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| Meeting | Scottish Police Authority Board Meeting |
| Date | 28 March 2019 |
| Location | Maryhill Burgh Halls, Glasgow |
| Title of Paper | SPA Chair's Report |
| Presented By | Susan Deacon |
| Recommendation to Members | For Discussion |
| 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 28 February 2019.

Brexit

I have been working closely with the Chief Constable and DCC Kerr to ensure that appropriate and proportionate reporting arrangements are in place to provide public awareness and effective scrutiny of Police Scotland's Contingency Plans to prepare for Brexit.

These arrangements are based on the following key principles:-

- The deployment of police officers, whether within Scotland or to other parts of the UK under mutual aid provisions, is a matter for the Chief Constable and it is vital his operational responsibility is understood and respected;
- Police Scotland will continue to report its plans to the Scottish Police Authority and it is for the Authority to raise matters of public interest, monitor resource implications and ensure that the public are kept informed;
- The Scottish Government Resilience Committee (SGoRR) is Police Scotland's primary interface with the Scottish Government and other partners regarding operational planning for Brexit. During this uncertain and evolving situation it will be important that these guiding principles are understood and adhered to by all concerned. This will ensure clarity and consistency of information and will enable the Chief Constable and his team to focus on the operational demands on their time.

In order to enhance visibility and awareness, all public reports on the policing of Brexit received to date by the SPA have now been placed in a central repository on the Authority's website. Further reports to the SPA Board from the Chief Constable and his team will be posted regularly on the website. The Chief Constable will also continue to give a written report and be questioned in public on the policing of Brexit at each public meeting of the SPA Board and, if required, at other, if necessary specially convened, meetings of the Board and its Committees.

I plan to write to the Scottish Government, Scottish Parliament and Local Authorities to ensure that they are aware of these arrangements.

Scottish Parliament Justice Committee Report on Post Legislative Scrutiny of the Police and Fire Reform (Scotland) Act 2012

The Scottish Parliament's Justice Committee has this week published its report on Post-legislative scrutiny of the Police and Fire Reform (Scotland) Act 2012. The SPA made several written submissions to the Inquiry and both I and the Chief Constable were among those who gave oral evidence.

As I have stated previously, the evidence garnered by the Committee from a range of sources was highly informative and I have followed the Inquiry with great interest.

It is clear that the creation of a single police service for Scotland has delivered significant benefits and I am pleased that the Committee has acknowledged the improvements which have been made in the leadership and governance of both Police Scotland and the SPA since the early days of police reform. The report contains a number of detailed recommendations and the SPA will consider these carefully and respond to the Committee in due course.

Next Steps in the Strategic Development of the SPA

As we approach the end of the financial year, I have been considering carefully the priorities for the year ahead and, in particular, what more needs to be done to give effect to the strategic direction for the organisation which I set out when appointed as Chair. While the steps taken to strengthen leadership and governance during 2018/19 and to take forward the SPA Improvement Plan were important (and the work involved should not be underestimated), it is clear to me that there is much more still to be done to ensure the SPA continues to develop as a strong, assertive, strategic and outwardly facing public body which exercises its leadership role effectively within the post-police reform landscape.

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As the body which has the statutory responsibility to maintain and improve policing and to hold the Chief Constable to account, the SPA has a key leadership role – not just to strengthen and develop the performance of our own functions, but to inform, catalyse and drive wider system change. For example, getting the right roles, relationships and boundaries in place between, in particular, the SPA, Police Scotland, the Scottish Government, local government and other partners and stakeholders is key.

My intention is to utilise a part of the next Board Development Seminar on 9th April to discuss and agree an outline strategy for the year ahead with a view to developing this further, in discussion as appropriate with staff and key stakeholders, in time for presentation to the Board meeting in May.

It should be noted that we are operating within a dynamic situation where many aspects of the SPA and the wider policing system are continuing to change and develop. The structure and priorities of the SPA will therefore also be informed and influenced by a number of significant pieces of work which are currently underway including:-

- Scottish Government Review of Strategic Policing Priorities – which will take place during the course of this year.
- HMICS Thematic Inspection of the Scottish Police Authority – the terms of reference for which were published on 1 March and which is due to be completed by July 2019.
<https://www.hmics.scot/sites/default/files/publications/HMICS20190301TOR.pdf>
- The Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing – the first phase of which is likely to be completed later this year.

A range of other aspects of corporate and system review and improvement are at various stages of development and these will also inform and impact upon the strategic direction and shape of the SPA in the period to come. This includes work on:-

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- assurance mapping
- review and development of governance frameworks
- strategic risk register
- ongoing development and strengthening of Board and Committees
- HR governance and employer responsibilities
- forward planning of SPA Board and Committee business
- development of SPA corporate office and staff structure
- budget and financial management arrangements
- improved workforce planning
- oversight of Police Scotland transformation and change
- new performance frameworks and reporting
- preparation for Best Value Audit
- relationship between SPA and Police Scotland
- refresh and renewal of key long term strategies and associated financial plans
- roles and relationship between the SPA and Scottish Government
- local authority scrutiny arrangements
- public and stakeholder engagement
- internal and external communications capability

It is vital that all of the above work is carefully coordinated and that it is actively aligned with the ongoing development of the SPA Board and our corporate office and staff structure. I therefore plan to put in place regular structured meetings to ensure that we maintain momentum and a coordinated approach to the development of the SPA in the months to come. The Vice Chair and I have also been exploring options as to how we might get external support and advice to further develop and improve the SPA in the period to come.

COSLA Police Scrutiny Convenors' Forum

Myself and Michelle Miller attended the meeting of the COSLA Police Scrutiny Convenors' Forum held on 14 March. The Chief Constable, DCC Kerr and other representatives of Police Scotland also attended. This is an important forum which provides an opportunity

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to engage in discussion with elected members from across Scotland. On this occasion, the main focus of the meeting was on a range of operational policing matters. I have agreed with the Chair of the group, Councillor Kelly Parry, COSLA's Community Wellbeing spokesperson, that the next meeting will focus on the scrutiny and governance of policing and will include a presentation on the role and operation of the SPA as well as a discussion on the future development of the relationship between the SPA and local government.

Senior Officer Recruitment

UK-wide recruitment campaigns have been launched advertising a Deputy Chief Constable and Assistant Chief Constable vacancies with Police Scotland. The deadline for applications for both posts is in April with interviews scheduled in late April and mid-May respectively. Both selection and recruitment processes have been overseen by the Succession Planning and Appointments Committee to ensure robust processes are in place.

Other Meetings and Events

Since the last Board meeting, I have undertaken a series of meetings and events including:

- Visit with SPA Board members to **Govanhill** to meet with Greater Glasgow Divisional Policing Team and other partner organisations. This included visits to the Govanhill Hub and other parts of the local community.
- Meeting, together with other SPA colleagues, with **Glasgow City Council** elected representatives and senior management to discuss local policing.
- Meeting with the Chief Executive and Leader of the **City of Edinburgh Council**, together with DCC Kerr, ACC Paul Anderson and Divisional Commander Gareth Blair.

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- **The National Crime Agency's Annual Engagement Event with Police and Crime Commissioners** held at the NCA in London on 21 March 2019 which focussed on Serious and Organised Crime issues.
- **Annual Meeting of the Executive Committees of the Superintendents Associations** of the UK held in Peebles on 26 March 2019.

RECOMMENDATIONS

Members are invited to note and discuss the information contained in this report.