

Meeting	Audit Risk and Assurance Committee
Date	28 January 2021
Location	video-conference
Title of Paper	SPA Audit and Improvement Recommendations Update
Presented By	John McNellis, Head of Finance, Audit & Risk
Recommendation to Members	For consultation
Appendix Attached	Appendices A: SPA business plan progress B: ICO recommendations C: Audit Scotland recommendations

PURPOSE

To provide the Audit Risk and Assurance Committee (ARAC) with an update on current open recommendations from all SPA audit and improvement activity.

The paper is presented in line with the corporate governance framework of the Scottish Police Authority (SPA) and Audit, Risk and Assurance Committee (ARAC) terms of reference and is submitted for consultation.

1. BACKGROUND

- 1.1 SPA audit and improvement recommendations were previously reported to the ARAC on 15 September 2020.

Reporting to other committees

- 1.2 An update on implementation of the improvements set out in HMICS Thematic Inspection of the Scottish Police Authority Forensic Service is provided to the SPA Forensic Services Committee on a quarterly basis.
- 1.3 The recommendations in Dame Elish Angiolini's final report have been identified and collated. An implementation plan will be developed through discussions with the Complaints & Conduct Committee who will oversee the implementation of the recommendations applicable or relevant to the SPA and Police Scotland.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 This report provides an update on progress of:
- i. delivery of the SPA's business plan; and
 - ii. recommendations made by various audit and improvement bodies.

Part i) SPA business plan progress

2.2 A full update on progress of the delivery of the SPA business plan (2020/21) is shown at **Appendix A** and summarised below with **97%** of activities / actions complete or on track to deliver in the current year.

SPA business plan – strategic outcomes	Number of activities / actions	Current status (January 2021)			
		Complete	On track for delivery in-year (2020/21)	On track but will not complete in-year	Delayed
1. Communities & partners	4	4	-	-	-
2. Public interest & confidence	5	1	3	1	-
3. Partner collaboration	4	2	2	-	-
4. Resourcing requirements	6	2	4	-	-
5. Workforce	6	1	5	-	-
6. Decision making, scrutiny & reporting	5	2	3	-	-
Total	30	12	17	1	0
	<i>100%</i>	<i>40%</i>	<i>57%</i>	<i>3%</i>	<i>0%</i>

2.3 A summary of key changes, since the previous ARAC reporting, are shown below:

Business plan activity	Update
3.3 Develop existing collaboration with BTP through Scottish Railways Policing Committee.	Complete
6.3 Develop horizon scanning approach in collaboration with PS.	Complete
2.4 Deliver a SPA public engagement strategy and implementation plan, including a review of the SPA's digital, social media and other public engagement mechanisms.	Deliverable will not be completed in-year. Digital review on schedule for end Q4. Strategy and plan delivery in 2021/22

Part ii) SPA audit and inspection recommendations

2.4 Below is a summary of SPA's outstanding Audit and Inspection recommendations:-

Ref	Body/ report	Open actions		Comments																		
		Prior update	Current																			
App B	Information Commissioner's Office (ICO)	22	15	<table border="1"> <thead> <tr> <th></th> <th>Outstanding</th> <th><i>Outstanding but partially complete</i></th> </tr> </thead> <tbody> <tr> <td>Urgent</td> <td>2</td> <td>2</td> </tr> <tr> <td>High</td> <td>4</td> <td>4</td> </tr> <tr> <td>Medium</td> <td>7</td> <td>7</td> </tr> <tr> <td>Low</td> <td>2</td> <td>1</td> </tr> <tr> <td>Total</td> <td>15</td> <td>14</td> </tr> </tbody> </table>		Outstanding	<i>Outstanding but partially complete</i>	Urgent	2	2	High	4	4	Medium	7	7	Low	2	1	Total	15	14
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				Low	2	1																
Total	15	14																				
App C	External audit (Audit Scotland)	4	4	<ul style="list-style-type: none"> Two recommendations closed. Two new recommendations added from the 2019/20 annual audit report. 																		
n/a	Internal audit (Azets)	9	6	<ul style="list-style-type: none"> Five actions not due. One outstanding action relates to SPA Corporate implementing a corporate services Board. 																		
n/a	HMICS	6	6	<ul style="list-style-type: none"> Six open recommendations that the SPA are addressing. A full update on progress is provided at a separate agenda item to ARAC. 																		
n/a	SPA Improvement Plan	4	0	<ul style="list-style-type: none"> Three previously open actions related to the implementation of the new corporate structure; delivered. Fourth previously open action to review/update SPA Governance documentation; delivered. 																		
n/a	National Records of Scotland	3	2	<ul style="list-style-type: none"> Both outstanding actions are in progress / partially complete. Two outstanding actions relate to: <ol style="list-style-type: none"> updating policies - records management policy still to be updated; and data sharing agreement with Police Scotland to be agreed. 																		

