



Argyll and Bute Council
Comhairle Earra-Ghàidheal Agus Bhòid

Customer Services
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19 May 2016

NOTICE OF MEETING

A meeting of the **PERFORMANCE REVIEW AND SCRUTINY COMMITTEE** will be held in the **COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD** on **THURSDAY, 26 MAY 2016** at **10:45 AM**, which you are requested to attend.

Douglas Hendry
Executive Director of Customer Services

BUSINESS

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST**
- 3. MINUTES**
 - (a) Performance, Review and Scrutiny Committee - 25 February 2016 (Pages 1 - 6)
 - (b) Special Meeting of Performance, Review and Scrutiny Committee - 18 March 2016 (Pages 7 - 8)
- 4. TREASURY MANAGEMENT MONITORING REPORT** (Pages 9 - 20)
Report by Head of Strategic Finance.
- 5. MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE 2015/2016** (Pages 21 - 34)
Report by Executive Director – Customer Services.
- 6. QUARTERLY PERFORMANCE REPORTS AND SCORECARDS** (Pages 35 - 52)
Report by Chief Executive.
- 7. PERFORMANCE, REVIEW AND ROLE OF THE PRS COMMITTEE** (Pages 53 - 58)
Report by Head of Improvement and HR.
- 8. EMPLOYABILITY SERVICE CONTRACT** (Pages 59 - 66)

Report by Chief Internal Auditor.

9. REVIEW OF GOVERNANCE IN POLICING (Pages 67 - 102)

Report by Chair of Scottish Police Authority.

10. SCRUTINY OF POLICE SCOTLAND (Pages 103 - 116)

Report by Divisional Commander for Argyll and West Dunbartonshire Division, Police Scotland.

11. SCRUTINY OF SCOTTISH FIRE AND RESCUE (Pages 117 - 128)

Report by Local Senior Officer, Scottish Fire and Rescue.

12. PERFORMANCE, REVIEW AND SCRUTINY COMMITTEE WORKPLAN (Pages 129 - 132)

Performance, Review and Scrutiny Committee Workplan 2016 – 2017.

Performance Review and Scrutiny Committee

Jennifer Nicoll

Ian M M Ross (Chair)

Councillor Anne Horn

Councillor Sandy Taylor (Vice-Chair)

James Hymas

VACANCY

Grant Manders

Councillor Gordon Blair

Councillor John McAlpine

Councillor Donald MacMillan

Councillor Robert Macintyre

Contact: Adele Price-Williams Tel: 01546 604480

**MINUTES of MEETING of PERFORMANCE REVIEW AND SCRUTINY COMMITTEE held in
the COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD
on THURSDAY, 25 FEBRUARY 2016**

Present:

Ian M M Ross (Chair)

Councillor Sandy Taylor	Councillor Gordon Blair
Chief Superintendent Grant Manders, Police Scotland	Councillor Sandy Taylor
Councillor Gordon Blair	Councillor Donald MacMillan
Councillor Anne Horn	James Hymas, Scottish Fire and Rescue Service
Councillor Iain Angus MacDonald	Councillor Robert E Macintyre

Attending:

Douglas Hendry, Executive Director of Customer Services
Cleland Sneddon, Executive Director of Community Services
Jane Fowler, Head of Improvement and HR
David Clements, Programme Manager
Kevin Anderson, Chief Internal Auditor
Malcolm MacFadyen, Head of Facility Services
Lesley Sweetman, Performance and Business Manager
Shona Barton, Area Committee Manager
Fiona Ferguson, Directorate Support Officer
Thomas Welch, Community Services

Prior to the start of the meeting, the Chair welcomed Councillor Robert E Macintyre to his first meeting of the Performance Review and Scrutiny Committee.

1. APOLOGIES FOR ABSENCE

There were no apologies intimated.

2. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

3. MINUTES

The Minutes of meeting held on 19 November 2015 were approved as a correct record.

4. HMICS SCRUTINY PLAN 2016/17 CONSULTATION

The Committee considered a report which informed members that at the Performance Review and Scrutiny (PRS) Business Day held on 28 January 2016 it was agreed that a response to the consultation by HM Inspectorate for Constabulary (HMICS) on their proposed Scrutiny Plan for 2016/17 be submitted by the Chair. This was due to the next scheduled meeting of the Committee not being held until 25 February 2016 and the submission deadline for the consultation response was 12 February 2016.

Decision

The Committee noted the response submitted by the PRS Chair to HMICS in accordance with the position agreed at the PRS Committee Business Day on 28 January 2016.

(Ref: Report by Executive Director – Customer Services, dated 25 February, submitted.)

5. TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY

The Committee considered a report which set out the Council's strategy for borrowing and investment for the forthcoming year along with the Council's Prudential Indicators which required to be set for a three year period.

Discussion took place in relation to the ability of Members to scrutinise and approve the Strategy. It was noted that there would be a training session organised for Members on Treasury Management.

Decision

The Committee;

- (i) noted that the Strategy had been approved by the Council at its meeting on 11 February 2016, subject to review by the Performance Review and Scrutiny Committee; and
- (ii) agreed to update the Performance Review and Scrutiny Committee Workplan to include training for Members in relation to Treasury Management.

(Ref: Report by the Head of Strategic Finance, dated 25 February 2016, submitted)

6. TREASURY MANAGEMENT MONITORING REPORT 31 DECEMBER 2015

The Committee considered a report which set out the Council's treasury management position for the period 1 November 2015 to 31 December 2015 and included information on:

- Overall Borrowing Position
- Borrowing Activity
- Investment Activity
- Economic Background
- Interest Rate Forecast
- Prudential Indicators

Decision

The Committee noted the report.

(Ref: Report by Head of Strategic Finance, dated 25 February 2016, submitted)

7. PERFORMANCE REPORT - FQ3 2015-16

The Committee considered the Council and Departmental performance reports with associated scorecards for the performance in FQ3 2015 -16 (October - December 2015).

Discussion took place on the Performance Indicators for Business Gateway and a request was made for information on the employment statistics for Argyll and Bute to be included in future updates.

Decision

The Committee;

- (i) reviewed the reports and scorecards as presented and noted the contents thereof; and
- (ii) agreed to request that Christina West, Chief Officer Health and Social Care Integration present a report on the work of the Integrated Joint Board to the next meeting of the Committee.

(Ref: Report by Chief Executive, dated 25 February 2016, submitted.)

Councillor Robert E Macintyre left the meeting at 11.20am.

8. MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE OCTOBER - DECEMBER 2015

The Committee considered a report which provided an update on the Council's performance against targets and performance indicators for maximising attendance during the period April – June 2015.

Discussion took place on the escalating costs of absenteeism.

Decision

The Committee noted the report.

(Ref: Report by the Head of Improvement and HR, dated 25 February 2016, submitted)

Councillor Robert E MacIntyre re-joined the meeting at 11.45am

Councillor Donald MacMillan left the meeting at 11.45am.

9. POST COMPLETION REVIEW LESSONS LEARNED

The Committee considered a report which summarised the findings and lessons learned from carrying out reviews of capital projects which completed during 2014 – 15. It was noted that this would be an annual report.

Decision

The Committee noted the report.

(Ref: Report by Head of Facility Services, dated 25 February 2016, submitted)

* **10. CASTLE TOWARD SCRUTINY REPORT**

Members considered a report which provided comments and recommendations arising from the Committee's scrutiny of the Council's decision making process in relation to the community right to buy application in respect of Castle Toward submitted by South Cowal Community Development Company.

Decision

After discussion and determination by the Chair and the appropriate referral route for this report the Committee approved the report and the recommendations contained therein for submission to the next meeting of Council for consideration.

(Ref: Report presented by Chair and Vice-Chair of Performance Review and Scrutiny Committee, dated 25 February 2016, submitted)

* **11. PERFORMANCE REVIEW AND SCRUTINY COMMITTEE HANDBOOK**

Members considered a draft "Performance and Scrutiny Review Handbook" which had been prepared at the request of the Committee and as part of an Improvement Strategy Plan.

Decision

The Committee;

- (i) noted the report;
- (ii) approved the "Performance and Scrutiny Review Handbook" as a reference point to undertaking effective scrutiny; and
- (iii) agreed to submit the "Performance and Scrutiny Review Handbook" to Council for information.

(Ref: Report by Chief Internal Auditor, dated 25 February 2016, submitted)

12. SCRUTINY OF POLICE SCOTLAND

The Committee considered a report submitted by Local Police Commander, Chief Superintendent Grant Manders on the third quarterly report for Argyll and Bute for 2015/16 performance year.

The report detailed statistics on road safety and road crime; violence, disorder and antisocial behaviour; public protection; major crime and counter terrorism and acquisitive crime.

Decision

The Committee noted the contents of the report.

(Ref: Report by Local Police Commander, dated 15 January 2016, submitted)

13. SCRUTINY OF SCOTTISH FIRE AND RESCUE

The Committee considered a report by the Scottish Fire and Rescue Service (SFRS) which provided detail on the performance of the SFRS in the Argyll and Bute area for Q1 - 3 2015.

Decision

The Committee noted the contents of the report.

(Ref: Report by Local Senior Officer, Scottish Fire and Rescue Service, submitted)

14. PERFORMANCE REVIEW AND SCRUTINY COMMITTEE WORKPLAN

The Committee considered the outline workplan to facilitate planning of reports to the Performance, Review and Scrutiny Committee.

Decision:

The Committee;

- (i) noted the workplan;
- (ii) agreed to add a report on the Integrated Joint Board to the 26 May 2016 meeting; and
- (iii) agreed to add Treasury Management Training for Members under "Future Items".

(Ref: Report by Executive Director of Customer Services, dated 25 February, submitted)

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MINUTES of SPECIAL MEETING of the PERFORMANCE REVIEW AND SCRUTINY COMMITTEE held in the COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD on FRIDAY, 18 MARCH 2016

Present:

Ian M M Ross (Chair)

Councillor Gordon Blair
Councillor Sandy Taylor

Councillor Donald MacMillan

Attending:Kevin Anderson, Chief Internal Auditor
David Clements, Programme Manager
Shona Barton, Area Committee Manager**1. APOLOGIES FOR ABSENCE**

Apologies for absence were intimated on behalf of Councillor Anne Horn, Jim Hymas, Scottish Fire and Rescue and Grant Manders, Police Scotland.

2. DECLARATIONS OF INTEREST

There were no Declarations of Interest intimated.

3. OUTLINE SCRUTINY SCHEDULE

The Committee considered a report which updated members on the progress on the consideration of topics for Scrutiny review and the development of a Scrutiny Timetable.

Decision

The Performance Review and Scrutiny Committee agreed:

- 1) the initial Scrutiny Timetable attached as Appendix 1 to the report;
- 2) that the first scrutiny review would be of the Employability Service; and
- 3) the approach and remit for the review of the Employability Service as outlined in the Terms of Reference Schedule attached as Appendix 2 to the report.

(Reference: Report by Chief Internal Auditor dated 18 March 2016, submitted)

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ARGYLL AND BUTE COUNCIL**PERFORMANCE REVIEW AND SCRUTINY
COMMITTEE****STRATEGIC FINANCE****26 MAY 2016**

TREASURY MANAGEMENT MONITORING REPORT 31 MARCH 2016

1. EXECUTIVE SUMMARY

1.1 This report is for noting and sets out the Council's treasury management position for the period 1 February 2016 to 31 March 2016 and includes information on:

- Overall Borrowing Position
- Borrowing Activity
- Investment Activity
- Economic Background
- Interest Rate Forecast
- Prudential Indicators.

1.2 Borrowing is below the Capital Financing Requirement for the period to 31 March 2016, however, there are substantial internal balances, of which £46.4m is currently invested.

1.3 The levels of investments have decreased slightly to £46.4m at 31 March 2016. The rate of return achieved was 0.759% which compares favourably with the target of 7 day LIBID which was 0.363%.

1.4 Temporary borrowing was taken during the period 1 February 2016 to 31 March 2016 of £7m to ensure liquidity of funds over the year end.

1.5 The net movement in external borrowing in the period was an increase of £3.5m.

TREASURY MANAGEMENT MONITORING REPORT 31 MARCH 2016**2. INTRODUCTION**

2.1 This report summarises the monitoring as at 31 March 2016 of the Council's:

- Overall Borrowing Position
- Borrowing Activity
- Investment Activity
- Economic Background
- Interest Rate Forecast
- Prudential Indicators.

3. RECOMMENDATIONS

3.1 The treasury management monitoring report is noted.

4. DETAIL**Overall Borrowing Position**

4.1 The table below details the estimated capital financing requirement (CFR) and compares this with the estimated level of external debt at the 31 March 2016. The CFR represents the underlying need for the Council to borrow to fund its fixed assets and accumulated capital expenditure.

	Forecast 2015/16 £000's	Budget 2015/16 £000's	Forecast 2016/17 £000's	Forecast 2017/18 £000's
CFR at 1 April	257,556	257,823	253,166	260,277
Net Capital Expenditure	7,723	26,707	18,282	4,166
Less Loans Fund Principal Repayments	(10,236)	(9,907)	(9,236)	(8,236)
Less: NPDO Repayment	(1,877)	(1,877)	(1,935)	(2,008)
Estimated CFR 31 March	253,166	272,746	260,277	254,199
Less Funded by NPDO	(75,944)	(78,055)	(74,058)	(72,051)
Estimated Net CFR 31 March	177,222	194,691	186,219	182,148
Estimated External Borrowing at 31 March	158,090	172,655	169,589	169,589
Gap	19,132	22,036	16,630	12,559

4.2 Borrowing is below the CFR for the period to 31 March 2016. This reflects the approach taken to minimise surplus cash on deposit in order to avoid overdue exposure to investment / credit worthiness risks.

- 4.3 The Council's estimated net capital financing requirement at the 31 March 2016 is £177.2m. The table below shows how this has been financed. Whilst borrowing is less than the CFR there are substantial internal balances (mainly the General Fund) of which £46.4m is currently invested.

	Position at 31/01/2016 £000's	Position at 31/03/2016 £000's
Loans	154,589	158,090
Internal Balances	81,200	65,570
Less Investments & Deposits	(55,442)	(46,438)
Total	180,347	177,222

Borrowing Activity

- 4.4 The table below summarises the borrowing and repayment transactions in the period 1 February 2016 to 31 March 2016.

	Actual £000's
External Loans Repaid 1st February 2016 to 31st March 2016	(3,500)
Borrowing undertaken 1st February 2016 to 31st March 2016	7,000
Net Movement in External Borrowing	3,500

- 4.5 The external borrowing of the Council increased by £3.5m during the period as £7m of short term borrowing was undertaken for cash flow purposes to ensure that adequate liquidity was maintained over the year end.
- 4.6 The table below summarises the movement in level and rate of temporary borrowing at the start and end of the period.

	£000s	% Rate
Temp borrowing at 31st January 2016	1,148	0.30%
Temp borrowing at 31st March 2016	7,649	0.45%

Investment Activity

- 4.7 The average rate of return achieved on the Council's investments to 31 March 2016 was 0.759% compared to the average LIBID rate for the same period of 0.363% which demonstrates that the Council is achieving a reasonable rate of return on its cash investments. At the 31 March 2016 the Council had £46.4m of short term investment at an average rate of 0.759%. The table below details the counterparties that the investments were placed with, the maturity date, the interest rate and the credit rating applicable for each of the counterparties.

Counterparty	Maturity	Amount £000s	Interest Rate	Rating
Clydesdale Bank	Instant Access	678	0.50%	Short Term A-2, Long Term BBB+
Handelsbanken	35 Day Notice	0	0.55%	Short Term A- 1+, Long Term AA-
Bank of Scotland	Instant Access	10	0.40%	Short Term A-1, Long Term A
Bank of Scotland	175 Day Notice	5,000	0.80%	Short Term A-1, Long Term A
Santander	95 Day Notice	5,000	0.900%	Short Term A-1, Long Term A
Helaba Landesbank	31/08/2016	5,000	1.03%	Short Term A-1, Long Term A
Credit Industrial et Commercial	07/07/2016	5,000	0.760%	Short Term A, Long Term A-1
CD - Totonto Dominion	12/01/2017	5,000	0.970%	Short Term A- 1+, Long Term AA-
CD - Standard Chartered	22/04/2016	5,000	0.820%	Short Term A-1, Long Term A
CD - National Australia Bank	04/11/2016	5,000	0.760%	Short Term A- 1+, Long Term AA-
MMF - BNP Paribas	Instant Access	5,000	0.000%	AAA
MMF - Federated	Instant Access	5,000	0.535%	AAA
MMF - Legal & General	Instant Access	0	0.000%	AAA
MMF - Blackrock	Instant Access	0	0.000%	AAA
MMF - Standard Life (Formerly IGNIS)	Instant Access	0	0.000%	AAA
MMF 0 Insight	Instant Access	750	0.464%	AAA
Total		46,438		

- 4.8 All investments and deposits are in accordance with the Council's approved list of counterparties and within the limits and parameters defined in the Treasury Management Practices. The counterparty list is constructed based on assessments by leading credit reference agencies adjusted for additional market information available in respect of counterparties.
- 4.9 The current market conditions have made investment decisions more difficult as the number of counterparties which meet the Council's parameters has reduced making it harder to achieve reasonable returns while limiting the exposure to any one institution.

Economic and Interest Rate Forecasts

- 4.10 The economic background at 31 March 2016 is shown in appendix 1 with the interest rate forecast in appendix 2.

Prudential Indicators

- 4.11 The prudential indicators for 2015-16 are attached in appendix 3.

5. CONCLUSION

- 5.1 Borrowing is below the Capital Financing Requirement for the period to 31 March 2016, however, there are substantial internal balances, of which £46.4m is currently invested. The investment returns were 0.759% which is above the target of 0.363%.

6. IMPLICATIONS

- | | | |
|-----|--------------------|-------|
| 6.1 | Policy – | None. |
| 6.2 | Financial - | None |
| 6.3 | Legal - | None. |
| 6.4 | HR - | None. |
| 6.5 | Equalities - | None. |
| 6.6 | Risk - | None. |
| 6.7 | Customer Service - | None. |

Kirsty Flanagan, Head of Strategic Finance
Dick Walsh Council Leader and Policy Lead for Strategic Finance

For further information please contact Peter Cupples, Finance Manager – Corporate Support 01546-604183.

Appendix 1 – Economic Background
Appendix 2 – Interest Rate Forecast
Appendix 3 – Prudential Indicators

Appendix 1

Economic background:

- During the quarter ended 31st March 2016:
 - The economic recovery struggled for momentum;
 - Household spending remained the primary driver of growth;
 - Soft pay growth was still at odds with a tightening labour market;
 - Falling energy prices helped to keep inflation low;
 - The prospect of a rate hike before late 2016 remained unlikely;
 - The Fed held interest rates unchanged;
 - The ECB embarked on further quantitative easing;
 - The Chancellor pencilled in even more fiscal austerity in 2019/20.
- The economic recovery had a little more momentum than previously thought in Q4 2015, with real GDP growth revised upwards from 0.5% q/q to 0.6% and the annual growth rate from 2.2% to 2.3%. Quarterly growth was higher than in Q3, as the drag from net trade eased significantly. But the imbalances in the economy worsened, with the current account the largest on record at 7.0% of GDP and the savings ratio at an all-time low. Recent surveys suggest that the recovery may have lost some pace in Q1. For example, the Markit/CIPS composite PMI is consistent with quarterly GDP growth weakening to a relatively subdued 0.3%, while the CBI's composite growth indicator points to a marked slowdown in the pace of economic growth in Q1.
- The official data available for Q1 2016 so far generally corroborate the picture painted by the surveys. Construction output, which had increased in Q4, fell by 0.2% on the month in January. While industrial production and the index of services both increased at the start of the year, they both rose by only 0.2% compared to the previous month.
- However, the consumer recovery is still going strong, with household spending the main driver of economic growth. Although the pace of retail sales growth moderated a little in February's data, annual growth in sales volumes remains a respectable 3.8%. And while survey measures of spending away from the high street, such as the CBI's consumer services sales volumes balance and the Bank of England's agents' scores of consumer services turnover, have ticked down in recent months, both remain comfortably above their post-crisis averages. What's more, the GfK/NOP consumer confidence balance for major purchases remains at a level consistent with a significant pick-up in annual growth of spending on durable goods.

- The jobs recovery has continued, with employment rising by 116,000 in the three months to January on the previous three months. Admittedly, this represents a slowdown from 206,000 in December, but it was enough to keep the ILO unemployment rate at 5.1%. This is a post-crisis low and only a touch above the Bank of England's 5.0% estimate of the natural rate (i.e. the rate at which further falls become incompatible with the inflation target). The timelier claimant count measure showed unemployment falling further in February. While annual growth in regular pay (ex. bonuses) ticked up to 2.2% at the start of the year, wage growth is still subdued by past standards. This is rather at odds with the tightening labour market.
- However, it still appears that the labour market is probably not as tight as the unemployment rate alone suggests. The recent strength of jobs growth has partly relied on rises in self-employment. Indeed, self-employment accounted for almost a quarter of the new jobs created in the three months to January. Also, the proportion of part-time workers who would prefer a full-time role remained elevated in January, while the Bank of England's agents' scores for recruitment difficulties eased.
- Given the recent weakness in productivity growth, unit labour costs are now growing at around 2%. But MPC members have previously suggested that they may need to see growth above 2% to offset weaker import prices. What's more, Governor Carney has suggested that he would also like to see quarterly GDP growth above trend rates (of about 0.6%) and higher core inflation before voting for a rate rise. So with little progress on these fronts either, a rate hike in the near term remains unlikely.
- Indeed, the lack of inflationary pressures from outside the labour market only serves to reinforce this view. Despite rising to 0.3% so far this year from an average of 0.1% in Q4, CPI inflation is still far below the Bank of England's 2% target. The price of Brent crude has weakened further this year, dipping below £23pb, which has helped to keep inflation low. And price cuts announced by four major gas suppliers will start to weigh on inflation in March and April. While we do expect inflation to pick up this year as last year's sharp falls in oil and food prices drop out of the annual comparison, and the effect of sterling's appreciation between mid-2013 and mid-2015 fades, the bigger picture is that it is likely to return to target only very slowly. Accordingly, we don't expect the MPC to vote to raise interest rates until around November this year.
- Like the Bank of England, the Fed kept interest rates unchanged in Q1, citing risks associated with recent "global economic and financial developments". Also, FOMC members now expect only two rate hikes in the US this year, compared to four back in December, despite the fact that their inflation projections are largely unchanged.

- After disappointing markets with limited stimulus measures late last year, the ECB Governing Council announced a bumper package in March. It expanded monthly asset purchases from €60bn to €80bn, cut the deposit rate to -0.4% and created new targeted measures for lending to eurozone banks. Nonetheless, the euro actually strengthened shortly afterwards, as markets reacted adversely to comments by President Draghi suggesting that interest rates might not fall any further.
- Turning to the public finances, the Chancellor delivered his Budget in March against the backdrop of downwardly revised OBR forecasts for economic growth. In order to repair the damage to his chances of achieving his fiscal target of a budget surplus in 2019/20, Mr Osborne shifted the timing of corporation tax payments, brought forward investment spending to earlier in the parliament and pencilled in £3.5bn of unspecified departmental spending cuts in 2019/20.
- Timing issues aside, the measures announced in the Budget confirmed that the fiscal tightening is set to intensify this year. The government's consolidation package was already far more austere than those faced in other advanced economies and the new measures included in the Budget add a further net fiscal takeaway of £6.1bn over the next five years as a whole. Admittedly, our GDP forecasts are rather more optimistic than the OBR's, and if realised would suggest that the Chancellor won't have to implement quite as much austerity as his current plans imply in order to hit his target. However, this probably won't become clear for a while and in the meantime the fiscal stance is set to tighten markedly, increasing to 0.9% of GDP in 2016/17.
- Finally, after steep falls in January and February, the FTSE 100 rebounded and ended Q1 just 2% below its level at the start of the year. By comparison, global equities were down by around 1% over the course of Q1. Meanwhile, on a trade-weighted basis, sterling weakened by around 6% in Q1, with worries over the possible impact of a Brexit in particular appearing to weigh on the pound.

Appendix 2

Interest Rate Forecast:

Our treasury management advisers, Capita Asset Services have provided us with the following update to their interest rate forecasts.

Market Volatility Likely to be an On-going Feature in the Near-Term

- Since the start of 2016, the global economic data releases have been disappointing in the main. This has been fuelled by a weaker economic performance by China, a continuation of price pressures on commodities and oil in particular, and a re-pricing of credit risk in respect of major financial institutions.
- Forecasting in such a volatile environment of course means that further adjustments may be necessary in the short-term, but for now our revised forecast has pushed back the timing of the start of increases in Bank Rate to quarter 1 2017. The pace of increases thereafter has remained slow and gradual. Our PWLB forecasts similarly now reflect a slower pace of increase, reflecting not only the market unease but also the prospect of inflation remaining in the zero to 1% range for longer than previously anticipated. This view is in keeping with the inflation forecasts contained within the Bank of England's February Inflation Report.
- All of the above is broadly in line with Bank of England Governor Carney's Queen Mary College speech, made in January, which definitively ruled out an increase in Bank Rate until the following three criteria had been met:
 1. Quarter-on-quarter GDP growth is above 0.6% i.e. using up spare capacity. This condition was met in Q2 2015, but Q3 and Q4 came up short.
 2. Core inflation (stripping out most of the effect of decreases in oil prices), registers a concerted increase towards the MPC's 2% target. This measure has been on a steadily decreasing trend since mid-2014, reaching 1.4% in February 2016.
 3. Unit wage costs are on a significant increasing trend (and above increases in productivity). This would imply that spare capacity for increases in employment and productivity gains are being exhausted, and that further economic growth will fuel inflationary pressures.
- This downturn in world economic prospects has also led to the Fed quickly becoming much more cautious about further increases in the Fed rate after its initial increase in December 2015. Instead of four expected increases in 2016, most forecasters now expect no more than two. However, if

economic statistics were to take a turn for the worse, even two could be in doubt. At the current time, though, robust increases in domestic consumer demand and employment are providing solid underpinning for a continuation of a reasonable rate of economic growth while inflationary pressures also appear to be subdued.

- Confidence is another big issue to factor into all forecasting. On-going volatility in financial markets could dampen investment decision making as corporates take a more cautious view of prospects in the coming years due to international risks. This could also impact via a slowdown in increases in employment. The upcoming Brexit referendum could also dampen investment decision making. However, consumers will be enjoying the increase in disposable incomes as a result of falling prices of fuel, food and other imports from emerging countries, so this could well feed through into an increase in consumer expenditure and demand in the UK economy. .

CAPITA ASSET SERVICES' FORWARD VIEW

Economic forecasting remains difficult with so many external influences weighing on the UK. Our Bank Rate forecasts, (and also MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Forecasts for average earnings beyond the three year time horizon will be heavily dependent on economic and political developments. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, or the safe haven of bonds.

The overall longer run trend is for gilt yields and PWLB rates to rise. An eventual world economic recovery may also see investors switching from the safe haven of bonds to equities in contrast to recent market activity which saw the FTSE100 drop to 5500 during the last quarter and gilt yields again reach the lows last seen in 2013 and 2014.

We have pointed out consistently that the Fed. rate is likely to go up more quickly and more strongly than Bank Rate in the UK and recent events have not changed that view, just that the timing of such increases in the US may well have been deferred and the pace slowed until calmer waters return. While there is normally a high degree of correlation between Treasury and gilt yields, we would expect to see a decoupling of bond yields between the two countries i.e. we would expect US yields to go up faster than UK yields. We will need to monitor this area closely and the resulting effect on PWLB rates.

The overall balance of risks to economic recovery in the UK remains to the downside. Although economic growth remains relatively steady, only time will tell whether some of the global headwinds sap some of the strength from the UK's future growth.

We would, as always, remind clients of the view that we have expressed in our previous interest rate forecasts of just how unpredictable PWLB rates and bond yields are at present. We are experiencing exceptional levels of volatility which are highly correlated to emerging market, geo-political and sovereign debt crisis developments. Our revised forecasts are based on the Certainty Rate (minus 20 bps) which has been accessible to most authorities since 1st November 2012.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Emerging country economies, currencies and corporates destabilised by falling commodity prices and / or Fed. rate increases, causing a further flight to safe havens (bonds).
- Geopolitical risks in Europe, the Middle East and Asia, increasing safe haven flows.
- UK economic growth and increases in inflation are weaker than we currently anticipate.
- Weak growth or recession in the UK's main trading partners - the EU and US.
- A resurgence of the Eurozone sovereign debt crisis.
- Recapitalisation of European banks requiring more government financial support.
- Monetary policy action failing to stimulate sustainable growth and combat the threat of deflation in western economies, especially the Eurozone and Japan.

