

Meeting	Public SPA Board Meeting
Date and Time	15 December 2016
Location	Assembly Room, Tulliallan, Alloa
Title of Paper	SPA Chief Executive's Report
Item Number	15
Presented By	John Foley, SPA
Recommendation to Members	For Noting
Appendix Attached:	YES

PURPOSE

To provide Board Members with information on Quarter Two SPA performance as contained in CEO's report.

1. BACKGROUND

1.1 The CEO's report provides progress on corporate deliverables outlined within the SPA's 2016-17 business plan. The business plan has undergone a six-month review, seeing some realignment of deliverables, whilst others now form part of the Policing 2026 Programme. The Q2 milestones outlined within the CEO's report reflect these changes.

1.2 The report is structured to provide performance evidence of activity from across the Authority's corporate directorates. This is intended to provide assurance to Members that specific SPA activity and work streams continue to align with, and support, the Authority's commitments and plans.

1.3 Those SPA activities, milestones, and outputs of note which serve as an evidence base (in terms of the strategic police plan) will also be highlighted within the Quarterly Evidence Review and considered for the forthcoming 2016-17 Annual Review of Policing.

2. FINANCIAL IMPLICATIONS

2.1 There are no direct financial implications associated with this paper.

3. PERSONNEL IMPLICATIONS

3.1 There are no personnel implications associated with this paper.

4. LEGAL IMPLICATIONS

4.1 There are no legal implications associated with this paper.

5. REPUTATIONAL IMPLICATIONS

5.1 There are no reputational implications associated with this paper.

6. SOCIAL IMPLICATIONS

6.1 There are no social implications associated with this paper.

7. COMMUNITY IMPACT

7.1 There are no community impact implications associated with this paper.

8. EQUALITIES IMPLICATIONS

8.1 There are no equalities implications associated with this paper.

9. ENVIRONMENTAL IMPLICATIONS

9.1 There are no environmental implications associated with this paper.

RECOMMENDATION

It is recommended that Members note the information presented in the attached CEO's Report.

**SCOTTISH POLICE
AUTHORITY**

**Chief Executive's
Report**

December 2016

Presented at: Scottish Police Authority December 2016 Board
Reporting Period: Q2 2016-17

1. INTRODUCTION

1.1 The SPA Chief Executive's Report provides performance information regarding delivery of the Authority's objectives during Quarter 2 of 2016-17 (July to September). Discharge of statutory duties, delivery of the annual business plan objectives, implementation of continuous improvement actions, and strategic oversight and governance of Police Scotland are all essential activities conducted by the Authority, a summary of which are captured within this report.

1.2 SPA corporate performance framework – "Performance Matters" - is driven by the Strategic Police Plan's four strategic police priorities, and evidence captured within the following report has been used to inform this quarter's accompanying Strategic Delivery Review.

2. KEY DEVELOPMENTS

2.1 Review of Governance in Policing

Progress in implementing the recommendations within the Chair's Review of Governance in Policing has continued through Quarter 2. A number of the deliverables from the recommendations are being presented to the Board at today's meeting - Agenda Item 10 – including the Authority's new Corporate Governance Framework.

The Scottish Government is also undertaking a review of the Governance and Accountability Framework which sets out the relationship between the Scottish Government and the Authority. The purpose of that review is to ensure appropriate alignment between the Scottish Government's Framework and the Authority's Corporate Governance Framework. Once the review is completed, the updated Governance and Accountability Framework will come to the Authority for agreement, before going forward for formal approval by Scottish Ministers.

2.2 Policing 2026 Programme

The collaborative Policing 2026 programme between Authority and Police Scotland gathered pace in Quarter 2, with a number of deliverables scheduled over the remainder of the 2016-17 year. This includes the production of a ten year strategy for policing, with a consultation process planned for launch in early January 2017. Quarter 2 has seen continued effort from Authority and Police Scotland to keep the programme on track and engage with key stakeholders. The programme is directed and supported by a governance structure that includes leadership and challenge from the Chair and Chief

Constable, Board Members and SPA Chief Executive, as well as representation from the justice sector and wider public sector.

2.3 British Transport Police (BTP)

The Authority, represented by the SPA Chief Executive, continues to engage with BTP and other relevant partners through a joint programme board tasked with planning the implementation of the integration of BTP within Police Scotland. A consultation seeking views on the integration was launched in June and ran until August 2016. Themes identified from consultation responses are to be identified and reported to the programme board.

