

BOARD MEETING

20 May 2020

**Minute of the Scottish Police Authority Board Meeting held on
Wednesday, 20 May 2020 via Video and Tele-conference**

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

In attendance: Police Scotland
Chief Constable Iain Livingstone
Deputy Chief Constable Will Kerr (Items 1-10)
Deputy Chief Constable Malcolm Graham (Items 1-10)
Deputy Chief Constable Fiona Taylor
Deputy Chief Officer David Page
James Gray, Chief Financial Officer
Jude Helliker, Director of People and Development

Scottish Police Authority (SPA)
Lynn Brown, Interim Chief Executive Officer
Tom Nelson, Director of Forensic Services
Fiona Douglas, Temporary Head of Forensic Services 2026
Programme (Item 7)

Independent Advisory Group on Police Use of Temporary
Powers Related to the Coronavirus Crisis
John Scott QC (Items 1-5)

SPA Secretariat

Catherine McIntyre, Head of Board Services

Karen Vallance, Committee Co-ordinator

1. WELCOME AND STANDING ITEMS

The Vice Chair opened the meeting and welcomed all Board Members, representatives from the Police Scotland senior leadership team and John Scott QC. He confirmed the meeting was being live streamed and welcomed those who were watching online.

While many items on the Agenda were related to Covid-19, there were a number of business as usual items which he noted demonstrated other duties were still being carried out during these unprecedented circumstances.

The Board **RESOLVED** to:

- **NOTE** no apologies;
- **NOTE** no declarations of interest;
- **ADOPT** the minute of the 25 March and 30 April 2020 meeting;
- **NOTE** the action log and that there were no matters arising;
- **NOTE** an Authority meeting had been convened on 18 May to approve the recruitment of two new ACC's. The outcome of the recruitment exercise would be announced imminently.
- **AGREE** that, in accordance with paragraphs 21 and 22 of the SPA Standing Orders, the Board would consider items 13 - 16 in private for the reasons set out on the agenda.

2. SPA VICE CHAIR'S REPORT

The Vice Chair referred to his report and highlighted:

- At the previous Authority Meeting, the importance of advice from Police Scotland being sought and taken into account by Scottish Government for the planning and easing of lockdown measures was emphasised. Since then both the Chief Constable and Scottish Government have confirmed that this is happening in a constructive way.

- The Vice Chair summarised the results of the second round of polling of public attitudes to the additional powers granted to the police service and how they are being exercised. Responses showed public confidence and the degree of confidence in Police Scotland's ability to respond quickly remains strong. Attitudes to compliance with public health guidance was also tested and it was encouraging to see a continued willingness to comply. A summary of the results is on the SPA website and the full raw data will be published shortly. The results of Police Scotland's own polling and the Independent Advisory Group show results from their own perspectives coming to similar conclusions.

The Board **RESOLVED** to:

- **NOTE** the update

3. CHIEF CONSTABLE'S REPORT

Chief Constable Livingstone (CCLivingstone) opened the item by thanking Members for their support to the service during this challenging time. He echoed the Vice Chairs comment that much of the business reported will focus on Covid-19 but the Chief Constable's Report covered other areas of business. In addition to the paper, CCLivingstone highlighted the following:

- CCLivingstone recognised that communities have stepped forward collectively and individually to help each other and he acknowledged the sacrifices children and young people are having to make.
- Strong relationships between Police Scotland and the public are important, and support and confidence in policing remains high. He noted it was crucial for this to continue as both the public and the organisation start to navigate phases of change which may introduce complexity in public messaging and understanding. The role of policing in engaging and explaining guidance will continue to be vital as transitions begin. The organisation will reflect on any challenges and respond as appropriate.
- CCLivingstone provided comment on PPE, noting that it was an area of concern across all sectors. He confirmed the approach taken by Police Scotland follows the advice of Health Protection Scotland, the Health and Safety Executive and the National Police Chiefs Council.

He advised that Police Scotland are meeting and often exceeding guidelines from these statutory bodies.