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- Uncertainty around the risk of a UK exit from the EU.
- The pace and timing of increases in the Fed. funds rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
- UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

APPENDIX 3 : PRUDENTIAL INDICATORS

PRUDENTIAL INDICATOR	2015/16	2015/16	2016/17	2017/18
(1). EXTRACT FROM BUDGET				
	Forecast	Original	Forecast	Forecast
	Outturn	Estimate	Outturn	Outturn
	£'000	£'000	£'000	£'000
Capital Expenditure				
Non - HRA	28,044	45,505	39,359	27,326
TOTAL	28,044	45,505	39,359	27,326
Ratio of financing costs to net revenue stream				
Non - HRA	8.24%	8.24%	7.96%	7.55%
Net borrowing requirement				
brought forward 1 April *	257,556	257,823	253,166	260,277
carried forward 31 March *	253,166	272,746	260,277	254,199
in year borrowing requirement	(4,390)	14,923	7,111	(6,078)
In year Capital Financing Requirement				
Non - HRA	(4,390)	14,923	7,111	(6,078)
TOTAL	(4,390)	14,923	7,111	(6,078)
Capital Financing Requirement as at 31 March				
Non - HRA	253,166	272,746	260,277	254,199
TOTAL	253,166	272,746	260,277	254,199
Incremental impact of capital investment decisions	£ p	£ p	£ p	£ p
Increase in Council Tax (band D) per annum	35.36	35.36	5.23	9.13

PRUDENTIAL INDICATOR	2015/16	2016/17	2017/18
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	£'M	£'M	£'M
Authorised limit for external debt -			
borrowing	203	220	215
other long term liabilities	83	83	83
TOTAL	286	303	298
Operational boundary for external debt -			
borrowing	198	215	210
other long term liabilities	80	80	80
TOTAL	278	295	290
Upper limit for fixed interest rate exposure			
Principal re fixed rate borrowing	195%	190%	190%
Upper limit for variable rate exposure			
Principal re variable rate borrowing	60%	60%	60%
Upper limit for total principal sums invested for over 364 days (per maturity date)	£20m	£20m	£20m

Maturity structure of new fixed rate borrowing during 2014/15	upper limit	lower limit
under 12 months	30%	0%
12 months and within 24 months	30%	0%
24 months and within 5 years	30%	0%
5 years and within 10 years	40%	0%
10 years and above	80%	0%

ARGYLL AND BUTE COUNCIL**Performance and Scrutiny Committee****CUSTOMER SERVICES****26 May 2016**

MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE 2015/16

1 EXECUTIVE SUMMARY

- 1.1 For the period April 2015 – March 2016 there has been a 4.6% decrease in the Council actual average days lost per FTE employee decreasing from 10.56 in 2014/15 to 10.07 in 2015/16. In respect of the split between Teachers and LGE staff groups there has been a significant decrease from 8.2 to 6.86 for teachers and a slight decrease from 11.2 to 11.05 for LGE staff. This is a positive result overall given the climate of uncertainty faced by many posts due to the Council's Service Choices process.
- 1.2 Out of the thirteen services (Education is split into Non-Teaching and Teaching for the purposes of reporting) seven failed to meet their targets – however, Strategic Finance only very narrowly missed their target. This is a similar trend to last year.
- 1.3 The main reasons for sickness absence across the Council during 2015/16 were Stress, depression and mental health (23.6%), Medical treatment/ operations (14.0%) and Stomach, Liver, Kidneys and Digestion (10.6%). This demonstrated no significant change from 2014/15.
- 1.4 Stress remains the main cause of sickness absence and initiatives have been put in place to address this. A new Stress at Work Policy has been developed and will soon be through the Committee approval process. Mandatory Stress Awareness Training has been rolled out across the Council for all managers and staff. An additional management report has also been added to the suite of management reports sent to Heads of Service and Directors which highlights every instance of absence due to Stress to provide a further reminder to managers to have an Attendance Review Meeting and it also gives senior managers an overall picture of the volume of absences due to Stress per month.
- 1.5 Overall, The Chief Executives Unit, Customer Services and Community Services have increased the percentage of return to work interviews completed this financial year. However, Development & Infrastructure have experienced a slight decrease.
- 1.6 The report also details progress made with the corporate actions to maximise attendance and identifies future actions.
- 1.7 It is recommended that the PRS Committee note the content of this report.

MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE 2015/16**2. INTRODUCTION**

2.1. The purpose of this report is to update the Performance Review and Scrutiny (PRS) Committee on the Council's performance on Maximising Attendance during the period April 2015- March 2016.

3. RECOMMENDATION

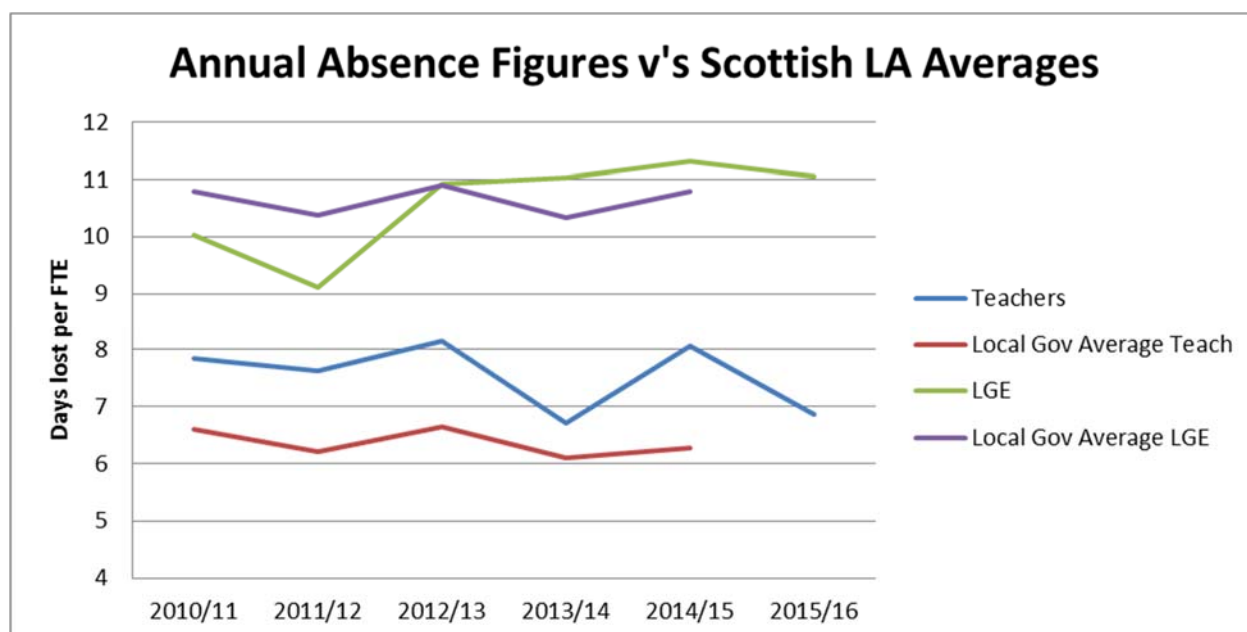
3.1. It is recommended that the PRS Committee note the content of this report.

4. DETAIL

4.1. Table One and Graph One below shows the Council's Performance indicator figures over the last three years showing there has been a significant improvement in absence over the last year from 8.2 to 6.86 for Teachers and a slight improvement from 11.2 to 11.05 for LGE staff, this is a positive trend.

TABLE ONE: TRENDS IN SPI FIGURES (Average Work days lost per FTE employee)

Staff Group	2013/14	2014/15	2015/16
Teachers	6.7	8.2	6.86
LGE	11.6	11.2	11.05

GRAPH ONE: COUNCIL ABSENCE FIGURES TREND

Graph One details the Council's absence figures against the Scottish Local Authority Averages over the last 6 years. It should be noted as has previously been reported that when the Council introduced direct absence reporting 2011/12 the accuracy of our absence recording improved and ensured that absence that previously would not have been recorded is now captured in our absence data.

Benchmarking these results against the 2014/15 figures for all Scottish authorities would see our ranking improve from 28th to 23rd for Teachers attendance and an improvement from 21st to 18th for Local Government employees (non-teaching).

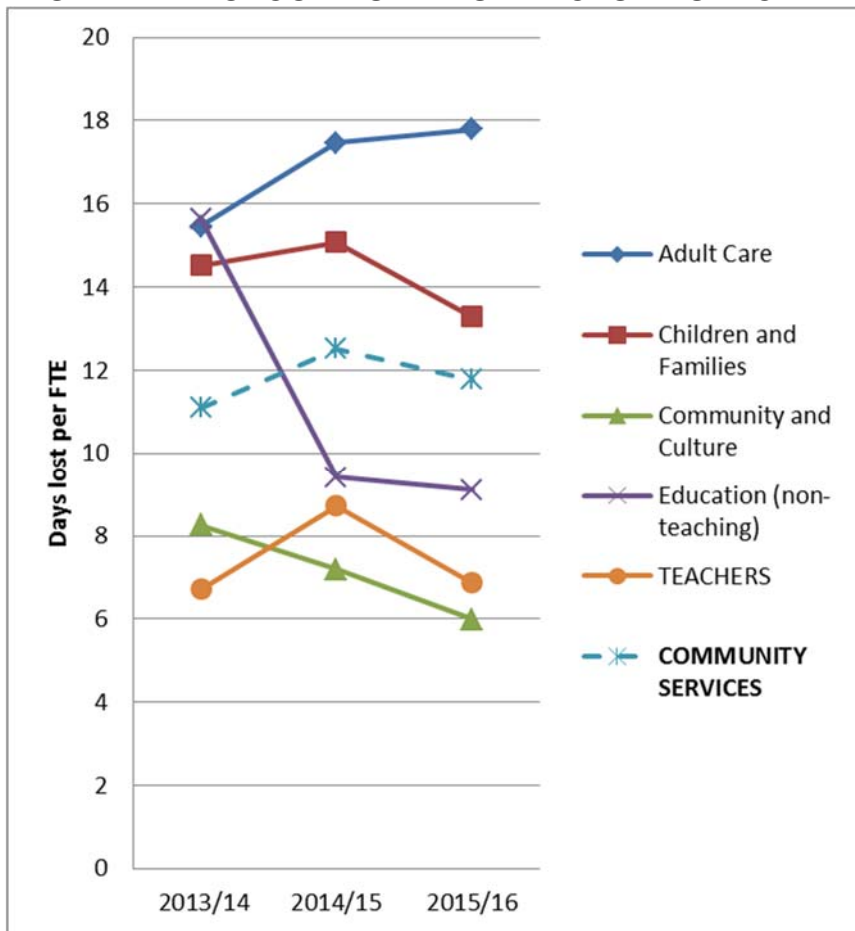
This is a positive outcome given the level of stress and uncertainty that many posts within the Council have faced over the last year due to the impact of the Service Choices process to meet the ongoing cuts in Council Budget.

4.2. Table Two and Graphs Two to Four below outline the performance of each service against the targets set during the first quarter of the year and overall trends. Out of the thirteen services (Education is split into Non-Teaching and Teaching for the purposes of reporting) seven failed to meet their targets – however, Strategic Finance (including Directorate) only very narrowly missed their target.

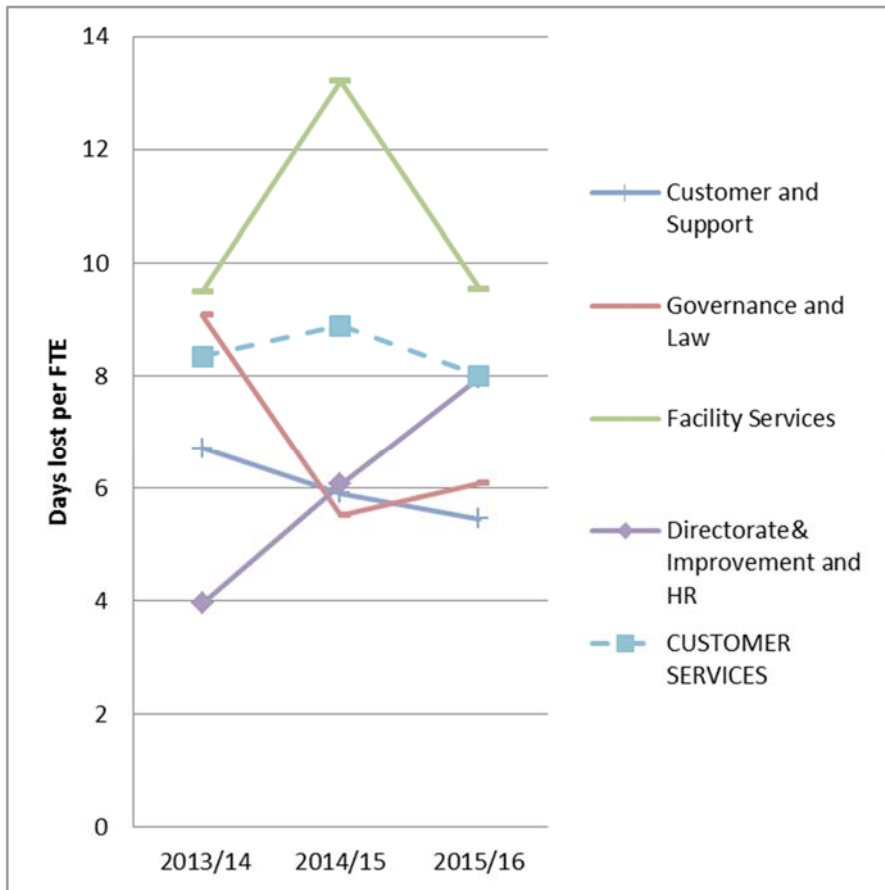
TABLE TWO: PERFORMANCE 2014/15

	Actual Average days lost per FTE employee 2015/16	Target Days lost per FTE Employee 2015/2016	Actual Average days lost per FTE employee 2014/15
Adult Care	17.79	14.92	17.46
Children and Families	13.28	13.92	15.08
Community and Culture	5.99	8.32	7.19
Education (non-teaching)	9.10	11.40	9.41
COMMUNITY SERVICES	11.77	12.48	12.51
TEACHERS	6.86	7.00	8.71
Customer and Support	5.45	6.40	5.91
Governance and Law	6.09	6.12	5.52
Facility Services	9.55	9.20	13.21
Directorate & Improvement and HR	7.97	6.00	6.07
CUSTOMER SERVICES	8.01	7.52	8.89
Economic Development	6.48	6.00	8.78
Planning and Regulatory	9.55	9.00	5.77
Roads & Amenity Services (including Performance & Business Improvement)	15.49	12.00	19.72
DEVELOPMENT & INFRASTRUCTURE	13.39	10.16	11.71
CHIEF EXEC incl. Strategic Finance	6.24	6.20	6.17
COUNCIL TOTAL	10.07	9.80	10.56

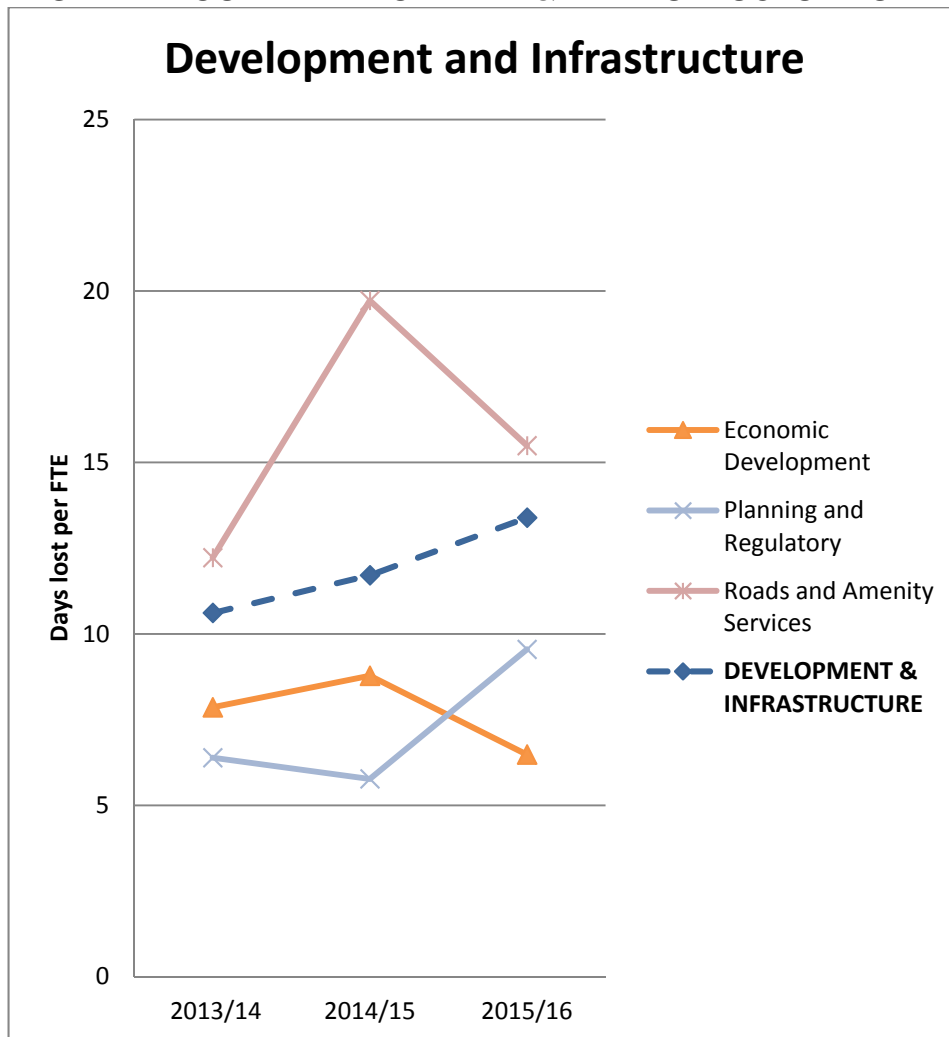
GRAPH TWO: COMMUNITY SERVICES ABSENCE TREND



GRAPH THREE: CUSTOMER SERVICES ABSENCE TREND



GRAPH FOUR: DEVELOPMENT & INFRASTRUCTURE SERVICES ABSENCE TREND



4.3. Of those seven Services who failed to meet their targets all bar two saw an increase in their actual average days lost per FTE employee from the previous financial year and those that made their target all saw a decrease.

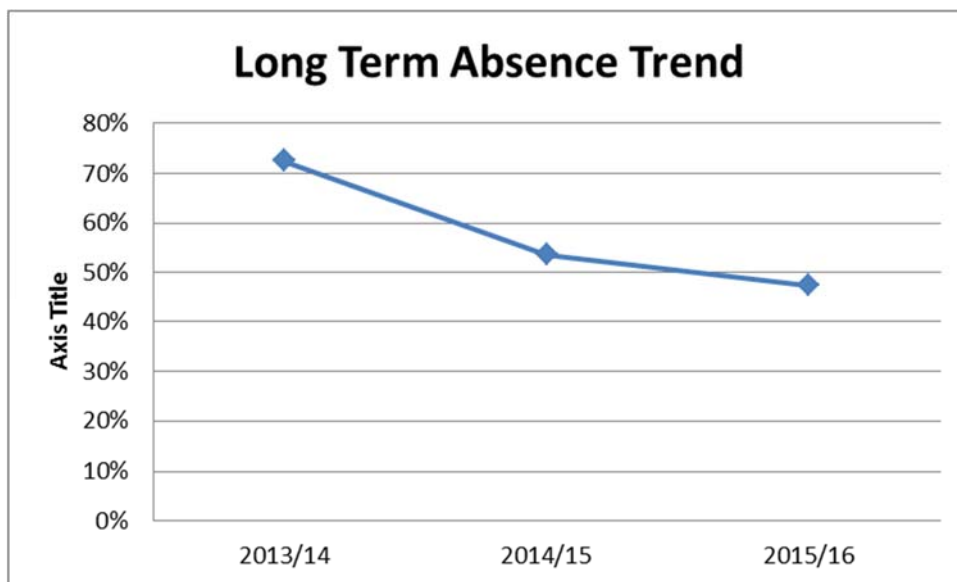
4.4. Looking at the trends across Departments, Community Services demonstrates ongoing improvement in all areas bar Adult Care. Customer and Support Services also demonstrates a positive trend overall, whereas IHR has shown a steady increase and Governance and Law a slight increase. Development and Infrastructure exhibits an ongoing negative trend with Economic Development and Roads and Amenity Services showing significant improvement over the previous year. Roads and Amenity have significantly reversed a negative trend with a 21% improvement in their figure.

4.5. Overall, there has been a decrease in the Council actual average days lost per FTE employee decreasing from 10.56 in 2014/15 to 10.07 in 2015/16, which is a positive outturn for the Council. As outlined above when you consider the split between Teachers and LGE staff groups there has been a significant decrease from 8.2 to 6.86 for teachers and a slight decrease from 11.2 to 11.05 for LGE staff.

4.6. The significant reduction in days lost for teaching staff from the years 2014/15 to 2015/16 reverses what had occurred the previous year.

4.7. Long term absence accounted for 53.66% of all absence in 2014/15 but this has decreased to 47.42% in 2014/15. This is now beginning to show results from the targeted approach to dealing with long term absence. The Maximising Attendance policy is focused on early intervention when dealing with long term absence. Managers are required to have the first Attendance Review meetings during the first 4-8 weeks of sickness absence. However, the proportion of absence due to short term absences has increased to 46.34%. The Maximising Attendance policy focuses on a series of meetings and cautions to improve attendance for short term frequent absences.

GRAPH FIVE: LONG TERM ABSENCE TREND



4.8. Proportion of Absence

4.8.1. It is expected that the percentage of work days lost should be proportionate to the size of the service, i.e. larger services will be responsible for a larger proportion of the Council's total work days lost. Services where the % Absence is higher than the %FTE represent higher than expected levels of absence. The services where absence is higher than expected will be targeted for specific improvement based on detailed analysis of management information. Table six below shows the percentage FTE for each service against the percentage of the Council's total work days lost that it accounts for. Those services in red indicate higher than expected absence levels.

4.8.2. In performance year 2015/16 there were three services whose absence was higher than their % FTE and this year that figure remains the same. Roads and Amenity, Adult Care and Children and Families have a history of very high absence levels. The nature of the work of these groups will result in higher absence levels: If working with vulnerable clients, you cannot risk exposing them to viruses or illness. The nature of the heavy manual work carried out by Roads and Amenity staff also makes attendance more difficult for back problems or any debilitating illness.

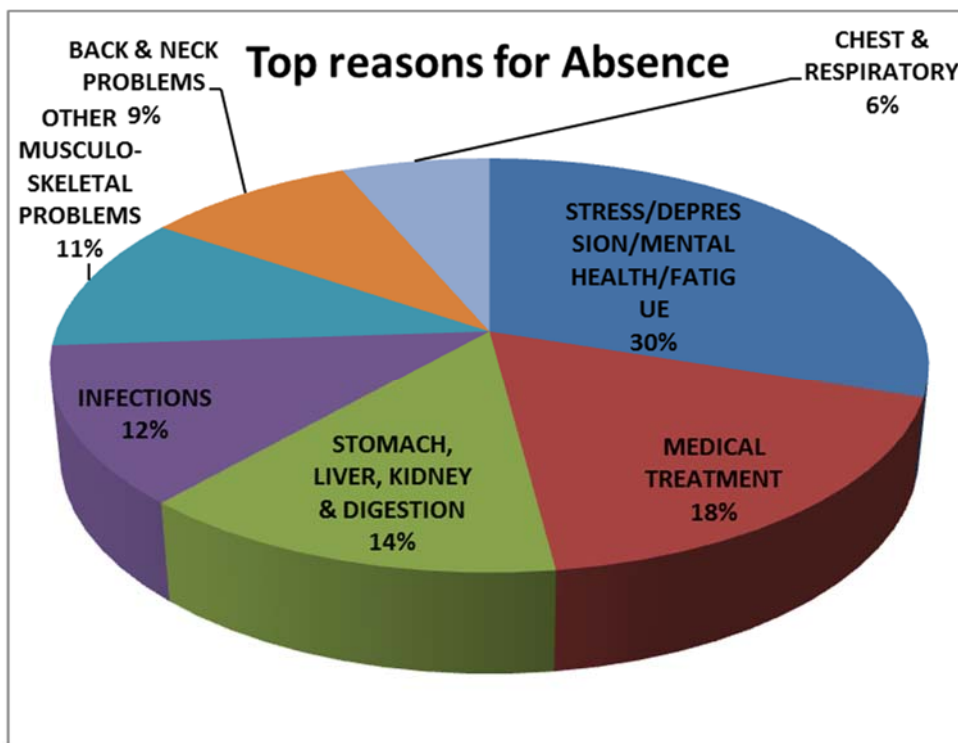
TABLE SIX: % ABSENCE AND % FTE BY SERVICE

Service	%Absence	%FTE
Adult Care	18.90%	10.70%
Children and Families	7.19%	5.45%
Community and Culture	3.10%	5.21%
Education (non-teaching)	14.36%	15.89%
Teachers	15.95%	23.43%
Customer and Support	2.96%	5.47%
Governance and Law	0.78%	1.28%
Facility Services	10.25%	10.80%
Economic Development	1.50%	2.33%
Improvement and HR	1.70%	2.15%
Planning and Regulatory Services	2.60%	2.74%
Roads and Amenity Services (including PBI)	19.59%	12.73%
Strategic Finance	1.13%	1.83%

4.9. Reasons for Absence

4.9.1. The main reasons for sickness absence across the Council during 2015/16 were Stress, depression and mental health (23.6%), Medical treatment/ operations (14.0%) and Stomach, Liver, Kidneys and Digestion (10.6%). In comparison with last year the rank order has slightly changed – Stress, depression and mental health was also the number one reason last year, the percentage has remained at a similar level at 23.53% Medical Treatment/Operations has now overtaken Stomach, Liver, Kidneys and Digestion which was last year’s number two reason for absence.

GRAPH FIVE: TOP ABSENCE REASONS OVER 5%



- 4.9.2. Stress remains the main cause of sickness absence and initiatives have been put in place to address this. A new Stress at Work Policy has been developed and will soon be through the Committee approval process. Mandatory Stress Awareness Training has been rolled out across the Council for all managers and staff. An additional management report has also been added to the suite of management reports sent to Heads of Service and Directors which highlights every instance of absence due to Stress to provide a further reminder to managers to have an Attendance Review Meeting and it also gives senior managers an overall picture of the volume of absences due to Stress per month. Long Term absences account for 64.6% of the instances of Stress related absences.
- 4.9.3. The Chartered Institute of Personnel and Development (CIPD) most recent Annual Absence Management Survey Report (2016) reported that “Two-fifths of respondents report that stress related absence has increased over the past year, although this rises to half of public sector organisations.” 77% of public service organisations reported stress as their number one cause of long term absence in manual workers and 79% as their number one reason for non-manual workers. This is very similar set of results to what was reported in the last Q4 report.
- 4.9.4. Table Seven shows the percentage of absence due to Stress related reasons per service. Three of the Services in the top 7 this year were not in the top 7 last year, of those still in the top seven all show a decrease from the previous year. The council average for Stress related absences is 23.53%, the same as the previous year.

TABLE SEVEN: % of Absence due to Stress per Service

Service	% Stress Absence 2014/15	% Stress Absence 2015/16
Planning & Regulatory	22.0%	42.3%
Improvement & HR	35.5%	32.1%
Customer & Support Services	34.8%	30.7%
Community & Culture	21.0%	28.2%
Economic Development	36.7%	25.6%
Adult Care	24.0%	24.2%
Facility Services	16.2%	24.0%
Education	27.2%	23.3%
Children & Families	26.9%	20.9%
Roads & Amenity Services (including PBI)	20.9%	19.8%
Strategic Finance	38.0%	19.4%
Governance & Law	10.9%	2.6%
Total	23.5%	23.5%

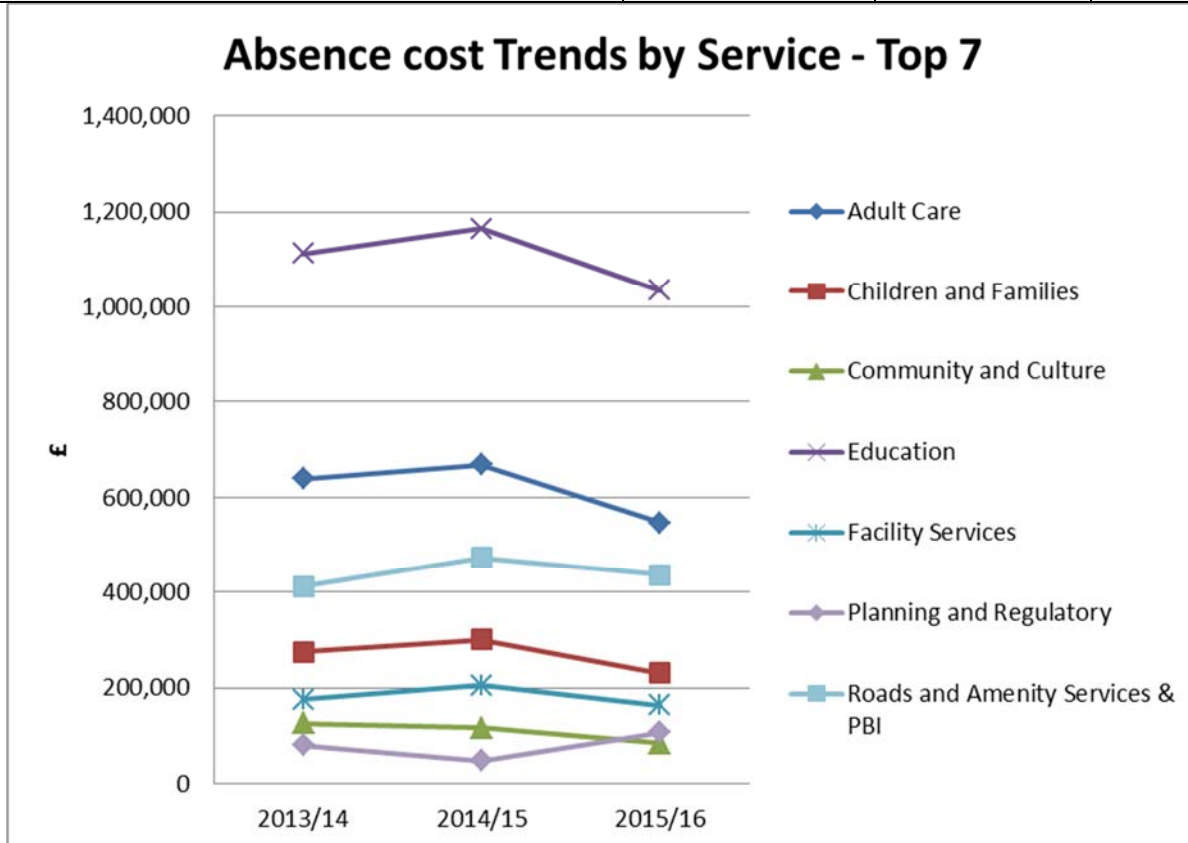
4.9.5. Stress continues to be the most prevalent cause of absence followed by Medical Treatment then Stomach, liver, kidneys and digestive problems.

4.10. **Cost of Sickness Absence**

4.10.1. Table Eight below outlines the actual cost of sick pay paid by each service of the Council and a comparison with previous two year's. There has been a £344k or 10.7% decrease in the cost of sickness absence in this financial year.

