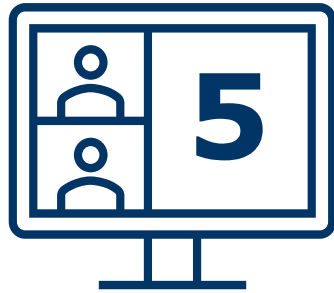


People Committee

2023-24 Reflections

Committee activity

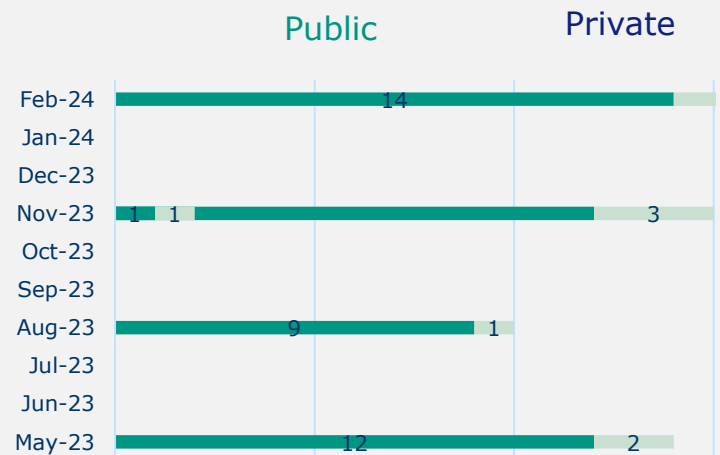


meetings held during the year

Standing invite for Staff Association and Trade Union representation at all meetings – insights and context

Forensic Services People assurance reporting now a standing item at meetings.

Papers presented



Main areas of focus and assurance sought



Health, Safety & Wellbeing

- IHR/IoD review and ongoing improvements.
- Sickness absence and psychological absence
- Health & Safety 3 year strategic action plan
- Hearing protection



Equality, Diversity & Inclusion

- HMICS Review of Culture
- SETM progress, Implementation Plan and measurement of impact
- Deep dive into Recruitment and protected characteristics
- Part time and flexible working



People Strategy/Strategic Workforce Planning

- People Strategy / Strategic Workforce Plan
- Oversight of development of both People Strategy & SWP
- Implementation Plan – delivery timelines & outcome measures
- Fair Work Annual Assessment



Workforce Reports

- Requirement for report development resulting in dashboards that will focus on outcomes and measures
- Deep dive into RRRD and Modified duties
- Absence



