

BOARD MEETING

27 November 2019

Minute of the Scottish Police Authority Board Meeting held on Wednesday, 27 November 2019 in Council Chambers, Aberdeen

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

Board Members Present: Susan Deacon (Chair)
David Crichton (Vice Chair)
Martyn Evans
Robert Hayes
Grant Macrae
Michelle Miller
Mary Pitcaithly
Jane Ryder
Matt Smith
Tom Halpin
Elaine Wilkinson

Apologies Gordon Dewar
Caroline Stewart

In attendance: Police Scotland (PS)
Chief Constable (CC) Iain Livingstone
Deputy Chief Constable (DCC) Malcolm Graham
Deputy Chief Constable (DCC) Will Kerr
Deputy Chief Constable (DCC) Fiona Taylor
Deputy Chief Officer (DCO) David Page
Assistant Chief Constable (ACC) John Hawkins (*Item 2*)
James Gray, Chief Financial Officer (*Item 10*)
Chief Superintendent Campbell Thomson (*Item 2*)
Jude Helliker, Director of People and Development (*Item 7*)
Tom McMahon, Director of Business Integration (*Item 9*)
Tony Chalk, Head of Fleet (*Item 6*)

Scottish Police Authority (SPA)

Lynn Brown, Interim Chief Executive
Tom Nelson, Director of Forensic Services (*Item 11*)

Aberdeen City Council
Councillor Jenny Laing, Co-leader (*Item 2*)
Angela Scott, Chief Executive (*Item 2*)

SPA Secretariat
Catherine McIntyre, Head of Board Services
Karen Vallance, 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. That week the Chair and Members had met with representatives from the council, Police Scotland and other community partnerships in Aberdeen, Peterhead and other areas in Aberdeenshire. The discussions had been enlightening and inspirational and Members were grateful for the time spent. The Chair thanked Aberdeen City Council for work undertaken in partnership with SPA and Police Scotland since the creation of both organisations in 2013.

The Board **RESOLVED** to:

- **NOTE** Member apologies as above;
- **NOTE** no decisions of interest;
- **ADOPT** the minute of the 21 August 2019 meeting;
- **NOTE** the action log and that there were no matters arising;
- **NOTE** no decisions had been taken via correspondence since the last meeting;
- **AGREE** that, in accordance with paragraphs 21 and 22 of the SPA Standing Orders, the Board would consider items 15 - 18 in private for the reasons set out on the agenda.

2. PARTNERSHIP WORKING AND COLLABORATION IN THE NORTH EAST

The Chair introduced the item and noted that the Authority had identified the area as a topic for discussion.

Councillor Jenny Laing (JLaing) and Chief Executive Angela Scott (AScott) were invited to address their presentation, through this it was highlighted:

- The Christie Commission highlighted benefits of partnership working and the introduction of the Community Planning Aberdeen Board has allowed such investment to come to fruition.
- A community based approach has empowered communities and contributed to benefits within Aberdeen such as continued low crime and high detection rates.
- The Community Planning Board has also focussed on data, mainly data accessibility, noting that the increase in capability of the Aberdeen City data observatory has brought further benefits.
- The Local Outcome Improvement Plan released in 2016 was refreshed in 2018 and there are approximately 125 improvement projects with the majority due to complete in 2021.
- A multi-agency response to demand had brought about short term wins, medium term benefits and long term change.

Chief Superintendent Campbell Thomson (CSCThomson) and ACC John Hawkins (ACCHawkins) were invited to introduce their paper and through this it was highlighted that:

- N Division maintains a community based policing model and partnership working has involved faith groups, charities, voluntary sectors as well as public sector agencies.
- Community planning shapes how policing works now and in the future and N Division is working in consultation with the policing plan and the local outcome improvement plan.
- N Division is embracing the change programme. The Chief Constable has given Divisional Commanders the autonomy to deliver local projects and the digital devices in N Division have transformed policing.
- The Estates Strategy details more than co-location, rather a platform for integration and collaboration which will deliver quicker and better outcomes for local communities.