- CCLivingstone provided comment on the specific arrangements of breath-testing, indicating that advice and guidance have also been taken from those statutory bodies. The organisation has been active in engaging and contributing to discussions on ongoing development of policies regarding policing. He gave an overview of the safety measures Officers take when carrying out breath tests.
- More than 12,000 frontline Officers and staff have been trained and supplied with necessary PPE and have access to full equipment. Enforcement of drink driving legislation is still necessary during this time and any other approach which might reduce the ability to catch offenders and protect the public would not be proportionate. The Chief Constable's view was that operational officers support that approach and no concerns around breath testing had been raised by roads policing or response Officers. Risk guidance will remain under review and any new evidence, guidance or factors as they emerge will be reacted to where the statutory agencies consider it necessary.
- Police Scotland experienced a peak of absence around the end of March however there has been a steady increase of staff returning to work. The combination of flexible working arrangements, redeployment and changes to working practices has meant the organisation has been able to maintain and deliver effective policing.
- Agreement has been reached with Scottish Government on a process for Officers and staff to have access to Covid-19 testing, even if not symptomatic, through a risk based approach.
- CCLivingstone stated that private and virtual spaces are not safe for some people and therefore are a policing priority. Police Scotland will pro-actively respond to incidents of domestic abuse and child concern. The organisation will also work with partners to ensure support is provided to those who are victims.
- CCLivingstone highlighted that policing continues to respond to serious crimes, advising 6 murders were investigated during April. The organisation also continues to take significant executive action in tackling serious and organised crime and he confirmed he would report in more detail on this at a future meeting.

- CCLivingstone emphasised that Police Scotland must drive forward reform, change and transformation which is required to build a modern flexible service that is fit to respond to new and emerging threats. During the Covid-19 pandemic, work has continued and accelerated in these areas and as such he has asked David Page (DPage) to realign the transformation programme to reflect on learning and capture benefits.
- CCLivingstone thanked staff and officers for their commitment in protecting and helping the public.

In discussion the following matters were raised:

- Members' referenced media reports that Police Scotland had been reported to the Health and Safety Executive by the Scottish Police Federation in respect of breath testing arrangements during the COVID-19 pandemic and sought reassurance that appropriate measures had been taken. CCLivingstone responded that the organisation would not do anything that was contrary to guidance from statutory bodies. DCC Malcolm Graham (DCCGraham) added that feedback was critical to help inform discussions and over the last two months the organisation had listened to both feedback and scientific advice. Members were advised that feedback and opinion received are communicated and recommended to all statutory bodies in order to inform any changes to statutory guidance. He highlighted that when scientific guidance changes, those changes are reflected within the risk assessment. DCCGraham also confirmed that a specific Operation Talla Health and Safety Group had been established and at times met daily. He advised Members that breath testing procedures can be conducted safely with the measures of control that have been put in place.
- Members noted that referrals of child protection issues have reduced over the last two months and sought more information on whether there were any additional guidance or measures that might seek to lift the 'invisibility' of children who are at risk. CCLivingstone responded that over a normal school holiday period there is a reduction in reporting and that the ability to identify vulnerable children will be a joint approach with partners. DCCGraham added that the organisation is targeting two areas – children at home where risk is higher, plus online risk. Police Scotland are working

with Scottish Government and Local Authorities to seek information from services which are still in place such as key hub schools and medical centres. DCCGraham confirmed that Officers have not been removed from public protection units while additional officers have been added to digital policing. He highlighted there had been increased media campaigns on domestic abuse and other areas and advised that as lockdown eases it is expected reporting will increase.

- Members noted the current circumstances had led to a more efficient way of working and sought information on the expectation of policing in future. CCLivingstone responded that he was struck by how quick staff were willing to adapt to change. He acknowledged the effectiveness of staff not traveling for meetings but stated he was hesitant to draw conclusions this early. He noted the high number of digital crimes and the increase of people with an online presence indicated building capabilities within the cyber portfolio was key.
- Members sought more information on the challenges of people's perception of policing during this time. CCLivingstone responded that consent was a critical element of the public's relationship with police. He advised discussions had been held with Scottish Government on the impact of a differential response to easing of lockdown. He acknowledged there was a disproportionate impact on individuals and communities suffering from levels of deprivation and therefore the policing response has to be sensitive to that.
- The Vice Chair noted it was encouraging to see reporting on the mental health pathway initiative and suggested further feedback be brought to a future meeting.

The Board **RESOLVED** to:

- **NOTE** the update.

