

Meeting	SPA Board Meeting
Date and Time	24 February 2017
Location	Stirling Court Hotel, Stirling
Title of Paper	SPA Corporate Performance Report
Item Number	10
Presented By	John Foley, SPA
Recommendation to Members	For Noting
Appendix Attached:	Yes

PURPOSE

To provide Board Members with information on Quarter Three SPA Corporate Performance.

1. BACKGROUND

1.1 The SPA Corporate Performance Report provides progress on corporate deliverables outlined within the SPA's 2016-17 business plan. The business plan was subject to a six-month review in October 2016, which saw some realignment of deliverables, whilst others now form part of the Policing 2026 Programme. The Quarter 3 milestones outlined within this report reflect these changes.

1.2 The report is structured to also provide performance evidence of activity from across the Authority's corporate directorates. This is intended to satisfy 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 will be assessed as part of 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

NOT PROTECTIVELY MARKED

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 SPA Corporate Performance Report.

SCOTTISH POLICE
AUTHORITY

Corporate Performance Report

February 2017

Presented at: Scottish Police Authority February 2017 Board
Reporting Period: Q3 2016-17

1. INTRODUCTION

1.1 The SPA Corporate Performance Report provides performance information regarding delivery of the Authority's objectives during Quarter 3 of 2016-17 (October to December). 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 and 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 continued through Quarter 3, with the subsequent Governance Framework and associated products presented at the December 2016 Board. 12 of the recommendations were considered complete, at the time. The remainder are largely forecast to be complete by Quarter 4 with some evidence gathering required which will form part of a six month review. The recommendations on structure will be dealt with by People and Development and will move into next year.

2.2 Policing 2026 Programme

The Policing 2026 programme between Police Scotland and the SPA continues to be progressed. A number of deliverables are scheduled over the remainder of the 2016-17 year, including publishing a draft ten year strategy for policing, which will be followed by a period of public consultation. The Authority ensures that the programme is robustly governed with the CEO chairing an external reference group; the Chair of the SPA co-chairing the 2026 sponsor group; and members of the SPA Board sitting on the 2026 Programme Board.

2.3 British Transport Police (BTP)

The Railway Policing (Scotland) Bill was published by Scottish Government in December 2016. The bill inserts provisions into the Police and Fire Reform (Scotland) Act 2012 which makes arrangements for the integration of the British Transport Police in Scotland into Police Scotland. The CEO continues to engage with BTP and other relevant partners through a joint programme board which will plan and oversee the integration.

2.4 Forensic Services Accreditation

The Authority's Forensic Services received accreditation from the United Kingdom Accreditation Service (UKAS), becoming the first large scale forensic provide in the UK to do so. The accreditation comes as part of Forensic Services' wider programme of modernisation, and continuous improvement and external scrutiny of the provision will be evidence as part of UKAS' ongoing cycle of reassessment and reaccreditation.

2.5 Annual Report and Accounts

The SPA CEO is the Accountable Officer to the Scottish Parliament for all financial matters associated with policing in Scotland. This includes the production and publication of the Annual Report and Accounts.

The Authority published its Annual Accounts for the 2015-16 financial year in December 2016. The accounts noted that £34m of savings were realised during the year, bringing recurring savings achieved by police reform to £127 million per annum. The annual report and accounts were unqualified by Audit Scotland. However, the Auditors issued a modified opinion related to certain aspects of Fixed Asset accounting. Audit Scotland also noted progress across areas highlighted for improvement during the previous year, but identified further matters to be addressed.

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 3 of financial year 2016-17:

October

- Audit and Risk Committee
- Forensic Services Strategic Partnership Forum
- Human Resources and Remuneration Committee (HRRC)
- C3 Governance and Assurance Forum
- Complaints and Conduct Committee
- Finance and Investment Committee
- Strategy 2026 Reference Group and Sponsorship Group Meetings
- SPA Board Meeting

November

- HRRC
- Complaints and Conduct Committee
- C3 Governance and Assurance Forum
- Audit and Risk Committee
- Governance Review Workshop
- Strategy Project Sponsorship Group
- Finance and Investment Committee
- Strategy 2026 Reference Group and Sponsorship Group Meetings

