



GRAMPIAN JOINT POLICE BOARD

COMMITTEE: GRAMPIAN JOINT POLICE BOARD
DATE: 4TH NOVEMBER 2011
TITLE OF REPORT: BOARD DEVELOPMENT ACTION PLAN

1. PURPOSE OF REPORT

The purpose of this report is to update Members in relation to the implementation of the previously approved Board Development Action Plan and to seek approval of the revised plan.

2. RECOMMENDATION(S)

It is recommended that the Board:

- 2.1 Notes the progress made to date on the implementation of the actions detailed in the Board Development Action Plan
- 2.2 To approve the revised Board Development Action Plan.

3. FINANCIAL IMPLICATIONS

There are no specific financial implications arising from the content of the Report, however the introduction of the initiatives set out should assist the Board in planning and monitoring budgets going forward.

4. SERVICE & COMMUNITY IMPACT

There are no specific impacts, however the development work proposed should increase the accessibility of the Board and Members, as well as reinforce the already strong community links in existence.

5. OTHER IMPLICATIONS

The implementation and further development of the Board Development Action Plan has resource implications insofar as it requires on-going additional work to be carried out by the Clerks office.

6. REPORT

- 6.1 The Board will recall that, at its meeting on 4th March 2011, the Board approved the Board Development Action Plan and instructed the Depute Clerk to progress the plan in conjunction with the Boards Sub Committees and Board Development Working Group.

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- 6.2 Over the past six months, officers within the Clerks office have progressed areas of the Board Development Action Plan as instructed. As Board Members will be aware the Scottish Government recently announced the intention to restructure the police service in Scotland from 2013. As a consequence, the Board Development Action Plan has been updated in light of the likely impact of this change and the Revised Action Plan is presented in Appendix One for Board approval.
- 6.3 In addition, an extra column headed "Progress to Date" has been added to the plan in order that the Board can be advised of this. Details under this column are therefore presented, again in Appendix One, for the Boards information.
- 6.4 The Board Development Working Group is to meet prior to the Board Meeting on 4th November 2011 and a verbal update on this will be provided to the Board Meeting.

7. REPORT AUTHOR DETAILS

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8. BACKGROUND PAPERS

None

**KAREN M DONNELLY
DEPUTE CLERK
28TH NOVEMBER 2011**

GRAMPIAN JOINT POLICE BOARD
BOARD DEVELOPMENT ACTION PLAN – 4TH NOVEMBER 2011

Ref	Action	Source	Responsible Officer	Progress to Date	Action Update	Target Completion Date	Status
FULL BOARD							
B1	The Board needs to become more proactive in long-term resource planning to help ensure priority areas are resourced appropriately.	Best Value Audit Report	Treasurer / Depute Clerk	<p>The Board held a budget planning briefing following the Board Meeting on 1st July 2011.</p> <p>The Board referred this matter to the Budget Sub Group to progress further, however it has proved difficult to arrange a meeting of this group. A meeting has now been arranged for 25th November 2011 and the agenda for this meeting will include long term resource planning.</p>	This action continues to be pursued. The Board Budget Sub Group will be asked to consider what impact the planned change in structure of policing in Scotland has on this issue at its forthcoming meeting.	March 2012	On-going
B2	The Board should consider recommendations of the review of the administrative support and training and development arrangements to ensure these are being resourced appropriately.	Best Value Audit Report	Depute Clerk	Following a review of the Boards administrative support arrangements, the production of agendas and minute taking at meetings is now conducted by officers from Aberdeen City Councils Democratic Services section. This has increased this available staffing resource within the Clerks office for Board development work.	Further consideration is to be given to Board Support arrangements by the Clerk and Depute Clerk, particularly in light of the demands likely to be placed on the Board in the run up to the introduction of a single Scottish Police Force and revised governance arrangements. The Board will be kept advised of	March 2012	On-going

