

Meeting	Public SPA Board Meeting
Date and Time	25 May 2017
Location	Golden Jubilee Conference Hotel
Title of Paper	SPA Corporate Performance Report
Item Number	12
Presented By	John Foley, SPA
Recommendation to Members	For Noting
Appendix Attached:	Yes

PURPOSE

To provide Board Members with information on Quarter Four 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 4 milestones outlined within this report reflect these changes.

1.2 Thirteen deliverables from the 2016-17 business plan have been carried forward to the 2017-18 year; these have been listed within the report.

1.3 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.

1.4 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

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

April 2017

Presented at: Scottish Police Authority May 2017 Board
Reporting Period: Q4 2016-17

1. INTRODUCTION

1.1 The SPA Corporate Performance Report provides performance information regarding delivery of the Authority's objectives during Quarter 4 of 2016-17 (January to March). 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 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 2017/18 Budget for Policing

The SPA Board approved the 2017/18 budget for policing, at £1,059 million, at March 2017 SPA Board Meeting. Whilst this represents an increase in overall revenue funding allocation from the previous year, demand and cost pressures have led to a forecast of an operational budget deficit of £47 million. As the Accountable Officer, the CEO holds overall responsibility for financial management of SPA which includes the finances of Police Scotland. Both the CEO and Chief Constable of Police Scotland have the responsibility to work within the financial resources provided annually.

2.2 Policing 2026 Programme

The SPA and Police Scotland have jointly developed a draft 10-year strategy on policing – Policing 2026 – opened to public and workforce consultation in February 2017 for a ten-week period. Policing 2026 sets out a long-term strategic direction for policing that will ensure continued service improvement and financial sustainability; the approach focuses on five key areas of activity: Prevention; Protection; Communities; Knowledge; and Innovation. The views received during this consultation period will inform the final strategy that will be laid before the Scottish Parliament prior to summer recess 2017.

2.3 British Transport Police (BTP)

The proposed integration of British Transport Police in Scotland into Police Scotland continues to receive a significant level of support and engagement from the Authority. Over the last quarter, the CEO has provided evidence at the Scottish Parliament Justice Committee in relation to the proposed transfer of officers and staff from BTP to Police Scotland. The CEO has continued to attend the BTP Joint Programme Board, and has committed to working closely with the British Transport Police Authority over the course of the programme. A number of work-streams to support the transfer of staff in April 2019 are

governed through the Programme Board, with contributions and engagement from the Authority.

2.4 Equalities Mainstreaming

The SPA Board approved the Authority's progress review and second Equalities Mainstreaming report that outlines how the SPA has mainstreamed equality over the last two years; the review was subsequently published in April 2017. Key areas of progress include: the establishment of an SPA equality leads forum to ensure a co-ordinated approach to equalities; improved contacts with external organisations that represent protected characteristic groups; and confirmation that our Equality, Quality and Human Rights Impact Assessment played an influential role in the development of the SPA Governance Framework.

The SPA's second set of Equality Outcomes for the period 2017-2021 outline seven new priority areas which support the SPA's organisational responsibilities in relation to governance, budget, service provision and employment. The outcomes also closely align with the delivery of the Strategic Police Priorities and the Policing 2026 strategy which is due to be finalised later in 2017.

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 4 of financial year 2016-17:

January

- Audit Committee

February

- Forensic Management Advisory Group
- Policing 2026 Launch
- Policing Committee
- People Committee
- Finance Committee
- C3 Governance and Assurance Forum
- Partners in Scrutiny Forum
- SPA Board Meeting

March

- Finance Committee
- SPA Board Meeting
- C3 Governance and Assurance Forum

4. BUSINESS PLAN

Deliverable milestones for Quarter 4 of the 2016-17 SPA Business Plan are listed below.

Deliverable	Update	Status
Support and contribute to the Implementation of Reform Collaboration Strategy (RCG)	Lead responsibility for RCG and the chairing of meetings passed from SPA to Scottish Fire and Rescue Service with effect from April 2016, in line with the planned two-yearly change in lead/chair. The Authority's CEO continues to attend and represent the SPA at sessions of the RCG.	Complete
Preparation for Annual Review of Policing 17/18	Process, timeline and provisional content outline have been planned and approved. Evidence gathering for the report is now underway.	Complete
Develop an assurance framework surrounding C3 Performance/Program and Stop and Search improvement - this framework to be used as a basis to conduct SPA assurance for future Police Scotland transformation.	SPA Assurance work surrounding both C3 and Stop and Search has been developed into a format allowing for ongoing reporting at Authority Committee/Member-level.	Complete
Ensure that disaster recovery plans developed and implemented by PS. Ensure that business continuity plans are developed and implemented by PS	The Authority's Health and Safety specialist has been embedded within Police Scotland in recent months to help deliver a number of action plans. Work is ongoing to plan for the Authority's programme of assurance for 2017-18.	Carried forward
Work with stakeholders to ensure ongoing compliance, assurance and continuous development in line with relevant legislation	The HR Governance Team's level of engagement has developed this year to a Level 4 – a joint working approach – which allows us to engage directly with work and influence outcomes.	Complete
Following the Chair's governance review SPA will seek to use additional	The co-option process has been carried forward to 2017-18.	Carried Forward

