

BOARD MEETING

22 May 2019

Minute of the Scottish Police Authority Board Meeting held on Wednesday, 22 May 2019 in Pollock Halls, Edinburgh

(This meeting is available to view through our dedicated Livestream
channel: <https://livestream.com/SPA/EdinMay19>)

Board Members Present:

- Susan Deacon (Chair)
- David Crichton (Vice Chair)
- Gordon Dewar
- Martyn Evans
- Tom Halpin
- Robert Hayes
- Grant Macrae
- Michelle Miller
- Mary Pitcaithly
- Jane Ryder
- Matt Smith
- Caroline Stuart
- Elaine Wilkinson

In attendance: Scottish Police Authority (SPA)
Tom Nelson, Director of Forensic Services

Police Scotland (PS)
Chief Constable (CC) Iain Livingstone
Deputy Chief Constable (DCC) Will Kerr
Deputy Chief Officer (DCO) David Page
Assistant Chief Constable (ACC) John Hawkins (*Item 8*)
Assistant Chief Constable (ACC) Steve Johnson (*Item 6*)
James Gray, Chief Financial Officer (*Item 13*)
Tom McMahan, Director Business Integration and Delivery
(*Item 11*)
Jude Helliker, Director of People and Development (*Item 14*)
Chief Superintendent Matt Richards (*Item 7*)

Yvonne Johnston, Estates Transformation and Change
Lead (*Item 10*)

SPA Secretariat

Catherine MacIntyre, Head of Business Services
Karen Vallance, SPA Committee Co-ordinator

1. WELCOME AND STANDING ITEMS

The Chair opened the meeting and welcomed all Board Members and representatives from the Police Scotland senior leadership team.

The Board **RESOLVED** to:

- **NOTE** no Member apologies;
- **NOTE** that there were no declarations of interest.
- **ADOPT** the minute of the 28 March 2019 meeting with proposed amendment of Item 5;
- **NOTE** the action log and that there were no matters arising;
- **AGREE** that, in accordance with paragraphs 21 and 22 of the SPA Standing Orders, the Board would consider items 16 - 19 in private for the reasons set out on the agenda.

2. SPA CHAIR'S INTRODUCTION AND REPORT

The Chair referred to her written report summarising the journey of change and improvement over the last 12-18 months. The Chair noted that while the content of the report was familiar to the Board, it was set out in detail in the interests of public accountability and transparency. She highlighted:

Police Scotland Leadership Team

The Chair stated that the last 12-months had seen significant stability and resilience brought to Police Scotland's senior leadership team which has been widely recognised externally. The team has been enhanced further in recent months with the appointment of Malcolm Graham as Deputy Chief Constable and Kenny MacDonald and Gary Ritchie appointed as Assistant Chief Constables. The Chair noted that the significant efforts to strengthen the senior leadership team is a matter of considerable public reassurance and she is confident that under the leadership of the Chief Constable, the team is functioning collegiately.

The Board

The Chair advised that the Board itself has undergone a rapid process of transition with more than half of the current Board members joining in the last year. Significant time has been spent in the last year on induction and board development. The Chair thanked SPA Vice Chair, David Crichton, for the support he has provided to drive this transition. That focus will now move from development to performance and ensuring best use is being made of individual members' time, knowledge, skills and experience and that the work of committees are focused and supported.

SPA Development

The Chair referred to her report stating that there remains a significant amount of work still to be done to develop the support which exists within the SPA to enable the Board to carry out its functions effectively. The Chair stated that the greatest challenge in this regard remains the SPA having not being properly built or aligned with the requirements set out in statute. She referred to the series of measures outlined in her report which will aim to ensure the organisational design of the SPA is built to be fit for purpose, fit for the future and aligned to the statutory duties required of it. The Chair highlighted that these steps have been informed by a series of discussions with Board members and the Chief Executive over recent weeks and months.

The Chair also referred to a number of short term actions that will ensure the SPA and wider policing system continues to develop and improve which builds on the direction of travel expressed by her and the Chief Constable last year. This includes the establishment of a Strategic Coordination Unit to work across the policing system with a view to enhancing planning, collaboration and the strategic coordination of key policing issues. The Chair advised that this improvement work was focussed on ensuring that both the SPA and the wider policing system were operating in accordance with the provisions of the Police and Fire Reform (Scotland) Act and noted that this includes a requirement for the SPA and Police Scotland to work collaboratively and to share resources.