					developments in this area.		
B3	The Board should engage more proactively with the Force on the prioritisation, scope and monitoring of improvement work.	Best Value Audit Report	Depute Clerk	At its meeting on 20 th May 2011 the Board approved the Best Value Audit & Inspection Joint Improvement Plan which covered this action. It was agreed that the Board, via the Stewardship Sub Committee, will have a proactive role in planning & prioritising the Force's Continuous Improvement activities by informing and agreeing each years Continuous Improvement Action Plan.	The Force are to report to the Stewardship Sub Committee in November 2011 on the process for informing the development of the Continuous Improvement Action Plan and then revert to a future meeting for approval of it.	April 2012	On-going
B4	The Board should strengthen its leadership and scrutiny of equalities issues.	Best Value Audit Report	Depute Clerk / Grampian Police	At its meeting on 20 th May 2011 the Board approved the Best Value Audit & Inspection Joint Improvement Plan which covered this action. The format of the template for reporting to the Board was amended in November 2010 to ensure that every report presented considers, amongst other matters, equalities issues. In addition, the Boards Single Equality Scheme is presently being reviewed in order to ensure that equalities issues are mainstreamed and core to Board scrutiny and decision making.	The review of the Single Equality Scheme and any amendments arising from the review will be reported to the Board in early 2012.	March 2012.	On-going
B5	The Board and the Force should review	Best Value Audit Report	Depute Clerk / Grampian	At its meeting on 20 th May 2011 the Board approved the	The Board Section will be included in the 2011/12	June 2012	On-going

	the content of the annual public performance report to ensure that it provides a summary of the Board's activities and its impact.		Police	Best Value Audit & Inspection Joint Improvement Plan which covered this action. It was agreed that the Board will be invited to, via the Clerks Office, provide a section for inclusion in future Force Annual Reports.	Annual Report which will be produced in June 2012.		
B6	The Board and the Force should develop a strategic approach to sustainability to ensure that the economic, social and environmental aspects are considered.	Best Value Audit Report	Depute Clerk / Grampian Police	<p>At its meeting on 20th May 2011 the Board approved the Best Value Audit & Inspection Joint Improvement Plan which covered this action. The Board received a comprehensive report on the Forces Carbon Management at its meeting on 1st July 2011 and, as a result of discussions arising from that meeting the Board were invited to nominate a Member to the Forces Environmental Working Group. It was agreed that Councillor Greig would fill this position.</p> <p>In addition, the revised Board Report template requires report authors to detail any economic, social, environmental and sustainability implications.</p>	Although consideration of economic, social and environmental aspects will be on-going across all Board Business, the particular requirements of this action are completed.	December 2011	Complete.
B7	Role Descriptions for Board Members, Board Vice Convener and Board Convener are to be finalised.	Board Decision – On-going Development of Board & Members – 12 th November	Depute Clerk	The Board approved these role descriptions at its meeting on 4 th March 2011 and these were circulated to all Board Members in March 2011.	This action is now completed.	May 2011	Complete.

		2010					
B8	A Training Needs Analysis for all Board Members is to be undertaken	Board Decision – On-going Development of Board & Members – 12 th November 2010	Depute Clerk	The progress of this action has been delayed by other work commitments. It is now thought appropriate to delay actioning this item until after the Local Government Elections in May 2012.	The Board are asked to approve delaying this action to after the Local Government Elections in May 2012.	July 2012.	On-going
B9	Development Plans for Board Members are to be prepared.	Board Decision – On-going Development of Board & Members – 12 th November 2010	Depute Clerk	The progress of this action has been delayed by other work commitments. It is now thought appropriate to delay actioning this item until after the Local Government Elections in May 2012.	The Board are asked to approve delaying this action to after the Local Government Elections in May 2012.	September 2012.	On-going
B10	A training programme for the Board, including induction training for new Members, is to be agreed by the Board.	Board Decision – On-going Development of Board & Members – 12 th November 2010	Depute Clerk	The Board Development Working Group meeting on 4 th November 2011 will consider a report regarding the proposed structure of Induction Training for new Members.	A verbal update on the Working Groups consideration of this matter will be provided to the Board.	December 2011	On-going
B11	A programme of Board training / briefing sessions is to be arranged to take place at the conclusion of alternate Board meetings, with an early session covering financial planning and dealing with the impact of the current budget constraints.	Board Decision – On-going Development of Board & Members – 12 th November 2010	Depute Clerk	A training / briefing session on financial planning and the Budget process was held on 1 st July 2011. Largely due to the demands placed on the Board by the Scottish Government consultation on the future of policing in Scotland and the requirement for a number of additional Board Meetings to be held it has not been possible to progress the development of	The Board are asked to approve delaying this action to after the Local Government Elections in May 2012. Meantime, as part of its consideration of Induction Training for new Members the Board Development Working Group will give consideration to how such a programme of sessions	May 2011	On-going