The Chief Executive also represented the Authority at the Scottish Parliament's Justice Committee on 1 November round table discussion on the future of BTP and integration of BTP in Scotland into Police Scotland.

3. GOVERNANCE MEETINGS

The Authority continues to deliver effective governance through its Board, Committees and other regular meetings.

The following meetings took place in Quarter 2 of financial year 2016/17:

July

HRRC

C3 Governance & Assurance Group

Complaints & Conduct Committee

C3 Governance & Assurance Group

Audit & Risk Committee

August

Members' Meeting & Strategy Session

Audit & Risk Committee

Finance & Investment Committee

HRRC Sub-committee

Complaints & Conduct Committee

Forensics Services Strategic Partnership Forum

C3 Governance & Assurance Group

SPA Board Meeting

September

HR and Remuneration Committee

Finance & Investment Committee

Member's Meeting & Strategy Session

4. BUSINESS PLAN

The 2016-17 SPA Business Plan is supported by a corporate delivery plan, reported through SPA's performance framework – "Performance Matters". Following a six-month review of the Business Plan, there has been some realignment of deliverables which relate mainly to those with dependencies on the Policing 2026 Programme and the implementation of the recommendations from the Chair's Review of Governance. Deliverables for Quarter 2 are detailed below:

Deliverable	Update	Status
Organise awareness training for both ICVS staff and volunteers in respect of the implementation of the Criminal Justice Bill	Implementation of the Act has been moved to mid-2017 and, therefore, associated training is not required for the 2016-17 year. This area of the training schedule has been put on hold until Q1 2017-18.	Moved to 2017-18 Plan due to legislative dependency
Gather assurance evidence of improvements in local reporting on the use of specialist national resources and flexible deployment models	At a small number of local scrutiny committees specialised national resources - in particular C3 - have been discussed. Likewise, information on flexible deployment models has been presented at a number of committees within the Divisional Commanders update; from introducing dedicated community officers, to problem solving teams tasked with focussing on specific issues.	Ongoing
Develop and deliver a coordinated local authority scrutiny committee conveners event in partnership with COSLA, SLGP and Police Scotland	Moved to Q4 in order to maximise opportunity to feed back on the agreed and improved engagement models resulting from the Governance Review and Policing 2026.	Moved to Q4
Develop a Biometrics Strategy for Scotland	Forensic Services have been engaged with Police Scotland and Scottish Government in the development of this strategy. Following a meeting with the Home Office, a briefing providing various options to consider, was presented at the Forensic Services Strategic Partnership Forum (FSSPF) in September. The Scottish Government	Ongoing

	is engaging in further discussion with the Home Office.	
To better understand baseline capacity and report into the FSSPF	Now business as usual reporting into the FSSPF.	Business As Usual
Development of administration and training for implementation of visiting to legalised police cells	ICV Visitor training guidance has been developed by SPA and shared with Police Scotland. However, given the implications for Police Scotland's own staff, the guidance must be agreed jointly. As consultation continues to be conducted by Police Scotland on the matter, the guidance awaits ratification before it can be fully rolled out.	Moved to Q4
Prepare and deliver the long term Financial Strategy for policing	Work continues to update the Long-Term Financial Strategy as part of the Policing 2026 Programme.	Ongoing
Produce Gaelic Language Plan	The Plan was approved in October by Bord na Gaidhlig and was published on the SPA website in November 2016.	Complete

5. GOVERNANCE & ASSURANCE

5.1 Complaints Handling - *The SPA is responsible for recording, processing and investigating complaints about the SPA board, SPA staff members, SPA policies and procedures, and senior police officers of Assistant Chief Constable rank or above; in a fair and appropriate manner.*

