



<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>23 May 2024</b>
<b>Location</b>	<b>Merchants House, Glasgow</b>
<b>Title of Paper</b>	<b>Committee and Oversight Group Reports</b>
<b>Presented By</b>	<b>Committee and Oversight Group Chairs/Members</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Revised Model of Policing Oversight Principles</b>

**PURPOSE**

To provide the Authority with an update on business progressed through the following meetings which have met since the last Authority Meeting:

- Revised Model of Policing Oversight Group
- Audit, Risk and Assurance
- Policing Together Oversight Group
- Forensic Services Committee
- Legal Committee

**OFFICIAL**

<b>Committee</b>	<b>Chair/Member</b>	<b>Meeting Date</b>	<b>Page</b>
Revised Model of Policing Oversight Group	Martyn Evans	4.4.23 + 15.5.23	3
Audit, Risk and Assurance Committee	Mary Pitcaithly	17.4.23 + 9.5.23	6
Policing Together Oversight Group	Tom Halpin	24.4.24	10
Forensic Services Committee	Paul Edie	7.5.24	12
Legal Committee	Caroline Stewart	14.5.24	15

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## Summary Report from Revised Model of Policing Oversight Group

4 April and 15 May 2024

Martyn Evans, Chair

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### MAIN ITEMS OF BUSINESS

- Introduction and overview of the scope and scale of work to develop and deliver the revised model
- Key areas of focus, and the structure supporting the programme
- Additional support requirements
- Budget commitments
- Building the supporting narrative and the end-to-end engagement process
- Developing the Vision
- Developing and reporting on milestones
- Developing an Operating Model, Business Benefits and Draft Transformation Road Map
- Understanding demand, demand management and service capacity
- Guiding Principles for the Authority's Governance of the Revised Model
- How the Authority can support the Revised Model

### KEY ISSUES RAISED

At the Group's initial meeting in April, Police Scotland set out their priorities and the scope of the programme and how these are being developed for delivery. The Chair set out the Authority's priorities and early thinking on what Members will wish to consider at future meetings. These were further developed at the second meeting of the Group on 15 May, and key considerations will be incorporated into the Group's programme of work for the year ahead.

DCC Connors, Police Scotland Executive Lead, briefed members that work on the Revised Model is a three-year programme, focused on developing capacity and capability. Existing transformation programmes will be brought together into one consistent change portfolio, which will be augmented by new programmes in support of delivery of the overall vision and objectives. The current suite of enabling strategies, developed over a number of years, will be simplified and aligned. Work in 2024/25 will lay the foundation for future years' delivery of enhanced capabilities.

The Chair emphasised the importance of developing a narrative which clearly sets out the societal impact of the programme and its benefit to the public. This narrative should focus on public service, the impact on citizens and staff, and also support public and stakeholder confidence.

### **Work to support delivery of the Revised Model for Policing**

Police Scotland presented on the range of supporting activities and their alignment with work already underway. A number of elements were covered, including finance, development of the vision and target operating model, workforce composition and capability, service design and engagement.

Members highlighted the critical importance of engaging external stakeholders including local government, which is facing many of the same challenges, and the need to focus on public benefit.

### **Developing the Vision**

The overall vision for the revised model of policing, due to be delivered by the end of June, will set the parameters for the programme and guide the development of the target operating model, roadmap and change portfolio.

Police Scotland reported that the programme is currently engaging with officers and staff from various divisions and functions via focus groups to understand their perspectives on what a future Police Scotland could look like. In addition, there is a colleague engagement portal which allows the workforce to share views. Planning is now taking place for further partner engagement, and with the Authority.

Members welcomed the presentation and emphasised the importance of engagement with a wide range of external stakeholders, including local government and the public.

### **Service Design**

Police Scotland's Head of Service Design presented on progress in mapping resource and demand across the service. This exercise, once complete, will enable the service to see the potential impact of change and assist in strategic choices. The intention is to complete mapping for all service areas by October 2024. Work is also underway to include non-crime demand in the system.

Outputs will inform the developing model, help to shape the organisational narrative, and may identify priority areas where a shift to prevention can have the greatest impact.

Members welcomed this progress, and the Chair emphasised the importance of drawing in professional expertise from the staff team, including front line staff and officers, to build the evidence base.

### **The Authority's Oversight Principles**

The Chair shared a report on the Authority's Guiding Principles for Oversight of the development of the revised model, supported by Oversight Group Members, and which are appended to this report.

