

Meeting	Authority Meeting
Date	20 May 2020
Location	Video-conference
Title of Paper	Committee and Oversight Group Reports
Presented By	Committee and Oversight Group Chairs
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

To provide the Authority with an update on business progressed through the:

- A. Forensic Services Committee
- B. Legal Actions, Claims and Appeals Committee
- C. Resources Committee
- D. CAM Oversight Group
- E. Complaints and Conduct Committee
- F. Audit, Risk and Assurance Committee

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Forensic Services Committee	Tom Halpin	20.04.20	3
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Resources Committee	Elaine Wilkinson	23.04.20	8
CAM Oversight Group	Martyn Evans	24.04.20	10
Complaints and Conduct Committee	Matt Smith	05.05.20	13
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**Chair's report from the Forensic Services Committee
Chair – Tom Halpin**

Meeting held on 20 April 2020

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1. The Forensic Services Committee met on 20 April 2020. The Committee considered a number of matters including the Quarter 4 Performance Report, Benefits Realisation of Phase 1 of the Forensic 2026 Strategy, COVID 19 Impact Report, update on the Forensic 2026 Programme, Digital Forensic Services Working Group Report, Drug Driving service delivery, Update on the Budget for 2020/21 and Strategic risk. The progress of the HMICS recommendations was covered and the completion thereof.
2. The **Performance Report** was reviewed, it was noted that the demands placed on Forensic Services have increased in the last year in Drugs and Biology areas and this has been matched by increased output over the same period. Additionally in the last year the age of casework across Biology, Mark Enhancement, and firearms has seen a significant fall during the year – this is as a direct result of a number of ongoing improvement initiatives. Drugs demand has increased and Toxicology has seen a rise due to the introduction of the new Drug Driving service. Scene Examination service continues to be provided in partnership with Police Scotland. The impact of the COVID 19 outbreak was noted with specific thanks to Forensic Services staff for their support, professionalism and dedication during this challenging time.
3. Casework demand management work was flagged as being critical given there will come a point beyond which Forensic Services cannot increase capacity.
4. Forensic Services received reaccreditation to the ISO 17025 standard on 31 March 2020, marking the 22nd consecutive year of accreditation. This was received in addition to confirmation that 5 extensions to scope of accreditation had also been successful obtained.
5. The **Benefits Realisation** of Phase 1 of the Forensic Strategy was reviewed noting the significant progress made in addition to planning work underway for Phase 2. The Committee noted the future requirement for an Executive Summary for projects which clearly articulates the investment put in and the results which would

be driven from this investment. In addition the requirement to inform how value can be articulated (qualitative, quantitative and measurable) setting out parameters before going into Phase 2.

6. There was significant discussion on the Forensic Services **COVID response** as was reported at the SPA April Board meeting. The work carried out to maintain services was noted and no serious issues with operational performance during the current period were noted.
7. **HMICS** open recommendations are all progressing. 14 of the 23 recommendations are now complete, a further 4 closed since the February report. Further work is ongoing in respect of the remaining open recommendations.
8. **FS 2026** Operating Model work is progressing however the current priorities around the COVID outbreak have delayed progress to a degree. It is still anticipated to complete this work stream by October 2020. Work has been carried out around the ICT planning in conjunction with PS to developing a Phase 2 ICT Plan, however, this requires further work to finalise and there are some delays as a result of COVID -19 prioritisation. The Committee recognised the ongoing challenges of resourcing all work streams.
9. The **Digital Forensic Services Working Group** report was presented which highlighted 5 recommendations:
 - **Recommendation 1** - The delivery of digital forensics should remain with Police Scotland under the operational responsibilities and internal governance arrangements of the Chief Constable.
 - **Recommendation 2** - The SPA Board should agree the appropriate Committee(s) to have oversight, scrutiny, and assurance over digital forensics, and the areas covered by the Police Scotland Cybercrime and Technical Surveillance Programme (CTSP).
 - **Recommendation 3** - Police Scotland should commence a journey of transition with a view to achieving accreditation for its digital forensic laboratory work by December 2022. It should also conduct a broader piece of work with SPA Forensic Service to develop a broader quality framework for the non-forensic aspects of digital investigations including triage technologies within the same timescale.