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications associated with this paper.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications associated with this paper, however there are potential reputational implications associated with the pace and effectiveness with which the recommendations are addressed.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are no community impact implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to note the update on progress of SPA business plan and audit / improvement recommendations.

APPENDIX A

SPA BUSINESS PLAN 2020/21: QUARTER THREE UPDATE

Summary

Strategic outcome	Number of activities / actions	Current status (January 2021)			
		Complete	On track for delivery in-year (2020/21)	On track but will not complete in-year	Delayed
1. Communities & partners	4	4	-	-	-
2. Public interest & confidence	5	1	3	1	-
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OFFICIAL

STRATEGIC OUTCOME 1: Communities and partners have an informed understanding of crime and safety issues and the responsibilities and effectiveness of the police and forensic services in addressing them.				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
1.1 Performance Framework	COMPLETE AT END Q2	SPA Strategy Director & Team	End Q2	COMPLETE
1.2 Oversight of policing of COVID-19 during	COMPLETE AT END Q2	SPA Board/ Interim Chief Executive	End Q2	COMPLETE
1.3 Assess SPA, PS and FS performance information to inform content to be included in the Annual Report and Accounts (ARA)	COMPLETE AT END Q1	SPA Strategy Director & Team	End Q1	COMPLETE
1.4 Conduct analysis of the Scottish Crime and Justice Survey to determine how the results can be taken forward in relation to performance improvement	COMPLETE AT END Q2	SPA Strategy Director & Team	End Q2	COMPLETE

STRATEGIC OUTCOME 2: The public are confident in policing with issues of public interest being addressed transparently, and the voices of communities taken into account in decision-making.				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
2.1 Lead and influence thinking on the development of a more robust approach to measuring and improving public confidence in policing.	COMPLETE AT END Q2	SPA Director of Strategy and Team	End Q2	COMPLETE
2.2 Develop and implement the SPA 2020 Organisational Design programme	The new organisational structure was implemented on 2 November 2020, with existing staff moving into their new roles. Recruitment to vacant posts is complete with new starts beginning in post from November 2020 to March 2021. Transition is ongoing over quarters 3 and 4 to maintain business as usual activity until the new structure is fully populated. Some delays to recruitment and new staff coming on board mean full implementation will now be complete by end Q4.	SPA Interim Chief Executive	Revised -Now End Q4	ON TRACK

