

Meeting	Scottish Police Authority Board Meeting
Date and Time	30 August 2018
Location	Maryhill Burgh Halls, Glasgow
Title of Paper	SPA Chair's Report
Reference Number	B 07.2018/35
Presented By	Susan Deacon
Recommendation to Members	For Noting
Appendix Attached:	Yes

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 28 June 2018.

Strengthening Leadership and Governance of Policing in Scotland

As I have reported previously to the Board, and in various public and media forums, my overarching priority since taking up post as SPA Chair has been to work to strengthen and develop the leadership and governance of policing in Scotland. I have often referred to the 'three legs of the stool' which need to be strengthened i.e.: -

- the Police Scotland Leadership Team
- the SPA Board
- the SPA Executive/Corporate Team

While this work will, and should, continue on an ongoing basis - in a spirit of continuous improvement, I am pleased to report that very significant progress has been made across all three areas.

- Police Scotland Leadership Team

In February 2018, following a challenging period for the leadership of Police Scotland, the SPA initiated an important piece of work to begin the process of recruiting and appointing senior officers to fill vacancies and to develop a strong and resilient leadership team for the service.

This has been a significant undertaking, with considerable effort and rigour placed on ensuring these processes were open, competitive, challenging and transparent. Strong SPA governance, through the establishment of a Succession Planning and Appointments Committee, together with enhanced dedicated professional support from Police Scotland's HR team, have been critical to taking this work forward. So too have the inputs of a range of SPA Board members and external advisors to the various selection processes and appointments panels been invaluable. I am extremely grateful to all those who have contributed to this work.

We have now completed a significant round of senior officer recruitment comprising the appointment of two new Deputy Chief Constables, three new Assistant Chief Constables and, most recently, the appointment of Iain Livingstone as Police Scotland's new Chief Constable. This is an important milestone for Police Scotland and I am delighted that this strengthened leadership team is now in place. I am confident that the new Chief Constable and his leadership team will provide renewed stability, purpose and direction for Police Scotland in the period to come.

It will now be for the Chief Constable to consider the allocation of portfolio responsibilities within that team and to report accordingly to the SPA. In addition, and building on these recent senior appointments, the SPA and Police Scotland will work closely together to consider how best to grow

and develop a strong and sustainable approach to the leadership of Police Scotland in the future. This will include building the 'leadership pipeline' within the service, as well as continuing to stimulate and attract interest in leadership roles within Police Scotland from across UK policing. I have had a number of early discussions with the new Chief Constable and members of his senior team with regard to how this might best be achieved and this will be a continuing priority for me going forward.

- **SPA Board**

The Cabinet Secretary for Justice approved the appointment of seven new members to the SPA Board in March, following a rigorous public appointments process. Six of these members have now joined the Board and the last will take up his position in October.

David Crichton, SPA Vice Chair, has been leading on work to integrate new members to the Board and to take forward a range of measures to further develop and strengthen the Board. An ongoing programme of development, training and induction activities has been taking place, for both new and continuing members, and this will continue. David Crichton and I have also been working closely on a number of other aspects of Board improvement and operation.

At its meeting in September, the Succession Planning and Appointments Committee will consider proposals for the further refresh and development of the Board. This will include consideration of new draft Board objectives and a revised skills matrix, which will inform the next round of Board appointments, expected to be launched by the Scottish Government in the Autumn.

The draft Board objectives will be shared and discussed with SPA Board members and then will be subject to approval by the SPA Board at its meeting in September. Thereafter individual objectives will be agreed with each Board member and will form the basis of a revised annual performance review process.

Work to develop a revised Committee structure for the SPA, so as to ensure effective governance, scrutiny and decision making, is ongoing and will involve input from, among others, the Transformation Working Group, Police Scotland and key external stakeholders including HMICS. Populating a revised Committee structure so as to make the best use of the skills and capabilities of all SPA Board members will be key.

