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| Meeting | Authority Meeting |
| Date | 19 August 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. Legal Action and Claims Committee
- B. Policing of COP26 Oversight Group
- C. Audit, Risk and Assurance Committee
- D. CAM Oversight Group
- E. Forensic Services Committee
- F. Resources Committee
- G. Succession Planning and Appointments Committee

Summary report from Legal Actions, Claims and Appeals Committee

1 July 2020

Mary Pitcaithly, Committee Chair

Main items of business

- As meetings involve the provision of legal advice much of the business of the Committee requires to be considered in private. The main items of business on 1 July 2020 considered matters arising from a Public Inquiry and a Memorandum of Understanding

Key issues raised

- There was a discussion in respect of the Terms of Reference of the Public Inquiry
- An overview of the background to the Memorandum of Understanding was provided, and discussion had in respect of the circumstances leading to the Memorandum of Understanding being proposed.

Conclusions reached / actions agreed

- It was agreed that having considered the Terms of Reference that the Committee would make recommendations to the Board.
- It was agreed that further clarity required to be sought, prior to a course of action being decided upon in respect of the Memorandum of Understanding.

Summary report from COP 26 Oversight Group

8 July 2020

Tom Halpin, Committee Chair

Main items of business

- Position statement and planning activities
- Finance
- Forward work plan

Key issues raised

- Planning and development work continues. With the new date set for COP26, a programme of restoring staffing to the core planning team is underway on a phased basis and has been shared with the group, with the full Police Scotland planning team scheduled to be in place October 2020.
- Progress was noted on the delivery of a range of related priorities including custody arrangements; technical solutions to support resource deployment and communications; and the provision of accommodation.
- A draft workforce agreement has been developed jointly between Police Scotland and the Scottish Police Federation.
- Wider stakeholder engagement by Police Scotland will commence at the end of summer 2020, with a major focus of engagement around C3 and plans to minimise any potential impact on local policing.
- Assurance was provided that comprehensive plans are in place, and that the service has the capacity and resilience to fully respond to the policing requirement attached to COP26 event. These plans take account of the current demands relating to Covid-19.
- Work is progressing on a refreshed budget outline, aligned to the COP 26 revised timeline, and taking account of appropriate contingencies.
- Discussions on the MOU and indemnity remain ongoing.
- HMICS will be directly involved in an independent review of planning arrangements, to be led by the Metropolitan Police Service.

Conclusions reached / actions agreed

- The Chair welcomed the significant amount of work undertaken to progress budget and operational planning.
- Planning arrangements have benefited from the longer lead in time associated with the revised delivery date of November 2021.
- Local policing and prioritisation in relation to COP 26 will be reflected in a dedicated work stream of the Local Policing Programme, and which will be considered by the Oversight Group as it develops.
- Work is continuing to fully refresh the Oversight Group's work plan, to take account of progress and key milestones.
- The Group will provide an update to the Justice Committee on its work and forward planning.
- Covid-19 will remain a key variable and potential risk to be considered in planning for delivery of the event.
- The SPA Oversight Group continues to meet at six weekly intervals, with HMICS and Scottish Government in attendance. The next meeting is scheduled for late August 2020.

Summary report from Audit, Risk and Assurance Committee

16 July 2020

Jane Ryder, Committee Chair

Main items of business

- Strategic Workforce Planning Update Report
- Internal Audit Reports: -
 - Demand and Productivity
 - Non Pay Expenditure
 - Data Protection and Retention
 - Cyber Security
- Internal Audit Annual Report
- SPA and Police Scotland Risk updates
- Procurement Improvement Plan update
- Draft Annual Report and Accounts 2019/20

Key issues raised

- The Demand and Productivity Audit and the Strategic Workforce Plan update both highlighted a focus on local policing – committee expressed continuing concern that the full scope of policing including cyber, specialist and corporate services require to be considered
- The timescales for delivery of the Strategic Workforce Plan by Nov 20 is tight but Police Scotland were confident this could be achieved, using the process outlined
- Underlying theme of many reports to the ARAC include weaknesses relating to data quality and retention
- The committee discussed difficulties in recruiting for specific areas and how to address these