TABLE EIGHT: ABSENCE COST BY SERVICE

Service	2013/14	2014/15	2015/16
Adult Care	639,886	669,382	547,259
Children and Families	275,912	301,327	230,465
Community and Culture	126,313	117,126	84,231
Education	1,112,359	1,164,595	1,033,813
Community Services Total	2,154,470	2,252,430	1,895,768
Facility Services	176,253	206,182	164,375
Governance and Law	28,050	16,904	24,357
Customer and Support	109,409	87,347	82,609
Improvement and HR	41,299	47,106	68,415
Customer Services Total	355,011	357,539	339,756
Economic Development	69,904	53,002	46,838
Planning and Regulatory	80,391	48,692	107,286
Roads and Amenity Services & PBI	413,064	472,483	436,470
Development and Infrastructure Total	563,359	574,177	590,594
Chief Exec+Strategic Finance	34,516	26,921	40,882
Grand Total	3,107,356	3,211,067	2,867,000



4.11. Return to Work interviews

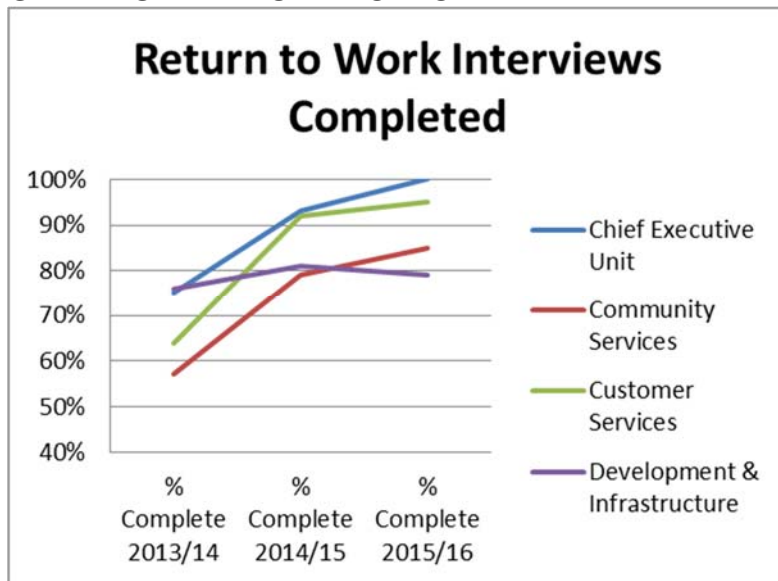
- 4.11.1. The Chartered Institute of Personnel and Development (CIPD) view return to work interviews as the single most effective tool in managing absence. When carried out in accordance with the Council's procedures the return to work interview allows managers and employees to review the cause of each absence, check that the employee is fit to return to work and put in place any measures required to support the employee back to work. Particularly where the employee has been off on long term sickness absence the return to work interview is a good opportunity to catch up on changes that they may have missed and reintegrate them back into the workplace. Most importantly the return to work interview indicates to the employee that their attendance at work is valued and that they were missed during their absence.
- 4.11.2. In order to be most effective return to work interviews should ideally take place on the day the employee returns to work or at least within three working days of their return. Services have a 100% target for completion of return to work interviews. Table Nine and Graph Six below outline the performance by department. The final column on Table Nine shows last year's performance for comparison. Overall, the Chief Executives unit, Customer Services and Community Services have increased the percentage of return to work interviews completed. However, Development & Infrastructure have experienced a slight decrease.

Table Nine: % Return to work interviews completed by department April 2015-March 2016

Dept.	Return to work interviews expected	Completed RTWI's	% Complete 2015/16	Average time to complete (calendar days)	% Complete 2014/15
Chief Executive Unit	34	34	100%	5.6	93%
Community Services	2895	2465	85%	6	79%
Customer Services	706	668	95%	2.8	92%
Development & Infrastructure	612	485	79%	3.6	81%

Graph Six shows a positive trend across all departments except Development and Infrastructure which has decreased slightly.

GRAPH SIX: RETURN TO WORK INTERVIEW TRENDS



4.12. Performance 2015/16

4.12.1. Throughout the year the following measures have continued to support services in achieving their maximising attendance targets:

- Online guidance and resources on the Hub including guidance on how to conduct attendance review meetings and how to implement reasonable adjustments and phased returns to work.
- Issue of monthly management information reports to Heads of Service and Directors outlining performance on return to work interviews and employees who have met attendance triggers.
- Occupational Health support including provision for periodic local clinics
- Support and guidance from the HR advice line and HR Officers where appropriate. This includes the opportunity to talk through what managers might want to cover before holding any meetings with employees or what they might want to put in an OHP referral as well as attendance at meetings in a coaching role where appropriate.
- Emails to notify managers when an employee has met a trigger and what action is required
- Emails to notify managers when an employee begins/ ends sick leave
- An additional HR Assistant was appointed to support Community Services with their absence. This post commenced during November 2013 and provides case management advice and training to managers in Community Services. From April 2016 this resource has been shared with Development and Infrastructure and will no longer support the Services transferred to the new Health and Social Care Partnership.
- The Council's Healthy Working Lives group have coordinated an infection control initiative to raise general awareness amongst staff of measures that can reduce the spread of infections. They have also added additional resources to the Hub to support employees through change relating to recognising stress and personal resilience. They have also added some related training on LEON, the ELearning platform.

- A new e-learning module for the Maximising Attendance procedures has been developed and launched on the new ELearning platform LEON.
- A Council Stress audit was completed and a subsequent action plan approved and implemented.

4.13. Targets 2016/17

4.13.1. Targets for maximising attendance during 2016/17 will be agreed by the Council's Strategic Management Team for entry onto the Council's performance reporting system, Pyramid in June 2016.

4.14. Achieving 2016/17 Targets

4.14.1. Due to resource issues within HR over the last year, the planned update to the Maximising Attendance procedures and the review on the use of temporary redeployments for staff on long term sick have not been implemented. These will be part of the departments 2016/17 work plan.

4.14.2. In addition to the specific corporate and HR support continuing from 2015/16 the following are due to be implemented during the course of 2016/17:

- A new stress at work policy is in draft format and will be agreed and implemented during the course of 2016/17. This draft policy proposes to introduce a risk assessment framework with clear guidelines for managing stress at work
- A group has been set up with representatives from each department and the Trades Unions to review the Maximising Attendance procedures with a view to clarifying areas of ambiguity and further improving guidance and tools for managers and staff.
- The Council is to pilot Mental Health first aiders with a view to rolling out across the Council. This would involve staff trained on mental health issues to support staff in a similar manner to First Aiders for physical health issues.

5 CONCLUSION

5.1 In conclusion this report has outlined the Council's performance on Attendance Management for the period 2015-16. Overall, there has been a decrease in the total number of days lost in comparison to last year. Teacher's absence has decreased significantly while LGE Employee absence has slightly decreased.

6 IMPLICATIONS

Policy	This complies with the Council's Maximising Attendance Policy
Financial	Failure to achieve targets in relation to maximising attendance is likely to have financial implications with respect to the cost of sick pay
HR	Failure to maximise attendance is likely to have an impact on workforce productivity
Legal	None

Equal Opportunities	This complies with the Council's Equalities policy
Risk	High levels of absence present risk to organisational Efficiencies
Customer Service	High levels of absence will impact on customer service

Douglas Hendry, Executive Director – Customer Services

For further information please contact:

Jane Fowler

Head of Improvement and HR

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ARGYLL AND BUTE COUNCIL

**PERFORMANCE REVIEW AND
SCRUNITY COMMITTEE**

CHIEF EXECUTIVE

26 May 2016

PERFORMANCE REPORT – FQ4 2015-16

1. SUMMARY

- 1.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Council and Departmental performance reports with associated scorecards for performance in F4 2015-16 (January - March 2016).
- 1.2 It is recommended that the PRS Committee reviews the reports and scorecards as presented.

**Cleland Sneddon
Chief Executive**

ARGYLL AND BUTE COUNCIL

**PERFORMANCE REVIEW AND
SCRUTINY COMMITTEE**

CHIEF EXECUTIVE

26 May 2016

PERFORMANCE REPORT – FQ4 2015-16

2. SUMMARY

- 2.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Council and Departmental performance reports with associated scorecards for performance in FQ4 2015-16 (January - March 2016).
- 2.2 Performance is reviewed by the Strategic Committees on the following dates, and is presented to the PRS Committee for high level review and scrutiny.

Community Services	June 2 nd
Environment, Development & Infrastructure	August 11 th
Policy & Resources	August 18 th
Planning, Protective Services & Licensing	June 22 nd

3. RECOMMENDATIONS

- 3.1 It is recommended that the PRS Committee reviews the reports and scorecards as presented.

**Cleland Sneddon
Chief Executive**

Key Successes

- Second phase of re-settling Syrian refugees to Argyll and Bute is underway, 5 families have currently been re-settled in Rothesay and are adapting to life in Scotland very well
- The process continues to be so successful due to the fantastic contribution from partners and the local community highlighting the importance of partnership working and showcasing how successful it can be
- The success of the online skills bank that was created so that people across Argyll and Bute could offer support/donations to the Syrian families has been a key part of the process and continues to receive offers of support.
- The number of external Looked After and Accommodated Child placements has reduced this quarter to 6 against a target of 11.
- 93% of children on the Child Protection Register have had no change of social worker this quarter
- 100% of children on the Child Protection Register have a completed Child Protection Plan in place
- 82% of Community Payback Order cases have been seen within the 5 day target, performance continues to improve for this measure
- Number of visits to council leisure centres is 40,904 against a target of 23,000 for the quarter
- Number of participants at sports coaching courses exceeds the target of 2,000 for the quarter with 4,602 attending which is up from 3,869 in FQ3
- Percentage of S3 pupils with a pupil profile is 100% against a target of 50%
- Exclusions within secondary schools reduced to 208 which is significantly below the target.
- Number of extracurricular sport opportunities for schools is above its target for this quarter.
- McCaig's tower in Oban was illuminated in three different colours in March to help raise awareness for Down's syndrome, Autism and Epilepsy. The colours of the charities were blue and yellow for Down's syndrome, blue for Autism and purple for Epilepsy.
- The Scottish Schools Pipe Band Championships Quartet Competition was a great celebration of the talent of our young people. A Mid-Argyll quartet scooped second prize in their category.
- Congratulations to five Lochgilphead High School pupils that competed in February at the Besson Scottish Solo & Ensemble Championships in Livingston finishing third in their category.
- Two projects in Argyll and Bute have been shortlisted for the Royal British Legion Scotland's 2016 Schools Award.
- The three year strategic plan for Health and Social Care Integration has now been adopted.

Key Challenges

1. Reducing the number of days lost through sickness absence across Community Services.
2. Recruitment and training of foster carers given the highly successful move towards permanence which reduces available foster placements.
3. Reviewing the implementation of the new National Qualifications.

4. Meeting the requirements of new legislation e.g. Self Directed Support Act, Children and Young People's Act 2014 and Community Empowerment Act, etc. and emerging legislative changes such as the Education Bill and Carers Bill.
5. Recruitment issues for both in house and commissioned care at home services impacting on range of care options available in certain areas.
6. Demographic changes giving rise to growth in service demand across a range of client groups, in particular older persons, which present both financial and service delivery pressures.
7. Achieving target for the completion of PDRs during the quarter.
8. Monitoring delayed discharge figures against the target.
9. The percentage of child protection investigations with an inter-agency planning meeting taking place within 24 hours continues to be challenging. This measure is affected by issues around out-of-hours access to health advice within the IRTD process which is currently being addressed by the Chief Officer Integration.
10. Increasing positive destinations for young people in the current economic climate
11. Continue to raise attainment specifically in reading, writing and numeracy for every child in line with the new National Improvement Framework for Education. Continue to work to close the gap between the most and least disadvantaged children in school as outlined in the new National Improvement Framework. Introduction of new national standardised assessments in P1, P4, P7 and S3 which focus on progression on literacies and numeracy as part of the new National Improvement Framework.
12. Ongoing challenges associated with teacher recruitment in certain locations and for certain subjects to assist the authority in meeting its commitment in relation to teacher numbers.
13. Our refugee re-settlement on the Isle of Bute and support arrangements

Action points to address the challenges

1. Continue to work to ensure that return to work interviews are completed for all periods of sickness absence by targeting individual Managers and Team Leaders in the context of performance. Staff to be offered appropriate support in the management of this issue.
2. The Fostering and Adoption service is currently undertaking a recruitment campaign. Preparation for foster carers is being run throughout Argyll and Bute however it takes 6 months before new carers are approved by the Fostering and Adoption Panel. There are currently 12 families going through the assessment process which will enhance the capacity for foster placements and permanency for looked after children.
3. Continue to support work on curriculum design to reflect the new Curriculum for Excellence framework and training on the new secondary benchmarking toolkit. The examination results for session 2014/15 will be analysed in detail and used to review the curricula available within secondary schools.
4. Meeting the requirement of all new legislation.
5. Working with IRISS along with commissioned care at home providers to better coordinate resources and to improve recruitment into

- care at home posts. Additional work is ongoing to review the model of care for care at home services and the contractual arrangements for staff.
6. Ongoing service redesign (all care groups) to try to mitigate growth in service demand.
 7. Implementation of a new process for the recording of PRDs which will include a review of the quality of completed reviews.
 8. Additional focus on preventing admission to hospital and accelerating discharge being undertaken in conjunction with NHS Highland and supported by delayed discharge funding.
 9. Interim arrangements being put in place by NHS Highland to ensure that there is access to health advice for out of hours and weekend IRTDs
 10. Detailed and individualised information and advice for school leavers is being provided in conjunction with Skills Development Scotland. Multi agency plan to meet the recommendations of Scotland's Young Workforce currently being implemented.
 11. Continue to develop the new Education Strategy to deliver on the new National Improvement Framework and the additional duties in the updated Education Act.
 12. Recruiting and retaining staff who have a focus on developing consistency and quality. Continue to work with the Council's HR service to advertise and recruit into vacant posts within the Oban and Mid Argyll areas.
 13. Detailed multi agency support arrangements in place for the refugee families, co-ordinated by the refugee resettlement group.



Making Argyll and Bute a place people choose to live, learn, work and do business

Community Services Scorecard 2015-16

Scorecard owner

Cleland Sneddon

FQ4 15/16

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P Priorities for 2015-17: Community Services

IMPROVEMENT					Status Trend	
Improvement Plan Outcomes CM	Outcomes	Total No	Off track	On track	Complete	
		71	25	6	40	
CARP Community Services		Total No	Off track	On track	Complete	G →
		106	0	0	106	
Customer Service CM		Number of consultations			1	
Customer Charter		Stage 1 complaints		0 %	G ↓	
Customer satisfaction 100 %		Stage 2 complaints		0 %	G ↓	
Community Services Audit Recommendations	Overdue	Due in future	Future - off target			
	0 ↑	21 ↑	6 ↓			
CM Average Demand Risk	Score	10	Appetite	10	→	
CM Average Supply Risk	Score	9	Appetite	9	→	

RESOURCES				
People	Benchmark	Target	Actual	Status Trend
Sickness absence CM [LGE]		3.1 Days	3.4 Days	R ↓
Sickness absence CM [teachers]		1.8 Days	2.2 Days	R ↓
PRDs % complete		90 %	66 %	R
Financial		Budget	Forecast	
Finance Revenue totals CM		£K 144,748	£K 145,224	A ↓
Capital forecasts - current year CM		£K 0	£K 0	
Capital forecasts - total project CM		£K 0	£K 0	
Efficiency Savings CM	Actions on track Savings	Target	Actual	R →
		17	13	
		£K 1,635	£K 608	
Asset management red risks	0			

SOA Outcome - The economy is diverse and thriving			
CC05 Argyll and Bute's economic success is built on a growing population	Success Measures	2	
	On track	2	
SOA Outcome - We have infrastructure that supports sustainable growth			
CC07 People access a choice of suitable & affordable housing options ...	Success Measures	3	
	On track	2	
SOA Outcome - Education, skills and training maximises opportunities for all			
CC03 Our adults are supported to access learning opportunities ...	Success Measures	2	
	On track	1	
ED01 Primary school children are enabled to increase levels of attainment ...	Success Measures	3	
	On track	2	
ED02 Secondary school children are enabled to increase levels of attainment ...	Success Measures	13	
	On track	4	
ED03 Education Central Management Team ensures continuous improvement ...	Success Measures	2	
	On track	0	
ED05 An effective system for Opportunities for All will operate in all secondary schools	Success Measures	4	
	On track	2	
ED06 Education staff have increased capacity for leadership ...	Success Measures	5	
	On track	5	

Community Services Scorecard 2015-16

FQ4 15/16

[Click for Full Scorecard](#)

SOA Outcome - Children and young people have the best possible start			
CF01 The life chances for looked after children are improved	Success Measures	5	
	On track	4	
CF02 Children, young people and families at risk are safeguarded	Success Measures	4	
	On track	4	
CF03 ... making our communities safe from crime, disorder & danger	Success Measures	3	
	On track	3	
CC01 Our young people are supported to lead more active and healthier lives	Success Measures	2	
	On track	2	
ED04 Educational additional support needs of children & YP are met	Success Measures	3	
	On track	1	
ED07 Young children and their families assisted to achieve best start in life	Success Measures	2	
	On track	2	

SOA Outcome - People live active, healthier and independent lives			
AC01 Community is supported to live active, healthier, independent lives	Success Measures	5	
	On track	2	
AC02 Vulnerable adults at risk are safeguarded/Ensure clients asked for comments	Success Measures	3	
	On track	2	
AC03 The impact of alcohol and drugs ... is reduced	Success Measures	1	
	On track	1	
CC02 Raised lifelong participation in sport ... healthy lives	Success Measures	2	
	On track	2	
CC04 Less people will become homeless ... thru proactive approach ...	Success Measures	3	
	On track	1	
SOA Outcome - People live in safer and stronger communities			
CC06 Third Sector & communities ... enabled ... developing communities	Success Measures	2	
	On track	2	
CC08 Improved literacy, health ... access to ... culture, libraries & museums	Success Measures	4	
	On track	2	

Key Successes

1. Successful go live with new customer contact systems at end of March as planned – will allow us to take advantage of new facilities and better cross channel capabilities.
2. New processes put in place to support introduction of Universal Credit in our area from 7 March, providing help for those without ability to make online claims, and provision of personal budgeting assistance following referral from DWP job centres.
3. New processes and systems in place to support new legislative based scheme for Scottish Welfare Fund from 1 April, and new fulfilment methods agreed by council for payment of community care grant claims
4. Oban North and Lorn By election completed successfully

Key Challenges

1. To manage transition to Scottish Wide Area Network and make contingency plans for any overrun beyond September 2016
2. Complete preparations for implementation of new Public Contracts (Scotland) Regulations 2015 and new guidance issued in March
3. Scottish parliamentary election process and By election Oban North and Lorn ward – June 2016
4. Reviewing the fleet of both the Council and the IJB to identify efficiencies.

Action Points to address the Challenges

1. Agree new two-step go live with Capita for all sites migrating. Continued engagement with Capita and Vodafone on contingency arrangements
2. Review new guidance, draft amendments to procurement documents and procedures, and train staff accordingly
3. Experienced team in place to deliver nomination, administration and election process.
4. Working closely with colleagues in IJB looking at fleet procurement and management, in addition to location and availability of vehicles. This is with a view to establishing options for rationalisation.



Making Argyll and Bute a place people choose to live, learn, work and do business

Customer Services Scorecard 2015-16

Scorecard owner **Douglas Hendry**

FQ4 15/16

Click for Full Outcomes

P Priorities for 2015-17: Customer Services

IMPROVEMENT					Status Trend	
Improvement Plan Outcomes CU	Outcomes	Total No	Off track	On track	Complete	
		63	12	21	30	
CARP Customer Services		Total No	Off track	On track	Complete	G →
		4	0	0	4	
Customer Service CU		Number of consultations				0
Customer Charter		Stage 1 complaints		0 %	G ↓	
Customer satisfaction 85 %		Stage 2 complaints		0 %	G ↓	
Customer Services Audit Recommendations		Overdue	Due in future	Future - off target		
		0 →	5 ↓	0 →		
CU Average Demand Risk		Score	6	Appetite	6	→
CU Average Supply Risk		Score	6	Appetite	6	→

RESOURCES

People	Benchmark	Target	Actual	Status Trend
Sickness absence CU		1.88 Days	2.21 Days	R ↓
PRDs % complete		90 %	100 %	G
Financial		Budget	Forecast	
Finance Revenue totals CU		£K 39,624	£K 39,368	R ↑
Capital forecasts - current year CU		£K 15,539	£K 11,594	R ↓
Capital forecasts - total project CU		£K 120,559	£K 116,626	R ↓
Efficiency Savings CU	Actions on track Savings	Target	Actual	
		6	6	
		£K 241	£K 241	G →
Asset management red risks	7	On track	7	G →

Customer Services Scorecard 2015-16

FQ4 15/16

Click for Full Scorecard

SOA Outcome - The economy is diverse and thriving			
CS02 Businesses supported in claiming Non Domestic Rates relief	Success Measures	1	G
	On track	1	➔
CS03 Maximise opportunities for SME's to sell to the Council ...	Success Measures	4	A
	On track	2	➔
CS05 Increased value is delivered from procurement ...	Success Measures	5	
	On track	2	
GL10 Timely provision of Liquor Licences & Civic Government Licences to the public	Success Measures	5	A
	On track	4	➔

SOA Outcome - Children and young people have the best possible start			
FS01 Children are healthier because nutritionally balanced school meals are available ...	Success Measures	6	
	On track	1	
GL06 The best interests of children at risk are promoted	Success Measures	2	R
	On track	0	⬇

SOA Outcome - People live active, healthier and independent lives A			
CS01 Benefits paid promptly whilst minimising fraud	Success Measures	5	A
	On track	4	➔

SOA Outcome - People live in safer and stronger communities			
FS02 Communities are safer ... through improved facilities	Success Measures	9	
	On track	6	
FS03 We contribute to the sustainability of the local area	Success Measures	6	G
	On track	6	➔
FS04 School & public transport meets the needs of communities	Success Measures	3	A
	On track	2	➔
GL01 Framework to support democratic decision making	Success Measures	12	
	On track	9	
GL02 Council compliance with governance & info arrangements	Success Measures	5	
	On track	3	
GL04 Improve quality of life & safety of residents & visitors	Success Measures	2	G
	On track	2	➔
GL07 Community Councils are supported	Success Measures	5	G
	On track	5	⬆
GL08 Provision of high quality, timely legal advice	Success Measures	2	A
	On track	1	⬇
GL11 Communities and employees are prepared to deal with major incidents	Success Measures	3	G
	On track	3	➔
IH01 We recognise and tackle discrimination and promote equality	Success Measures	3	G
	On track	3	➔
IH02 Managers are enabled to manage health and safety effectively	Success Measures	8	A
	On track	7	➔
IH05 The Gaelic language is supported and promoted	Success Measures	1	G
	On track	1	➔

Supporting Outcome - Service Delivery Enablers			
CS04 Income from local taxes and sundry debtors is maximised ...	Success Measures	5	A
	On track	4	➔
CS06 IT applications & infrastructure available ... and meet business needs	Success Measures	8	A
	On track	5	➔
CS07 Customers can access council services more easily ... service quality	Success Measures	15	A
	On track	11	➔
GL03 Members enabled to deal with their caseload	Success Measures	1	
	On track		
GL05 Electors enabled to participate in the democratic process	Success Measures	2	G
	On track	2	➔
GL09 Provision of high quality ... legal documentation	Success Measures	2	A
	On track	1	⬇
IH03 Staff are supported to scrutinise performance and deliver continuous improvement ...	Success Measures	11	
	On track	7	
IH04 Our customers and employees are informed and engaged	Success Measures	7	A
	On track	4	➔
IH06 Employees have skills/attitudes to deliver efficient/effective services	Success Measures	7	A
	On track	5	➔

Key successes

1. £5m of MOD funding confirmed for Helensburgh waterfront regeneration scheme.
2. The Economic Forum Report was published, highlighting the potential for Argyll and Bute's economy in some of the world's fastest growing sectors - tourism, food and drink production, particularly aquaculture; the report also supported the council's work to address economic and population challenges.
3. Argyll and Bute has an improved Roads Condition Index (RCI) following 4 year capital investment programme. The latest RCI shows the declining trend now turned around with an improved position. This investment, at just above the steady state figure has halted the deterioration of the surfacing, begun to improve network condition and is a contributory factor in reducing the number of emergency defect repairs.
4. Completion of a 25 year financial waste model will steer the new waste strategy. Increased recycling following the expansion of the co-mingled collections has generated a decrease in waste to landfill during 2015/16.
5. The business case securing an energy efficient programme was approved and will be implemented over a 2 year period concluding in December 2018. The programme will reduce the council's public lighting energy costs and assist in containing maintenance costs within existing budgets contributing £150k towards Service Choices; improve the street lighting infrastructure and reliability and lower the council's carbon footprint.
6. Collaborative work with Transport Scotland and Bear Scotland ensured delivery of the winter roads and emergency repairs to Kintyre A83; working with 13 other roads authorities across west of Scotland, a new single roads inspection approach has been produced.
7. Good progress is being made in relation to the rollout of next generation broadband with around 60% of premises now being connected to the fibre infrastructure (an increase from 43% at the start of the year). Additional premises are expected to be connected during the remainder of 2016 with coverage expected to reach around 83% of premises. In addition the Giga Plus Argyll community broadband project is progressing with the first connections expected during the summer and the majority of the 1,400 premises expected to be able to order a service before the end of 2016.
8. The Queens Hall, Dunoon entered the tender stage following the successful conclusion of the compulsory purchase order. In Rothesay an announcement was made for stage 1 pass for £2m of Heritage Lottery Funding linked to a further Townscape Heritage project and an advanced works contract for the Rothesay Pavilion was awarded to a local company.
9. Oban public realm phase 2 is progressing well and is on course to complete by early summer.
10. The Tiree Community Development Trust facilitated a successful Charrette event. The socio-economic and Charrette reports will inform the recommendations for sustainable growth on Tiree in the Local Development Plan (LDP) 2020. Support for the Rothesay Charrette resulted in specific actions being progressed by Rothesay Alliance for Action. The Crinan Canal Charrette was approved and will be progressed during

FQ1 16/17.

11. Working closely with the organiser, Development and Infrastructure services helped ensure the success of the Hinderland event at St Peters Seminary, Cardross. This has brought immediate economic benefit with 8000 visitors attending and £10m in external funding secured following an initial council investment of £250k (representing £40 return for each £1 of council funding).
12. Successful funding from Scottish Public Transport worth £180k has been awarded for 2016/17 public transport infrastructure, further funding bids totalling £370k have been submitted to the Sustrains 2016/17 Community Links Programme.
13. Excellent progress made over a number of heritage led regeneration projects; Hermitage Park Project has successfully secured £253k from the Covenant Fund, leaving a funding gap of only £15k.
14. The council and Highlands and Islands Enterprise, under the ABRA banner participated in the Scottish Renewables Wind Conference in Glasgow with the focus on promoting Campbeltown Harbour as well as businesses in the supply chain.
15. Over 97% of planning applications were approved during FQ4; 300 planning applications were approved during FQ4, up 20% on FQ3; and an increase of 10% compared to FQ4 2014/15. Planning application determination time averaged at 10.3 weeks compared to the target 12 weeks.
16. Presentations given to Community Councils in Oban, Campbeltown, Tiree and Coll over 'how to engage with the planning process' received excellent feedback. Arrangements are in place to roll this out to Community Councils in Helensburgh and Dunoon during FQ1.
17. 24 new business start-ups during this period, bringing the total for 2015/16 to 116, compared to the target of 100. The combined projected year one annual turnover of start-up businesses supported in FQ4 is £960k, creating 31 jobs. Tourism was the single sector benefiting most from new businesses during 2015/16, accounting for 16%. Demand for support from existing businesses was extremely high at 343 businesses in FQ4 and customer satisfaction standing at 88%.
18. Environmental Health issued over 1,600 food export certificates during FQ4 and plan to fully digitise this service in order to improve customer service and support demands for urgent food export.
19. The council has supported the West of Scotland Road Safety, 3rd edition of the Scottish Biker magazine promoting road safety. Further interest has been shown from other Scottish Local Authorities in the council's iCycle training resources.
20. 33 filming enquiries were received during FQ4; 6 productions filmed including a BBC2 comedy called 'West Skerra Light' involving a cast and crew of approximately 27 on the Island of Seil for several days.
21. The Access team produced 13 Walk and Ride footpath guides which will be widely distributed and linked to the 'Where to Go Outdoors' website.

Key challenges

1. Addressing the challenges associated with recycling and waste treatment in the medium to longer term in view of the longer term financial risks and future landfill ban affecting this statutory service.
2. Ensuring that the promotion and marketing of Argyll and Bute as a great place to live, visit, invest and work remains a strategic priority for the council and a wide range of stakeholders.
3. Supporting the dairy industry in Argyll and Bute as the sector grapples with the significant pressures associated with the drop in the price of milk.
4. Lorn Arc income generation project assumptions through the uplift in non-domestic rates (NDR) remain challenging as market conditions have shifted since assumptions were made.
5. Maintaining the road network with reducing (national) budgets.
6. Continue delivery of Employability contractual obligations and endeavour to increase income generation from non-DWP contract opportunities.
7. Review arrangements as a Food Authority in light of the new Food Standards Scotland body, revised Code, and current and emerging challenges.
8. Convert robust managerial action on sickness absence into improved attendance performance.

Actions to address the challenges

1. Gain approval for the new Waste Strategy based upon a new 25 Year Waste Financial Model and continue to work with the community to improve and increase recycling performance. Meanwhile, discussions are positive and ongoing between the council, Shanks and community groups about potential changes to waste management that will be needed in response to the introduction of landfill bans in 2021.
2. Work closely with a wide range of stakeholders to progress the opportunities associated with tourism in Argyll and Bute. Showcasing what the area has to offer at the 5th Argyll and the Isles tourism summit attracted over 100 delegates with a range of innovative initiatives being considered looking at new ways to attract visitors.
3. With the assistance of the farming community and Highlands and Islands Enterprise, the council has sponsored a report into the future of the dairy industry and the impact locally; officers are continuing to meet with the producers and First Milk to develop an acceleration plan to assist the local dairy industry. The findings of this report are being used to inform the actions that need to be taken forward within the context of a global crisis with the value of milk being produced.

4. A review of Lorn Arc assumptions will be undertaken and findings will be reported to Policy and Resources Committee in August 2016.
5. To optimise the investment made to date in the roads network and deliver the most cost effective improvement works, medium scale capital schemes will be replaced by structural patching, edge strengthening and road widening where feasible in combination with surface dressing.
6. Ensure that Employability staff are supported to focus upon contractual delivery whilst pursuing all viable income generating contracts opportunities.
7. Development of a Food Safety Improvement Plan for consideration by the PPSL Committee and prepare the service for external audit by the Food Standards Agency.
8. Continued rigorous application of the council's Maximising Attendance Policy, ensuring that return to work interviews are completed. Addressing any managerial or supervisory performance concerns and ensuring timely referral to occupational health to support employees back to work with additional support arrangements in place to assist front line roads and amenity service areas.