Attendees also discussed how the Authority can best support Police Scotland in developing and delivering the new model. This included ensuring shared messaging and communication on the programme with Police Scotland, and across all of the Authority's committees, being flexible and outcome focused on our combined approach to governance, providing advocacy for change, and sharing information on potential challenges.

### **CONCLUSIONS/ACTIONS REACHED**

Members emphasised that the Authority's red lines are a sustainable service and a balanced budget, and the Group will be focused on capability, capacity and culture. Also of critical importance is a coherent narrative which describes to all internal and external stakeholders the public benefit and purpose of the programme.

#### **Future meetings will consider:**

- Further detail on the developing target operating model is scheduled for the 9 July 2024 meeting.
- Progress in developing the draft vision will also be considered at the 9 July meeting.
- Outcomes from Police Scotland's review of formal programme governance.
- The further development of the internal and external narrative and programme of communications and engagement.
- The alignment and simplification of Police Scotland's supporting strategies.
- Developing milestones and progress on delivery across the wider range of activity will be considered as a regular part of the Group's work programme.

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## Summary report from Audit, Risk and Assurance Committee

17 April and 9 May 2024

Mary Pitcaithly, Chair

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*The formal minute of the public items of business from 17 April was approved at the meeting held 9 May. The formal minute of the public items of business from 9 May will be available at the meeting scheduled for 15 August. These will also be published on the SPA's website.*

*A full recording of the public items of business taken at these meetings can be accessed at: [Scottish Police Authority Audit, Risk & Assurance Committee - 17 April 2024 | Scottish Police Authority \(spa.police.uk\)](#) and [Scottish Police Authority Audit, Risk & Assurance Committee - 9 May 2024 | Scottish Police Authority \(spa.police.uk\)](#)*

### ITEMS OF BUSINESS CONSIDERED

- Internal Audit reports on electronic data retention; investment prioritisation; middle office restructure project; grievance process; review of ICT general controls; and best value readiness
- Internal and External Audit updates
- Annual Internal Audit Report.
- Police Scotland and SPA Audit and Improvement Recommendation Trackers
- Police Scotland Best Value Bi-annual Update
- Accounting Policies, judgements and estimates
- Integrated Assurance Statement 2023/24
- SPA Corporate 2023/24 Year End Performance
- Audit, Risk and Assurance Committee Annual Report
- Evaluation of Committee Effectiveness
- Police Scotland, Forensic Services and SPA Risk Management Reporting
- Police Scotland and SPA 6 monthly information management updates

## KEY ISSUES RAISED

### • **Internal and External Audit Reporting**

- **Internal Audit Report on electronic data retention.**  
Discussion on the report focussed on not accepted and partially accepted auditor findings, with agreement reached on a way forward for some. Members received assurance from BDO that no issues with data quality had been identified. The Committee were briefed on the value of holding iVPD data, how it is managed, the practicability of reviewing large level of records, and the intention to broaden data analysis. Members sought comment on system use in relation to new hate crime legislation and heard information would only be added after any follow up investigation, and third-party information would not be recorded.
- **Internal Audit Report on investment prioritisation.**  
Members welcomed the focus on improving the transparency of prioritisation within the context of limited capital and reform funding available.
- **Internal Audit Report on middle office restructure project.**  
Members received assurance from Police Scotland that the project was an exception and not representative of the portfolio, and that there were no other projects ongoing which had started in the same manner.
- **Internal Audit Report on grievance process.** Members received updates from the Director of People and Development on work ongoing to mitigate risks relating to data systems; the intention to introduce new case management systems at the earliest opportunity; and the link between People and Development and the Professional Standards Department. Members welcomed the report and were assured by the updates provided.
- **Internal Audit Report on review of ICT general controls.**  
Members noted the scope of work was broad but heard that audits undertaken during the current year will focus on specific areas, building on knowledge from this report.
- **Internal Audit Report on best value readiness.** Members welcomed the report and heard the recommendations were not

unexpected by Police Scotland. Members raised concern on the resourcing of the Best Value function and requested consideration be given to prioritising recruitment in the area.