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- Although the draft Annual report and Accounts were substantially complete (and reviewed by the committee in private session) Audit Scotland highlighted challenges fully completing their annual audit due to restrictions relating to the pandemic (Audit Scotland's ability to review physical documents such as legal papers)

Conclusions reached / actions agreed

- SPA Interim Chief Executive and Police Scotland Chief Financial Officer will make every effort to ensure that Audit Scotland receive all the information and documentation required to complete their audit
- An update on the Strategic Workforce Plan is scheduled to be reported to the Resources Committee in August and at a workshop in October
- ARAC view was that scoring relating to Strategic Workforce Plan on the Police Scotland risk register was considerably lower than they would expect
- The September meeting of the ARAC will include a deep dive into risk management
- Resources are required to discharge the recommendations/findings from the Cyber Security audit

During the current period of social distancing and other restrictions as a result of the COVID-19 pandemic, a full recording of the public items of business taken at this meeting can be accessed at: -

<http://www.spa.police.uk/meetings-events/auditriskassurancecommittee/603387/>

The formal minute of the public items of business will be available at the next meeting which is scheduled for 15 September 2020. This will also be published on the SPA's website.

Summary report from CAM Oversight Group

24 July 2020

Martyn Evans, Committee Chair

Main items of business

- CAM Roll Out progress update
- The impact of transition through the route map out of lock down
- Mental Health Pathways
- Developing opportunities for improvement

Key issues raised

- CAM is now embedded across Scotland in East, West and North Divisions, as the business as usual operating model.
- Average response times for picking up 999 and 101 calls has been sustained throughout within acceptable tolerance levels, and during a period of exceptionally high 101 service demand. Service demand has been impacted by a range of pressures, including calls relating to Covid-19, a return to more normal levels of demand on policing, and emerging from the early stages of lock down.
- From July 14, and in line with the route map out of lockdown, local policing appointments have been successfully re-instated or established across Scotland as the standard policing response. Local policing appointments for non-urgent calls had been temporarily suspended in the early stages of Operation Talla to support social distancing, replaced by telephone appointments, or "COVID Diaries" where appropriate.
- Telephone diary appointments for non-urgent business have worked well and been positively received by members of the public. The option to use telephone diary appointments where most appropriate, managed by the C3 Resolution Teams, will be retained as an enhancement to the operating model.
- Comprehensive plans are in place and work underway to establish a permanent ACR for the North Resolution Team, including ICT and infrastructure, estates, recruitment, and staff training and development.

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- Police Scotland reported on further work to develop the Mental Health Pathways Hub. This is a collaboration between Police Scotland, NHS Mental Health Services, and the Scottish Ambulance Service, supported by the Scottish Government. The programme enables police call handlers in Bilston Glen, supported on site by an NHS mental health nurse, to make referrals directly to an NHS mental health hub. The programme is being recommended for roll out across Scotland from mid-August 2020, with a review in place 3 months into roll out. Strategic oversight and direction is provided by a new partnership Mental Health Strategic Steering Group.

Conclusions reached / actions agreed

- C3 officers and staff and the accelerated roll out of CAM have made a vital contribution to sustaining public service and safety during the pandemic.
- Rigorous planning, review, active assessment and risk management processes remain in place, which have supported the roll out of CAM nationwide and the ongoing monitoring of service delivery.
- The use of telephone appointments will be monitored and kept under regular review by the C3 team, and the enhanced model will be further considered by the Oversight Group September 2020.
- Police Scotland will prepare a further report for the Authority on the increase in call demand.
- The Mental Health Pathways Hub has the potential to significantly improve public service provision, by improving access to the most appropriate support and resource.
- Further work will be undertaken by Police Scotland to assess process improvement opportunities in C3 Division, and to integrate the potential for further improvement with developing contact and engagement strategies for the service.