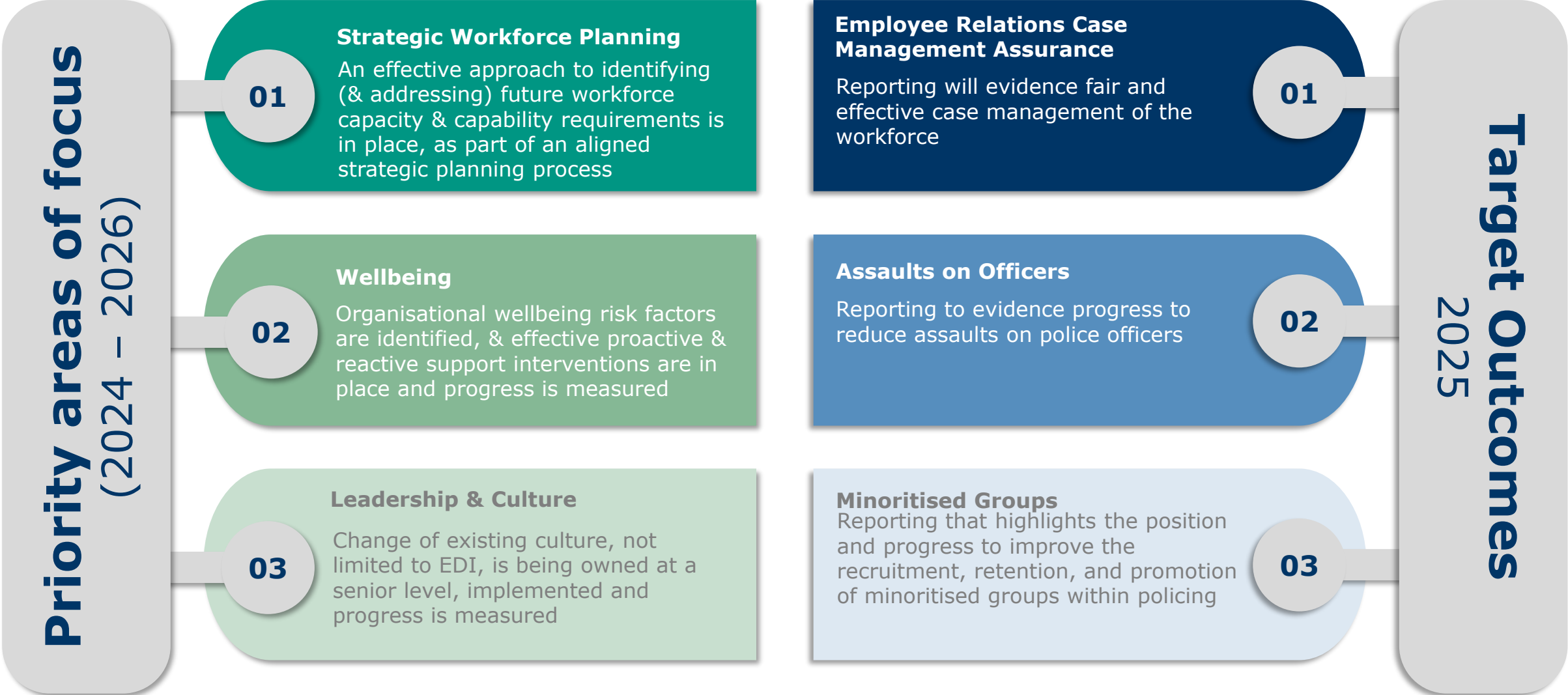
Learning & Development

- Introduced broader reporting on learning and development and wider leadership development
- Evaluation of MyCareer / PMDP/YLM
- Mandatory training compliance including completion of Officer Safety Training and Driver Training



People Committee

Current & future priorities



Priority areas of focus
(2024 - 2026)

01 Strategic Workforce Planning
An effective approach to identifying (& addressing) future workforce capacity & capability requirements is in place, as part of an aligned strategic planning process

02 Wellbeing
Organisational wellbeing risk factors are identified, & effective proactive & reactive support interventions are in place and progress is measured

03 Leadership & Culture
Change of existing culture, not limited to EDI, is being owned at a senior level, implemented and progress is measured

Employee Relations Case Management Assurance
Reporting will evidence fair and effective case management of the workforce

Assaults on Officers
Reporting to evidence progress to reduce assaults on police officers

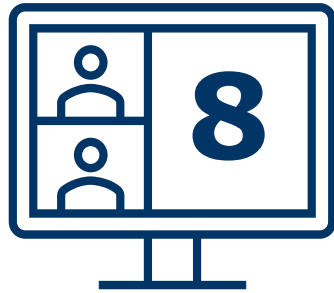
Minoritised Groups
Reporting that highlights the position and progress to improve the recruitment, retention, and promotion of minoritised groups within policing

Target Outcomes
2025

Resources Committee

2023-24 Reflections

Committee activity



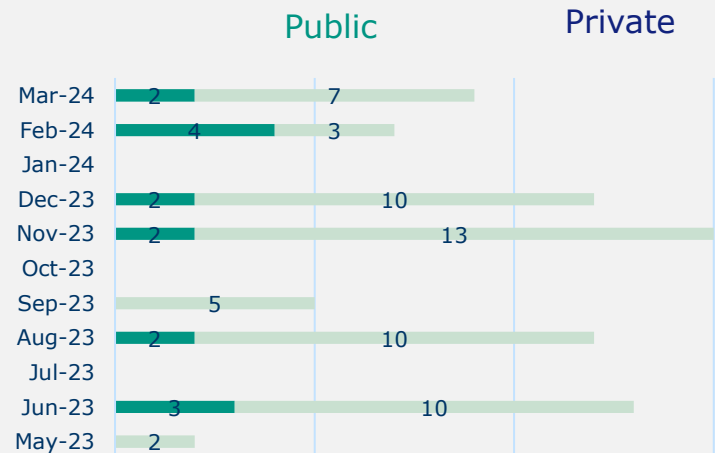
meetings held during the year

18 Business Case/Project Scrutiny Reports

10 Estates Continuous Improvement Reports

17 Contract Award Approvals/Procurement Reports

Papers presented



Main areas of focus and assurance sought

Financial Monitoring

- Evidence that lessons learned are now embedded in financial monitoring and development of financial controls.
- Assurance of robust project budget management being in place.
- Routine attendance of an ACC to provide assurance in respect of operational impacts.

Additional Financial Monitoring

- Due to the early forecast revenue overspend extra committee oversight was established.
- This ensured oversight of financial and operational impacts of the mitigations to deliver required savings.

Business Case Scrutiny

- Focus of committee scrutiny is to be assured the proposals are affordable, sustainable and in line with Best Value principles.
- Focus on change reporting and management of impacts from changes.