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STRATEGIC OUTCOME 2: The public are confident in policing with issues of public interest being addressed transparently, and the voices of communities taken into account in decision-making.				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
2.3 Implement interim Angiolini Review recommendations and review SPA's statutory duty on publication of full Review, carrying forward any Review recommendations to 2021-22 if required	Update provided to November Complaints and Conduct Committee on progress towards implementation of recommendations from the Preliminary Report on the 'Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing' https://www.spa.police.uk/spa-media/np3fcytu/rep-c-20201106-item-4a-review-of-complaints-handling-spa-update.pdf SPA published its response to full Review on 11/11/20 and will discuss recommendations with Dame Angiolini; https://www.spa.police.uk/news/spa-response-to-dame-elish-angiolini-police-complaints-review/	SPA Complaints & Conduct Manager	Ongoing	ON TRACK
2.4 Deliver a SPA public engagement strategy and implementation plan, including a review of the SPA's digital, social media and other public engagement mechanisms	Work to review and refresh the SPA's digital, social media and online engagement mechanisms got underway in Autumn 2020. An external specialist supplier has been commissioned to review and refresh the Authority's corporate identity, strengthening SPA's presence and complying with relevant public bodies duties. Members, SMT and key stakeholders are informing this activity. In parallel, current procurement exercise to identify an external supplier to support the development of a new website and digital approach for the Authority, improving accessibility of website and social media information and content. Police Scotland's ICT team have been heavily involved in the review and commissioning of this work. A supplier is expected to be appointed in February 2021 with the work on the website concluded in June 2021. Improvements to the existing website and digital channels is ongoing in the meantime and will be informed further by the outputs from improvements to the Authority's corporate branding. Work in Q4 to develop an engagement strategy and activity will not be concluded by 31 March 2021 due to limitations on resources and is expected to extend into the next financial year. Engagement with key stakeholders on a draft to be undertaken in April 2021.	Head of Strategic Business Mgt.	End Q4 for Digital Review 21/22 for Strategy & plan delivery	ON TRACK – but not fully complete 20/21
2.5 Monitor and manage the short and longer term impact of COVID-19 on the Independent Custody Visiting Scheme and publish the ICVS Annual Review	ICVS 19/20 Annual Review was published on 28 Oct 2020. https://www.spa.police.uk/spa-media/hifecy1q/doc20201027annualreviewunmarkedfinal.pdf	SPA ICVS National Manager	End Q4	ON TRACK

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STRATEGIC OUTCOME 2: The public are confident in policing with issues of public interest being addressed transparently, and the voices of communities taken into account in decision-making.				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
including an assessment on Human Rights/OPCAT compliance	SPA ICVS team are working with PS to provide SPP committee with Q4 risk update on risks associated with outstanding recommendations relating to custody.			

STRATEGIC OUTCOME 3: Effective collaboration with partners improves services and outcomes for individuals and communities				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
3.1 Seek assurance through regular, planned engagement with Police Scotland and local authorities that local police plans appropriately reflect the needs of communities	The SPA's engagement with COSLA, SOLACE and local authorities was impacted by the COVID-19 response during the first 4-5 months of the pandemic. Local police plans have been reviewed by all divisions and refreshed by Police Scotland to align with the strategic priorities set out in the Joint Strategy for Policing and to reflect any changing local priorities. The Authority is aware that local authority approval process for local police plans been impacted by COVID-19 response, due to related disruption to local committee meeting calendars. The Authority Interim Chair, Police Performance Committee Chair, Interim Chief Executive and Executive team officers participated in the COSLA Police Scrutiny Conveners' Forum September 2020, together with Police Scotland, COSLA and local elected members. The SPA also convened a joint partner engagement discussion around local scrutiny of policing, held by video conference on 20 November 2020. The development of an Authority engagement strategy and activity will support activity in Q4 and onto 21/22.	Head of Strategic Business Mgt.	End Q4	ON TRACK
3.2 Work collaboratively and take into account the advice and findings of the Independent Advisory Group in order to monitor and assess consent for policing service delivery during COVID-19	COMPLETE AT END Q2	SPA Director of Strategy and Team	End Q2	COMPLETE
3.3 Develop existing collaboration with British Transport Police through the work of the Scottish Railways Policing Committee (SRPC)	SRPC has implemented an evaluation framework to assist in monitoring the work of the Committee and support its evaluation against the relevant design principles of the committee, i.e <i>Safe and effective management and operational delivery of railway policing in Scotland</i> . Future collaboration updates will now be assessed using this framework, focusing on sharing of operational good practice, joint	SPA Audit and Risk Lead	End Q3	COMPLETE