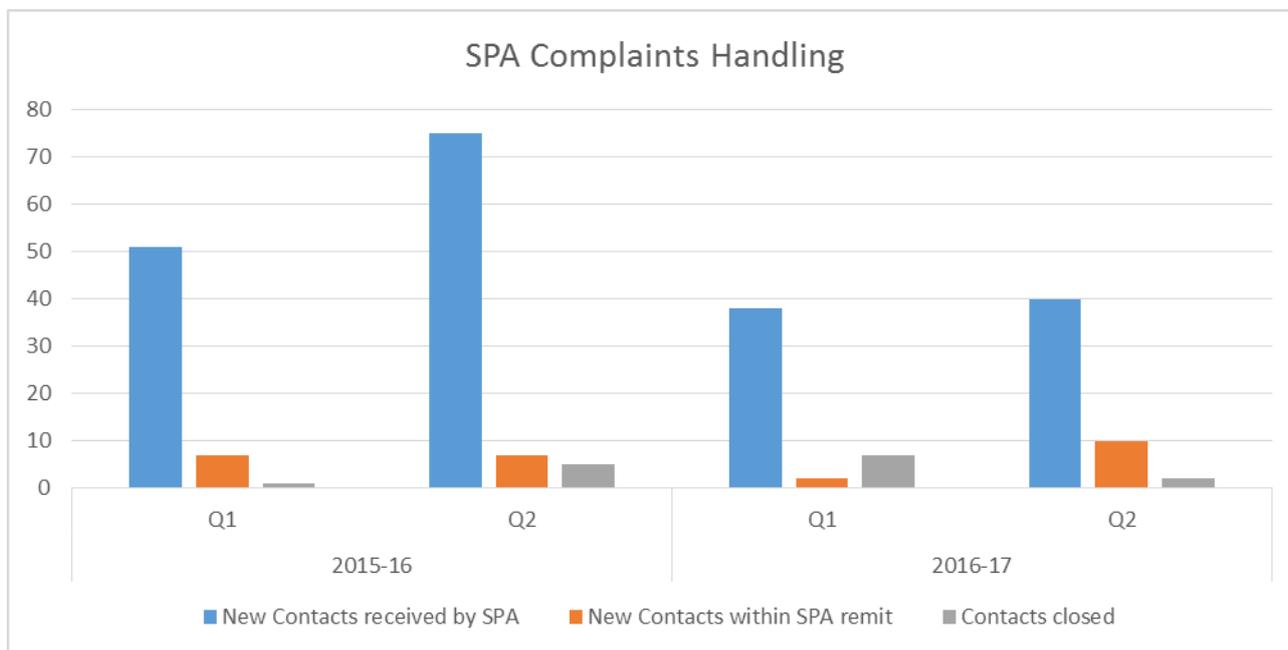
Complaints Received by SPA

The department has received 40 new contacts this quarter, ten of which were identified as within the SPA remit for complaint handling.

The average time for complaints to be acknowledged this quarter fell within the Authority's commitment of three working days, whilst the first update provided to a complainer also fell within committed timescales (within thirty working days).

Complaint Handling Activity 2016-17	Q1	Q2	Q3	Q4
New Contacts received by SPA	38	40		
New Allegations received by SPA	56	60		
New Contacts out-with SPA remit	32	27		
New Contacts within SPA remit	2	10		
Contacts closed	7	2		

The graph below compares complaint handling activity for the year to date with that of 2015-16; a reduction in overall contacts is evident although levels of those contacts within SPA’s remit remain similar year-on-year.



5.2 Legal and Compliance– *SPA is responsible for ensuring that legal outcomes are achieved, whether in de-risking business as usual policies or dealing with third party challenge. Statutory obligations for the SPA also include data protection, records management, and freedom of information.*

FOI Activity 2016-17	Q1	Q2	Q3	Q4
New FOIs Received	24	23		
Total FOIs Resolved	23	23		
FOI responses exceeding 20 day statutory period	1	3		
New FOI Referrals to OSIC	1	0		
SIC Decisions Reached	0	0		
FOIs Carried to Next Quarter	5	0		

Scottish Information Commissioner (SIC)

Two SIC appeals remain open; the Authority has to date provided a response to one of the referrals and awaits the information commissioner’s final decision notice on this.

5.3 Human Resources (HR) & Health, Safety, Resilience (HSR) - *The SPA is the legal employer of all staff working within the SPA and Police Scotland, and retains statutory obligations and responsibilities to ensure the effective*

and fair employment, management and treatment of its staff. The SPA also has a statutory obligation to ensure so far as is reasonably practicable, the health, safety and welfare at work of all its employees.

Following the 2015 SPA and Police Scotland staff survey, the SPA has been working with Police Scotland to ensure that an action plan addressing the findings was developed. Related to this, the Authority has contributed to the development of a follow-up Pulse Survey for staff which will launch in November 2016 and is designed to provide an assessment of progress made so far in relation to the Workforce Opinion Survey's actions.

Additionally, a number of Human Resources and Remuneration Committee (HRRC) workshops have been held this year which will inform the future content of the committee's agenda. In particular, regard has been given to developing the roles and responsibilities of being a responsible employer, and in ensuring the development of a sustainable organisation. A series of statements supporting these aims have been produced and are being developed with the support of senior management.

