



Meeting	Authority Meeting
Date	20 February 2025
Location	Merchants Hall, Glasgow
Title of Paper	Committee and Oversight Group Reports
Presented By	Committee and Oversight Group Chairs/Members
Recommendation to Members	For Discussion
Appendix Attached	Yes – Police Scotland Performance Report Executive Summary

PURPOSE

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

- People Committee
- Policing Together Oversight Group
- Policing Performance Committee
- Resources Committee
- Forensic Services Committee
- Audit, Risk and Assurance Committee

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Committee	Chair/Member	Meeting Date	Page
People Committee	Fiona McQueen	27.11.24	3
Policing Together Oversight Group	Tom Halpin	9.12.24	7
Policing Performance Committee	Alasdair Hay	10.12.24	9
Resources Committee	Grant Macrae	18.12.24 + 13.2.25	12
Forensic Services Committee	Paul Edie	3.2.25	18
Audit, Risk and Assurance Committee	Mary Pitcaithly	6.2.25	22

Summary report from People Committee

27 November 2024

Fiona McQueen, Chair

The formal minutes of the public items of business will be available at the meetings scheduled for 25 February 2025. 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 [here](#).

KEY ISSUES RAISED

Wellbeing and Inclusion

Q2 Wellbeing Report & Action Plan update

Members welcomed good progress across the wellbeing provision for our workforce and Police Scotland are encouraged to prioritise work to further develop and improve in this important area.

A specific area of interest for this committee is the rationale for not allowing officers and staff to self-refer to Occupational Health. The Committee has asked for an explanation of the rationale for self-referral not being an available option for the workforce. This, along with evidence of how this approach compares with other forces/organisation will be discussed at a future meeting of the Committee.

Policing Together Update Report

The progress and clear commitment to date is welcomed by the Committee who recognise cultural and behaviour changes take time however, Members are keen to understand how the Policing Together work is being driven through the organisation so that both the workforce and public see *and* feel the changes. Members expect to consider robust evidence of impacts of change and improvements in future Committee reporting.

SPA Report on Ill Health Retiral and Injury on Duty approvals

The Committee is satisfied plans are in place to process IHR and IoD cases within an acceptable timeframe and there are no unnecessary delays. The ongoing action to provide details of the underlying reasons and causal factors is expected to report to the February meeting.

Staff Survey Results

There was discussion, support and constructive challenge during the consideration of the results. Views from Police Scotland, the Scottish Police Authority, Forensic Services, Staff Association and Trade Union were heard.

The Chair welcomed the level of transparency in the reporting and acceptance of the areas for improvement. This is recognised by the People Committee as a clear demonstration of the Chief Constable's commitment to acting upon the survey results. Attendees agreed that changing culture is not easy and will not be achieved quickly and that a whole system approach will be essential to drive the improvements and to change the culture as necessary.

Going forward, scrutiny will focus on understanding how the next steps will support the workforce in all three organisations to drive improvement with assurance sought that any improvement plans are aligned to Business Plans and Operation Evolve. The Committee recognise that these results are in accordance with what the Staff Associations and Trade Unions have previously stated as how their members feel and the Committee therefore expect to see evidence that the staff voice is being considered in the development of the improvement plans which must result in the workforce seeing and experiencing change and improvement.

Strategy, Policy, and Planning

Q2 Workforce Dashboard

Attendees and Members welcomed the transparency of this report and agreed the data will be key to understanding the areas of good practice and any areas of concern. Future reports will include further details on absence.

Pension Forfeiture

An update on two ongoing Pension Forfeiture cases was considered.

VR/VER Closure Report

The Committee require evidence that there is robust management of workload where posts have been deleted. Assurance is being sought that effective steps have been taken to mitigate impacts on remaining workforce and that work has stopped where a post no longer exists

Pay Update

Recognising a further update would be provided at the November Board, Members considered a verbal update on the latest developments in the ongoing pay negotiations for both officers and staff.

Health & Safety

Q2 Health and Safety Report

The committee recognise the importance of near miss reporting and discussion focused on what can be done to promote the need to report and remove any barriers to reporting so that this valuable data can be collected and used to improve circumstances for officers and staff. Various steps to improve near miss reporting were welcomed and Members hope to see the impact of these steps in future reports to Committee.