Summary report from Forensic Services Committee

27 July 2020

Mr Tom Halpin, Committee Chair

Main items of business

- Performance Report Quarter 1 2020/21
- Drug Driving Update
- Digital Working Group Update
- FS 2026 Strategy Update
- HMICS Update
- FS Budget and Capital Investment Report
- Forensic Services 2026 Initial Business Case
- Strategic Risk Register
- Drugs Strategy Case Study
- Biometrics Options Report
- Memorandum of Understanding
- Morbid Toxicology Report

Key issues raised

- Managing of operational demand was highlighted given capacity reduction owing to the impact of physical distancing. It was noted capacity will grow throughout the year however the management of available capacity was necessary.
- The pressure to meeting required timescales for Drugs analysis was noted but that additional staff were being trained to reduce the backlog to a more acceptable level. It was reported that the team was working with the Procurator Fiscal and Crown Office to explore new ways of working to be more efficient going forward and it should be expected that the backlog in this area will reduce in the coming months.

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- Drug Driving discussion to take place between Committee Chair/SPA Interim Chair/Director of Forensic Services/SG/Police Scotland to collectively agree what next steps are required to ensure the required capacity is in place to match the demand on an ongoing sustainable basis.
- The Digital Forensics Working Group's recommendations had been accepted by The Authority at a recent meeting and the governance and oversight will be finalised and agreed in due course. Reports on accreditation will be through Forensics Services Committee going forward.
- The committee was walked through the FS 2026 progress as reported in the Roadmap with progress in respect of key areas highlighted including; the development of the MOU, the development of the IBC for the Operating Model and the Core Operating System Project. Members were assured that learning from COVID19 would feed into the project work.
- It was reported that due to COVID19 impacts, there had been limited engagement and work on the HMICS recommendations in the last quarter. Work planned to be taken forward would continue to address the recommendations.

Conclusions reached / actions agreed

- Members joined the Committee Chair in his sincere appreciation to all SPA Forensics Staff for their continued commitment and professionalism during the COVID19 restrictions. It was agreed that the recent events had demonstrated that the model of 'crime scene to court' for forensic science was a robust approach which had been sustained during the recent COVID19 restrictions.
- Further analysis of specific reasons for negative quality feedback received in Physical Sciences and Scene Examination to be circulated to committee members.
- Future FS Committee updates to included explanation of what mitigating actions have been put in place to ensure any backlog of work when courts re-start after lockdown over COVID19 period does not have any avoidable implications in respect of the time bar for COPFS.
- Discussion to take place between key stakeholders to ensure the required capacity is in place to match the Drug Driving demand on an ongoing sustainable basis.

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During the current period of social distancing and other restrictions as a result of the COVID-19 pandemic, a full recording of the public items of business taken at this meeting can be accessed at <https://livestream.com/spa/fscommjuly>.

The formal minute of the public items of business will be available at the next meeting which is scheduled for 26 October 2020. This will also be published on the SPA's website.

Summary report from Resources Committee

6 August 2020

Elaine Wilkinson, Committee Chair

Main items of business

- COVID-19 Resources Implications – Workforce availability and Health, Safety and Wellbeing
- Strategic Workforce Plan - progress update; and interdependencies with current and future demand, productivity gains and new ways of working
- SPRM Update – update on progress against planned timescales
- Police Officer/Staff Pay – Preparation and Planning
- Q1 Financial monitoring report
- Finance resource planning including 2021 reforecast, capital strategy workplan and verbal updates on spending review planning, COVID-19 procurement and COP26
- Estates strategy implementation plan update
- TCSS high level summary of projects

Key issues raised and conclusions reached/actions agreed

COVID-19 Resources Implications

Members were assured that: there are no anticipated future abstraction issues, although noted importance of ongoing monitoring of annual leave; statutory /mandatory training obligations are being met; physical distancing and testing arrangements are working well; controls are in place to maintain safety focus with responsibility moving to local areas; plans are in place to flex the workforce in response to any future spike. Members welcomed steps to incorporate lessons learned into future 'business as usual' ways of working, and to share learning with wider public sector organisations.