Transformational Benefits

- Ongoing work to ensure progress is clearly reported.
- Articulating the impacts of investment decisions and how data is used across operational plans.

Budget setting

- Consideration of budget strategy.
- Oversight of budget setting process – cost pressures, savings and key budgeting assumptions.
- Recommendation to the Board to approve the budget proposal.

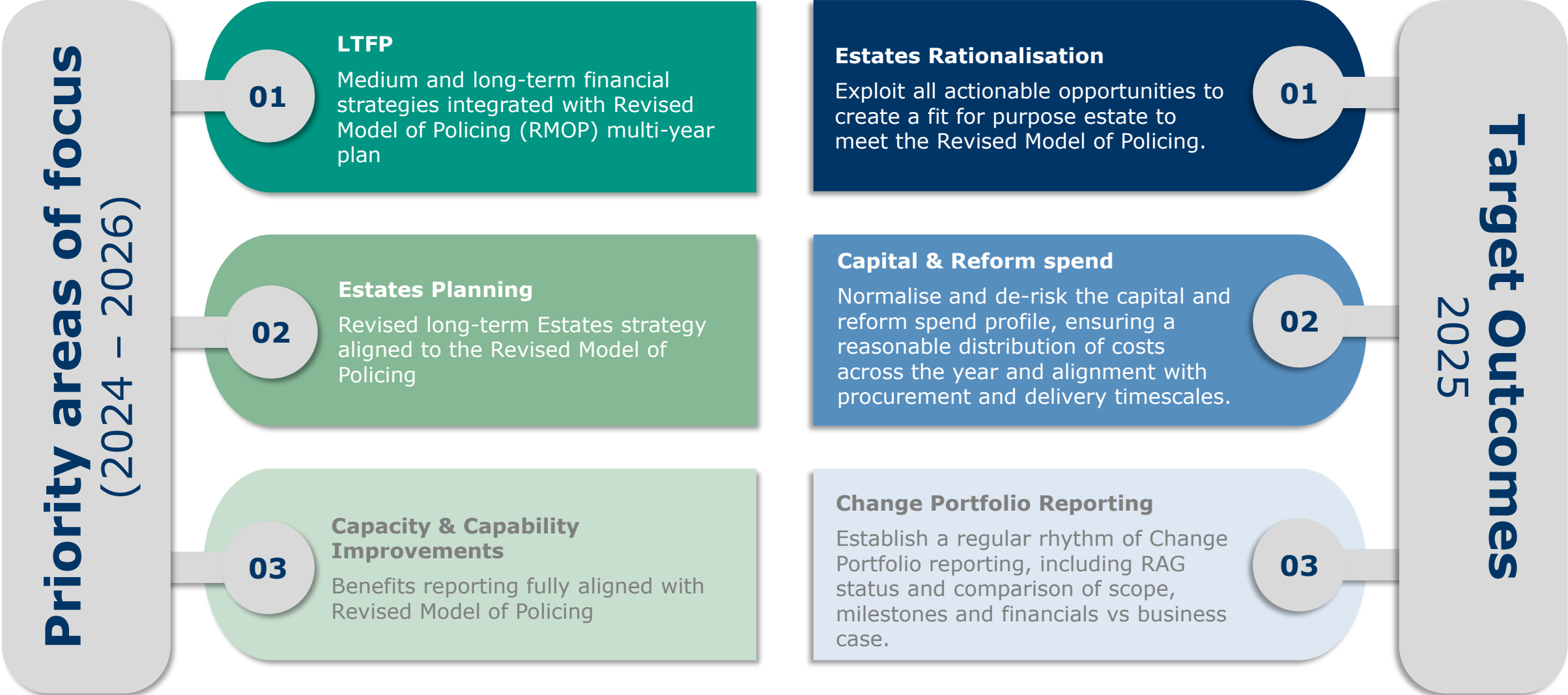
Refreshed delegated authorities

- Improved approach to approvals made through delegated authorities.
- Committee oversight remains proportionate with 6 monthly assurance and performance reporting.



Resources Committee

Current & future priorities



Priority areas of focus
(2024 - 2026)

01 **LTFP**
Medium and long-term financial strategies integrated with Revised Model of Policing (RMOP) multi-year plan

02 **Estates Planning**
Revised long-term Estates strategy aligned to the Revised Model of Policing

03 **Capacity & Capability Improvements**
Benefits reporting fully aligned with Revised Model of Policing

01 **Estates Rationalisation**
Exploit all actionable opportunities to create a fit for purpose estate to meet the Revised Model of Policing.