In discussion the following was raised:

- Members reflected on discussions held during the previous day's community engagement and noted that there was a responsibility to allow local initiatives to prosper and partners had shown a willingness to 'stand in one another's shoes'.
- In response to questions raised on the required change of culture and systems that would come with co-location, AScott advised that work had begun on identifying required system changes. AScott

noted she felt there was already a culture of professional partners but 'rules' and 'conditions' on new co-locations would be communicated to staff.

- With regard to data sharing, AScott advised that there was a commitment to progress advancements already made. AScott recognised that the Council and Police Scotland were good at sharing data during emergencies but further work was required on how data can be shared as part of 'business as usual' activities.
- AScott was asked to comment on indicators to test impact measures. She advised that all short term projects are subject to a lot of scrutiny and are not agreed unless there is sufficiency of data and improvement measures. Work has also commenced on an outcome framework to support the local outcome improvement plan.

The Chief Constable commended the work, leadership and drive that is evident across Aberdeen city, noting that Aberdeen was representative of the potential which Police Scotland aspires to. The level of integration and collaboration between the council and Police Scotland has the citizen and community at the focus. The local policing plan will look at key benefits and lessons learned from what is happening in Aberdeen as well as the key principles, behavioural change and fundamental values to allow the rest of Scotland to follow.

The Chair thanked those presenting for their thought provoking and inspiring presentation on joint working, noting that much learning can be taken from what has been done.

3. SPA CHAIR'S INTRODUCTION AND REPORT

The Chair provided an update on four significant pieces of work; highlighting;

- The Scottish Parliament Justice Committee took a rounded look at the Police and Fire Reform Act 2012 published in March 2019. Consideration has been given to the report, the evidence submitted and other commentary to inform our thinking in continuing to develop our improvement journey. The Authority has submitted a further update report to the Scottish Parliament Justice Committee which reflects on the recommendations and also signals how the Authority is keen to work with the Committee to look at how governance and accountability of policing is improved going forward. The Chair confirmed the submission will be posted on the SPA website.

- Following consultation and discussion with Authority Members and staff, the Chief Executive has compiled and submitted a response to the HMICS Thematic Inspection of the SPA published in September 2019. The Chair confirmed the submission will be posted on the SPA website.
- Work continues between the Authority and Scottish Government to update the Scottish Government governance and accountability framework. The Authority and Scottish Government have a shared commitment to provide a clearer articulation through the document as to how the post police reform system needs to work in the future.
- Work has continued within the Authority to produce a basis for discussion with Police Scotland, Scottish Government, HMICS and other partners around next steps of governance and accountability in policing. Clarity is required on how the whole system needs to work to best effect and it is anticipated this work will be complete by early 2020.

In closing, the Chair highlighted that she had given a joint presentation, along with the Chief Executive, at the latest COSLA Scrutiny Forum.

The Board **RESOLVED** to:

- **NOTE** the update.

4. CHIEF CONSTABLE'S REPORT

The Chief Constable referred to his report which provided Members with information relating to the Police Service, policing and the state of crime, highlighting:

- A 35 year old man had been arrested and charged with the murder of Frank Kinnis and attempted murder of two others. The policing response was a tailored local approach with national assistance.
- Operations SYNOPSIS was an international human trafficking investigation which resulted in Police Scotland forming a Joint Investigation Team with the Metropolitan Police Service and Slovakian Police. The investigation was supported by Europol and Eurojust and resulted in the arrest and sentencing of four individuals.
- The Chief Constable attended the European Police Chiefs' Convention at Europol's Headquarters in The Hague. The convention was an opportunity to build on the relationships required to ensure that Scottish policing maintains a strong footprint throughout European and international policing.