4. CORONAVIRUS RESPONSE

4a. POLICING RESPONSE TO COVID-19

CCLivingstone highlighted that although a structure and implementation team had been put in place at an early stage, the whole organisation had been fully mobilising and engaging in the policing response.

DCCGraham referred to the paper and highlighted the following additional points:

- Police Scotland is now moving from a crisis response stage and work is progressing to look at a transition model. However, it has been assessed that the response command structure is still required.
- Demand dropped as crime incidents fell at the start of lockdown. However in the last few weeks more routine demands have increased and some crime types are now at levels expected at this time of year.
- Police Scotland set up and chaired a Strategic Coordination Group which is now in a period of transition. The group is now jointly chaired by Annemarie O'Donnell, leader of Glasgow City Council, and ACC Mark Williams to look at a post Covid-19 future.

In discussion the following matters were raised:

- Members questioned whether early release of prisoners has had an impact on policing. DCCGraham informed Members that only certain categories of prisoners can be considered for early release which would not include registered sex offenders or domestic abuse offenders. He advised that robust communication measures are in place between prisons and local policing with vigorous risk assessments carried out and any appropriate measures put in place.

The Board **RESOLVED** to:

- **NOTE** the update.

4b. PUBLIC CONFIDENCE

DCC Will Kerr (DCCKerr) referred to the report and provided a summary of the responses. In addition to the report, he highlighted the following:

- Police Scotland have instigated a weekly operational review meeting which looks at how to increase the scale of public surveying and how to challenge every part of the organisation to address the risk to the public.
- The survey is now available in British Sign Language.
- DCCKerr informed Members that Police Scotland were very comfortable with its role of exercising its responsibilities for the safety and wellbeing of citizens. The first phase of lockdown has been relatively straight forward in policing terms but this will change

as lockdown eases. Regular discussions with the Scottish Government on easing of lockdown assists with planning for many different sectors and organisations.

In discussion the following matters were raised:

- Members discussed the ways results from all surveys can be analysed together and agreed work be undertaken to determine the best way of using and combining results. They also requested consideration be given on how to use graphics to provide easy and accessible ways to communicate complex data.
- Members sought clarity on whether Police Scotland were happy with the level of satisfaction in relation to 101 call handling. DCC Kerr responded that the accelerated change in how 101 calls are assessed was the direction of travel that the service was working to. Work is progressing to determine how to continue public use of digital face to face contact with vulnerable victims.
- With regards to Covid-19 related complaints, DCC Fiona Taylor (DCC Taylor) advised Members that the majority of complaints were due to how the legislation was being applied such as officer incivility and social distancing. Many complaints were closed using frontline resolution and aimed to resolve within 72 hours. Matt Smith added that the Complaints and Conduct Committee have oversight of Covid-19 complaints.

The Board **RESOLVED** to:

- **NOTE** the update.
- **AGREE** the following action:

Work to be undertaken to determine the best way of using and combining results from both SPA and Police Scotland surveys. Also to consider how to use graphics to provide easy and accessible way to communicate complex data.

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4c. POLICE SCOTLAND CORPORATE SERVICES UPDATE

DPage referred to the report and provided a summary of the work and responses undertaken by all areas of corporate services. In addition to the report, he highlighted:

- The response by corporate services staff has been exceptional during recent times. Whilst having to change their own working practices they have responded to high levels of requests.
- Work continues to navigate to a 'new norm' to keep staff safe while delivering policing. It is anticipated that there will be financial pressures from Covid-19, so work is ongoing to address lessons learned in order to become more efficient, in turn affecting finance.

In discussion the following matters were raised:

- Members noted that there had been a large amount of work undertaken and it was good to give visibility to Members and the public on what has been achieved.
- Members questioned whether there were any high risk areas in which work has had to stop in order to allow Covid-19 work to take place. DPage responded that work in procurement had been paused in order to progress work relating to PPE. Basic maintenance had also been paused due to staff capacity.
- Members sought more information on the impact of the changes made to the Transforming Corporate Services Support (TCSS). DPage responded that the current situation has highlighted how technology can enable efficiencies at pace. Lessons learned will be fed into TCSS work in order to balance pace and control.
- Members sought assurance that internal audit work on demand and productivity will be taken forward given the important link to Strategic Workforce Planning. DPage responded that work had paused initially for the first few weeks of lockdown to support the immediate response of Covid-19. That work is now in place so the team are moving towards business as usual work. He confirmed it remains a priority to enable the data to be fed into strategic workforce planning.
- DPage agreed with Members that the utilisation of technology brought opportunities to the TCSS project and a revised business case would be presented soon.
- Members sought more information on how staff are assisted in home working. DPage responded that work continues to identify equipment necessary for people to carry out their job at home. He noted that productivity goes up when staff are not required to travel but that there are many questions around the long term

sustainability of working from home and the ergonomics also need to be studied. He added that working from home policies will also need to be looked at in more depth.