02 **Capital & Reform spend**
Normalise and de-risk the capital and reform spend profile, ensuring a reasonable distribution of costs across the year and alignment with procurement and delivery timescales.

03 **Change Portfolio Reporting**
Establish a regular rhythm of Change Portfolio reporting, including RAG status and comparison of scope, milestones and financials vs business case.

Target Outcomes
2025

Audit, Risk & Assurance Committee

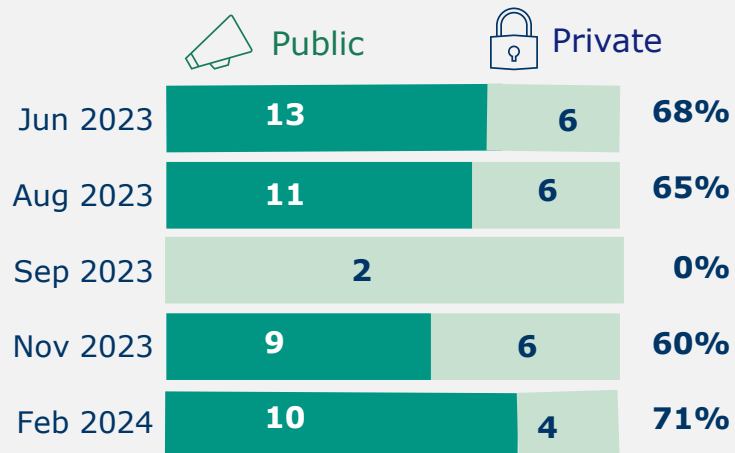
2023-24 Reflections

Committee activity

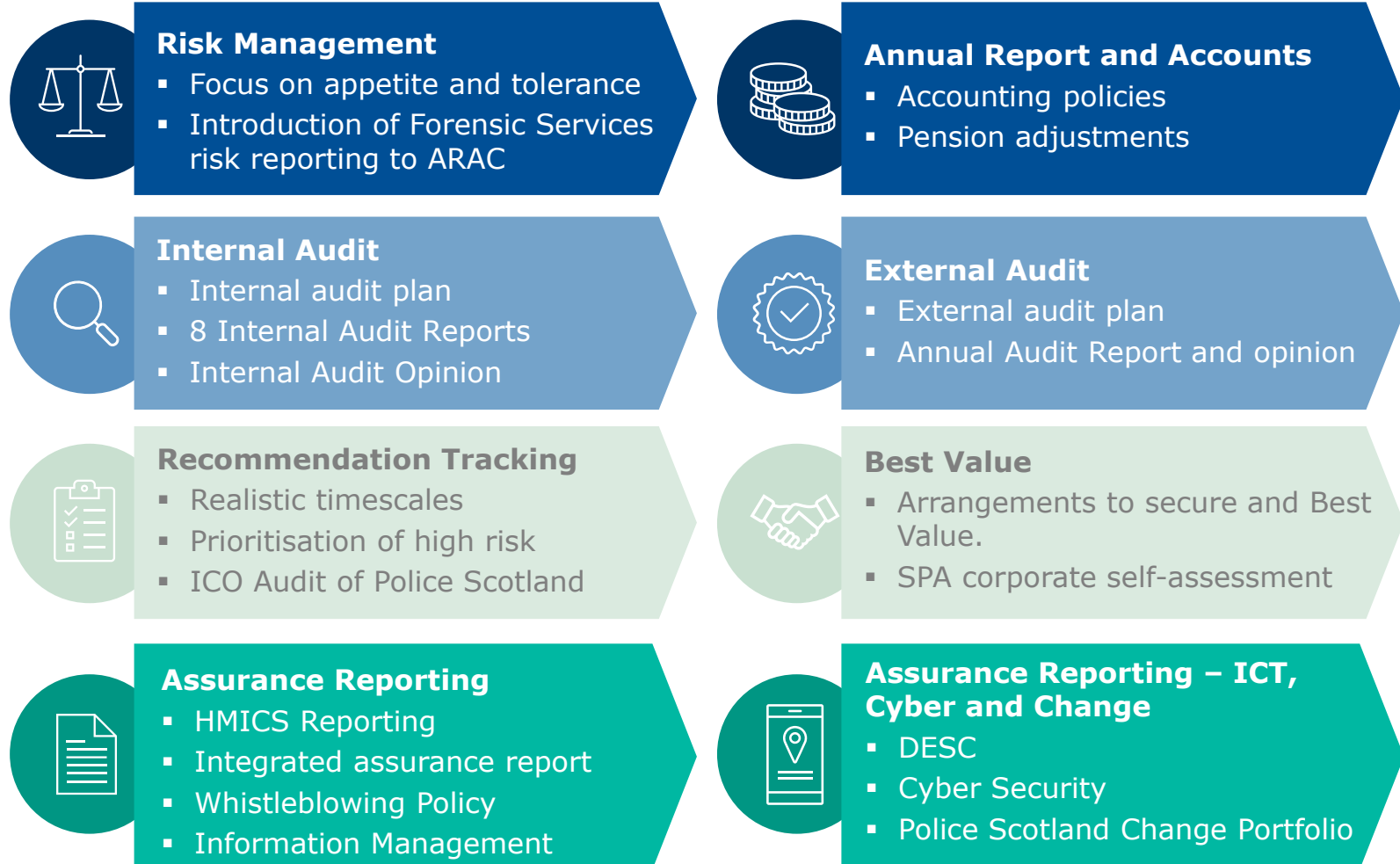


meetings held during the year

Papers presented



Main areas of focus and assurance sought





Audit, Risk & Assurance Committee

Current & future priorities

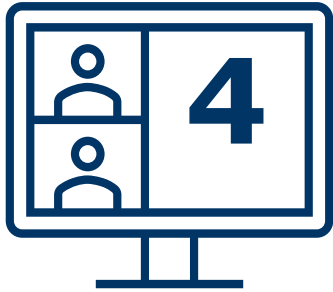


*The ARAC is a statutory committee of the Authority. Unlike other committees its workplan is largely set by the SG's Audit Committee handbook which does not lend itself to longer term areas of focus.

Policing Performance Committee