external expertise as required to assist in holding the CC to account for delivering policing across Scotland		
Prepare and publish annual SPA and Police Scotland Budget	SPA approved the draft budget for policing in March 2017	Complete
Develop and deliver rolling programme of assurance on how community engagement is supporting local police plans	Proposals prepared and shared with Members of the SPA Policing Committee; work on agreed recommended action and supporting consultation and engagement is underway and being progressed as business as usual (BAU).	Complete
Introduce new advanced scientific technology to support policing (dependency on PS APP)	Technology introduced and rolled out across FS has included a National Image Management Solution; Y-STR DNA analysis; and STARMIX software to assist in interpreting complex DNA mixture profiles.	Complete
Establish PMO structure in Forensic Science to deliver partner expectations	Liaison between the Forensic Services and Police Scotland Corporate Services is ongoing in order to progress this matter.	Carried Forward
Maintain all areas currently under scope of Forensic Science accreditation	All assessed by UK Accreditation Service	Complete

In addition to the three milestones listed above, a further nine deliverables from this year's business plan are being carried forward to the 2017-18 SPA business plan. This is representative of external dependencies and adapting priorities to the changing environment. The remaining deliverables to be carried forward are as follows:

<ul style="list-style-type: none"> • Develop with Police Scotland the approach to reporting on the APP/Corporate Strategy (at development stage) and Benefit Realisation (ongoing improvement) to ensure clear evidence of the benefits of reform
<ul style="list-style-type: none"> • Prepare and publish the Strategic Police Plan 2017/20
<ul style="list-style-type: none"> • Develop and publish the Authority Business Plan 17/18
<ul style="list-style-type: none"> • Ensure implementation of recommendations highlighted through the Review of Policing Governance and undertake any further areas of review (Programme for Government 2015)
<ul style="list-style-type: none"> • Implement any changes to the overall governance structure following the Chair's governance review which will ensure

more formal mechanisms are established to cover wider areas of strategic policing interest
<ul style="list-style-type: none"> • Oversight and management of Audit Scotland recommendations
<ul style="list-style-type: none"> • Prepare and deliver the long term Financial Strategy for policing
<ul style="list-style-type: none"> • Development of administration and training for implementation of visiting to legalised police cells.
<ul style="list-style-type: none"> • Organise awareness training for both ICVS staff and volunteers in respect of the implementation of the Criminal Justice Bill
<ul style="list-style-type: none"> • Work with Police Scotland and Scottish Government to develop a Biometrics Strategy for Scotland