Making Argyll and Bute a place people choose to live, learn, work and do business

Development and Infrastructure Scorecard
2015-16

Scorecard owner

Pippa Milne

FQ4 15/16

[Click for Full Outcomes](#)

P Priorities for 2015-17: Dev't & Infrastructure

IMPROVEMENT						Status Trend	
Improvement Plan Outcomes DI	Outcomes	Total No	Off track	On track	Complete		
		23	4	3	16		
CARP Development & Infrastructure		Total No	Off track	On track	Complete	G →	
		10	0	0	10		
Customer Service DI		Number of consultations				2	
Customer Charter		Stage 1 complaints		0 %	G ↓		
Customer satisfaction 93 %		G ↑	Stage 2 complaints		0 %	G ↓	
Development and Infrastructure Services Audit Recommendations	R	Overdue		Due in future	Future - off target		
		2	↓	7	↓	0	→
DI Average Demand Risk	Score	8	Appetite	8		→	
DI Average Supply Risk	Score	7	Appetite	7		→	

RESOURCES					
People		Benchmark	Target	Actual	Status Trend
Sickness absence DI			2.54 Days	3.56 Days	R ↓
PRDs % complete			90 %	90 %	R
Financial		Budget	Forecast		
Finance Revenue totals DI		£K 32,059	£K 32,205		A ↓
Capital forecasts - current year DI		£K 12,374	£K 12,615		A ↑
Capital forecasts - total project DI		£K 97,589	£K 98,011		A ↑
Efficiency Savings DI	Actions on track Savings	Target	Actual		R →
		4	3		
		£K 224	£K 196		
Asset management red risks	7	On track	0		R →

**Development and Infrastructure Scorecard
2015-16**

FQ4 15/16

[Click for
Full Scorecard](#)

SOA Outcome - The economy is diverse and thriving A			
ET01 Sustainable economic growth in Argyll and Bute	Success Measures	7	G
	On track	7	↑
PR01 Local economy improved by delivery of sustainable development	Success Measures	4	A
	On track	3	→
SOA Outcome - We have infrastructure that supports sustainable growth			
ET02 A&B better connected, safer & more attractive	Success Measures	8	A
	On track	7	↓
RA01 Proportionate, safe and available infrastructure	Success Measures	4	G
	On track	4	→
RA02 Roads maintenance strategies ... contribute to economic growth ...	Success Measures	2	
	On track	1	
RA04 Capital projects improve the transport infrastructure	Success Measures	3	G
	On track	3	→
PR05 Improved & enhanced access to natural environment & green networks	Success Measures	2	A
	On track	1	→
PR07 Creation of well designed and sustainable places ...	Success Measures	2	G
	On track	2	→
RA07 Marine Services	Success Measures	1	G
	On track	1	→

SOA Outcome - People live in safer and stronger communities A			
ET03 Renewables ... developed ... for the benefit of communities	Success Measures	2	G
	On track	2	→
ET04 Harness the potential of the third sector ...	Success Measures	3	A
	On track	2	↓
PR02 Empowered ... customers ... exercising their legal rights ...	Success Measures	2	A
	On track	1	→
PR03 Secure standards re public health & health protection ...	Success Measures	3	G
	On track	3	↑
PR04 Health, safety etc of people in & around buildings is protected ...	Success Measures	3	G
	On track	3	→
RA03 Reliable, safe and efficient vehicles fleet	Success Measures	2	G
	On track	2	→
RA05 High level of street cleanliness	Success Measures	1	G
	On track	1	→
RA06 Sustainable disposal of waste	Success Measures	2	G
	On track	2	→
PR06 ... an environment which is safe, promotes health & supports local economy	Success Measures	3	R
	On track	1	→
SOA Outcome - People live active, healthier and independent lives G			
PR08 Protect health of our communities through effective partnership working	Success Measures	1	G
	On track	1	→

Performance Report for Council Scorecard	Period January - March 2016
<p>Key Successes</p> <ol style="list-style-type: none"> 1. Second phase of re-settling Syrian refugees to Argyll and Bute is underway, 5 families have currently been re-settled in Rothesay and are adapting to life in Scotland very well 2. The three year strategic plan for Health and Social Care Integration has now been adopted. 	
<p>Key Challenges</p> <ol style="list-style-type: none"> 1. Some parts of the Council's workforce show persistently high levels of sickness absence 	
<p>Action Points to address the Challenges</p> <ol style="list-style-type: none"> 1. Analysis of sickness absence data is helping to focus management attention on areas of greatest concern 	



Making Argyll and Bute a place people choose to live, learn, work and do business

Council Scorecard 2015-16

FQ4 15/16

Scorecard owner **Sally Loudon**

SOA 2013-23 scorecards

P Priorities for 2015-17

IMPROVEMENT				
A&B Council Audit Recommendations	Recommendations overdue	Recommendations due in future	Future recommendations off target	
	2	34	6	
Strategic Risk Register 2015-17		H = 1	M = 14	L = 0
Risk - % exposure	FQ4 15/16	FQ1 16/17		
	43 %	44 %		
CARP 2013-16 Critical Activity Recovery Plans	Total No	Off track	On track	Complete
	121	0	0	121

OUTCOMES			
Customer Service ABC	Number of consultations		3
Customer Charter	Stage 1 complaints	0 %	
Customer satisfaction 92 %	Stage 2 complaints	0 %	
SOA 2013-23 Delivery Plans	No of Short-Term Outcomes	42	
	Number on track	5	

RESOURCES				
<i>People</i>	<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status Trend</i>
HR1 - Sickness absence ABC		2.45 Days	2.91 Days	R
PRDs % complete		90 %	74 %	R
<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>		
Finance Revenue totals ABC	£K 251,076	£K 249,978 A		
Capital forecasts - current year ABC	£K 27,913	£K 24,209 R		
Capital forecasts - total project ABC	£K 218,148	£K 214,637 R		
Efficiency Savings ABC	Actions on track Savings	Target	Actual	R
		28	23	
		£K 2,122	£K 1,067	
<i>Assets</i>	<i>Total Number</i>	<i>On track</i>	<i>Status Trend</i>	
Community Services red risk assets	0			
Customer Services red risk assets	7	7	G	
Dev't & Infrastructure red risk assets	7	0	R	

ARGYLL AND BUTE COUNCIL**Performance Review and Scrutiny
Committee****CUSTOMER SERVICES****26 May 2016**

Performance Review and the Role of the PRS Committee

1.0 EXECUTIVE SUMMARY

The purpose of this report is to reflect on the council's overall activities relating to Performance Review and consider the role of the PRS Committee in terms of added value and efficiency.

The paper reflects the council's current mature structure of both officer and member performance management and review. It notes the increased emphasis that the PRS Committee wishes to place on its scrutiny role, refers to the existing Terms of Reference of the PRS regarding Performance Management and identifies a number of processes that are currently underway in the council that will impact on this, particularly the Short Life Working Group on future local democratic and governance arrangements.

RECOMMENDATIONS

- Note that there are a number of parallel processes underway that may impact on the PRS Committee's role in performance review
- Note that this appears to be a matter that will fall into the remit of the Short Life Working Group on future local democratic and governance arrangements.
- Agree that the views in this paper are forwarded to the Short Life Working Group on future local democratic and governance arrangements.

There are no financial implications from this paper

ARGYLL AND BUTE COUNCIL

PERFORMANCE REVIEW AND
SCRUTINY COMMITTEE

CUSTOMER SERVICES

26 MAY 2016

Performance Review and the Role of the PRS Committee

2.0 INTRODUCTION

- 2.1 Argyll and Bute Council has a mature Planning and Performance Management system, which makes provision for both officer and member review and scrutiny of performance information.
- 2.2 The PRS Committee Development Day in August 2015 focused on developing the committee's role in and understanding of the scrutiny process. The Committee considered that it would now focus its attention more on its scrutiny role and would like to see a change to the way performance review is carried out by the committee.
- 2.3 There are a number of parallel reviews underway that may impact on the PRS Committee's role in performance review, including the Short Life Working Group on future local democratic and governance arrangements.

3.0 RECOMMENDATIONS

It is recommended that the PRS Committee:

- 3.1 Note that there are a number of parallel processes underway that may impact on the PRS Committee's role in performance review
- 3.2 Note that this appears to be a matter that will fall into the remit of the Short Life Working Group on future local democratic and governance arrangements
- 3.3 Agree that the views in this paper are forwarded to the Short Life Working Group on future local democratic and governance arrangements.

4.0 DETAIL

- 4.1 The PRS Committee was established by the council to Review Performance and carry out a scrutiny function of the council's business. It has a role that complements the Audit Committee, in that the Audit Committee ensures that there are management arrangements in place to comply with regulations and best value, whilst the PRS Committee scrutinizes to ensure that agreed policy

delivers on the outcomes in pursuit of best value.

- 4.2 In terms of performance management, the Council's Planning and Performance Management Framework (PPMF) sets out a detailed process for ensuring that the council's resources are targeted towards delivering on the priorities as set out in the Single Outcome Agreement/Local Outcome Implementation Plan and the Council's Corporate Plan. The PPMF makes provision for plans to be reviewed and scrutinized via a scorecard. The PPMF sets out clearly that there is alignment from the SOA down through service and team plans to each individual employee in their PRD.

At the core of the PPMF are the council's service plans, which contain outcome based budgeting, align service resources (financial and HR) with service, corporate and national outcomes and are reviewed via service and departmental scorecards.

4.3 **Performance Review of Scorecards - Officers**

Scorecards are reviewed on a least a quarterly basis at officer level, with regular bilateral meetings between Heads of Service, Directors and the Chief Executive. The scorecards feature regularly on service management team meetings and are used to identify areas for improvement in the services. Corporate indicators on the scorecard, such as customer satisfaction, attendance management, risk exposure etc are subject to discussion and improvement actions at a range of officer bodies, such as the Customer Services Board, the HR Board and the Strategic Management Team. PRDs are carried out with employees on an annual basis and are the important, individual element of the PPMF, setting out for and with the employee their contribution to delivery of the strategic outcomes. This is a well-established process, which is an effective and well used performance management and improvement tool.

4.4 **Performance Review by Strategic Committees**

In 2013, the council established strategic committees: Community Services, Economic Development and Infrastructure and the Policy and Resources Committee. The PPMF was updated to reflect this change to political management arrangements and the appropriate departmental scorecards are now reported quarterly to these strategic committees. This enables the elected members on these committees, which have oversight of all the service related issues, policy developments and resource planning, to have an overview of the performance of the service, to review it and to present challenge to the Chief Officers on their performance if required. This is now well established.

4.5 **Performance Review and Scrutiny Committee**

The scorecards are then reviewed again at the PRS Committee. The same performance information and commentary is presented to the PRS Committee by Executive Directors as is presented to the strategic committees. The commentary is unchanged from the strategic committees, but the PRS is the only forum where all council scorecards are reviewed collectively and therefore

presents an opportunity to examine some of the council wide issues of performance. This has been particularly highlighted in the interest that the PRS Committee has taken in attendance management, which has been the subject of regular and detailed reporting to PRS.

The PRS Committee is well rehearsed in reviewing the council's scorecards and has expressed a view that, as the information has already been reviewed by both senior management and by the strategic committees before it is presented to PRS, this is now a duplication of effort. However, the PRS Committee is the only committee of the Council where all performance scorecards are reviewed collectively.

The PRS Committee has, at its Development Day in August, agreed to place greater emphasis of its business on scrutiny, as it is content that performance review is being well managed by the other arrangements that are in place and that it is a well-established part of the council's business.

4.6 Remit of the PRS Committee

The PRS Committee has in its terms of reference a responsibility to review performance, so it must continue to satisfy itself that performance by council services against the targets that they set is on track. As currently stands, the PRS Committee retains responsibility for performance review.

4.7 Factors influencing PRS performance review

The members of the PRS have made it clear, from their Development Day discussions and at subsequent meetings, that they wish to place less emphasis during their meetings on performance review, as they consider that they are duplicating the performance review activity that is carried out by both senior officers and members of the Strategic Committees before the information comes to the PRS. There are a number of parallel reviews of performance related activity currently underway that will influence the future direction of performance management and review and will impact on the approach taken by the PRS Committee in its performance review role.

Short Life Working Group – future local democratic and governance arrangements

A forthcoming review of the council's future local democratic and governance arrangements has been agreed by Council and will be taken forward by a Short Life Working Group. This review will look at the business of all council committees, including the PRS, so may make recommendations on its role.

SOA – review of local outcome indicators

This review is still underway and is reducing the number of outcome indicators in the SOA/LOIP from over 300 to approximately 50. Council officers are engaged in this process and it will have an impact on the service planning process and performance information required for 2017/18. This may have an impact on

measures and outcomes,

Service Choices – Review of Improvement and HR

The IHR service, which oversees the PPMF, performance information, improvement and the underlying systems, has a savings target of 25% to meet by 2018. As a predominantly people based and relatively small service, the shape of the new team will be even smaller, with a resultant impact on the resource available to support highly complex performance management information. A simplification of the process will be required and the shape of the new service, and its priorities, is currently the subject of consultation amongst senior managers, including the newly appointed Chief Executive.

4.8 Next Steps

All of the activities above will have an impact on the look and feel of performance information and how it is reviewed by the Council and all its committees in future. This clearly aligns with the desire of the PRS Committee to reduce any duplication of effort and to simplify the performance information that is presented to it.

5.0 CONCLUSION

5.1 The council has a well-established performance review and management process in place. The role of the PRS is now focusing more on scrutiny, yet it retains a responsibility for performance review. There are a number of parallel processes underway at present that will impact on both political management arrangements for the council and performance management, which will all have an impact on the PRS Committee's role in performance review. A further update report will be brought to committee in August.

6.0 IMPLICATIONS

- 6.1 Policy None
- 6.2 Financial None
- 6.3 Legal None
- 6.4 HR None
- 6.5 Equalities None
- 6.6 Risk None
- 6.7 Customer Service None

Executive Director of Douglas Hendry – Executive Director, Customer Services

For further information contact: Jane Fowler, Head of Improvement and HR

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ARGYLL AND BUTE COUNCIL**PERFORMANCE REVIEW AND
SCRUTINY COMMITTEE****26 MAY 2016**

EMPLOYABILITY SERVICE CONTRACT

1.0 EXECUTIVE SUMMARY

- 1.1 The Performance Review and Scrutiny Committee has delegated powers in terms of the Scheme of Administration and its Terms of Reference. This includes responsibility for scrutiny in relation to commenting on decisions and policies agreed by the Council and other committees, and the impact they have on Argyll and Bute as an area, and making recommendations as appropriate.
- 1.2 Good Scrutiny provides a critical friend challenge to decision makers, enables the voice of the public and should be for the purpose of driving improvement.
- 1.3 At a special meeting of the PRS Committee 18 March 2016, the Committee agreed a formal scrutiny review of the Employability Service be undertaken. Terms of Reference were also agreed, the purpose and objectives being:
 - 1) To examine the financial management of Employability service including governance and reporting arrangements,
 - 2) To make recommendations for improvements.
- 1.4 The overarching remit of the Employability service is to assist long term unemployed people into sustainable employment. Over the past 15 years, the team has assisted approximately 2,450 people access long term employment.
- 1.5 In respect of social benefit and initiative success the Committee acknowledges that the service is recognised as performing well. The Committee further notes that unlike other local authorities, the Employability service is not core funded. Notwithstanding this success, Members of the Committee have specific concerns regarding financial management, governance and reporting arrangements.
- 1.6 A workshop session was held on 26 April 2016 with members of the Committee and officers from the Economic Development and Strategic Transportation services together with officers from Strategic Finance.
- 1.7 This report provides comments and recommendations arising from the Committee's scrutiny activity which included officer presentations, responses from workshop question and answer sessions and a review of available documentation.
- 1.8 Recommendations made cover a number of areas and are underpinned by a requirement to ensure robust procedures and arrangements are in place which allow for effective, timely monitoring and reporting both at operational and Member level.

EMPLOYABILITY SERVICE CONTRACT

2.0 INTRODUCTION

- 2.1 This report provides comments and recommendations arising from the Committee's scrutiny of the Financial Management, Governance and Reporting arrangements in respect of the Council's Employability Service contract.

3.0 BACKGROUND**3.1 Overview**

- 3.1.1 The Employability team in Argyll and Bute supports the long term unemployed and helps people to access skills, training and jobs. The former Executive Committee of the Council agreed in June 2011 that the Argyll and Bute Employability team would deliver the UK Government's Work Programme and gave approval to enter into a contract with Working Links to enable the team to deliver the work of the programme throughout Argyll and Bute, part of West Dunbartonshire, the Highlands, Western Isles, South West Inverness and Nairnshire.
- 3.1.2 The Financial Model associated with the delivery of the programme was configured in a way that the Employability team gains the majority of its funding from Contract income with only a very small £3k revenue contribution from the Council. In the paper to Executive Committee June 2011 it refers to a "*cost neutral service*". Further reference is made to "*sufficient reserves to cover a short-fall in customer income for a period of 18 months to cover redundancy costs for the whole team*".
- 3.1.3 In the same paper, a risk strategy is outlined which covers a range of potential risks. Exit Strategy mitigations are noted as being "*A robust financial model is in place as a key element of the business plan for the delivery of the work programme which will enable the Employability Team Manager to review performance on an ongoing basis with key trigger points with regard to potential exit from the contract and associated costs.*"
- 3.1.4 From the outset of the programme in 2011/12 through to 2014/15 expenditure consistently exceeded income. Total deficit from the same period was in the region of £715k with in year deficits ranging from £108k to £294k.
- 3.1.5 In order to fulfil the commitments of the contract until the end of 2017/18, the Council were requested to approve a request for an additional £456k (inclusive of redundancy payments) to be covered by Argyll and Bute's general fund as a one-off obligation.

3.2 Issue 1 – Financial Management

3.2.1 During the course of the Committee's scrutiny, it became apparent that financial management arrangements were very weak. The Committee has identified a number of areas which in their view give cause for concern:

- Interaction between service staff and strategic finance staff was minimal throughout the first 3 years of the initiative. This was due to the external (Contract Income) funding nature of the programme which resulted in this area not being subject to the same robust monitoring and forecasting protocols associated with revenue budget activity.
- Roles and responsibilities were not clearly defined. This was further complicated by considerable staff turnover within the service during the period. This contributed to a perceived lack of ownership which resulted in a clear lack of challenge or investigation into underlying reasons for the adverse outturn position. It is not clear who held budget holder or financial responsibility.
- The aim of being self-funding as stated in the Executive paper of 2 June 2011 was never achieved in respect of Income and Expenditure. The Committee view is that the availability of off-setting reserve funds appears to have diluted the importance of this objective.
- Despite reference to an exit strategy and associated mitigations including robust financial monitoring and key trigger points, the Committee is not assured that sufficient review activity or management action was undertaken for the first 3 years of the programme. The Committee does acknowledge that some financial cost reduction activity commenced in financial year 14/15 and that there was improved interaction between Strategic Finance and Service staff, however, by this time year on year deficits of £130k, £182k and £108k had been recorded.
- The contract has been referred to as being "commercial" in nature. Given this interpretation the Committee is disappointed to note a lack of some basic financial protocols such as management accounts, financial analysis of income streams, expenditure review and cash flow forecasting.
- During the course of the Committee's scrutiny it has been suggested that the funding model was perhaps flawed from the outset. A complex client base together with the rural nature of the area covered meant that income generation was more difficult to achieve in the latter years and expenditure was inherently higher than similar "urban" type initiatives. The Committee is disappointed to note that no escalation in financial monitoring took place despite an awareness of these issues.

3.3 Issue 1 – Recommendations

- 3.3.1 The Council should request officers to review financial monitoring protocols in place for dealing with externally funded initiatives to ensure that Services and Strategic Finance have a coordinated and consistent approach.

Any such approach should ensure management and Members are fully sighted on initiative status including outturn position, any cost and demand pressures, compliance or otherwise with award / contractual criteria and performance with agreed financial aims, i.e. breakeven, cost neutral, return on investment.

- 3.3.2 The Council should request officers to review roles and responsibilities to ensure these are clearly defined and to further ensure that should there be any staff turnover, continuity and information flow is not compromised.
- 3.3.3 The Council should request officers to review its business case process to ensure that financial modelling is robust and that any associated risk is actively managed and reported.

3.4 Issue 2 – Governance and Reporting Arrangements

- 3.4.1 Governance and Reporting arrangements at Strategic and Operational level can be described as ad-hoc. The Committee was unable to determine whether a programme of reporting had been agreed or discussed. Concern was raised in relation to adequacy, profile, recording and timeliness.

- 3.4.2 There was a clear lack of formal reporting of key financial milestones and/or trigger points. Over the period June 2011 through to August 2015 there was only one specific report to Council or a Committee of the Council on Employability service. This was in January 2013 which did reference a potential red risk in relation to income generation however did not provide any detailed commentary in the body of the report and did not reference a first year deficit of approximately £130k or indeed a potential in year deficit of £182k.

- 3.4.3 During the course of the scrutiny it was intimated to members that Governance was partially covered by means of reference to performance reporting which took place via the PRS committee. This is a headline performance report which is also discussed at DMT, SMT and Area Committee. The Committee acknowledge reference is made to team challenges within a substantial document pack, however, reject the view that this provides adequate governance and furthermore do not accept that the narrative provided draws sufficient profile or importance to the significant underlying issue.

- 3.4.4 Service staff have acknowledged, with hindsight, that reporting to the Council should have been on a more regular basis and the Committee concur with this view.

- 3.4.5 In the June 2011 paper, a comprehensive risk assessment is appended to the report. Income generation, support from the Council and an exit strategy are

identified and classified as risks, unfortunately, there does not seem to have been any further reference, update or reporting of these risks on an on-going basis.

- 3.4.6 In the January 2013 Paper to Council, a performance update was given which provided comprehensive data in relation to outcomes. Specific reference was made to job outcomes being essential to the financial sustainability of the service in the medium and longer term. The report then refers to indicative internal outcomes targets being set to assist with monitoring sustainability. During the review the Committee was able to ascertain that no further follow up activity took place in relation to this important control.
- 3.4.7 Also contained within the January 13 report is reference to a robust financial model which will enable performance to be reviewed on an on-going basis with key trigger points with regard to exit from the contract. Again during the review it was ascertained that the service did not follow up the noted action and no formal review activity took place.
- 3.4.8 Officers made reference to discussions taking place at Departmental Management Team (DMT) level however these discussions did not lead to any form of strategic reporting.

3.5 Issue 2 – Recommendations

- 3.5.1 The Council should request that officers give consideration to development of standard governance and reporting protocols for these types of contracts or projects. As part of this consideration, the development of a reporting format should be defined to ensure that financial objectives and outcomes are given appropriate weighting. Consideration should also be given to the reporting requirements at both operational and strategic level.
- 3.5.2 The Council should request that officers give consideration to tracking and /or monitoring of actions which are outlined in reports to Members to ensure that these are undertaken and /or where plans have changed, appropriate agreement / authorisation is evident.
- 3.5.3 The Council should request that officers give consideration to current performance reporting arrangements, specifically whether this method allows issues of material importance to be drawn to the attention of members.

4.0 RECOMMENDATIONS

- 4.1 The Council should request officers to review financial monitoring protocols in place for dealing with externally funded initiatives to ensure that Services and Strategic Finance have a coordinated and consistent approach.

Any such approach should ensure management and Members are fully sighted on initiative status including outturn position and variation from forecasts, any

cost and demand pressures, compliance or otherwise with award/contractual criteria, performance with agreed financial aims, i.e. breakeven, cost neutral, return on investment.

- 4.2 The Council should request officers to review roles and responsibilities to ensure these are clearly defined and to further ensure that should there be any staff turnover, continuity and information flow is not compromised.
- 4.3 The Council should request officers to review its Business case process to ensure that financial modelling is robust and that any associated risk is actively managed and reported.
- 4.4 The Council should request that officers give consideration to development of standard governance and reporting protocols for type of contract or project. As part of this consideration, the development of a reporting format should be defined to ensure that financial objectives and outcomes are given appropriate weighting. Consideration should also be given to the reporting requirements at both operational and strategic level.
- 4.5 The Council should request that officers give consideration to tracking and/or monitoring of actions which are outlined in reports to Members to ensure that these are undertaken and/or where plans have changed, appropriate agreement/authorisation is evident.
- 4.6 The Council should request that officers give consideration to current performance reporting arrangements, specifically whether this method allows issues of material importance to be drawn to attention of members.

5.0 CONCLUSION

- 5.1 The Employability service is acknowledged as being successful in terms of outcomes achieved. However during the course of the Committee's scrutiny a number of material issues were identified, which regardless of outcome success, are of significant concern to members of the Committee. Financial management arrangements were deemed weak with minimal basic reporting controls in place. Insufficient profile or importance was given to consistent year on year six figure deficits. Governance and reporting arrangements were poor with limited reference to issues arising. Any available commentary in relation to any challenges facing the service did not make clear any financial trends and their implications.

6.0 IMPLICATIONS

- 6.1 Policy: Potential revisions to year end flexibility policy in respect of control account governance.
- 6.2 Financial: None
- 6.3 Legal: None
- 6.4 HR: None
- 6.5 Equalities: None
- 6.6 Risk: The Council must ensure that when entering into contractual obligations, appropriate due diligence is undertaken which, although not an exhaustive lists, covers topics such as financial modelling, roles and responsibilities and where appropriate, shared risk arrangements.
- 6.7 Customer Service: None

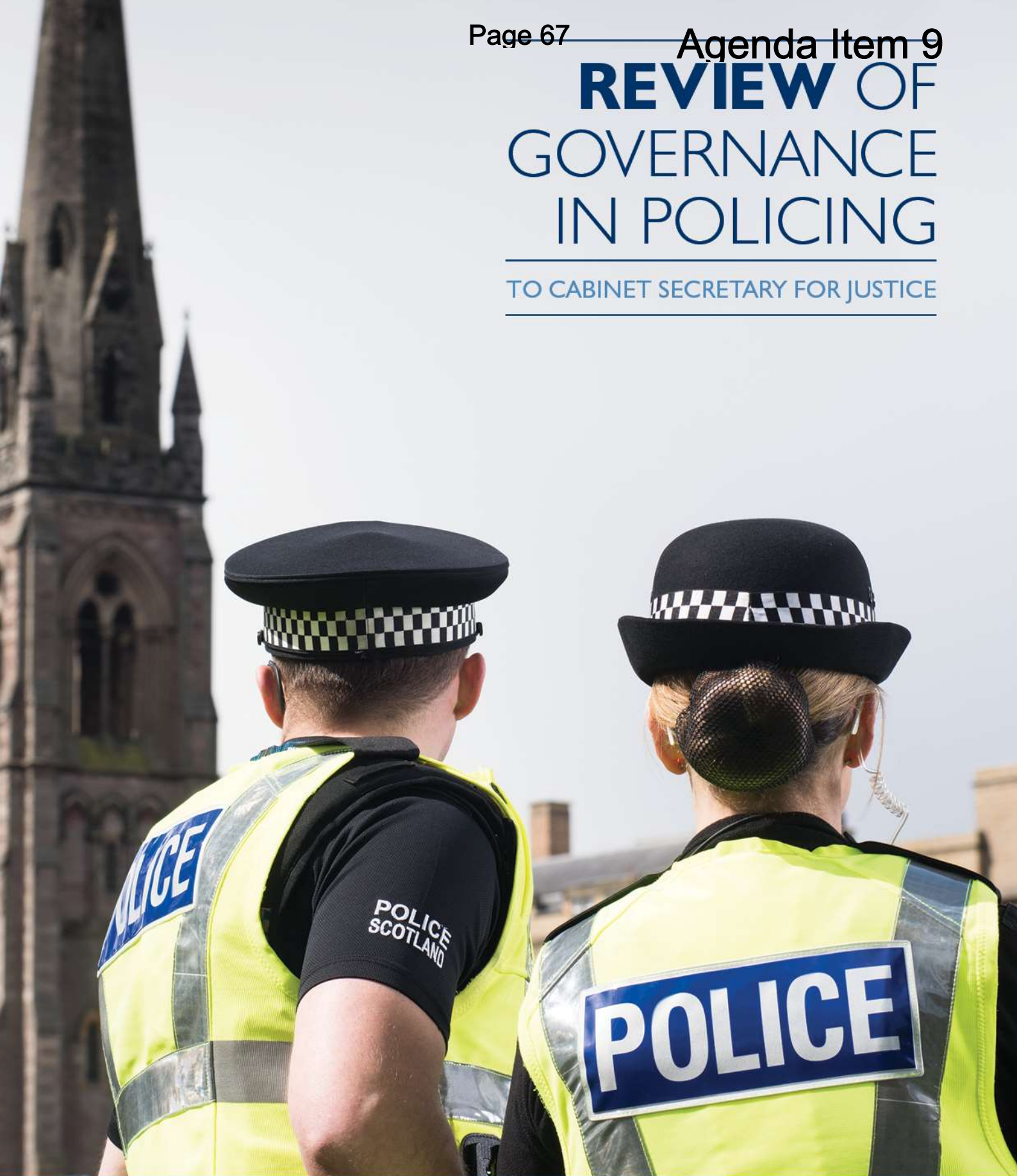
26 May 2016

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REVIEW OF GOVERNANCE IN POLICING

TO CABINET SECRETARY FOR JUSTICE



AUTHOR: ANDREW FLANAGAN
Chair of the SPA

MARCH 2016

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FOREWORD

Upon taking up post in September 2015, the Cabinet Secretary for Justice asked me to conduct a rapid review of the governance arrangements in policing in Scotland, and report back to him within six months. As such, this review and report is a personal view. It is not a report by the SPA, its Board or the advisory Reference Group established as part of the review. The conclusions and the related recommendations contained in this report are my own. However both the Board of the SPA and the Reference Group have seen this report and are content to endorse it.

In conducting this review, I have found that after three years of operation much has been achieved and I acknowledge the work undertaken by both the SPA and Police Scotland in setting up both organisations. Local authorities have also had to adapt to the new arrangements and a lot of effort has been undertaken to establish Local Scrutiny and Engagement Committees. There is now the opportunity to build on lessons learned from experiences to date; listening to wide ranging feedback from stakeholders; and recognising the respective roles and responsibilities of the statutory bodies which make up the governance landscape.

In discussions with the Reference Group, and reviewing a number of different governance models, I am satisfied that the SPA is an appropriate model for governing a national police service. However, there are a number of recommendations in this report for the SPA, Police Scotland and other stakeholders which together can improve the effectiveness of this model.

