Paul Donovan, Head of Procurement (*items 1 – 14, & 19 - 20*)
Carol Lloyd, Head of Leadership and Talent (*items 1 – 14*)
Martin Low, Acting Director of ICT (*items 19 - 20*)
Tom McMahon, Director of Business Integration (*items 1-14*)
Tom Nelson, Director of Forensic Services (*items 1-14*)
Nicky Page, Head of Pay and Reward (*items 1-14, 17, 18 & 21*)

Observer: Tina Yule, HMICS (*items 1 – 14*) 

1. WELCOME AND APOLOGIES

The Chair welcomed all attendees to the meeting.

Apologies were received from Board Member Robert Hayes.

2. DECLARATIONS OF INTEREST

None.

3. MINUTE FROM THE MEETING HELD ON 28 JUNE 2018

The **Board APPROVED** the minute from the Board meeting held on 28 June 2018.

4. ROLLING ACTION LOG AND MATTERS ARISING

The **Board APPROVED** the action log from the Board meeting held on 28 June 2018.

There were no matters arising.

5. DECISION ON TAKING BUSINESS IN PRIVATE

In accordance with paragraphs 21 and 22 of the SPA Standing Orders, the Board **AGREED** to consider items 15-21 on the agenda in private.

6. SPA CHAIR'S INTRODUCTION AND REPORT (paper B 07.2018/35)

The Chair commented on the significance of today's meeting and referenced the focus over recent months to strengthen leadership

and governance within Police Scotland, the SPA Board and Executive team.

The Chair congratulated Iain Livingstone on his appointment as Chief Constable, noting his considerable service to policing over the last 26-years and wishing him well in the new role. The Chief Constable thanked the Chair for her comments, stating he was honoured to have been appointed to the role, and he looked forward to continuing to work with and lead a dedicated workforce and strengthened leadership team in the months and years ahead.

The Chair also welcomed new Deputy Chief Constable Fiona Taylor to her first SPA Board and noted that DCC Will Kerr would join the service in early September. The Chair expressed her appreciation for the leadership shown by Police Scotland's leadership team during a particularly challenging period and remarked that this was the beginning of a new chapter for policing in Scotland.

The Chair also noted the ongoing efforts to strengthen the SPA Board and welcomed Martyn Evans to the meeting, as the sixth new Board member to join the SPA Board this year.

The Chair further commented on the ongoing development of the SPA Executive team, noting the recent appointment of Hugh Grover as Chief Executive who will formally take over from Kenneth Hogg (KHogg) in November following a period of familiarisation and induction. The Chair also welcomed Carron McDiarmid, observing the meeting, who joins the SPA Executive team on secondment from Highland Council on 3 September 2018 as interim Chief Operating Officer and Deputy Chief Executive.

The Chair thanked all those who had been involved in the extensive programme of senior recruitment carried out over recent months, including Board members, selection panel members, HMICS, workforce representatives, and a number of external stakeholders. In particular she thanked Elaine Malcolm and Heather Raeside, Police Scotland HR Business Partners, for their dedication and contribution in facilitating the recruitment processes.

The Chair referenced the content of her report highlighting specifically the Scottish Emergency Services National Collaboration Strategy.

The Board noted the report by the Chair (B 07.2018/35).

**7. CHIEF CONSTABLE'S REPORT
(paper B 07.2018/36)**

Chief Constable Iain Livingstone (CCILivingstone), presented his report highlighting key activities and events in relation to Police Scotland's priorities, strategic engagement, significant operational events and delivering strategic change.

CCILivingstone commented on the value of the replanning work undertaken in recent months related to British Transport Police (BTP) integration. He noted that public safety will remain the key priority. CCILivingstone stated that the complexity and associated risks were much clearer than at any previous stage and that there was now a better collective understanding of the issues, specifically related to pensions, officer terms and conditions and ICT interoperability. He reported that Police Scotland had informed the Scottish Government that replanning work to date did not provide a sufficiently strong evidence base upon which to agree a new date for full integration. CCILivingstone stated this was an opportunity to identify arrangements to give effect to the Smith Commission's recommendation to devolve railway policing and that PS would work closely with the Scottish Police Authority and other key parties going forward.

CCILivingstone referenced his written report and commented on a number of matters, including, collaborative work being undertaken by the Dundee Drugs Commission, the learnings of which would be disseminated nationally, and, the range of large scale events which had been policed over the summer including a number of festivals and sporting events, and the visit of the President of the United States.

CCILivingstone advised that he had asked DCC Fiona Taylor (DCCFTaylor) to review the current PS Leadership portfolios. He also acknowledged the retirement of ACCs Wayne Mawson and Nelson Telfer, and noted that the likelihood of retirements had been taken into consideration when the PS senior leadership team had been strengthened with new ACC appointments earlier in the year.