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- **Recommendation 4** - Police Scotland should adopt the ISO 17025 quality standard for accreditation of its digital forensic laboratory work in Scotland by December 2022.
- **Recommendation 5** - On attaining the ISO 17025 quality standard accreditation for its digital forensic laboratory work, Police Scotland should voluntarily adhere to the Forensic Science Regulators Codes of Practice and Conduct as mandated for Forensic providers, including policing in England and Wales.

The Committee discussed the report which was recommended to the SPA Board.

10. The **Drug Driving Report** noted the high demand on this new service. Whilst demand was high it was agreed the drug driving impairment test route and samples analysed - around 85%, have yielded a result where the drug content of at least one drug is above the stated limit. This success illustrates the value of the service being provided. Additional capacity for this service will be created in coming months to support demand. Funding was secured from Scottish Government for one-off investment in additional instrumentation which will help increase required capacity.
11. The Committee meeting then moved into the closed session and received an update on the 2020/21 Budget, Revenue and Capital Investment during 2019/20, progress on the Forensic 2026 Strategy, Drugs Strategy, Strategic Risk and significant Operational Risks, Morbid Toxicology Services, the Memorandum of Understanding and the Annual Assurance Report.

The Committee made the following decisions:

- To recommend the Digital Forensic Services Working Group report and recommendations to the SPA Board for approval.
- That for Forensic 2026 Phase 2 Benefits Realisation include an Executive Summary which clearly articulates the investment put in and the result of the investment. In addition inform how value could be articulated (qualitative, quantitative and measurable) setting out parameters before going into Phase 2.

The Committee noted:

- The quarterly Performance Report
- Benefits realisation report
- Academic Collaboration report

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- COVID 19 Impact report
- The HMICS recommendations progress report
- Digital Forensic Working Group report
- Forensic Services Business Plan – verbal update
- Drug Driving Update
- Forensic 2026 Update
- The Committee Work Plan
- 2020/21 Budget, Revenue and Capital expenditure in 2019/20
- Drugs Strategy
- Update on Forensic 2026 Strategy
- Memorandum of Understanding
- Strategic Risk Register
- Morbid Toxicology Service Update Report
- Annual Assurance Report

**Chair's report from the Legal Actions, Claims and Appeals
Committee
Chair – Mary Pitcaithly**

Meeting held on 22 April and 06 May 2020

The Legal Actions Claims and Appeals Committee met on 22 and 30 April, and 6 May. As meetings involve the provision of legal advice and consideration of specific cases much of the Committee's business requires to be held in private. The main purpose of the meetings on 22 April and 6 May was to consider a matter arising from a particular legal case.

The main purpose of the meeting on 30 April was to discuss the regulatory and procedural framework relating to injury on duty awards. It was agreed that a short term working group would be set up to consider issues arising from the current regulations.

Chair's report from the Resources Committee

Chair – Elaine Wilkinson

Meeting held on 23 April 2020

1. The Resources Committee met on 23 April by teleconference and considered a number of people and finance matters. The following summarises key highlights, excluding COVID-19 matters which were reported to the SPA Board meeting on 30 April.

Resource Planning

2. Members reviewed the Financial Monitoring Report for period 11 and a look ahead to the likely out-turn for 19/20 in relation to Revenue, Capital and Reform. Revenue (£1m - £1.5m overspend), Capital and Reform (in line with budget). Members recognised the efforts made and flexibility required to deliver the capital and reform budgets and expressed their thanks, but advised caution on delaying estates disposals.
3. In terms of 20/21 budget Members were supportive of the plans to revise the budget, with a holistic view being taken of the post-COVID 19 environment and incorporating additional cost pressures and likely underspends due to changed operational practices. Members also welcomed plans to revise capital and transformation profiles to reprioritise projects and timelines to support new, improved, innovative and more efficient working practices in the post COVID environment.