- **Internal Audit Updates.** Members received updates on open internal audit recommendations and were provided assurance on work to progress partially accepted recommendations relating to ICT resource planning.
- **Annual Internal and External Audit Plans.** Members sought reflections from BDO on their first year of auditing SPA, Police Scotland and Forensic Services. BDO advised themes identified were on legacy versus modern practice, and capacity and capability to drive change. Members also recognised this and welcomed BDOs intent to help drive continuous improvements. Members welcomed the progress update from Grant Thornton and discussion focussed on issues around receiving information from the Scottish Public Pensions Agency (SPPA) who administer and pay lump sum payments on behalf of SPA. Members were informed there was no resistance from SPPA to providing the information but quality and timeliness of receiving it was challenging.
- **Assurance Reporting**
  - **Accounting Policies, judgements and estimates.** Members received assurance that estates and disposal values were correctly recorded within the accounting policies. Members welcomed this new annual report which had been introduced following gap analysis at the most recent Committee development day.
  - The Committee were provided with a number of annual performance and governance reports which were well received. Whilst noting the positive outcomes of the **Evaluation of Committee Effectiveness Report**, Members were assured work will continue to drive continuous improvement, with focus on volume and length of Committee reports, improved alignment between Agendas and Committee Terms of Reference, and delivery of actions.
  - **Information Management Updates.** Members were provided with bi-annual and end of year updates from Police Scotland and SPA. Discussion focussed on required improvements in training.

- **Risk Management Reporting.** Members received updates from Police Scotland, Forensic Services and SPA, where updates and discussion focussed on movements in Police Scotland's strategic risks and those out with tolerance.

### **CONCLUSIONS/ACTIONS REACHED**

- To gain better understanding of the value of the system, the Committee are to be provided with an overview of how individuals are added and removed from the iVPD database.
- Recent meetings have reported recommendations where BDO and Police Scotland had not come to an agreement on proposed closures. Members agreed it was not for the Committee to arbitrate these issues therefore they requested a process be put in place to ensure these matters are resolved before being reported to the Committee.
- The Committee welcomed the new format of Police Scotland's Audit and Improvement Recommendation Tracker, but requested future reports focus on high risk and out of date actions.
- To understand further how People and Development and the Professional Standards Department work together, the Committee are to be shared the Terms of Reference for the newly established Case Review Panel.
- The Committee were concerned by the lack of progress within the Best Value function, although it noted the recruitment challenges it has faced. The Committee requested an updated plan be presented to the next meeting to ensure it is receiving appropriate priority within Police Scotland.

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## Summary report from Policing Together Oversight Group

24 April 2024

Tom Halpin, Chair

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### MAIN ITEMS OF BUSINESS

- Policing Together Vision Refresh
- Performance Dashboard
- Hate Crime Oversight

### KEY ISSUES RAISED

Members of the Oversight Group welcome assurance that the work to refresh and clarify the mission and vision for Policing Together is nearing completion. Arrangements for prioritisation, governance and targets are all well developed, and the next meeting of the Oversight Group will consider details of milestones for 2024/25 along with details of resource that will be required to achieve them. Members asked the vision and milestones for the separate workstream of Violence Against Women and Girls and Sexual Exploitation and Tackling Misogyny are also reported along with a clear understanding of how it dovetails with Policing Together activities.

The Group recognise the effort to bring a more consistent and clearer understanding to officers and staff of what changes the Policing Together work is seeking to achieve. Members agree this will encourage wider ownership across the organisation and bring greater confidence to the workforce as Policing Together initiatives become embedded in BAU for all functions.

While the significant ongoing work was noted, the Group agreed it is not yet assured in respect of the overall progress of Policing Together and this will only occur when Members are comfortable with the refreshed approach and the allocation of appropriate resource to ensure the pace of progression in line with the ambition.

Regarding performance reporting, the group considered an update on the development of metrics that will allow evidence-based assessments of impact of Policing Together activity.

Recent changes to Hate Crime Legislation was discussed at length. Members were assured that Police Scotland officers who require to be, are appropriately trained and have access to guidance on the use of this legislation, specifically in the recording of Non-Crime Hate Incidents. Work to update the Police Scotland guidance is ongoing and will result in a refreshed document that reflects where relevant, stakeholder views. The guidance is being consulted on with external stakeholders. Members expect to have clarity on the guidance at the May Authority meeting when it is expected the Chief Constable will discuss Hate Crime. A robust audit function will ensure any learning is captured by managers and can be cascaded as required.

### **CONCLUSIONS/ACTIONS REACHED**

- Members agree that to fully embed cultural changes in BAU activities will take time but the overall commitment to Policing Together is clear.
- The Group feels there is growing evidence that the aims of Policing Together are being understood and there is wider ownership of the work across business areas in a system wide approach.
- Prioritisation and pace of delivery will be important as this work moves forward. The Group is keen to consider tangible evidence of change as soon as possible and maturing data will support the organisation as it seeks to achieve agreed milestones and will provide this Group with assurance in terms of impact.
- Update on Hate Crime guidance on legislation and the recording of Non-Crime Hate Incidents to be provided at the May Authority meeting.