December

- Board Meeting
- HRRC
- Forensic Services Strategic Partnership Forum
- Strategy 2026 Reference Group Meeting
- Audit and Risk Committee
- Finance and Investment Committee

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, chiefly those interconnected with the Policing 2026 Programme and the Authority's Governance Review. Deliverable milestones for Quarter 3 are detailed below:

Deliverable	Update	Status
Undertake initial phase delivery of Projects, Governance & Finance and Assets & Liabilities, within the Scottish Government Programme of British Transport Police Integration	Initial phase delivery completed with the publication of Railway Policing (Scotland) Bill. Continued involvement in joint programme board in preparedness of transfer in April 2019.	Complete
Undertake in-year review of the 16-17 Authority Business Plan	Review submitted and approved.	Complete
Reduce the number of security incidents through education and enforcement.	The anticipated computer-based learning module was not produced for Q3, therefore Information Management will develop and deliver the training to staff by year end (Q4)	Ongoing
Annual report and accounts prepared, audited and filed in line with the statutory timetable.	Annual Report & Accounts laid in Parliament and published December 2016	Complete
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

Develop and deliver a coordinated local authority officers events in partnership with COSLA, SLGP and Police Scotland.	Invitation to conveners and senior officers to attend and contribute to Annual joint meeting in Q4; initial planning and action to deliver event underway.	Ongoing
Maintain, develop and refine local officer and member engagement and community accountability programmes	Work towards the programmes will be reflected in Governance Review reporting to board. Additionally, a formal request was submitted to local authority partners for input to Annual Review of Policing 2016-17.	Ongoing
Produce and implement Gaelic Language Plan	The plan was approved in October by Bord na Gaidhlig and was published in December 2016.	Complete

5. GOVERNANCE & ASSURANCE

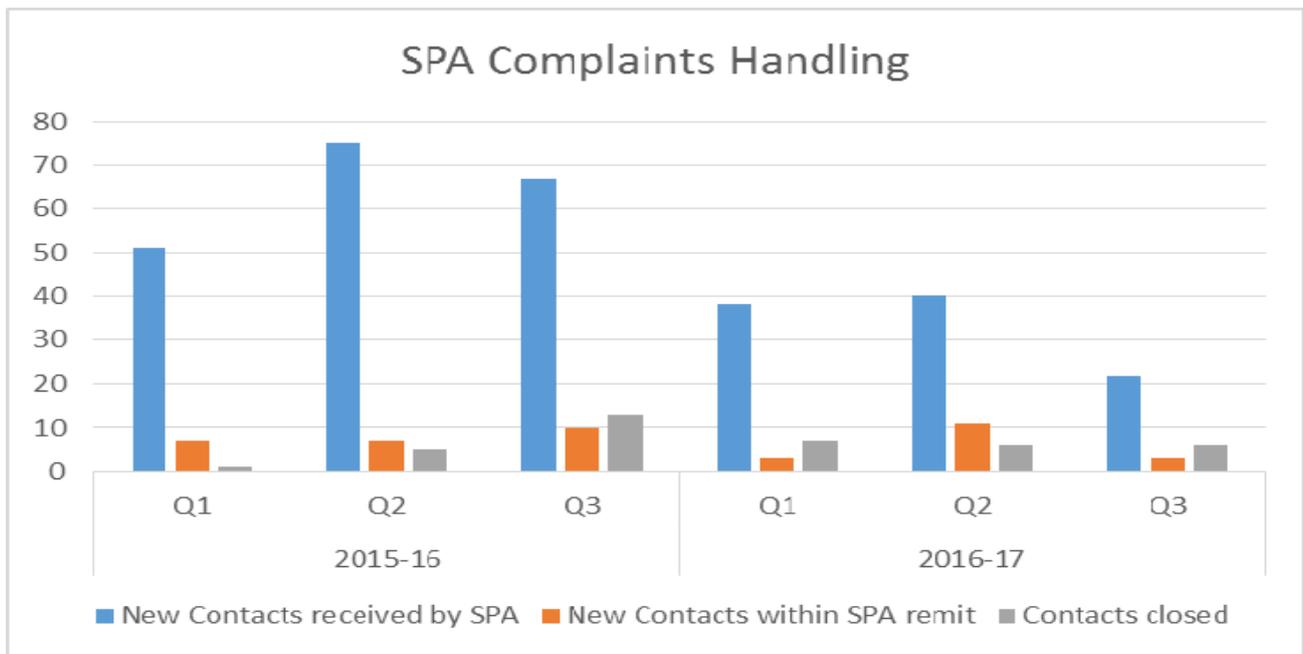
5.1 Complaints Handling - *The SPA is responsible for recording, processing and investigating complaints about the SPA board, SPA staff members, SPA policies and procedures, and senior police officers of Assistant Chief Constable rank or above; in a fair and appropriate manner.*

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 for Q3 continue to meet the Authority's commitment of three working days.