- **SPA Executive/Corporate Team**

In parallel, the Interim Chief Officer has continued to work on an accelerated programme of improvement with a view to ensuring the

organisation is operating effectively and in a way which commands high degrees of confidence, trust and respect. Addressing significant issues of capacity and capability has been an important element in developing the organisation to be a stronger and more effective body.

I am pleased to report that the Board has now approved the appointment of a new Chief Executive who will take over from Kenneth Hogg when his secondment period comes to an end later this year. Progress has also been made over recent months with the recruitment of a number of important positions that will enable the SPA to more effectively discharge its duties.

Reform Collaboration Board

I have reported previously to the Board on the work of the Reform Collaboration Group (RCG) which comprises the Chairs and Chief Officers of SPA, Scottish Fire and Rescue Service and Scottish Ambulance Service. The RCG was set up to develop stronger collaboration and joint working between the three emergency services in order to improve service outcomes and unlock opportunities for effective and efficient working.

The RCG met on 19 July and endorsed a Scottish Emergency Services National Collaboration Strategy. Mary Pitcaithly attended the meeting on my behalf. It was agreed that the strategy would be shared with the Boards of the three emergency services. A copy of the strategy is attached as an appendix to this report. An action plan is currently being developed by a group comprising senior officers from the three services and progress will be reported to the Authority in the coming months.

Other Meetings and Events

Cabinet Secretary – I have met with the recently appointed Cabinet Secretary for Justice, Mr Humza Yousaf MSP. I welcome this early engagement which has provided an opportunity to build shared understanding around future strategy and direction of policing in Scotland as well as an opportunity to update him on developments within the SPA.

HMICS – I have had ongoing contact with Her Majesty's Chief Inspector of Constabulary, Ms Gill Imery QPM, who has also been closely involved with the recent senior police officers' recruitment processes. HMICS have also met with myself, the Vice Chair and the Chair of the Transformation Working Group, together with the Interim Chief Officer, to brief us on the findings of previous SPA inspection work so as to inform our development and improvement efforts going forward.

BTP – I have had an introductory meeting with Ron Barclay-Smith, who was appointed earlier this year as the new Chair of the British Transport

Police Authority (BTPA). We discussed a number of aspects of the BTP integration process and explored how our two authorities could work together in the future. I have also, at their request, met with Nigel Goodband, Chair and Darren Townsend, General Secretary of the BTP Federation to hear their views and concerns regarding BTP integration.

Police Scotland Senior Leadership – I continue to have regular meetings with various members of the Police Scotland Senior Leadership Team and these have been especially important given various recent senior appointments. In particular, I appreciated the opportunity to meet with each of the two new Deputy Chief Constables, Fiona Taylor and Will Kerr, prior to them each taking up post.

Senior Leadership Development Programme - I was delighted to have the opportunity to speak at the launch of the new Police Scotland Senior Leadership Development Programme earlier this month. The programme is a new developmental initiative which aims to enable and support senior leaders across policing to achieve their full potential. The programme is part of an increasing investment in and focus on leadership development within Police Scotland.

Scottish Emergency Services National Collaboration Strategy



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



**Scottish
Ambulance
Service**

Taking Care to the Patient



**POLICE
SCOTLAND**

Keeping people safe

1. Introduction

1.1 This Scottish Emergency Services National Collaboration Strategy sets out the collective vision, strategic direction, objectives and working principles which will guide the ongoing development of effective collaborative working across the three emergency services in Scotland.

Our core purpose in improving collaborative working is to better co-ordinate how we will meet the common organisational challenges we face in seeking to improve outcomes for people across Scotland.

This strategy seeks to build on our existing collaboration work by deepening our commitment to working together to use the transformative power that collaboration offers to achieve better outcomes for the people of Scotland.

2. The Reform Collaboration Group

2.1 The Strategy will be delivered through the National Collaboration Strategy Implementation Plan that will be revised and refreshed annually and overseen by the Reform Collaboration Group (RCG).

