

Meeting	SPA Board Meeting
Date	22 May 2019
Location	Pollock Halls, Edinburgh
Title of Paper	Committee Reports
Presented By	Committee Chairs
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

To provide the Board with an update on business progressed through the:

- A. Forensic Services Committee
- B. Resources Committee
- C. Audit Committee
- D. Strategy Performance and Policy Committee
- E. Succession Planning and Appointments Committee
- F. Complaints and Conduct Committee (Verbal Report)

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Committee	Chair	Date	Page
Forensic Services Committee	Tom Halpin	25.04.19	3
Resources Committee	Elaine Wilkinson	30.04.19	5
Audit Committee	Jane Ryder	01.05.19	8
Strategy Performance and Policy Committee	Michelle Miller	08.05.19	10
Succession Planning and Appointments Committee	Susan Deacon	15.05.19	15

Chair's report from the Forensic Services Committee
Chair – Tom Halpin

Meeting held on 25 April 2019

1. The Forensic Services Committee meeting held on the 25 of April 2019 was chaired by Tom Halpin with Committee members Robert Hayes and Gordon Dewar attending, member Jane Ryder made her apologies. Also joining the Committee were representatives from the Crown Office and Procurator Fiscal Service and Police Scotland – the partners whom Forensic Services provide services to. HMICS attended in an observational capacity.
2. The meeting discussed the Forensic Services year end Performance Report, a number of observations were made in respect of this report around; the improved operational performance during the year, the framework which was in place for management of the workload throughout the business and how the use of Forensic Services assets are maximised. Gordon Dewar will engage separately with Forensic Services to develop performance reporting. The objective will be to relate the data from Forensic services to that of all partners thus understanding performance across the end to end process - it was recognised a methodology would be required to ensure appropriate comparisons could be modelled.
3. The Committee recognised the efforts of all Forensic Services staff in maintaining ISO 17025 laboratory accreditation, as confirmed by UKAS, for the 21st consecutive year.
4. The Committee referred to the recent article published by the Journal of the Law Society. Forensic Services noted they were not in agreement with all aspects of the article. The article regarded a recent court case where it was requested that Forensic Services share their standard operating procedures for DNA processing including validation - the Sherriff ruled such documents were not material to the case and did not require to be shared. Members were assured that the appropriate legal advice had been taken in relation to this matter.
5. The Committee overviewed progress of the HMICS Recommendations and noted the interdependencies with the FS 2026 programme. HMICS will engage with FS to understand the value of integrating appropriate recommendations which are not yet closed with the planned 2026 transformation work.

6. Resourcing is progressing to support the FS 2026, recognition of the support provided by Police Scotland in this regard was acknowledged. Work will continue to build the necessary delivery structure for the planned activity over the coming year and beyond. A further resource update will be provided to the next meeting of the Committee. The Committee also noted the importance of tracking the benefits which will be delivered from FS 2026; changes in project delivery dates will have a business impact and that this should be reflected through changes in strategic risk.
7. Members noted the work carried out in preparation of and to support any potential 'hard' Brexit. This planning work gave assurance as to the steps taken to maintain forensic services during such a period of potential disruption.
8. The Committee also overviewed Forensic Services budgets for 2019/20, the progress of the new Drug Driving Service development, Strategic and significant Operational Risks, the establishment of a Digital Forensic Working Group, the proposed approach to Stakeholder Engagement and the Annual Committee Assurance Report.
9. The Committee made the following decisions:
 - To provide Member support in the development of performance reporting with partner organisations.
 - To ensure FS 2026 benefits tracking recognises the impact of any projects being deferred/delayed and that this is reflected in the assessment of strategic risk.