The Board **RESOLVED** to:

- **NOTE** the update.

4d. FORENSIC SERVICES UPDATE

Tom Nelson (TNelson) referred Members to the paper and highlighted:

- Forensic Services are involved in various Police Scotland Operation Talla groups and had benefitted from various corporate services areas, especially ICT.
- Forensic Services were moving into Phase 2 of their planning which focussed on maximising output while keeping staff safe.
- TNelson thanked Forensic Service staff and partner organisations for their engagement and support.

In discussion the following matters were raised:

- Members sought further information on how social distancing will impact laboratory working and how it will be managed. TNelson responded that each location is different and therefore a different approach will be required for each. He advised that there was the potential for there to be different sized teams and staff will work closely with partners to discuss and ascertain priorities.
- Members commended TNelson and the Forensic Services Senior Management Team for the work undertaken. The Business Continuity Planning exercise undertaken at the end of 2019 which focused on a flu pandemic had meant they had responded well.

The Board **RESOLVED** to:

- **NOTE** the update.

5. INDEPENDENT ADVISORY GROUP ON POLICE USE OF TEMPORARY POWERS RELATED TO THE CORONAVIUS CRISIS

John Scott QC (JScott) referred to the report and provided a summary. In addition to the report, the following was highlighted:

- The group is large and diverse with significant links to many communities and networks.

- It is a dynamic review rather than a hindsight review. As well as being advisory, group members are also acting as an expert panel, an ethics advisory group and a sounding board for discussions on strategy including communication.
- JScott explained how the group is liaising with Officers, advising that ACC Higgins attended a meeting which focused on transition and how the group can gain thoughts and impressions from their links to communities. He also confirmed that there is regular discussion with DCCGraham and the group have been a trusted source for advice, guidance and sometimes early warnings. He also advised that there are weekly meetings of a group which assists with data requests and hearing feedback from Police Officers.
- Work has been undertaken to provide Police Scotland with guidance on hidden disabilities. JScott confirmed the group have made contact with relevant networks.
- The group was involved in discussions relating to the inclusion of 16 and 17 year olds in fixed penalty notices. The outcome of those discussions were included in further work with other organisations where it was acknowledged as an oversight and rectified formally. The result was a change in legislation confirming that 16 and 17 year olds are exempt from fixed penalty notices.
- It was confirmed that the public portal would go live the week commencing 25 May which provides the public with an opportunity to offer their views and experiences.
- As Government guidance changes, working through transition will become the group's key focus.
- He thanked and paid tribute to members of the group and those who have assisted. He highlighted that the attitude of everyone had been positive and the group is an example of great collaborative work.

In discussion the following matters were raised:

- Members questioned if confusion on legal requirements and guidance leads to a danger that people may be wrongly led to criminal proceedings. JScott replied that as long as people are observing the guidance then they are not going against the legislation. People are beginning to adapt to the legislation due to a better understanding of the guidance.

- Members noted that the report identifies the potential for people who are more vulnerable or disadvantaged to be disproportionately negatively impacted from the current circumstances and sought more information on what enablers are envisaged to avoid this. JScott noted the legislation applied is the same to all but differs in how it affects people. He explained that the public portal will allow people to respond. However the group also acknowledged the digital gap so group members are making contact through known networks in a non-digital way.
- Members questioned how the group will make sure that actions in policy terms are focussed on those who have had direct experience with the legislation. JScott responded that it was key for the group to make contact through known networks to highlight the public portal and provide alternative non-digital ways of responding.
- Members questioned whether there is any indication of learning that can be applied as work continues. JScott advised this was happening around communications in that arising issues are disseminated to Police Scotland to be included in their briefings.
- Members noted that an area of potential impact during the transition period will be jobs and business premises. Whilst acknowledging that enforcement for premises rest with Local Authorities, it can become a role for Police Scotland so they questioned if the group anticipated any particular areas of difficulty and whether they will contact that sector. JScott advised that those discussions have yet to happen and will be part of the wider discussion once restrictions start to lift.
- CCLivingstone stated that the police role during the pandemic is crucial and the relationship between police and public is key therefore the work of the group was invaluable. He thanked JScott for all the work undertaken so far.
- JScott was asked for examples of similar types of exercises being undertaken elsewhere in the UK. He advised that some members are part of similar advisory groups regarding impact of Covid-19 outwith policing. The Police Board of the Police Service of Northern Ireland are looking at a human rights review of policing powers and work is underway elsewhere in the UK regarding the impact on policing of the test and tracing scheme.