The RCG was established in early 2014 by the Scottish Fire and Rescue Service (SFRS), Police Scotland (PS) and Scottish Ambulance Service (SAS). It is currently chaired by SFRS and membership includes the Chief Fire Officer, the Chief Executive of the Scottish Ambulance Service and the Chief Constable of Police Scotland.

3. Our Service Priorities

3.1 As individual public services we have set out our own organisational ambitions and priorities for the period ahead.

Our individual Strategic Plans can be accessed via the hyperlinks below:

[Scottish Fire and Rescue Service Strategic Plan \(2016-19\)](#)

[Serving a Changing Scotland 2026 – Our 10 Year Strategy for Policing](#)

[Scottish Ambulance Service – Towards 2020, Taking Care to the Patient](#)

3.2 Across these Strategic Plans clear and common themes have emerged about how we wish to develop as key public services. These are to:

- Improve outcomes for people
- Transform by rebalancing how we deploy resources towards prevention activities
- Enhance the skills of our workforce
- Improve how we work in partnership and collaborate with others
- Further build and strengthen community resilience
- Exploit new technology in redesigning our services
- Develop more flexible service models

Through this joint strategy we commit to pursuing our common vision by working together where it adds further value and we will include other partners and communities in helping us realise our objectives.

4. Why We Need a Strategy for Collaboration

4.1 Scotland is changing and the demands that are being placed upon us and other public services means we must devise new and innovative ways of working to meet the pressures these changes bring. Common changes that have consequences for each of our services are:

4.2 Demographic

By 2037:

- The Scottish population will have grown by around 7%
- There will have been a 150% growth in the 85+ population
- The number of the population aged 0-15 years and 65+years/ Per 100 working age population will grow to around 73:100
- Scotland's population will be more diverse

4.3 Social Inequality

By 2037:

- The latest admission rate in Scotland's most deprived areas for Coronary Heart Disease is 2.3 times greater than that of the least deprived areas
- In 2015, the premature mortality rate in the 10% most deprived areas was 3.7 times higher than the rate in the least deprived areas
- 1 in 4 people in Scotland suffer from mental health challenges
- In 2014/15, 27% of adults in the most deprived areas had below average mental health wellbeing compared to 9% of adults in the least deprived areas
- 4% of emergency hospital admissions for unintentional harm are for falls
- 87% of emergency hospital admissions for unintentional harm in the 75+ population are for falls
- Falls annually account for more than 70% of all fatal accidents in the 65+ age group

- 75% of falls related deaths occur in the home

4.4 Resources

- Overall public spending in Scotland will remain under pressure for the foreseeable future
- All public services will continue the drive to improve effectiveness
- How resources are more effectively shared and deployed in support of improved outcomes for communities will grow in importance

4.5 Political

- The reform of public services will continue to be at the core of public policy developments
- All public services will continue to pursue service redesign and reform
- Community empowerment will increase in its importance as part of service reform
- The threat from terrorism will continue
- Climate change
- Better outcomes for people and communities achieved by working together rather than working in isolation

4.6 Taken together these and other changes occurring in Scotland make collaborative working more important. The changes bring common challenges which in turn means a common response is necessary if we are to help achieve better outcomes for people and communities across Scotland. We are collectively committed to rising to the challenge.

5. The National Performance Framework

5.1 To meet these and other challenges that Scotland is facing, the Scottish Government established the National Performance Framework (NPF).

The NPF aims to provide a clear vision for Scotland against which improvement will be measured. It is supported by broad measures of wellbeing including 5 Strategic Objectives, 16 national outcomes and 55 national indicators and targets. Within the NPF the government set out a clear and strong purpose for how it, and as a result how all public services, will operate. It stated that the NPF's purpose was to:

...focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth

5.2 The Scottish Government continue to drive forward with the reform of public services that was envisaged by the **Commission on the Future Delivery of Public Services (2010)**.