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STRATEGIC OUTCOME 3: Effective collaboration with partners improves services and outcomes for individuals and communities				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
	planning & management engagement and BTP attendance at Strategic Tasking and Coordination meetings.			
3.4 Through oversight of strategy implementation, support policing to engage in collaborative and innovative service design which reduces harm and related demand, including the delivery of relevant aspects of the Scottish Government's Mental Health Strategy	Oversight has continued with respect to the delivery of the Annual Police Plan, with a comprehensive six-monthly update report provided by Police Scotland being considered by the Policing Performance Committee in November 2020. Authority staff provided briefing material to support the Committee's scrutiny of the report. The Committee also scrutinised a paper relating to the development approach for the next Annual Police Plan 2021/22, communicating a number of expectations in relation to the format of the Plan and levels and timing of engagement with the Authority during its development. The Authority also provided feedback to Police Scotland on its Cyber Strategy, which was considered by the Authority at its September meeting, and also informed by a briefing prepared by Authority staff.	SPA Director of Strategy and Team	End Q4	ON TRACK

STRATEGIC OUTCOME 4: Resourcing requirements are based on evidence of demand, the needs of communities and securing Best Value				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
4.1 Work with Police Scotland to establish an evidence-based and sustainable budget for 2021-22 and beyond that delivers best value, making a robust case to Scottish Government for funding	Business as Usual – Work is progressing on budget setting for 2021/22 and beyond with key meetings undertaken with the Cabinet Secretaries for Finance and Justice to agree a path towards a financial sustainability.	AO/PS Finance Team	End Q4	ON TRACK
4.2 Monitor SPA, Forensic Services and Police Scotland budget and expenditure on a monthly basis during 2020-21 and provide oversight and scrutiny of the use of reform funding, so that there is evidence and assurance that it has been used as intended	Business as Usual – continued regular financial reporting including use of reform funding to the Resources Committee and SPA Board. SPA officials also continue to provide scrutiny and challenge of reform expenditure prior to submission to the Scottish Government.	AO/PS Finance Team	End Q4	ON TRACK

OFFICIAL

STRATEGIC OUTCOME 4: Resourcing requirements are based on evidence of demand, the needs of communities and securing Best Value				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENT ATION DATE	ACTION STATUS
4.3 Conduct oversight and evaluation of the planning and resourcing of policing required for one-off, costly operations such as COP26 and COVID-19 response	Reporting and oversight of COVID-19 response expenditure has now been incorporated into business as usual finance reports provided to Resources Committee and SPA Board. Oversight of COP26 is conducted by the SPA's COP26 oversight group and in addition the budget for the event has been subject to SPA officials' review. The proposed budget was provided in November 2020 to the Resources Committee and SPA Board prior to approval by the Cabinet Office.	AO/PS Finance Team	End Q4	ON TRACK
4.4. Review business cases presented to the SPA, enabling constructive scrutiny to support the achievement of best value	Authority staff have analysed and provided member briefing and advice on several business cases which have been considered during the Quarter by the Resources Committee. These included the following Full Business Cases which were recommended to the Authority for approval: Target Operating Model; Master Data Management; Force Wide Analytics Platform; and GDPR – Structured and Unstructured Data. A Reform Business Case has also been considered which has been recommended to the Authority for approval on VR/VER for 2020/21. Authority staff have also provided advice, based on their analysis and attendance at the PS Change Board, to the ICEO in her role as AO under the scheme of delegation to consider a series of Business Justification Cases from Police Scotland. The AO approved Business Justification Cases for: Police Scotland Senior Leadership Programme; TCSS e-Recruitment; TCSS Electronic Document Records Management System (EDRMS).	Director of Strategy/ Change Lead	Ongoing	ON TRACK
4.5 Develop a benefits baseline approach that will provide sufficient evidence and information from Police Scotland to enable SPA to oversee change robustly, and facilitates an assessment from Police Scotland of both use of resources and evidence of benefits of transformational change across policing, reporting publicly every 6 months	COMPLETE AT END Q2	Director of Strategy/ Change Lead	End Q2	COMPLETE
4.6 Establish and agree SPA roles and responsibilities in respect of Best Value and conduct a gap analysis to identify action areas, including those relating to equality, diversity	COMPLETE AT END Q2	AO/SPA Corporate team	End Q2	COMPLETE