The Committee noted:

- The year end Performance Report
- The HMICS recommendations progress report and the future engagement with HMICS on the potential to integrate appropriate outstanding actions within the FS 2026 programme
- The FS 2026 Update and further visibility of programme resourcing
- 'Hard' Brexit preparedness work completed
- The Committee Workplan
- The progress on the delivery of the new toxicology Drug Driving service
- Forensic Services 2019/20 budgets
- Forensic Services Strategic and significant Operational risks
- Digital Forensics Working Group update

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- Forensic Services proposed Stakeholder Engagement Plan
- The Committee Annual Assurance Report

Chair's report from the Resources Committee
Chair – Elaine Wilkinson

Meeting held on 30 April 2019

1. The Resources Committee met on 30 April. The Committee considered a number of matters, including the Initial Business Case for the Contact Assessment Model and the Full Business Case for Transforming Corporate Support Services as well as the refreshed Estates Strategy and the Strategic Workforce Planning Framework.
2. The Committee received a verbal update on the end of year out turn which indicated that the end of year position for both revenue and capital would be as projected in month 11.
3. The Committee discussed a presentation on the key issues to be highlighted in upcoming discussions regarding the next government spending review and agreed that the content was appropriate and well presented.
4. Members discussed the Initial Business Case for the Contact Assessment Model. Members discussed the intended roll out timeline and asked for Police Scotland to consider the ability to flex the pace if necessary. ACC Hawkins provided assurance that 'go/no-go' opportunities had been built in and that authority to proceed would be reviewed at each phase.

Members enquired as to how the evaluation of Phase 1 would be done and the timescale for evaluation. It was noted that during Phase 1 evaluation will be done by the Police Scotland assurance team. Members requested clarity regarding intentions for ongoing assurance vs evaluation and a statement on how benefits would be tracked. The committee recognised that this linked into the wider benefits productivity picture, workforce planning and the performance framework.

HMICS stated that they were supportive of the project, but expressed concern about proposed timescales. HMICS noted that they believed that there would be benefit in their role being to undertake an evaluation after a longer period (1yr) and taking a wider look across the business.

5. Members discussed the Strategic Outline Business Case for the Aberdeen Queen Street and noted that the proposal was a good fit with Estates Strategy and agreed with the overall approach and future direction of service delivery transformation. Members noted

and supported the intention for this to be a collaborative approach with key partners and for the solution to be co-designed.

6. The Committee considered in detail the Full Business Case (FBC) for the Transformation of Corporate Support Services. Members recognised the considerable amount of work that had been done in preparing the FBC. The Committee supported the end state described in the case and recognised the importance of the programme to the overall change portfolio and the benefits to corporate services in particular and Police Scotland in general. However the case, as presented, did not provide sufficient clarity on how the funds required would be spent and what alternative options for delivery had been considered. The Committee requested that Police Scotland carry out further work to strengthen the case before the case could be recommended to the SPA Board.
7. Members discussed the refreshed Estates Strategy and provided some detailed feedback but were overall impressed by the clarity and quality of the strategy and recommended the Strategy to the SPA Board.
8. Members noted the end of year estates disposal report which highlighted over £11m in receipts.
9. The Committee discussed the contract award for Storm Steria noting that the contract was for an extended period however the award represented best value and recommended the proposed contract to the Board.
10. Members considered a proposal regarding IR35 policy and recommended the preferred option to the Board.
11. Members considered an update on the financial implications of the Brexit preparation to date and noted the ongoing communications and reporting which is posted on the SPA website.
12. The Committee received an update on the implementation of SPRM and noted that a small number of appeals had been received to date and that the window for appeals remains open.
13. Members considered a report on the Staff pay Claim for 2019/20. Members recommended the paper to the SPA Board.
14. The Committee discussed in detail a presentation on the gains in productivity delivered through the change portfolio and examined increases in front line officer productivity and capacity against the

related HMICS assurance report and commitments made in the financial plans. The Committee asked that given the importance of being able to evidence productivity gains, this become a standing agenda item.