This vision is to strengthen the focus on prevention, partnership working, with additional focus on improving service performance and better engagement with communities in the design and delivery of services.

5.3 The SFRS, PS and SAS recognise the Scottish Government's overarching vision, set out within the NPF, and the need for wider public service reform as the strategic driver for closer collaboration to achieve improvements in the safety and wellbeing of Scotland's people and communities. Our response is illustrated in a driver diagram in Appendix 1.

6. Our shared vision for collaboration

6.1 In driving reform forward the members of the RCG are committed to working together in support of the Scottish Government's ambitions for Scotland.

In striving for excellence we will work together to drive improvements in how we operate, how we design our services, how we collaborate and how we work in partnership with communities to improve their lives. Our shared vision is:

Through ever closer working and through empowering our staff and communities we will improve the safety and resilience of communities and improve the wellbeing of the people of Scotland.

6.2 We will seek to align our strategic planning to develop more coherence in the long term approach to the design and delivery of collaborative services. We will undertake robust testing of proposed changes, engaging our people in the design and delivery of services to transform and strengthen service delivery. Equally our vision is underpinned by a strong commitment to meeting the needs of different localities across Scotland and improved engagement, co-production and collaboration with communities as we do so.

7. Our Operating Principles

7.1 To support our collaboration and the initiatives that will deliver change, we agree that we will work to the following principles:

1. Opportunities for collaboration will be the first consideration in developing new projects or approaches whether at local or national level;
2. The synergies between the generic skills of Police, Fire and Ambulance personnel in providing emergency services will be recognised alongside those skill sets which are unique to their respective organisations;
3. Collaboration will be encouraged and supported at the local level where it can generate the most impact to ensure we remain focused on improving local outcomes;
4. In pursuing collaborative opportunities, national and international experience of 'what works' and 'lessons learned' will inform which opportunities we pursue;
5. Collaboration will be a shared element of national strategic plans and financial strategies across partners;
6. We acknowledge and accept that financial benefits may not be realised by the organisation(s) that invests the time and cost to deliver collaboration but by working together we will improve our performance and seek to generate financial gains across our services and the wider public service system;
7. Collaboration will not exclusively be with the other blue-lights services but with partners across the public, private and third sectors and with communities directly; and
8. We will share learning, knowledge and experience across our organisations to ensure we collectively gain from the skills and talents employed within each of our individual services.

8. Our Strategic Objectives

8.1 In order to bring our vision and operating principles to life our strategic objectives for collaboration are to:

1. Provide strategic direction and guidance on the development of opportunities for effective collaborative working and potential options for implementation of collaborative services across the three emergency services and where appropriate other partners in Scotland;
2. Ensure increased and focused collaboration at an early stage in the strategic planning process so that more integrated and innovative approaches to the design and delivery of our services can be identified to improve service delivery and deliver savings;
3. Co-ordinate our collaborative actions at a national level and remove strategic and operational barriers that otherwise may hold back the changes we seek.
4. To develop greater levels of integrated service delivery between our respective services at national and local levels.

8.2 We will look to quantify and evaluate how collaborative actions deliver better outcomes and value to communities by developing a Benefits Realisation Framework to support the achievement of our strategic objectives. In order to deliver our vision and strategic objectives we will develop delivery projects themed around the following collaboration activities, whether involving two or three of our services. In developing projects to support our ambitions we know that by creating collaborative opportunities we will move from projects that are designed to better align our services towards projects that in time could lead to the full integration of functions. Effective partnerships working requires trust as an underpinning feature of the partnership. To ensure that we continue to maintain the trust between our organisations we will initially prioritise projects that better align our work in the first phase of our collaboration and build towards projects that will drive integration where that is a better option to improve outcomes form people.

- 1. Co-Location:** Making more productive use of the asset base of each of our services. Where it makes strategic and operational sense for us to share assets, contracts or to have staff working from a common point and sharing common resources we will view this as the default option for service delivery rather than the exception.