				these sessions. It is now thought appropriate to delay in introduction of these sessions in a programmed way until after the Local Government Elections in May 2012.	should be structured.		
B12	A Handbook for Board Members is to be developed	Board Decision – On-going Development of Board & Members – 12 th November 2010	Depute Clerk	The Board Development Working Group meeting on 4 th November 2011 will consider a report regarding the proposed format of a Handbook for Board Members.	A verbal update on the Working Groups consideration of this matter will be provided to the Board.	March 2012	On-going
COMPLAINTS SUB COMMITTEE							
C1	The Board should complete the review of its current governance and implement any improvement actions, including the current arrangements for chairing the complaints and stewardship sub-committees.	Best Value Audit Report	Depute Clerk	The Complaints Sub Committee considered its chairing arrangements at its meeting on 13 th December 2010 and, at the Sub Committee meeting held on 28 th March 2011, Cllr Allan Hendry was elected as Chair of the Complaints Sub Committee.	This action is now complete.	March 2011	On-going
C2	The Police Board should develop and publish formal procedures and service standards for their handling of complaints	PCCS Audit Report – Holding to Account	Depute Clerk	Development of Complaints Procedures for Joint Police Boards and Police Authorities was being progressed via the Clerks Forum at Scottish level. The progress of this work has been put on hold whilst the future structure of Policing in Scotland and, more specifically, applicable	As detailed, progress on this action has been deferred whilst the future structure of Policing in Scotland is established. Therefore the target completion date has been removed and the status set to 'deferred'.	-	Deferred

				complaints handling processes are established. In the meantime, the GJPB Clerks Office have developed an informal set of procedures and service standards which guide the handling of all complaints received in a fair and consistent manner.			
C3	The Complaints Sub Committee should prepare and publish an annual plan	PCCS Audit Report – Holding to Account	Depute Clerk	The Sub Committee Development Session held on 4 th February 2011 considered this matter and agreed, in principle, that this should be done. A further Development / Review Session will be facilitated in early 2012 to enable the format of the plan to be agreed.	The target completion date for this action has been revised, from September 2011 to April 2012. A date for the Development & Review Session will be set before the end of 2011.	April 2012	On-going
C4	The Police Board should ensure that all policies, practices and procedures, in relation to their oversight and handling of complaints, are compliant with human rights legislation.	PCCS Audit Report – Holding to Account	Depute Clerk	As detailed above, production of a formal procedure for complaints handling has been deferred at this time. As such this action cannot be completed as this time.	As detailed, progress on this action has been deferred whilst the future structure of Policing in Scotland is established. Therefore the target completion date has been removed and the status set to 'deferred'.	-	Deferred
C5	A Training Needs Analysis should be conducted for Board Members appointed to handle or oversee complaints.	PCCS Audit Report – Holding to Account	Depute Clerk	The development of Members training was being progressed via the Clerks Forum at Scottish level. The progress of this work has been put on hold whilst the future structure of Policing in Scotland and, more specifically, applicable	As detailed, progress on this action has been deferred whilst the future structure of Policing in Scotland is established. Therefore the target completion date has been removed and the status set	-	Deferred

				complaints handling processes are established.	to 'deferred'.		
C6	Complaints Sub Committee Meetings should be open to the public, and legislative exemption to exclude the public from any part of the meeting should be used only in exceptional circumstances.	PCCS Audit Report – Holding to Account	Depute Clerk	As previously advised, it is existing practice that Complaints Sub Committee Meetings are open to the public and that legislative exemptions are used only in exceptional circumstances. A review of this process was conducted in the Clerks Office in April 2011 and this has resulted in slight changes to the categorisation of exempt items and the inclusion of a previously exempt standing item in the public agenda.	This item is now concluded and no further action is required.	June 2011	Complete.
C7	The Complaints Sub Committee should undertake a dip-sampling regime in relation to completed complaints cases.	PCCS Audit Report – Holding to Account	Depute Clerk	The Sub Committee Development Session held on 4 th February 2011 considered this matter and agreed, in principle, that this should be done. The introduction of such a regime has been delayed due to changes of relevant personnel however it is planned that a regime will be developed by the end of 2011.	As indicated, progress on this action has been slightly delayed and, as a consequence, the target completion date has now been set for December 2011 rather than June 2011.	December 2011.	On-going
C8	A protocol should be agreed by the Police Board and the Force in relation to the provision of statistical and analytical complaint data.	PCCS Audit Report – Holding to Account	Depute Clerk	This matter was being progressed via the Clerks Forum at Scottish level. The progress of this work has been put on hold whilst the future structure of Policing in Scotland and, more	As detailed, progress on this action has been deferred whilst the future structure of Policing in Scotland is established. Therefore the target completion date has been	-	Deferred

