



Meeting	Authority Meeting
Date	26 June 2025
Location	COSLA, Edinburgh
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:

- Audit, Risk and Assurance Committee
- Commonwealth Games Oversight Group
- People Committee
- Complaints and Conduct Committee
- Policing Performance Committee
- Resources Committee

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Commonwealth Games Oversight Group	Alasdair Hay	26.5.25	7
People Committee	Tom Halpin	29.5.25	9
Complaints and Conduct Committee	Katharina Kasper	5.6.25	11
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Resources Committee	Pauline Howie	17.6.25	18

Summary report from Audit, Risk and Assurance Committee

21 May 2025

Mary Pitcaithly, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 14 August 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 - 21 May 2025 | Scottish Police Authority](#)

ITEMS OF BUSINESS CONSIDERED

- Internal Audit progress update and reports on estates and asset management; ICT general controls; grant management; health and safety (transportation of dangerous goods); and cash and drug productions and high value store
- Annual Internal Audit Report
- Audit and Improvement Recommendation Trackers
- HMICS Scrutiny Plan
- Best Value Updates
- Accounting Policies, judgements and estimates
- Integrated Assurance Statement
- SPA Corporate year end performance
- ARAC Annual Report
- Committee Effectiveness
- Risk Management Reporting
- Information Management year end reports

KEY ISSUES RAISED

INTERNAL AND EXTERNAL AUDIT REPORTING

- **Internal Audit report on estates and asset management.**
Noting the biggest issue was data. Members were assured work was progressing to introduce an estates database but until that point, accuracy checking would continue to be manual. Members welcomed the direction of travel.

- **Internal Audit report on grant management.** Members welcomed the proactive request for this audit to help highlight issues and how they could be addressed. The Committee agreed the grant amounts were not significant in value but by nature and assurance was provided that improved policies and procedures were now in place.
- **Internal Audit report on health and safety (transportation of dangerous goods).** Members also welcomed the proactive request for this audit, noting it showed a level of maturity, transparency and desire for improvement. Members heard Police Scotland were anticipating the results therefore a number of actions have already been put in place to address the recommendations. Members were assured Forensic Services have considered the findings and will also learn from the report.
- **Internal Audit report on cash and drug productions and high value store.** Members were assured all recommendations would be responded to and a short life working group had been established to address some.
- **Annual Internal Audit Report.** Discussion focussed on themes which had emerged during the year, including central oversight, roll out of policies and procedures, and prioritisation. Noting four audits provided limited assurance, Members were told this conclusion was due to Internal Audit not being content with the level of risk being carried and improvement actions were recommended.

AUDIT AND IMPROVEMENT

- **Police Scotland Audit and Improvement.** Discussion focussed on the interdependencies leading to delays and how the outstanding recommendations on vetting can be progressed. Members heard work is being accelerated and it was hoped HMICS recommendations would be closed soon with BDO ones to follow.
- **Internal Audit Update.** The Committee discussed mitigations for long stand recommendations, recognising that prioritisation and management of resources is key as well as a realistic approach to setting and managing timescales. Members noted an Internal Audit report on management of recommendations was forthcoming.

ASSURANCE REPORTING

- **HMICS Scrutiny Plan.** Discussion focussed on the range of public interest items, the level of public engagement which had taken place and HMICS's intention to work with partners to provide a whole system assurance approach.
- **Police Scotland Best Value.** The Committee welcomed the public update, noting extensive discussions on preparation had taken place at a recent Committee development day. An initial meeting was scheduled for 22 May with Police Scotland, SPA, Forensic Services, HMICS, Audit Scotland, Grant Thornton and Scottish Government in attendance.
- **SPA Best Value.** The SPA provided the results of their Best Value self-assessment. Members welcomed the continued level of improvement and progress over the last three years.
- **Integrated Assurance Statement.** Members raised concern regarding unsupported financial software but received assurance that it was being treated as a priority and a decision would be made imminently on addressing it. The Accountable Officer noted it was fundamental to the financial integrity of the Authority.
- **SPA Corporate Year end performance.** Members welcomed the report and heard that due to resource constraints, vacancies and the delivery plan were approached based on what was required to be done as opposed to what could be done. Members heard that to help drive improvement, a light touch review of the structure was taking place and would report internally in September 2025.
- **Information Management Year End Reports.** The Committee received updates from SPA and Police Scotland. Discussion focused on how Police Scotland mitigate the risks from the increased demand in subject access requests.

