

Meeting	SPA Policing Performance Committee
Date	Tuesday 8 June 2021
Location	Virtual
Title of Paper	Review of committee effectiveness
Presented By	Amanda Coulthard, Head of Strategy & Performance
Recommendation to Members	For consultation
Appendix Attached	Appendix A – findings from Members questionnaires Appendix B – draft committee assurance report

PURPOSE

This report provides information to enable the committee to evaluate its effectiveness during 2020/21, allowing the Committee chair to report to the Chair of the Authority and Audit, Risk and Assurance Committee (ARAC) to inform the annual reports and accounts process.

The paper is presented in line with the corporate governance framework of the Scottish Police Authority (SPA) and committee terms of reference and is submitted for consultation.

1. BACKGROUND

- 1.1 A review of committee performance is a beneficial way to provide a constructive review of its work and enhance effectiveness. The SPA Members Handbook states that at the end of each financial year, as part of the preparation of the annual report and accounts, each Committee should prepare a report on the discharge of its responsibilities based on its terms of reference and work-plan.
- 1.2 The purpose of these reports is to provide evidence that the Authority, supported by its Committees, has satisfactorily met its responsibilities for the governance of policing through the application of its governance principles.
- 1.3 All such reports are submitted to the Audit, Risk and Assurance Committee (ARAC) in the first instance, along with the draft Annual Report and Accounts. The ARAC report will differ from other Committee reports in that it will seek evidence and provide advice and assurance to the Board that the appropriate levels of internal controls are in place across both Police Scotland and SPA, and that the system of governance and internal controls are operating effectively.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 There is no specific Scottish Government (SG) direction on how public bodies should undertake such effectiveness reviews. The SPA has considered a range of relevant guidance including: the SG's audit and assurance committee handbook and 'On Board' guidance; as well as CIPFA/OPM "Good Governance Standard for Public Services" to inform our approach.
- 2.2 The approach for 2020/21 represents continued improvement. A cyclical review is established with an in-depth review to be undertaken in 2021/22 that will benefit from the input of new Members.
- 2.3 Committee members were requested to complete a self-assessment questionnaire for each committee they sit on, with responses and

OFFICIAL

accompanying comments summarised and analysed by SPA officers to support the evaluation process.

- 2.4 Members provided responses on five themes: *Focus, Engagement, Working, Effectiveness and Leadership*. Opportunity was provided for members to provide narrative on overall effectiveness of each committee, areas for improvement and examples of where they thought each committee performed well and good practice could be shared
- 2.5 A summary of the findings from the Committee questionnaires as well as general themes from all returns are shown at **appendix A**.

Formal committee effectiveness evaluation

- 2.6 The questionnaires in themselves are not a formal evaluation of the committee's effectiveness but a tool to aid Members evaluation of the committee's effectiveness.
- 2.7 Members are invited to discuss the committee's effectiveness for the financial year 2021/22, informed by the findings at **appendix A**. The Chair of the Committee is requested to provide an assurance report to Chair of the Board and to SPA officials to submit to the ARAC to inform the annual report and accounts. An initial draft assurance report is included at **appendix B**.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications in this paper to those listed above.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational implications associated with this paper as it is important that assurance can be provided that this committee has

satisfactorily met its responsibilities for the governance of policing through the application of its governance principles.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are no community implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to: discuss this report and agree on the content of the formal assurance report by the Committee chair to the Chair of the Authority and ARAC.

Appendix A – Summary of findings from Members questionnaires

#	Theme	Purpose	Findings for Policing Performance Committee	Findings from all returns
	<i>Responses</i>	-	<i>1 out of a possible 3 responses</i>	<i>12 responses from 6 Members out of a possible 23 responses from 10 Members</i>
1	Committee focus	<i>Committee role, terms of reference, workplan, remit, etc.</i>	<p>There was favourable agreement on all questions apart from concerns re the following questions:</p> <p>'Equal prominence is given to all key areas of the committee's remit and this is reflected in meeting agendas and reports'.</p> <p><i>It was noted that giving equal prominence has been challenging as the remit has not stayed constant.</i></p>	<p>The majority of findings were favourable, however, for two committees there were concerns re the following questions:</p> <ul style="list-style-type: none"> • 'Committee remit is appropriate and manageable'; and • 'Equal prominence is given to all key areas of the committee's remit and this is reflected in meeting agendas and reports'.
2	Committee engagement	<i>Focus on areas of improvement; engagement with stakeholders.</i>	<p>No issues raised.</p> <p>There was favourable agreement on all questions.</p>	<p>The majority of findings were favourable with one concern raised regarding one Committees 'focus on areas of improvement'.</p>
3	Committee working	<i>Experience, knowledge & skills; focused agendas; Member briefings; values & priorities; minutes.</i>	<p>No issues raised.</p> <p>There was favourable agreement on all questions.</p> <p><i>It was noted that the committee really needs someone with a good understanding of operational policing issues, although not necessarily an ex-police officer.</i></p>	<p>No issues were raised from any questionnaire returned.</p>
4	Committee effectiveness	<i>Quality of papers, committee time</i>	<p>There was favourable agreement on all questions apart from one concern that there</p>	<p>Favourable agreement except for one question.</p>