				specifically, applicable complaints handling processes are established.	removed and the status set to 'deferred'.		
C9	The Police Board should ascertain the costs of complaint handling at force level with a view to identifying opportunities to improve the overall complaints service provided	PCCS Audit Report – Holding to Account	Depute Clerk / Grampian Police	This matter was being progressed via the Clerks Forum at Scottish level. The progress of this work has been put on hold whilst the future structure of Policing in Scotland and, more specifically, applicable complaints handling processes are established.	As detailed, progress on this action has been deferred whilst the future structure of Policing in Scotland is established. Therefore the target completion date has been removed and the status set to 'deferred'.	-	Deferred
C10	The Police Board should periodically review procedures for dealing with complaints and Board procedures for complaint handling and oversight	PCCS Audit Report – Holding to Account	Depute Clerk	As detailed above, the production of a formal procedure for complaints handling has been put on hold whilst the future structure of Policing in Scotland and, more specifically, applicable complaints handling processes are established. Nevertheless, the procedure used by the Board has been revisited as a consequence of a PCCS Complaint Handling Review published in July 2011 and will be periodically reviewed by officers in the Clerks office.	As detailed, progress on this action has been deferred whilst the future structure of Policing in Scotland is established, albeit some progress locally has been made. Therefore the target completion date has been removed and the status set to 'deferred'.	-	Deferred
STEWARDSHIP SUB COMMITTEE							
S1	The Board should complete the review	Best Value Audit Report	Depute Clerk	The Stewardship Sub Committee considered its	This action is now complete.	March 2011	Complete

	of its current governance and implement any improvement actions, including the current arrangements for chairing the complaints and stewardship sub-committees.			chairing arrangements at its meeting on 13 th December 2010 and, at the Sub Committee meeting held on 28 th March 2011, Cllr Allan Hendry was elected as Chair of the Stewardship Sub Committee.			
S2	The Stewardship Sub Committee should consider whether the current arrangements for chairing Sub Committees should be revised.	Internal Audit Report – Review of Governance	Depute Clerk	As above.	As above.	March 2011	Complete
S3	The Stewardship Sub Committee should conduct an annual assessment of performance	Internal Audit Report – Review of Governance	Depute Clerk	The Sub Committee Development Session held on 4 th February 2011 considered this matter and agreed, in principle, that this should be done. A further Development / Review Session will be facilitated in early 2012 to enable this assessment to be conducted.	The target completion date for this action has been revised, from September 2011 to April 2012. A date for the Development & Review Session will be set before the end of 2011.	April 2012.	On-going
S4	The Stewardship Sub Committee should consider the development of a more detailed action plan.	Internal Audit Report – Review of Governance.	Depute Clerk	The Sub Committee Development Session held on 4 th February 2011 considered this matter and agreed, in principle, that this should be done. A further Development / Review Session will be facilitated in early 2012 to enable this assessment to be conducted.	The target completion date for this action has been revised, from September 2011 to April 2012. A date for the Development & Review Session will be set before the end of 2011.	April 2012.	On-going

OTHER / GENERAL							
G1	The Board must ensure it has an operational Independent Custody Visiting Scheme in place.	Best Value Audit Report	Depute Clerk	The Grampian Independent Custody Visiting Scheme became operational in July 2011. A total of 7 volunteers have been appointed to the scheme and a further recruitment strategy is being developed.	This Action is now completed. The further development of the Custody Visiting Scheme is a priority for the Scheme Administrator and work in this area is on-going.	Spring 2011	Complete
G2	The Board Web Pages are to be developed further to be a useful resource for Board Members, Officers and members of the public.	Board Decision – GJPB Web Presence – 11 th December 2009	Depute Clerk	Due to changes in the IT infrastructure at Aberdeen City Council, including a revision of the Web Platform, little progress in this area has been possible.	The target completion date for this work has been revised to February 2012 from October 2011. The Board Development Working Group will consider options for enhancing the current web presence at its meeting on 4 th November 2011.	October 2011	On-going