

**OCTOBER 2016 UPDATE**

**Indicative Completion Date (from report)**

No.	Recommendation	Lead
1	The SPA must govern and oversee Police Scotland within the legislative framework which has been agreed, with appropriate reporting to Scottish Government in accordance with statutory requirements. The role of the SPA and its relationship with Police Scotland should be clearly defined and communicated more widely.	SG/SPA/PS
2	As the SPA strengthens its governance procedures, the Scottish Government, the SPA and Police Scotland should review working arrangements and protocols to ensure these reinforce and promote the positioning and authority of the SPA.	
3	The SPA should review, enhance and consolidate the current set of governance principles and governance framework to clarify the basis on which it intends to exercise its authority and meet its responsibilities in the future. This should also be used to agree the lines of responsibility between its partner bodies and stakeholders. All operating procedures and processes should be cross-referenced to the governance principles.	SPA
13	The SPA in conjunction with Scottish Government should undertake a review of the skills required by Board members and prepare an updated skills matrix which should inform future recruitment. This review will need to take account of the other recommendations in this report.	SG/SPA
14	The SPA should review the role and responsibilities of Board members to ensure they are focussed on the strategic aims and responsibilities of the Authority. Matters reserved for the Board should be clearly defined and schedules of delegated authority both from the Board to SPA officials and from the SPA to Police Scotland should be reviewed and updated.	SPA
15	A review of the number and nature of the committees of the Board of the SPA should be undertaken to ensure they cover appropriately the work and responsibilities of the SPA. Committees should be seen as working groups who are able to conduct a 'deep dive' into key issues, and make recommendations to the full Board. They would not have decision making powers except when exceptionally delegated by the Board. Membership of the committees should also be reviewed and consideration given to increasing the breadth and depth of skills by introducing co-opted experts as members.	SPA
16	SPA Board meetings which are principally for the purpose of decision making should be held in public. A clear set of criteria should be established for when matters may need to be held in closed session. These criteria should be publicly available. Meetings of committees are working sessions and should be held in private. All decisions will be made by the full Board based on recommendations from the committees. Agendas will be published in advance of the meetings.	SPA

May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar

Product	Status	Dependency	Progress Update
Governance Manual/Framework		updated based on the feedback from Members on 24 August.	<b>ON TRACK AND WILL BE DELIVERED ON ONGOING BASIS</b>
Governance Principles			<b>COMPLETED BY TARGET DATE</b>
Updated Board Skills			<b>COMPLETE AND WILL BE REVIEWED ON 'AS REQUIRED' BASIS</b>
Internal Scheme of Delegation		Interdependency with the structure review and the functions that will be required within SPA to support the governance role.	<b>MINOR SLIPPAGE BUT DELIVERY PLANNED FOR END OF OCTOBER 2016</b>
Board Terms of Reference Committee Terms of Reference		Committee Chairs will publish the ToR once agreed	<b>MINOR SLIPPAGE BUT DELIVERY PLANNED FOR END OF OCTOBER 2016</b>
Proceedings in private			<b>MINOR SLIPPAGE BUT DELIVERY PLANNED FOR END OF OCTOBER 2016</b>

Governance Manual

	17	Governance of major projects and programmes should be overseen by SPA at an appropriate level, depending on the scale, scope and impact of each project. This could be achieved in a number of ways but must allow SPA to have full awareness of progress and identify when decisions have to be brought to the full SPA Board.	SPA	Immediate and ongoing							Major Programmes/Projects Governance Framework	➔	Will be based on the model currently in operation for C3 through the Governance and Assurance Group. This is attended by each of the Committee Chairs.	MINOR SLIPPAGE BUT DELIVERY PLANNED FOR END OF OCTOBER 2016
	18	The Accountable Officer needs to be able to fully undertake his responsibilities to Parliament. This requires him to have strategic oversight of the finance function and an ability to make directions if necessary. So that lines of accountability and responsibility are not blurred, a protocol should be established which sets out the circumstances and the process by which such an intervention should take place.	SPA								Financial Protocol	➔	Approved by Accountable Officer	MINOR SLIPPAGE BUT DELIVERY PLANNED FOR END OF OCTOBER 2016
	20	The SPA should have responsibility for reviewing policing policy where this may impact on public perception and policing by consent. This should be a proactive process and done collaboratively with Police Scotland. The SPA should consider this in the context of its review of its committee structures and the skills matrix.	SPA/PS								see 15 above	➔		see 15 above
	21	The SPA should clearly set out how it intends to hold the Chief Constable to account through a governance performance framework. This should set out clear performance standards against both the regulatory framework and operational performance. This should then be the basis on which performance reviews and assessments are conducted.	SPA								Performance Standards	➔	Stakeholder engagement (HMICS, SG, SIPR, Chair of Policing Committee)	MINOR SLIPPAGE BUT DEPENDANT ON FEEDBACK FROM STAKEHOLDERS
	25	In setting our information requirements, emphasis should be given to ensuring that the SPA can demonstrate improvements in the quality of service that Police Scotland is providing.	SPA	Immediate and ongoing								➔		ON TRACK AND WILL BE DELIVERED ON ONGOING BASIS
ions Manual	19	The SPA should conduct a comprehensive review of its operating policies and procedures in the context of the governance framework referenced in Recommendation 2 and any change in its service delivery responsibilities under Recommendation 10. Its policies and procedures should be consolidated into a single operating manual.	SPA								Operating Policies	➔	Dependent on:- 1. Structure /content of the Governance Framework 2. Outcomes of recommendation 10 to 12 inclusive 3. Makeup of Board/Committees	MINOR SLIPPAGE BUT DEPENDANT ON FINALISED SPA STRUCTURE
	22	A complete review of the information and reporting requirements of both Police Scotland and the SPA should be undertaken. This should cover both routine, transactional reporting as well as analytical and comparative information required for performance management. This needs to be informed by the setting of an agreed performance framework and the modus operandi of the SPA as mentioned in earlier recommendations.	SPA								Operating Processes	➔		MINOR SLIPPAGE BUT DEPENDANT ON CURRENT DISCUSSIONS RE: INFORMATION REQUIREMENTS





	Green - On target and under management control
	Blue - Complete