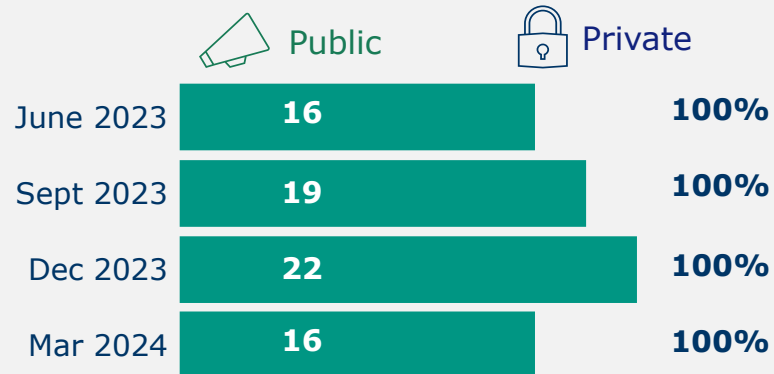
2023-24 Reflections

Committee activity



meetings held during the year

Papers presented




Main areas of focus and assurance sought




Vulnerability

- Missing persons
- Safer drug consumption
- Responding to mental health demand
- Carriage of naloxone




Operational Policing Activity

- Tasers
- Body Worn Video
- Hate Crime
- Stop and Search
- Proportionate Response to Crime




Key public body duties

- Corporate parenting
- UNCRC
- Sustainability




Transformation

- Local Policing Service Delivery Review
- Public Protection Development Programme
- Modernised Contact and Engagement




Community Understanding and Confidence

- Public Polling
- Community confidence action research




Partnership Working

- SIPR annual report
- COSLA and SOLACE Partnership Agreement
- Independent Custody Visiting
- Biometrics



Digital Capabilities

- Emerging Technologies (i.e CAID FM and Berla)
- Policing in a Digital World
- Digital Triage incl. cyber kiosks+
- Drones