The Chief Constable confirmed that the establishment of the Strategic Coordination Unit would enhance collaborative working between SPA and Police Scotland as the Act envisaged and would avoid previous disjoint between SPA, Police Scotland and Forensic Services. The Chief Constable confirmed that ACC Steve Johnson would be seconded for a period of 6-

months to lead that unit reporting into the Chair directly and be supported by a Temporary Chief Superintendent. The Chief Constable confirmed that ACC Johnston's secondment to the SPA would not negatively impact on Police Scotland's senior leadership team due to a recent review of the team.

The Chair reminded members that significant work had been undertaken in the last year to address deficiencies and criticisms in the SPA's governance processes, however there remains work to be done, including reviews to Schemes of Delegation and Framework Agreements among other matters. To continue to progress this area of development and improvement, the Chair proposed the establishment of a Governance Review and Development Working Group comprising a core membership of Jane Ryder, Chair of the Audit Committee and herself as Chair with other Board members, HMICS and Scottish Government contributing as necessary. The Working Group will have appropriate staff input and support and would develop a clear workplan and proposals for changes to SPA governance which would be subject to consideration through the SPA's formal decision making arrangements.

The Vice Chair reinforced the need for the SPA's governance arrangements to be kept under constant review.

The Chair noted that her report also highlighted a number of external meetings and events in which she and other SPA members had recently been involved.

Independent Custody Visiting

The Vice Chair informed Members that more than 140 volunteers attended the annual conference for the SPA's Independent Custody Visiting Scheme on 10 May, following the announcement that the scheme had been awarded a national industry standard for the quality of its custody visiting arrangement. The Vice Chair paid tribute to the work and dedication of the visitors, who undertake their role on a wholly voluntary basis.

The Board **RESOLVED** to:

- **NOTE** the report.
- **APPROVE** the establishment of a Governance Review and Development Working Group.

3. CHIEF CONSTABLE'S REPORT

The Chief Constable introduced the report, advising the format had changed to align with the new police plan priorities. The report provided Members with information relating to the Police Service, policing and the state of crime, highlighting:

- The Chief Constable highlighted that following a 14 week trial, six men were convicted of being involved in conspiracy to murder and thereafter imprisoned for a total period of 104 years. The Chief Constable endorsed the comments made by Lord Mulholland during the trial, who had commended the outstanding work undertaken by Police Scotland and Forensic Services staff and officers.
- The Chief Constable commented on the current investigation into the disappearance of Emma Faulds. He confirmed that a man had appeared at Ayr Sheriff Court charged with murder.
- The Chief Constable provided some context on the Contact Assessment Model (CAM), informing Members that in the year to March 2019, 2.5 million calls were received which led to the reporting of over 1.7 million incidents. The Chief Constable confirmed that 80% of calls received do not result in a crime report being raised. Following the reporting on CAM at the Board meeting in November 2018, work has been progressed at pace which has included considerable engagement with a wide number of partners, stakeholders and other 3rd party groups. Following this, the initial Phase One Proof of Concept is being introduced to Lanarkshire and Dumfries and Galloway divisions in early summer 2019.
- The Chief Constable provided Members with an update on the launch of remotely piloted aircraft systems in Inverness on 1 May. In preparation for operational deployment, additional work has been undertaken including data protection and equality and human rights impact assessments. Any operational deployment will be accompanied with a risk assessment and community impact assessments will be considered. Engagement has been ongoing with a range of wildlife charities and groups to provide awareness of the technology and to discuss environmental needs and potential impacts.

- The Chief Constable confirmed that he had formalised Police Scotland's relationship with the National Police Chiefs' Council (NPCC) to maximise the benefits from collaboration with the NPCC.
- In relation to Brexit contingency planning, the Chief Constable confirmed again that he had taken the decision not to initiate the planned reduction of the Police Scotland establishment by 300 officers, and to recruit an additional 95 officers, who joined in February. A reassessment of the Police Scotland recruitment profile for the remainder of the financial year has been instructed, to help inform any further decisions.
- The Chief Constable advised that he had announced six personal commitments to officers and staff, which were:
 - Provide a series of communication and engagement events to give officers and staff across the organisation a voice and to keep them informed.
 - Modernise the probationary training programme to ensure that officers have the most appropriate and relevant training when they are deployed.
 - Provide a focused promotion process, which recognises day-to-day performance.
 - Provide all operational officers with access to new and better quality uniforms.
 - Work with health partners to ensure a reduction in the time spent with individuals who require a professional mental health intervention.
 - Provide every Divisional Commander funding to use at their discretion in their divisions and departments.

