

Meeting	Authority Meeting
Date	19 January 2022
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 following Committee and Oversight Group which have met since the last Authority Meeting:

- Legal Committee
- Complaints and Conduct Committee
- People Committee
- Policing Performance Committee
- Resources Committee
- Policing of COP26 Oversight Group

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Committee	Chair	Date	Page
Legal Committee	Paul Edie	18.11.21 + 13.12.21	3
Complaints and Conduct Committee	Alasdair Hay	25.11.21+ 30.11.21+ 22.12.21	5
People Committee	Mary Pitcaithly	30.11.21	9
Policing Performance Committee	Michelle Miller	09.12.21	12
Resources Committee	Grant Macrae	16.12.21	15
Policing of COP26 Oversight Group	Tom Halpin	17.12.21	18

Summary report from Legal Committee

18 November 2021

13 December 2021

Paul Edie, Committee Chair

Main items of business - 18th November 2021

- Members considered and **APPROVED** the monetary settlement of a civil action and instructed the Head of Legal Services (Police Scotland) to proceed in negotiation to conclude settlement.

Main items of business - 13th December 2021

- Areas of Business Approved under Delegated Authority of the SPA Chief Executive
- Legal Services Claims Handling - Quarterly Statistical Information Report - Trends & Analysis in litigation (PS)
- Operation Iona Update
- Operation Tarn Public Inquiry Update
- Litigation Tables
- SPA Litigation & Claims Procedures
- Non-Disclosure Agreements (NDA's)
- Current Employment Tribunal Case

Key issues raised

- Ill Health retirement (IHR) and Injury on Duty (IOD) Awards
Members were advised on delays in both areas, however, were assured that work was being done within Police Scotland to address matters and that an additional Selected Medical Practitioners (SMP) had been brought in to provide some further resilience within that area.

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- Legal Services Claims Handling Members were provided with updates in relation to employment liability cases, public liability claims and motor claims and were assured that the number of cases were in line with previous years.
- Operation Tarn and Operation Iona Members were provided with updates in relation to both and were assured that they would be updated on any further movement within each area.
- Litigation Tables members were provided with updates in relation to cases presented and sought clarity on some areas and were assured around everything being done by both PS and SPA in relation to cases.
- SPA Litigation & Claims Procedures Members were presented with Litigation and Claims Procedures for adoption by the SPA's Legal team. Members were assured around the content of these procedures.
- Non-Disclosure Agreements (NDA's) Following a previous request from members, PS provided a comprehensive report which addressed all previous concerns noted by members. Members were assured around Police Scotland's use of NDA's
- Current Employment Tribunal Case Members had a detailed discussion with both Police Scotland and SPA staff in relation to this matter.

Conclusions reached / actions agreed

- Members **APPROVED** the Litigation & Claims Procedures.
- Members **APPROVED** the proposed settlement terms in relation to the current Employment Tribunal Case.

Summary report from Complaints and Conduct Committee

25 November 2021

30 November 2021

22 December 2021

Alasdair Hay, Committee Chair

The formal minute of the public items of business will be available at the next meeting which is scheduled for 2nd March 2022. This will also be published on the SPA's website.

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 [- Scottish Police Authority \(spa.police.uk\)](https://spa.police.uk).

Main items of business – 30th November and 22nd December 2021

- Senior Officer Matter - Members considered a Senior Officer Matter at additional meetings held 30th November 2021 and 22 December 2021 and the matter remains ongoing.

Main items of business – 25th November 2021

- Quarter 2 2021/22 performance reports from SPA, Police Scotland and the PIRC in relation to complaints handling, including Police Scotland report on use of suspension/restricted duties.
- Update on planned joint SPA/PIRC audit of Police Scotland complaints handling
- SPA and Police Scotland Updates in relation to the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing (Dame Elish Angiolini Review)
- COP26 Complaint Handling Outcomes
- Police Scotland Restricted Duties and Suspended Officers

- Report on Sexual Misconduct matters within Police Scotland
- SPA ongoing complaints update report.

