

<b>Meeting</b>	<b>SPA Authority Meeting</b>
<b>Date</b>	<b>24 November 2021</b>
<b>Location</b>	<b>Video conference</b>
<b>Title of Paper</b>	<b>SPA Chief Executive's Report</b>
<b>Presented By</b>	<b>Barry Sillers, Acting Chief Executive (Strategy &amp; Performance)</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached:</b>	<b>Yes</b>

**PURPOSE**

To update Authority Members on activities involving the SPA Corporate Staff since the previous Authority Meeting.

Members are recommended to consider this report and to raise any matters for clarification or further detail with the Acting Chief Executive (Strategy & Performance).

Members are also being invited to:

- i) Approve the proposed calendar of Authority and Committee meetings for 2022/23 as set out in Appendix A.

**1. Background**

- 1.1 This report provides Members with an update on key SPA activity which is not already covered elsewhere on the agenda.

**2. Publication of Annual Report and Accounts 2020-21**

- 2.1 The [SPA's Annual Report and Accounts for 2020/21](#) was formally laid in the Scottish Parliament and published on 28 October 2021.

**3. 'Your Voice Matters'**

- 3.1 The [results of the staff survey](#) conducted by Durham University in March 2021 were communicated to all Police Scotland officers and staff and SPA Corporate Staff on 20 October 2021. The Authority's People Committee met to consider the high level results and Police Scotland's draft Implementation Plan on 25 October 2021.

- 3.2 The response rate for the Authority's Corporate Team was over 80% and the results were in general very positive. Summary highlights included:

- The team has responded very well to working through the pandemic and the majority of staff felt that performance improved during the period.
- The source of motivation and the focus on serving the public was very high, as was work engagement and levels of both job and life satisfaction.
- The feedback regarding leaders and supervisors indicate that they appreciate, respect and value individuals and that on average the team feels included in the decisions taken across the organisation.
- The energy within the team to meet daily demands and challenges was reported at a moderately high level on average across the organisation.
- 40% of respondents reported experiencing high levels of fatigue in the previous two weeks before completing the survey.

- 3.3 Following a dedicated session with all SPA Corporate staff on 26 October 2021 it was agreed that although positive, the survey was at a point in time and that the real value was in the conversations which would underpin a collectively agreed view of where the staff are as a team and any emergent actions for further improvement.

3.4 A wellbeing focused approach was proposed and adopted. This will see the survey discussed at all management, team and individual meetings. Also in order to allow a channel out with the line management structure, a series of open conversation sessions with wellbeing champions have been put in place. All feedback will be compiled by the wellbeing champions and reviewed with all staff before being taken forward into an action plan during December.

#### **4. SPA Governance Review**

4.1 The Authority is committed to continuous improvement through regular review and where considered appropriate, the implementation of enhancements to governance arrangements. The [SPA Corporate Governance Framework](#) was last reviewed during 2019 and 2020, and a refreshed Framework agreed by the Authority in November 2020. The resultant improvements were fully implemented by May 2021.

4.2 The SPA's Corporate Governance Framework incorporates a number of related documents as appendices. In June 2021, a revised set of [SPA Financial Regulations](#) were approved by the Authority. This followed a review of [Police Scotland's own Financial Regulations](#), which were approved by the Authority in May 2021.

4.3 The next review of the Governance Framework has now been initiated under the sponsorship of the Vice Chair Jane Ryder. The review will focus specifically on:

- Simplifying and clarifying governance arrangements.
- Considering appropriate delegations and devolution of decisions to Committees to enhance the efficiency of the Authority's governance arrangements.

4.4 As part of the review a Short Life Working Group (SLWG) has been established with representatives from the Authority, Police Scotland and the Scottish Government to consider the financial delegations matrix with a view to recommending revised delegation limits.

4.5 We expect this review to be concluded in March 2021 with any recommendations to improve the Governance Framework presented to the Authority for approval.

**5. Audit, Risk and Assurance Committee (ARAC) - Development Day**

5.1 The Audit, Risk and Assurance Committee held a development day on Thursday 28 October 2021 as part of a programme of continuous improvement to support the Committee's effectiveness. Members and Authority staff were in hybrid attendance, alongside Police Scotland colleagues to develop thinking on the approach to Best Value, Oversight of Change and the future focus for Internal Audit activities.

5.2 Colleagues from Audit Scotland and HMICS joined virtually to provide input on Best Value, specifically highlighting the local authority inspection framework, and discussed how the consideration of best value criteria is integrated into the Authority's and Police Scotland's approach.

5.3 The Authority's approach to oversight of the Police Scotland Change Portfolio, adopted in February 2020, was discussed by members. ARAC members considered initial thoughts and options to enhance oversight through the lifecycle of key programmes within the current remit of the existing Committees. ARAC members committed to progressing these discussions with all members at a future Board Seminar before any formal proposals, if appropriate, are considered.

**6. Strategic Police Plan Review**

6.1 The current Strategic Police Plan –'A Joint Strategy for Policing - Policing for a Safe, Protected and Resilient Scotland' - was developed jointly by Police Scotland and the Authority before being approved in March 2020. The 2012 Police & Fire Reform Act requires the Authority to review the Strategic Police Plan every three years. With the sponsorship of the Authority Chair and the Chief Constable, a joint SPA/PS review team has been established

to start to build the evidence base which will underpin this review process.

- 6.2 This exercise will be undertaken jointly and collaboratively by the Authority and Police Scotland over the period December 2021 to June 2022, and will seek input from a range of stakeholders and partners to inform a final review report. Authority members are scheduled to meet with the Police Scotland leadership team in mid-December to discuss priority areas and set the strategic context for this work.

## **7. BTP Strategy Development**

- 7.1 As has been reported through the Scottish Railway Policing Committee, British Transport Police are currently developing their 2022-2025 Strategy. Officers of the Authority are supporting this process and SPA members of the Scottish Railway Policing Committee (SPRC) are engaged in the content development of this national strategy and also the supporting local policing plan for the Scotland Division of the BTP. A further update will be provided on this work along with a summary of the 23 November 2021 meeting of the SPRC at the January 2022 meeting of the Authority.

## **8. Board and Committee Calendar April 2022 to March 2023**

- 8.1 Standing Order 5 of the SPA Corporate Governance Framework states that prior to the beginning of each calendar year, a provisional schedule of ordinary meetings of the Board, its Committees and any Sub-Committees for that coming year shall be approved by the Board and published on the website. A proposed calendar of meetings for the Authority and its Committees from 1 April 2022 to 31 March 2023 is set out in the attached Appendix A.
- 8.2 Standing Order 7 further states that the Chair (or in their absence, the Vice Chair) or Committee Chair may alter the time and/or place of any particular Board or Committee meeting and may convene such additional meetings as may be deemed necessary for the due fulfilment of Authority functions. The proposed calendar may, therefore, be subject to amendment during the course of the year.

**RECOMMENDATIONS**

Members are invited to:

1. Approve the proposed calendar of Authority and Committee meetings for 2022/23 as set out in Appendix A.

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	1 PC	2	3	4	5	6	7 PPC	8	9	10	11	12	13 RC	14	15	16	17	18	19	20	21	22	23 BM	24	25	26	27	28	29	30					Jun		
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**BM** Board Meeting

**PC** People Committee  
**CC** Complaints and Conduct Committee  
**RC** Resources Committee  
**FS** Forensic Services Committee

**ARAC** Audit Risk and Assurance Committee  
**PPC** Policing Performance Committee  
**LC** Legal Committee