- The Vice-Chair highlighted the importance of receiving public feedback as part of the Authority's oversight responsibilities and thanked JScott for all the work undertaken so far.

The Board **RESOLVED** to:

- **NOTE** the update.

6. SPA INTERIM CHIEF EXECUTIVE'S REPORT

Lynn Brown (LBrown) referred to the report which provided an update on activities carried out by the Interim Chief Executive since the previous Authority Meeting, highlighting:

- ICVS are now able to carry out work remotely and will continue to carry out dip sampling of detainee's records including those with Covid-19 tags throughout this period.
- SPA and Police Scotland hosted a seminar on comparative performance benchmarking which provided an opportunity for the sharing of knowledge and experience and also explored a number of key themes. Comparative performance benchmarking will be considered in further detail by the Policing Performance Committee on 28 May 2020.
- The results of the first quarterly 'Quay Pulse Survey' had been analysed and provided to staff with discussion sessions being scheduled.
- LBrown advised that she would liaise with DPage to determine how the Authority could best plan in the future regarding public access to its meetings.

The Board **RESOLVED** to:

- **NOTE** the report

7. SPA FORENSIC SERVICES

7a. QUARTERLY PERFORMANCE REPORT AND BENEFITS REALISATION

TNelson referred to the performance paper and provided a summary of performance and engagement. He highlighted the following:

- Performance output in 2019/20 remained high in most areas however the impact of Covid-19 had reduced demand.
- The planned Extension to Scope for accreditation to ISO17020 in Scene Examination was due to commence in May 2020 but was now on hold.
- Face to face engagement on the new operating model was paused in March but has continued to be carried out remotely.
- Staff absence was low with 92% of the workforce working.

Fiona Douglas (FDouglas) highlighted that phase 1 of Forensic Services 2026 was complete and referred Members to the high level benefits reported within the benefits realisation paper.

In discussion the following matters were raised:

- TNelson advised Members that engagement with staff during the pandemic was continuous and had been well received.
- With regards to investments made to improve backlogs, FDouglas explained that a key element of the operating model was responding to demand. Within the Biology department, capacity had been balanced with current demand, however it would not offset an increase in demand therefore a backlog would increase.
- Members questioned whether Forensic Services had the right change management support. TNelson confirmed that meetings had been held with DPage to determine what support Police Scotland can provide.
- TNelson confirmed that the most significant risk due to capacity issues was support of the Evidence Management System (EMS). If the benefits outlined within the strategy are delivered, EMS has to be better resourced.

The Board **RESOLVED** to:

- **NOTE** the update.

7b. BUSINESS PLAN 2020/22

FDouglas referred to the paper, highlighting the five areas of focus and the benefit outcomes for Forensic Services for 2020-2022.

In discussion the following matters were raised:

- FDouglas advised Members that financial implications will be captured in the initial business case for the operating model and the core operating system.
- Members questioned how benefits will be measured. FDouglas responded that each benefit will be measured through increased management information which will be provided within the performance report.
- Members sought further information on the impact of Covid-19. FDouglas advised Forensic Services were in the process of understanding the operational impact of constraints such as physical distancing within the laboratories. She advised the combination of home working and effective use of estates will allow a return to near full capacity.

The Board **RESOLVED** to:

- **NOTE** the report.
- **APPROVE** the Forensic Services Business Plan 2020/22.

