



Meeting	Authority Meeting
Date	28 November 2024
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	No

PURPOSE

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

- Policing Together Oversight Group
- Revised Model of Policing Oversight Group
- Forensic Services Committee
- Legal Committee
- Complaints and Conduct Committee
- Resources Committee
- Audit, Risk and Assurance Committee

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Committee	Chair/Member	Meeting Date	Page
Policing Together Oversight Group	Tom Halpin	11.10.24	3
Revised Model of Policing Oversight Group	Martyn Evans	15.10.24	5
Forensic Services Committee	Paul Edie	28.10.24	7
Legal Committee	Caroline Stuart	7.11.24	10
Complaints and Conduct Committee	Katharina Kasper	14.11.24	12
Resources Committee	Grant Macrae	19.10.24	15
Audit, Risk and Assurance Committee	Mary Pitcaithly	20.11.24	19

Summary report from Policing Together Oversight Group

11 October 2024

Tom Halpin, Chair

MAIN ITEMS OF BUSINESS

- Priorities & Target Outcomes
- Policing Together Progress Report
- Policing Together – Communities Pillar
- Independent Reference Group
- Culture Dashboard Demonstration
- Part-time/ Flexible Working – Police Officer Data

KEY ISSUES RAISED

Members of the Oversight Group considered the Chair's priority areas of focus for 2024-2026 and the target outcomes for 2025. Members believed that the Police Scotland Culture Dashboard would address several key priorities and target outcomes.

The Oversight Group welcomed a report which gave an overview of the activity that has taken place from the inception of the Policing Together strategy. Members expressed that this report was both helpful and encouraging, highlighting the breadth of work being carried out at pace. The methods in place to measure the effectiveness of the Policing Together work was queried. Members were advised that staff surveys are crucial feedback and the data captured within the culture dashboard will further articulate the impacts of this work.

Members considered an update on the progress of work within the Communities pillar of the Policing Together refreshed Strategy and approaches. It was queried if neurodiverse Officers and Staff are being considered under the anti-discriminatory banner. Assurances were provided by Police Scotland and an off-table discussion will take place with the ACC to discuss concerns and provide further assurances. An update was received regarding the use of Independent Review Groups (IRG) in future. The Oversight Group will receive a formal description of the ongoing IRG arrangements once they have been finalised.

The Oversight Group received a demonstration of the Police Scotland Culture Dashboard. Members were encouraged by the dashboard and

advised that they would like to see more information displayed in this way at SPA Committees. SPA Officials will liaise with the Police Scotland Strategy & Analysis team to discuss drawing out the insights and understand how action is taken that has been informed by the data. Members gave thanks to the team for the demonstration and for developing the dashboard, stating it will greatly aid openness and transparency.

Members received an update on the number of officers currently working with a part-time/ flexible working plan. The Oversight Group were content that these options are available for all officers to apply for.

CONCLUSIONS/ACTIONS REACHED

- The Oversight Group considered their priority areas of focus for 2024-2026 and the target outcomes for 2025.
- Discussion to take place with ACC Policing Together regarding assurance that anti-discriminatory measures encompass all characteristics, including Neurodiversity.
- The Oversight Group will receive a formal description of the ongoing Independent Review Group arrangements once they have been finalised.
- Members were encouraged by the Culture Dashboard demonstration and advised they would be keen to see data displayed in this way at SPA Committees.
- The Oversight Group were content that there is provision for all officers and staff to apply for a Part-time/ Flexible working plan.

Summary report from Revised Model of Policing Oversight Group

15 October 2024

Martyn Evans, Chair

The meeting on the 15 October 2024 was chaired by the Authority Vice Chair, Fiona McQueen. A representative from HMICS was in attendance.

MAIN ITEMS OF BUSINESS

Future Governance and Oversight of the Revised Model for Policing and delivery of the 3-Year Business Plan

Reflections on the work of the Group and priorities for future oversight

KEY ISSUES RAISED

Members considered a report from Chief Executive Lynn Brown on the future governance and oversight of the Revised Model for Policing, and delivery of the 3 Year Business Plan. The report recommended that following approval in September 2024 of Police Scotland's 3-Year Business Plan, governance and oversight should be mainstreamed into the Authority's Board and Committee business and the Oversight Group stood down.