- The Chief Constable reiterated that no assaults on staff will be tolerated. As previously reported, DCC Fiona Taylor (DCCTaylor) is undertaking a strategic review on all matters relating to assaults on officers and staff. Further analysis will be undertaken to better understand the impact on violence against staff. Unions, Scottish Police Federation and the Association of Scottish Chief Superintendents are engaging and contributing to this work and further reporting will be brought to the Authority in due course.
- Sheriff Principal Craig Turnbull issued his determination following the Fatal Accident Inquiry into the helicopter crash at the Clutha Bar, Glasgow, in November 2013. The Chief Constable noted that the thoughts of everyone in Police Scotland remain with the families and friends of all those who lost their lives.
- The Chief Constable noted that the death of Sheku Bayoh remains a tragedy for the man himself and for his family and friends. It has also had significant impact on many people in policing and the wider community. The Cabinet Secretary's decision to establish a Public Inquiry follows confirmation from the Lord Advocate that Crown Counsel had instructed that no criminal proceedings will be instituted on the basis of the current available information. The Chief Constable confirmed he intends to meet with Officers involved in the incident as well as members of Sheku Bayoh's family. It is vital the Inquiry provides clarity on the circumstances surrounding the incident and it is right to await confirmation of the details and Terms of Reference of the Public Inquiry. The Chief Constable confirmed Police Scotland will engage fully with the process and the inquiry will take a considerable period of time and must run its course. He urged people to exercise caution when expressing opinion or forming hypothesis prior to conclusion of the Inquiry.
- During Extinction Rebellion demonstrations in London, mutual aid was required from forces across the country. The Chief Constable agreed to deploy four Police Support Units consisting of 100 officers. The Chair and Cabinet Secretary for Justice were briefed on the decision taken and were provided assurance that the deployment would not undermine Police Scotland's ability to protect the public in Scotland.
- The Chief Constable confirmed that ACC Higgins has taken command of preparations for policing the Conference of the Parties (COP26) on a full time basis. He also advised the Authority that he had met with UK Government officials to discuss the conference and had

expressed concerns around governance and costing arrangements and had reinforced the requirement and need for full cost recovery.

- The Chief Constable thanked Trade Unions and SPA for their assistance in reaching agreement on a staff pay award.

In discussion the following was raised:

- Members requested regular updates on funding and partnership work for COP26 plus assurances that there will be on community policing. The Chief Constable confirmed he would provide continual assurance regarding the governance Police Scotland provides to the event. He confirmed that lessons had been learned from the Commonwealth Games planning. Police Scotland as a whole will contribute to delivering the event as well as its own service delivery and change programme. The Chair agreed that COP26 would be a standing item at future Board meetings.
- The Chief Constable was asked if there was any work the Authority can do jointly with Police Scotland to ensure internal co-operation continues and intensifies in relation to human trafficking. The Chief Constable responded that there was more shared awareness and discussion in both policing and society of the effects of human trafficking and this awareness should continue to be publically advocated.
- Members requested an update on the roll out of the Contact Assessment Model (CAM) in Glasgow. The Chief Constable confirmed that roll out in Glasgow continues to be successful and only minor tweaks have been identified. Roll out through the rest of the West of Scotland is anticipated for early 2020.
- The Chair requested an update regarding cyber kiosks to which DCC Malcolm Graham (DCCGraham) confirmed implementation was anticipated in early 2020. Discussions with the Information Commissioners Office have been constructive but taken longer than anticipated. However, Police Scotland were now close to signing off all assurances.

The Board **RESOLVED** to:

- **NOTE** the report

5. BREXIT CONTINGENCY PLANNING

DCC Will Kerr (DCCKerr) referred to the report which provided an update on EU Exit contingency plans, highlighting the Scottish Government have agreed the organisation should not have to bear the cost of the planning

and £17m has been committed for salary costs. However, additional costs need to be met and this requires further discussion.

In discussion the following matters were raised:

- E Wilkinson (EWilkinson), Chair of the Resources Committee, requested a full report detailing the projected full revenue costs be brought the next Resources Committee.
- The Chair acknowledged that capacity and resource within the Force Reserve was a wider issue and work was required to demonstrate what benefits were being delivered.

The Board **RESOLVED** to:

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

Full report detailing the projected full revenue costs of £20.2m is brought to the next Resources Committee.