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STRATEGIC OUTCOME 4: Resourcing requirements are based on evidence of demand, the needs of communities and securing Best Value				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
and human rights considerations taken into account in financial and other decision-making responsibilities, to inform an SPA-wide Best Value assessment				

STRATEGIC OUTCOME 5: A valued and engaged workforce that represents the communities it serves, and has the confidence and skills to deliver excellent services and adapt to changing demands				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
5.1 Clarify the role of the SPA regarding workforce governance and other statutory responsibilities/legal employer liabilities within a revised SPA Governance & Accountability Framework Document and SPA Corporate Governance Framework, and develop and implement an SPA Workforce Governance Framework which sets measurable standards against fulfilment of this role	Development of ToR for new People Committee incorporated in revised SPA Corporate Governance Framework approved at SPA Board Nov 2020. Original timescales to develop Workforce Governance Framework and additional proposals in respect of fulfilment of 'legal employer of civilian staff' role impacted by other priorities during the year. Revised timescale now in place to be finalised by end Q4 for consideration by new People Committee during 21/22.	Head of Workforce Governance	Revised -Now End Q4	ON TRACK
5.2 Seek assurance around the development and effective implementation of the 2020-21 Police Scot-land People Strategy Implementation Plan, ensuring clear reporting against planned timescales for completion of agreed deliverables, and demonstrating evidence of impact of completed actions against strategic outcomes	Mid-year review scrutiny undertaken Dec 2020. New reporting format more clearly demonstrates progress against original Plan, highlighting actions 'off track' and offering explanation. PS advised on track to deliver majority of commitments, although number of key actions off track. Importance of ensuring sufficient budget during planning stage emphasised given number of actions not progressed on resource grounds. Development of arrangements to enable impact measurement remains work in progress. SPA officers continue to build opportunities to engage directly with Police Scotland to supplement the Authority role in respect of scrutiny and oversight, and to influence continuous improvement.	Head of Workforce Governance	End Q4	ON TRACK
5.3 Ensure the development of effective mechanisms for the SPA to engage with staff associations and trade unions, recognising their role as key organisational stakeholders	Significant engagement during Q3 with staff associations and unions to inform development of improved engagement mechanisms. People Committee TOR approved at SPA Board, with Staff Associations and Trade Unions invited to	Head of HR Governance & team	Revised -Now End Q4	ON TRACK

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STRATEGIC OUTCOME 5: A valued and engaged workforce that represents the communities it serves, and has the confidence and skills to deliver excellent services and adapt to changing demands				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
and more specifically in representing the views of the wider workforce	committee meetings acting in ex officio capacity. Supplementary mechanisms to support the people committee approach will test this stakeholder engagement approach when the new committee sits during 21/22 Specific forum being developed between SCPOSA and SPA in recognition of specific 'employment' role of SPA for Chief Officers, with implementation date to link in with People Committee implementation. Proposals under development to improve Committee and Board paper content to better understand the position of staff associations and unions and enable a mechanism to allow direct submissions from staff associations and unions for Committee and Board items.			
5.4 Influence and seek assurance on the development of Police Scotland's evidence-based approach to workforce planning, informed by demand and underpinned by best value	SPA officer input has been ongoing via the SWP Project Board, Oversight Board and through Member briefing to Committee/Board. During Q3, Members participated in a SWP-specific SPA/PS workshop, with Nov progress update to Committee and Dec presentation of the final draft. Committee noted progress made and confirmed supportive of continued focused work on development of the SWP, but advised that it did not currently meet expectations set out previously and consistently by the Authority, or deliver the standards laid down by Audit Scotland, which would merit the consideration of the current draft as a final product.	Head of HR Governance & team	Revised -Now End Q4	ON TRACK
5.5 Ensure timely and effective advance employer-side planning in order to facilitate early agreement of reasonable and affordable workforce pay and reward settlements for 2021-22	During Q3 the SPA Board ensured pay considerations were proactively considered as part of Government Spending Review submission. Clarity on budget and Public Sector Pay Policy is awaited in Q4, causing slight slippage of this objective from planned completion in Q3.	HR Governance Lead	Revised -Now End Q4	ON TRACK
5.6 Oversee the management of a robust recruitment and selection process in respect of Police Scotland Chief Officer vacancies	COMPLETE AT END Q2	Head of HR Governance & team	End Q2	COMPLETE