Future SPA governance and oversight arrangements were considered as follows:

- Primary reporting on delivery of Business Plan milestones and the Vision would be considered at Policing Performance Committee;
- Detailed reporting on workforce, resourcing and finance, and risk, would be considered at the People Committee; Resources Committee; and Audit Risk and Assurance Committee respectively;
- Police Scotland should report on progress in public at Authority meetings at least twice a year, to ensure transparency and a strategic overview of progress;
- The Revised Model Oversight Group should be stood down.

Oversight Group Members discussed and endorsed these proposals. A report seeking Board Members' approval to stand down the Revised Model

for Policing Oversight Group and approve the governance and oversight arrangements set out above, is appended to this month's Chair's Report.

REFLECTIONS ON THE WORK OF THE GROUP AND PRIORITIES FOR OVERSIGHT

Members considered Police Scotland's reporting on priorities across leadership and culture; internal governance and reporting; alignment across strategic plans; capacity and capability; ongoing communications and engagement; and co-ordination and tracking of progress across layers of activity.

Members highlighted high priority areas of risk relating to funding, and ensuring the right staff skills and resource are available to deliver the plan. They emphasised the importance of bringing down significant risks to within appetite and tolerance levels and reporting all strategic risks through ARAC.

Police Scotland provided assurance that risks have been mapped across the service, and internal governance processes strengthened. Any areas of non-delivery are reported to a Police Scotland Performance Board. A new Police Scotland People Board has been established, and its work will inform reports to People Committee.

Business Plan milestones and progress on delivering the Vision are being integrated into the next update of the Policing Performance Framework. Communications toolkits have been supplied to local teams; the Vision is being integrated into the service's key messages; and a further round of stakeholder engagement is being planned for the six-month stage.

CONCLUSIONS/ACTIONS REACHED

There are no outstanding actions from the work of the Oversight Group.

Members thanked Police Scotland for their work to develop and deliver the Business Plan at pace.

Members agreed that the work of the Oversight Group had reached a natural conclusion and endorsed the Chief Executive's proposals to mainstream future governance and oversight through the Authority's Committee and Board meetings.

Summary report from Forensic Services Committee

28 October 2024

Paul Edie, Chair

The formal minute of the public items of business will be available at the meeting scheduled for 3 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 at [Forensic Services Committee – 28th October 2024](#)

MAIN ITEMS OF BUSINESS

- Forensic Services Directors Report
- Forensic Services performance Report Q2
- Forensic Services Financial Monitoring Q2
- Drug Driving
- HMICS Assurance Review of Forensic Toxicology Provision – Improvement Plan and Timeline for Delivery
- Forensic Services Change Programme
- Operational and Strategic Risk

KEY ISSUES RAISED

Forensic Services Directors Report

Members were updated on the delay on the delivery of the Strategic Workforce Plan (SWP) and were advised that the service requires Police Scotland to clearly articulate their long-term demand for forensic science to support this work. Members were assured that the demand forecasting work is ongoing, with a short life working group established to progress the work. Members noted their concerns in relation to slippage, however acknowledged the need for this to be a dynamic piece of work. A further update will be provided at the next meeting. Members welcomed a positive update following the BDO audit on forensic services performance and were advised that work to progress findings will be reported through Audit, Risk and Assurance Committee. The Director advised members that results from both Your Voice Matters and INvolve surveys will be reported to the February committee meeting. Members were also provided with an update on a recent concern raised directly with the Health & Safety Executive (HSE) about the use of Fast Blue B which is a chemical used within laboratories and at crime scenes by Forensic Services staff. Members have been advised that there is a need to strengthen the internal reporting and governance structures within FS to avoid this

happening again, therefore the intention is to bring in an external organisation to support that training for all levels.

Forensic Services performance Report Q2

Members welcomed improved performance and thanked staff within FS. It was noted that UKAS assessments are due to commence in November 2024 and members have been advised that one area requires further discussion between PS, FS, PIRC and COPFS to progress compliance. Members were provided with an update on training within firearms to improve output and were assured that there is no significant risk in laboratory performance in terms of statutory time limit. Delays being reported are due to high volume areas of the service (drugs, volume crime and DNA) and it is hoped this will be improved as part of the long-term investment within the new operating model. Members sought clarity on when the committee would have sight of cost per case benchmarking. The Director noted difficulties in obtaining data, however, agreed with the need to achieve it and has agreed bring an outline report to the February committee on how that would look.