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4. Members received an update from the interim CEO. This included the budget implications to date, primarily related to the increased intake of recruits in March and additional public order uniforms. Police Scotland advised on plans to adjust the intakes across the remainder of this year to address this budget pressure.

Strategic Workforce Plan

5. Police Scotland provided a verbal update on progress towards development and delivery of a Police Scotland Strategic Workforce Plan.

The majority of local draft plans have been submitted in line with staged timescales, with some outstanding as a result of Op Talla. Pressure on project resources has also arisen as a result of Op Talla,

with an assessment of impact on project timescales currently being undertaken.

A benefit of the current position is that the Op Talla experience will further inform strategic workforce planning considerations in relation to both ways of working and organisational resilience. Police Scotland noted that timing of a report on organisational learning is unlikely to align with project timescales. Members asked that consideration be given to developing the workforce planning model in such a way that can be responsive to changes in demand (as highlighted by Op Talla) rather than delaying SWP production or revision any time there are changes to operational models.

Members appreciated the desire to incorporate Op Talla learning, but expressed concern over any potential slippage in the agreed timescales, noting the criticality of SWP outputs to inform 2020/21 budget considerations and requesting that Police Scotland examine what can still be delivered by November 2020.

Telematics

6. Members asked about progress with the telematics project and its potential benefits during and after the COVID-19 response. Members were disappointed that the full functionality was still not being utilised and requested that progress is made to address the obstacles particularly given the operational imperatives.

SPRM Update

7. Members considered a written report providing an update on progress of the SPRM appeals process, including impact of COVID-19 and mitigating actions being undertaken.

A number of significant risks still remain which Members explored in detail. They urged Police Scotland to continue to address all issues at pace, working alongside the Trade Unions while keeping staff affected informed on a timely basis.

Members noted that the report was still light in relation to financial implications and the risks to utilisation of reform funding should the project be delayed beyond the current financial year. DCO Page confirmed that this is being tracked carefully and managed tightly due to high demands placed on the reform budget.

Chair's report from the CAM Oversight Group Chair – Martyn Evans

Meetings held on 24 April 2020

1. Background

The CAM Oversight Group held an urgent meeting on the 24th April. The meeting was called following conversations the Chair of CAM Group held with SPA staff, Group Board members and the HMICS member.

The focus was on the accelerated roll out of CAM across Scotland. This significant increase in pace in rollout was driven by Police Scotland's COVID-19 response and in particular focus on effective call handling and policing responses across Scotland. The Chair of the CAM Oversight Group had been informed of the planned operation recommendation to do this by ACC Hawkins in advance of a decision by CC Livingstone.

The roll out across Fife and Central Scotland took place week beginning 16th April and across North Division week beginning 23rd April. Calls for North division are being handled from a temporary facility in Dundee, ahead of transition to the facility in Inverness.

2. Risk and delivery

The Oversight Group Chair had requested by email more detailed information on a range of risk and other issues. These were discussed at the meeting along with the rationale of accelerated roll out as part of the Covid-19 contingency response; the risk management and staff training in place to support service resilience; understanding public expectations of service and policing's response, and the measures in place to maximise the safety of call handling staff in the work place.

3. Summary of Oversight Group view

The Oversight Group concluded the CAM model offers a significant contribution to strengthening policing's response to the current crisis. The group considered that the accelerated roll out is being safely managed, that the benefits of accelerated roll out outweigh any associated risks, and congratulated the team on delivering this safely and at such pace.

- How the accelerated roll out of CAM minimises competing risks.
- The service now operates one model for call handling across Scotland.