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## Summary report from Forensic Services Committee

7 May 2024

Paul Edie, Chair

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*The formal minute of the items of business will be available at the meeting scheduled for August 2024. This will also be published on the Authority's website.*

*A full recording of the items of business taken at this meeting can be accessed at [Scottish Police Authority Forensic Services Committee - 7 May 2024 | Scottish Police Authority \(spa.police.uk\)](#)*

### MAIN ITEMS OF BUSINESS

- Forensic Services performance, including financial.
- Drug Driving
- HMICS Assurance Review of Forensic Toxicology Provision – Improvement Plan and Timeline for Delivery
- Forensic Services Change Programme
- Forensic Services Business Plan
- Forensic Performance Improvement Group (FPIG)
- Operational and Strategic Risk

### KEY ISSUES RAISED

#### Forensic Services Directors Report

Members welcomed and commended a positive update in relation to a recent UKAS visit to the Toxicology team in Howden Hall, recognising the progress and improvements made since their previous visit.

In addition, members heard that FS staff recently delivered training to nursing students at the Scottish Police College, to provide them with the skills required to allow them to carry out forensic medical examinations of victims of rape and sexual assault. It was noted that the evaluation of this training has been very positive and Forensic Services continue to work closely with NHS colleagues to ensure that training inputs are being delivered as and when required.

Members sought and received assurance that support was offered to staff working on Operation Launchpad (a significant murder case) and were provided with that assurance.

### Forensic Services Performance

Members were provided with a performance update for Q4 2023/24. Members sought and received assurance on performance levels and improvement activity specifically in relation to Search and Recovery Scenes and Laboratory delivery. Members were advised that despite some Laboratory delivery delays, as a result of delays in Police Scotland investigative cases, the risk of cases exceeding the statutory time limit was extremely low.

Members sought a further update in relation to the full implementation of the Operating Model and were advised that it would take some time depending on finances, however, were assured that work was ongoing internally to invest in and progress this piece. Members were also updated on the Strategic Workforce Plan and will welcome sight of that before March 2025.

### Drug Driving

Members were advised that they can expect an outlined business case for the Long-Term Sustainable Model in the autumn. Members were advised that an options paper, previously provided to SG, had been refreshed a number of times, therefore members were assured that staff had a strong starting point for this piece of work. Members were also updated and assured around the performance improvements in relation to Section 4 cases.

### HMICS Assurance Review of Forensic Toxicology Provision – Improvement Plan and Timeline for Delivery

Members received a positive update on the HMICS Improvement Plan. HMICS provided input to the committee and confirmed that good progress has been made, with the intention to meet with Forensic Services in coming weeks to discuss finer details in relation to the recommendations. Colleagues from both Crown Office and Police Scotland both agreed that there was good collaborative working and a joined-up approach being taken forward.

### Forensic Services Change Programme Update

Members were provided with an update on progress against the Forensic Services Change Programme and advised that the development of the Full Business Case (FBC) for the core operating system continues to progress. Members were advised that due to the complexity of interdependencies and associated timeframes, the original target date of June 2024 for delivery of the FBC was no longer achievable. Once the replan activity is

completed, it is likely to be 18-24 months before a full business plan is available.

Members have asked that future iterations of the report include an area for quantifiable benefits, which PS staff have agreed to bring forward. Members expressed concern at the level of support from the PS Project Management Office and heard that there is a current vacancy in the PMO for a Senior Project Manager who would help oversee the current live projects. It is hoped that recruitment may be able to progress in the near future now that resources have been agreed for the financial year.

#### Forensic Services Business Plan

Members welcomed the strategic approach taken within the refreshed two-year business plan for Forensic Services which will be approved by the Director of Forensic Services. Members will continue to be updated on the progress via a balance scorecard within future performance reports to the committee.

#### Forensic Performance Improvement Group (FPIG)

Members were updated on discussions at the Forensic Performance Improvement Group (FPIG) and have been advised that ongoing reporting of this group will come to all future Forensic Service Committees.

#### Operational and Strategic Risk

Members were provided with the opportunity to review FS Operational and Strategic Risks.