271119-SPABM-01

6. FLEET STRATEGY

D Page (DPage) referred to the report which sought approval for a new fleet strategy. He highlighted:

- The fleet strategy replaces the existing version published in 2014. Recognising the successful progress made to date, the renewed strategy will build on the existing foundations by providing a safe, flexible mobile environment for officers and staff. The strategy also aims to address the environmental commitments as set out by the Scottish Government.
- The key changes that the strategy will aim to implement will be:
 - Increasing contingency fleet to maximise operational officer time.
 - A revised replacement schedule, reducing the mileage before a vehicle is replaced.
 - Replacing the fleet with Ultra Low Commission Vehicles over ten years, unmarked fleet infrastructure to support this.
 - Utilising telematics and technology to enable Police Scotland to deploy the right vehicles to the right locations at the right time.
 - Working collaboratively with blue light colleagues to identify opportunities where effective and practical collaboration will bring benefits across all blue light services.

- Engagement with officers and staff has been undertaken to understand key challenges and opportunities, and engagement will continue throughout the implementation of the strategy.

In discussion the following matters were raised:

- The Chair questioned whether Police Scotland have input to the Scottish Infrastructure Commission. DPage confirmed that he had presented to the Scottish Infrastructure Commission with James Gray (JGray). Police Scotland is a national asset and the amount of investment required to be a 21st century digitally enabled police service is such that it sits outwith the capacity for the justice budget. Therefore, Police Scotland have put forward a case to the Scottish Infrastructure Commission that Police Scotland should be considered as a national infrastructure and properly invested in. The Commission will publish an initial report in January 2020 with a full report in summer 2020.
- EWilkinson confirmed that the Resources Committee welcomed the strategy and level of engagement, and were content to recommend to the Authority.

In closing, the Chair noted that there were many interdependencies recognised in the paper and asked if Authority Members were content to approve the report subject to these.

The Board **RESOLVED** to:

- **NOTE** the report.
- **APPROVE** the fleet strategy

7. STRATEGIC WORKFORCE PLAN INTERIM REPORT

The Chair opened the item by stating that along with others, she had been reviewing the work and discussions which have taken place regarding a strategic workforce plan. She noted that although previous reassurances had been given, there was a need for further clarity of current progress and what is realistically deliverable as the plan underpins so many other areas of work.

The Chief Constable publically acknowledged his disappointment that work was not further advanced. The absence of a workforce plan, as highlighted by Audit Scotland, the Chair and other Authority Members, remains a gap in current capabilities and strategic framework.

The Chief Constable added that recruitment of a skilled and dedicated resource should have been identified sooner. An experienced and active workforce planning manager has now been recruited to progress the work.

He further added that DCCTaylor will create and lead robust governance of progress.

In discussion, the following matters were raised:

- EWilkinson highlighted that November 2017 was the first time the Authority were advised a strategic workforce plan would be produced, initially for a 2018 publication. Since then the criticality has been acknowledged on several occasions however progress has been slow. She stated that the report had insufficient information to provide confidence that the plan will be delivered within the new timescale. She suggested DCCTaylor attend the next Resources Committee to talk through in detail the specifics so there is clarity on milestones.
- Members raised concern that the need to develop the plan at pace doesn't cause a disconnect between development of the plan and work to refresh other strategies.
- With regard to reporting to the Resource Committee, Members noted consideration should be given to the inclusion of a case study regarding cyber capability and capacity.

The Chief Constable noted he was grateful for the observations and did not disagree. He agreed that the use of cyber as a case study would be beneficial. He also recognised the frustration at the lack of progress.

In closing, the Chair highlighted that a strategic workforce plan is fundamental to how budget is managed and how future budget negotiations evolve. Based on the information within the report, along with assurances previously made, it was important for more information to be brought to the Authority and she endorsed the requested report to the Resources Committee.

The Board **RESOLVED** to:

- **NOTE** the report.