Key issues raised

SPA Quarterly Report (Q2 – 21/22) Members noted key statistics and trends in complaints data and were advised on matters considered at recent multi-agency meetings. Members welcomed an update in relation to the completion of work to develop the website in order to minimise the volume of complaints received that are out with the SPA's remit and further welcomed a future evaluation of that work. Assurance was provided around the number of complaints being upheld by the SPA, how learning was being articulated and what additional work was being taken forward by the SPA Complaints Department. Members were advised that the SPA had recently become members of the British Standards Institute which allowed access to international standards on complaints handling, so work would continue in that area.

Police Scotland Professional Standards Quarterly Performance Report (Q2 - 21/22) Members were provided with assurance around the proportion of complaints upheld, noting proportion of overall complaints. Members were informed around the various areas of work being done in order to address Organisational Learning.

PIRC Quarterly report on Police Scotland Handling of Complaints Members were provided with a clear understanding around the oversight of Complaint Handling Reviews (CHR's) and were assured that recommendations remain live until PIRC are satisfied that they are adequately discharged. Members were assured by PIRC that there was an evident culture within PSD around learning and improvement.

Joint Audit SPA/PIRC – Members were provided with a verbal update on a planned joint SPA/PIRC audit of Police Scotland Complaint Handling. Members anticipate sight of the Terms of Reference for this audit as soon as practical and were informed that it is the intention to commence this audit in early 2022.

Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing SPA and PS Members welcomed a further report from the SPA and Police Scotland's first written report in relation to the work being done in relation to the

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Dame Elish Angiolini Review and were assured on the progress being made. Members were advised that of the 31 SPA recommendations within the action plan, 20 were marked as complete or proposed for completion. Police Scotland provided reassurance around the progress of their recommendations along with those they have shared ownership or that require legislative change. Elaine Galbraith from HMICS joined the meeting and provided further assurance to Members around the huge amount of work that had been undertaken by Police Scotland Professional Standards Department in relation to improvement and submission of evidence.

Private items discussed

- COP26 Complaint Handling Outcomes
- Report of Sexual Misconduct matters within Police Scotland
- A report on police officers and police staff who are currently suspended or restricted in their duties within Police Scotland.
- A report on current ongoing complaints and workload being managed within the SPA Complaints Team.

Conclusions reached / actions agreed

1. Police Scotland agreed to bring forward a 6 monthly report which will focus on Organisational Learning and how that is communicated throughout Police Scotland.
2. Police Scotland agreed to provide the Committee with indicative timescales and owners in relation to the recommendations within the Dame Elish Angiolini Review.
3. Police Scotland agreed to provide the Committee with the outcomes of the complaints received during COP26.
4. Head of Workforce Governance to identify how recommendations within the HMIPS report (Inspection of the management of the criminal allegations against the police by COPFS) were being progressed following the Committee's discussion in relation to delays faced by Police Scotland when an officer is suspended due to criminal allegations.
5. Members agreed there would be benefit in a workshop from Police Scotland to allow members to clearly articulate what they require within reports in order to gain assurances. This workshop will also

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cover Conduct Regulations/Guidance and work being done with other partners in relation to Sexual Misconduct.

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Summary report from People Committee

30 November 2021

Mary Pitcaithly, Committee Chair

During the current period of social distancing and other restrictions a full recording of the public items of business taken at this meeting can be accessed at <https://livestream.com/spa/peoplenov2021>

The formal minute of the public items of business will be available at the next meeting which is scheduled for 28 February 2022. This will also be published on the SPA's website.

Main items of business

- HMICS Thematic Inspection of Police Scotland Training and Development - Phase 2
- Health & Safety Report Q2 2021/22
- Bi-annual SWP Update Report
- People Management Information Report Q2
- Wellbeing Report Q2 2021/22
- Bi-Annual Equality and Diversity and Inclusion Report
- Smarter Working Update
- Leadership Development Update and update on audit & inspection recommendations
- Succession Planning Report
- Director of Forensic Services Closure Report

Key issues raised

HMICS Thematic Inspection of Police Scotland Training and Development - Phase 2

Her Majesty's Chief Inspector of Constabulary, Gill Imery was welcomed to the meeting. The Committee heard that there is evidence of good progress having been made by Police Scotland since the initial inspection was carried out. Members noted confidence from HMICS that Police Scotland's senior leaders understand the importance of evaluation and taking best practice from other areas and the Committee heard that Gill Imery was in no doubt the Chief Constable and Force Executive were committed to create an organisation which is welcoming and truly inclusive. The Committee will continue to seek assurance that work is

being done to ensure the training flows right through the organisation and down the ranks in order to have a greater impact on day to day experiences takes place.