On behalf of the Board, the Chair extended her thanks to the outgoing ACCs. She also expressed thanks to all those who had been involved in policing a very significant programme of major events over the summer months.

Members raised questions about matters including the welfare of detainees being transported to Court; plans for local engagement and devolved policing; and sharing learning.

In summing up, the Chair noted the statutory obligation of the SPA to hold the Chief Constable to account and outlined that she was giving consideration to and had early discussions with the new Chief Constable as to how the SPA could further develop this role, including way to greater involve the public.

The Board noted the report and agreed that the further devolution of local policing and issue of collaboration and cross sectoral working would be the subject of further discussion at future Board meetings.

30082018-SPABM-001

8. POLICE SCOTLAND: EMPOWERING, ENABLING AND DEVELOPING OUR PEOPLE (paper B 07.2018/37)

The Board was joined by ACC Angie McLaren (ACCAMcLaren), Carol Lloyd (CLloyd), Head of Leadership and Talent & Clare Craig (CCraig), Wellbeing Manager to present Members with Police Scotland's People Strategy which set out PS's commitments to its people in line with each of their three strategic themes:

- Inspiring Leadership – winning hearts and minds to drive success
- Positive Environment – creating great environments for people to perform
- Organisational Health – people and services are flexible, innovative and agile.

ACCAMcLaren provided Members with background of the development of the strategy and the identification of the three strategic themes. CLloyd highlighted the work which had been undertaken to create a culture where people are valued and encouraged to progress. CCraig outlined the progress being made in embedding the wellbeing programme, noting that a more holistic approach was being taken towards health and wellbeing.

Members raised a number of points and questions and it was agreed that a briefing note on the discussion and responses would be circulated to Members.

30082018-SPABM-002

The Chair highlighted the importance of ensuring that people matters received an enhanced focus by both the SPA Board and PS. She also gave a commitment to formalising the staff partnership forum which has previously met with a view to enhancing workforce engagement.

**9. BRITISH TRANSPORT POLICE INTEGRATION UPDATE
(papers B 07.2018/38 & B 07.2018/39)**

ACC Mark Williams (ACCMWilliams) and Tom McMahon (TMcMahon) joined the meeting to present paper B 07.2018/38, which provided an update on the re-planning exercise currently underway to enable the integration of BTP functions into Police Scotland.

It was noted that a critical review had been undertaken by PS which had determined that the replanning work to date did not provide a sufficiently strong evidence base on which to agree a new date for full integration.

KHogg presented paper B 07 2018/39, outlining the SPA's responsibilities relating to integration of BTP. He endorsed PS's conclusion that it was not possible to determine a "go live" date for full integration of BTP. It was also noted that the Cabinet Secretary has indicated he is keen to meet with the SPA, PS, BTP and other stakeholders to explore further options. KHogg further advised that the SPA and PS would be fully involved in taking this matter forward with the Scottish Government in the coming months.

Graham Houston (GHouston), Chair of the BTP Working Group noted that the current position was pragmatic approach to what is a significantly complex matter.

Members raised further questions in respect of the next steps, the impact on the wider Police Scotland change programme, relationships with BTP and the issue of public safety.

The Chair summarised, referencing her recent engagement with the Chair of the British Transport Police Association stating that both Authorities would work together to explore options for

enhanced devolution and accountability for the delivery of railway policing in Scotland. She noted correspondence sent from the Cabinet Secretary for Justice to the Justice Committee outlining his intention to meet urgently with the SPA and Police Scotland and recognising a need to identify arrangements that give effect to the Smith Commission's cross party arrangements. The Chair stated this would be taken forward as a matter of urgency.

The meeting was adjourned for a short break.

**10. 2026 – SERVING A CHANGING SCOTLAND – BUSINESS CASE PROPOSALS
(paper B 07.2018/40)**

DCO David Page (DCODPage) presented the paper which provided Members with a high level overview of two business cases which were being presented to the meeting relating to Mobile Working and National Network fit into the wider portfolio activity. DCOPage highlighted that both Mobile Working and National Network were interlinked and were critical to the future infrastructure of PS and building the way forward for 2026.

Elaine Wilkinson (EWilkinson), Chair of the Finance Committee, advised that both Business Cases had been reviewed and approved by the Finance Committee for onward transmission and approval by the Board.

In response to the questions raised by Members, the Chair noted that these would be addressed when both Business Cases were considered in private session later in the meeting.

**11. POLICE SCOTLAND PERFORMANCE REPORT APRIL TO JUNE 2018
(paper B 07.2018/41)**

CCILivingstone introduced Police Scotland's Performance Report for the period from April – June 2018. He noted that the report was presented in a revised format and would continue to develop and improve in the months ahead.

DCCJGwynne presented the report which examined PS's performance in the three months to June 2018 and analysed threats, risks and emerging issues. The report also referred to PS's strategic organisational priorities and provided a high level overview of development work.