Overall, I expect this governance review and associated recommendations to lead to increased clarity in the role of the SPA, focus its work on strategic governance matters, and appropriate delegation to allow Police Scotland to deal with operational requirements within defined parameters while still holding the Chief Constable to account for the performance and quality of policing. It will also allow for local accountability to be fully discharged in accordance with legislation and the Scottish Government's Programme for Government.

It is important to note that this report is very much a stepping stone on the process of reform and continuous improvement in policing across Scotland. It would never have been possible within the six month reporting period to have assessed the status quo and to generate a series of specific actions that could have been appropriately designed and implemented. My own assessment of the current arrangements indicates that further consideration and detailed implementation plans are required in each of the workstreams in order to take the recommendations forward.

Assuming my recommendations are accepted by the Cabinet Secretary for Justice, these are workstreams which will continue across different organisations, and at a pace which depends on the availability of resources, and competing priorities. However, I have provided indicative timescales where appropriate.

I intend to re-visit this report and its recommendations in 12 months' time to ensure they have progressed at a sufficient rate and remain relevant. I will include a commentary on this work as part of the annual reporting of the SPA's performance.

I would like to thank those who have contributed to this governance review from across the different stakeholder groups – each and every idea, proposal and comment has been reviewed and assessed. With so many wide ranging views it is hard to meet everyone’s expectations. However, I believe that the recommendations set out in this report will go a long way to resolving the issues and concerns raised.

A handwritten signature in black ink, reading "Andrew Flanagan". The signature is written in a cursive style with a horizontal line at the end.

**ANDREW FLANAGAN
CHAIR, SCOTTISH POLICE AUTHORITY**

EXECUTIVE SUMMARY

1. This report is the result of a review by the Chair of the SPA, Andrew Flanagan, requested by the Cabinet Secretary for Justice in September 2015. It was conducted in accordance with the prescribed Terms of Reference, supported by a Reference Group to assist and advise the Chair, and an officer team from the SPA.
2. The review took into account evidence from the first three years of operation of the SPA and Police Scotland since their inception in 2013. We also reviewed other governance bodies and models to establish experience and areas of best practice. A consultation exercise was conducted to obtain views, and any concerns, from a wide range of stakeholders.
3. The work has focussed on the four workstreams set out in the Terms of Reference – Local Engagement; SPA Structures & Skills; Information Requirements & Processes and Stakeholder Engagement.
4. In addition, I have reviewed the context of the governance model that has been adopted and compared this to other governance models and what is considered best practice. I have concluded that it is an effective model but that improvements can be made in the way it operates.
5. I have made some recommendations to tighten its role in accordance with the legislation and reinforce and promote the positioning and authority of the SPA.
6. In terms of local engagement, the key issue is that local scrutiny bodies do not feel they are sufficiently listened to regarding local policing and they are unable to input into national policy issues. Local commanders do not have sufficient autonomy to adapt national policies to meet local requirements.
7. I have set out a number of recommendations to improve the communication and engagement processes of Police Scotland at a local level and proposed a more formal approach to escalation of issues. I have also suggested a more formalised relationship between local scrutiny bodies and the SPA.
8. The structures and skills of the SPA have been reviewed thoroughly. Although the SPA has operated for three years, the speed with which it was established and experience to date suggests a more structured and defined approach needs to be taken in terms of how it conducts its business. The skill requirements of both members and staff need to be better aligned to its purpose.
9. The recommendations in this area include refining the SPA's areas of responsibilities, more clearly defining its relationships with other stakeholders, and more clearly defining how it will operate including taking a more strategic approach with clearer lines of delegation. This will then inform the skills and expertise required by members and staff, and determine how the SPA fulfils its responsibilities and interacts with Police Scotland.
10. Information requirements from Police Scotland have not been sufficiently well defined by the SPA. There are some difficulties in providing information due to legacy systems but Police Scotland need to be more open and transparent in providing information to the

SPA where it is available. The analysis and benchmarking of information available has not been sufficiently rigorous.

11. My recommendations in this area involve a more systematic approach to the collation, analysis and reporting of information. This will require a fundamental review of the underlying systems and processes used to deliver this information.
12. Stakeholder engagement by the SPA is generally good. Local engagement has been covered earlier but the SPA has strong and well-networked relationships with the wider stakeholders in the Justice system. However it could do more to develop its role and its engagement with the broader government agenda and an extended group of stakeholders.
13. Recommendations involve setting out a clear plan of stakeholder engagement with defined aims and allocated responsibilities.
14. This report identifies 30 overall recommendations in total. A complete list is contained in Appendix 1. In forming these recommendations, I have also taken cognisance of the other areas of work referenced in 'A Stronger Scotland – The Government's Programme for Scotland 2015-16. They are generally high level recommendations in most instances to allow further detailed work to be identified and implemented.
15. Where possible, I have identified the appropriate lead body to take these recommendations forward if accepted by the Cabinet Secretary for Justice, and given an indicative timescale subject to when these recommendations are accepted and any resource constraints.
16. Subject to the views of the Cabinet Secretary for Justice, we will set out a timetable for implementation and report back on progress to Scottish Government and through our annual reviews.

BACKGROUND

17. The Scottish Police Authority (SPA) was established under the Police & Fire Reform (Scotland) Act 2012 and came into being on 1 April, 2013. It was created as the oversight and governance body for the Police Service of Scotland (Police Scotland), a single police service created from the amalgamation of the 8 regional police forces and one national agency previously serving Scotland.
18. The SPA has responsibility for setting the strategic direction of policing, funding arrangements, monitoring performance, driving continuous improvement, promoting the policing principles and holding the Chief Constable to account for the policing of Scotland. It is ultimately accountable to Parliament and its Chief Executive is the Accountable Officer.
19. In addition to its oversight of Police Scotland, the SPA has direct responsibility for a number of other functions. These include managing the Forensics Service, Independent Custody Visiting and Complaint and Conduct processes for Senior Police Officers.
20. The Authority comprises a Board and professional staff. The Board comprises a Chair and between 10 and 14 Members. The Chair and member appointments are subject to the public appointments process and are made by the Cabinet Secretary for Justice.
21. On 3 September 2015, the Cabinet Secretary announced that following the appointment of a new Chair (Andrew Flanagan), he had requested the Chair to conduct a review of the governance arrangements that the SPA had in place. The Cabinet Secretary requested the Chair to report back in March 2016. The Terms of Reference for the review are attached as Appendix 2. This is a relatively tight timescale and some of the recommendations included in this report are framed as suggestions for further work rather than being more definitive.
22. It was expected that the Governance Review would include examination of the experience of the Authority since its establishment and identify areas for improvement.
23. There were four workstreams identified in the Terms of Reference covering local engagement; the structure and skills of the SPA; information requirements; and stakeholder engagement.
24. To assist the Chair, a Reference Group was established to provide advice and additional experience. The group included members drawn from the SPA Board, Local Authorities (both elected members and officials), academia, directors of other public bodies and governance experts. The membership of the Reference Group is detailed in Appendix 3.
25. No serving Police Officers were members of the Reference Group however senior officers, including the new Chief Constable Phil Gormley, have attended meetings of the group and have provided views and inputs to the deliberations.

METHODOLOGY

26. A review team was established within the SPA under the direction of the Chair to carry out a number of activities to assist the review. The review has been conducted through four distinct phases.
27. The first was a desk based information review of the different forms of governance that exist, what is considered good practice and what other models of police governance exist outside of Scotland especially in those countries which have single police services. This also examined the SPA's current processes.
28. Secondly, a consultation exercise was conducted to garner views both in terms of how governance had worked to date and what improvements could be made. We sought the views of a wide range of stakeholders and had responses from a large number of sources including Local Authorities, Unions, Police Officer representative bodies, policy and academic research bodies and individual responses. A number of face to face and telephone interviews were also undertaken. Details of the numbers of responses are listed in Appendix 4.
29. The third step has been to collate and distil this information into the different workstreams, identify common themes and perceived gaps or weaknesses in governance and examine possible solutions. Working with the Reference Group, we have examined the existing structure of the SPA and the processes and procedures it has adopted. We have compared this with alternative governance models and examined what constitutes good practice. For any issues raised either through this work or through consultation we have looked at causes, possible solutions and identified recommendations.
30. The final step has been to further refine the recommendations in conjunction with the Reference Group and complete the report.
31. As stated in my foreword, this review and report has been prepared by me as Chair of the SPA. It is not a report by the SPA, its Board or the Reference Group. Its conclusions and the related recommendations are therefore my own although it has been endorsed by the Reference Group and Members of the Board of the SPA.

FINDINGS

General Overview of Governance

The key issue:

32. Over the initial three year period of operating a single force and national oversight body, it has become apparent that there are mixed expectations and knowledge about the roles of the different bodies which make up the governance arrangements for Scottish Policing.

Wider context:

33. The legislation (Police and Fire Reform (Scotland) 2012 Act) is specific regarding the respective roles that SPA, Police Scotland, HMICS, PIRC, Audit Scotland and Local Scrutiny Panels are required to perform. Issues appear to have arisen due to variations in interpretation of the legislation and insufficient communication and promotion of these roles.
34. It is possible for SPA to work within the current powers granted to it within the current legislative framework – what is required is greater awareness across the justice and political arena regarding roles and responsibilities, relevant demarcation between the relevant bodies and appropriate use of SPA commissioning other bodies to conduct work on its behalf.

Personal commentary:

Governance Models

35. There is no set or standard model for governance. Each organisation must establish what is appropriate based on the context in which it is operating and build a framework for governance based on principles of best practice.
36. In terms of context, a key *raison d'être* of establishing the SPA was to provide an arms-length body to hold the Chief Constable to account, whilst providing clear separation between politics and policing.
37. The SPA's democratic accountability comes through the appointment of its board members by government ministers, who themselves are elected. This process is conducted through the Public Appointments process, which then recommends a selection of possible Board candidates for approval by the Cabinet Secretary.
38. The SPA itself is accountable to Ministers and Parliament, whereby the Ministers and Scottish Government make appropriate legislation, establish broad principles, and grant relevant budgets, but it is for the SPA to then decide on its approach to delivering its function.
39. In some governance models such as Police & Crime Commissioners in England, or the Swedish model where the police are directly overseen by the Swedish Parliament, more direct elected democratic accountability is possible. However, these models were seen to have a number of issues with them.

40. For instance, the Swedish model seemed to result in less oversight of policing generally as politicians were reluctant to be seen to interfere. However, the opposite effect could have arisen whereby direct democratic oversight may be used to direct policing, have too much engagement, and may be seen as political interference in policing activities. In either scenario less effective governance of policing could take place.
41. Having reviewed various different models from around the world, I am satisfied that the current structure of a police authority at arms-length from government to oversee policing is a good one. I do not therefore propose any fundamental or structural change to existing arrangements. However, later in the report, I make a number of recommendations on how the SPA could improve its governance arrangements along with some organisational changes.
42. The SPA has yet to be seen to be sufficiently separate from Government or to fully establish its role and authority. There is now a more linear relationship in that the Chief Constable is accountable to the SPA, and the SPA is in turn accountable to Scottish Government and Scottish Parliament. This model needs to be more fully understood and followed by all stakeholders to allow the SPA to become more effective and credible in its statutory role.
43. To further enhance democratic accountability, alternative options to Board Membership were discussed by the Reference Group, including the possibility of directly elected Members. While this has pros and cons, on balance I decided this is not appropriate as it risks creating representatives rather than a board with collective responsibility and it also introduces the potential for a political dimension when the *raison d'être* is to separate policing from politics.

Recommendation 1	Indicative Lead	Indicative Timescale
The SPA must govern and oversee Police Scotland within the legislative framework which has been agreed, with appropriate reporting to Scottish Government in accordance with statutory requirements. The role of the SPA and its relationship with Police Scotland should be clearly defined and communicated more widely.	SG / SPA / Police Scotland	Immediate and ongoing

Recommendation 2	Indicative Lead	Indicative Timescale
As the SPA strengthens its governance procedures, the Scottish Government, SPA and Police Scotland should review working arrangements and protocols to ensure these reinforce and promote the positioning and authority of the SPA.	SG/SPA/Police Scotland	By end September 6 Months

Principles of Good Governance

44. The SPA has no comprehensive, unified written governance framework under which it operates. While there are a number of operating procedures and policies that are well documented, there are also a number of areas where the SPA uses custom and practice which has been created on a relatively ad hoc basis since its creation. There are also gaps where no specified procedure or protocol exists.
45. The lack of consistent adherence to an overarching framework and guiding principles can lead to a misconception of the role of the SPA, its responsibilities and how it interfaces to other organisations including Police Scotland.
46. There are readily available, well researched and well accepted models of good governance from organisations such as the Good Governance Institute, CIPFA and others. These set out the principles which can be adopted and guidance on how to create a refined governance framework. Reference Group discussions highlighted that the following set of principles could be an effective base to look at internal governance of Police Scotland:
- i. Universally understood
 - ii. Able to be complied with
 - iii. Effective
 - iv. Proportionate
 - v. Transparent
 - vi. Risk based
 - vii. Responsive
 - viii. Cost effective
47. Such a revised framework should then guide the modus operandi for the organisation and in addition can help create further clarity on the parameters of delegated authority and the demarcation lines of responsibility between the Authority, Police Scotland and other stakeholders such as Scottish Government, HMICS or PIRC.

Recommendation 3	Indicative Lead	Indicative Timescale
The SPA should review, enhance and consolidate the current set of governance principles and governance framework to clarify the basis on which it intends to exercise its authority and meet its responsibilities in the future. This should also be used to agree the lines of responsibility between its partner bodies and stakeholders. All operating procedures and processes should be cross-referenced to the governance principles.	SPA	By end of August 2016 (5 months)

Workstream 1: Localism and Community Accountability

The key issue:

48. Local scrutiny bodies feel that they do not have a sufficient role in developing local police plans and determining local policing policies. Similarly, they have concerns regarding their ability to contribute to national policies. Even if consulted, they do not believe their community concerns are being listened to sufficiently. There is also a degree of confusion regarding the types of policing activity and performance information that should be scrutinised at a local level. Local commanders do not appear to have sufficient autonomy to adapt national policing requirements to community needs where appropriate.

Wider context:

49. The legislation articulates that the responsibility for community engagement and accountability lies within the remit of Police Scotland. The SPA's role is to ensure that this is carried out effectively as part of holding the Chief Constable to account.

50. The stakeholder views expressed during the information gathered for this review has demonstrated an appetite for greater clarity and also greater input into overall governance and oversight of policing performance at a local level. In the 'Programme for Government' announcement, the Cabinet Secretary had also signalled his intention to make sure that the Chief Constable will be required to undertake a new programme of public scrutiny sessions to provide more direct accountability for the performance of policing in local areas.

Personal commentary:

51. Principal responsibility for community engagement and accountability rests with Police Scotland under the relevant legislation. This is particularly focussed on the Local Scrutiny Committees of Local Authorities. While important, Local Scrutiny Committees cannot be considered a single route for local engagement.

52. It was clear before this review was requested and from the responses to our consultation that many local communities did not think engagement was working effectively.

53. A number of issues arose, including Stop & Search, Armed Officers, closure of police offices and traffic wardens, which created a feeling that the policing needs and desires of local communities were being overridden in the search for standardisation and efficiencies. It can be argued that some of these issues were driven by the desire of Police Scotland to improve the quality of service and indeed provide equity of service. However, the overriding perception has been that local communities are not being listened to and that local commanders do not have enough autonomy to make local decisions.

54. A number of Local Authorities felt it was not clear how their views on national and local policing policies are progressed through the chain of command and how they are taken

into account when Police Scotland make decisions. Local communities accept that their view will not always be accepted but, when they are consulted, inadequate feedback is provided on how a final decision has been arrived at. It is important to show both that feedback has been considered and to give the reasons why an alternative decision was arrived at.

55. Part of the issue may be that Police Scotland's command structure is divided between local policing and national specialist units. Specialist units are managed on a national basis to bring better expertise and to deploy it at a local level when necessary. These two aspects of policing only come together at Chief Constable level, with individual Deputy Chief Constables reporting their areas of command directly to him. It is recognised that there is a need to develop a better integrated service delivery model, which encompasses the need to protect and support all local communities by delivering services locally.
56. The main interfaces with Local Scrutiny Committees are the divisional commanders within Local Policing. This can create a situation where decisions made centrally risk being ineffectively communicated through to a local level, and divisional commanders may not be able to effectively consult with local communities or provide feedback in a timely manner.
57. Responses to the consultation indicate that where policing policy decisions go against local views, even if there is feedback, there is no clear route to challenge these decisions. This sense of frustration is exacerbated when inadequate feedback has been provided. Views expressed through the consultation process indicated that there was a strong desire for some form of escalation process perhaps through the SPA.
58. To address these concerns, the SPA had previously instigated its own approach to local engagement. Members, with support from SPA staff, were assigned to cover 3 or 4 Local Authority areas and were given responsibility to build relationships with and attend meetings of Local Scrutiny Committees. This has been welcomed and has worked to some extent. However, members are restricted in the time they can devote to this and the spread and number of committees mean that this approach is relatively superficial and inconsistent. It also risks the SPA being seen as a proxy for engagement rather than reinforcing the responsibility as Police Scotland's.
59. From the engagement that Members have had with Local Scrutiny Committees, it is clear that there is a wide variety of approaches that are being adopted across the country.
60. The SPA has to date not issued guidance on how Local Scrutiny Committees should operate in the belief that it is best in the interests of localism, for Committees to define what they see as appropriate for their community. There is also no mechanism or forum for Committees to share their experience and discuss what may represent best practice. While it is not for the SPA to dictate how committees should carry out their function, feedback from the consultation indicated a number of local authorities would welcome a way to share knowledge and experience. The SPA could act as a facilitator to ensure this happens.

61. In addition to not being able to formally escalate individual areas of concerns, the Local Scrutiny Committees have no official route to report on the overall quality of their engagement with policing. Committees are important contributors to local policing policy decisions and for preparation of the local police plans therefore the SPA needs to understand on a regular basis, the level of satisfaction that Local Scrutiny Committees have with this engagement. This could be done through a formal annual report from each committee to the SPA, underpinned by further evidence collated by SPA through a questionnaire. The outcome of such reporting could then be summarised and commented on by the SPA in its own Annual Review of Policing.
62. Some Local Authorities in the north of Scotland have formed a forum to discuss policing on a collective basis. Consideration is being given to include other local authorities to match the divisional structure of Police Scotland. This initiative if repeated elsewhere could be an extremely useful point of engagement for both Police Scotland and the SPA.

Recommendation 4	Indicative Lead	Indicative Timescale
Police Scotland should ensure that their local engagement programmes are directed at a wide range of local organisations. While a key audience must be the Local Scrutiny Committee, other parties such as Community Planning Partnerships must have an opportunity to understand and comment on policing activities, performance and plans.	Police Scotland	Current and ongoing

Recommendation 5	Indicative Lead	Indicative Timescale
Greater consideration needs to be given to the differing policing needs of local communities. While an aspiration of equality of service is commendable, any policy or practice must ensure that it is capable of being adapted in its implementation to make it more appropriate for local needs. In this regard, where possible, local commanders should be given more autonomy on how policies and practices are implemented while also achieving the overall policing aim.	Police Scotland	By end of August 2016 (5 months)

Recommendation 6	Indicative Lead	Indicative Timescale
Police Scotland should ensure that feedback provided by Local Scrutiny Committees is effectively responded to, including detail on how their feedback has impacted on decision making and, where it has not, the reasons for that decision. There must be clear communication channels that ensure feedback is directed through to decision makers and local commanders are fully briefed on why the final	Police Scotland	By end of June 2016 (3 months)

decision has been taken. Decisions relating to or activity by national units must be effectively relayed to Local Policing and an engagement plan initiated.		
Recommendation 7	Indicative Lead	Indicative Timescale
Police Scotland should establish a formal escalation process to allow Local Scrutiny Committees to record their disagreement with individual policing policy decisions. This process should ensure that major policy issues are resolved at senior officer level within Police Scotland rather than at Local Commander level. The SPA should be advised of any matters that require escalation.	Police Scotland	By end of June 2016 (3 months)
Recommendation 8	Indicative Lead	Indicative Timescale
The primary responsibility for local engagement rests with Police Scotland. The SPA Board should see its role as ensuring proper and effective arrangements are in place rather than attending Local Scrutiny Committee meetings. There should be a requirement on the SPA to assess annually how effective these processes are and they should formally seek feedback from committees as part of this process. The success or otherwise of local engagement should be reported on by the SPA as part of its Annual Review of Policing.	SPA	By end of June 2016 (3 months)
Recommendation 9	Indicative Lead	Indicative Timescale
The SPA should establish a process to share knowledge between Local Scrutiny Committees and should hold an annual forum to discuss issues and share experience.	SPA	By end of July 2016 (4 months)

Workstream 2: SPA Structures and Skills

The key issue:

63. The SPA was established in a short space of time with limited shadow operation. Initially there was uncertainty about where some responsibilities lay. It operated on an interim staffing structure until July 2014 and Members of the Board by necessity became involved in operational detail. How it carries out its functions is not clearly defined or documented. After three years of operation it is appropriate to review experience and ensure that the organisation has clarity on its role, the scope of its authority and has the necessary skills and expertise to deliver high quality governance of policing in Scotland.

Wider context:

64. The legislation which established the SPA sets out clear expectations of the purpose of the SPA and its responsibilities in governing policing. This created a new model for scrutinising policing and there is an increased number of stakeholders involved in this model. To effect this additional level of oversight, the legislation requires to be translated into a clear approach and detailed processes that the SPA will adopt. The inter-relationship between stakeholders also has to be clear and relationships have to be nurtured to ensure there is a collaborative and effective approach.
65. For governance to be effective, Police Scotland has to accept the greater degree of scrutiny that comes with being a single national service. The SPA, to establish its authority, has to have the capability and expertise to carry out its functions to the highest possible standards. Its requirements have to be clear and consistent and the relationship between the two bodies needs to be open and transparent.

Personal commentary:

66. The SPA is formed of a board of up to 15 members including the Chair and approximately 50 members of corporate staff. Its responsibilities are set out in legislation but essentially it has five main areas of responsibility – strategic direction of policing; funding & finance; promoting the policing principles; driving continuous improvement; and holding the Chief Constable to account.
67. The SPA also carries out certain service delivery functions. It directly manages the Forensic Service. It reviews complaint and conduct issues of senior police officers and it manages the Independent Custody Visiting service. It also appoints and can remove senior police officers from office.
68. The SPA's Chief Executive is the accountable officer responsible to Parliament for the budget of the SPA which, including Police Scotland, amounts to some £1.1bn excluding pension costs. The SPA is the legal employer of the approximate 23,000 police officers and staff, although Police Officers are warranted by the Chief Constable on behalf of the Crown. The SPA is also the contracting body with most external suppliers. It has no investigatory capability although it can request or commission this where necessary.
69. While the SPA is often referred to publicly as a watchdog, it has none of the regulatory powers or sanctions normally associated with a watchdog. It has to govern essentially through its relationships and influence rather than having a direct ability to instruct. This is intentional, as it allows the Chief Constable to carry out their statutory duties and maintain their operational independence. I do not believe it appropriate to request additional powers but the SPA should through its communications be clearer about its function and where regulatory powers actually rest.
70. There are a number of other public bodies which have influence and powers over policing in Scotland. These include Scottish Government, the Crown Office & Procurator Fiscal Service, Her Majesty's Inspector of Constabulary and the Police Investigations & Review Commissioner. Inevitably, this is a complex landscape and can lead to confusion about who does what and where the respective boundaries and demarcation lines lie. Much of this has been worked out by custom and practice in the three years since Police Scotland and the SPA were established. The Justice Board (of which the Chief Executive of the SPA and the Chief Constable are members) coordinates the work of various bodies

to achieve the effective operation of the justice system as a whole but some anomalies persist. An example would be the Forensic Service. This sits with the SPA as it helps the integrity of evidence for the Forensic Service to be separate from the police service. However, the Forensic Service does not have responsibility for ICT/Cyber evidence as this still sits within Police Scotland. Another example would be complaints and conduct matters which sit across Police Scotland, SPA and PIRC.

71. The Board of the SPA initially comprised a mix of members who had broad public sector or commercial experience, as well as a number of individuals who had experience of policing boards. (This experience was gained either through local authority police boards or having sat on the board of the Scottish Police Services Authority, a predecessor body which used to provide certain corporate or shared services to the 8 legacy forces.) While this ensured experience and continuity of policing knowledge, and was appropriate at the inception of SPA, there are a number of skills that are under-represented or missing as the SPA develops its governance role. Three new members and a new Chair were appointed in 2015 and this has addressed some of the skill gaps, but not entirely. Through resignations the Board now comprises 10 members plus the Chair. Seven of the members come to the end of their appointment period in 2016 and two members have indicated they do not wish to be reappointed.
72. When the SPA was created, no full time/permanent staff were in place and there was a lack of clarity over the role of the SPA and its relationship with Police Scotland. This led to some board members taking more direct operational and executive control. In addition, there was disagreement between the Board and Police Scotland over where responsibility for certain functions should lie, particularly in the corporate services area. While this matter is now resolved, there is a legacy of the Board being overly involved in operational detail which should be delegated to the SPA's officials and/or Police Scotland. There is a need to better define the role of the Board in terms of the SPA's statutory responsibilities and to take greater involvement in setting strategic direction and oversight of performance. As part of this, a clearer statement of matters reserved for the Board and those delegated to SPA staff and Police Scotland should be established.
73. The Board has established a number of Committees to assist with its work. These comprise: Audit & Risk; Finance & Investment; HR & Remuneration and Complaints & Conduct. In addition, there are certain more ad hoc task groups such as Business Change Working Group. While these are important focal points for the Board's work, there are areas such as strategy, performance and policy which are not covered. Each committee has terms of reference but in reviewing the work of the committees they are often involved in areas outside of the terms of reference. The work of a committee should be to allow a board to have more detailed examination of issues by those members more qualified. This requires that membership of committees must be aligned with the skill sets of the members. It will not always be the case that members have all the expertise required but currently committees only comprise board members and we do not use co-opted experts to bolster the skills of the committees.
74. The current terms of reference for the committees include decision making powers. In my view, committees should not have the ability to make decisions which are then binding on all members of the Board. As set out above, committees should allow for more thorough assessment of issues and then make recommendations to the board to

make decisions. On occasion, the board may delegate a decision to a committee but this should be exceptional.

75. The Board and its committees hold both public and closed meetings. There is confusion over which matters should be considered in each of these types of meeting. If committees have no decision making powers, they become working committees by default. Therefore, they should not be considered public meetings as they are assessing options for consideration which may or may not be approved. The main board however, is the decision making body, and the default position should be that it conducts its business in public with a clear set of criteria on when an issue should be considered in private. This clarity does not currently exist.
76. As set out earlier, the SPA has both governance and service delivery responsibilities. This requires that SPA staff have competencies in both areas. This poses challenges to get the right levels of skills and experience. It also means that focus can be impacted and priority setting can be difficult. In addition, certain governance functions have been set up to mirror or 'man mark' their counterparts in Police Scotland. This leads to duplication and a mismatch in seniority while at the same time not creating the right level of analysis and scrutiny.
77. While the Chief Executive is the Accountable Officer, £1.0bn of spend (more than 90% of the budget) is delegated to Police Scotland and is under the direct control of the Chief Constable. Until December 2015, the finance director of Police Scotland reported to a Deputy Chief Constable within Police Scotland and the CEO of the SPA had no explicit ability to direct this individual. In response to a seriously critical audit report, we have temporarily introduced a new role of Chief Financial Officer with direct reporting lines to the CEO. It is not desirable for the SPA to have direct line management of the finance function in this way as it blurs the responsibility and accountability of those who make the spending decisions. However, it is equally untenable for the person who has accountability to Parliament not to have the power to act when things are going awry.
78. The SPA does not have a comprehensive set of operating procedures and policies. Its modus operandi has been evolved on the basis of issues and circumstances. This is evident in some areas such as the appointment of senior officers. It is also the case that sometimes we use Police Scotland policies as proxies for our own such as Health & Safety or whistleblowing. In some cases this may be appropriate but on occasion such as whistleblowing there can be distinct and subtle issues which require different approaches.
79. A number of issues which relate to policy and procedures around policing have arisen since the inception of the SPA and Police Scotland. Stop & Search and armed policing would be examples. However, two important principles exist in policing. One is 'operational independence' which is intended to allow the police to conduct their business without being compromised by external influences. The other is 'policing by consent' which means that the police operate in a system whereby the public expects them to adhere to methods of policing that are acceptable to them. These two principles may sit in tension with each other. In the example of armed policing, there may be an operational requirement to have more armed and more overtly armed officers but this has to be balanced by the consent of the public who overwhelmingly wish to maintain a largely unarmed police service. In my view, the SPA sits at this crossroad and has

responsibility to reflect the public consent on police policy and procedures. This should not merely be a reactive oversight once an issue has come to the attention of the public but a proactive approach which seeks to avert concerns. At present, we do not have an approach or the capability to do this.

80. Most of the responsibilities of the SPA are clearly understood in general governance or business terms. However, the responsibility for holding the Chief Constable to account is ill-defined and open to interpretation. This has led to a perception that it is about taking him to task publicly when something goes wrong. Policing is by its nature about managing risk and unless it is operated in an entirely risk averse manner, which would be unrealistically expensive, then things will go wrong. There may be times when public criticism is appropriate but this has to be counter-balanced against the SPA's responsibility to support policing and to maintain public confidence. Therefore, the key question has to be - holding the chief constable to account for what? He has a set of statutory responsibilities, there are defined regulations and procedures under which he operates and he has executive responsibilities for establishing processes, systems and decision making. It is against this backdrop that he has to be held to account for both his and Police Scotland's performance against measurable outcomes. The SPA to date has not set out this framework nor the measures for which the Chief Constable will be held to account. Without a benchmark of expected performance, it is very difficult to establish accountability.