Health & Safety Report Q2 2021/22

Members considered the Q2 report. Emphasising the importance of Fire Safety, the committee reflected on the existing action for updates to committee to identify areas of concern, resulting planned action, and how impact is being measured and it was confirmed work was on track for this to be incorporated in the February Q3 Report to the Committee.

The Committee Chair offered to support in whatever way she could to progress the work which would establish timelines for the work necessary to address the challenges in recording data which was currently resulting in difficulty with establishing casual and contributory factors which could then inform preventative activity. An action remain ongoing to provide Members with information in relation to areas of concern, resulting planned action and how the impact is being measured. This will include analysis to understand causes of incidents and inform preventative interventions, and to track resulting performance improvement over time.

Bi-annual SWP Update Report

The dynamic nature of the Workforce Plan was recognised by all however another request was made for outcomes to be clearly articulated and progress towards these outcomes reported to the Committee.

People Management Information Report Q2

Members considered the Q2 Report. The committee explored how this data was being used to inform work to support people and inform wellbeing activity across the organisation and welcomed the update that this data was now being used on a day to day basis across the organisation and beginning to inform the interventions to be taken.

Given the anticipated impacts of the upcoming pension changes, the Committee heard that close working between P&D and pension colleagues was taking place. It was confirmed that a number of dashboards had now been created to inform discussions with Scottish Government colleagues on what different scenarios could mean for the Force. Members welcomed the joined up approach.

Wellbeing Report Q2 2021/22

Members considered the Q2 Report and welcomed the incorporation of dashboards which had been previously requested by Members. It was recognised this style of reporting would continue to be refined in the coming reporting cycles. The next update to Committee will explain how the various strands of wellbeing activity will be taken forward and how outcomes would be measured and impact evaluated.

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The ongoing UK shortage of Selected Medical Practitioners was noted and Members were updated that discussions are underway to explore what possible alternatives could be available to Police Scotland to mitigate against any further delays with Ill Health Retirement cases.

Bi-Annual Equality and Diversity and Inclusion Report

Members agreed that a recent Deep Dive session on this topic had been a very valuable opportunity for committee Members to gain additional insight and understanding of this area of activity.

Smarter Working Update

The organisation is currently giving consideration to the next steps for Smarter Working and this will be done with a focus to ensure any gains and benefits from the new ways that people work should not be lost but whilst developing a sustainable approach for flexible working.

Leadership Development Update and update on audit & inspection recommendations

Members considered a comprehensive progress updates in respect of Leadership Development across the Force. The Committee took assurance from the update that Leadership and Talent management training would be provided by a supplier with significant experience of delivering leadership training in a policing environment.

Succession Planning Report

The Committee heard that work was being done to ensure succession planning was a critically important part of the organisational planning and welcomed an assurance that the links between succession planning and Strategic Workforce Planning were understood. It was further recognised that effort was being made to drive true equality, diversity and inclusion across all of this activity with the aim of increasing the diversity of Police Scotland's senior officer cohort.

Conclusions reached/actions agreed

Reporting to continue to be developed and improve so that the Committee receives the relevant information to be assured responsibilities in terms of Health and Safety and wellbeing are being discharged and performance can be tracked.

Police Scotland team to develop the way in which Strategic Workforce Planning progress will be reported to the Committee in order that assurances can be provided to the Board.

Summary report from Policing Performance Committee

09 December 2021

Michelle Miller, Committee Chair

During the current period of social distancing and other restrictions a full recording of the public items of business taken at this meeting can be accessed at <https://livestream.com/spa/ppcdec2021>

The formal minute of the public items of business will be available at the next meeting which is scheduled for 22 March 2022. This will also be published on the SPA's website.

Main items of business

- Performance, including Benchmarking and the Annual Police Plan
- 101 Call Handling and Response Times
- HMICS Improvement Plans
- Operational Policing Issues
- Public Confidence
- Corporate Parenting
- Violence against Women and Girls

Key issues raised / Actions agreed

Performance Reporting

Members welcomed the detailed mid-year report on the Annual Police Plan and suggested it would be helpful to see an executive summary in future to allow members to monitor progress against the range of activities detailed. Members also suggested that future reports draw out more detail on the challenges of delivery, successes to date, trends over time and alignment of activity to other work and business as usual activity.