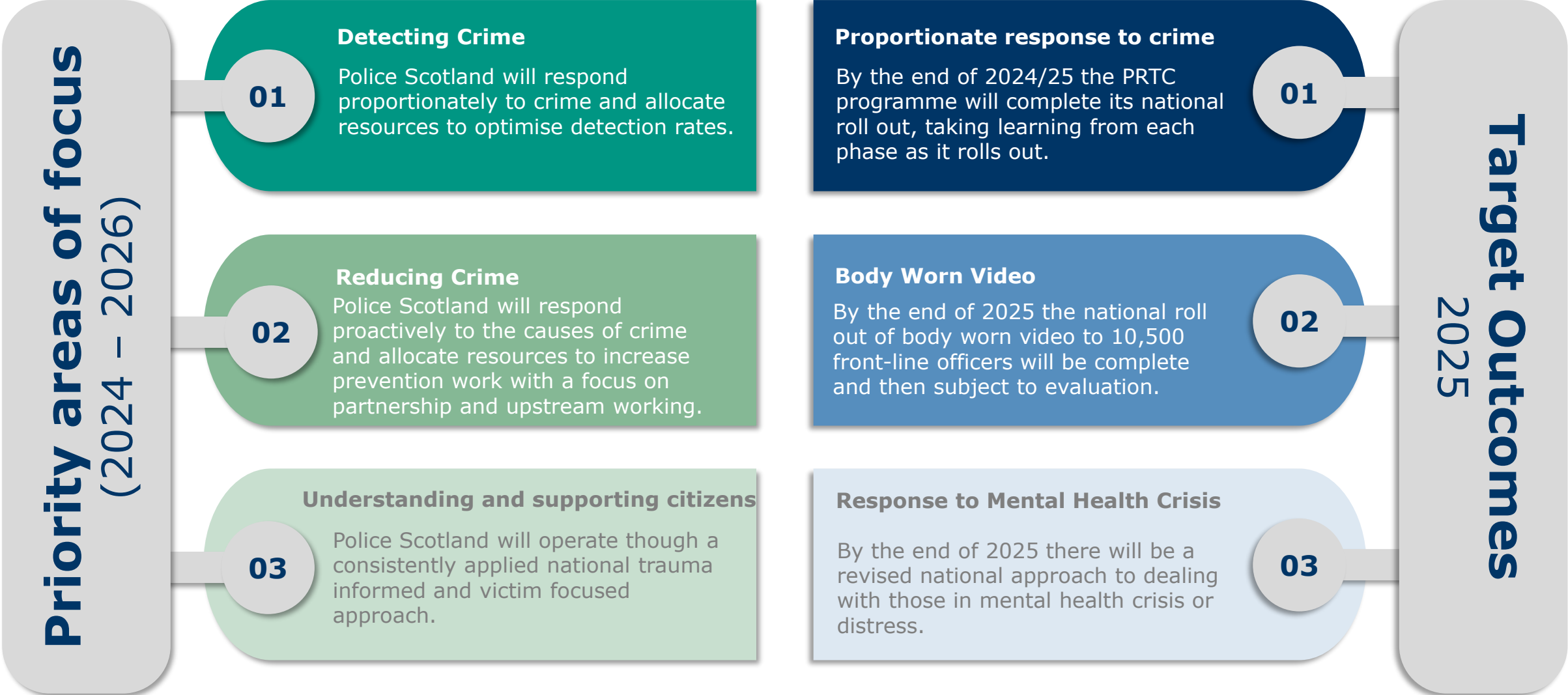
Performance

- Framework development
- Benchmarking
- Trends and patterns in crime
- Annual police planning
- HMICS improvement activity



Policing Performance Committee

Current & future priorities



Priority areas of focus
(2024 - 2026)

01

Detecting Crime

Police Scotland will respond proportionately to crime and allocate resources to optimise detection rates.

02

Reducing Crime

Police Scotland will respond proactively to the causes of crime and allocate resources to increase prevention work with a focus on partnership and upstream working.

03

Understanding and supporting citizens

Police Scotland will operate through a consistently applied national trauma informed and victim focused approach.

01

Proportionate response to crime

By the end of 2024/25 the PRTC programme will complete its national roll out, taking learning from each phase as it rolls out.

02

Body Worn Video

By the end of 2025 the national roll out of body worn video to 10,500 front-line officers will be complete and then subject to evaluation.

03

Response to Mental Health Crisis

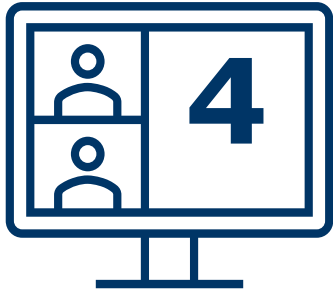
By the end of 2025 there will be a revised national approach to dealing with those in mental health crisis or distress.

Target Outcomes
2025

Forensic Services Committee

2023-24 Reflections

Committee activity




meetings held during the year

Papers presented


	Public	Private	
May 2023	9	3	75%
Aug 2023	9	2	82%
Oct 2023	8	1	89%
Feb 2024	7	1	89%

Main areas of focus and assurance sought




Toxicology

- Project weaver
- Long-term substantiable model




New scene tasking unit

- In place since early 2023
- Linked to approach to search and recovery scenes




Workforce

- New operating model
- Strategic workforce planning




Change portfolio

- Scene examination
- Operating model
- Data migration
- Core operating system




Drug driving

- Outsourcing provision
- In house capacity
- Backlog reduction




Cold case review

- 10 years of service
- 70 cases reviewed spanning over 60 years



Memo of Understanding

- Agreement between FS, Police Scotland and COPFS



Performance

- Framework development
- Benchmarking
- Cost per case analysis
- Demand v capacity



Forensic Services Committee

Current & future priorities

Priority areas of focus
(2024 – 2026)

01

Effective service delivery

SPA FS will have in place management processes to ensure the early identification of any demand management or capacity issues.