15. Members reviewed an update on the developing benefits realisation framework and report on the baselining of the original approved costs and benefits within the change portfolio business cases. The committee asked for a further report tracking change control to the approved business cases for the next meeting.
16. The Committee considered a further updated report on specialist professional support to the PS change capability and agreed that sufficient detail had now been provided. The committee stressed the importance of continuing to monitor the requirements for, and benefits the organisation is receiving from, professional services

Chair's report from the Audit Committee
Chair – Jane Ryder

Meeting held on 1 May 2019

1. The Committee considered the draft Project Plan for Preparation of the Annual Report and Accounts (ARA). It was noted that the plan was designed to achieve submission of the Draft ARA to Audit Scotland in July, and the committee were advised this was on track. The Committee briefly discussed matters which might be addressed in the Annual report, which would be considered at the July Audit committee. The intention is for publication of the final ARA after approval by the SPA Board in September 2019.
2. Scott Moncrieff (SM) (Internal Auditors) reported that they will provide the Audit Committee with their Annual Internal Audit Report in July. They commented that overall findings from internal audits reflect an improved control environment with the general trend reflecting that audits are highlighting improvement recommendations rather than failure of process.
3. Scott Moncrieff presented the findings of Internal Audit reports on:
 - Income and Receivables, and Cash and Treasury Management
 - Information Management
 - Transforming Corporate Support Services Business Case Assumptions
 - ICT Application Review on SCOPE the Police Scotland HR System
 - Police Scotland Internal Assurance Processes
 - Police Scotland Tendering Procedures

The Committee discussed the findings of these reports and their associated management actions in detail. Members noted that the report on Police Scotland Internal Assurance was particularly positive.

The Committee requested that SM consider including an assessment of culture and enhanced feedback on adherence to best value in future audits. The committee also requested that recommendations be summarised in an Action Plan for each report. This was agreed

4. The Committee received an update on the ongoing assurance mapping work and requested that SM produce a detailed product from the third and fourth line mapping for a deadline of 1 June. This was agreed.
5. The Committee considered a report tracking progress against previously identified improvements from internal audit and external bodies which reflected an improving position with the number outstanding or beyond deadline actions being reduced. Members noted that the format presented was improved and commended the approach to capture all sources of recommendations in one document.
6. Audit Scotland advised that they will bring an interim management report to the July meeting of the Audit Committee. Audit Scotland highlighted that they have published a five year work programme on their website.
7. In private, Police Scotland provided the Audit Committee with an update on the development of their Procurement Improvement Plan. Specific resources have been allocated to this work in addition to the capacity within business as usual, which the committee welcomed. The plan is a comprehensive overview of all procurement improvement projects, and it is intended to be overseen by a Programme Board. The Plan will also address findings from the internal audit review of tendering procedures. It was expected that improvements in procurement practices would generate savings in the short and medium term. Overall the committee view was that this was a positive and constructive approach to a number of important issues. Agreed that an update to the committee should be a standing item
8. Police Scotland provided the Audit Committee with a Risk Review pack, including a very comprehensive report outlining the current status of Police Scotland strategic and organisational risks. Committee members commended the format and content of the report and briefing provided to the Committee.
9. The Committee had a wide ranging discussion on the emerging approach to stratified risk management that had been a focus of the Committee development day on 17 April. The discussions covered risk identification, risk appetite and tolerance and the accumulation of risk, as well as plans for developing a comprehensive SPA risk framework. An action was agreed that SPA staff would develop a draft framework for the CEO to present to the July Audit Committee for discussion.

Chair's report from the Strategy Performance and Policy Committee
Chair – Michelle Miller

Meeting held on 8 May 2019

1. The Committee considered an update report on the work to further develop the revised Performance Framework. The SPA Board's expectations are that the reporting under the new framework will:
 - Enable a strategic level overview of the performance of policing against the agreed strategic objectives
 - Reflect the priority given to preventing and reducing crime whilst recognising the considerable policing resource aligned to activities of prevention and intervention which do not involve a crime being recorded
 - Enable the articulation of an evidence based and accessible narrative on the impact and effectiveness of policing on and in our communities
 - Provide sufficient information to allow a more detailed report to be generated in areas of concern or interest
 - Allow, in time, the identification of areas of good performance and the examination of variation in performance
 - Provide insight and from that the ability to support improvement across the system

Members noted the challenge of converting principles into practice and agreed to an iterative approach through Q1-Q4.