8. SCOTTISH CRIME AND DRUG ENFORCEMENT AGENCY: LEGACY MATTERS

The Chief Constable referred to the paper which provided a synopsis of the recent independent peer review undertaken by the Metropolitan Police Service into Police Scotland Anti-Corruption Unit's investigation in

February 2019 of the SCDEA Special Operations Unit (SOU) in 2011. He highlighted:

- As previously reported, DCCTaylor was instructed to examine the 2011 investigation into mismanagement of the SOU, the allegations that documents were destroyed by burning, and changes in governance within the SOU.
- The SCDEA carried out an inquiry at the time and the officers involved were moved from the roles they were in and the circumstance of how that unit was being run was reported to the Crown Office at that time.
- The Crown Office determined there was no criminality as independently assessed by them and the matter was transferred back to SCDEA management where conduct proceedings were initiated against two officers.
- None of the officers subject to conduct proceedings now work for Police Scotland and none of the officers involved in that unit at the time have any role within the current covert capability.
- Due to significant concern and speculation, the Chief Constable felt it appropriate for a peer review and requested the Metropolitan Police Service carry this out. They confirmed there was nothing further in terms of active investigation required. The issues had been identified and resolved within the SCDEA at that time, in a unit that no longer existed in Police Scotland.
- The Chief Constable confirmed that it will not be known exactly what materials were burnt by the SCDEA in 2011 but would appear to be items related to telephony bills and bank account matters. The burning of materials was one part of a broader issue of the professional competence and ethical integrity and ethos of the unit.
- The Chief Constable stated he is satisfied that what happened was investigated as well as it could have been and appropriate steps and actions were taken.
- With regard to current covert operations, the Chief Constable confirmed he is satisfied that it is now an entirely different operating regime. The level of scrutiny from the Investigatory Powers Commission which is judiciary led is extremely robust. Police Scotland have been subject to a recent inspection from the Investigatory Powers Commission who reported that standards are extremely high and Police Scotland are a UK leader in that field.

In discussion, the following matters were raised:

- Members noted that trust in current operations had been damaged by legacy matters as there has been significant media and parliamentary interest.
- Members referred to the HMICS Strategic Review of Undercover Policing, noting that several recommendations were made and suggested progress against these recommendations should be shared. It was also suggested the Authority ask HMICS to reflect on their recommendations in light of the recent report.
- The Chief Constable noted he appreciated the legitimate public and political interest and added that the Investigatory Powers Commission is judiciary led throughout the UK and looks at all elements of covert policing. The inspection team often have judicial commissioners within the team and the level of scrutiny is unprecedented.
- The Chief Constable confirmed that all deployments are authorised by a Chief Officer and only the Chief Constable can authorise a long term deployment.
- The Chair thanked the Chief Constable for the update and requested he provide a written report which summarises the additional information and further clarity provided which will then be published on the SPA website.
- The Chair further advised that HMICS has agreed to undertake an assessment of the recommendations made in its '*Strategic Review of Undercover Policing in Scotland*' and will confirm if they are still relevant or require to be amended. The HMICS assessment will be reported publically and shared with Police Scotland.

In closing, the Chair also requested a report be provided which describes the range of assurances and inspections that take place on current covert policing structures and policies.

The Board **RESOLVED** to:

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

Chief Constable to provide a written report which summarises the additional information and further clarity provided at the Authority meeting which will then be published on the SPA website.

271119-SPABM-02

HMICS has agreed to undertake an assessment of the recommendations made in its '*Strategic Review of Undercover Policing in Scotland*' and confirm if they are still relevant or require to be amended. The HMICS assessment will be reported publically and shared with Police Scotland.

271119-SPABM-03

SPA to ensure that the report previously provided following a request at the Authority meeting on 22 May which describes the range of assurance / inspections that take place on current covert policing structures and policies is published on the SPA's website.

271119-SPABM-04

9. POLICING PERFORMANCE JULY- SEPTEMBER 2019

DCC Taylor introduced the report which presented the Quarter 2 performance report and provided an overview of 12 of the 27 strategic objectives noted within the paper.