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.*

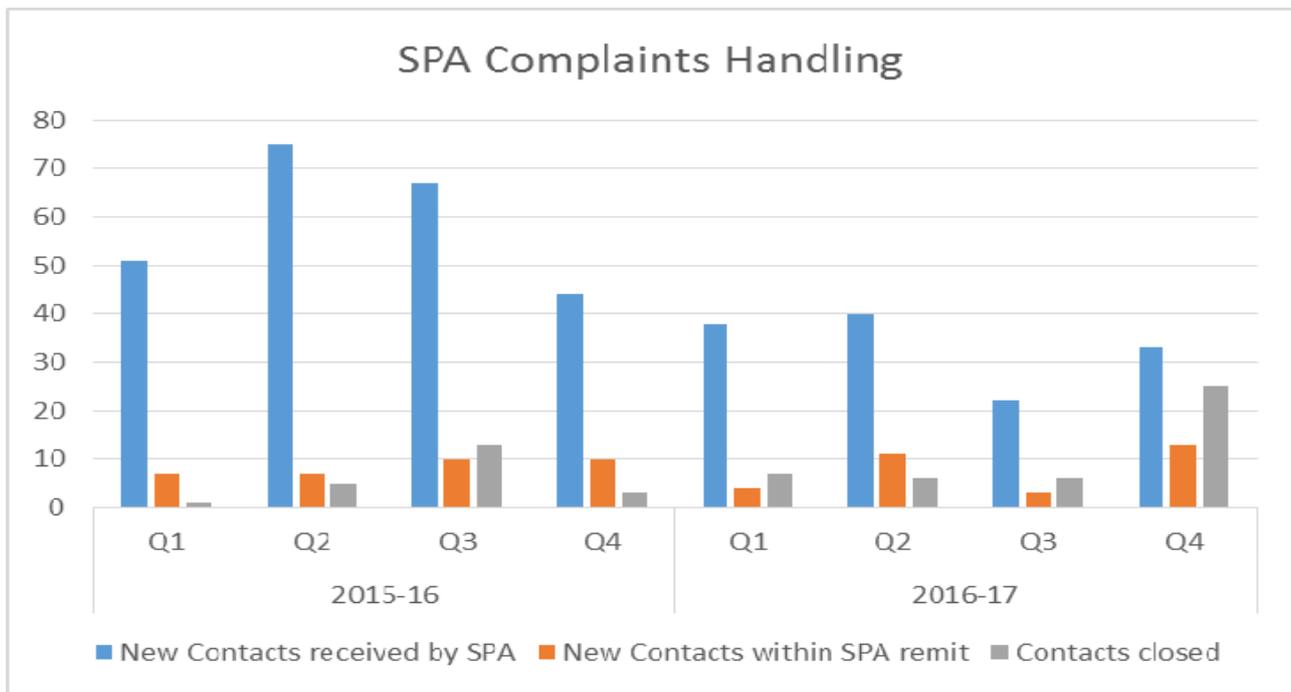
Complaints Received by SPA

The department has received 33 new contacts this quarter, and 13 were identified as within the SPA remit for complaint handling. The average time for complaints to be acknowledged for Q4 – and overall for the full year – have met 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	33
New Allegations received by SPA	71	60	21	38
New Contacts out-with SPA remit	32	28	19	20
New Contacts within SPA remit	4	11	3	13
Contacts closed	7	6	6	25

The increase in contacts closed observed for Q4 relates to the conclusion of a complex case involving multiple allegations.

The graph below compares complaint handling activity for the year with that of 2015-16; a reduction in overall contacts (-44% for the full year) is evident; however, the number of contacts within SPA’s remit have remained similar (34 for 2015-16 compared to 31 for 2016-17).



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	21
Total FOIs Resolved	23	23	10	20
FOI responses exceeding 20 day statutory period	1	3	7	3
New FOI Referrals to OSIC	1	0	0	0
SIC Decisions Reached	0	0	1	1
FOIs Carried to Next Quarter	5	0	2	1

One appealed lodged with the Scottish Information Commissioner concluded this quarter when the applicant withdrew their case.

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 information requirements for the new SPA People Committee have been established. The Police Scotland People Plan, annual Delivery Plan, and transformational change plans are now all on the Committee Work Plan for the

forthcoming year. The HR Governance Team will develop an appropriate assurance plan to support Police Scotland.

The HR Governance Team's level of engagement has developed this year to Level 4 - a joint working approach – allowing the team to engage directly with work, and to influence outcomes. The Health, Safety & Resilience Specialist has been seconded to Police Scotland as the Health and Safety manager, taking forward various enforcement bodies' actions plans, and ensuring culture and compliance are what they should be.

The SPA has continued to work with Police Scotland regarding actions related to the 2015 Workforce Opinion Survey. The Authority contributed to the creation of an interim Pulse Survey for staff. The Pulse Survey results were issued in March 2017 and showed little movement from the original 2015 survey. Local action planning is now taking place, and regular updates are provided on the Intranet. The new Personal Development Conversation process in particular is a direct result of the survey feedback and introduces regular quality conversations into the line management relationship.

The HR Governance Team produced the 2017-21 SPA Equality Mainstreaming report which received approval from the SPA Board in Quarter 4 and was published in April 2017. The outcomes for 2017-2021 will continue to drive the mainstreaming of equality over the next four years.

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:

- Delivery of the Partners in Scrutiny event on Friday 17th February, with representatives from twenty local authorities and partners including Police Scotland , SG , COSLA, HMICS and the Improvement Service in attendance. The workshop feedback and presentation information was subsequently circulated to all attendees
- Analysis and collation of Annual Review of Policing returns received from twenty one local authorities.
- Supporting Chair input to attend the North Forums six monthly meeting in Aberdeen on March 9th.

- Briefing and support for CEO engagement with COSLA Police Scrutiny Forum Convener in Quarter 4.
- Establishing the Community Accountability LSE Information Exchange within the Knowledge Hub, in preparation for sharing information with local scrutiny committees following the May council elections.
- Regular information to conveners and senior officers of local scrutiny committees in relation SPA business including C3 Engagement & Assurance, HMICS reports, Performance Information and SPA Board Meetings
- 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.