Drug Driving

Members expressed concerns in relation to the late submission of samples from Police Scotland, noting that 6 months as an unacceptable time to hold a sample back. HMICS shared the same concerns and noted the need for radical action to be taken in this area. Members sought detail on the Long-Term Sustainable model work, covering criteria for realistic financial scenario planning options and timelines for delivery which engages all stakeholders. Members were advised that the timeline for development is agreed, and an agreed Memorandum of Understanding (MoU) will be in place for 30th November in line with the planned reintroduction of the 6-month timeline.

Financial Monitoring Report Q2

Members were provided with an updated position at the end of Q2 and plans to deliver budgeted establishment by the end of the financial year. Members asked for further detail around delivery of efficiency targets for the remainder of the year and how this would inform stable budgeting forecasts for 2025/26. The Director clarified that the SWP detail is not factored into work at present as there is a requirement for clarity around the budget available first, however issues around H&S are included in budget assumptions with some in year investment secured to deliver training as referenced.

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

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Following an overview of progress, HMICS noted their satisfaction with and support for the progress being made, noted that the focus is on the Long-Term Sustainable Model and resultant budget implications. They highlighted concerns around both single scientist reports and the transporting of samples.

In relation to a question on slippage to delivery of the core operating system, HMICS noted concerns however recognise that the service is limited by capability and IT support within PS. HMICS believe that this is in area for the SPA Board to consider in relation to how funding is apportioned going forward.

Forensic Services Change Programme Update

Members were provided with an update on progress against the Forensic Services Change Programme and were provided with assurances in relation to resource analysis and search & recovery capabilities, which are not technical roles, but more people management roles. Members look forward to receiving future developed reports following discussions at committee level.

Strategic and Operational Risk

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

CONCLUSIONS/ACTIONS REACHED

- Members to receive and outline report on benchmarking, detailing what areas cost to deliver to the next committee meeting.
- Members to receive a Strategic Workforce Plan Update
- Members to receive the output of both Your Voice Matters and INVolve surveys to the next committee meeting

Summary Report from Legal Committee

7 November 2024

Caroline Stuart, Chair

The formal minute of the public items of business will be available at the meeting scheduled for 11 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 at [Legal Committee – 7th November 2024](#)

MAIN ITEMS OF BUSINESS

- Legal Services Claims Handling - Quarterly Statistical Information Report - Trends & Analysis in litigation
- Litigation Overview
- Litigation – Finance Update
- Police Appeals Tribunals

KEY ISSUES RAISED

Legal Services Claims Handling - Quarterly Statistical Information Report - Trends & Analysis in litigation

Members were provided with a report updating them on settlement figures for Quarter 2 of the current financial year (July – September 2024) arising from employers' liability claims/public liability claims/motor claims raised against Police Scotland. Members were assured that, although there are a higher volume of employer and public liability claims so far this year compared to last year, the average settlement figures are relatively low in comparison to last year. Police Scotland have undertaken to bring forward an update on the types of claims being made which should assist in identifying any underlying trends which may require preventative action. In addition, members requested that Police Scotland consider how the format of the statistical report might be refined to provide additional information on employers' liability claims (i.e. accidents, employment tribunal cases etc) and public liability claims to assist members in assessing whether any preventative action is required going forward

Litigation Overview

Members were provided with a report which detailed significant ongoing litigation involving the SPA and Police Scotland.

Litigation – Finance Update

Members now welcome Police Scotland finance representation at Legal Committee meetings and were provided with a high-level overview of legal liabilities and legal costs for the current financial year.

Police Appeals Tribunals

Members were provided with an update on the current position in relation to various appeals to Police Appeals Tribunals which are presently ongoing.

CONCLUSIONS/ACTIONS REACHED

- Members to receive an update from Police Scotland on the types of employers' and public liability claims which are being made in order to identify any underlying causes or trends.
- Police Scotland to give consideration to how the format of the statistical report might be amended to provide additional information on employers' liability claims (i.e. accidents, employment tribunal cases etc) and public liability claims being made to assist members to identify any underlying trends going forward.