Your Safety Matters

Transparent reporting of data and the effort to reduce 'out of card' officers was welcomed by Members however, as previously stated, this is not an acceptable position. The Committee was provided with absolute assurance this was a priority area for Police Scotland and it is anticipated the issue would be resolved by March 2025 by which time the organisation will be in a strong position around officer training compliance. The Committee sought and received an assurance there had been no incidences where operational officers had not been able to be deployed because they were out of card.

As no assault on any officer or staff member is ever acceptable, the Committee was disappointed to see a reported increase for the year. Members were keen to understand what was being done to educate the public about how unacceptable behaviour will not be tolerated. To allow improved analysis and insights the Committee has asked that future reports provided a disaggregation of assault data so that the officer and staff split is clear.

Forensic Services H&S Update

Following a verbal update at the last meeting of the Committee which provided details of engagement with the Health & Safety Executive (HSE) regarding a concern that had been raised directly with them regarding the use of Fast Blue B, the Committee welcomed the assurance that the comprehensive and detailed responses and evidence provided by Forensic Services to HSE had been reviewed and the HSE was fully satisfactory and the matter had been closed.

CONCLUSIONS/ACTIONS REACHED

- Further committee discussion required to explore rationale for officers and staff not being able to self-refer to Occupational Health. Comparisons with other forces/organisation to inform these discussions.

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- Future Quarterly Workforce Dashboard Reports to build on improved insight reporting and provide disaggregated data for specific areas to allow further analysis of how individual business areas compare with the entire organisation. A list of areas for future focus to be considered by the committee.
- Next Health & Safety Report to provide analysis of any underlying reasons for a higher level of 'non-assault injuries' RIDDORS in this category.
- Future your Safety Matters Reporting to provide disaggregated data on assaults for officers and staff.
- This committee to consider evidence of effective management of workload following deletion of posts and assurances to be provided that robust steps have been taken to mitigate impacts on remaining workforce.

Summary report from Policing Together Oversight Group

9 December 2024

Tom Halpin, Chair

MAIN ITEMS OF BUSINESS

- Independent Reference Group Arrangements
- Policing Together Progress Report
- Alignment of Review & Inspection Recommendations
- Policing Together Oversight Group Annual Report (Verbal Update)

KEY ISSUES RAISED

Members of the Oversight Group considered a comprehensive report which detailed the various Independent Reference Groups (IRG) Police Scotland have in operation. The Oversight Group were encouraged by the breadth of IRGs used for consultation. Members requested a paper is brought to the 12 March 2025 PTOG which articulates the new IRG structure in place.

Members considered an update on the progress of work within two pillars of the Policing Together Strategy Vision: Learning & Communities. Members were updated on the activities taking place in the learning space. The impact of the training was queried and Members advised it would be helpful to see how this is being measured, in order to understand when they can be confident that Police Scotland is an anti-racist and anti-discriminatory organisation. Police Scotland stated there are a range of methods in place to measure the effectiveness of training and they committed to sharing the draft Anti-Racism continuation matrix with Members. With regard to the Communities pillar, Oversight Group Members received a comprehensive overview of the ongoing work in this area. Members were encouraged by the engagement Police Scotland is having with communities and their focus on the user satisfaction survey results.

The Oversight Group welcomed a report which gave an overview of the work carried out to align recommendations and actions from recent inspections, audits and reviews in respect of Equality, Diversity and Inclusion (EDI) and Human Rights. Members sought and received assurance that the recommendation to improve the EqHRIA process was

in hand; Police Scotland advised that a dedicated team has been recruited to focus on this.

Police Scotland sought clarity on the ask of the Policing Together Oversight Group Annual Report. The Oversight Group Chair advised that SPA Officials will contact the Policing Together team to discuss the content of the report.

CONCLUSIONS/ACTIONS REACHED

- The Oversight Group will receive a formal description of the new Independent Reference Group structure in place.
- Members were updated on the activity taking place within the Policing Together Learning & Community pillars.
- Police Scotland will share the draft Anti-Racism continuation matrix with Members.
- Members were assured that the recommendations from recent inspections were being actioned and prioritised appropriately.
- SPA Officials to contact the Policing Together team to discuss the content of the Policing Together Oversight Group Annual Report.