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- Staff are all using the same systems and processes and there is flex in the system to support continuity of service, despite any related increase in absence.
 - The enhanced assessment of risk and harm ensures that while the service is responding to the demands of COVID-19, it also routinely prioritises any incidents on the basis of an assessment of risk, harm, and vulnerability.
 - The model increases operational capacity of front line staff, which is of critical importance in supporting policing's response to the pandemic.
 - The temporary rollout in the North does not cut across any commitments made by the SPA and Police Scotland to future 'business as usual' commitments with regard to C3 delivery in Inverness.
4. Call handling and response times
Call response for both 101 and 999 services has been sustained within acceptable tolerances.
5. Protection and well-being of call handling staff
The Oversight Group received detailed assurance on measures put in place to support social distancing and staff safety in control centres.
6. Supporting social distancing and responding to calls for service
The Oversight Group received assurance that calls are being appropriately managed, in a way which maximises public protection and the safety of staff and officers. A temporary deployment model has been put in place to support social distancing. The Group reviewed this model.

Police attendance is maintained for calls where there is a high level of risk or vulnerability.

Local Policing Appointments have been temporarily replaced by an Operation Talla appointments system, with much greater use of telephone appointments to resolve non-urgent matters. All appointments are still based on a THRIVE assessment.

As a result of social distancing protocols, more incidents are dealt with via telephone appointments, and a Scotland wide system is in place to manage this process. This system is only in place for Operation Talla and will be reviewed as social distancing protocols are relaxed.

7. Overview and for future consideration

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1. The accelerated roll out of the CAM model has been a significant achievement for the C3 Team.
2. Additional data is being gathered as part of Police Scotland's survey work to understand the public response to the new way of working and the temporary deployment model.
3. The CAM team are currently analysing data to determine how the current interim Operation Talla arrangements might support and enable further development of CAM.

**Chair's report from the Complaints and Conduct Committee
Chair – Matt Smith**

Meeting held on 05 May 2020

1. The Committee considered a number of matters, including an update from Police Scotland on COVID-19 from the perspective of the Professional Standards Department. Members commented in detail on information presented within the report.
2. The Committee was presented with the SPA Complaints Quarterly Performance Report. Members noted performance statistics which reflected the position at the end of Quarter 4, 2019/20.
3. The Committee was also presented with a report which reviewed cases received by the SPA Complaints Team over the past five years with data for the years 2015/16 to 2019/20. Members noted key statistics of note and trends in complaints data over the 5-year period.
4. Members were presented with the Police Scotland Professional Standards Department Quarterly Performance Report which contained statistical information relating to the investigation of complaints about members of Police Scotland for the period 1 April 2019 – 31 March 2020. The Report also contained information regarding the activity of the Conduct Unit, the National Gateway Assessment Unit, the Anti-Corruption Unit, information regarding Police Investigations & Review Commissioner (PIRC) Complaint Handling Reviews (CHR), Investigations and aspects of organisational learning. Members commented in detail and raised a number of issues arising with Police Scotland on the report's contents.
5. The Committee was provided with updates from Police Scotland and the SPA on actions related to recommendations in the Preliminary Report on the 'Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing'.
6. Specifically, Members noted updates regarding changes to the SPA Complaints Handling Procedures and a planned upgrade to both the SPA and Police Scotland's websites. Members noted that recommendations being progressed by the National Complaint Handling Development Group (NCHDG) have been put on hold just now however, efforts will be made to resurrect the Group remotely over the next few weeks to progress outstanding actions.

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7. Members were provided with a report on the SPA Whistleblowing Policy which was approved at the SPA Board Meeting of 25 March 2020. The report contained a summary of how the Policy will impact on the Committee, Committee Members and the SPA Complaints & Conduct Team.
8. Members agreed to a proposed change in the manner in which the SPA handles Reconsideration Directions issued by the PIRC and noted an update in relation to the SPA gaining access to the Centurion database for recording complaints made to the SPA.
9. Members were presented with information relating to police officers and police staff who are currently suspended or restricted in their duties within Police Scotland.
10. The Committee discussed current ongoing complaints and workload being managed within the SPA Complaints Team. Members agreed on the complaint route that should be applied to one complaint and noted the outcome of two further complaints.
11. The Committee reviewed and agreed its Workplan for 2020/21.