In closing, the Chief Constable acknowledged the appointment of Malcolm Graham as Deputy Chief Constable and Kenny MacDonald and Gary Ritchie as Assistant Chief Constables. He noted they would further strengthen Police Scotland's stable, effective and collegiate senior leadership team.

In discussion the following was raised:

- With regard to the Chief Constable's commitment to 'Provide every Divisional Commander funding to use at their discretion within their

divisions and departments', the Chief Constable was asked to clarify where the funding would be coming from while delivering the central savings target. The Chief Constable advised that the funding is not new money and some of the current centrally held funding for each division will be provided to Divisional Commanders for them to determine where it is best spent. This will improve financial accountability and enhance collaborative work with other partners.

- The Chief Constable was asked for comment on any proposals for collaborative working or co-location, stemming from his Local Authority engagement. The Chief Constable responded that he is currently in the process of visiting each Local Authority, so far visiting over 25. Positive feedback has been received from each visit with overwhelming support for policing and the collaborative work currently undertaken whilst also a recognition of the financial pressures Police Scotland faces. Collaborative working and co-location has been a focus of these discussions and Local Authority Chief Executives have been given the opportunity to look at the Estates Strategy and are supportive.
- The Chief Constable was asked to provide comment on the gender balance of promotions at all levels. He responded that there is an increasing trend of female officers and staff coming into promoted roles although it is not at the equivalence we would like, particularly in the higher ranks and the Senior Officer team. The recruitment profile is moving towards 60% male and 40% female and work is ongoing to look at retention and other areas such as maternity and career breaks. The Chief Constable agreed to provide figures in relation to retention and advancement rates and trends of underrepresented groups.

In closing, the Chair noted that diversity and the specific issue of gender balance was discussed at the last meeting of the Succession Planning and Appointments Committee where the need for more structured reporting on diversity issues was identified.

The Board **RESOLVED** to:

- **NOTE** the report
- **AGREE** the following **ACTIONS**:

Enhanced reporting arrangements to the Succession Planning and Appointments Committee and, where appropriate, the Resources Committee, to be developed in relation to retention and advancement

rates and trends of underrepresented groups and the measures being taken to drive further improvement in these areas.

220519-SPABM-001

3. BREXIT CONTINGENCY PLANNING

DCC Kerr introduced the report which provided Members with an update on the current Police Scotland plans in relation to the UK's exit from the EU, highlighting:

- As of 20 May, the cost of Brexit is currently understood to be £300,000 a week. There is no budgetary provision for this cost.
- Operational focus remains on the capacity and resilience to protect the citizens of Scotland whenever Brexit happens, in any form.
- Despite the national reserve being stood down on 13 May, Police Scotland remain heavily involved with partners in preparation work for leaving the EU.

In discussion the following was raised:

- DCC Kerr was asked for more information on engagement with UK wide partnerships. DCC Kerr confirmed that Police Scotland have UK wide arrangements via the National Crime Agency and, together, look at threats within Scotland and what other policing tools will be available post-Brexit. Work with foreign law enforcement agencies such as Interpol is also progressing.
- More information was requested on what was being done to maximise the use of the National Reserve and when the financial pressure of this commitment may start to alter. DCC Kerr advised that the National Reserve was stood down on 13 May with the capacity to stand them up when required. The decision to permanently stand down the National Reserve will be dependent on any political changes and taken on an operational basis rather than financial. It was agreed the Resources Committee would receive a report on both operational and financial benefits of the additional capacity from the Brexit reserve, such as expected lower overtime costs.
- DCC Kerr was asked to provide information on the effectiveness and any lessons learned from the multi-agency coordination arrangements at Bilston Glen. DCC Kerr advised that resilience plans were able to be tested operationally through Bilston Glen which had

worked well with a formal briefing process underway to identify any lessons learned.

In closing, the Chair reinforced that while operational deployment decisions were a matter for the Chief Constable it was vital to maintain regular reporting through the SPA, both to provide public reassurance and to monitor resource implications. She noted various related correspondence which had been circulated to Members, including from the Chief Constable. The Chair also noted that a response had been received from the Scottish Government regarding the policing costs for Brexit which confirms that the Scottish Government would meet additional policing costs of up to £17 million, that being the estimated costs in the event of a no-deal Brexit. The Chief Constable advised that Police Scotland's planning assumptions were based on worst case scenarios provided by the Cabinet Office.