Summary report from Complaints and Conduct Committee

14 November 2024

Katharina Kasper, Chair

The formal minute of the public items of business will be available at the meeting scheduled for Complaints & Conduct Committee. 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: [Complaints and Conduct Committee – 14th November 2024](#)

MAIN ITEMS OF BUSINESS

- Police Scotland PSD Quarterly Performance Report (Q2 – 24/25)
- SPA Quarterly Report (Q2 – 24/25)
- PIRC Annual Report on PS Handling of Complaints and Investigation Referrals (Q2 – 24/25)
- PIRC 6-Stage Process Audit Action & Improvement Plan
- HMICS Vetting Review Action Plan Progress Report
- 2023-24 Committee Annual Report

KEY ISSUES RAISED

Police Scotland PSD Quarterly Performance Report

Members received an overview of Police Scotland's performance in relation to complaints and conduct matters for the period 1 April 2024 – 30 September 2024. Members sought assurance on the level of confidence that Police Scotland (PS) has in the quality of investigation into allegations of discriminatory behaviour and the feedback received from complainers who are advised their complaint is not upheld. Professional Standards Department (PSD) have committed to linking in with Policing Together colleagues and will update the committee on this area, ensuring clear data linkages around user satisfaction, complaints and protected characteristics. It is hoped this will provide members with a clearer understanding of what is being recorded, particularly during stop and search and vehicle stops. Members have also requested that SPA dip sampling specifically looks at complaints containing discriminatory behaviour allegations to provide members with an extra layer of assurance. Members sought clarity around additional resource being brought into PSD and were advised that the nature of business has

changed in the past two years and the recent uplift in staff is required to address these challenges and provide a more sustainable model for the future. Members are hoping to see a positive impact from the new resource in the next 6 months.

SPA Quarterly Report (Q2 - 24/25)

Members were provided with a report updating members on complaints and conduct matters including key statistics reflecting the position at the end of Q2, 2024/25. Members were advised of the range of matters which could fall within the definition of a relevant complaint about senior officers.

PIRC Annual Report on PS Handling of Complaints and Referral Investigations

Members were updated on key statistics reflecting Quarter 2 2024/25, including a detailed summary of statistical information in relation to PIRC Complaint Handling Reviews (CHR's). In addition, members were provided with an overview of statutory referral investigations. Members were assured that the quality of complaint handling was not diminishing and, although the data has not improved compared to two years ago, there are improvements over the past year.

PIRC 6-Stage Process Audit Action & Improvement Plan

Members welcomed a positive report on progress against recommendations from the PIRC audit of Police Scotland's compliance with the 6-stage complaint handling process. Members were advised that PSD continue to see an increase in complaints and were assured around steps being taken as part of Operation Glade to address these matters. Members were provided with more detail in relation to additional resource being brought into PSD and assured that members will see an impact. Members have however asked for an update on the progress of the additional resource to the February committee.

HMICS Vetting Review Action Plan Progress Report

Members received an update on the progress being made in relation to Police Scotland's Improvement Plan to address the recommendations contained within the recent HMICS Assurance review of vetting policy and procedures within Police Scotland report, published on 03 October 2023. PS assured members that HMICS are content with the progress being made and that there is ongoing dialogue with them.

2023-24 Committee Annual Report

Members noted the publication of the 2023-24 Committee-specific Annual Report, this year setting out additional information, beyond complaints, in respect of wider matters considered by the Committee, particularly in relation to officer misconduct. The report also noted high-level information included in the 2023-24 SPA Annual Report pertaining to the business of the Committee, including a statement on the suitability of Police Scotland complaint handling.

PRIVATE ITEMS DISCUSSED

- Police Scotland Conduct Report
- Police Scotland Ongoing Non-Criminal Complaints
- Police (Ethics, Conduct & Scrutiny) (Scotland) Bill Update
- SPA Ongoing Complaints Update

CONCLUSIONS/ACTIONS REACHED

Members **AGREED** that PSD should link in with Policing Together colleagues and report back to the committee on the level of investigation in relation to allegation outcomes for discriminatory behaviour.