Mainstreaming equality issues in line with relevant legislation is progressing within SPA, including the production of the Authority's mainstreaming report, a draft of which is anticipated to be presented in Quarter 3 to the HRRC for

feedback. The Equalities Review which the Authority commenced in 2015-16 contains a number of objectives which are currently being progressed, including reviewing the draft Governance Framework and Operations Manual to ensure that Equality & Human Rights Impact Assessments have been undertaken.

Further to its own Equalities Review, the Authority has also conducted follow-up work on a previous report it produced, scrutinising the processes surrounding Equality Impact Assessments. Of the three recommendations made in 2014, the Authority has found that one has been fully implemented, and two have demonstrated significant progress.

6. COMMUNICATIONS & RELATIONSHIPS

6.1 Community Accountability - *SPA Members receive assurance, analysis and advice from the Community Accountability team on how local representatives perceive the Chief Constable and local commanders are working to engage with communities.*

During the period, the Authority's community accountability function continued delivery the programme of engagement with local authority scrutiny bodies and other partners. This included attendance at 6 local scrutiny meetings, and meetings with COSLA, the Improvement Service and local scrutiny conveners. The Director of Communications and Relationships contributed to the North Forum meeting in September which saw attendance scrutiny conveners from local authorities throughout the North of Scotland.

The function has continued to support development of the key elements of the localism strand of Governance Review recommendations, including liaison with Police Scotland to support relevant assurance for Members, providing options for enhancing assurance processes, and transition to new ways of working and engagement with local authority partners.

The function has also been working closely with Police Scotland to strengthen links between the Policing 2026 programme and local accountability priorities, and to support local authority engagement on Policing 2026 through the Partners in Scrutiny network.

Other activities included:

- scheduling and planning of the annual Partners in Scrutiny Forum (February 2017) with range of partners, including local authorities, COSLA and Police Scotland;
- engagement with Police Scotland to support Member assurance on the forthcoming refresh of local police plans and links with Local Outcome Improvement Plans; and
- consultation with local authority partners to inform the SPA's Annual Review of Policing 2016/7.

6.2 Communications and Engagement - *The Communications and Engagement team supports the SPA's work in championing positive outcomes for policing in Scotland and communicating how good governance underpins public confidence in those outcomes.*

SPA Communications

A significant proportion of the function's efforts in Quarter 2, including that of the Director of Communications and Relationships, were directed towards the Policing 2026 programme, providing tactical support and acting in an advisory

capacity. This contribution has also included significant engagement both with stakeholders and government, the outputs from which will be used to inform direction of the programme.

6.3 Independent Custody Visiting Scheme (ICV) -SPA has a statutory requirement to maintain and manage the Independent Custody Visiting, whereby volunteer members of the community make unannounced visits to police stations to check on the treatment of detainees, the conditions in which they are being held, and that their rights and entitlements are being observed.

ICV Activity

As previously reported, a cue card system was rolled out and has subsequently increased the number of visits which take place. The rate of visits accepted by detainees has improved from 61% (of visits offered) during Quarters 1 and 2 of 2015-16, to 71% during the equivalent period for 2016-17.

In Quarter 2, access was refused to a small percentage of detainees; (2.9%) this is the same level as Quarter One. The justifiable reasons for refusal include public safety grounds, the visitor's own safety, and access that could seriously interfere with the process of justice.

ICV Activity 2016-17	Q1	Q2	Q3	Q4
Total Visits Conducted	374	399		
Number of people detained in police custody at time of visits	1987	2028		
Number of Detainees – Access Refused to Visitors	52	56		
Number of Detainees – Not Available at time of visit	171	193		
Number of Detainees Observed by Visitors	19	12		
Number of Detainees offered a visit	1083	1035		
Number of Detainees offered who were seen by visitors	760	756		

As part of rolling training and recruitment activity, during the quarter the ICV team delivered inputs to three Police Scotland custody officer courses, and convened two induction days and one training day for new volunteers.

No major issues regarding the treatment of detainees were raised in Quarter 2. Visitor feedback made observations concerning the non-gender specific care of female detainees which we are engaging within Police Scotland upon.

Board members are keen to see a stronger reporting link between activity undertaken and outcomes in terms of experience and learning. Finding a way of measuring what is preventative activity is challenging in many areas of

policing, however we recognise that enhancements in this area would also be helpful in terms of feedback and motivation for volunteers.