The Board **RESOLVED** to:

- **NOTE** the report
- **AGREE** the following **ACTIONS**:

Resources Committee to receive a report on both the operational and financial implications of the additional capacity arising from the Brexit reserve, e.g. lower overtime costs at its meeting to be held on 11 June.

220519-SPABM-002

4. SCOTTISH CRIME AND DRUG ENFORCEMENT AGENCY: LEGACY MATTERS

The Chief Constable introduced his report which provided Members with information following the recent review, led by DCC Taylor and undertaken by the Police Scotland Anti-Corruption Unit, into the previous investigation of the SCDEA Special Operations Unit in 2011, highlighting:

- The Review Team findings confirmed that following the 2011 discovery, SCDEA Professional Standards Unit carried out an investigation, with consideration given to potential criminality and potential officer misconduct. Following the allegations in 2011, the SCDEA developed new financial management processes and structures for covert policing.
- Undercover policing is a necessary policing capability but demands rigorous professional practice with a clear understanding of the law and human rights. Covert activity authorisations within Police

Scotland currently are granted by an officer of at least Assistant Chief Constable rank. The Chief Constable takes personal oversight of any activity which lasts over 12 months. Annual reviews are carried out by the Investigatory Powers Commissioners Office (IPCO). Following the most recent review, IPCO made a number of positive observations regarding the approach to covert operations with no recommendations relating to covert operations raised.

- Following consideration of the Police Scotland Review Team's conclusions and recommendations, it has been requested that the Metropolitan Police Service (Met) carry out an independent peer review.

In discussion the following matters were raised:

- More information was requested on the current scrutiny of covert operations. The Chief Constable confirmed that IPCO had noted that the current level of scrutiny was robust and that there had been no review recommendations made in relation to covert policing.
- When questioned on the rationale that the Met should carry out the peer review, despite previous scrutiny of their use of covert policing, the Chief Constable acknowledged that the Met of the past had had to learn hard lessons about its approach to covert policing, but it was the Met of 2019 he had asked to carry out the work.

In closing, the Chair noted the importance of the work on the legacy issues being taken forward in a proper manner while balancing this with consideration of how covert policing is undertaken and scrutinised now and in the future. The Chair requested a briefing be provided to Members on the range of assurance and inspections that take place on current covert policing structures and policies.

The Board **RESOLVED** to:

- **NOTE** the report.
- **AGREE** the following **ACTIONS**:

Briefing to be provided to Members on the range of assurance and inspections that take place on current covert policing structures and policies.

220519-SPABM-003

ACC Johnson joined the meeting

5. PROPOSED PLANS FOR THE ROLLOUT OF DIGITAL TRIAGE DEVICES (CYBER KIOSKS)

The Chief Constable introduced the report which set out Police Scotland's plans for the roll out of digital triage devices, stating that he welcomed the scrutiny and challenge on this issue and believed it had added value and significant improvement to Police Scotland's approach. The Chief Constable acknowledged that lessons had been learned on how Police Scotland introduces technology and noted that more time should have been spent considering privacy issues from the outset and with clarity on the legal position.

The Chief Constable reiterated his previous commitment not to introduce triage devices without legal clarity, noting that the Crown Office and Independent Senior Legal Counsel have both since confirmed the legal basis for the use of the devices and would be discussed further at a reference group in early June. The Chief Constable stated that most incidents now involve at least one digital device and the triage devices were needed to protect the vulnerable and investigate crime. He said the roll out of the devices would benefit victims and witnesses of crime who currently are without their devices for weeks or months to allow evidence to be obtained.

The Chief Constable added that the needs of victims will be protected and the devices will be utilised in a narrow, confined and proportionate way to minimise intrusion. He referred to recent media coverage in respect of England and Wales inferring that cases would not proceed if a device was not handed over. The Chief Constable stated that this was categorically not the case in Scotland and all investigations would continue and alternative sources of corroborative evidence sought where possible.

The Chief Constable stated that the intention following the Board's consideration today and a meeting of the reference group is to commence the roll-out of this much-needed technology as soon as practicably possible.

The Chair reminded members that the matter had been subject to consideration and discussion by the SPA's Strategy, Policy and Performance Committee and invited Bob Hayes, SPA Board member and member of the stakeholder reference group to comment. Mr Hayes stated that he was supportive of the roll out of the kiosks at this point, and that the delay in rolling out the use of these devices had had an adverse impact on the service provided to victims of crime. He stated that

advances in technology and in the storage and sharing of information was not supported or facilitated by the current legislative framework. Mr Hayes stated that lessons had been learned and the processes, use of external stakeholders and consultation had, in this instance, provided a more robust process for the future. The Chief Constable endorsed those comments, noting that the gaps in the law and adequacy of statute was recognised as analogue legislation in a digital age.