RISK MANAGEMENT REPORTING

The Committee received updates from SPA, Police Scotland and Forensic Services. Discussion focussed on the financial risk as well as Police Scotland's risk training and approach to scoring.

CONCLUSIONS/ACTIONS REACHED

- Police Scotland agreed to provide a list of what the Grant Management fund covers.

OFFICIAL

- The Committee welcomed Craig Naylor's attendance and overview of the HMICS Scrutiny Plan.
- The Committee requested that roles are attached to management responses instead of personal names, in line with good practice.



Summary report from Commonwealth Games Oversight Group

26 May 2025

Alasdair Hay, Chair

MAIN ITEMS OF BUSINESS

- Terms of Reference Review
- Operational Briefing
- Planning Assumptions
- Police Scotland Stakeholder Register
- Finance Briefing
- Risk Update

KEY ISSUES RAISED

The Terms of Reference (ToR) for this Oversight Group was presented. It was noted that the ToR received final approval at the Authority Meeting on 27 March 2025, following the changes that were made to Section 1.4.

The Oversight Group received a comprehensive update detailing the policing planning progress, opportunities and risks and areas of priority for Police Scotland in relation to the 2026 Commonwealth Games. Members welcomed Chief Superintendent Gerry Corrigan to the meeting, in his new role of Silver Commander. It was highlighted that the formal Financial Minute of Agreement is pending approval and sign off by Police Scotland and Glasgow 2026 Ltd. Police Scotland anticipate this will be signed off by the next meeting. ACC Sutherland raised that the venue delivery partner has not yet been appointed, which is delaying planning regarding design and policing overlay. The Oversight Group sought further clarity around the potential implications around the decision to operate a dispersed accommodation model rather than an athlete's village. Members felt assured by the progress that has taken place and acknowledged the strong partnership working. The Oversight Group requested an update on Welfare considerations for Police officers and staff at a future meeting.

Police Scotland's Stakeholder register in relation to this work was presented to the Oversight Group. It was queried if volunteers will be used to support the policing of the Games. Members were advised that

discussions are ongoing regarding this, and a firmer position will be provided at a future meeting.

Members considered an update on the finance workstream and cost recovery for the 2026 Commonwealth Games. The cost recovery route was discussed and Members noted that the total cost of policing the event was still to be established. It was reiterated that there should be no financial gain or detriment to Police Scotland or the Scottish Police Authority as a result of policing the event and best value will be sought at every opportunity to minimise policing costs, without compromising public safety.

Police Scotland provided an update on risk. The Risk Governance diagram was presented to the Oversight Group which detailed how risks are identified and managed within Police Scotland's internal governance structure and subsequently presented to the SPA. Members sought and received assurance that risks outside Police Scotland's tolerance will be flagged to the Gold Commander and then brought to this Group for oversight.

CONCLUSIONS/ACTIONS REACHED

- Terms of Reference noted following approval at the 27 March 2025 Authority Meeting.
- Members of the Oversight Group noted that the formal Financial Minute of Agreement is pending approval and sign off by Police Scotland and Glasgow 2026 Ltd.
- Deployment of volunteers to support the policing of the 2026 Commonwealth Games to be advised at a future meeting.
- Members sought to understand the total policing cost in relation to the 2026 Commonwealth Games. They were advised the total cost was yet to be established at this stage and public safety will not be compromised in relation to costs.
- The Oversight Group reviewed the schematic articulating how Police Scotland identify, manage and escalate risks in relation to policing of the 2026 Commonwealth Games.

Summary report from People Committee

29 May 2025

Tom Halpin, Chair

The formal minutes of the public items of business will be available at the meetings scheduled for 28 August 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 [here](#).