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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.*

For Q4, a number of strands of work were undertaken and completed by Communications and Engagement, including:

- Ongoing SPA involvement and activity to support, develop, and communicate Policing 2026 plans and consultation
- Supported SPA evidence sessions to parliamentary committees and coordinated a series of opinion pieces on SPA's approach to governance and transparency.
- Supported and completed stakeholder mapping exercise for SPA's governance function which has informed 1st draft of communications and engagement strategy with CEO for input.

For Q1 2017/18, the following pieces of work will be progressed:

- Work with PS to develop and support launch of final Policing 2026 strategy and flowing implementation plans following consultation.
- Finalise SPA Communication and Engagement Strategy for 2017-2020.
- Coordinate SPA response to HMICS report on Forensic Services.

- Support SPA/Chair visit to Dumfries and Galloway following visits to Aberdeen & Inverness

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 approximately 60% (of visits offered) 2015-16, to 73% in 2016-17.

In Q4, access to a small proportion (3%) of detainees was refused, compared to a rate of 4.6% in the previous quarter and 3.2% over the full year. The justifiable reasons for refusal are noted below¹.

ICV Activity 2016-17	Q1	Q2	Q3	Q4
Total Visits Conducted	374	399	403	386
Number of people detained in police custody at time of visits	1987	2028	2006	2017
Number of Detainees – Access Refused to Visitors	52	56	86	61
Number of Detainees – Not Available at time of visit	171	193	155	190
Number of Detainees Observed by Visitors	19	12	14	14
Number of Detainees offered a visit	1083	1035	992	1076
Number of Detainees offered who were seen by visitors	760	756	758	795

No significant issues regarding the treatment of detainees were raised with visitors in Quarter 4.

A full year review of Independent Custody Visiting is being produced and will be presented to the SPA Board prior to being published.

7. STRATEGY & PERFORMANCE

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.

7.1 *The SPA Performance Team provides analysis and assurance to members on the Strategic Performance Framework. Authority officers provide support to the Policing Committee in matters of assurance and performance.*

Launch of the Policing Committee

The first SPA Policing Committee met in January 2017 to consider terms of reference and then formally in February for the inaugural meeting. The committee received updates on Policing 2026 strategy development progress as well as on the new performance framework that will measure and demonstrate strategy delivery from 17/18 onwards. In addition the Committee was presented with Quarter Three performance evidence from Police Scotland and relevant assurance feedback from SPA performance officers, prior to the February Public Board.

Proposals for Local Police Plans were presented for recommendation to the SPA Board, and the first SPA Stop and Search Assurance report was delivered to Committee, providing positive evidence of how Police Scotland are preparing for the launch of the new Code of Practice in May 2017. Contact, Command and Control division provided a progress report on the C3 Integration and Remodelling Programme, with details on the assurance being carried out across the organisation encompassing Governance, People, Technology, and Process to enable the Committee to advise the Board, ensuring that a decision could be made to close Dundee Service Centre and move calls to the National Service Centre, another key milestone along the journey of this significant change programme to transform call-handling.

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

The Authority continues to support and contribute to evidence of call handling performance, collaborating with policing colleagues in C3 Division and in Analysis and Performance (APU). With the process having become embedded over the past year, Authority officers have handed over some elements of report production to Police Scotland, but remain heavily involved in supporting the development of the reporting model and evidence base. Authority officers will continue their assurance work on C3 performance to support the Authority's oversight and governance of organisational change in Police Scotland.

Stop and Search Assurance

Performance officers within the Authority continue to work alongside Police Scotland's National Stop and Search Unit to develop assurance criteria for stop and search operational practices prior to the Code of Practice coming into force in May 2017. An assurance assessment of Quarters 1 & 2 of 2016-17 stop and search data was produced and presented to the SPA Policing Committee where feedback was received which will influence future iterations. The findings of the assessment are also being summarised for presentation to SPA Board Members later in the year.

Annual Review of Policing 2016/17

Production of the SPA's annual review of policing is underway and on track, with evidence currently being gathered from across both the SPA and Police Scotland. Additionally, external evidence, including reporting by HMICS and the Scottish Institute of Policing Research (SIPR), and feedback from local authority scrutiny committees, will be incorporated. The review will look to assess progress and performance against strategic policing priorities, and to consider benefit realisation through the lens of police reform. The Review will be laid before Scottish Ministers at the end of June, ahead of parliamentary recess.