In discussion the following matters were raised:

- The challenge of reconciling competing interests of human rights and public policy and in particular Article 8 interests about privacy and Article 3 and 5 in respect of security; and developing a framework which is more pre-emptive and addresses these issues for future and use in considering matters such as facial recognition, automatic number recognition and the use of drones.
- The Chair of the SPA Strategy, Policy and Performance Committee, Michelle Miller, noted that report had been considered in depth by the committee and endorsed both the proposals and comments raised. She stated that committee members had discussed how a framework could capture evolving issues that have ethical implications and noted that a key issue was engagement and communication in the broadest sense.
- ACC Johnson was asked for more information on a proposed ethics board. He confirmed that independent legal advice had been received; all data impact assessments and equality human rights assessments had been completed and a full suite of documents have been presented to the SPA Strategy, Policy and Performance Committee and the Scottish Parliament's Justice Sub-Committee on Policing. The stakeholder reference group will evolve into an ethics panel to look at issues early. He stated that a post-implementation review will consider lessons learned and consider the benefits to victims of crime.
- The impact of digital triage devices on resources and officers time was raised and ACC Johnson stated use of the devices would offer an enhanced service and shorter timeframes to investigate crimes.

Following discussion, the Chair invited members to note the legal advice received and Police Scotland's intention to roll out the use of digital triage devices as soon as practicably possible.

In closing, the Chair stated that the SPA had a responsibility to ensure that policing continues to adapt effectively for the future and the delays in rolling out this technology had not been desirable.

The Chair highlighted that it was important all stakeholders within the system reflect on how we work together to ensure policing changes and adapts and that scrutiny is both effective and proportionate. She stated that there were key learning points for all stakeholders on this issue, including;

- Police Scotland recognising that important steps should be taken earlier in respect of changes in operational policing
- The SPA reflecting on how it can better oversee change while considering both financial investment and ethical considerations.
- Government and Parliament considering how the law keeps pace with technological advancements.
- Parliamentary process and scrutiny should be proportionate and better reflect the legislative intent of the Police and Fire Reform (Scotland) Act 2012 regarding the SPA's role in policing and in holding the Chief Constable to account.

The Board **RESOLVED** to:

- **NOTE** the report.

ACC Johnson left the meeting

Chief Superintendent Richards joined the meeting

6. ARMED POLICING DEPLOYMENT MODEL

The Chief Constable introduced the report which provided members with a 12-month update on progress since Police Scotland changed its armed policing deployment model in May 2018. He stated that it remained his view that revising the deployment model had been the right thing to do, that it had improved the policing service being delivered to communities and feedback to Police Scotland from communities indicated there was widespread support for the model to continue.

The Chief Constable invited Chief Superintendent Mark Richards to provide members with further detail. Chief Superintendent Richards referred to the figures outlined in the report and stated that since May 2018 there had been no reported disruption to the service response to firearms incidents, while significant and wide benefits had been reported and

recorded in regards to vulnerability and conventional policing incident attendance.

Robert Hayes advised that the previous Policing Committee had worked through several iterations of the deployment model. The Chair agreed that there had been considerable monitoring and reporting of the model.

The Board **RESOLVED** to:

- **NOTE** the report.

Chief Superintendent Richards left the meeting

ACC Hawkins joined the meeting

7. CONTACT ASSESSMENT MODEL (CAM) PLANS FOR PILOT AND FUTURE ROLL OUT

The Chair introduced the item stating that the CAM plans were an area of significant change and development for Police Scotland and it was proposed that the SPA establish a dedicated SPA oversight group to provide governance and assurance of the roll out of this change. The Chair stated that Martyn Evans had agreed to Chair the group and, subject to Board agreement, work would begin immediately.

ACC Hawkins referred to Police Scotland's report which provided a further update to Members on the development of the Contact Assessment Model and the planned implementation of pilots within Lanarkshire and Dumfries and Galloway Divisions during Summer 2019. ACC Hawkins highlighted;

- The new model will see the service deal with 101 and 999 calls on a more individually tailored way
- The model improves Police Scotland's assessment of risk and its triage of calls
- Rigorous project management and assurance arrangements are in place to monitor the model which focuses on people; processes; ICT and communications and engagement.