Summary report from Policing Performance Committee

10 December 2024

Alasdair Hay, Chair

The formal minute of the items of business will be available at the meeting scheduled for 19 March 2025. 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 [Policing Performance Committee - 10 December 2024](#).

Main items of business

- Policing Performance Reporting & Operational Matters
- Partnership & Community Focus
- Oversight of Improvement in Policing

Policing Performance Reporting

- The Q2 Policing Performance Report was discussed at length. It was highlighted that this report had been restructured to align with the newly launched 2030 Vision. Areas of focus for Committee oversight and scrutiny included retail crime, public confidence, crime detection rates, missing persons, 999 & 101 calls and rape crimes.
- A deep dive of Sexual Violence will be presented at the 19 March 2025 Committee.
- The Committee considered Police Scotland's Three-year Plan Bi-Annual report for Q1/2 of 2024/25. Members expressed their support for this piece of work and were assured of the continued focus on pace towards delivery.
- Members received an update on the strategies and collaborative prevention activity in relation to acquisitive and retail crime. The Committee supported the commitment that Police Scotland continue to work with partners to address acquisitive and retail crime.
- The Committee considered an update on Police Scotland's response to public contact. Members welcomed the insight into improvement activity. Assurance was sought and received around understanding and addressing the reasons for discontinued 101 calls and that the available data is being used to inform improvement in training, processes and contact guidance for the public.

- The Committee were presented with the recommendation to formally close the CJSD 5 Year Vision and Direction and agreed that future performance reporting from CJSD is provided against the Three-Year Business Plan for 2024-2027.
- The Committee welcomed an update on the work to date of the Live Facial Recognition tripartite group. Members queried the timescale of the national conversation, and a commitment was made to share an outline with the Committee once there is confirmation that dedicated resource has been allocated.
- Members received an update in respect of the on-going wide-ranging review in relation to policy and practice to recording Sex and Gender within Police Scotland. The Committee were given assurance on the wide scope of the review and queried the timescales of delivery, extent of stakeholder engagement and mechanisms for ensuring legal & policy compliance. It was requested that the Sex and Gender Review Terms of Reference is shared with Members.

Partnership & Community Focus

- The Committee were updated on the progress Police Scotland is making in respect of their response to mental health distress. Members sought and received assurance that progress is being made across the range of recommendations identified by HMICS and that Police Scotland are confident that they can deliver these.
- Cllr Maureen Chalmers, COSLA Spokesperson for Community Wellbeing, provided updates on the National Community Justice Event held on 14 October 2024, the COSLA Police Scrutiny Convenors Forum held on 21 November 2024 and the Prisoner (Early Release) (Scotland) Bill. Members were assured that COSLA are working to understand and monitor the impact the Prisoner (Early Release) (Scotland) Bill will have on local government.
- Members recognised the significant body of extensive SPA and PS partnership and engagement work that underpinned a summary of the final report for the Community Confidence Action Research Project. The Committee echoed the reports thanks to local community groups and local authority partners for their input and insights.
- The individual Corporate Parenting Plans for Police Scotland and the SPA were endorsed by the Committee. With regard to the Police Scotland Corporate Parenting Plan, Members requested regular updates on the specific initiatives in place for young people.
- The Committee considered an update on Police Scotland's progress towards achieving UNCRC compliance. Police Scotland agreed to share the UNCRC awareness session video with Members.

Oversight of Improvement in Policing

- Members received an overview of progress in terms of improved service delivery against a range of improvement plans developed to address HMICS recommendations. The Committee sought and received assurance from Police Scotland around the prioritisation process of the recommendations.
- HMCIC Craig Naylor presented the findings from the following thematic inspections: Police Response to Missing Persons in Scotland & Road Policing in Scotland.
- Members considered the Independent Custody Visitor's Scheme 6 Monthly Report which covered the period of April – October 2024. Members recorded thanks to the staff Members that run the scheme and acknowledged the commitment from Police Scotland to maintain custody as a safe environment.

Conclusions Reached

- The Committee requested that a deep dive of Sexual Violence is presented at the 19 March 2025 Committee.
- Members endorsed the closure of the CJSD 5-year Vision and Direction and were supportive of future performance reporting from CJSD being provided against the Three-Year Business Plan for 2024-2027 instead.
- A timeline in relation to Live Facial Recognition work will be provided to the Committee once dedicated resource has been allocated. This was delivered in January 2025.
- The Committee requested that the Sex and Gender Review Terms of Reference is shared with Members. This was shared in December 2024.
- Police Scotland assured Members of their confidence to deliver the HMICS recommendations in relation to Mental Health Distress.
- The Corporate Parenting Plans for Police Scotland and the SPA were endorsed by the Committee.
- Police Scotland agreed to share the UNCRC awareness session video with Members.