8. DIGITAL FORENSICS WORKING GROUP REPORT

Robert Hayes (RHayes) referred to the report and provided a summary of the recommendations. In addition to the report he highlighted:

- The report lays out a way forward in terms of delivery, accreditation, oversight and governance for digital forensics in Scotland.
- The report was presented to the Forensic Services Committee in April 2020 with recommendations accepted and agreed.
- He thanked and commended the working group members, particularly Jane Ryder who had developed and run the consultation processes, which was a good basis for other pieces of work. He also extended thanks to Brian Plastow.

In discussion the following matters were raised:

- DCCGraham noted Police Scotland welcomed the recommendations raised and recognised the need to adapt and change at pace. He noted that it was right to move to accreditation in principle, but noted it should also be recognised that this will come at a cost. He also noted it is important that the work is required to sit within the wider cyber strategy which is in development.

- Members sought more information on the scale of investment required. RHayes responded that there is a significant cost in bringing crime scene examiners and systems to an accreditation model this year. There will also be a cost in terms of potential change in processes and training.
- Members questioned the time taken to reach accreditation. RHayes responded that accreditation is slower as there is no immediate read across from an existing accredited model for crime scene to court. There is also not an international consensus on what network of standards should be in place.
- Members questioned whether Police Scotland are recruiting and training sufficient people with the right skills to react to current and increasing demand. RHayes responded that the required roles do not yet exist and the skill set required is identified within the new business practice.

The Board **RESOLVED** to:

- **NOTE** the report
- **ENDORSE** the report recommendations

9. 26th CONFERENCE OF THE PARTIES (COP26)

The Vice Chair referred to both reports, noting that planning work had changed since the previous Authority meeting due to the announcement of the postponement of the event. DCC Kerr confirmed that planning work continued with a smaller team.

The Board **RESOLVED** to:

- **NOTE** the reports

10. FINANCIAL PERFORMANCE – INDICATIVE OUTTURN

James Gray (JGray) referred to the report, highlighting £1.2m of movement against the Q3 forecast was effectively due to Covid-19 procurement.

In discussion the following matter was raised:

- Members noted that it was anticipated the forecast will change in future due to the impact of Covid-19 with some costs one off and some due to a new 'business as usual'. JGray agreed, advising Members that work will be required to look at the budget line by line to determine the impact of Covid-19. He confirmed there would be regular reporting on this to the Resources Committee.

The Board **RESOLVED** to:

- **NOTE** the report

11. SPA ANNUAL BUSINESS PLAN 2020/21

LBrown referred to the report and provided an overview of the strategic outcomes. She highlighted that the outcomes were not in any specific order.

In discussion the following matters were raised:

- Members sought clarity on whether there were any risks to delivery of the plan. LBrown responded that work will continue as much as possible with mitigation steps taken if necessary due to Covid-19 impacts.
- In response to staff engagement, LBrown advised Members that staff liaison has continued at an individual level and team objectives are incorporated into the plan.
- Members questioned Police Scotland on whether they were supportive of the plan, given the number of deliverables which required joint working. CCLivingstone confirmed he supported the SPA moving forward and would welcome any future opportunity to provide support and guidance.

The Board **RESOLVED** to:

- **NOTE** the report
- **APPROVE** the SPA Business Plan 2020/21

12. COMMITTEE AND OVERSIGHT GROUP REPORTS

The Vice Chair invited Committee and Oversight Group Chairs to highlight any additional information not contained within the written reports.

- **Forensic Service Committee:** Tom Halpin referred to the written report.
- **Legal Action, Claims and Appeals Committee:** Mary Pitcaithly referred to the written report.
- **Resource Committee:** Elaine Wilkinson referred to the written report and highlighted that the Committee will consider concerns raised by the Audit, Risk and Assurance Committee on the Internal Audit Report of Strategic Workforce Planning.
- **CAM Working Group:** Martyn Evans referred to the written report.
- **Complaints and Conduct Committee:** Matt Smith referred to the written report.
- **Audit, Risk and Assurance Committee:** Jane Ryder referred to the written report, highlighting that the Internal Audit Report on Strategic Workforce Planning did not provide assurance. She highlighted issues and concerns raised were not related to Covid-19. She advised that the Committee had referred the report to the Resources Committee for further consideration and potential escalation to the full Authority if appropriate. DCCTaylor responded that the team are confident a Strategic Workforce Plan will be delivered in November 2020. It is a challenging piece of work but the pace of work is steady and the Chief Constable is committed to delivering it.