ACC Hawkins stated that while the service was confident that the new model would ensure policing was better placed than ever to address the risk that is inherent in call handling, it is impossible to eliminate that risk completely and the service was focused on training and supporting staff to ensure they can deal with the challenges that are placed upon them in the environment.

ACC Hawkins welcomed the introduction of a new oversight group.

In closing, the Chair noted the significant engagement that Police Scotland has undertaken in respect of the new model to the SPA but also with other stakeholders. She also confirmed that the initial business case was discussed at the Resources Committee on 30 April. The Chair acknowledged that there was a lot of interest in the development and the oversight group would look at what type of information is brought to future Board meetings.

The Board **RESOLVED** to:

- **NOTE** the report.
- **AGREE** the establishment of an SPA oversight group.

ACC Hawkins left the meeting

9. FRAMEWORK FOR STRATEGIC WORKFORCE PLAN 2019-26

The Chair introduced the item reminding members that matter has been subject to considerable discussion over recent months and the document has been considered in detail by the SPA's Resources Committee.

The Chief Constable introduced his report which presented Police Scotland's 'Framework for Strategic Workforce Planning 2019-26', highlighting;

- The development of a framework for a strategic workforce plan sets out a direction that will inform more detailed planning and the 10-year strategy for policing 'Serving a Changing Scotland' sits at the heart of the work to date.
- Significant progress that has been made in strengthening the financial capability within policing which has been recognised by Audit Scotland, among others.
- Inherited gaps in ICT infrastructure have been addressed by aligning the workforce plan with the Digital, Data and ICT plan.
- The work to date has been aligned with work on the people strategy to develop, empower and focus on the wellbeing of the workforce.
- Significant input has been received from the Resources Committee and it is suggested that the Board received updates on a 6 monthly basis.

It was noted that the next iteration brought to the Board should include timelines and deadlines. The Chair of the Resources Committee, Elaine

Wilkinson, confirmed that the next Committee would set out reporting deadlines to the Committee for the next year.

In closing, the Chair recognised the work undertaken to date and acknowledged the remaining work required ahead of future consideration.

The Board **RESOLVED** to:

- **NOTE** the report.
- **APPROVE** the Framework for Strategic Workforce Plan 2019-26

Yvonne Johnston joined the meeting

10. DRAFT ESTATES STRATEGY 2019

Deputy Chief Officer David Page referred to the draft strategy and accompanying report, highlighting;

- Since the approval of the existing estates strategy in 2015, the 10-year strategy for policing 'Serving a Changing Scotland' and the Digital, Data and ICT strategy have been published, therefore there was a requirement for a refreshed estates strategy reflect the objectives from those two strategies.
- Collaboration and a commitment to ensuring the police estate meets the needs of the welfare and wellbeing of our officers and staff are core elements of the revised strategy.

DCC Kerr gave an operational input stating that the revised strategy will support a different and more collaborative way of working with local partners; manage increasing demands and support the delivery of better local services to communities. DCC Kerr acknowledged the need and benefits of engaging with and being cognisant of the impact of a visible and local police presence in communities and stated he believed the revised strategy allows Police Scotland to strike that balance.

The Estates Transformation and Change Lead, Yvonne Johnson, advised that the design and principles were created following extensive consultation and engagement with internal and external stakeholders and partners. A short life working group of senior officers was created to test viability of the proposals, vision and principles and to develop the concept models.

The Chair of the Resources Committee, Elaine Wilkinson, confirmed the Committee had considered and discussed the strategy at depth and

commend it to the Board for approval. She stated that the committee had discussed the need for Police Scotland to consider and manage the expectations of those officers and staff who work in buildings that won't see significant change or transformation for many years. It was noted that the Health, Safety and Wellbeing report would address that concern.

In discussion the following matters were raised:

- DCO Page was asked for clarity on how the strategy would be managed with a limited budget. He responded that empowering local commanders to have conversations with local partners would be fundamental and a national framework will be developed to ensure consistency in how those discussions are being progressed. DCO Page stated that the previous strategy have seen a significant number of estates disposed of and funding received used in different parts of the police budget. A core tenant of the revised strategy is to reinvest funding from disposals back into the maintenance and improvement of the existing estate.
- DCO Page was asked to consider as part of ongoing monitoring of the strategy how blockages are identified in progressing co-location opportunities.