Summary report from Resources Committee

18 December 2024

Grant Macrae, Chair

The formal minute of the public items of business will be available at the meeting scheduled for 13 February 2025. 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 [here](#).

Main Items of Business

Financial Monitoring, planning and oversight

- P7 Financial Monitoring Report and verbal update on P8
- 2025/26 Budget update
- Financial Regulations – preapproval reporting

Business Case Scrutiny & Oversight

- Body Worn Video Update
- Long Term Sustainable Model for Criminal Toxicology – Initial Business Case
- National Integrated Communications Control Systems (NICCS) update and Change Request
- United Communications and Contact Platform (UCCP) Change Request

Procurement & Contract Awards

- Procurement Performance

Key Issues Raised

P7/P8 Financial Monitoring Report

Revenue

- A balanced revenue outturn remains forecast; however, it was noted there remain significant risks and challenges to achieving this.
- As reported in the update to the November Authority meeting, the biggest risk relates to the pay award. The headline pay award offered (4.75%) is higher than budget and the committee heard from the Chief Financial Officer this is on the absolute outer limits of affordability.

Capital

- A balanced capital outturn also remains forecast with significant delivery risks still a concern for the committee.
- P8 total spend now at £31m ~45% of the forecast. There is still significant spend required in the final quarter of the financial year which is being closely monitored and overprogramming of up to £22m has been approved to mitigate the risk of any slippage.
- An area of focus for this committee will continue to be the effectiveness of the internal processes and controls to ensure robust budget management and to provide assurance in respect of how budget holders are held to account for delivery.

Procurement Performance

- The Committee welcomed the assurances contained in the routine Procurement Performance report and asked that the report be refreshed going forward to provide not only details of compliance but also a forward look to report on the capability and capacity to drive the procurement activity at the pace required to support the organisation. This will be of particular importance in the work to mobilise the Estates Masterplan however will support all spend.

Business Cases

Body Worn Video Update

- Members received assurance on the delivery timescales and heard that Police Scotland remain on track for the next milestone to be delivered in line with current plans in January 2025.
- The recently completed independent health check assessment which focused on timeline, infrastructure and integrations did not find any significant concerns and was supportive of the work. All recommendations will be considered as part of the project's work.
- The committee welcomed the positive update however given the tight timeline for this important project, requested regular updates to be provided to the SPA so that assurances can be provided on progress between committee meetings.

Long Term Sustainable Model for Criminal Toxicology – Initial Business Case

- The Chair of the Forensics Services Committee joined for consideration of this item.
- The committee was supportive of the IBC which is required to address the increased demand. Members require assurance that there is Scottish Government commitment to fully fund this project over its lifecycle and expect this to be addressed in the Full Business Case.

National Integrated Communications Control Systems (NICCS) update and Change Request and United Communications and Contact Platform (UCCP) Change Request

- The committee discussed the NICCS project at length and were assured that Police Scotland had a high degree of confidence that the interim solution being proposed would deliver a viable solution. It was agreed that fortnightly updates will be provided to the Authority from mid-January 2025. This will allow oversight of progress, provide early understanding of any possible delays and allow assurances to be provided between meetings. A paper showing all options will be submitted to a subsequent Committee meeting for further consideration.

Financial Regulations – preapproval reporting

- Members considered the report and asked that the next report provide an assessment of the effectiveness of the existing arrangements and provide any recommendations for changes to improve the approach.

Conclusions/ Actions Reached

Approvals

- NICCS change requests within 2024/25 only approved and an all options paper to be submitted to subsequent Resources Committee meeting.
- UCCP Change requests approved.
- Long Term Sustainable Model for Criminal Toxicology – Initial Business Case approved.
- Regular progress updates to be provided to the Authority in respect of NICCS and Body Worn Video.

Conclusions

- A forward look to provide assurances that the resource is available to deliver the procurement required so that necessary capital spend can be delivered.
- A timeline for mobilisation of Estates Masterplan to be provided. To provide assurance that robust planning is in place and to give the committee oversight of the scheduling.

