

SCOTTISH POLICE  
AUTHORITY

<b>Meeting</b>	<b>SPA Board Meeting Public Session</b>
<b>Date and Time</b>	<b>29 March 2018</b>
<b>Location</b>	<b>John McIntyre Centre, Pollock Halls, University of Edinburgh</b>
<b>Title of Paper</b>	<b>SPA Reporting: SPA Chief Officer's Report</b>
<b>Item Number</b>	<b>10.2</b>
<b>Reference Number</b>	<b>REP-B.09.20180329</b>
<b>Presented By</b>	<b>Kenneth Hogg</b>
<b>Recommendation to Members</b>	<b>For Noting</b>
<b>Appendix Attached:</b>	<b>No</b>

**PURPOSE**

To update Authority Members on significant business and improvement activity carried out by SPA staff since the previous SPA Board meeting on 27 February.

## **1. BACKGROUND**

**1.1** This paper provides a summary of significant business and improvement activity carried out by SPA staff since the last SPA Board meeting on 27 February.

## **2. SUPPORTING IMPROVED SPA CORPORATE GOVERNANCE**

### **Financial year end assurance**

2.1 As we approach the end of this financial year, work is underway to prepare for the production of the 2017-18 Annual Report and Accounts. The timetable has moved forward by a couple of weeks compared to the previous year, and SPA staff are working closely with the Police Scotland Accounting team.

2.2 As the designated Accountable Officer for the policing budget I am responsible in law for our financial statements. I wrote on 12 March 2018 to Police Scotland's Force Executive, and to Forensic Service and SPA Directors about the importance of the year end assurance arrangements, including internal controls checklists and certificates of assurance. I was grateful for the opportunity to discuss this further at Police Scotland's Senior Leadership Board on 14 March 2018.

### **2017-18 External Audit Plan**

2.3 Audit Scotland have now set out their audit plan for 2017-18, and SPA and Police Scotland have worked closely with them to propose sources of assurance in respect of the key audit risks identified. The audit is due to commence imminently, with the intention that the completed audit report should be presented to the SPA's Audit Committee on 23 October 2018. The proposed audit fee for Audit Scotland's 2017-18 audit work is £206,100. This represents a 10% increase on the previous year (£187,114) due to additional engagement planned for 2017-18.

### **Governance documents review**

2.4 A comprehensive review of the SPA's corporate governance documents, policies and processes is under way as part of our wider efforts to improve corporate governance. The following documents are in the process of being reviewed and, where necessary, updated:

- Financial Regulations
- Police Scotland Scheme of Financial Delegation
- SPA Scheme of Delegation (financial aspects)
- SPA Budget monitoring and month end guidelines

- Forensic service Budget monitoring & month end guidelines
- Financial Protocol
- Governance and Accountability Framework
- Monitoring arrangements for the Reform and Change funding
- Relocation policies (officers and staff)

2.5 This work is essential to ensure that the systems and processes in place are robust, fit for purpose and do not create unnecessary duplication or complexity.

### **3. BUILDING SPA STAFF CAPACITY AND CAPABILITY**

**3.1** Following publication on 2 March 2018 of the review of the SPA Executive conducted by Nicola Marchant and Malcolm Burr, work is now being taken forward to build new capacity and capability within the SPA's executive team. That work will include developing and consulting on a new structure for the organisation which will better support the delivery of SPA's core functions. An all-staff workshop was held on 13 March 2018 to enable colleagues to contribute to this work, and initial discussions have been held with the JNCC, and Police Scotland HR to support the creation of a target operating model. A further SPA staff engagement session was held on the 20 March 2018, it is anticipated that an initial draft target operating model will be developed by end-April 2018.

### **4. COMPLAINTS HANDLING**

**4.1** Work continues to strengthen SPA Complaints handling processes and capabilities. A working group has been established, and in February SPA complaints handling staff participated in a 2 day certificated course in a professional award in ombudsman and complaint handling practice at Queen Margaret University, Edinburgh. Milestones over the coming months will include: delivery of training for SPA Board Members, continued professional development for SPA staff, and a reviewed and refreshed SPA Complaints Handling Procedure, and creation of a work plan for the committee. This work takes into account the recommendations laid out in the audit of SPA Complaints Handling conducted by the Police Investigations and Review Commissioner and published in December 2017.

## **5. BUSINESS CONTINUITY**

**5.1** During March, SPA revised its Business Continuity Plan and conducted staff training and awareness sessions. This addressed recommendations made in a recent internal audit review. The recent winter weather provided a timely opportunity to test our continuity plans, which worked well in practice. ICT connectivity enabled remote working and ensured that organisational communications were maintained, with staff able to conduct daily duties and take part in an office-wide conference call. Several learning points were also identified and will be used to inform business continuity procedures moving forward.

## **6. ENGAGEMENT AND RELATIONSHIPS**

**6.1** The SPA continues to increase its strategic engagement with stakeholders. The purpose has been to seek input to the SPA's own improvement activity, to build mutual understanding and to develop relationships which support and improve policing in Scotland.

Examples over the last month are set out below:

- organised a first meeting of a Chair's Forum, bringing together the range of staff associations and trade unions which represent the policing workforce to share views and insights on upcoming issues;
- together with COSLA, Police Scotland and SOLACE, set up a joint working group to strengthen the connection between national and local scrutiny arrangements, develop a shared evidence base, and support service improvement. This followed up SPA engagement in February with COSLA's political and police scrutiny leads;
- supported the strengthened dialogue between the SPA and Parliament through written SPA evidence to the Scottish Parliament's Public Audit and Post Legislative Scrutiny Committee and Justice Sub-Committee on Policing;
- work continues to improve the SPA's website. In addition, the 'livestream' video footage from SPA board meetings is now cut and split into agenda items. This makes the footage more accessible and easy to navigate. Further changes to the structure and design of the website will get underway in April.