2. **Co-respond:** We regard co-responding as an important principle in keeping people safe and in enhancing community wellbeing. We will ensure that co-response models for both prevention and rescue are further developed, tested and deployed where they are the best option for keeping people and communities safe and improving outcomes.
 3. **Share Knowledge:** Our three organisations have built up considerable expertise in organisational change and leadership development. We have also built up considerable skill in managing and analysing data to help reshape our organisations. We will build on our collective skills and share data, data analysis and our expertise in learning and development with one another. Through greater sharing of skill and capacity we will secure the sustainability of critical analytical and learning supports for three of our organisations and as a partnership.
 4. **Integration:** To maximise our capacity and capability as partners we will explore options for sharing services. Where this makes strategic, operational and financial sense we will do so in order to ensure the maximum value to the public purse from our services. Where integration works best in improving outcomes we will pursue those options with and on behalf of communities.
- 8.3 In designing collaboration in these ways we will look to achieve **enhanced wellbeing** and better outcomes for people and communities across Scotland. We will also strengthen our collective approach to **prevention** and focus our prevention interventions more on those individuals, families and communities who will benefit most from it. We will also strengthen our collective efforts in helping communities become **more resilient**. We are further committed to supporting communities to **co-produce** with us to help us jointly transform the design and delivery of our services along collaborative lines to better meet their needs.
 - 8.4 Building on our existing collaborative work locally and nationally in the manner set out above we will do so in a more systematic, comprehensive and robust fashion throughout the country. In doing this we will ensure the benefits of our collaborations are more readily available to more communities and people in the future.

9. Making our Strategy a Success

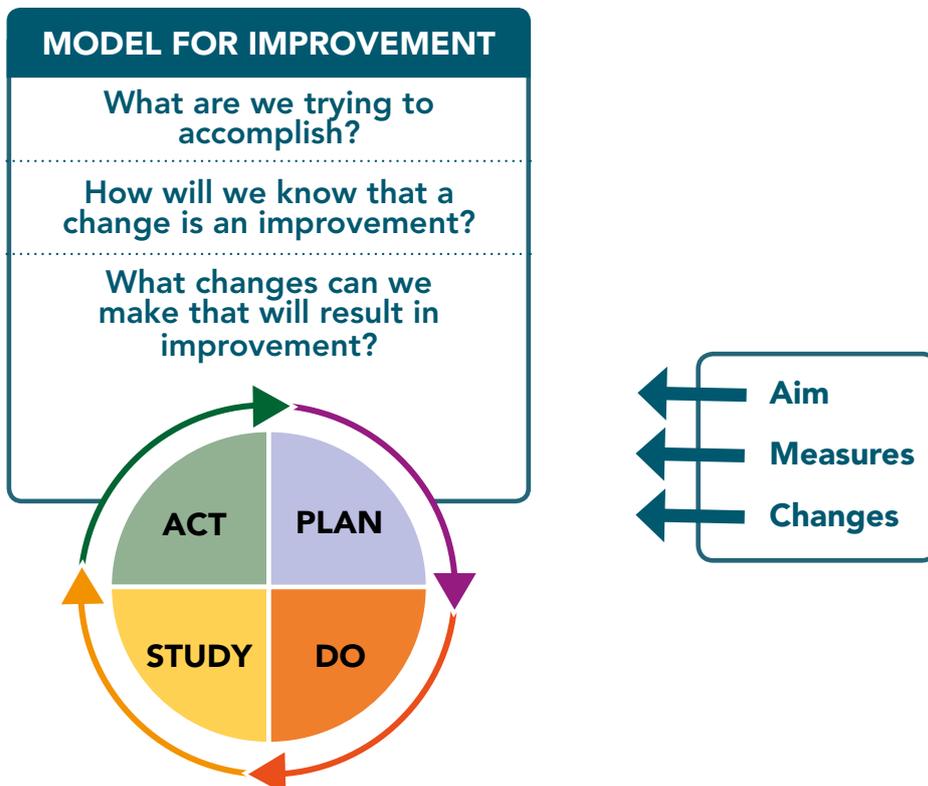
9.1 Our strategy will seek improvements to the safety and wellbeing of the people and communities of Scotland through enhanced collaboration.