Summary report from Resources Committee

13 February 2025

Grant Macrae, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 13 March 2025. 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 [here](#).

Main Items of Business

Financial Monitoring, planning and oversight

- Q3 Financial Monitoring report
- 2025/26 Budget Update and forward planning

Benefits and Oversight of Change

- Q3 Transformational Benefits Tracker
- Q3 Change Portfolio Oversight Report

Business Case Scrutiny & Oversight

- Body Worn Video Update
- Body Worn Video Change Request

Procurement & Contract Awards

- Procurement Standing Orders – verbal update

Estates

- Lease Renewal of Ayr Police Station, Newton House, Ayr
- Lease for Fettes Fleet Workshop Replacement

Key Issues Raised

Q3 Financial Monitoring Report

Revenue

- The Committee recognised the continuing effort towards a balanced revenue budget which remains the forecast. The significant risks will continue to be managed closely in the coming weeks.

Capital

- Members focused on the continued risk that the capital budget is not fully used in the current financial year. Discussions also focused on Best Value considerations to seek assurance that spend is in line with strategic objectives and provides value for taxpayers.
- Police Scotland explained the daily capital monitoring being undertaken with finance and business leads.

2025/26 Budget Update and forward planning

- The committee discussed the draft budget and planning assumptions in detail. There remain significant risks related to the funding for increased employers National Insurance contributions.
- A key area of assurance that will be sought by this committee is whether the budget plans are aligned to the 3 Year Business Plan and Workforce Planning.
- The Committee welcomed an assurance that the work of the Capital Planning Task Force will support budget planning. This group is focused on the deliverability of the capital plan and addressing the barriers to capital spending.

Benefits and Oversight of Change

- The Committee is aware of continued efforts to improve benefits reporting and oversight of change reporting. Members reiterated the need for this committee to be able to understand what efficiencies have been created and utilised, how this impacts on the organisation and any interdependencies.
- It was agreed that future reporting to the committee would provide details of any projects where there has been significant variance from what was approved in the Business Case.

Procurement

- Following the annual review of the Police Scotland Procurement Standing Orders, Members heard that no changes are necessary and the document remains fit for purpose.
- An area of focus going forward for this Committee will oversight of work to build capacity in the procurement team.

Business Cases

Body Worn Video Update

- Members received assurance that the project remains on track for the Spring 'go-live' date with no current concerns in terms of delivery against milestones.

- The Committee was pleased to hear that end-to-end testing has been completed and formal sign off is expected to take place by the end of February.
- Beyond the 2025 roll-out, Members sought and received assurance that any officer deployed to the policing of the Commonwealth Games 2026 will be equipped with Body Worn Video.

Estates

- The Committee approved proposals for 2 leases.
- While Members sought assurance that both proposals were able to evidence appropriate due diligence and demonstrate value for money, Members were concerned that the approach to partnership working was not as effective as it could be. It was agreed that a Lessons Learned report would be considered at a future meeting to identify where ways of working and collaboration with partners could be improved.

Conclusions/ Actions Reached

Approvals

- 2024/25 Budget revisions - budget virements for additional Scottish Government funding and allocating overtime contingency.
- Changes to the Body Worn Video project from the approved Full Business Case for additional time, delay in benefit realisation and net reduction in costs.
- Approval of leases for Ayr Police Station and a replacement Fleet Workshop.

Conclusions

- Estates Lessons Learned report to be considered so that the Committee can understand if the principals of co-location and collaboration are working in practice across public sector partners.

Summary report from Forensic Services Committee

3 February 2025

Paul Edie, Chair

The formal minute of the public items of business will be available at the meeting scheduled for 8 May 2025. 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 [Forensic Services Committee - 3rd February 2025](#)

MAIN ITEMS OF BUSINESS

- Forensic Services Directors Report
- Forensic Services performance Report Q3
- Performance Framework Refresh
- Forensic Services Financial Monitoring Q3
- Drug Driving
- HMICS Assurance Review of Forensic Toxicology Provision – Improvement Plan and Timeline for Delivery
- Forensic Services Change Programme
- Digital Forensics - Next Steps and timeline for progression
- Forensic Services Staff Survey Results and Action Plan
- Refresh of Forensic Services Strategy
- Operational Risk