02

Future workforce optimisation

SPA FS will develop and deliver a strategic workforce plan.

03

Modernisation & integration

SPA FS will continue to improve efficiency and effectiveness through modernisation of systems and processes.

Performance monitoring & reporting

By the end of 2024/25 robust performance management will ensure demand and capacity issues are identified and rectified.

01

Sustainable model for toxicology

By the end of 2025 there will be an approved business case which delivers operational capability for all toxicology reports and targets.

02

Core operating systems

By the end of 2025 there will be a full business case in place for a revised and optimised core operating system.

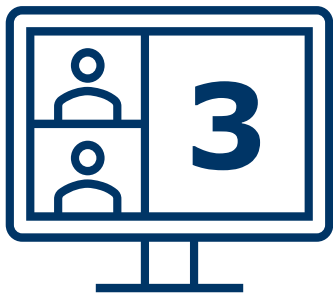
03

Target Outcomes
2025

Legal Committee

2023-24 Reflections

Committee activity



meetings held during the year

Papers presented

	Public	Private	
Aug 2023	2	6	75%
Nov 2023	1	3	75%
Jan 2024		1	100%

Main areas of focus and assurance sought





Legal Committee

Current & future priorities

Priority areas of focus (2024 – 2026)

01

Enhanced oversight: Through improvements in data provided by Police Scotland, gain a more in-depth understanding of the specific types of litigation in which Police Scotland is involved.

02

Learning: Seek ongoing assurance that Police Scotland has suitable arrangements in place to learn from litigation, with a view to reducing the scope for similar litigation in the future, and ensure that relevant client depts attend Committee meetings to discuss learning from individual cases.

03

Financial impact: Seek ongoing assurance from Police Scotland’s Legal and Finance departments that potential financial liabilities arising from litigation are being accurately forecasted, using the most up to date advice/information, and legal and financial staff attend Committee meetings to discuss this.

01

Improved data: Determine what further data would be helpful to include in Police Scotland’s reports on settlements and claims analysis.

02

Litigation overview: Seek assurance that Police Scotland’s litigation tables contain all cases which may require settlement approval in the short/longer term, and those cases have significant public interest or reputational implications.

03

Settlement requests: Ensure that all requests for settlement approval are assessed in light of legal, financial, best value and learning considerations, and that representatives of Police Scotland’s Finance and relevant client departments attend committee meetings to address these issues.

Target Outcomes 2025

Complaints & Conduct Committee

2023-24 Reflections

Committee activity




meetings held during the year


Papers presented

	Public	Private	
June 2023	7	2	22%
Aug 2023	4	3	42%
Nov 2023	8	4	33%
Nov 2023	1		100%
Feb 2024	7	2	22%


Main areas of focus and assurance sought




Quarterly Performance Reports
Scrutiny of SPA key statistics and Police Scotland's statistical information on the overarching performance activity in relation to complaints and conduct matters about members of PS




PIRC Quarterly Reports
Overviews of Police Scotland's handling of complaints and Investigation Referrals




Police Scotland Vetting
Oversight of developments and improvements to processes within Police Scotland's vetting department. In addition, oversight of the HMICS review of vetting.




Police Scotland Professional and Preventions
Scrutiny following a review carried out by Police Scotland, of all complaints and conduct matters which contained "sexual circumstances" between 1st January 2017 and 21st October 2021




PIRC Audit and Dip Sampling
Scrutiny of audits carried out within PSD.



Police (Ethics, Conduct and Scrutiny) Bill
Providing input to the Authority's evidence for submission to the Criminal Justice Committee.



Police Scotland Conduct
Oversight of conduct relative to police officers and police staff who are currently suspended or restricted in their duties within Police Scotland.