**Chair's report from the Audit, Risk and Assurance Committee
Chair – Jane Ryder**

Meeting held on 06 May 2020

The Audit, Risk and Assurance Committee (ARAC) met on 6 May. The Committee considered audit risk and assurance matters and the following summarises key highlights.

1. **Project Plan for Preparation of Annual Accounts**
The Committee noted that there is robust methodology in place, including specialist project management resource, supporting the delivery of the Annual Accounts. The Committee were pleased to note that the timeline is not currently expected to slip due to lock down working arrangements.
2. **Audit Scotland Progress Update**
Audit Scotland colleagues advised the Committee that engagement to progress their annual audit is progressing well despite the challenges presented due to the lock down. Audit Scotland observed that SPA and Police Scotland were doing very well to progress the annual report and accounts in line with the original timescale despite lock down working arrangements.
3. **COVID-19 Impact**
Taking into account the ARAC remit, the Committee undertook a comprehensive overview of COVID19 from a risk and assurance perspective. Most aspects were already reported in the public domain but from a governance perspective the Committee felt this was an appropriate approach by ARAC, a view endorsed at the meeting by auditors. Papers reviewed included an update by Police Scotland on their approach to COVID-19 risk management, a statement of overall SPA approach and an update from the Committee Chair on the approach of the ARAC. Police Scotland highlighted the dramatic change in demand and associated risks that the pandemic had brought. Risks are being managed dynamically reflecting the pace at which changes were happening. The Committee discussed how COVID-19 related risks would transition to business as usual, acknowledging this is as yet premature.
4. **Internal Audit Plan Progress**
The Committee noted the progress made to complete the 2019-20 Internal Audit Plan and potential challenges in delivery of the 20/21 plan due to Police Scotland resources being re-deployed to support COVID-19 and therefore not being available to support internal audits. Further work is required to consider what elements of the

20/21 plan can be progressed and other emerging matters that are worthy of internal audit review.

The Committee noted that the internal audits in respect to Non Pay Expenditure and Demand and Productivity Unit (DPU) were not being reported to the May meeting as planned due to resources in Police Scotland being utilised to support the response to COVID-19. The Committee expressed their disappointment at the delay in completing the DPU audit in particular, given the strategic importance of the DPU and alignment to the Strategic Workforce Plan. Both postponed audits are now planned to be reported to the July ARAC meeting.

5. Improvement Recommendations

Police Scotland and SPA provided updates on progress against improvement recommendations from external bodies such as HMICS. Police Scotland reported a 3 year trend of improvements in management and discharge of actions. SPA's update included progress made to deliver the objectives of the SPA Improvement Plan for 2018-19. A total of 17 objectives have been delivered with progress made on the remaining 5. Police Scotland highlighted the impact of COVID-19 would reduce the resources available to action improvement recommendations. The Committee discussed with internal auditors and with Police Scotland what were discernible themes in delays in implementation of recommendations.

The Committee reflected on the differences in procedures and visibility for Internal Audit reports and those of HMICS. The Committee recommended that this would merit detailed discussion with HMICS and Police Scotland. This was a particularly appropriate moment in the context of the latest HMICS report on online abuse, where the Police Scotland response in the form of an Action Plan is currently being developed between HMICS and Police Scotland.

6. Internal Audit Reports

The Committee considered 4 internal audit reports:-

Strategic Workforce Planning

This was a very significant audit. The purpose in commissioning was to provide the Board with assurance that there is in place a robust, but realistic project plan, appropriately resourced to deliver a fit for purpose SWP by November 2020.