The increased level of fraud crimes was discussed, with members seeking further detail on the response to fraud crimes and preventative activity underway within the service. Members sought further clarity on the allocation of funding to increase resources to support court attendances. Members were provided with an update on progress towards the development of the benchmarking framework and reassured by the commitment to this work emphasised by Police Scotland. It was confirmed that this work is on track for inclusion in year-end reporting.

101 Call Handling

Members welcomed the follow up report on 101 call handling, and commended the actions taken to support performance improvement over the last few months. Assurance was sought and provided on future plans for improvement activity linked to investment, and the need to incorporate baseline performance measures in this work.

HMICS Improvement plans

Members were provided with progress updates on the Police Scotland improvement plans generated in response to HMICS recommendations around hate crime and demand analysis and management. This positive development ensures members are sighted on the improvement activity underway and the links from this to the performance of key service delivery areas.

Members were assured by the progress reported in both areas and will monitor this on a 6 monthly basis until completion of improvement activity.

Operational Policing

Members welcomed the update on the creation of the Criminal Justice Services Division Strategy and were supportive of the principles for the strategy set out in the paper. Members requested that a Children's Rights Impact Assessment be undertaken as part of the development of the strategy. Members sought assurance that there was a systematic plan for investment in the custody estate and were informed that investment is prioritised on a risk basis, aligned with health and safety.

Members were provided an update on the extended roll out of Tasers and their use on people under the age of 18. Members requested that additional information on the Taser Advisory Group be shared at a future meeting.

When discussing the update on Cyber Kiosks, members requested that the measurement of the time to return mobile devices be built into the Digital Programme and were assured that this will be possible in the future.

Members sought and were provided assurance on resourcing the Cyber Implementation Plan. Future business cases will be presented to the Authority for approval.

Public Confidence

Members welcomed the detailed analysis provided on the Authority-commissioned pandemic polling, and recognised the ongoing nature of this analysis. The joint commitment to understanding the drivers of public confidence was welcomed, and members look forward to future updates on both Police Scotland and Authority-led work in this area.

Corporate Parenting

Both the Police Scotland and Authority Corporate Parenting Plans were welcomed and supported by committee. Members recognised the work involved in their development and the aspirations described in them. Members expressed their desire to remain involved in delivery of the Authority corporate parenting commitments, including accessing suitable training on the role of the corporate parent.

Violence against Women and Girls

Members welcomed the update on the work underway in Police Scotland in this important area, and the opportunity to seek more detail on specific areas. A more detailed, report will be provided to the March committee on the specific and topical issue of spiking.

Summary report from Resources Committee

16 December 2021

Grant Macrae, Committee Chair

The formal minute of the public items of business will be available at the next meeting which is scheduled for 09 February 2022. This will also be published on the SPA's website.

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/resourcesdec21>

Main items of business

- Period 7 financial monitoring report.
- Quarter 2 transformational programme benefits tracking report.
- COP26 budget update.
- Contact Engagement Resolution Project (CERP) briefing.
- Procurement: non-competitive action update and review of contract expenditure compliance.
- 2 x contract awards and 1 x award of a contract under CCS framework

Key issues raised

- **P7 financial monitoring report.** The Committee considered the report and raised questions relating to a number of areas including:
 - Assurance provided that no funding issues are anticipated at present in respect of the current **COVID-19** situation. This will continue to be monitored and any change in the budget circumstances will be reported to the Committee.
 - The capital budget is expected to be fully spent. Measures taken to ensure delivery to budget were outlined including the reallocation of budget between projects.

- Members were provided with an update on work to address the ill health retiral case backlog. Short time measures have been identified but further work is required.
- **Transformational Programme Benefits Tracking** - The report provided an overview of the ongoing benefits management and tracking across change programmes. Members reflected on what could be done to develop the report to move from a focus on FTE to a broader understanding of the improvements to the service as a result of changes.

In particular, Members asked that Police Scotland consider how the wider benefits realised and invested can be explained as part of the annual report and accounts for 2021/22.

