

Meeting	SPA Board Meeting
Date and Time	28 June 2018
Location	Roths Halls, Glenrothes, Fife
Title of Paper	SPA Reporting: SPA Chair's Report
Reference Number	B06.2018/23
Presented By	Susan Deacon
Recommendation to Members	For Noting
Appendix Attached:	No

PURPOSE

To update Authority Members on activities carried out by the Chair and to offer comment on significant areas of development since the previous Board meeting on 31 May 2018.

Senior Leadership Recruitment

Strengthening and developing the leadership of Police Scotland remains a key priority. The recruitment process for Scotland's next Chief Constable is now underway with assessment and interviews taking place in July and August.

In addition, the recruitment process for a new Chief Executive for the SPA is also underway with assessment and interviews scheduled over the coming month.

Since the last Board meeting, and following a rigorous and open process, the SPA has made the following appointments to the ranks of Deputy Chief Constable and Assistant Chief Constable: -

Deputy Chief Constable

Will Kerr
Fiona Taylor

Assistant Chief Constable

Gillian MacDonald
Angie McLaren
Alan Speirs

I would like to congratulate all those who have been appointed and wish them every success in their new roles. I am confident that these individuals will make a significant contribution to shaping and developing Police Scotland as it adapts to meet the needs of a changing Scotland.

The Successions Planning and Appointments Committee has invested significant time and effort to ensure there is robust governance and oversight of all of the above senior appointments processes. Members of the Committee, and of the two selection panels, have also been supported by dedicated HR advisers and by HMICS.

This new approach has strengthened focus and assurance throughout this significant programme of recruitment and I am grateful to all those who are contributing to this work. I would particularly like to record my appreciation to Angela Scott, Chief Executive of Aberdeen City Council, for her contribution as a member of both the ACC and DCC selection panels.

Board Development

The SPA Board is continuing to work through a programme of development and improvement, including adapting structures, culture and practice as part of ongoing changes to the organisation's corporate governance. A number of development sessions have already taken place and further workshops, familiarisation visits and training activities are scheduled between now and the end of the year. The development programme will be an ongoing area of activity. It aims to strengthen the Board's understanding of our strategic responsibilities; refresh, familiarise and test awareness of the components of good governance and develop a deeper understanding of transformation and change within policing.

In addition, the Board is continuing to go through a process of refreshing its membership with five of the seven new members appointed earlier this year

having now taken up their positions on the Board. This also provides an opportunity to strengthen the membership of several SPA Committees.

Vice-Chair

David Crichton has now taken up the role of Vice-Chair and a copy of the role profile I have agreed with him is attached as an annex to this report.

As part of his initial engagement, David is undertaking one to one meetings with all Board members and with the SPA's senior management team. David is also a member of the Succession Planning and Appointments Committee, providing oversight for our current round of senior recruitment in both the SPA and Police Scotland.

In addition to this, David's focus over the coming weeks and months will be to support ongoing work to improve our governance structures and processes, including the development of revised terms of reference and membership of our Committees. He has also been inputting to and refining the Board development programme, looking in particular at how it can best support our move towards a more strategic level of operation and how it can more effectively align with the scrutiny of progress on Policing 2026.

Independent Review of Police Complaints

On 19 June, the Cabinet Secretary for Justice, Michael Mathieson MSP, announced the appointment of the Rt Hon Dame Elish Angiolini QC to lead an independent review to assess the current police complaints framework and report on the effectiveness of the structures, operational responsibilities and processes. This review has been jointly commissioned by the Cabinet Secretary and the Lord Advocate James Wolffe QC. The work will be in two phases with the first phase focusing on early improvements that can be made within the existing regulatory framework.

I very much welcome this review which I hope will make early progress. Since taking up post in December last year, I have consistently expressed concern about many aspects of the existing arrangements for handling and investigating senior police officer complaints, an area where the SPA has key statutory responsibilities. Though the SPA has made a number of changes and improvements within its own practices, it is clear that wider system changes are necessary, and we have expressed our concerns in the SPA submission to the Scottish Parliament Justice Committee's call for evidence on the Police and Fire Reform (Scotland) Act 2012.

A robust and effective complaints and investigation process is an essential element of maintaining trust and confidence in policing and I am keen to ensure that the SPA plays its full part to support and inform the review.

ASPS Conference

At the end of May, I attended and addressed the ASPS (Association of Scottish Police Superintendents) Conference - 'Valuing Super Leadership'. It was an informative conference topic which highlighted the significant change that this generation of leaders are experiencing. I was struck by the optimism and commitment of the ASPS membership to lead and adapt and look forward to continuing to work with the Association and its members in the future.

ANNEX A

Scottish Police Authority Role of Vice-Chair

Context

The Scottish Police Authority is undergoing a complex and rapid programme of change and improvement. There are immediate priorities in senior team recruitment, governance reform and the nurturing of external relationships, as well as longer term challenges in the delivery of organisational change and improved financial performance in both the SPA and Police Scotland. This needs to be done in parallel with the continued delivery of excellent policing across our communities.

Achieving this will demand a high level of engagement, scrutiny and support from Board members, particularly from the Chair. In recognition of this, the Board agreed to fill the vacant Vice-Chair position and David Crichton was appointed to the role at the Board meeting of 2 May, 2018. The intention behind filling the position is to bring an additional layer of support to the Chair, Board members and executive team in delivering the improvement programme now under way.

Respective roles

Broadly, the Chair will concentrate on outward-facing responsibilities: recruiting senior officers for both the SPA and Police Scotland (PS); the management of relationships with Government, the Parliament and other partner agencies such as the local authorities; responding to the media and wider public interest in the work of the SPA and PS.

Meanwhile, the Vice-Chair will primarily work on more inward-facing responsibilities: Board integration and development; governance improvements; advice and support for the executive team in delivering the improvement plan.

The boundaries between the Chair and Vice-Chair will not be rigorously defined, and there will be overlap when needed and agreed. The Chair will of course retain responsibility for the overall leadership, strategy and scrutiny of the SPA.

Priorities

The Vice-Chair will have a number of early priorities:

- Working with all Board members to ensure that the Board adapts as quickly as possible to the arrival of new members, building a shared understanding of values, priorities and operating principles.
- Discussing with all Board members any development needs, including formal and informal training.
- Contributing to the preparation of the Board development programme.
- Supporting the Chair in Board performance reviews.

- Working with the Chair, Board members and stakeholders to deliver improvements to the structure, remit and membership of SPA Committees
- Working with Board members and the executive team to refine the SPA's governance structure and procedures, including clearer definition of the relationship between Board and Committees, and of their respective decision-making responsibilities.
- Working with the Board and the executive teams in both the SPA and Police Scotland to help ensure good working relationships and clear responsibilities between executives and non-executives.
- Providing a sounding board for the Chair and Board members that enables any concerns and proposals to be acted on openly and constructively.
- Deputising for the Chair when required.

Initial work programme

Over the period from June to August, the Vice-Chair will:

- Meet individually with all Board members.
- Work with the executive team on revised governance procedures.
- Work with the Chair, Committee chairs and executive team on revised Committee structures, remits and membership.
- Work with the executive team to refresh the Board development programme.
- Participate in interviews for new executive team members.
- Continue to attend meetings of the Appointments and Succession Planning Committee.
- Meet with senior PS leadership to review working arrangements between the SPA and PS.