In closing, the Chair noted her appreciation for the work undertaken to develop this strategy and thanked those who had contributed. She stated there was work to be done by the SPA in particular to consider monitoring and reporting of the estates strategy going forward.

The Board **RESOLVED** to:

- **NOTE** the report.
- **APPROVE** the draft Estate Strategy 2019

Yvonne Johnstone left the meeting

Tom McMahon joined the meeting

11. POLICING PERFORMANCE JANUARY – MARCH 2019

The Chair reminded members that this would be the last performance report to be presented and considered by the Board in the current format. The revised performance report will come to the Board's August meeting and the Chair stated that she has spoken with a number of members and stakeholders regarding different and better ways of considering policing

performance information, including how we make it more accessible to the public and this will be considered further in the months ahead.

DCC Kerr reiterated to members that the service was moving towards an outcomes focused policing performance framework to provide the SPA and the public with more meaningful information about how the police service is performing.

Director Business Integration and Delivery, Tom McMahon, stated that work on the Q1 revised performance framework continued and he extended his thanks to the Strategy, Policy and Performance Committee for their support in developing this. He referred to the report which provided Members with the 2018/19 Quarter 4 performance summary, highlighting;

- Growth in the number of incidents recorded and an increase in reported incidents.
- Total crime is up on last year and down compared to the 5-year average by 1.1%.
- Overall detection rate for crime is up compared to the previous year, now sitting at 51%.
- Across Scotland confidence in policing remains strong with 57% of respondents to the last Scottish Crime and Justice Survey indicating that the police are doing a good or excellent job.
- The number of on-duty allegations have decreased by 10.9%, a reduction of 876 allegations compared to the same period last year.
- Non sexual violent crime is up, by 10.2% in the last year.
- Crimes of cruel and unnatural treatment of children are increased in the last year, however predominantly attributable to non-recent crimes.

In discussion the following matters were raised:

- The Director of Business Integration and Delivery confirmed that the new style of reporting would include information on cybercrime.
- The Chief Constable was asked to provide comment on new approaches to dealing with drugs deaths and suicides. The Chief Constable acknowledged that both were an issue of national significance, taking far more lives than homicides in Scotland. He stated that drugs death in particular have been recognised as a broader public health issue and Police Scotland's contribution is significant in prevention, information sharing with partners and where necessary robust enforcement. The Chief Constable referred

to collaboration with partners including the local authority and NHS Tayside in Dundee which was underpinned by significant policy, strategy and practice and looked to proactively identify chronic users and refer them to services.

- The Chief Constable stated that violent crime is an international challenge and innovative approaches to addressing it is of interest. He stated that Scotland has made a significant impact through the work of policing as well as the Violence Reduction Unit, however there remain two significant challenges where further work requires to be done and they include the use, abuse and significance of alcohol in violence; and the role that the private space plays in violence, including domestic situations, house parties and gatherings.

The Board **RESOLVED** to:

- **NOTE** the report.

Tom McMahon left the meeting

Tom Nelson joined the meeting

12. FORENSIC SERVICES PERFORMANCE JANUARY – MARCH 2019

The Director of Forensic Services introduced his report stating that work was underway and SPA Board member Gordon Dewar was engaging with the Forensics Senior Management Team to review the Forensic Services performance reporting which is expected to evolve in the months ahead. He referred to the 2018/19 Quarter 4 performance summary, highlighting;

- Forensic Services finish the year with a lower case load and greater capacity – a specific deliverable from phase 1 of the Forensic 2026 strategy.
- Significant work is underway to realise the Forensic Services change programme, including engaging with staff and training and investing in managers - both of which are focused on creating the right environment that allows the service to retain, develop and attract the best staff to Scotland.
- UKAS had confirmed that Forensic Services have maintained accreditation to ISO 17025.

- The House of Lords Science and Technology Select Committee issued their report 'Forensic Science and the Criminal Justice System: A blueprint for Change'. The findings of the report discuss issues which relate to forensic science in England and Wales. The observations do not all apply to Scotland but those which do are already part of the delivery of the Forensic 2026 strategy, currently being progressed, with the exception of digital forensic evidence.
- The House of Lords report notes the decline in research and development since the closure of the UK Forensic Sciences Service in 2012. The Director for Forensic Services stated that the situation in Scotland is different due to close links with academia and SIPR, however it has been recommended that a national approach to research across the UK is established which he would welcome.
- Following visits to the laboratory at the Scottish Crime Campus (SCC) by members of the Forensic Services Committee, an invitation was extended to arrange a full Board workshop at the SCC to focus on Forensic Services.