KEY ISSUES RAISED

Forensic Services Directors Report (incl Drug Driving)

Members expressed concerns regarding the impact of the recent sustained increase in demand relating to drug driving toxicology analysis, with an approximate 20% increase in each of the 3 months in quarter 3. This was partially but not fully explained by an expected rise following the recent festive drink/drug driving enforcement campaign. Members were advised It was not possible to predict if this elevated level of demand is expected to continue to increase or reduce to the levels agreed within the Memorandum of Understanding (MoU). Assurance was given that the increase in demand is currently being managed via additional outsourcing, which is placing pressures on the revenue budget as this was not forecasted for this financial year.

Members heard that if this rise is sustained the impact on 25/26 revenue spend may be up to £1M. In addition, members were advised that if demand continues to rise there may be a future risk that outsourcing capacity in the UK will not be able to support this increased demand and that there will be a risk of time barring of cases. However this risk was described as not being imminent. Members reinforced the need for a Long-Term Sustainable Model (LTSM) to be taken forward to a state where the FBC could be approved. Members heard that owing to the scale of the project implementation beyond approval any operational capacity benefits were likely to be around 2-3 years away. It was agreed that drug misuse is a societal issue that is not going away, and members supported a zero tolerance approach to dealing with individual who take drugs and drive and therefore the LTSM is an absolute priority.

Members paid tribute to Forensic Services on maintaining UKAS accreditation for the 26th consecutive year and for positive feedback from the Scottish Biometrics Commissioner that SPA Forensic Services are using biometric data in a lawful, effective, and ethical manner.

Forensic Services performance Report Q3

Members welcomed a positive Forensic Services Performance Report for Q3 2024/25, with our newer members being provided with an overview of how the performance framework feeds into the strategy. Members have asked within future reports showing balance scorecards with amber, that there is more narrative included to advise on rationales, remedial actions and revised timescales.

Performance Framework Refresh

Members discussed and approved the Forensic Services Performance Framework Refresh. Members were advised that work was ongoing to cultivate a high standard of performance from staff, ensuring that performance becomes the key to everything that is done within forensic services. Members were advised that the results of the recent staff surveys will help shape and prioritise further activity in culture development.

Financial Monitoring Report Q3

Members welcomed a report detailing the financial position of Forensic Services for Q3 (nine months ending 31 December 2024) of the financial year 2024/25, as well as forecasting the full outturn to the year end. Members were advised that the impact on a delay in expenditure would have some risks with costs from this financial year moved to next

financial year, however, this is being considered alongside the capital investment plans for next year.

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

Members welcomed a positive update on progress on the HMICS Assurance Review of Forensic Toxicology provision and timeline for delivery. HMICS attended the meeting and supported the progress being made by advising that Forensic Services had a real grip on this piece of work. Members will be updated on reforecast dates following a review of the plan in due course with supported justification and commentary.

Forensic Services Change Programme Update

Members welcomed an update on progress against the Forensic Services Change Programme Plan, and paid tribute to the work being done within benefits realisation.

Digital Forensics - Next Steps and timeline for progression

Members were provided with a verbal update in relation to progress within Digital Forensics in terms of UKAS accreditation, recruitment for Technical Quality Assurance Officers and where each lab was at in terms of being at or reaching a steady state. Members will welcome a fuller written report later in the year.

Committee Effectiveness

Members welcomed a report of findings of a recent survey conducted with Committee Members and stakeholders, seeking their feedback on the overall effectiveness of the Forensic Services Committee. Members noted that there needs to be a greater focus on equality, human rights and/or community impacts within future committee reports, however, agreed that the committee have fulfilled its obligations against the committee Terms of Reference.

Forensic Services Staff Survey Results and Action Plan

Members were provided with a verbal update in relation to the recent Forensic Services Staff Survey Results and Action Plan and look forward to having more of this within public session at the next committee meeting.

Refresh of Forensic Services Strategy

Members were provided with a verbal update in relation to the Refresh of Forensic Services Strategy and look forward to having more of this within public session later in the year.

Operational Risk

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

CONCLUSIONS/ACTIONS REACHED

- Future performance reports showing balance scorecards with amber, to include more narrative advising on rationales, remedial actions and revised timescales.
- Members to receive public updates in relation to Your Voice Matters and INvolve surveys to the next committee meeting
- Members to receive more in public session in relation to the Refresh of Forensic Services Strategy later in the year.