Recommendation 10	Indicative Lead	Indicative Timescale
Scottish Government should conduct a review of the original organisational structures and remits established as part of the Police & Fire Reform (Scotland) Act 2012 to ensure responsibilities are clear and consistent with the intentions behind the reform.	SG	By end of March 2017 (12 months)
Recommendation 11	Indicative Lead	Indicative Timescale
Consideration should be given to reorganising or removing the service delivery responsibilities of the SPA and reinforcing its purpose as a governance body. This would focus particularly on its current service delivery responsibilities for Forensic Services, Independent Custody Visiting and Complaints & Conduct.	SG/SPA	By end of September 2016 (6 months)
Recommendation 12	Indicative Lead	Indicative Timescale
Following the review at Recommendation 10, the organisational structure and skills of SPA staff should be reviewed with the aim of enhancing the governance skills and removing duplication.	SPA	By end of December 2016 (9 months)

Recommendation 13	Indicative Lead	Indicative Timescale
The SPA in conjunction with Scottish Government should undertake a review of the skills required by Board members and prepare an updated skills matrix which should inform future recruitment. This review will need to take account of the other recommendations in this report.	SG/SPA	Immediate and ongoing
Recommendation 14	Indicative Lead	Indicative Timescale
The SPA should review the role and responsibilities of Board members to ensure they are focussed on the strategic aims and responsibilities of the Authority. Matters reserved for the Board should be clearly defined and schedules of delegated authority both from the Board to SPA officials and from the SPA to Police Scotland should be reviewed and updated.	SPA	By end of August 2016 (5 months)
Recommendation 15	Indicative Lead	Indicative Timescale
A review of the number and nature of the Committees of the Board of the SPA should be undertaken to ensure they cover appropriately the work and responsibilities of the SPA. Committees should be seen as working groups who are able to conduct a 'deep dive' into key issues, and make recommendations to the full Board. They would not have decision making powers except when exceptionally delegated by the Board. Membership of the committees should also be reviewed and consideration given to increasing the breadth and depth of skills by introducing co-opted experts as members.	SPA	By end of June 2016 (3 months)
Recommendation 16	Indicative Lead	Indicative Timescale
SPA Board meetings which are principally for the purpose of decision making should be held in public. A clear set of criteria should be established for when matters may need to be held in closed session. These criteria should be publicly available. Meetings of committees are working sessions and should be held in private. All decisions will be made by the full Board based on recommendations from the committees. Agendas will be published in advance of the meetings.	SPA	By end of September 2016 (6 months)

Recommendation 17	Indicative Lead	Indicative Timescale
Governance of major projects and programmes should be overseen by SPA at an appropriate level, depending on the scale, scope and impact of each project. This could be achieved in a number of ways but must allow SPA to have full awareness of progress and identify when decisions have to be brought to the full SPA board.	SPA	Immediate and ongoing
Recommendation 18	Indicative Lead	Indicative Timescale
The Accountable Officer needs to be able to fully undertake his responsibilities to Parliament. This requires him to have strategic oversight of the finance function and an ability to make directions if necessary. So that lines of accountability and responsibility are not blurred, a protocol should be established which sets out the circumstances and the process by which such an intervention should take place.	SPA	By end of June 2016 (3 months)
Recommendation 19	Indicative Lead	Indicative Timescale
The SPA should conduct a comprehensive review of its operating policies and procedures in the context of the governance framework referenced in Recommendation 2 and any change in its service delivery responsibilities under Recommendation 10. Its policies and procedures should be consolidated into a single operating manual.	SPA	By end of September 2016 (6 months)
Recommendation 20	Indicative Lead	Indicative Timescale
The SPA should have responsibility for reviewing policing policy where this may impact on public perception and policing by consent. This should be a proactive process and done collaboratively with Police Scotland. The SPA should consider this in the context of its review of its committee structures and the skills matrix.	SPA / Police Scotland	By end of September 2016 (6 months)
Recommendation 21	Indicative Lead	Indicative Timescale
The SPA should clearly set out how it intends to hold the Chief Constable to account through a governance performance framework. This should set out clear performance standards against both the regulatory framework and operational performance. This should then be the basis on which performance reviews and assessments are conducted.	SPA	By end of June 2016 (3 months)

Workstream 3: Information Requirements and Processes

The key issue:

81. There are concerns from within SPA and externally that information and information flows from Police Scotland have not been sufficient to allow SPA to have all material and data required in a timeous fashion in order to discharge its oversight function effectively. Additionally, SPA has not been clear or consistent in its requirements, partly due to the lack of detailed internal governance and communication processes.

Wider context:

82. The legislation (Police and Fire Reform (Scotland) 2012 Act) details that Police Scotland should give the SPA whatever information it needs in order to conduct its business, along with the requirement that both SPA and Police Scotland require to give information or access to information to bodies such as HMICS, PIRC, and Audit Scotland as and when required.

Personal commentary:

83. Comments earlier in my report are equally applicable to the issues identified in relation to information flows. Our requirements are not clearly set out and have been created largely as a result of practice often added to by ad hoc requests. In some cases, there are templates for information but these may not be used. Much of the information is provided through board reports rather than a more routine monthly reporting cycle which SPA officials can then assess.

84. Many reports/information are overly detailed and can run to tens of pages of operational detail. This can make it difficult to interpret and to identify key information. The quarterly policing performance report would be an example of this. For many reports, volume of information seems to be a major driver and even when the document is for public consumption such as through public Board meetings, inadequate consideration is given to how accessible or understandable it would be to a lay person.

85. At the same time there is a paucity of financial information provided to the SPA. This has typically been delivered both late, and at a highly summarised level, which has prevented more detailed analysis and questioning. The budget over-run in the current year proved difficult to tackle due to the lack of information about where over-runs were occurring and the progress of cost reduction measures.

86. Performance criteria are numerous but are very output rather than outcome focussed. Reports are often based on what can be measured rather than what should be measured, and the causal link between policing and results is not clear. There needs to be greater clarity on what SPA's performance expectations are of Police Scotland, and how we then monitor and manage the overall performance achievement.

87. There are a number of reports that either Police Scotland or SPA is required to prepare and publish including the Strategic Police Plan, Annual Police Plan, Annual Review of Policing, Annual Report and Accounts, Local Police Plans, and various finance, people, technological, change management strategies. Some of these are reporting requirements set out in legislation, whilst others have been requested by other external

bodies. However there is not a clear understanding of what each of these reports are for, how they inter-relate to each other and who is responsible for review and approval. An example would be the draft Annual Policing Plan for the coming year which came for review and included a considerable amount of detail on activity in the current year (which would more appropriately be included in the Annual Review of Policing).

88. Processes to prepare information are manually intensive and data can often be held on spreadsheets or other forms of less formalised systems. Reports and other information are often delivered very late and, given the volume, can make them hard to digest and to interrogate properly before meetings. As much of this is not held in a single place or database it is then difficult to drill down or analyse.
89. Historic data especially relating back to the eight legacy forces is often unavailable as it may have been archived, lost or in a different form. This weakens the ability to do comparative or trend analysis. In any event, the use of better analytical methods including benchmarking is rare. This is having an impact on SPA's ability to consider performance issues as it is often not possible to have a frame of reference to judge it and it hampers both SPA and Police Scotland's ability to assess or show that performance and quality of service has improved.
90. Although the creation of Police Scotland was justified primarily on the basis of cost efficiency, these cost savings have largely been delivered. In the coming years, we need to be able to show that quality of service is improving year on year and we need to be better at collecting and analysing data to inform us that this is the case.
91. Many information processes are still based around systems inherited from the legacy forces. An example would be that we have 19 payroll systems within Police Scotland. This means interrogation and analysis of data is time consuming and there is a significant additional cost and risks to data integrity.
92. While I would not expect systems and processes to be rationalised overnight, especially in the context of a merger of 9 different organisations, I would have expected more progress on the effective management and use of information than appears to have been achieved.

Recommendation 22	Indicative Lead	Indicative Timescale
A complete review of the information and reporting requirements of both Police Scotland and the SPA should be undertaken. This should cover both routine, transactional reporting as well as analytical and comparative information required for performance management. This needs to be informed by the setting of an agreed performance framework and the modus operandi of the SPA as mentioned in earlier recommendations.	SPA	By end of September 2016 (6 months)

Recommendation 23	Indicative Lead	Indicative Timescale
In determining information requirements for the SPA, operational information should be focussed on exception reporting only. A greater emphasis on strategic information, comparative analysis and benchmarking is required. The volume and quality of financial information should be enhanced significantly.	SPA	By end of September 2016 (6 months)

Recommendation 24	Indicative Lead	Indicative Timescale
A review should be conducted by the SPA in conjunction with Scottish Government and Police Scotland of the various planning and strategic reports that are required, with a view to rationalising these and ensuring their purpose is clear. Clear ownership of and approval processes for these documents should be set out.	SPA / SG / Police Scotland	By end of December 2016 (9 months)

Recommendation 25	Indicative Lead	Indicative Timescale
In setting our information requirements, emphasis should be given to ensuring that SPA can demonstrate improvements in the quality of service that Police Scotland is providing.	SPA	Ongoing – annual reporting

Recommendation 26	Indicative Lead	Indicative Timescale
Progress on updating information processing and management systems should be accelerated to reduce cost, improve turnaround times and allow for more open interrogation of data.	Police Scotland	TBC

Workstream 4: Stakeholder Engagement / Contribution to Wider Policy Objectives

The key issue:

93. Both Police Scotland and SPA conducts a wide range of stakeholder engagement activities across a number of formal and informal fora, however there should be clearer agreement about the purpose of such engagements, which organisation should take a lead role, and how achievement of agreed outcomes can be measured.

Wider context:

94. There is an ever increasing appetite for public sector collaboration, moving to shared resources and achievement of the Scottish Government Strategic Objectives – a Scotland that is Wealthier and Fairer, Smarter, Healthier, Safer and Stronger and Greener. There is a need for SPA to be involved in these discussions at a senior level, and to identify opportunities that fit within the broader policing principles, ensure delivery of best value, and drive continuous improvement as required of SPA within the Police and Fire Reform (Scotland) 2012 Act.

Personal commentary:

95. I will focus less on local communities on this section as much has already been covered earlier in the report. In general terms the SPA works well with the stakeholder groups that it engages with. Members have worked hard to build relationships with Local Scrutiny Committees and this has been praised.

96. On a wider basis it engages with other emergency services well and has established the Reform Collaboration Group with the Scottish Ambulance Service and Scottish Fire and Rescue Service.

97. SPA also engages well and has good relationships with other parts of the criminal justice system including COPFS, HMICS, PIRC etc. As mentioned earlier we are also active members of the Justice Board. We also engage with the various staff associations and the trade unions.

98. While most of these relationships are on a sound footing and there is goodwill on each side, managing these relationships is not done on a particularly structured basis. The purpose of our engagement is not always clear and most of the time is spent understanding respective positions and in some cases, coordinating activity. More could be done to proactively manage these relationships, build influence and use them to garner support for SPA initiatives.

99. No stakeholder map exists with clear objectives, action plans and identified 'ownership' of the relationship. The SPA's horizon is also too narrowly defined and focussed on justice, whereas a wider perspective should be adopted in areas such as the wider health service and social care. These areas do not strongly feature yet, but have significant interaction with policing. We also do not have a proactive approach to identify our role in and responsibility for achieving wider policy objectives.

100. The respective roles of Police Scotland and SPA in holding and managing relationships with stakeholders needs to be better understood. In most cases we have different roles and therefore separate engagement is appropriate. However, a more coordinated and joined up approach to managing these relationships may be more productive if a collaborative approach was undertaken. The communication strategies of both the SPA and Police Scotland could be better at articulating our approach in inter-facing in a collaborative way with the other agencies and public sector bodies to deliver on partnership working.

Recommendation 27	Indicative Lead	Indicative Timescale
The SPA should develop a broadly based stakeholder map which identifies key stakeholders, the reason for the relationship and objectives, an engagement plan and specific actions. For each relationship a Board Member or senior official should be identified to own and manage that relationship.	SPA	By end of December 2016 (9 months)
Recommendation 28	Indicative Lead	Indicative Timescale
As part of the development of the stakeholder map, we need to review the wider public policy objectives, identify what contribution we can make and set priorities and objectives to deliver that contribution, and be able to publicly report our progress through our annual reporting.	SPA	By end of December 2016 (9 months)
Recommendation 29	Indicative Lead	Indicative Timescale
SPA and Police Scotland should coordinate their respective approaches to stakeholder management, agree respective roles and objectives and provide regular feedback to each other on engagement and progress.	SPA / Police Scotland	By end of September 2016 (6 months)
Recommendation 30	Indicative Lead	Indicative Timescale
SPA and Police Scotland should re-visit their communication strategies and make their commitment to partnership working across the public sector more explicit.	SPA / Police Scotland	By end of June 2016 (3 months)

NEXT STEPS

101. This report is being presented to the Cabinet Secretary for consideration of the context, evidence found during this review and the associated recommendations. However, it is important to note that since the initial date of this work being commissioned, there has already been a significant amount work undertaken across Police Scotland and the Scottish Police Authority to address some of the development areas identified in this report. It would be the intention of both organisations to continue this work unless otherwise directed.

102. There are some recommendations in this report, which if agreement is obtained and implemented, could deliver success in a relatively short time period. Other recommendations will require more substantive work to be undertaken, such as any actions in relation to staffing structures.
103. It would be my intention to move forward with the actions that can be undertaken within SPA within the indicative time frames outlined, and I would anticipate that progress against these recommendations will be visible to the public in changes to Board and committee meetings. Changes to the effectiveness of Police Scotland's engagement with local scrutiny bodies will be measured through evidence gathering for the annual review of policing.
104. More generally, I would anticipate returning to this report and associated recommendations in a year's time to review the effectiveness of implementation, and reporting on this through the SPA Annual Report and Accounts 2016/17.

APPENDIX 1: List of Recommendations

Recommendation	Indicative Lead Body	Indicative Timescale
1. The SPA must govern and oversee Police Scotland within the legislative framework which has been agreed, with appropriate reporting to Scottish Government in accordance with statutory requirements. The role of the SPA and its relationship with Police Scotland should be clearly defined and communicated more widely.	SG / SPA / Police Scotland	Immediate and ongoing
2. As the SPA strengthens its governance procedures, the Scottish Government, the SPA and Police Scotland should review working arrangements and protocols to ensure these reinforce and promote the positioning and authority of the SPA.	SG/SPA/Police Scotland	By end September 6 Months
3. The SPA should review, enhance and consolidate the current set of governance principles and governance framework to clarify the basis on which it intends to exercise its authority and meet its responsibilities in the future. This should also be used to agree the lines of responsibility between its partner bodies and stakeholders. All operating procedures and processes should be cross-referenced to the governance principles.	SPA	By end of August 2016 (5 months)
4. Police Scotland should ensure that their local engagement programmes are directed at a wide range of local organisations. While a key audience must be the Local Scrutiny Committee, other parties such as Community Planning Partnerships must have an opportunity to understand and comment on policing activities, performance and plans.	Police Scotland	Current and ongoing
5. Greater consideration needs to be given to the differing policing needs of local communities. While an aspiration of equality of service is commendable, any policy or practice must ensure that it is capable of being adapted in its implementation to make it more appropriate for local needs. In this regard, where possible, local commanders should be given more autonomy on how policies and practices are implemented while also achieving the overall policing aim.	Police Scotland	By end of August 2016 (5 months)
6. Police Scotland should ensure that feedback provided by Local Scrutiny Committees is effectively responded to, including detail on how their feedback has impacted on decision making and, where it has not, the reasons for that decision. There must be clear communication channels that ensure feedback is directed through to decision makers and local commanders are fully briefed on why the final decision	Police Scotland	By end of June 2016 (3 months)

has been taken. Decisions relating to or activity by national units must be effectively relayed to Local Policing and an engagement plan initiated.		
7. Police Scotland should establish a formal escalation process to allow Local Scrutiny Committees to record their disagreement with individual policing policy decisions. This process should ensure that major policy issues are resolved at senior officer level within Police Scotland rather than at Local Commander level. The SPA should be advised of any matters that require escalation.	Police Scotland	By end of June 2016 (3 months)
8. The primary responsibility for local engagement rests with Police Scotland. The SPA Board should see its role as ensuring proper and effective arrangements are in place rather than attending Local Scrutiny Committee meetings. There should be a requirement on the SPA to assess annually how effective these processes are and they should formally seek feedback from committees as part of this process. The success or otherwise of local engagement should be reported on by the SPA as part of its Annual Review of Policing.	SPA	By end of June 2016 (3 months)
9. The SPA should establish a process to share knowledge between Local Scrutiny Committees and should hold an annual forum to discuss issues and share experience.	SPA	By end of July 2016 (4 months)
10. Scottish Government should conduct a review of the original organisational structures and remits established as part of the Police & Fire Reform (Scotland) Act 2012 to ensure responsibilities are clear and consistent with the intentions behind the reform.	SG	By end of March 2017 (12 months)
11. Consideration should be given to reorganising or removing the service delivery responsibilities of the SPA and reinforcing its purpose as a governance body. This would focus particularly on its current service delivery responsibilities for Forensic Services, Independent Custody Visiting and Complaints & Conduct.	SG/SPA	By end of September 2016 (6 months)
12. Following the review at Recommendation 10, the organisational structure and skills of SPA staff should be reviewed with the aim of enhancing the governance skills and removing duplication.	SPA	By end of December 2016 (9 months)
13. The SPA in conjunction with Scottish Government should undertake a review of the skills required by Board members and prepare an updated skills matrix which should inform future recruitment. This review will need to take account of the other recommendations in this report.	SG/SPA	Immediate and ongoing
14. The SPA should review the role and responsibilities of Board	SPA	By end of

members to ensure they are focussed on the strategic aims and responsibilities of the Authority. Matters reserved for the Board should be clearly defined and schedules of delegated authority both from the Board to SPA officials and from the SPA to Police Scotland should be reviewed and updated.		August 2016 (5 months)
15.A review of the number and nature of the committees of the Board of the SPA should be undertaken to ensure they cover appropriately the work and responsibilities of the SPA. Committees should be seen as working groups who are able to conduct a 'deep dive' into key issues, and make recommendations to the full Board. They would not have decision making powers except when exceptionally delegated by the Board. Membership of the committees should also be reviewed and consideration given to increasing the breadth and depth of skills by introducing co-opted experts as members.	SPA	By end of June 2016 (3 months)
16.SPA Board meetings which are principally for the purpose of decision making should be held in public. A clear set of criteria should be established for when matters may need to be held in closed session. These criteria should be publicly available. Meetings of committees are working sessions and should be held in private. All decisions will be made by the full Board based on recommendations from the committees. Agendas will be published in advance of the meetings.	SPA	By end of September 2016 (6 months)
17.Governance of major projects and programmes should be overseen by SPA at an appropriate level, depending on the scale, scope and impact of each project. This could be achieved in a number of ways but must allow SPA to have full awareness of progress and identify when decisions have to be brought to the full SPA Board.	SPA	Immediate and ongoing
18.The Accountable Officer needs to be able to fully undertake his responsibilities to Parliament. This requires him to have strategic oversight of the finance function and an ability to make directions if necessary. So that lines of accountability and responsibility are not blurred, a protocol should be established which sets out the circumstances and the process by which such an intervention should take place.	SPA	By end of June 2016 (3 months)
19.The SPA should conduct a comprehensive review of its operating policies and procedures in the context of the governance framework referenced in Recommendation 2 and any change in its service delivery responsibilities under Recommendation 10. Its policies and procedures should be consolidated into a single operating manual.	SPA	By end of September 2016 (6 months)
20.The SPA should have responsibility for reviewing policing policy where this may impact on public perception and	SPA / Police Scotland	By end of September

<p>policing by consent. This should be a proactive process and done collaboratively with Police Scotland. The SPA should consider this in the context of its review of its committee structures and the skills matrix.</p>		<p>2016 (6 months)</p>
<p>21.The SPA should clearly set out how it intends to hold the Chief Constable to account through a governance performance framework. This should set out clear performance standards against both the regulatory framework and operational performance. This should then be the basis on which performance reviews and assessments are conducted.</p>	SPA	<p>By end of June 2016 (3 months)</p>
<p>22.A complete review of the information and reporting requirements of both Police Scotland and the SPA should be undertaken. This should cover both routine, transactional reporting as well as analytical and comparative information required for performance management. This needs to be informed by the setting of an agreed performance framework and the modus operandi of the SPA as mentioned in earlier recommendations.</p>	SPA	<p>By end of September 2016 (6 months)</p>
<p>23.In determining information requirements for the SPA, operational information should be focussed on exception reporting only. A greater emphasis on strategic information, comparative analysis and benchmarking is required. The volume and quality of financial information should be enhanced significantly.</p>	SPA	<p>By end of September 2016 (6 months)</p>
<p>24.A review should be conducted by the SPA in conjunction with Scottish Government and Police Scotland of the various planning and strategic reports that are required, with a view to rationalising these and ensuring their purpose is clear. Clear ownership of and approval processes for these documents should be set out.</p>	SPA / SG / Police Scotland	<p>By end of December 2016 (9 months)</p>
<p>25.In setting our information requirements, emphasis should be given to ensuring that the SPA can demonstrate improvements in the quality of service that Police Scotland is providing.</p>	SPA	<p>Ongoing – annual reporting</p>
<p>26.Progress on updating information processing and management systems should be accelerated to reduce cost, improve turnaround times and allow for more open interrogation of data.</p>	Police Scotland	TBC
<p>27.The SPA should develop a broadly based stakeholder map which identifies key stakeholders, the reason for the relationship and objectives, an engagement plan and specific</p>	SPA	<p>By end of December 2016</p>

actions. For each relationship a Board Member or senior official should be identified to own and manage that relationship.		(9 months)
28.As part of the development of the stakeholder map, we need to review the wider public policy objectives, identify what contribution we can make and set priorities and objectives to deliver that contribution, and be able to publicly report our progress through our annual reporting.	SPA	By end of December 2016 (9 months)
29.SPA and Police Scotland should coordinate their respective approaches to stakeholder management, agree respective roles and objectives and provide regular feedback to each other on engagement and progress.	SPA / Police Scotland	By end of September 2016 (6 months)
30.SPA and Police Scotland should re-visit their communication strategies and make their commitment to partnership working across the public sector more explicit.	SPA / Police Scotland	By end of June 2016 (3 months)

APPENDIX 2: Terms of Reference

The Cabinet Secretary for Justice asked the Chair of the Scottish Police Authority to undertake an immediate review of governance in policing, and for this to be reported in March 2016. The terms of reference for that review were indicated in the 'Programme for Government' laid before Parliament on 3 September 2015. Broadly speaking these included four workstreams:

Workstream 1: Localism and Community Accountability

Ensure that local interests are effectively represented in national scrutiny processes; that decision making on national priorities, policies and programmes takes account of local needs; and that there is appropriate discretion and flexibility within national policies to reflect local circumstances.

Workstream 2: SPA Structures and Skills

Ensure that the Scottish Police Authority has the appropriate structures and skills to undertake effective scrutiny. In so doing identify any skills gaps and development requirements and consider any external expertise that needs to be brought to bear to support scrutiny of major change programmes.

Workstream 3: Information Requirements and Processes

Review the information flows and communication between Police Scotland and the SPA to ensure the Authority has all of the material and data required timeously to fulfil its scrutiny function; and the information made available to HMICS, the Scottish Government and the Scottish Parliament to fulfil their respective roles.

Workstream 4: Wider Stakeholder Engagement Requirements

Review the way the Authority works with other stakeholders to ensure its approach is rooted in partnership and contributes effectively to wider policy objectives across the public sector. Propose measures to strengthen communication with partners and communities about the work of the Authority and policing more generally.

APPENDIX 3: Reference Group Members

Membership of the Reference Group comprised of:

- | | |
|------------------------|---|
| a) Andrew Flanagan | Chair, SPA |
| b) Moi Ali | Board Member, SPA |
| c) Professor Nick Fyfe | Director of Scottish Institute for Policing Research (SIPR) |
| d) David Hume | Board Member, SPA |
| e) Margaret Kennedy | Chair, Fife Council's Safer Communities Committee |
| f) Christine McLintock | President, Law Society of Scotland |
| g) Don Peebles | Head of CIPFA Scotland |
| h) Angela Scott | Chief Executive, Aberdeen City Council |
| i) Pat Watters | Chair, Scottish Fire & Rescue Service (SFRS) |
| j) John Foley | Chief Executive, SPA |

APPENDIX 4: References / Source Material

- 6.1 Review of Governance Models / Best Practice etc (General):
- a. On Board – A Guide for Board Members of Public Bodies in Scotland (April 2015)
 - b. National Audit Office – Corporate Governance in central government departments: Code of Good Practice (2011)
 - c. SOLACE / CIPFA – Developing Good Governance in Local Government (2007)
 - d. IFAC / CIPFA – International Framework: Good Governance in the Public Sector (July 2014)
 - e. Good Governance Institute – Integrated Reporting (November 2014)
 - f. Public Service Improvement Framework (2013)
 - g. Audit Scotland - Challenge and Improvement Toolkit (July 2010)
 - h. Audit Scotland – Governance & Accountability Toolkit (July 2010)
 - i. Banff Executive Leadership - Models of Corporate / Board Governance
- 6.2 Review of Governance Models (Policing):
- a. SIPR Review of Policing Governance Models (December 2015)
 - b. Review of MOPAC arrangements
 - c. HMICS – Governance and Accountability of Policing in Scotland Discussion Paper (May 2011)
 - d. HMICS - Independent Assurance Review Call Handling (November 2015)
- 6.3 Desktop Research:
- a. Principles and Practice of Scottish Police Authority 'Steady State' Operations (2013)
 - b. Tri Party Framework for Effective Decision Making (SG/SPA/PS)
 - c. The Scottish Police Authority Governance and Accountability Framework Document
 - d. Decision Making Framework for the SPA and Police Scotland (Updated October 2015)
 - e. SPA Communications and Engagement Strategy (September 2014)
 - f. Summary of Scottish Public Opinion Monitor (August 2015)
 - g. Outputs from Cabinet Secretary's Local Scrutiny Summit (September 2015)
 - h. Collaborative Statement of Good Scrutiny and Engagement (2013)
 - i. Legal Opinion from Senior Council (October 2012)
 - j. Review of SPA Board and Committee Papers
 - k. Current SPA Structure
 - l. Alternative Options Appraisal
 - m. Scottish Funding Council – Financial Memorandum with College Sector (Dec 2014)
 - n. The Pearson Review (Graham Pearson, MSP)
- 6.4 38 written views from Stakeholders
- 6.5 25 councils represented over 2 x Elected Member / Officer Local Authority Workshops
- 17 face to face meetings undertaken by the Chair or by the Project Team.



REVIEW OF
GOVERNANCE
IN POLICING

TO CABINET SECRETARY FOR JUSTICE

MARCH 2016



**POLICE
SCOTLAND**
Keeping people safe

Argyll & Bute

Local Policing Plan 2014 – 2017

Quarterly Report / Q4 – 2015/16



Local Police Commander, Chief Superintendent Grant Manders

As Divisional Commander for Argyll and West Dunbartonshire Division I am pleased to present the final quarterly report for the Argyll and Bute Local Policing Plan for 2015/16. In addition to providing some context around crime trends year on year, the report will highlight crime issues identified in the previous 3 month period which will be used to set out priorities for the forthcoming period.

As outlined in the Local Policing Plan for Argyll and Bute our focus - **Keeping People Safe** – and the policing principals which it encapsulates continue to be at the centre of all police activity carried out across Argyll and Bute. Public consultation, partnership working and our own detailed crime analysis has determined that the priorities going forward in 2016/17 will remain unchanged:-

- ❖ **Road Safety & Road Crime**
- ❖ **Violence, Disorder and Antisocial Behaviour**
- ❖ **Public Protection**
- ❖ **Major Crime and Counter Terrorism**
- ❖ **Acquisitive Crime**

These priorities are also aligned to Argyll & Bute's Single Outcome Agreement 2013 – 2023. National performance frameworks have been developed in order to measure progress, monitor activity, identify key areas where resources need to be focused and demonstrate how successful we are in meeting our key priorities and objectives. Policing plans that were put in place for each of the Multi Member Wards within the Argyll & Bute boundary are in the process of being reviewed to ensure new and emerging issues within local towns and communities within Argyll & Bute continue to be addressed.

Integrity, Fairness and Respect are our policing values and the touchstones for all our interactions, forming the basis of everything we do and every decision we reach. By applying our values, we continue to receive public consent through improved relevancy, trust and support.

Introduction

At the end of the 2015/16 performance year Argyll and Bute recorded a further 14% reduction in all Group 1 – 7 crime, furthermore crime figures remained considerably lower than the five year average. Although Group 1 crimes of violence and Group 2 crimes of indecency increased, most other crimes categories recorded a decrease. In particular, low level violence and antisocial behaviour (ASB) have seen noticeable reductions - complaints of disorder reduced by 15.8%, ASB incidents reported by members of the public reduced by 4.7% and common assault crimes were down by a further 2.3%. Levels of acquisitive crime also reduced - housebreakings by 17.1% and vehicle related crime by 26.8%.

Local Area Commanders Chief Inspector Marlene Baillie and Chief Inspector Paul Robertson continue to have responsibility for addressing crime issues and concerns as they arise on a day to day basis. Chief Inspector Baillie has the responsibility for Oban and Lorn and Mid Argyll, Kintyre and the Islands supported by dedicated Area Inspectors Julie McLeish (Campbeltown & Lochgilphead) and Mark Stephen (Oban). Similarly Chief Inspector Robertson has responsibility for Helensburgh, Cowal and Bute and is currently supported by Inspector Ewan Wilson (Dunoon & Rothesay) and Inspector Coleen Wylie (Helensburgh).

As well as ensuring our efforts and attention remain focused on the needs and expectations of the local community, local officers are required to respond to spontaneous incidents and seasonal demands where there is clearly potential for increased levels of antisocial behaviour and violence. The fourth quarter is traditionally quiet in terms of planned events. Thankfully, weather related incidents were not as bad as they had been in previous years and protest activity around HMNB Clyde was limited to a small demonstration at the North Gate on Saturday 27th February to coincide with a much larger demonstration and rally in London on the same day. Operational resources are strengthened utilising the services of Special Constables, with there being 17 currently active across the area.

Benchmarking

Benchmarking is a process used by organisations to compare their processes and performance metrics against like organisations that are recognised as being the leader in their respective field. This offers organisations the opportunity to learn from the information and experience developed by those considered to be 'best in class'. Benchmarking ensures that organisations maintain both an internal and external perspective on their relative performance and challenges potential organisational complacency over results achieved.

Local Authorities in Scotland have been engaged in benchmarking over the past four years as part as of the Scottish Local Government Benchmarking Framework (LGBF). They have been working with the Improvement Service (IS) over the last four years on developing a common approach to benchmarking.