KEY ISSUES RAISED

Wellbeing and Inclusion

Committee focus remains on workforce Physical and Mental Health Wellbeing and Members' scrutiny of the work being undertaken by Police Scotland was supported by insights and observations from Staff Associations and Trade Union colleagues who provided the Committee with examples of where they have seen improvements.

The data and insights continue to improve which means there is better organisational understanding of the impact of interventions to support our people. The Committee was interested to understand how Police Scotland measure the effectiveness of steps taken to support our workforce and heard that a collaborative approach between P&D and the Employee Assistance provider is at the heart of this evaluation.

Members discussed the findings of the analysis of causal factors behind Police Officer Injury on Duty (IOD) awards. The analysis of causal factors has been shared with the Health and Wellbeing team to allow, where possible, further targeted proactive interventions. Future analysis will be mainstreamed into future IOD reporting to this committee.

Health and Safety

The Committee is supportive of the Health and Safety Manager's ambition to improve data capture; to affect positive change in the reduction of harm. Future reports will update the committee on impact of focused engagement to drive better reporting of accidents, incidents and Near Miss reporting.

The H&S Workplan remains on track as outlined in the 2024-2027 Strategic Plan.

Workforce Data

The Committee is keen to see future reports evolve with richer data with

better data being sought in several areas including workforce profile by protected characteristic; year on year trend analysis; police officer and police staff data.

Strategic Workforce Planning

Members noted the positive progress against the plan and appreciate the work that has been done in this area. Plans to address areas of slippage are in place and the Committee look forward understanding the timeline for future work.

Authority Benchmarking Review of Audit Scotland Reports

Audit Scotland published two section 22 reports to the Public Audit Committee of the Scottish Parliament on the Water Industry Commission for Scotland (WICS). A report confirmed the most significant recommendations identified from the Audit are already in place at the Authority/Police Scotland and where opportunities to enhance policies have been identified, this will be done.

The most significant recommendations identified from the reports are already in place at the SPA/ PS. However, there were some areas where opportunities have been identified to enhance our policies

CONCLUSIONS/ACTIONS REACHED

- Future analysis of Injury on Duty casual factors to be mainstreamed into future reporting to this committee with any trends that are identified to be reported.
- Consideration to be given to how future committee reports can provide better insights across several areas including workforce profile by protected characteristic; year on year trend analysis; police officer and police staff data.
- Next Committee to consider a written update on relevant People related policy impacts resulting from the Supreme Court ruling on Sex & Gender.
- Delayed reports to be included on August agenda to ensure appropriate oversight of specific matters by the committee.

Summary report from Complaints and Conduct Committee

5 June 2025

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 – 5th June 2025](#)

MAIN ITEMS OF BUSINESS

- Police Scotland PSD Annual Performance Report (24/25)
- SPA Annual Report (24/25)
- PIRC Annual Report on Police Scotland Handling of Complaints and Referral Investigations (24/25)
- Operation Glade Update
- Police (Ethics, Conduct & Scrutiny) (Scotland) Bill Update
- Committee Work Plan

KEY ISSUES RAISED

Police Scotland PSD Annual Performance Report Members were provided with a report noting statistical information on overarching performance activity in relation to complaints and conduct matters about members of Police Scotland for period (1 April 2024 – 31 March 2025). Members had a detailed discussion around the outcomes of gross misconduct hearings and were updated by PS on this process and assured that this is an area being reviewed as part of the HMICS Conduct Review. In addition, members had a detailed discussion on why there had been a higher number of suspensions and were advised that PS believe there are a higher number of people coming forward to report matters, which they welcome. Members were further advised that that 70% of the volume of suspensions related to off duty matters. Members have asked PS to report back on the rationale for the high level of complaints in Dumfries and Galloway and Tayside, however, members were assured that there is ongoing dialogue with PSD and local divisions to understand any points and learning that needs to be taken on by officers. The committee had a discussion around barriers associated with Front-Line Resolution

complaints (FLR), noting that if they were used more, they could lead to better outcomes for complainers and give staff members more time to deal with complex complaints quicker and more robustly. PS have committed to a piece of work to have a closer look at FLR and how a greater level of success can be achieved, particularly by looking at other sectors out with policing, how they handle complaints and how PS can gain a higher level of resolution.