### **CONCLUSIONS/ACTIONS REACHED**

- Members to have sight of the Strategic Workforce Plan before March 2025.
- Future iterations of the Forensic Services Change Programme updates to include an area for quantifiable benefits.
- Progress against the Forensic Services Business Plan to be reported as a Balance Scorecard within future Performance Reports.

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## Summary report from Legal Committee

14 May 2024

Caroline Stewart, Committee Chair

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*The formal minute of the public items of business will be available at the meeting scheduled for August 2024. This will also be published on the SPA's website.*

*A full recording of the public items of business taken at this meeting can be accessed at [Scottish Police Authority Legal Committee - 14 May 2024 | Scottish Police Authority \(spa.police.uk\)](https://www.spa.police.uk/Scottish-Police-Authority-Legal-Committee-14-May-2024)*

### MAIN ITEMS OF BUSINESS

- Legal Services Claims Handling - Quarterly Statistical Information Report - Trends & Analysis in litigation
- Litigation Overview
- Police Appeals Tribunals

### KEY ISSUES RAISED

Legal Services Claims Handling - Quarterly Statistical Information Report - Trends & Analysis in litigation – Members welcomed a report outlining the number of legal cases settled by Police Scotland within the previous financial quarter. Members sought assurance around what lessons learned and preventative action was being taken to encourage a reduction of claims and were assured that learning is identified through the Case Assessment and Review Panel (CARP). Members were further assured that the teams continue to monitor the patterns in relation to both motor and employers' liability claims.

Litigation Overview – Members were provided with a report which detailed significant ongoing litigation involving Police Scotland and the SPA.

Police Appeals Tribunals – Members were provided with an update on recent developments in relation to two Police Appeals Tribunal cases.



Agenda Item 4.1

<b>Meeting</b>	<b>Revised Model for Policing Oversight Group</b>
<b>Date</b>	<b>15 May 2024</b>
<b>Location</b>	<b>By video conference</b>
<b>Title of Paper</b>	<b>The Scottish Police Authority's guiding principles for oversight of the Revised Model of Policing</b>
<b>Presented By</b>	<b>Martyn Evans, Authority Chair</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>No</b>

**PURPOSE**

To set out the guiding principles for the Authority's Oversight of the Revised Model for Policing.

## 1 BACKGROUND

A revised model of policing in Scotland will involve updating and refining existing policing strategies, workforce structures and skill mix and organisational support practices, to better meet the evolving needs and expectations of society. The Board will have an overall focus over 2024-25 on seeking to improve Police Scotland and Forensic Services staff's capacity, capability and the whole organisational culture. They recognise that public service improvement programmes take between 3-5 years to be effective.

It is the responsibility of the senior team (all those at Chief Superintendent rank and above) to build and lead a responsive organisation with a management culture and structures that allow for quick adaptation to changing social and community needs and emerging threats

The Authority's Chair and Deputy Chief Executive have drafted 4 guiding principles for oversight of the revised model of policing in Scotland.

## 2 FURTHER DETAIL ON THE REPORT TOPIC

### **The Scottish Police Authority's guiding principles for oversight of the Revised Model of Policing**

#### **The Four Guiding Principles are:**

##### **2.1 Deliberation and delivery**

The vision, road map and 2024 actions will be delivered at pace and with effective engagement with internal and external stakeholders. A key external stakeholder will be local government. While finance is a factor, service improvement should be the focus. The annual budget for policing must be balanced, and the current budget estimates officer numbers of 16,600 within that budget. Metrics and measurement of progress will be critical.

##### **2.2 Improvement should be around the safety and wellbeing of persons, localities and communities in Scotland**

- Strengthening partnerships with communities to better understand their needs and concerns and involving them in decision-making processes.

- Emphasising proactive approaches to crime prevention, such as early intervention programmes, community-based initiatives, and addressing root causes of crime.

### **2.3 Improvement should be around staff wellbeing and internal culture**

- Providing ongoing training and professional development opportunities for police officers and staff to enhance their staff management skills, knowledge, and understanding of contemporary policing issues.
- Estate rationalisation will focus on officer welfare and effective custody distribution.
- Ensuring that the police force increasingly reflects the diversity of the communities it serves and implementing policies to promote inclusivity and equitable treatment

### **2.4 The enabling role of technology and prioritising investment in year 1 and 2**

- Leveraging advancements in technology for more efficient and effective policing, including tools for data analysis, surveillance, and communication while retaining public confidence.

## **RECOMMENDATIONS**

Members are invited to discuss the content of the report.