In discussion the following matters were raised:

- Immediate care of rape victims is now within a health area as opposed to a police area. The Director of Forensic Services was asked if this was a risk for forensics. He responded, advising that the Chief Medical Officer had set up a task force group and working groups to manage those risks and forensic services had representatives on each group.

In closing, the Chair highlighted that while governance for Forensic Services is separate from Police Scotland, as outlined in the Act, joint working from both leads to positive outcomes.

The Board **RESOLVED** to:

- **NOTE** the report.

Tom Nelson left the meeting

James Gray joined the meeting

13. INDICATIVE OUTTURN

The Chief Financial Officer referred to his report which provided Members with an update on the provisional 2018/19 financial outturn, noting that Police Scotland are on track to deliver the budget.

Thanks were recorded to the Chief Financial Officer and his team for the work undertaken to deliver the budget.

The Board **RESOLVED** to:

- **NOTE** the report.

James Gray left the meeting

Jude Helliker joined the meeting

14. HEALTH SAFETY AND WELLBEING

HEALTH AND SAFETY

DCC Kerr referred to the report which provided Members with a strategic overview in relation to Health and Safety within the SPA and Police Scotland, highlighting;

- A new Health and Safety Assurance Model will be rolled out over summer 2019 to Divisional Commanders and Head of Business Areas within Police Scotland and the SPA.
- Following the issue of the Scottish Police Federation Interim Report entitled 'Deep Dive – L Division', visits were made to the accommodation and custody suites at Lochgilphead and Oban. The accommodation at Lochgilphead was found to be of a high standard and was not closed. The custody suites at both Oban and Lochgilphead were closed to allow Estates to deal with issues highlighted on previous inspections and Oban re-opened on 3 May 2019.

In discussion the following matters were raised:

- Elaine Wilkinson informed Members that she had visited the Oban station and noted that morale was high. She questioned what was being done to inspect other parts of the police estate. DCC Kerr responded that the Divisional Commander had made issues known and work was progressing on how to address them.

- Gordon Dewar noted that health and safety covers a range of challenges and it was important that we differentiate between health and safety matters that have an immediate life or health risk and require to be addressed immediately. The Chair reinforced this point and reminded members about the statutory and compliance obligations on the SPA as defined in the Act.
- The Deputy Chief Officer advised that the list of health and safety issues to be addressed will be cross referenced with what Divisional Commanders have documented to confirm that all issues are recorded.
- Statistics relating to police officers 'injured during arrest' showed an increase of 26%. Confirmation was requested on how many would fall within the RIDDOR figure.

The Board **RESOLVED** to:

- **NOTE** the report.
- **AGREE** the following **ACTIONS:**

Statistics relating to police officers 'injured during arrest' showed an increase of 26%. Confirmation to be given on how many would fall within the RIDDOR figure.

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WELLBEING

The Director of People and Development, Jude Helliker, referred to the report, highlighting;

- The Director stated that while there remained further work to be undertaken, particularly in the areas where individuals' lives are being disrupted, significant progress has been made in embedding wellbeing within the organisation.
- There has been a slow but steady drop in absenteeism both in police staff and police officers.
- The service was exploring specific initiatives such as psychological resilience screening and trauma resilience training to tackle the high risk areas of policing.

Board Member were invited to attend the Wellbeing Champion event on 3 June 2019.

The Board **RESOLVED** to:

- **NOTE** the report.

Jude Helliker left the meeting

15. COMMITTEE CHAIR REPORTS

The Chair invited Committee and Working Group Chairs to introduce their reports from recent meetings:

- **Forensic Services Committee**: Tom Halpin highlighted the updates provided in the report and noted that discussions with Scottish Government were ongoing regarding the establishment of the Digital Forensics working group.
- **Resources Committee**: Elaine Wilkinson highlighted the updates noted in the report.
- **Audit Committee**: Jane Ryder highlighted the updates provided in the report and noted that the first draft of assurance mapping was due by 1 June 2019.
- **Strategy, Policy and Performance Committee**: Michelle Miller highlighted the updates provided in the report and noted that a Committee workshop will take place on 22 July to refine how the Committee operates.
- **Succession Planning and Appointments Committee**: The Chair advised that the Committee had had a good discussion and examination on leadership appointments and will now move onto work involving further Board appointments.

The Board **RESOLVED** to:

- **NOTE** the report.