- **COP26** – post event financial monitoring remains ongoing and close links remain between Scottish Government and UK Government to support the budget transfers for the event.

Business case update

- **Contact Engagement Resolutions Project (CERP) Update Paper**
 - Members welcomed a comprehensive overview presentation which provided a clear understanding of the project, drivers for change, journey to date, project roadmap and the expected benefits.
 - This style of presentation was welcomed for its clarity and accessibility and should be considered for future business case reporting.

Contracts and Compliance

- **Procurement Non Competitive Actions Q2 Update**
 - The committee probed the controls in place surrounding when NCA's were used and were assured by this report.
- **Review of Contract Expenditure (Compliance) Update**
 - Report showed increasing contract compliance.
 - Members considered actions ongoing to strengthen and develop the size and capability of the procurement team.
- **Contract awards**

- Members challenged proposals regarding a national vehicle framework. Whilst supportive of the procurement approach, the committee felt further governance checks are required prior to the Board approving.

Conclusions reached / actions agreed

- Police Scotland and SPA colleagues to work collaboratively to continue to develop the Quarterly Benefits Report including providing the Committee with further assurances including a broader consideration of benefits beyond FTE.
- An evaluation report of the roll out of Electric Vehicles to be considered in the new financial year to provide assurance that the EV strategy is operating as intended with lessons learned considered prior to a future financial commitment.
- Prior to submitting to the Board, Police Scotland agreed to update contract papers to address Members comments including agree further approval controls with the Accountable Officer for the purchase of vehicles.
- Subject to the above points, the following items were recommend to the Authority for Approval:

Contracts:

- Supply and fit of tyres, associated products and services
- Police vehicles (national commercial collaborative procurement framework)
- Electric vehicle purchase (crown commercial services)

Summary report from COP26 Oversight Group

17 December 2021

Tom Halpin, Committee Chair

Main items of business

- Operational (Interim) Reflections, including staff and officer wellbeing
- Maintenance of Policing Business as Usual (Interim) Reflections
- Financial (Interim) Reflections
- Public Perception Polling

Key issues raised

- In the first post-event meeting of the Oversight Group, the Chair paid tribute to all involved in delivering a safe and secure COP26, those who facilitated the event directly and officers maintaining business as usual and local policing. Particular mention was also made of those officers in specialist roles that are often unseen in the public eye but whose contribution is critical for the delivery of a successful operation and event. Members recognised the work of partner organisations, including in local government, and the part they played in the event's delivery.
- Members were briefed on the significant, and critical, period of review and de-brief to capture operational and organisational learning, and provide future events with the information gathered.
- In terms of officer and staff welfare and wellbeing, Members sought clear assurances around capturing the experiences of both event-based and business as usual functions. In addition, Members were also provided further information on processes for recognising the work of those involved, a key post-event priority for Police Scotland.
- HMICS assured Members that they were encouraged by the positive response from Police Scotland during their inspection process, and paid tribute to the wider assurance environment, including the work

of the Oversight Group itself. Any outstanding Areas for Development would continue to be monitored by the Oversight Group.

- Members raised the issue of logistics, and an apparent step-change in how Police Scotland planned and deployed arrangements, including within custody and criminal justice. As part of the ongoing review process, Members requested clarity on how this might have an ongoing impact.
- The Oversight Group Members sought assurances that the dedicated resource for review and learning would not be disrupted by external events, such as the surge in omicron covid-19 cases. Police Scotland reinforced the importance of the post-event process, and set it in both a national and international context.
- In terms of finance, and with reference to the Group's Terms of Reference, Members paid tribute to the Police Scotland Finance Team for the robust processes put in place, and the clarity of information provided throughout.
- Members were briefed on [recent public perception polling](#) following the event, which demonstrated widespread public support from people in Glasgow for the policing operation. Members took confidence and assurance from the representative sample of people living in the Greater Glasgow area, which found that 80% of those respondents who expressed an opinion supported the policing approach taken during COP26.

Conclusions reached / actions agreed

- The next meeting of the Oversight Group will take place in March, and consider further learning and review findings and insights, before a full report is subsequently provided to the Authority.
- Members requested a future report in relation to the staff and officer recognition work being developed by Police Scotland.
- The 6 outstanding post-event areas for development from HMICS to be reported to the next meeting of the Oversight Group in March.