

<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>20 May 2020</b>
<b>Location</b>	<b>Video-conferencing</b>
<b>Title of Paper</b>	<b>SPA Interim Chief Executive's Report</b>
<b>Presented By</b>	<b>Lynn Brown, Interim Chief Executive</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached:</b>	<b>NO</b>

**PURPOSE**

To update Authority Members on activities carried out by the Interim Chief Executive since the previous Authority Meeting.

Members are recommended to consider this report and to raise any matters for clarification or further detail with the CE.

## **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. Conducting our business**

- 2.1 The meeting of the Authority on Wednesday 25 March 2020 was two days after lockdown but we were able to audio record and load onto the SPA website that same day. The special meeting on the Thursday 30 April 2020, called to enable the public airing of how Police Scotland, Forensic Services and the SPA were responding to the challenges of COVID-19, was audio livestreamed on the day of the meeting. I am pleased to report that the practical challenges which have prevented us from hosting Authority meetings via video conference have been addressed and we are now in a position, having tested the technology, to aim to stream the video from Authority meetings. This will allow the public and stakeholders to see the Authority's ongoing scrutiny and support for policing in Scotland. We are now currently exploring options to increase the accessibility of committee meetings during the period.
- 2.2 We continue to publish regular news updates about the SPA's oversight of policing during COVID-19 on the Authority's website. We are also maintaining a dedicated section of the site which outlines the SPA's approach to oversight of policing during this period and captures in the one place all of the relevant reporting on COVID-19 matters, including publishing weekly statistical bulletins provided by Police Scotland and the outputs from SPA's public opinion survey.

## **3. Board Members Weekly COVID-19 Update**

- 3.1 Since the COVID-19 lockdown came into effect there have been four Board weekly update meetings. The output of the first three were reported to the SPA Board meeting on Thursday 30 April 2020 and the output from the fourth including any subsequent updates will be reported to the Board meeting on Wednesday 20 May 2020. These update meetings include regular input from the SPA Interim CE and the Director of Forensic Services. Police Scotland now provide a

weekly report to the meetings summarising the current position in Scottish policing and any COVID-19 issues emerging.

- 3.2 In addition, Members of the SPA Policing Performance Committee are holding two-weekly briefings to enable the Authority to respond to the rapidly changing challenges and issues that fall within the Committee terms of reference and any issues referred to it by the weekly Board COVID-19 update as well as any issues raised by SPA staff.
- 3.3 This Policing update along with meeting notes from both the Board weekly COVID-19 update and the performance committee additional meetings are all published on the SPA website as soon as available.
- 3.4 The timeline outlining the SPA governance was posted on our website in mid-April and this will be refreshed regularly to ensure the most up-to-date changes are being reflected.

#### **4. Oversight of Police Scotland's response to COVID-19**

- 4.1 The Authority is mindful that while the emphasis at the moment is on the policing of Scotland during the COVID-19 outbreak, the actions and the response from the Authority will also come under scrutiny in times ahead. Therefore SPA are continuing to monitor the flow of information relating to COVID-19 and are building an archive that will provide the narrative on key matters arising that are specific to the Authority's oversight of policing and will inform improvements going forward.
- 4.2 The Authority also continues to draw on external and independent sources to support their oversight of policing, this includes commissioning a survey on public views and the previously reported Independent Advisory Group. Updates on both can be accessed on the SPA website.

## **5. ICVS**

5.1 There has been a total of 198 searches carried out on the National Custody System (NCS) in the period from Wednesday 18 March 2020 to Friday 1 May 2020 these included:

- Live searches where the detainee was in custody at the time of search
- Where detainees had been held over weekend
- One search carried out per custody centre per week
- Detainees with COVID-19 tag.

5.2 Various options have been considered along with practicalities, costs and any associated risks. The use of home landlines has now been confirmed as a secure, cost effective option of telephone monitoring. The team are currently working on developing processes and procedures and liaising with Police Scotland to have this monitoring plan implemented within the next two weeks.

5.3 The team will continue to carry out dip sampling of detainee's records including those with COVID-19 tags throughout this duration and beyond.

## **6. SPA / Police Scotland Performance Benchmarking Seminar**

6.1 The Authority and Police Scotland hosted a tele-conference seminar on Tuesday 28 April 2020 on the subject of comparative performance benchmarking. More than 30 individuals participated in the event representing a wide range of organisations, including the Authority, Police Scotland, HMICS, Scottish Government, HMICFRS, the College of Policing, SIPR and academics.

6.2 The seminar provided an opportunity for introductions and the sharing of knowledge and experience in this area, and explored a number of key themes including the link between performance assessment approaches and organisational culture, data availability, data quality and data comparability, and the selection methodologies that might be used in identifying potential

comparator organisations and jurisdictions. The subject of comparative performance benchmarking and next steps will be considered in further detail by the Policing Performance Committee at its meeting of Thursday 28 May 2020.

## **7. Pulse Staff Survey – SPA 2020**

- 7.1 SPA 2020 is a holistic change programme in which the new structure is one of the core building blocks. Equally important is the work that is ongoing on People and Culture. This includes creating the performance culture needed to optimise the new structure; putting in place new ways of working; and the Manager and Personal Toolkits programmes to develop our people management practices and leadership capability.
- 7.2 The work on People and Culture has been ongoing since August 2019, with staff involved throughout in identifying and being part of creating the new culture. In April 2020 we introduced the first quarterly “Quay Pulse Survey” to provide a baseline and valuable insight on progress to date and to inform future priorities. The survey will be issued quarterly to track progress.
- 7.3 The survey had a 68% response rate, and all responses are anonymous. The findings and a summary report have been circulated using a telecom briefing, and interactive discussion sessions with all staff are being planned for the end of May. The outputs from these sessions will inform the new "SPA People Plan".
- 7.4 The survey confirms we are making positive progress and helps to affirm priorities. The findings include a positive recognition of good work-life balance and increased clarity over organisational purpose; of progress in staff involvement and engagement, and L&D; and of the need to embed people management practices and further develop the right behaviours and call-out those behaviours that are not supportive of our new culture.
- 7.5 An immediate action is to embed good people management practices across SPA. Each member of staff and their manager will have an end of year conversation and will agree interim objectives

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for the next 3 and 6 months in support of the New Annual Plan, confirming the Golden Thread.

**RECOMMENDATIONS**

Members are invited to discuss the content of this report.