To maximise our potential for success we will demonstrate collective leadership in driving this strategy forward as a core enabler of transformation within our individual services and as a partnership of three public services. This strategy will be central to our own individual strategic planning processes to ensure we always operate with with collaboration in mind.

projects by developing a Benefits Realisation Framework that supports our collaborative actions. The realisation of the identified performance will be tracked by officers of the three services and reported to the RCG. Our measures of success will draw from the NPF and other relevant measures of collaborative gain. In doing this we will utilise the Model for Improvement to design our Benefits Realisation Framework.

9.2 We will translate our collaborative principles and aspirations into more tangible, timed and deliverable projects that improve outcomes for people and communities. We will collectively hold ourselves to account in delivering those

9.3 To support our people to work better together and create the right conditions through which collaboration drives transformation and improvement, we will improve joint learning, training and development opportunities.



10. National Collaboration Strategy - Implementation Plan

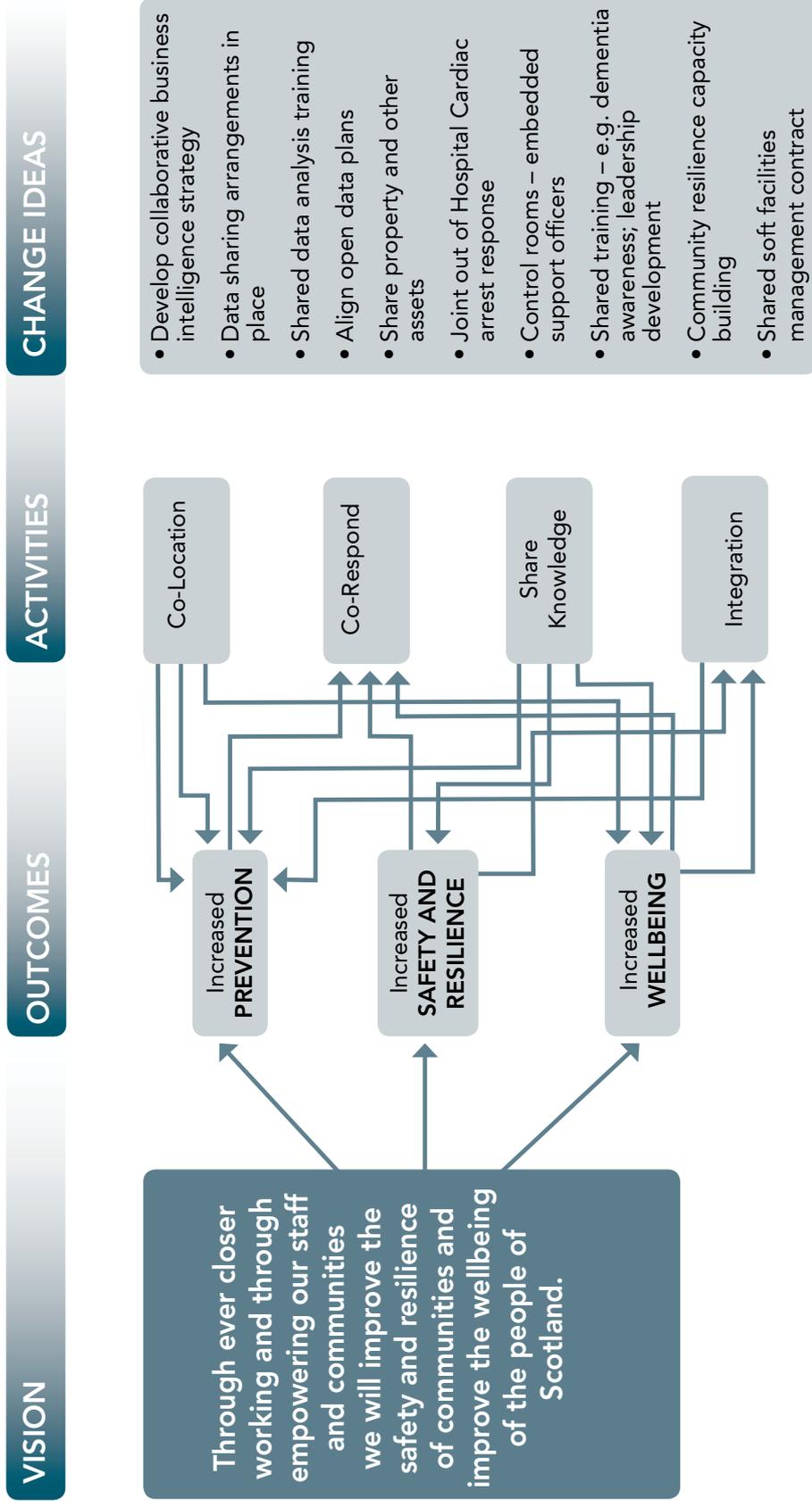
10.1 There are already many examples of collaborative working between our three services and with other partners throughout Scotland to deliver better outcomes.