Members agreed to review progress at the intended SPP workshop in June 2019 ahead of the formal submission to the August SPA Board.

Members noted the importance of data quality and were supportive of the quality assurance provided by interaction with SG data colleagues.

2. Members considered in detail a report on Police Scotland's proposal to roll out Digital Triage Devices.

The Committee was supportive of the roll out of Digital Triage Devices (DTD) subject to assurances given and the following considerations:

- That the Crown Legal and Senior Counsel opinion was considered to provide a legal basis for the roll out.

- That the roll out would be deferred until the Stakeholder Reference Groups had been given the opportunity to comment on the final suite of documents, including the impact assessments and the proposed consent forms, which would ensure that devices were submitted following a process of written informed consent.
 - That the Committee was given the opportunity to review and comment on the scope of the proposed evaluation process.
 - That the results of the agreed evaluation process would be reported to the Committee.
3. The Committee considered a report on Police Scotland's deployment of Remotely Piloted Aircraft Systems (RPAS) as a contribution to the air support capability, in particular the deployment in support of searches for missing persons. It was stressed that the RPAS would not be used for operational tasking other than searching for missing persons without further authority.

Members noted the limited but targeted communications programme put in place to support the launch of RPAS.

It was agreed that an evaluation covering best value, privacy, human rights and ethical assessments would be brought back to the Committee.

4. The Committee discussed sponsoring a report to pull together the various pieces of work published relating to the ethical, privacy and human rights aspects of using technology for a policing purpose.

Members agreed that the scope should be limited to providing an overview of existing work by HMICS, existing and ongoing work within Police Scotland and a literature search across academic networks.

5. The Committee discussed a report on the progress on agreeing a consistent process for the management of road closures for marches and other public events across local authority areas. It was noted that the next steps included the shared commissioning of a senior legal opinion which will carry significant weight with all parties, and can inform operational guidance.

Members requested an update when the senior legal opinion has been received.

6. The Committee reviewed the proposed process content and format of the 2018-19 Annual Review of Policing, noting the coherent approach to the production of the Annual Review and Accounts. Members advised against being over ambitious with the 2018-19 review and suggested that a far more comprehensive engagement process be designed around the revised performance framework for 2019-20 reporting.

It was noted, however, that the proposal for wider engagement and a more holistic whole system approach would improve the 2018-19 review from previous years.

Members suggested a fuller review of a draft document at the intended June SPP Workshop.

7. The Committee Chair proposed that this was an opportune time to come together with key stakeholders in a workshop environment to discuss and define the role of the Committee and to elevate the thinking to a more strategic level.

It was agreed that a June/July workshop would be arranged.

Chair's report from the Succession Planning and Appointments Committee
Chair – Susan Deacon

Meeting held on 15 May 2019

1. The Committee considered an update on the Deputy Chief Constable and Assistant Chief Constable recruitment processes, both of which had recently concluded. Members were satisfied that the processes had been robust and that the recent appointments would further strengthen the Police Scotland Senior Leadership Team.

Committee Members requested that a lessons learned report be brought forward to the next committee meeting which would provide the opportunity for reflection on the process for senior officer recruitment and, where relevant, inform further refinement of the approach to be taken in future.

Members discussed the importance of ensuring that leadership development, recruitment and succession planning activity serves to enable a diverse pipeline of future leaders, both from within Police Scotland and elsewhere in the UK.

2. Members considered a paper which provided an overview of the Strategic Command Course and discussed how the course currently serves to develop future leaders within a Scottish policing context. Attendees agreed that discussion and engagement with the College of Policing should be taken forward to ensure that the Strategic Command Course reflects policing from a Scottish perspective.
3. The Committee considered the Terms of Reference for the Succession Planning and Appointments Committee and noted the planned work to review these as part of wider governance improvements within The Scottish Police Authority Committee Terms of Reference. It was noted that development of the Committee Workplan would follow thereafter.

Next meeting planned for 14 August 2019, with an additional meeting to be arranged in June 2019.