Summary report from Audit, Risk and Assurance Committee

6 February 2025

Mary Pitcaithly, Chair

The formal minute of the public items of business will be available at the meeting scheduled for 21 May 2025. These 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 Audit, Risk & Assurance Committee - 6 February 2025 | Scottish Police Authority](#)

ITEMS OF BUSINESS CONSIDERED

- Internal Audit progress update and report on Implementation of Change Projects and Realisation of the Change Benefits
- Annual Audit Plans from Internal Audit and External Audit
- Audit and Improvement Recommendation Trackers
- Best Value Updates
- Committee Effectiveness
- Risk Management Reporting
- Cyber Security Update

KEY ISSUES RAISED

- **Internal and External Audit Reporting**
 - **Internal Audit Report: Implementation of Change Projects and Realisation of the Change Benefits.** Members welcomed the report and questions focussed on the actions required to meet milestones. BDO confirmed they would be looking for evidence of embedding new requirements and tracking benefits. Members were assured that a focus of the Resources Committee was on monitoring change benefits. The Committee were told of a recent change prioritisation exercise undertaken by Police Scotland, and heard how the new portfolio alignment in Police Scotland will increase the focus on change and transformation within the organisation.
 - **Annual Internal Audit Plan.** The Committee agreed it was a comprehensive plan and welcomed the collaborative approach taken

in its development. Members heard BDO consider all risk registers during development with focus given to risks that have the most impact on strategic objectives.

- **Annual External Audit Plan.** The Committee supported the plan. They received assurance that there was engagement with Audit Scotland to mitigate the risk of delays in the completion of pension funds accounts that impact on the SPA Annual Report and Accounts. Members were also informed that the Best Value Audit would not impact the deadlines for completing the Annual Report and Accounts.

- **Audit and Improvement**

- **Police Scotland Audit and Improvement.** Discussion focussed on the number of open and past due recommendations. Whilst recognising that the management of recommendations will be considered as a specific internal audit later this year, Members encouraged appropriate prioritisation as well as discussions to determine whether evidence is good enough to mitigate against the original risk. The Committee were informed that all recommendations are aligned with Best Values themes to support preparedness for the Best Value Audit.
- **SPA Audit and Improvement Recommendations Update.** The Chief Executive confirmed she was satisfied that 77% of the corporate strategy milestones had been achieved. Members heard another 14 were due to be delivered within the final quarter which the Committee welcomed.
- **Internal Audit Update.** Discussion focussed on an outstanding recommendation for Forensic Services relating to case file management. The Committee heard further discussions were required and noted the possibility that the new process set out to consider disputed recommendations may be used and reported to the next Committee. Assurance was provided that all Internal Audit Reports scheduled to come to the next Committee were on track and no delays were anticipated.

- **Assurance Reporting**
 - **Police Scotland Best Value.** The Committee were provided with an update on progress. A self-assessment survey was completed by Senior Leaders with more detailed workshops being undertaken. The overall results will be reported to the Committee in due course. The Committee noted an agreed deadline for self-assessments had not been given but Police Scotland were working towards April 2025 as indicated in the initial correspondence. The Committee were assured Police Scotland will seek clarity on what is expected from HMCIS and Audit Scotland in relation to evidence.
 - **SPA and Forensic Services Best Value.** Discussion focussed on compliance levels and evidencing continuous improvement.
 - **Committee Effectiveness.** The Committee welcomed the report and discussed where Committee improvements can be made, citing equality and diversity reporting, and the volume and length of reports as examples. Members noted that the overall results for all SPA Committees will be reported to the next ARAC meeting.
 - **Cyber Security Update.** An update was received from Police Scotland on current activity where discussion focussed on lessons learned.
- **Risk Management Reporting.** The Committee received updates from SPA, Police Scotland and Forensic Services. Discussion focussed on risks out with tolerance and actions being taken to bring into tolerance.

CONCLUSIONS/ACTIONS REACHED

- The Committee approved the Annual Internal Audit Plan.
- The Committee recommended the SPA Strategic Risk Review to the Authority for approval.
- The Committee remain concerned on the number of open recommendations and associated level of delays.
- The Committee are seeking an update at the next meeting on progress to resolve a disputed recommendation relating to Forensic Services, as well as progress on two high risk recommendations relating to ICT delivery.