The Committee noted the explicit finding from auditors that the audit did not provide the desired level of assurance that Police Scotland are on schedule to produce a robust SWP by November

2020. The Committee concurred with this view and identified a number of other concerns and reservations. In detailed discussion, the Committee explored the management responses, timescales and scope. Regarding the proposed SWP methodology, the committee sought to gain assurance that the SWP proposed methodology covered all elements of policing not only focusing on divisional policing, as appeared from the report. With many areas to be considered by management, the Committee therefore referred the report back to the SRO for reconsideration of all the issues raised. Meanwhile the Committee referred the report, with ARAC concerns and reservations, to the Resources Committee for consideration at their next meeting in June, recommending the SRO should attend. There is the potential of formally escalating to the Board if there is not satisfactory progress by the time of the next ARAC meeting July, at which the ARAC will wish to see an update report

Transformational Change

The purpose of this wide ranging audit was to consider and provide assurance as to the effectiveness of project and programme governance arrangements, progress reporting and benefits realisation/reporting across a sample of four current programmes, but applicable to all projects and programmes. The audit identified areas of good practice, but with significant scope for improvement, with management responses indicating that recommendations will be implemented by June 20 or September 20.

The Committee explored the methodology/governance used for benefit realisation. Again, the Committee agreed to refer the audit report to the Resources Committee for consideration at their next meeting, taking into account the ARAC views.

Relocation Costs

This audit was requested by the SPA to review progress in addressing findings from previous audit relating payment of relocation costs, and any other improvements to practice. The audit identified a number of internal control, policy drafting and policy compliance weaknesses within the current relocation process. Weaknesses extend to failures in controls over expense claims, authorisation of payments, insufficient supporting documentation, and in the wider governance arrangements in place to monitor and report compliance.

The Committee noted that many actions to address weaknesses were already under way with due date for all actions to be completed by June 20 or earlier. Internal auditors confirmed that these actions would address the various recommendations.

Productions

The audit reviewed the design and implementation of the Productions Remodelling Project including governance arrangements. The Committee noted and highlighted their concern that the original business case approved a project reliant on capital funding, which was not in fact allocated. The project was therefore proceeding on a limited basis with revenue funding only and could not proceed as envisaged without an allocation of capital funding.

The Committee discussed the potential changes to productions in respect to the new normal following COVID-19 and the much wider potential for greater reliance on digital technology, which called into question whether this was now in fact a project that should proceed as envisaged, or required a wholly different approach. This should be considered in the wider context of developments within criminal justice.

7. ARAC Annual Report

In accordance with the terms of reference for the ARAC, an annual report for the Committee was drafted and presented at the meeting. This summarised the business covered over the 2019-20 year and is recommended to the Board for consideration

<http://www.spa.police.uk/meetings-events/auditriskassurancecommittee/603377/>

8. CIPFA Benchmarking Report

Police Scotland have commissioned CIPFA to undertake an independent review of the financial management capability of Police Scotland function, assess its maturity and benchmark it against other comparative organisations. The Committee were provided an update on the outcome against the CIPFA Five Star Financial Management Model Assessment completed in autumn 2019. Findings were jointly presented by Stuart Fair from CIPFA and the Chief Financial Officer.

The Committee welcomed the comprehensive report, and commended the work of the finance function to achieve the results, including endorsement of the quality of internal financial management, noting the Police Scotland Finance function was awarded a three star classification. The Committee noted the weaknesses around financial resilience, which were consistent with the analysis by Audit Scotland, SPA and others.

9. Risk

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In the private session, the Committee considered risk updates from both SPA and Police Scotland. The SPA Corporate Risk Register will be presented to the Board meeting on the 20 May. In considering both Registers, the Committee encouraged management to review certain risk scorings which the committee members felt were unduly optimistic and should be scored higher, with attendant actions. In particular (referring to the Internal audit report just considered) the Committee felt the scoring and actions for strategic workforce planning were scored too optimistically.