In discussion, the following was raised:

- Vice-Chair David Crichton (DCrichton) advised Members that the Strategy, Policy and Performance Committee focused on the methodology, framework and principles of how performance is being reported, noting that the approach continues to evolve well. The Committee had also discussed the content and acknowledged the risk that the new framework would simply take data previously reported and repackage it into a new framework. This risk was materialising which meant that it had been difficult to condense the report into a more accessible format. The Committee noted they wished to see the content of the report more directly related to the overall strategy and to see more balance with regard to what was working well and what wasn't working well.
- Michelle Miller (MMiller) noted there was more data in the report but still a heavy imbalance between narrative of activity and data around actual impact of activity. If the imbalance was rectified then the volume will reduce resulting in more accessible data.
- MMiller also advised it would be more beneficial for Committee feedback to be taken prior to publication of the report, rather than after. She added she felt that feedback on the Quarter 1 report provided from the Strategy, Policy and Performance Committee had not been reflected in the Quarter 2 report. She further added there

was capacity to further improve the framework during Quarters 3 and 4.

- Members noted increased demand is referenced often throughout the report but more focus was required on statistically valid evidence to support that.

In closing, the Chair acknowledged the points made and suggested Police Scotland consider further development with Committee and Members feedback.

The Board **RESOLVED** to:

- **NOTE** the report.

10. FINANCIAL REPORT JULY- SEPTEMBER 2019

JGray referred to the report which provided an update on the financial position of the SPA and Police Scotland for Quarter 2 of the financial year 2019/20, as well as forecasting the full year outturn to 31 March 2020, highlighting:

- At the mid-year point, the year to date revenue underspend is £0.6million however the forecast shows an over spend of £0.5million against the budget.
- There are a number of financial threats not included in the forecast relating to potential legal costs and £3.1million additional Brexit costs.
- At the mid-year point, the year to date capital underspend is £3.2million however this continues to increase and as of the end of October 2019 it is now over £4million.
- A decision was taken internally on reprioritising capital where there are no known underspends with a proposal to reallocate to different areas. The Accountable Officer is reviewing the decision and this will be reported to the Resources Committee
- The full £24million allocated to the Reform budget will be spent.

The Chief Constable confirmed he would do everything possible to bring the overspend back in line with the forecast.

The Board **RESOLVED** to:

- **NOTE** the report.

11. FORENSIC SERVICES PERFORMANCE REPORT JULY-SEPTEMBER 2019

Tom Nelson (TNelson), Director of Forensic Services, referred to the Quarter 2 performance report, highlighting:

- Demand has grown steadily over the last 12 months, however laboratory output has also increased over the same period, offsetting the impact of demand.
- TNelson attended the Justice Committee regarding stage 1 scrutiny of the Biometrics Bill.
- Considerable engagement has taken place with staff to develop a clear understanding of the Forensic Services strategic delivery plan.
- Forensics Services 2026 Initial Business Case will go to Forensic Services Committee in May 2020.
- A new business reporting tool was rolled out in October to managers which improves geographical reporting which in turn assists workload planning.
- Assessment visits in relation to accreditation have completed and sign off is anticipated during Quarter 4.
- There has been significant progress in Scene Examination accreditation and a pre-assessment has been completed with work continuing towards full assessment.

In discussion, the following was raised:

- Members noted that, like the Police Scotland performance report, there were several references to increasing demand and questioned how forward planning would progress. TNelson confirmed forward planning would be part of the initial business case for the new operating model. Staff workshops were taking place to identify current demand and staff skills set and this would help identify requirements needed to move forward.
- Jane Ryder (JRyder) highlighted that she had visited the Aberdeen laboratory and found it very informative in relation to seeing competing demands.
- With regards to digital forensics, Robert Hayes (RHayes) advised the Authority that the first consultation phase will commence in January 2020 and a number of work streams have been identified. A report will be produced following conclusion of this work.

The Board **RESOLVED** to:

- **NOTE** the report.