Complaint Handling Activity 2016-17	Q1	Q2	Q3	Q4
New Contacts received by SPA	38	40	22	
New Allegations received by SPA	71	60	21	
New Contacts out-with SPA remit	32	28	19	
New Contacts within SPA remit	3	11	3	
Contacts closed	7	6	6	

The graph below compares complaint handling activity for the year to date with that of 2015-16; a reduction in overall contacts is evident, as are levels of those contacts within SPA's remit.



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	13	
Total FOIs Resolved	23	23	10	
FOI responses exceeding 20 day statutory period	1	3	7	
New FOI Referrals to OSIC	1	0	0	
SIC Decisions Reached	0	0	1	
FOIs Carried to Next Quarter	5	0	2	

The increase in the number of FOI responses in Quarter 3 exceeding the 20 day statutory period is due primarily to a number of requests received in relation to minutes which took longer than anticipated to process. Requesters were kept informed on progress throughout. Lessons learned on these FOIs are that the timeline involved in discharging exceeded the monetary threshold as set out in the Act. We must of course treat each request individually on an ongoing and consistent basis.

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.*

The SPA has continued to work with Police Scotland in progressing actions related to the 2015 Workforce Opinion Survey. The Authority contributed to the creation of a follow-up Pulse Survey for staff which went live in November 2016 for a three week period. The results of the survey will be used to determine progress made towards actions; results are anticipated in Q4 of 2016-17.

The Authority's HR Governance Team continues to work alongside Police Scotland on strategically critical issues and provide assurance back to SPA of progress on these matters. In respect of the Health and Safety strand of assurance, the SPA have provided specialist advice on fire safety matters, and contributed to the development of training packages as part of the Health and Safety Executive Action Plan. To further strengthen collaborative work between the Authority and Police Scotland, the SPA's Health and Safety specialist is currently embedded within Police Scotland to help deliver a number of action plans.

Further scrutiny work was undertaken in line with the Staff Pay and Reward Modernisation, providing assurance of the current phase of the programme. This has included sight of the job evaluation process and data integrity work, and gleaning staff feedback from programme workshops attended by representatives of the SPA. Additional People-related matters supported by the HR Governance Team in the quarter have included work towards the recruitment and retention diversity strategy; the pensions auto enrolment process; staff pay negotiations and SPA engagement proposals with staff associations and trade unions.

The HR Governance Team has completed the first draft of the SPA equality mainstreaming report, presented to the HRRC in Q3 for feedback. The final draft is scheduled to be produced and approved by the end of the 16-17 year, to allow for its subsequent publication.

6. COMMUNICATIONS & RELATIONSHIPS

6.1 Community Accountability - *SPA members receive assurance, analysis and advice from the Community Accountability team on Police Scotland's engagement with local authority representatives, support for local scrutiny processes, and local authority satisfaction with engagement and localism in their area.*

Accountability activity over the quarter has focused on:

- Call to local authorities for planned input, to inform the Annual Review of Policing 2016/17, due for completion in Quarter 4.
- Advice to members on options for assurance on emerging localism work streams, linking to implementation of the Governance Review recommendations and the developing Performance Framework.

- Planning and organising participation in the annual Partners in Scrutiny event, scheduled for Quarter 4. .
- Supporting CEO input to the joint COSLA Police Scrutiny Conveners' Forum in Quarter 3.
- Supporting Board, Executive Team and officer input to local scrutiny meetings throughout the quarter.
- Sustaining dialogue with local authorities, partners in Scottish Government, COSLA, Improvement Service and policing colleagues, to enhance assurance and agree priority actions to take forward shared improvement.
- Working 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 include contributing to the consultation documentation on the revised Strategic Police Priorities; engagement with Police Scotland to support member assurance on forthcoming refresh of local police plans and links with Local Outcome Improvement Plans.