The ICVS team are:

- engaging with Police Scotland to explore how they could better evidence how the work and feedback of ICVS informs their custom, practice, policy and staff training;
- carrying out an open source review of how other ICV schemes across the UK report on outcomes (to their PCCs or others) to benchmark ICVS approach and identify opportunities;
- and engage with the UK-wide ICVA to explore how we could collectively pool knowledge and experiences to develop more outcome focus in both activity and reporting.

We will provide a further update to the Board in February 2017.

7. STRATEGY & PERFORMANCE

7.1 STRATEGY – *Working with Police Scotland, the Scottish Government Police Division, partners, community representatives and the public to develop the long-term vision and strategy for Scottish policing.*

Preparatory work which began during Quarter 1 to develop the next Strategic Police Plan continued into Quarter 2 under the auspices of the Authority's Strategic Development Programme. Moving forward, this area of work will be delivered through the Policing 2026 Programme.

The Scottish Government's consultation on new Strategic Police Priorities closed in August, with the Strategy and Performance team submitting detailed feedback to Scottish Government during the consultation phase. The final priorities were announced in October 2016 and will inform outcomes and objectives set within the strategic plans being developed for the SPA and Police Scotland.

7.2 PERFORMANCE - *The SPA Performance Team provides analysis and assurance to members on the Strategic Performance Framework.*

Contact, Command, and Control (C3) Call-Handling Performance

The Authority continues to develop the C3 performance framework in partnership with Police Scotland, presenting performance evidence to the SPA's C3 Governance and Assurance Group, with the next iteration due for December 2016. To support the evolution of the framework, the Performance team has convened subgroups of systems and subject experts across the C3 environment to assist with identification of those critical processes and data captures throughout the landscape which could be used to form the basis of meaningful performance measures. The SPA has also been in dialogue with Police Scotland to incorporate this framework within the wider national performance framework. C3 highlights can be seen in this quarter's performance report from Police Scotland.

2017/18 Performance Framework

SPA is working collaboratively with Police Scotland on development of the new Performance Framework for Policing which will complement the Policing 2026 strategy. In Quarter 2, the SPA Performance team has been particularly focused on benchmarking and different ways of measuring public confidence. Progress update are provided to the joint SPA and Police Scotland Performance Group and further detail on both topics is given below:

Benchmarking - A small team of SPA and Police Scotland practitioners meet on a monthly basis to identify areas that will help inform Police Scotland's future approach to benchmarking. These include – 1. Review of the benchmarking landscape across policing and other comparable organisations;

2. Identification of 'good practice' for benchmarking and how this could be applied to Police Scotland; and 3. Consideration of how benchmarking can translate into improved processes and practices.

Public confidence – SPA Performance Lead met with Nick Fyfe, director of SIPR at the beginning of November to discuss differing approaches to public confidence in policing and the support that SIPR could offer in that regard. Work is ongoing in this area.

Stop and Search Assurance

Performance officers within the SPA liaised with Police Scotland's National Stop and Search Improvement Team over the course of the year to identify how operational evidence of Police Scotland's stop and search practices can be considered and assured by the Authority. The SPA's approach comprises:

1. High-level pattern analysis and;
2. Dip-sampling records of stop and search encounters to consider the proportionality and justification of those records reviewed.

During Quarter 2 provided feedback from the SPA's findings was provided to Police Scotland – with a positive assessment that the tactic was being carried out in accordance with agreed procedures. The SPA Performance team has developed a formal assurance process, to be agreed with Police Scotland, that will enable findings to be reported on a six-monthly basis.

8. FINANCIAL ACCOUNTABILITY

8.1 FINANCIAL ACCOUNTABILITY AND ASSURANCE - *The Authority provides governance and oversight over financial matters within policing. The SPA Chief Executive is the Accountable Officer for the entire policing budget in Scotland.*

The Authority will exercise appropriate governance and scrutiny over budgetary management through established mechanisms. Financial monitoring will draw on a suite of reports for revenue and capital, demonstrating financial performance against budget to the Authority's Finance and Investment committee and facilitating decision making at senior levels.

Audit Scotland Recommendations

The Authority's Audit and Risk committee is presented with a dashboard which covers all external audit recommendations over the past two years. The dashboard shows that 59 out of 76 recommendations are now closed, compared to 39 during Quarter 1. Sixteen of the 59 closed recommendations have been signed off by Audit Scotland and 43 await to be confirmed as discharged.

Annual Accounts 15/16

The draft Annual Report and Accounts were prepared by Police Scotland in Quarter 2 for presentation to the Authority's Audit and Risk Committee in November 2016, prior to being submitted to this December's SPA Board meeting.