Research continues into this topic to ensure the most accurate comparisons are being drawn, particularly given that the geographic and demographic profile of an area is a significant factor in determining the nature and volume of crimes reported therein. Similar to previous reports, comparative data has been included in relation to the Highlands Local Authority however this information **MUST** only be used for guidance purpose.

NOT PROTECTIVELY MARKED**Road Safety & Road Crime**

The Divisional Road Policing Unit (DRPU), based locally within Argyll and Bute, continue to patrol the main crash routes and location on a daily basis in order to influence driver behaviour and prevent road crashes. In conjunction with the Force Trunk Road Policing Unit, local officers also strive to improve road safety through dedicated patrols to deter and detect offenders.

Previous consultations with the local communities across Argyll and Bute indicates that Road Safety and Road Crime should continue to be the top policing priority across the area. Furthermore, in the majority of Multi Member Ward (MMW) areas within Argyll and Bute, road traffic matters and road collisions are within the top 3 most commonly reported types of incidents.

Despite high levels of police pro-activity the number of persons killed on the roads network in Argyll and Bute increased by two year on year when compared to the 2014/15 figure. Of the 6 persons killed half were motorcyclists. In contrast, the number of persons seriously and slightly injured reduced considerably by 45.3% and 19.7% respectively. Collectively this equates to 78 fewer casualties.

Road Traffic Casualty Statistics	Apr 2015 - Mar 2016	Apr 2014 - Mar 2015	Victims	% Change
People Killed	6	4	2 more	50.0%
People Seriously injured	35	64	29 fewer	-45.3%
People Slightly Injured	200	249	49 fewer	-19.7%
Children (aged<16) Killed	0	0	None	-
Children (aged<16) Seriously Injured	2	1	1 more	100.0%

As shown in the table on the following page, the number of Road Traffic Offences being detected across the area has also reduced considerably year on year, with the exception of those relating dangerous driving. Speeding remains the most commonly reported offence type.

Road Traffic Casualty Statistics		Apr 2015 - Mar 2016	Apr 2014 - Mar 2015	Victims	% Change
		Apr 2015 - Mar 2016	Apr 2014 - Mar 2015	Victims	% Change
36	Dangerous driving	81	78		3.8%
37	Speeding	1,841	2,082		-11.6%
38	Disqualified driving	5	5		0.0%
39	Driving Licence	63	130		-51.5%

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All statistics are provisional and should be treated as management information. All data are sourced from Police Scotland internal systems and are correct as at 2nd April 2016.*

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Road Traffic Casualty Statistics (cont'd)		Apr 2015 - Mar 2016	Apr 2014 - Mar 2015	Victims	% Change
40	Insurance	124	188		-34.0%
41	Seat Belts	107	332		-67.8%
42	Mobile Phone	111	202		-45.0%

Local Authority Comparison

Data produced at the end of Quarter 3 indicates that the total number of road casualties is considerably lower within Argyll and Bute than in the Highlands Local Authority area. When considering this information however, it is pertinent to note that the road network within Highland covers around 6754 kilometres compared to just 2600 kilometres in Argyll and Bute.

As at the end of December 2015, 371 casualties had been recorded within the Highlands compared to 195 in Argyll and Bute. Furthermore, fatalities were also lower in Argyll and Bute at 12 and 5 respectively. While road casualty figures are lower, overall the number of transport related incidents reported in Argyll and Bute remains significantly higher per 10,000 head of population at 424.5 compared to 367.5 in Highland. The detection of dangerous driving offences also remains higher 8.6 per 10,000 head of population compared to 6.4 in Highlands whereas speeding and drink/drug driving offences are both slightly lower.

Priorities determined by the Local Policing Plan 2014 – 2017 continue to be at the forefront of operational activity:-

- ❖ ***To work with partners to develop a strategy to reduce the numbers of those killed and seriously injured on the Argyll and Bute road network.***
- ❖ ***To increase enforcement activity to improve driver behaviour.***
- ❖ ***To improve road safety through enhanced partnership working and preventative initiatives within the community.***

Details of operational police activity targeted toward achieving these outcomes are detailed below.

FOCUSED POLICE ACTIVITY

Crimebreaker Road Checks (January – March)

The DRPU, in partnership with L Division Response Policing and CID sections, have carried out several high profile road checks to detect and deter those who use motor vehicles as part of their criminal activity. These checks have detected stolen property, vehicles and controlled drugs destined for supply within the local area.

Operation Mermaid (15th – 21st February 2016)

This operation took place between 15th and 21th February and focussed on those in the haulage industry who endanger others through the use of defective vehicles or whose drivers fail to observe driver hours governed by tachograph legislation. These drivers and operators make financial gain through dangerous practices.

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Carriage of Dangerous Goods by Road (22nd – 26th February 2016)

Checks were made on those operators whose business is in the transportation by road of dangerous goods such as petrochemicals, gas and other dangerous substances. These vehicles are very common within Argyll and Bute and to prevent dangerous situations from developing or operators engaging in dangerous practices several operators and drivers were the subject of defect notices.

Speed campaign (7th – 13th March 2016)

Speed related activity took place across Argyll and Bute, in particular at or near prominent crash locations to detect and deter speeding offences. Several cases of high speeding detected including a male driving at 127mph in a 60 limit. Exceptionally high speed offenders are reported for Dangerous Driving.

Launch of Scottish Biker Magazine

The Scottish Biker Magazine, aimed at improved road safety for motorcyclists, was launched at an event at Inverary on 20th March. This was a high profile media event and officers from the L Division DRPU and specialist motorcycle officers attended at the event and also patrolled the routes to and from the event.

Operation Zenith (March to September)

This is a national operation on motorcycle safety. Although specific national 'weekends of action' are planned in relation to this operation, the L Division DRPU Action Plan regularly conduct local Action Plans due to the high volume of motorcyclists that are attracted to Argyll and Bute's roads.

Violence, Disorder and Antisocial Behaviour

At the end of the 2015/16 performance year, the total number of Group 1 Crimes of Violence recorded across Argyll and Bute remained considerably higher than the figure recorded for 2014/15. As previously reported increased crime levels are predominately due to an increase in the number of serious assault and robbery crimes noted in Quarter 1. Year on year, the detection rate for Serious Assault remained high at 88.9% and whilst the figure for Robbery was lower at 50%, however, this reflects the low number of crimes recorded.

In the current 3 month period (Quarter 4), Group 1 crimes saw a notable increase however this was predominately due to a rise the number of crimes reported relating to the Children and Young Persons (S) Act 1937 Sec.12. These accounted for half of the 28 crimes recorded and all except one related to an ongoing historical child abuse investigation. Serious Assault crimes remained low with 6 crimes recorded and there were no crimes involving robbery.

Crimes involving extortion continue to be an emerging issue whereby victims are being coerced into sending sexually explicit videos/photographs via social media and then attempts made by the perpetrator(s) to extort money from them by threatening to publish the material. A further five crimes of this nature were recorded in the current period, three of which were in Dunoon.

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Year on year, crimes involving lower level violence and incidents of antisocial behaviour continue in a downward trend. Common Assaults reduced by 2.3% and complaints relating to disorder have reduced by 15.8%, which equates to 465 fewer complaints. In keeping with the geographical profile of the area, ASB incidents remain concentrated within the town centre areas with a slightly higher volume noted in Helensburgh, Dunoon, Rothesay and Oban.

Violence and ASB	Apr 2015 - Mar 2016	Apr 2014 - Mar 2015	Victims	% Change
Total No Group1: Crimes of Violence	91	60	31 more	51.7%
Murder	0	1	1 fewer	-100.0%
Attempted Murder	4	1	3 more	300.0%
Culpable Homicide (common law)	0	1	1 fewer	-100.0%
Culpable Homicide (other)	3	3	same number	0.0%
Serious Assault detection rate	88.9%	100.0%		-11.1%
Serious Assault	37	24	13 more	54.2%
Robbery detection rate	50.0%	100.0%		-50.0%
Robbery	4	1	3 more	300.0%
Common assault detection rate	86.1%	86.6%		-0.5%
Common assault	640	655	15 fewer	-2.3%
Number of complaints regarding disorder	2,479	2,944	465 fewer	-15.8%

Local Authority Comparison

At the end of Quarter 3, the number of Group 1 crimes recorded per 10,000 head of population in Argyll and Bute fell slightly below the figure recorded for the Highlands Local Authority area at 7.1 and 7.6 respectively. Similarly, rates recorded in relation to crimes of Serious Assault and Robbery were 3.3 and 0.5, respectively, compared to 4.2 and 0.9 in the Highlands.

In terms of low level violence and ASB, Argyll and Bute recorded a slightly higher rate per 10,000 head of population in relation to Common Assault at 84.5 compared to 81.7 in the Highlands. Public reported incidents of ASB were also higher at 244.2 compared to 219.2.

Police Scotland continues to work towards achieving the objectives set out in the Argyll and Bute Local Policing Plan to reduce violence, disorder and antisocial behaviour :-

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- ❖ *To reduce the number of victims of violent crime.*
- ❖ *To reduce the number of reported incidents of antisocial behaviour.*
- ❖ *To impact on alcohol related violence, antisocial behaviour and disorder with particular emphasis in and around licensed premises.*
- ❖ *To increase the number of people detected for violent and domestic crime.*

Effective use of the Divisional Violence Prevention Strategy and Directed Policing Plans, which are informed by analytical products produced at a local level, continues to ensure local officers manage the threat and risk posed by specific individuals and at identified problematic locations.

FOCUSED POLICE ACTIVITY***Local Antisocial Behaviour Groups***

The Local Antisocial Behaviour Groups continue to operate across all areas of Argyll and Bute and local police meetings have taken place with the Council's new Antisocial Behaviour Coordinator to ensure that the information sharing processes remain robust and antisocial behaviour is tackled in a coordinated multi agency way. An example of this partnership working resulting from these groups include numerous cases involving partnership activity/intervention including noise monitoring, warnings issued by housing providers and reports to the PF for minor disorder offences. These local groups are overseen by the newly formed Argyll and Bute Strategic Community Safety Tasking and Co-ordinating Partnership who monitor ongoing activity and identify good practice across the area.

Directed Policing Plans

Directed Policing Plans (DPP) remain a key feature in our continued campaign against violence and antisocial behaviour. Each area effectively utilises its own DPP and it is used to tackle high tariff offenders of violence and disorder offences with a number of individuals being subject to intrusive police scrutiny with regards to their activities in an effort to prevent any re offending.

Police Scotland Youth Volunteering Scheme

Finally there are plans to introduce the Police Scotland Youth Volunteering Scheme into the Kintyre area. Discussions are ongoing between the National Coordinators for the scheme, the Area Commander and youth services in an effort to devise the most effective model for the area. It is hoped that this will deliver a number of benefits which include having a positive impact on young people's attitude towards violence disorder and anti-social behaviour.

Operation Safe Guard

This operation involved local officers supporting SIA approved door staff outside the busiest licensed premises in Oban Town Centre on the Friday and Saturday nights (25th and 26th March) of the Easter weekend in an attempt to reduce violence, ASB and disorder linked to alcohol sold on an on-licence basis.

Pub Watch

The introduction of Pub Watch in Dunoon has been extremely successful with all licensed premises in the town centre becoming involved. There has been significant

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proactivity and positive engagement between police and licensed premises resulting in a reduction in alcohol related violence, particularly at week-ends.

Operation Saar

Operation Saar continues to run in the Helensburgh area in response to increased reports of youth disorder, vandalism and antisocial behaviour in the town centre. High visibility patrols continue to be undertaken by local officers, supported by officers from the Divisional Alcohol and Violence Reduction Unit and Force Campaign Against Violence officers. In addition to these focussed patrols, local officers have robustly investigated incidents leading to a number of repeat offenders being arrested and released on special bail conditions not to enter to Helensburgh Town Centre and to remain within their homes between 7am and 7pm. These measures along with multi-agency diversionary activities and local media reporting have encouraged the public to continue reporting any issues of concern and provided community reassurance.

Kirkmichael Multi-Agency Group

In response to the previous concerns raised, the Kirkmichael Multi-Agency Group continues to meet to tackle issues such as youth disorder, lack of activities for young people and the visual appearance of the area. This Multi-Agency Group involves Police, Argyll & Bute Council, ACHA, Dunbritton Housing, Health & Social Care Partnership, Third Sector Interface, Addictions Services and Criminal Justice Services. The group has agreed to utilise the Public Reassurance Model currently used in the West Dunbartonshire area. This Group will also provide support the newly formed Kirkmichael Residents Development Group.

Protecting Vulnerable People

Year on year comparison of Group 2 Sexual Crimes shows a significant increase during 2015/16 with figures also rising above the 5 year average. As previously reported this is largely due to an increase in the number of Sexual Assault and Rape crimes. Over 70% of all indecency crimes recorded occurred within a private space, predominately residential dwelling houses. Further, around 34.9% of crimes recorded were historical reports, an increase from 31.8% in the previous year. It is also pertinent to note that three historical investigations resulted in 18% (27 crimes) of all crimes reported. Detection rates for Group 2 crimes were improved at 82.9% compared to 74.8% the previous year.

Group 2 Sexual Crime	Apr 2015 - Mar 2016	Apr 2014 - Mar 2015	Victims	% Change
Number of Sexual Crimes	146	103	43 more	41.7%
Sexual Crime detection rate	82.9%	74.8%		8.1%
Rape detection rate	80.0%	44.0%		36.0%
Number of Domestic Abuse Incidents Reported to the Police	651	644		1.1%
Total Crimes and offences in domestic abuse incidents	500	507		-1.4%

Whilst geographical analysis indicates no specific area within Argyll and Bute has experienced a higher concentration of sexual crime, a higher number of crimes was

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recorded in Oban North and Lorn, South Kintyre and Lomond North. This is partially due to the historical investigations mentioned previously.

Local Authority Comparison

Despite increased crime levels noted above, comparisons with figures recorded in the Highlands Local Authority area indicate that the number of Group 2 crimes recorded per 10,000 head of population within Argyll and Bute remains lower at 11.2 compared to 16.0 in the Highlands. The number of crimes of Rape and Sexual Assault also compare favorably at 2.9 and 3.7 respectively, in Argyll and Bute versus 3.7 and 6.7 in the Highlands.

As set out in the Local Policing Plan 2014 – 2017, our priorities for the forthcoming period remain unchanged:-

- ❖ *To work with our partners to identify those children, young people and vulnerable adults who are most at risk and through joint action reduce that risk.*
- ❖ *To continue to develop proactive strategies to deal with managed offenders, particularly those that present the greatest threat, risk and harm.*
- ❖ *To increase the number of persons detected for sexual crimes.*
- ❖ *Together with partner agencies, strive to provide a better quality of service to the victims of sexual crime.*

Details of operational police activity targeted toward achieving these outcomes are detailed below:

FOCUSED POLICE ACTIVITY

Risk and Concern Hub

Police Scotland are currently operating a Proof of Concept (Pilot Project) regarding Risk and Concern, in E, G and N Divisions which will lead to a Corporate Approach across Scotland.

Named Person

The division is currently preparing for the introduction of the Named Person Service in August. The Hub, who will be the primary point of contact for this have been in discussions with our partners in Health, Education and Social Work. It is anticipated there will be a smooth transition when this goes live.

Multi Agency Risk and Concern

In preparation for the introduction of Multi Agency Risk and Concern (MARAC) for victims of domestic abuse, an advert has been circulated within Argyll and Bute CHCP for applications for a Multi-Agency Domestic Abuse Coordinator (MADAC). When this individual is appointed they will have a key role in the provision of this service and the wider aspects and development of Domestic Abuse services and initiatives in the local area.

Disclosure Scheme for Domestic Abuse Scotland (DSDAS)

Since the launch of this scheme the Division has received 25 applications (17 - Right to Ask and 8 - Power to Tell) and has made 10 Disclosures. Whilst these figures

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represent the numbers across the whole Division, it is worth noting there has been a good spread of applications across both Local Authority areas. It is anticipated, that when appointed, the MADAC will be part of the Decision Making Forum for DSDAS. An information document on the scheme has been prepared for elected members.

Violence Against Women partnership

As a result of discussion at this form it is proposed that a multi-agency training and development event be held for Domestic Abuse. A sub group involving Women's Aid, Criminal Justice Social Work and Police has been established to arrange this.

Major Crime and Counter Terrorism

Keeping people safe by reducing the threat posed from organised crime groups and terrorism across Argyll and Bute remains a high priority for all local police officers. In respect of terrorism, recent events in other countries highlight the necessity for vigilance at all times and the Division continues to be involved in the implementation of the UK Government CONTEST strategy with local and national partners. Police Scotland continues to target and disrupt the activities of those involved in organised crime at a local level through focused and robust interventions based on the objectives set out in the local policing plan:-

- ❖ ***To disrupt organised crime groups by targeting individuals, the businesses they operate and their access to public contracts.***
- ❖ ***To target those individuals who are intent on supplying drugs.***
- ❖ ***Through education and partnership, reduce the impact that serious and organised crime and terrorism has on our communities.***
- ❖ ***Through the Multi-Agency Serious and Organised Crime and Contest Group, raise awareness and improve information sharing between agencies.***

The year end intelligence assessment relating to Serious and Organised Crime (SOC) indicates that the overall threat/risk posed to the communities within Argyll and Bute remains Low. There continues to be 2 identified SOC Groups in operation within the area both of which are assessed to Low Risk. Proactive and reactive intelligence and evidence gathering opportunities continue to be fully exploited in an attempt to reduce the threat and harm posed by individuals linked to these groups and to identify new and emerging groups. Police activity will continue to focus on arresting individuals linked to these groups, depriving them of cash and assets through full use of POCA legislation, and as well as depriving them of legitimate enterprise to ensure the maximum impact.

In line with trends identified across Scotland, the primary function of these groups continues to be assessed as drug supply and distribution within the local area. As shown in the table below, detections relating to drug supply crimes have improved significantly compared to last year.

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	Serious & Organised Crime	Apr 2015 - Mar 2016	Apr 2014 - Mar 2015		% Change
	Number of detections for drugs supply, drugs productions, drugs cultivation	85	42		102.4%

Local Authority Comparison

Within the Argyll and Bute area the total number of drug crimes recorded per 10,000 population was 39.2 at the end of Quarter 2 compared to 27.8 within the Highlands Local Authority area, whereas in the previous period these figures were comparable.

FOCUSED POLICE ACTIVITY***Procurement***

Utilising the Information Sharing Protocol in place between Police Scotland and Argyll & Bute Council, several procurement checks have been submitted to police. During this reporting period, there have been two instances where links to Serious and Organised Crime which resulted £350K being diverted from SOC.

Joint day of action with DVLA

On 8th March 2016, a day of action took place in conjunction with DVLA which involved 13 garage premises within Helensburgh and the surrounding area being checked for compliance with regulations of the Vehicle Crime (Registration of Registration Plate Suppliers) Regulations 2008 and Section 25(3) of the Vehicle Crime Act 2001. This resulted in one premises being reported to the Procurator Fiscal and several other companies registering with DVLA due to increased awareness.

Anti-fracking Demonstration – Loch Lomond Sunday 31st January 2016

An anti-fracking demonstration took place on 31st January at Drumkinnon Bay, Loch Lomond. Fourteen peaceful protestors attended and there were no issues.

National-Anti Trident protests - Saturday 27th February

A national protest against Trident took place on Saturday 27th February with a rally also taking place in London. A handful of peaceful protestors attended at the North Gate of HMNB Clyde, Faslane where there were no issues.

Convoy Arrest – Balloch – Thursday 10th March 2016

A 77 year old man was arrested for a breach of the peace at Balloch roundabout when he lay on the roadway in front of the convoy.

Acquisitive Crime

Year on year levels of acquisitive crime have reduced considerably and remain around 18% lower than the five year average. Housebreaking crimes reduced by 17.1% compared to the previous year with a slightly higher concentration noted within the Dunoon area. Vehicle related crime also reduced by 26.8% however these have been distributed across the area and no specific area has experienced a higher concentration of crime.

At the year end, detection rates for both housebreaking and vehicle crimes show an improvement from the previous year at 38.1% and 39.7% respectively.

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	Apr 2015 - Mar 2016	Apr 2014 - Mar 2015	Victims	% Change
Theft by housebreaking (including attempts) detection rate	38.1%	30.3%		7.8%
Theft by housebreaking (including attempts)	126	152	26 fewer	-17.1%
Doorstep / Bogus Crimes	13	11	2 fewer	-15.3%

Police Scotland remains committed to achieving the objectives set out in the Local Policing Plan in relation to acquisitive crime. These are as follows:

- ***To reduce the number of housebreakings and improve detection rates.***
- ***To target individuals involved in doorstep crime and support the victims through partnership working.***

Local Authority Comparison

In terms of Group 3 crime overall, the number of crimes recorded at the end of Quarter 3 per 10,000 head of population remained lower in Argyll and Bute at 79.4 compared to 92.5 in the Highlands. Similarly the rate for vehicle crime remained lower at 6.2 compared to 10.3 in the Highlands. Occurrences of housebreaking crimes per 10,000 head of population also fell slightly below that recorded in Highlands Local Authority area at 11.3 and 11.9 respectively.

Details of operational police activity targeted toward achieving these outcomes are detailed below:-

FOCUSED POLICE ACTIVITY

Acquisitive Crime Governance Group

A Divisional Acquisitive Crime Governance Group has been established which will ensure the delivery of a consistent preventative message to highlight and reduce acquisitive crime. We will continue to work in partnership to tackle causal factors of acquisitive crime.

Rural Crime Governance Group

Through partnership working, a Rural Crime Day has been arranged for Friday 17 June 2016 at Duchlage Farm, Arden on Loch Lomond. The target audience will be farmers, land owners and managers and forestry owners and managers. The objectives are to raise awareness of rural crime, look at preventative measures and to highlight the work that Police Scotland and partners are already doing in relation to rural crime issues.

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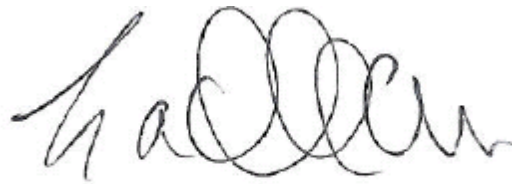
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Conclusion

As Local Police Commander, I am delighted to present this update on our Local Policing Plan for Argyll and Bute 2014-17. We are continuing to meet the challenges we face and while our policing performance continues to be strong we will always strive to improve across all areas.

I am happy with our achievements so far and thank our partners from across Argyll and Bute for their support and contribution.

Keeping People Safe is and will remain what we are all about as we continue to deliver the highest possible level of service to the communities of Argyll and Bute.



Grant Manders
Chief Superintendent
Local Police Commander

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SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

West Service Delivery Area
Argyll & Bute
2015/16 Q1 - Q4
Scrutiny Report



DISCLAIMER

The figures included in this report are provisional and subject to change as a result of quality assurance and review. The statistics quoted are internal management information published in the interests of transparency and openness.

The Scottish government publishes Official Statistics each year which allow for comparisons to be made over longer periods of time.

Please ensure any external partners in receipt of these reports are aware of this.

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This report provides detail on the performance of the Scottish Fire and Rescue Service (SFRS) in the Argyll & Bute area. In doing so it outlines our progress in the delivery of local priorities as set out within the Local Fire and Rescue Plan and the SFRS framework document.

The Scottish Government provides an overarching vision for public services. This vision is supported by 16 national outcomes, which demonstrate commitment to creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth. The SFRS can make a significant contribution to improving these outcomes for Argyll & Bute by contributing to the Community Planning arrangements across the area.

The national priorities for the SFRS are set out in the Fire and Rescue Framework for Scotland. The SFRS Strategic Plan 2013-2016 outlines how the SFRS will deliver against these priorities and the outcomes against which this delivery can be measured.

The SFRS Local Fire and Rescue Plan for the Local Authority Area of Argyll & Bute is the mechanism through which the aims of the SFRS Strategic Plan 2013-2017 are delivered to meet the agreed needs of Argyll & Bute's communities.

The Plan sets out the priorities and objectives for the SFRS within Argyll & Bute for 2014 - 2017 and allows our Local Authority partners to scrutinise the performance outcomes of those priorities. The SFRS will continue to work closely with our partners in Argyll & Bute to ensure we are all "Working Together for a Safer Scotland" through targeting risks to our communities at a local level.

The SFRS aspires to deliver very high standards to our communities and our current performance is testament to the commitment, professionalism and dedication of our staff and the positive local partnerships embedded within Argyll & Bute Community Safety working groups.

We measure how well we are meeting our priorities using 6 key indicators, depicted below

Key performance indicator	Apr to (& incl.) Mar					RAG rating
	2011/12	2012/13	2013/14	2014/15	2015/16	YTD
All accidental dwelling fires	84	81	78	81	58	●
All deliberate dwelling fires	8	7	10	7	3	●
All accidental dwelling fire casualties (fatal & non-fatal)	12	15	10	11	6	●
All deliberate fires	116	105	73	56	47	●
Special Service Casualties - All	81	68	79	101	100	●
False Alarms - All	1198	1098	1065	1067	1026	●

RAG rating - KEY		
◆	RED DIAMOND	10% higher than the previous YTD period, or local target not achieved.
▲	YELLOW TRIANGLE	Up to 9% higher than the previous YTD period, or local target not achieved.
●	GREEN CIRCLE	Equal to or improved upon the previous equivalent quarter (or YTD period), or local target achieved.

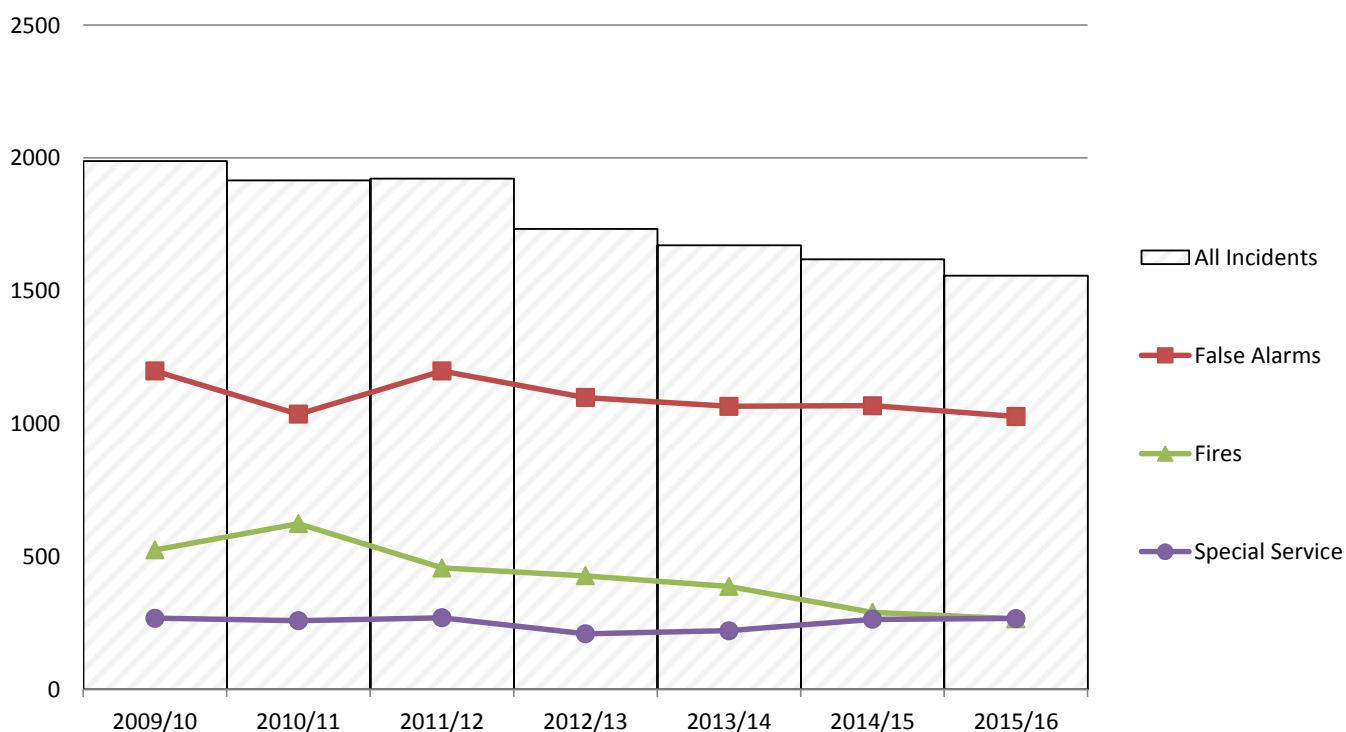
Note

Quarterly Performance RAG rating = the reporting period compared to the average over the previous quarterly reporting periods
 Year to Date RAG rating = the cumulative total of all quarterly performance in the current year compared to cumulative total of all quarterly performance in the previous year

Incident Overview

During the Year to Date period 2015-16 (April to March) SFRS have responded to a total of one thousand five hundred & fifty seven (1557) incidents. This shows a decrease of sixty two (62) for the same period last year from one thousand six hundred & nineteen (1619) incidents. The Year to Date (YTD) period average for the previous six years of one thousand eight hundred & eight (1808) shows a continual downward trend over a seven (7) year period.

The chart below illustrates incidents YTD attended within Argyll & Bute council over the last 6 fiscal years



Local Risk Management and Preparedness

The Local Fire Plan 2014-17 sets out the priorities for the next three years in order that the SFRS will meet the objectives of the Argyll & Bute Single Outcome Agreement. This has seen the creation of Local Performance Indicator (LPI) that provides a focus on delivering these priorities and has been set at a challenging level intended to deliver a meaningful difference to our communities and staff alike. During this period the number of casualties suffering minor injuries remains low however there was a fatality that is not included within the reports figures due to an ongoing investigation. SFRS staff will continue to identify and engage with those members of the community that are most at risk and we will reduce that risk through a targeted program of Home Fire Safety Visits.

Train our staff to deal with our local risks

Using Argyll & Bute's Non-Fatal Fire Casualty Reduction Plan 2015/2016 as our guide, we are working closely with our partners in targeting areas and groups that our risk analysis has identified for areas of improvement. We will continue to use a targeted approach to promote fire safety, to continue and develop our education and awareness programmes and to work with our communities and partners to deliver safety initiatives. The Station Managers for Helensburgh and Oban will contribute to the development of a risk based approach by monitoring activity and emerging risks at a tactical level. We will also enhance our engagement with the local business community to target those age and gender risk categories identified within our analysis.