Members **AGREED** that PSD staff should link in with SPA staff to take forward dip sampling activity in relation to complaints containing discriminatory behaviour allegations to ensure an extra level of assurance in this area.

Members **AGREED** that the committee require more information and data in relation to reasons for dissatisfaction to provide members with a fuller picture. In addition, members **AGREED** the need to understand how the new resource is impacting on dissatisfaction to identify trends on a 6 monthly/annual basis, with an update due to the February committee.

Summary report from Resources Committee

19 November 2024

Grant Macrae, Chair

The formal minute of the public items of business will be available at the meeting scheduled for 18 December 2024. 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

- Q2 Financial Monitoring Report

Benefits Monitoring

- Q2 Transformational Benefits Tracker
- Q2 Change Portfolio Oversight Report

Financial Regulations Review

Business Case Scrutiny & Oversight

- Police Ethics, Conduct & Scrutiny Scotland (PECSS) Initial Business Case
- Fraud Strategy and Operating Model Initial Business Case
- Body Worn Video Update
- National Integrated Communications Control Systems (NICCS) – project update
- Engagement and Resolution Project (CERP)
- Master Data Management (MDM) Change Request

Procurement & Contract Awards

- Contract Award - Accident Damage
- Contract Award – Vehicle Hire

Key Issues Raised

Q2 Financial Monitoring Report

Revenue

- A balanced revenue outturn was forecast, however, it was noted there remains significant risks and challenges to achieving this.

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- The biggest risk relates to the pay award. The headline pay award offered (4.75%) is higher than budget and it has been challenging to afford this offer within the existing budget. This has been possible due to reduced costs from lower officer numbers at the beginning of the year. Police Scotland has made clear to SG that additional funding would be required next year for this recurring cost.
- Updates were also provided on VR VER and overtime management with a focus on management control and operational impact.

Capital

- The balance capital outturn was also forecast with significant delivery risks highlighted due to various areas of spend behind plans.
- Police Scotland is now bringing forward capital spend from next financial year including fleet and airwave to ensure the capital budget is fully used.
- Members highlighted significant concerns about the deliverability of the capital plan and noted concerns raised by the committee earlier in the year. It was also felt that progress made in the previous year has been undone. Police Scotland provided reassurance that they were reviewing the blockers to get back to better capital planning.
- Members questioned and heard that work is ongoing to align capital planning with the new three-year planning framework which will guide capital budget prioritisation.

Benefits Monitoring

- The reports were discussed at length and whilst there has been progress in reporting there remain challenges with understanding the end-to-end change portfolio. Issues includes the three-year benefits horizon, reasons for project delays, what benefits were used for and the impact of project benefits on the services.
- Issues were also highlighted with the number of vacancies with change staff and the need for a pipeline of planned future business cases and change projects.
- It was concluded that a deep dive would be undertaken to explore all these issues in the early new year.

Business Cases

Body Worn Video Update

- Members sought assurance on the delivery timescales and heard that Police Scotland remains on track for the next milestone to be delivered in line with current plans in January 2025.
- An update on the progress of the testing and integration work heard that 92% of core testing had been completed. The integration work will be tested from the end of November.
- The overall budget is within the total cost parameters but is lower in the current year than budget due to some lower costs than expected and contingency / optimism bias that has not materialised.
- Police Scotland has also commissioned a short and focused independent health check assessment focused on: timeline, infrastructure and integrations.

Police Ethics, Conduct & Scrutiny Scotland (PECSS) Initial Business Case

- There is a significant cost related to training in advance of the new legislation. The costs of this IBC have been built into the budget bid for 2025-26 and split of extra and opportunity costs were discussed.
- Police Scotland has provided its cost estimates for the financial memorandum. As the Bill continues to change, so will the financial memorandum and the FBC will be completed when a final version of the Bill has been agreed.

Fraud Strategy and Operating Model Initial Business Case

- Members were supportive of IBC which involved Police Scotland being part of a UK wide policing programme for fraud and cybercrime.
- The FBC was likely to be completed in April and Members wished to see information on the impact/ benefit on business-as-usual officers / staff with the findings reflected in the strategic workforce plan. It was considered important that SG are fully engaged in the plans from both an operational and funding perspective.