OFFICIAL

#	Theme	Purpose	Findings for Policing Performance Committee	Findings from all returns
		<i>available; Members challenge; conduct; decisions.</i>	was not an appropriate amount of time provided to consider agenda items. <i>It was noted that despite the increased time allocation, some of these meetings have been rushed towards the end.</i>	Two Members in respect of different committees felt there was not an appropriate amount of time provided to consider agenda items.
5	Leadership	<i>Committee Chairs role; debate during committee and communication to the Board.</i>	No issues raised. There was favourable agreement on all questions.	No issues were raised from any questionnaire returned.

Appendix B – DRAFT Committee assurance statement

Policing performance committee

Background

An Annual Assurance Statement is submitted from the Committee to the SPA Board. This Statement follows the procedure for all SPA Committees and provides the necessary detail to support the Governance Statement within the SPA Annual Report and Accounts for 2020/21.

Overview of the Committee

The purpose of this Committee is to provide oversight and scrutiny of continuous improvement in policing. It will do this through scrutinising policing performance against agreed strategies, plans and statutory requirements. The Committee will seek to continuously improve the way in which policing performance is measured and reported. The Committee will also consider any proposed changes to operational policing which may have particular public interest, ethical or human rights implications. The Committee will provide advice and assurance to the Board on these matters and any other specific items which the Chair, Board or Chief Executive requests of it, including in relation to public-facing service delivery aspects of policing.

The committee is Chaired by an SPA Board Member with the support of up to three other Members. Other invitations may be extended to representatives from the SPA, Police Scotland and partners. In addition, COSLA have a standing invitation to the committee.

A briefing is provided following each committee to the subsequent Board meeting. All committee decisions are deferred to the Board or appropriate senior executive in line with the corporate governance framework and SPA scheme of delegation.

Committee meetings and attendance

#	Name	Joined	Resigned	28/05/20	26/08/20	17/11/20	09/03/21	Total
1	Michelle Miller	27/02/20	-	✓	✓	✓	✓	4 / 4
2	Martyn Evans	27/02/20	-	✓	✓	✓	x	3 / 4
3	Robert Hayes	27/02/20	31/04/21	✓	✓	✓	✓	4 / 4

SPA Policing Performance Committee
Policing Performance Committee Effectiveness
8th June 2021

OFFICIAL

#	Name	Joined	Resigned	28/05/20	26/08/20	17/11/20	09/03/21	Total
4	Bob Black	09/04/21	-	n/a	n/a	n/a	n/a	n/a
5	Alasdair Hay	09/04/21	-	n/a	n/a	n/a	n/a	n/a
6	Catriona Stewart	09/04/21	-	n/a	n/a	n/a	n/a	n/a

* attendance reflects only Authority Committee members

Main committee business during the year

During the year the main work the Committee has undertaken, in line with the Committee Terms of Reference, is as follows:

- Reviewing quarterly performance reports on policing, with reference to the performance framework;
- Assessing the draft Annual Review of Policing;
- Reviewing developments to the policing performance framework and associated performance reports;
- Reviewing a number of areas of policing strategy/policy including stop and search and new technologies;
- Reviewing progress against external inspections and evaluations where they relate to planning, policy and performance; and
- Oversight of the services response to the COVID-19 pandemic as applicable to the committee.

Annual statement of assurance

The Committee bases its opinion for the year on:

- the performance management information presented;
- review and scrutiny of reports presented;
- the information, explanation and assurances provided by senior officers;
- reports brought forward for Committee consultation; and
- identification of known issues.

OFFICIAL

It is the Committee's opinion that the committee has effectively discharged its duties in line with its terms of reference and there are no significant issues to be drawn to the attention of the Authority Chair or Accountable Officer.

Signed by: Michelle Miller, Committee Chair