12. SPA CHIEF EXECUTIVE'S REPORT

Lynn Brown (LBrown) referred to the report which updated Members on activities carried out by the Chief Executive and to offer comment on significant areas of development since the previous Authority meeting on 24 September 2019, highlighting:

- The separation of roles of Chief Executive and Accountable Officer ended when LBrown began her role as Interim Chief Executive. She paid tribute to both John McCroskie (JMcCroskie) and JGray for the work they had undertaken in those separate duties.
- Audit Scotland have acknowledged the significant progress made on the finances of Police Scotland in terms of clear analysis, understanding, reporting and monitoring of financial matters. However, challenges remain in terms of sustainability and the practice of budgeting for a deficit is unsettling and unsustainable.
- Once revenue and capital budgets are awarded by Scottish Government, the onus is on SPA and Police Scotland to allocate budgets and use of resources in an effective manner.
- Following approval at the Authority meeting on 24 September, the signed Annual Report and Accounts 2018/19 were submitted to Audit Scotland within the statutory deadline. These are now subject to the Parliamentary timetable.
- Regarding COP26, the SPA are seeking articulation of the overall governance responsibilities on this from the Scottish and UK Government to ensure that the pertinent financial and community implications are addressed.
- With regard to the Police complaints handling, investigations and misconduct issues independent review, the SPA is currently considering a further submission.
- In relation to the Spending Review 2020/21, a submission was made in October 2019 regarding the financial implication for policing, with a specific emphasis on the expected deficit. The ability to reduce the deficit has been a strategic objective as it is not common place for a public body to budget sustainably on such a basis.
- Committee Chairs had discussed the scope and remit of all Committees with a view to initiating any revisions considered necessary. Following these discussions, it is proposed to stand down the Strategy, Policy and Performance Committee and establish a new Policing Performance Committee.

- The interim Chief Executive is progressing the next phases of work regarding oversight of change in policing and SPA organisational development and design.
- The impact in 2020/21 of the police staff pay award will be considered as part of the spending review.
- The resultant improvement in the quality of Health & Safety and Wellbeing reporting means there will be a move to quarterly reporting at both the Resources Committee and the Authority meeting.
- In October 2019 it was announced that SPA and Police Scotland had retained Cyber Essential Accreditation.

The Board **RESOLVED** to:

- **NOTE** the report.
- **APPROVE** standing down the Strategy, Policy and Performance Committee.
- **APPROVE** establishing the Policing Performance Committee with the draft Terms of Reference set out in Appendix 2.
- **NOTE** that the Chair will advise Members of proposed membership and chairing of the Policing Performance Committee in due course.
- **APPROVE** the proposed calendar of Authority and Committee meetings for 2020/21 as set out in Appendix 3.

13. SPA WHISTLEBLOWING POLICY

LBrown referred to the paper which sought approval for the proposed SPA Whistleblowing Policy and advised that Unions have raised a couple of issues therefore she requested the policy be amended and brought back for approval.

The Board **RESOLVED** to:

- **NOTE** the report.

14. COMMITTEE AND WORKING GROUPS REPORTS

The Chair noted the number of reports tabled and invited Committee and Working Group Chairs to highlight any additional information not contained within the written reports

- **CAM Working Group**: Martyn Evans (MEvans) referred to the written report.
- **Legal Actions, Claims and Appeals Committee**: Mary Pitcaithly (MPitcaithly) referred to the written report.

- **Forensic Services Committee**: Tom Halpin (THalpin) referred to the written report.
- **Resources Committee**: EWilkinson referred to the written report.
- **Succession Planning and Appointments Committee**: The Chair referred to the written report.
- **Strategy, Policy and Performance Committee**: DCrichton referred to the written report.
- **Complaints and Conduct Committee**: Matt Smith (MSmith) advised that a Committee had taken place on 21 November 2019 where the focus of discussion was the Police complaints handling, investigations and misconduct issues independent review. Complaints dip-sampling was also discussed
- **Audit Committee**: JRyder confirmed no formal Committee had taken place since the previous Authority meeting, however a positive development day with practicable recommendations had taken place.

DRY