National Integrated Communications Control Systems (NICCS) – project update

- Issues with the pilot and the history of this project were discussed including the delays in realising the benefits were expected from the project.

- Members heard that Police Scotland is currently assessing the system and the steps required to implement it. It is also considering the alternative options.
- An update will be provided to the next committee meeting.

Conclusions/ Actions Reached

Approvals

- contract awards approved for accident damage and vehicle hires.

Conclusions

- changes to the financial regulations recommended to the Authority for approval
- a deep dive to be undertaken into the various issues related to end to end change programme including benefits in the early new year.

Summary report from Audit, Risk and Assurance Committee

20 November 2024

Mary Pitcaithly, Chair

The formal minute of the public items of business will be available at the meeting scheduled for 6 February 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 - 20 November 2024 | Scottish Police Authority](#)

ITEMS OF BUSINESS CONSIDERED

- Internal Audit progress update and reports on:
 - Equality and Human Rights Impact Assessment;
 - risk management review;
 - core operational solutions and
 - forensic performance management
- Audit and Improvement Recommendation Trackers
- Best Value Updates
- PEEL Practice Compendium
- ICO Audit of Police Scotland – update following final review
- Risk Management Reporting
- Information Management six monthly reports

KEY ISSUES RAISED

- **Internal Audit Reports**
 - **Equality and Human Rights Impact Assessment.** The Committee welcomed the report, agreeing it was helpful in aiding decision making in the area. The Committee heard how the recommendations align with areas raised in other reports on the same subject. Members were assured timescales were appropriate in allowing Police Scotland to determine that work was having an impact.

- **Risk Management Review.** The Committee welcomed the assurance and highlighted they were keen to minimise the number of risks outside appetite and tolerance. Members discussed the large number of risks across various areas and heard an updated risk identification process had helped close off over 500 risks.
 - **Core Operational Solutions.** Members sought further explanation of the benefits associated with the piece of work and were informed a wider audit report of the wider change portfolio would be reported to the next meeting in February 2025.
 - **Forensic Performance Management.** The Committee were assured that despite one discrepancy in reporting, there was no evidence of widespread inaccuracy in performance reporting. Members welcomed the joint working between Forensic Services and Police Scotland Demand Productivity Unit to understand future demand.
- **Audit and Improvement**
 - **Police Scotland Audit and Improvement.** Discussion focussed on old and high risk recommendations. Assurance was provided that there was sufficient focus on adhering to audit recommendations throughout the organisation, and individual portfolios review detail on a monthly basis. The Committee also sought assurance that work to address recommendations align with the revised model of policing and heard each recommendation will be linked to the business plan to aid prioritisation.
 - **SPA Audit and Improvement Recommendations Update.** Discussion focussed on disputed recommendations relating to electronic data retention and ICT service delivery where assurance was provided that resource was being appropriately allocated against demand to drive work forward. The Committee welcomed the new process set out to consider disputed recommendations.

- **Assurance Reporting**

- **Best Value.** The Committee were provided a top-level summary of Police Scotland's self-assessment where vision and leadership were highlighted as the top theme.
- **PEEL Practice Compendium.** The Committee welcomed the report and the commitment to continually updating and refreshing the compendium.
- **ICO Audit of Police Scotland.** The Committee received an update following ICOs final review of the audit undertaken in respect of Police Scotland's processing of personal data. Members were assured outstanding recommendations were not serious enough to bring enforcement action.
- **Information Management.** An update was received from SPA and Police Scotland where discussion focussed on red and amber reporting.

- **Risk Management Reporting.** The Committee received updates from SPA, Police Scotland and Forensic Services. Discussion focussed on measuring effectiveness of mitigations.

CONCLUSIONS/ACTIONS REACHED

- The Committee encouraged Police Scotland and BDO to exhaust all opportunities to resolve outstanding recommendation issues, highlighting that the disputed recommendation process should only be used by exception.
- The Committee raised concern on assurances provided relating to Best Value audit readiness and associated action plans. The Committee requested an update by correspondence in advance of the next meeting. The Committee continued to press for greater urgency and focus on preparing for the Best Value audit.