The Chair thanked DCCJGwynne for his input and noted the importance of creating more opportunities to probe PS performance, in a public forum and to create greater opportunities for stakeholders and public feedback.

Michelle Miller (MMiller) referenced the shape of the existing performance framework and stated that there was still work to do collectively to develop performance indicators that demonstrate effectively how Police Scotland is performing against the Policing 2026 Strategy. She also outlined the need to develop a framework which also captures how Policing is working collaboratively with other agencies to address issues which require input from partners.

The Chair commented that the development of performance reporting was an important issue for the SPA and PS and noted the need to work jointly to further develop and report on the performance of policing in Scotland.

The Board noted the report and agreed that the SPA and PS should consider jointly how performance reporting and monitoring can be further developed and improved.

30082018-SPABM-003

**12. POLICE SCOTLAND FINANCIAL REPORT APRIL TO JUNE 2018
(paper B 07.2018/42)**

The Board was joined by James Gray, Chief Financial Officer (JGray), who presented the report which outlined the financial position for April – June 2018. He highlighted the revenue position was an underspend against budget of £5.6m and that the full year forecast underspend was £1.2m. He further noted that the forecast underspend would reduce the original budget deficit of £35.6m to £34.4m.

As Chair of the Finance Committee, EWilkinson provided assurance that the PS budget was on track and that the Finance Committee has spent time discussing this report in detail. KHogg commented that this paper was a positive one, which highlighted the progress being made in reducing the deficit.

The Board noted the report.

**13. FORENSIC SERVICES REPORT APRIL TO JUNE 2018
(paper B 07.2018/43)**

Tom Nelson (TNelson) introduced the SPA Forensic Services Performance Report for the period April – June 2018. TNelson commented on the positive feedback received from Members who had visited Forensic Services and provided an update on the activity undertaken across SPA Forensic Services during the period. TNelson reported an increase in demand during the period and across the majority of business areas. He also reported a positive impact on staffing as a result of phase 1 implementation efforts against the 2026 strategy which focuses on increasing capacity, improve utilisation and demonstrating greater value. Iain Whyte (IWhyte), Chair of the Forensic Services Committee, noted that the report had been scrutinised by the Committee before being presented to the Board.

The Board noted the report.

14. SPA REPORTS

**14.1 Report by SPA Interim Chief Officer
(paper B 07.2018/44)**

The Board considered a report by KHogg who provided an update on progress with key business and improvement activity since the SPA Board meeting on 28 June 2018.

The Board noted the report.

14.2 Transformation Working Group

The Board received a verbal update from Mary Pitcaithly (MPitcaithly), as Chair of the Transformation Working Group (TWG) who outlined the steps taken to scope and take forward the work of the Group with the next formal meeting will take place on 14 September.

**14.3 Committee Reports
(paper B 07.2018/45)**

The Board noted written reports from the Succession Planning and Appointments Committee, Finance Committee, Forensic Services Committee and Audit Committee meetings. The Board

also received a verbal report from Matt Smith (MSmith), Chair of the Complaints and Conduct Committee.

EWilkinson, Chair of the Finance Committee, also noted that the Finance Committee of 14 August was attended by Colette Sherry (CSherry) who has now moved on. On behalf of the Committee, EWilkinson thanked CSherry for her contributions and professionalism.

The Board noted the report.

In concluding business for this section of the meeting the Chair noted that this would be the last meeting which Board Member Graham Houston would attend prior to his retirement from the Board on 16 October 2018. On behalf of the Board the Chair thanked GHouston for his service to the Board since its inception, noting the breadth and depth of knowledge which he had brought to Board proceedings and his dedicated service to the Board and the various working groups and committees of which he had been a Member over the course of his tenure.

CCILivingstone also thanked GHouston for his contribution and for the helpful manner in which he had raised questions.

GHouston thanked the Chair and CCILivingstone for their comments and expressed his thanks to staff at the SPA for their support and assistance. He noted that the role had been a challenging one at times but that it had been his honour and privilege to be part of what was, in his opinion, one of the best Police forces in the world. He wished the Board, the SPA and Police Scotland every success for the future.

Meeting adjourned at 13:50 and resumed at 14.35.

The following agenda items were taken in private.

15. MINUTES FROM THE MEETINGS HELD ON 28 JUNE 2018 & 15 AUGUST 2018

The **Board APPROVED** the minutes from the meetings held on 28 June 2018 for items heard in private and from the Special Board Meeting which took place on 15 August 2018.

16. ROLLING ACTION LOG AND MATTERS ARISING

The **Board APPROVED** the action log from the Board meeting held on 28 June 2018 for the items held in private.

**17. POLICE OFFICER PAY CLAIM 2018/19
(paper B 07.2018/46)**

Nicky Page (NPage) and JGray joined the meeting. JGray provided Members with an update on progress of the Police Officer Pay Award.