SWP Progress Update

Members noted: the correction plan to ensure the project timescales are met; assurances that earlier concerns in respect of draft local plans have been addressed; and the 'bottom-up' and 'top-down' planning processes in respect of 'cyber' capacity/capability.

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A request was made to Police Scotland in early July to provide a paper for the August Committee setting out the evidence base that would give the committee the assurances it requires in respect of certain interdependencies associated with the development of the SWP, and provide confidence that a robust plan would be available by November.

This was to include a short overview paper explaining the interdependent nature of changing demand, gains in efficiency and productivity and new ways of working and how they are being incorporated into the SWP. Supporting documentation to provide:

- the baseline demand being used for the SWP development by business area. Identifying confidence in and availability of data in each area.
- the projection assumptions used to predict future demand against what assumptions and to what time period. Where data is not available what proxy assumption is being used e.g. cyber crime
- the process regarding how the forecast productivity gains are being used to inform future size and shape of the workforce through reinvestment to meet changing demand from existing resources or to enable the reduction of current workforce.
- how the current and projected local demand variation is being used to shape the allocation of the future workforce across regions
- the process being implemented to capture the lessons of COVID-19 working and how this is being used to influence the size and shape of the future workforce.

The report submitted did not provide the evidence base requested and therefore at this stage the committee can give no assurance to the Board that the SWP will be supported by a robust evidence base in respect of these interdependencies.

SPRM Project Update

Members noted: good progress in last month with the use of technology being a key enabler; that the scheduling of appeals should enable improved estimation of costs by end September; and that a communication plan has been developed for the next phase post-appeals. Members requested a report in September outlining any additional cost pressures against the original business case, to ensure understanding of increased costs and that appropriate approvals are in place.

Police Officer/Staff Pay – Preparation and Planning

Members noted the content of the report, and the need for Spending Review proposals and pay to be considered together. A report is being tabled at the August SPA Board meeting.

Q1 Financial monitoring report

Members welcomed the unexpected one-off income injection in relation to historical mast rental and a series of management actions agreed to manage the costs of COVID-19 which has reduced the pressure over budget to around £1m. It is unlikely that any additional funding will be made available from Scottish Government. Members pressed Police Scotland to do all possible to reduce the projected overspend on budget.

Members challenged the back loading of capital spend towards the last two quarters of the financial year but were assured that budget holders are being regularly challenged and that there are additional spending plans in place to soak up any slippage.

Estates Strategy Implementation plan

Members were presented with a detailed implementation plan that set out clearly the forward direction for the estates strategy. There was some valuable discussion around the impact of COVID-19 on space planning and the dependencies on reform funding to fully establish the estates team.

Members commended the estates team on a superb piece of work and were content to recommend to the Board for approval.

TCSS Update

Members were presented with a paper on TCSS and two of the tactical projects being taken forward. There was discussion around the inter-dependencies of the projects with the wider DDICT agenda and the complex arrangement to deliver two tactical projects. It is still unclear how the FTE staff benefits will be realised and what the next list of priorities are.

Members have requested a further paper to be presented to Resources Committee in September that sets out clearly what the list of priority projects are, what they will cost and how they integrate with wider strategies.

During the current period of social distancing and other restrictions as a result of the COVID-19 pandemic, a full recording of the public items of business taken at this meeting can be accessed at

<https://www.spa.police.uk/meetings/resources-committee/06-august-2020/>

The formal minute of the public items of business will be available at the next meeting which is scheduled for 8th September. This will also be published on the SPA's website.