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.*

During Q3, a number of strands of work were undertaken and completed by Communications and Engagement, including:

- Dedicated SPA resources to help develop communication and engagement plan to support Policing 2026 strategy.
- Proactive promotion of SPA Forensic Services UKAS accreditation, leading the way in UK fingerprint analysis.
- Promotion of Board member recruitment campaign in October seeking finance, audit, HR & IT expertise.
- Development and supporting the cascade of two Senior Leader Briefings across both SPA and PS on work of Policing 2026.
- Support of publication and follow up media reporting of the SPA's Annual Report and Accounts for 2015-16.
- Publication of an approved Gaelic Language Plan.

For Q4, the following pieces of work will be progressed:

- Coordination of the launch and marketing of two senior PS vacancies: (HR, & CFO).
- Coordination and leading SPA response to HMICS follow up report on call handling, to be published in Quarter 4.
- Support and promotion of SPA input and involvement in workforce Policing Excellence Awards.
- Developing Policing 2026 launch and consultation proposals.

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 providing revised wording around the introduction of visitors by custody officers was rolled out to ensure a consistent approach has result in an increase of the number of visits which take place. The rate of visits accepted by detainees has improved from 60% (of visits offered) during Quarters 1-3 of 2015-16, to 73% during the equivalent period in 2016-17.

In Q3, access to a small proportion (4.6%) of detainees was refused, compared to a rate of 2.8% in the previous quarter. The justifiable reasons for refusal are noted below¹.

ICV Activity 2016-17	Q1	Q2	Q3	Q4
Total Visits Conducted	374	399	403	
Number of people detained in police custody at time of visits	1987	2028	2006	
Number of Detainees – Access Refused to Visitors	52	56	86	
Number of Detainees – Not Available at time of visit	171	193	155	
Number of Detainees Observed by Visitors	19	12	14	
Number of Detainees offered a visit	1083	1035	992	
Number of Detainees offered who were seen by visitors	760	756	758	

No significant issues regarding the treatment of detainees were raised with visitors in Quarter 3.

¹ The grounds on which access to detainees can be refused are determined within the Schedule for Independent Custody Visiting (Grounds for Refusal of Access) Determination 2013. These include public safety grounds, the visitor's own safety, and access that could seriously interfere with the process of justice.

As part of ongoing training and recruitment activity, during the quarter the ICV team delivered awareness sessions to two Police Scotland custody officer courses, provided a presentation to Criminal Justice Services (CJS) Division Continuous Improvement team, and organised and managed one induction day for new volunteers. In addition, an interview with the national manager was broadcast on BBC Radio Shetland to promote recruitment.

Members of the ICVS team participated in a table top Business Continuity exercise with CJS at Scottish police College.

7. STRATEGY & PERFORMANCE

7.1 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 support and contribute to evidence of call handling performance presented to the C3 Governance and Assurance Forum. The quarterly reporting framework to the GAAG which the Performance Team has developed alongside C3 continues to evolve, and the team are helping colleagues explore new ways in which to develop mechanisms to capture and populate performance data; identify business areas and datasets not currently captured by routine performance reporting; and helping strengthen data management through the use of business objects reporting options. For assurance purposes, the Performance Team also continue to produce weekly call handling assessments for the Cabinet Secretary for Justice.

Stop and Search Assurance

Performance officers within the Authority have worked with Police Scotland's National Stop and Search Unit to develop assurance criteria for stop and search operational practices. This approach references the Code of Practice for Stop and Search that has been laid before Parliament and is anticipated to come into force early in 2017-18. The assurance assessment is being piloted with 2016-17 data so that the assurance model – with findings coming to Authority Board Members - is tested and refined prior to the Code going live.

Benchmarking

In November 2016, SPA officers attended an international conference and seminar on Police and Fire Reform, arranged by the Scottish Government. This involved a number of presentations and discussions from representatives of both UK-wide and international forces in the context of police reform. The challenges, opportunities, and outcomes experienced by other forces are being used to inform thinking during the revision of the new policing performance framework, and in particular, opportunities for national and international benchmarking.