Collaboration across the three emergency services is part of our transformation journey. To guide us on our journey we have developed a strategic implementation plan, initially for delivery throughout 2017/18 but projects extending over a three year period from 2017/18 will be developed.

We will review and update our plan annually and continuously assess the effectiveness of our collaborative activity. As new projects and initiatives emerge as a consequence of the implementation of this strategy they will be included in the action plan.

Appendix 1: Driver Diagram

Reform Collaboration Officers Group



Themed strategic annual implementation plan

Strategic Themes	Our planned activities for 2017-18
Co-Location	<p>Asset sharing Strategy - finalisation of strategy for 3 services; strategic and local priorities developed to deliver the strategy (commences September 2017)</p> <p>Collaborative procurement of facilities management – commenced by Police Scotland and SFRS; potentially to include SAS in due course</p>
Co-Respond	<p>Development of a Dementia Strategy – involving all 3 services; include a delivery plan outlining where collaborative working between the 3 services would be a positive option</p> <p>Co-responding in mental health - PS and SAS development opportunities to explore embedding of specialist staff in control room environment to support response to growing demands from communities</p> <p>Build on Out of Hospital Cardiac Arrest Pilots – extension of OCHA pilots across more SFRS stations</p> <p>Collaborative media strategy - to identify and develop partnership opportunities to attract media attention to joint work; shared intelligence between partners in response to media enquiries</p>
Share Knowledge	<p>Data Sharing – development of a shared SFRS, PS, SAS vulnerability index; engagement with wider H&SC partners; engagement Administrative Data Research Centre (ADRC) at the University of Edinburgh engaged to support the development; Improvement Service and NHS ISD team also engaged to support development of 'live' system to sustain the data set</p> <p>Data training – joint programme to support enhanced analytical capacity and skills across all 3 services; making use of business analytics</p> <p>Business intelligence Strategy – shared working across 3 services as each develop their own internal strategy and a joint strategy for the RCG including information governance and management</p> <p>Open Data – development of a collaborative strategy to share experience in responding to open data agenda</p> <p>Joint leadership development programme – targeted at middle to senior management; bring together to build common understanding and to help identify opportunities for further collaboration</p> <p>Explore the option of partner input into the basic training for new recruits/ trainees to each of the 3 services</p>
Integration	<p>Explore the potential of joint working to enhance community capacity in support of community resilience planning/ response</p> <p>Explore opportunities to look at collaborative opportunities on corporate services</p>

Scottish Emergency Services National Collaboration Strategy

Draft Version 0.1 January 2018