Summary report from Resources Committee

10 August 2020

Elaine Wilkinson, Committee Chair

Main items of business

- Q1 Health & Safety report
- Q1 Wellbeing report
- Q1 People Management Information Dashboard
- Draft People Strategy Year 3 Delivery Plan 2020/21 – incorporating COVID-19 'New Normal' activities
- Procurement – refresh of strategy, review of contract expenditure and Non-Competitive Actions quarterly update
- Contract Awards – Fleet vehicles and infrastructure
- Digital Evidence Sharing Capability project update and discussion
- Dundee Radio Site Lease (recommended to Board for approval)
- Full business case - Video Conferencing for discussion and recommendation for approval
- Initial Business Cases – GDPR Digital Drives and Force Wide Analytics for discussion

Key issues raised and conclusions reached/actions agreed

Q1 Health and Safety Report

Members were advised and welcomed that, having verified earlier data, there is a long-term downward trend in RIDDORs from 2017 to date and there have been no COVID-19 related RIDDORs. Members were assured in a number of areas: progress to date in respect of the Health & Safety 3-year Action Plan; the regular review of COVID-19 related incidents to enable identification of improvements in guidance or communications; Launch of Chief Constable's Assault Pledge; work to modify SCOPE to improve ability to capture and analyse data; and priority areas of BAU work impacted as a result of COVID-19 now getting back on track. Recognising ongoing challenges in respect of assault levels, Members requested a report on Your Safety Matters. Members requested that future updates provide longer-term trend data and analysis.

Q1 Wellbeing Report

Members noted the report and welcomed summary of progress made to date. Members requested future update in respect of the SAMH peer review and

Internal Audit, and how the SLWG would utilise the findings to inform future wellbeing investment activity. Members indicated their interest in keeping abreast with plans for the workforce survey, recognising its importance in informing future wellbeing plans into 2021/22.

Q1 People Management Information Dashboard

Members noted the contribution of Special Constables, particularly at this time, and the desire to increase numbers. Members took some assurance from the improvements in short term absence as a result of OpTalla and how the learning from this would feed into future processes and policies. Members remained concerned about long term absences and the high percentage of officers on modified duties.

Draft People Strategy Year 3 Annual Delivery Plan 2020/21

Members welcomed the Plan and noted that they look forward to monitoring progress throughout the year, emphasising the importance of ensuring that effective arrangements are in place for tracking progress and measuring impact. Members particularly welcomed actions relating to People Direct and establishment of a Futures function, and actions in respect of equality and diversity.

Procurement Strategy, Compliance and Non-Compliance Quarterly reports

Members noted that the longer term impact of both Brexit and COVID-19 will inform the 2021-2024 Procurement Strategy when developed. Members were content to recommend to the Board for approval.

Members were pleased with the improvements in contract expenditure compliance levels particularly noting the improvements during the COVID-19 pandemic. There continues to be significant improvements in procurement which members welcome. The Q1 NCA report was noted.

Contract Awards – Fleet vehicles and infrastructure

Members were presented with two contract awards for consideration - the purchase of fleet vehicles and charging infrastructure. Members sought assurance that both contracts demonstrated value for money and that the procurement process followed would stand up to scrutiny and were assured that both had been achieved.

Members noted the collaborative approach with Transport Scotland joining the selection panel and were pleased that telematics data would inform the future phases of the infrastructure contract.

Members were given assurance that sufficient flexibility was built in to allow a change in direction if required and were content to recommend the contracts to the Board for approval. The excellent work by Police Scotland's Business Investment Lead was recognised in the meeting.

Digital Evidence Sharing Capability project update

Members were updated on this SG led project as the timescales and scope of the project have been overtaken by the pressure within the CJ System to respond to the post-COVID environment. The discussion centred around ownership of the project, interdependencies with Police Scotland Transformation Programme, financial implications and strategic and operational risk.