Executive Summary

Introduction

This is the second Quarterly report of the 2024/25 performance cycle, reporting on our [Performance and Accountability Framework](#). Our operational focus in 2024/25 is on threat, harm, and risk, focusing on prevention, problem solving and proactivity, and looking after our hard-working officers and staff to enable our people to deliver our vital public service. We will work to strengthen community policing across Scotland and engage widely as we begin to change the way in which we prioritise and deliver services to focus in the right areas.

Our outcomes focused Performance Framework is linked to our strategic planning processes and aligns to the Strategic Outcomes as detailed in the Annual Police Plan 2024/25, these being:

Strategic Outcome 1: Public Safety and Wellbeing –

- threats to public safety and wellbeing are resolved by a proactive and responsive police service

Strategic Outcome 2: Needs of Local Communities –

- the needs of local communities are addressed through effective service delivery

Strategic Outcome 3: Confidence in Policing –

- the public, communities and partners are engaged, involved and have confidence in policing

Strategic Outcome 4: Working Environment –

- our people are supported through a positive working environment, enabling them to serve the public

Strategic Outcome 5: Sustainable and Adaptable Service –

- Police Scotland is sustainable, adaptable and prepared for future challenges

The Chief Constable's Priorities are at the centre of our approach to performance. Our Strategic Threat and Risk Assessment provides the evidence base for our areas of highest Threat, Harm and Risk (Force Control Strategy), Annual Policing Plan and Performance Framework.

Our Values and Code of Ethics underpin our approach to performance management which is vital to maintain and strengthen public confidence and trust in the Service. Learning from others and sharing best practice is critical and we will benchmark with other relevant bodies where possible, using the PEEL Assessment Framework as appropriate.

During this quarter, the Chief Constable has launched the Police Scotland 2030 Vision. Our Vision provides the service with a clear, aspirational direction of travel to shape the development of Police Scotland.

Our 2030 Vision is for safer communities, less crime, supported victims and a thriving workforce. To achieve this, we will:

- Support reductions in overall crime in Scotland;
- Respond effectively to threats to public safety;
- Deliver the best possible service for the public and communities of Scotland through effective community policing;
- Ensure that victims are fully heard and supported, with our service more tailored to victim needs through our trauma informed approach;
- Work with partners to ensure vulnerable people are able to access appropriate care at the right time;
- Be an inclusive, anti-racist and anti-discriminatory organisation that takes a firm stance on inappropriate conduct;
- Improve employee welfare and wellbeing, ensuring our diverse workforce is more supported in doing their best work each day.

The first section of the report provides a deep dive into crimes of dishonesty, with a focus on theft by shoplifting and key insights on overall satisfaction from our User Experience Survey. The report is structured under Less Crime, Safer Communities, Supported Victims and Thriving Workforce as per the Chief Constable's Vision 2030 report.

Examples of good proactive/preventative policing activity has been highlighted in the following areas:

- [Young People and Violent Crime](#)
- [Operation Moonbeam](#)
- [The Banking Protocol](#)
- [High Harm Drugs](#)
- [Substance Harm Prevention](#)
- [Road Policing Campaigns](#)

Local insights are provided within this report that include disaggregated data.

The following is a key to each of the 13 local policing divisions included in these comparisons:

Divisional Identification Key		
North Region	East Region	West Region
A - North East	C - Forth Valley	G - Greater Glasgow
D - Tayside	E - Edinburgh	U - Ayrshire
N - Highland & Islands	J - The Lothians & Scottish Borders	Q - Lanarkshire
	P - Fife	L - Argyll & West Dunbartonshire
		K - Renfrewshire & Inverclyde
		V - Dumfries & Galloway

Crime and incident data is included within this report, illustrated in bar charts with sparklines, to show trend data where appropriate.

The period with the highest volume of crimes/incidents is highlighted in red in the bar chart sparkline. The six-month sparklines cover the period April to September 2024 whilst the five-year sparklines cover Quarter 2 YTD from 2020/21 to 2024/25.

This report provides insight into the complexities of delivering strong performance, aligned to areas of greatest threat, harm and risk, in line with our organisational values.

All data is classed as Management Information and is not considered official statistics. All data is sourced from Police Scotland internal systems.