Gather and analyse risk information

This report provides detail on the performance of the Scottish Fire and Rescue Service in the Argyll & Bute area. The outcomes and measures provided in this report detail a blend of quantitative and qualitative information to support committee members in their scrutiny role. The service aims to deliver very high standards to our communities; however we recognise that wherever our performance falls short of expectations we will respond promptly to address the areas of concern. This report contains a series of Local Performance Indicators (LPI) that provide an assessment of the risk within Argyll & Bute by: 1. Subdividing the various fire related incidents into meaningful categories. 2. Setting out our direction of travel in reducing that risk. 3. Contextualising the fire risk profile. 4. Confirming the continued proactive measures that the Scottish Fire and Rescue Service are implementing.

Work with partners to mitigate risks

We are continuing to work with Argyll & Bute Alcohol and Drug Partnership (A&BADP) to strengthen referral pathways. We have engaged with Argyll & Bute Health & Social Care highlighting the value of referring clients for our HFSV service. We are a key member of partnership groups within Argyll & Bute in targeting areas of concern and delivering safety messages to all residents. We also attend and contribute to Multi Agency meetings that may be called for specific incidents to identify and improve risks / training needs to reduce reoccurrence.

Deal with major events

During this reporting period SFRS in Argyll & Bute did not deal with an incident that would be regarded as 'Major'.

Reduction of 'All accidental dwelling fires'

Dwelling fires can have a significant negative impact upon both individuals and the community and are financially costly to house holders and housing providers in terms of repair and the reinstatement of homes. By giving safety advice and fitting smoke detectors, the SFRS can reduce the risk of fire and its associated human and financial costs as well as enhancing community safety.

Results

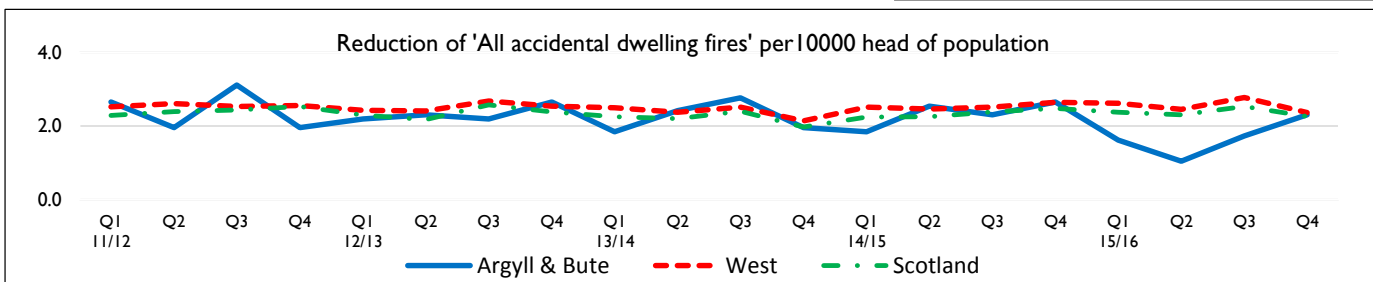
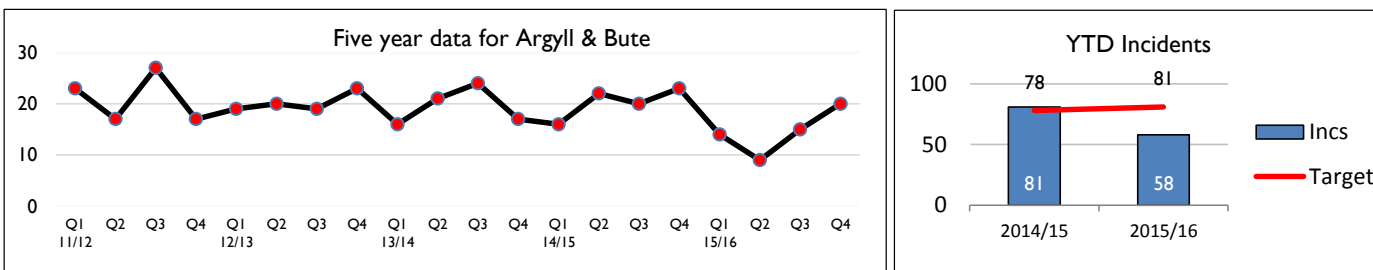
The same Year to Date (YTD) period average over the previous four years confirms a downward trend in relation to accidental dwelling house fires. The figure for the 2015-16 reporting period is fifty eight (58) incidents demonstrates a decrease of 28% from the same reporting period in 2014-15 from eighty one (81) incidents. The average over the previous four years for the same reporting period was also eighty one (81) incidents.

Reasons

The area analysed statistical data which has helped formulate a Casualty Reduction Plan. This has allowed us to identify the root causes of these incidents and assist us in devising an action plan to deal with these issues. The main issues are fires originating in the kitchen area with the major cause being cooking appliances. The most common factors relate to occupants being distracted and/or falling asleep by adults in the 18-64 age range.

Actions

The area will use a targeted approach to promote fire safety, education and awareness programmes, and work with our communities and partners to deliver safety initiatives an example of this is "Cook Safe" and targeted Home Fire Safety Visits to those individuals most at risk.



YTD ward ave. for Argyll & Bute - 5	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Argyll & Bute	84	81	78	81	58	
South Kintyre	1	4	3	6	4	
Kintyre and the Islands	4	3	6	5	6	
Mid Argyll	3	3	3	11	4	
Oban South and the Isles	24	20	15	14	12	
Oban North and Lorn	6	6	9	7	4	
Cowal	8	6	5	5	3	
Dunoon	8	5	9	10	4	
Isle of Bute	11	9	9	11	6	
Lomond North	2	4	6	0	5	
Helensburgh Central	16	18	12	9	5	
Helensburgh and Lomond South	1	3	1	3	5	

Reduction of 'All deliberate dwelling fires'

Deliberate dwelling fires are defined as fires which were ignited deliberately or the Fire and Rescue Service suspect they were started deliberately. The reduction of deliberate dwelling fires continues to be a priority for the SFRS in Argyll & Bute.

Results

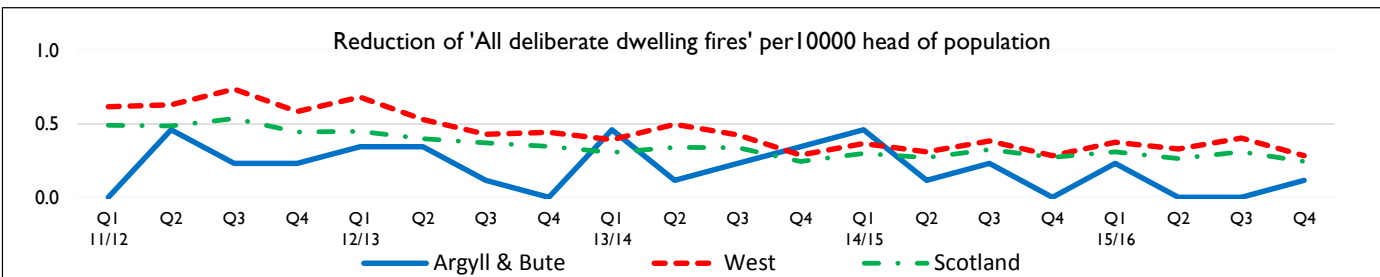
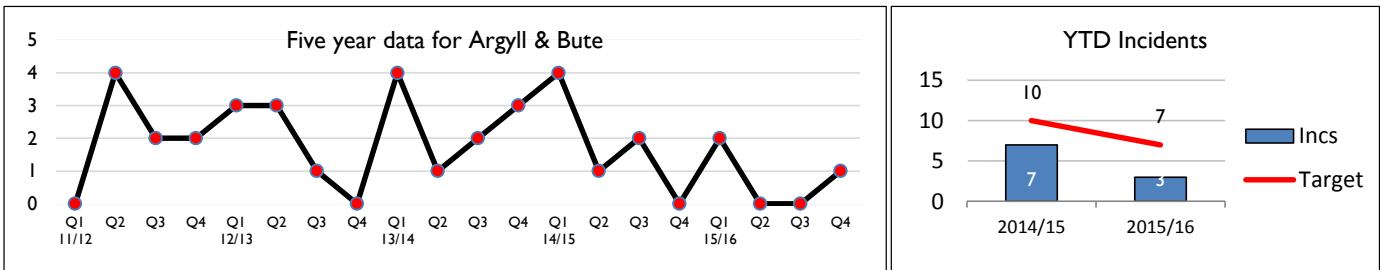
The number of deliberate dwelling fires YTD 2015/16 are three (3). This is a 57% decrease on the figure for the same period in 2014/15 which was seven (7). The figure for 2014/15 was slightly below the four year average of eight (8) incidents. When we compare the 2015/16 figure of three (3) with the average for the previous four years of eight (8), we see that it represents a huge 63% reduction in this type of incident.

Reasons

Two incidents recorded relate to the cause of fire as 'deliberate – others property'. 1) naked flame applied to 'peat briquette' which ignited floorboards in the bedroom of a dwelling under construction 2) naked flame applied to a furniture/furnishings in an unused binroom on the ground floor of a communal close. One incident relates to 'deliberate – own property'. 1) naked flame applied to a 'rag' in the living room by the occupant.

Actions

The figures in Argyll & Bute are exceptionally low with regards to the rest of Scotland, however we will continue to work closely with our partners in Police Scotland and the Local Authority to ensure that these figures remain low and ensure that all incidents are fully investigated as to cause and origin. Operational crews and Community Advocate Teams will continue with their youth engagement activities and will deliver a series of school programs, Fire Reach courses and Young Firefighter schemes. The SFRS have a partnership arrangement with 'Crimestoppers Scotland' which encourages the public to report fire crime and vandalism.



YTD ward ave. for Argyll & Bute - 0	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Argyll & Bute	8	7	10	7	3	
South Kintyre	0	0	0	1	0	
Kintyre and the Islands	0	0	0	0	0	
Mid Argyll	0	1	1	0	0	
Oban South and the Isles	0	0	2	1	1	
Oban North and Lorn	0	0	0	0	0	
Cowal	0	1	0	1	0	
Dunoon	2	2	2	1	1	
Isle of Bute	1	1	1	1	0	
Lomond North	1	0	0	1	0	
Helensburgh Central	4	2	3	1	0	
Helensburgh and Lomond South	0	0	1	0	1	

Reduction of 'All accidental dwelling fire casualties (fatal & non-fatal (incl. p/c's))'

Fire casualty and fatality rates provide an indication of the number of serious, life threatening injuries that occur as a result of fire. Reduction of this statistic is a key indicator of the success of our risk reduction and community engagement strategies.

Results

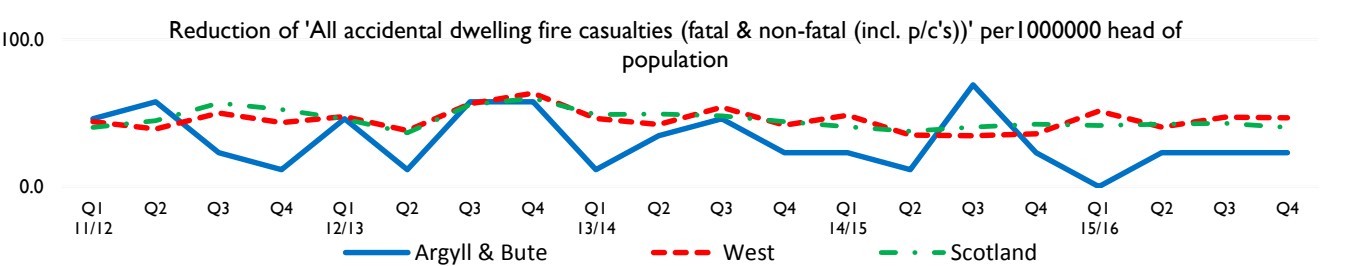
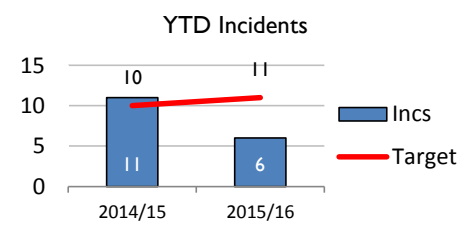
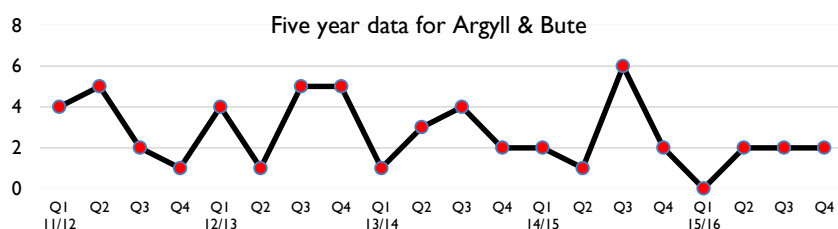
The figure for 2015/16 reporting period is six(6) demonstrates a decrease of 45% on the same reporting period in 2014/15. The average figure over the last four years is nine (9) with this years figures therefore representing a decrease on the four year average of 33%.

Reasons

Of the six reported casualties, four (4) were related to cooking with one (1) relating to a heating appliance and one (1) relating to smoking materials. These injuries were all of a minor nature.

Actions

The Area's Community Action team actively targets where casualties have occurred, we have also invested in the provision of heat detectors which are being fitted on a risk basis to those most vulnerable from a kitchen fire. We have carried out one thousand six hundred and forty seven (1647) FREE Home Fire Safety Visits in the A&B area over this reporting period and will continue to engage with the local communities to target the highest risk individuals. The area has fitted 1015 domestic smoke detectors and 87 heat detectors.



YTD ward ave. for Argyll & Bute - I	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Argyll & Bute	12	15	10	11	6	
South Kintyre	0	0	0	0	3	
Kintyre and the Islands	1	0	3	0	1	
Mid Argyll	1	1	0	0	0	
Oban South and the Isles	3	6	0	0	1	
Oban North and Lorn	0	0	2	2	0	
Cowal	0	3	0	0	0	
Dunoon	1	0	0	2	0	
Isle of Bute	0	1	1	4	0	
Lomond North	0	1	1	0	1	
Helensburgh Central	6	3	3	2	0	
Helensburgh and Lomond South	0	0	0	1	0	

Reduction of 'All deliberate fires'

Deliberate Fires include both Primary Fires (those that involve a building or property) and Secondary Fires (typically refuse fires or fires involving grass, trees or heathland). The majority of fires analysed in the Deliberate Fire category will be Secondary Fires, they account for approximately 85% of all fires under consideration.

Results

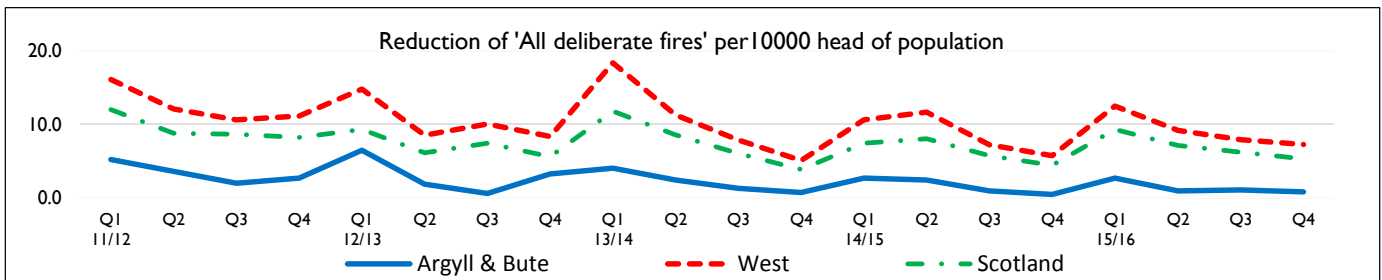
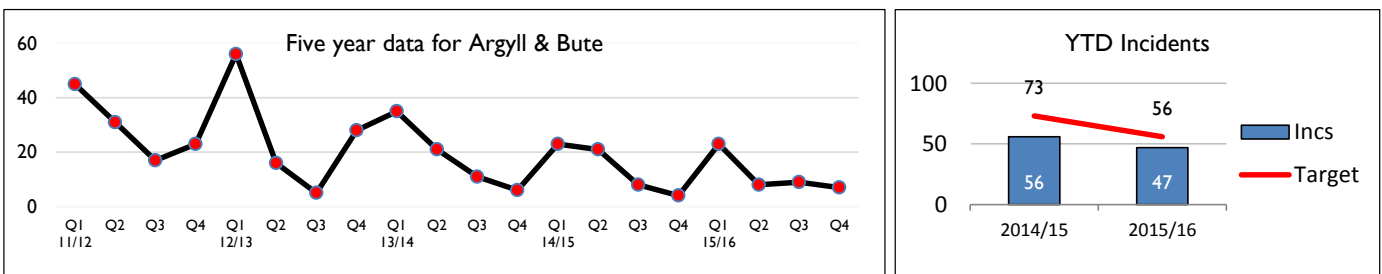
Deliberate Fires YTD 2015/16 are forty seven (47) which is a 16% decrease on the figure for the same period in 2014/15. The figure for 2014/15 was 56 which was below the four year average of 87. When we compare the 2015/16 figure of 47 with the average for the previous four years of 87, we see that it represents a 46 % reduction in this type of incident.

Reasons

The figures in Argyll & Bute are exceptionally low with regards to the rest of Scotland, however we will continue to work closely with our partners in Police Scotland and the Local Authority to ensure that these figures remain low.

Actions

We will continue to work alongside partners within the CPP to identify areas of demand including derelict or vacated properties with the aim of securing these properties or ensuring their demolition. Operational crews and Community Advocate Teams will continue with their youth engagement activities and will deliver a series of school programs, Fire Reach courses and Young Firefighter schemes.



YTD ward ave. for Argyll & Bute - 4	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Argyll & Bute	116	105	73	56	47	
South Kintyre	7	3	4	5	0	
Kintyre and the Islands	3	3	2	1	0	
Mid Argyll	4	7	1	2	1	
Oban South and the Isles	10	10	9	4	5	
Oban North and Lorn	7	10	15	5	4	
Cowal	5	8	4	4	4	
Dunoon	15	32	11	10	7	
Isle of Bute	7	5	2	3	4	
Lomond North	10	3	4	12	5	
Helensburgh Central	37	9	11	6	6	
Helensburgh and Lomond South	11	15	10	4	11	

Reduction of 'Special Service Casualties - All'

SFRS respond to non-fire emergencies such as Road Traffic Collisions (RTCs), building collapse, water rescue incidents and flooding. The SFRS has a crucial role in supporting partner organisations when responding to special services and assisting in reducing the effects on our communities and reducing the casualties from these types of incidents.

Results

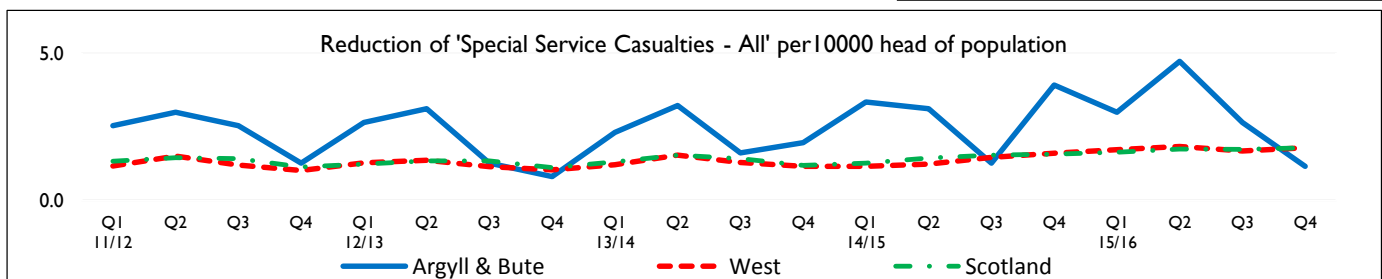
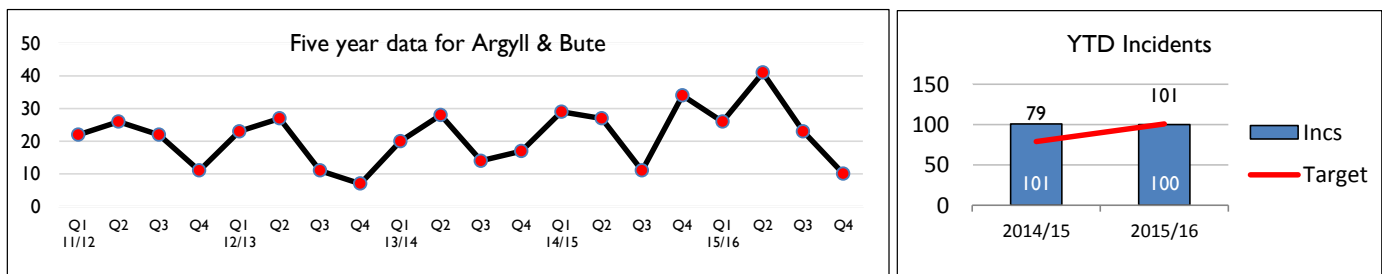
The casualty figure for the 2015-16 YTD reporting period is one hundred (100) this shows similar performance in the same reporting period in 2014-15 of one hundred & one (101). The average over the previous four years for the same reporting period is eighty two (82) which identifies an increase of 22% in casualties from Special Services.

Reasons

Road Traffic Collisions remain a major part of our attendance at 'Special Service' incidents and the major contributor to Special Service Casualties. It should also be noted that the service has seen an increase in special services where we assist our partners within the ambulance service in dealing with falls and OHCA, this has seen an increase in the numbers of casualties that we attend at these type of incidents.

Actions

We have engaged with young drivers in conjunction with the Argyll & Bute Road Safety Team at local secondary schools to reduce the number and severity of this type of incident. There are a number of factors that present a challenge when trying to affect the number of RTC's within a local authority area, these include, the fact that drivers involved in collisions may not be resident within that local authority. SFRS have provided a road safety partner to assist in driving down RTC casualties. We also work closely with our partners to raise water safety awareness and flood response.



YTD ward ave. for Argyll & Bute - 9	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Argyll & Bute	81	68	79	101	100	
South Kintyre	0	3	4	2	1	
Kintyre and the Islands	15	7	1	4	5	
Mid Argyll	3	10	7	13	21	
Oban South and the Isles	8	6	7	7	13	
Oban North and Lorn	20	18	22	15	16	
Cowal	6	9	12	12	5	
Dunoon	0	2	1	2	0	
Isle of Bute	2	1	2	3	10	
Lomond North	14	9	9	35	13	
Helensburgh Central	8	1	6	3	4	
Helensburgh and Lomond South	5	2	8	5	12	

Reduction of 'False Alarms - All'

Unwanted Fire Alarm Signals (UFAS) are defined as incidents where an automated fire alarm system activates and results in the mobilisation of SFRS resources, when the reason for that alarm turns out to be something other than a fire emergency. The SFRS is committed to working with partners and other stakeholders to reduce UFAS mobilisations.

Results

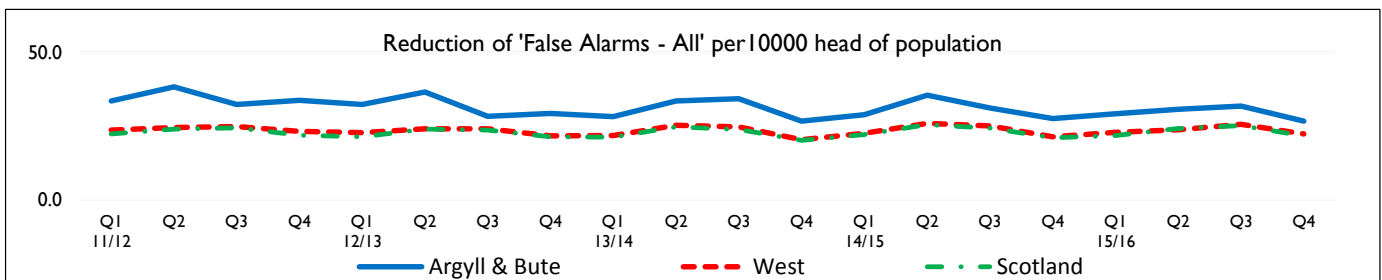
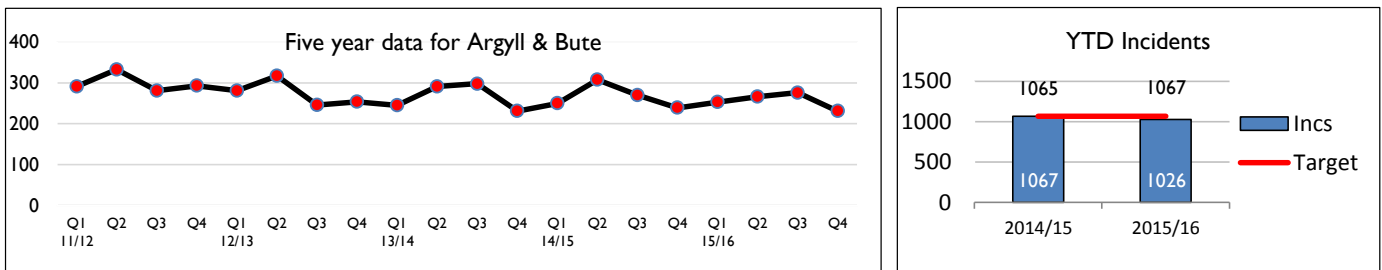
The figure for 2015/16 is one thousand and twenty six (1026) which is a small reduction on the figure for the same period in the previous year, one thousand and sixty seven (1067), or a 4% decrease in activity. When we look at the average for the previous four years we can see that the figure for 2015/16 is a 7% decrease on the four year average.

Reasons

The increased prevalence of automatic fire detection systems throughout all classes of building has inevitably contributed to difficulties in terms of system faults and failures. The SFRS has long been aware of the importance of developing a robust process for managing UFAS activity and released a policy and procedure detailing the processes to be used to engage with persons responsible for managing automated alarm systems and the mechanisms available to support them in dealing with identified issues.

Actions

SFRS are working with Argyll & Bute Council's Health and Safety and Education departments in reducing the amount of UFAS calls to educational establishments. Engagement is also underway with different sectors within the area to introduce staged alarms including large retail premises. We have also developed a system will allow more accurate recording of the alarm causes to allow us and our partners to tackle these types of incident more effectively.



YTD ward ave. for Argyll & Bute - 93	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Argyll & Bute	1198	1098	1065	1067	1026	
South Kintyre	80	108	78	60	77	
Kintyre and the Islands	85	99	122	141	116	
Mid Argyll	151	117	84	120	100	
Oban South and the Isles	231	227	219	188	185	
Oban North and Lorn	159	114	115	116	148	
Cowal	73	68	59	65	58	
Dunoon	93	80	80	88	66	
Isle of Bute	127	122	111	84	90	
Lomond North	66	40	59	65	56	
Helensburgh Central	118	98	119	107	106	
Helensburgh and Lomond South	15	25	19	33	24	

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Performance Review and Scrutiny Committee Workplan 2016-17

Committee Date	Report Description	Lead Service	Regularity of occurrence/consideration	Date for Reports to Committee Services	Additional Comment
26 May 2016					
	Treasury Management Monitoring Report	Strategic Finance	Quarterly Report	3 May 2016	
	Maximising Attendance	Improvement & HR & Customer Services	Annual Report	3 May 2016	
	Quarterly performance reports and scorecards	Chief Executive/ Improvement & HR	Quarterly Report	3 May 2016	
	Performance Review and role of the PRS Committee	Improvement & HR		3 May 2016	
	Employability Service Contract	Strategic Finance	One off report	3 May 2016	Report produced by Chief Internal Auditor for approval by the Committee
	Review of Governance in Policing	Police	Annual Report	3 May 2016	Email from Andrew Flanagan, Chair, SPA
	Scrutiny of Police Scotland	Improvement & HR/Police	Annual Report	3 May 2016	Local Policing Plan performance
	Scrutiny of Scottish Fire and Rescue	Improvement & HR/Fire	Annual Report	3 May 2016	Local Fire Plan performance

Performance Review and Scrutiny Committee Workplan 2016-17

Committee Date	Report Description	Lead Service	Regularity of occurrence/consideration	Date for Reports to Committee Services	Additional Comment
25 August 2016					
	Integrated Joint Board	Chief Officer Health and Social Care Integration	Quarterly Report	2 August 2016	
	Treasury Management Monitoring Report	Strategic Finance	Quarterly Report	2 August 2016	
	Quarterly performance reports and scorecards	Chief Executive/ Improvement & HR	Quarterly Report	2 August 2016	
	Scrutiny of Police Scotland	Improvement & HR/Police	Quarterly Report	2 August 2016	Local Policing Plan performance
	Scrutiny of Scottish Fire and Rescue	Improvement & HR/Fire	Quarterly Report	2 August 2016	Local Fire Plan performance
17 November 2016					
	Integrated Joint Board	Chief Officer Health and Social Care Integration	Quarterly Report	25 October 2016	
	Treasury Management Monitoring Report	Strategic Finance	Quarterly Report	25 October 2016	
	Quarterly performance reports and scorecards	Chief Executive/ Improvement & HR	Quarterly Report	25 October 2016	
	Scrutiny of Police Scotland	Improvement & HR/Police	Quarterly Report	25 October 2016	Local Policing Plan performance

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Committee Date	Report Description	Lead Service	Regularity of occurrence/consideration	Date for Reports to Committee Services	Additional Comment
	Scrutiny of Scottish Fire and Rescue	Improvement & HR/Fire	Quarterly Report	25 October 2016	Local Fire Plan performance
23 February 2017					
	Integrated Joint Board	Chief Officer Health and Social Care Integration	Quarterly Report	1 February 2017	
	Treasury Management Monitoring Report	Strategic Finance	Quarterly Report	1 February 2017	
	Quarterly performance reports and scorecards	Chief Executive/Improvement & HR	Quarterly Report	1 February 2017	
	Scrutiny of Police Scotland	Improvement & HR/Police	Quarterly Report	1 February 2017	Local Policing Plan performance
	Scrutiny of Scottish Fire and Rescue	Improvement & HR/Fire	Quarterly Report	1 February 2017	Local Fire Plan performance
Future Items					
	Single Outcome Agreement (SOA) – Annual Report				
	National Audit Report areas for scrutiny				

Performance Review and Scrutiny Committee Workplan 2016-17

Committee Date	Report Description	Lead Service	Regularity of occurrence/consideration	Date for Reports to Committee Services	Additional Comment
	Treasury Management Training for Members				Agreed at PRS Committee held on 25 February 2016