Full business case - Video Conferencing

Members were presented with an FBC for Video Conferencing. Police Scotland were challenged by members on the procurement route, value for money and benefits monitoring. Assurance was given to members on all areas. It was recognised that the associated licensing costs create an on-going revenue pressure and it was essential that the resulting benefits in reduced travel costs etc was actively managed to absorb this pressure. Members were assured by the senior leadership approach to helping shift the culture in reducing the number of face to face meetings. Members recommended the FBC to the Board for approval.

Initial Business Cases – GDPR Digital Drives and Force Wide Analytics

GDPR: Members welcomed the IBC and were supportive of the project and the data and compliance benefits it will deliver along with eliminating significant strategic risk. Members noted the reliance on reform funding for the new team and the risk that funding may have to be found from BAU in future years.

Force Wide Analytics: The project will address the challenge of vast numbers of systems with inconsistent and untrustworthy data, moving to a system that will be the key to sustaining analytics and providing an evidence base for decisions. Members were very supportive of the approach but asked for better clarity around the future role of the Demand and Productivity Unit in light of the FWA project being delivered. It was noted that future revenue implications as a result of this project will be factored into the Spending Review preparation and future budget discussions.

During the current period of social distancing and other restrictions as a result of the COVID-19 pandemic, a full recording of the public items of business taken at this meeting can be accessed at

<https://www.spa.police.uk/meetings/resources-committee/10-august-2020/>

The formal minute of the public items of business will be available at the next meeting which is scheduled for 8th September. This will also be published on the SPA's website.

Summary report from Succession Planning & Appointments Committee

11 August 2020

David Crichton, Committee Chair

Main items of business

- SPNAC/SCC Internal Pipeline
- Police Scotland Executive Development
- Senior Officer Recruitment
- Chief Officer Relocation
- Re-Rostered Rest Days
- Directors' Performance Appraisal
- SPA Executive Team Pay and Grading
- SPA Chief Executive Recruitment
- SPA Chair and Board Member Recruitment

Key issues raised and conclusions reached / actions agreed

SPNAC/SCC Internal Pipeline

Members noted that, whilst there have been improvements in entry level recruitment and promotions in respect of both female and BAME officers, in the latter case this has been too small to represent a significant shift. Police Scotland compares favourably with other forces in terms of gender diversity, but less so in terms of BAME representation. Members noted development of a programme to tackle barriers to recruitment, promotion and retention, including work to establish a new entrance test and a leadership development programme for BAME females. Members also noted actions to assist in addressing data gaps. Members welcomed the report coming to the August Board providing scope for wider discussion on this area, emphasising the need to move beyond policy commitments to real changes.

Members also received assurance that postponement of SPNAC/SCC due to COVID-19 does not present a significant risk to the organisation.

Police Scotland Executive Development

Members noted that an Executive Development Framework was approved in 2019, informed by collective input from the executive on key development

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themes to enable enhanced performance, and by recommendations from the HMICS/HMICFRS 'Leading Lights' report. Whilst implementation has been impacted by COVID-19, work is again progressing. Members were reassured by the scale and breadth of development activity being undertaken, but noted the importance of assessing impact of development activity, and also advocated the benefits of cross-boundary development activity with wider public sector partners.

Members also received update from HMICS, who advised that their inspection of leadership training and development was now concluded, and that their report would be available in due course.

Members also received reports on the following items which were considered in private:

- Senior Officer Recruitment
- Chief Officer Relocation
- Re-rostered Rest Days
- Directors' Performance Appraisal
- SPA Executive Team Pay and Grading
- SPA Chief Executive Recruitment
- SPA Chair and Board Member Recruitment

During the current period of social distancing and other restrictions as a result of the COVID-19 pandemic, a full recording of the public items of business taken at this meeting can be accessed at <https://livestream.com/spa/spac11august2020>.

The formal minute of the public items of business will be available at the next meeting which is scheduled for 23 September. This will also be published on the SPA's website.