OFFICIAL

STRATEGIC OUTCOME 6: Decision making, scrutiny and reporting is based on robust evidence and analysis of current and emerging policing issues				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
6.1 Implement a consistent new approach to SPA business coordination across all Board and Committee communications, briefings, evidence and research to contribute to development of a robust evidence-base to support the Authority's decision-making role in relation to its statutory responsibilities and continuous improvement including external recommendations	Final delivery of this objective is dependent on implementation of the SPA Organisational Design Programme commencing November 2020. SPA's Business Coordination approach has continued to evolve and mature and now sits within a suite of new corporate meetings, supporting senior managers and leaders and SPA's corporate performance approach. Slight delays in recruitment for incoming new roles means that Q4 will now be the completion date.	SPA Corporate Management Lead	Revised -Now End Q4	ON TRACK
6.2 Scrutinise and support the development of Police Scotland's evidence base on demand, seeking assurance that it provides robust information to assess and analyse demand on police services, support innovation and the future development of services and evidence of the impact of service redesign in reducing harm and related demand.	Oversight of the work of Police Scotland's Demand and Productivity Unit continued, in conjunction with oversight of creation of a Strategic Workforce Plan (Links to Objective 5.4 above). November SPA Resources Committee considered Police Scotland evaluation of Demand, Productivity and Performance project. Authority staff have also been engaged with HMICS' ongoing Crime Audit, examining emerging finds with respect to the reporting and recording of crime and non-crime, incident-based demand on Police Scotland.	SPA Strategy Director & Team	End Q4	ON TRACK
6.3 In collaboration with Police Scotland develop an approach to horizon and environmental scanning to identify relevant information and enable strategic assessment that will support the SPA advice and assurance function, taking into account wider societal changes	SPA Organisational Design Programme was implemented in November 2020 and established a Strategy and Research function within the Authority. Recruitment has concluded for posts within this function. A Superintendent from Police Scotland has also been seconded to the Authority to act in a co-ordination, engagement and liaison capacity, to strengthen horizon scanning and anticipatory capability within the Authority.	SPA Strategy Director & Team	End Q3	COMPLETE
6.4 Develop a high-level mandate for the SPA and Police Scotland Joint Research Forum that will enable the forum to improve and extend its influence and reach across policing and academia	COMPLETE AT END Q2	SPA Strategy Director & Team	End Q2	COMPLETE
6.5 Deliver a suite of seminars and events including: SPA/PS Benchmarking Seminar; Joint Re-search Forums; Knowledge Exchange events	The Joint Research and Evidence Forum (an SPA and Police Scotland initiative) hosted a webinar on Artificial Intelligence and Machine Learning in Policing in December 2020. A follow-up webinar on the same subject but from a governance and oversight perspective is currently being designed by Authority Staff, in conjunction with Police Scotland's Chief Data Officer,	SPA Strategy Director & Team	End Q4	ON TRACK

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STRATEGIC OUTCOME 6: Decision making, scrutiny and reporting is based on robust evidence and analysis of current and emerging policing issues				
ACTIVITY	UPDATE AT Q3	OWNER	IMPLEMENTATION DATE	ACTION STATUS
	for Q4 (end of February). Authority staff also participated on panels at SIPR's International Policing Conference in December 2020 on future policing, and Authority staff continue to participate actively across a number of SIPR networks.			