GHouston left the meeting.

18. STAFF PAY REWARD AND MODERNISATION UPDATE

Nicky Page provided the Board with background information about the progress made to date in relation to the staff pay reward and modernisation programme.

19. SUMMARY BUSINESS CASES AND RELATED CONTRACT AWARDS

Mobile Working:

**Mobile Working:
19.1a Summary Business Case
(paper B 07.2018/47)**

Paul Donovan, Head of Procurement (PDonovan) and ACC Malcolm Graham (ACCMGraham) joined the meeting. ACCMGraham presented a report seeking approval of:

- the Business Case for the Digitally Enabled Policing Programme (DEPP), Mobile Working Project;
- the associated revenue spend; and
- the recommendation to Scottish Government for the Capital Reform and Reform Revenue spends.

The Board noted that the Full Business Case for this request had been through the relevant governance stages and that, at its meeting on 14 August 2018, the Finance Committee had agreed to recommend the Business Case to the Board for approval.

The Board approved the Business Case, the associated revenue spend and the recommendation to Scottish Government for the Capital Reform and Revenue Spends in accordance with the Financial Regulations.

**19.1b Contract Award for the provision of a Mobile Working Solution
(paper B 07.2018/48)**

PDonovan presented a paper seeking approval for the award of a contract for the provision of a National Mobile Working Solution for the initial period of 1 October 2018 to 30 September 2021.

PDonovan outlined the thorough and tendering process which had been undertaken.

The Board approved and, in accordance with the Financial Regulations, thereafter, recommended submission to the Scottish Government for approval, the award of a contract for the provision of a National Mobile Working Solution.

**National Network:
19.2a Summary Business Case
(paper B 07.2018/49)**

Martin Low, Acting Director of ICT (MLow) joined the meeting and presented a report seeking approval of:

- the Full Business Case for the Managed Service from the National Network;
- the associated revenue requirement for the contract value and initial parallel running costs; and
- the recommendation to Scottish Government for the Capital investment for the installation costs and resource.

The Board noted that the Full Business Case for the National Network had been through the relevant governance stages and that at its meeting on 14 August 2018, the Finance Committee had agreed to recommend the Business Case to the Board for approval.

The Board approved the recommendations for a managed service provider for the National Network; the associated revenue requirement and running costs and the recommendation to Scottish Government for the Capital investment for the installation costs and resource in accordance with the Financial Regulations.

**19.2b Contract Award Recommendation: National Network Phase 2
(paper B 07.2018/50)**

PDonovan presented a paper seeking approval, and thereafter recommendation to Scottish Government for approval, of a contract award for the "National Network Phase 2" for an initial period of five years from 17 September 2018 to 16 September 2023.

PDonovan outlined the tendering process which had been undertaken and, noted that this has been considered and approved by the Finance Committee.

The Board approved and, in accordance with the Financial Regulations, thereafter, recommended submission to the Scottish Government for approval, the award of a contract for "National Network Phase 2"

**20. NON COMEPTITIVE ACTION FOR CONTINUATION OF VIPER (VIDEO IDENTIFICATION PARADE ELECTRONIC RECORDING) CONTRACT
(paper B 07.2018/51)**

The Board considered a report, presented by PDonovan which sought approval for the non-competitive action (NCA) request for an ICT contract renewal with West Yorkshire Police for the National Video Identification Parade Electronic Recording (VIPER) Managed Services for a five year period from 1 October 2018 to 30 September 2023.

PDonovan outlined the need for and benefits achieved by continuing with this contract and highlighted the savings which would be achieved by continuing for a five year period.

The Board approved and, in accordance with the Financial Regulations, thereafter recommended submission to Scottish Government for approval, the NCA request for the extension of an ICT contract for the National Video Identification Parade Electronic Recording (VIPER) Managed Service.

The Chair adjusted the order of the agenda at this point. The remainder of this minute records the order in which the items were taken.

Any Other Business

CCILivingstone presented papers which set out the requirement and rationale for appointing a Designated Deputy Chief Constable in line with the provisions of the Police and Fire Reform (Scotland) Act 2012, and also the case for appointing a Temporary Assistant Chief Constable following recent retirements at Assistant Chief Constable level.

The Board considered and approved the proposed appointments which had been set out by CCILivingstone.

21. SCOTTISH POLICE AUTHORITY CAPACITY AND CAPABILITY (paper B 07.2018/52)

The Board considered a report presented by KHogg on the progress made over the last three months in developing the capacity and capability of the SPA Executive team, including through formal consultation with staff on a new organisational structure. The report sought the Board's agreement to implement the specified next steps as part of a phased approach to increasing capacity and capability.

The Board approved the request outlined in the report.

There being no further business, the Chair thanked everyone for their attendance and the meeting ended at 17:45.