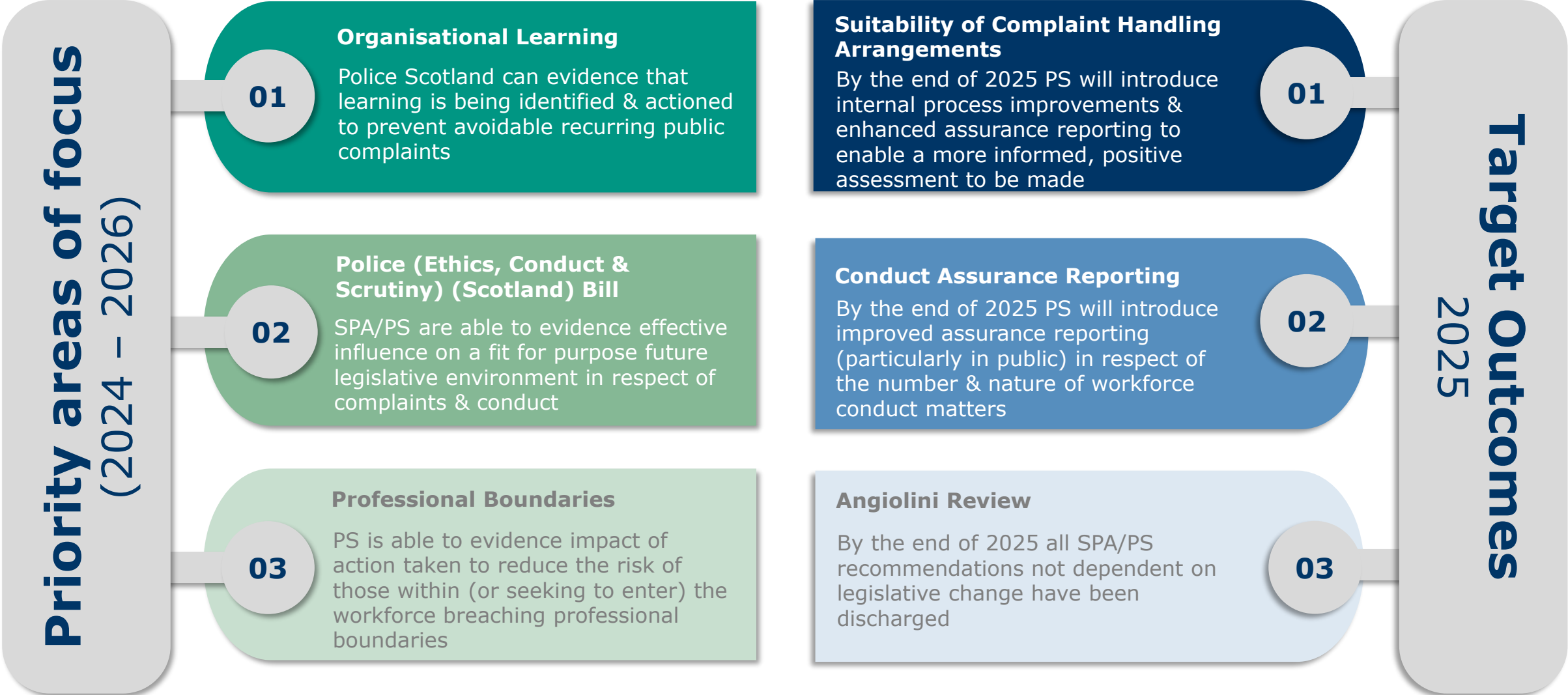


SPA Complaints
Oversight of ongoing complaint cases being managed within the SPA Complaints Team.



Complaints and Conduct Committee

Current & future priorities



Priority areas of focus
(2024 - 2026)

01

Organisational Learning

Police Scotland can evidence that learning is being identified & actioned to prevent avoidable recurring public complaints

02

Police (Ethics, Conduct & Scrutiny) (Scotland) Bill

SPA/PS are able to evidence effective influence on a fit for purpose future legislative environment in respect of complaints & conduct

03

Professional Boundaries

PS is able to evidence impact of action taken to reduce the risk of those within (or seeking to enter) the workforce breaching professional boundaries

01

Suitability of Complaint Handling Arrangements

By the end of 2025 PS will introduce internal process improvements & enhanced assurance reporting to enable a more informed, positive assessment to be made

02

Conduct Assurance Reporting

By the end of 2025 PS will introduce improved assurance reporting (particularly in public) in respect of the number & nature of workforce conduct matters

03

Angiolini Review

By the end of 2025 all SPA/PS recommendations not dependent on legislative change have been discharged

Target Outcomes
2025



Policing Together OG

Current & future priorities

Priority areas of focus
(2024 – 2026)

01

EDI & HR

Deliver a significant and sustainable improvement in Equality, Diversity and Inclusion (EDI) and Human Rights (HR) outcomes.

02

Policing Together Strategy

Clear evidence that the 4 outcomes and 21 commitments of the Policing Together strategy have been delivered.

03

Institutional Discrimination

Police Scotland can confidently identify itself (with evidence) as an anti-discriminatory organisation.

Polices and Procedures

Ensure the review of key policies and procedures is completed, with all documents updated to remove discriminatory language.

01

Recruitment and Training

Review pilot of non-residential probationer training and consider mainstreaming into onboarding process.

02

Independent Reference Group(s)

Review the role of all Independent Reference Groups (IRGs) including NISAG and agree appropriate arrangements going forward.

03

Target Outcomes
2025