SPA Quarterly Report Members were provided with a report updating members on complaints and conduct matters including key statistics reflecting the position at the end of quarter 4, 2024/25. In addition, the report also included statistics over the past 6 years, 2019/20 to 2024/25.

PIRC Annual Report on PS Handling of Complaints and Referral Investigations Members were provided with a report detailing key statistics reflecting the position at the end of quarter 4, 2024/25, in relation to PIRC complaint handling reviews and statutory referral investigations. Members sought clarity around outstanding organisational learning points and when members can expect to see an improvement. Members were assured that these are all pieces of work being taken forward, with immediate implications and changes taking place, however, delays usual sit with the policy change which can take time to work through. PIRC assured members that engagement with PS is being progressed in relation to outstanding organisational learning points.

Operation Glade Update Members were provided with a report on work being done in relation to Operation Glade. Members asked that future reports are more transparent and public facing in terms of the report titles. Members discussed the need for an audit to take place around the backlog of complaints with an update due to the next committee meeting. PS agreed with this approach, noting that discussions had already taken place with a Terms of Reference for this piece of work being underway.

Police (Ethics, Conduct & Scrutiny) (Scotland) Bill Update Members were provided with a report which provided an update and overview of activity ongoing to prepare for the implementation of the Police (Ethics, Conduct & Scrutiny) Scotland Act 2025 and its implications for Police Scotland. Members were advised that there would be a further additional committee to discuss the development of code of ethics in coming weeks, which is a current focus and priority at this time.

Committee Work Plan Police Scotland and SPA officials have met to discuss principles for future reporting, covering both content of standing quarterly/annual reports and scheduling of agreed additional reports. Members look forward to receiving proposals from PS and SPA officials for consideration.

PRIVATE ITEMS DISCUSSED

- Police Scotland Annual Conduct Report (24/25)
- Police Scotland Ongoing Non-Criminal Complaints
- SPA Ongoing Complaints Update

CONCLUSIONS/ACTIONS REACHED

Members **AGREED** that Police Scotland should report back to the committee on the high level of complaints in Dumfries and Galloway and Tayside and what is being done in response to that.

Members **AGREED** that Police Scotland should review emerging trends and Irregularity in Procedure to identify what could be simplified to improve performance in that area.

Members **AGREED** the need for a piece of work to be taken forward to have a closer look at Front Line Resolution (FLR) and how a greater level of success can be achieved, particularly by looking at other sectors out with policing, how they handle complaints and how PS can gain a higher level of resolution.

Members **AGREED** that Police Scotland should expand its trend analysis in annual reports to the Committee across the range of complaints data (particularly in relation to allegation categories) in line with earlier Committee agreement in June 2024 to enable Angiolini Review recommendation 79 to be submitted for discharge.

Members **AGREED** the need for the full SPA Board are made aware of the Revision to Law for Corroboration and the wider implications in relation to policing practice ahead of the next committee meeting.

Members **AGREED** the need for Police Scotland to consider the title of reports where an operation is referred to (i.e. Operation Glade) and to take into consideration the public reader.

Members **AGREED** the need for an audit to take place around the backlog of complaints with an update due to the next committee meeting.

Summary report from Policing Performance Committee

10 June 2025

Alasdair Hay, Chair

The formal minute of the items of business will be available at the meeting scheduled for 16 September 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 June 2025](#).

Main items of business

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

Policing Performance Reporting

The Committee expressed disappointment that Police Scotland were unable to submit their Annual Assurance of Operational Policing Matters report on time and the lateness of the Live Facial Recognition paper. The Annual Assurance of Operational Policing Matters report will therefore be presented at the 16 September 2025 PPC.

The [Q4 Policing Performance Report](#) was discussed at length. Areas of focus for Committee oversight and scrutiny included youth violence, antisocial behaviour, assaults on police officers & staff, crime detection rates, missing persons investigations, retail crime, fraud, road fatalities and stop and search. The Committee requested that in future reporting, the data pertaining to antisocial behaviour is displayed in a disaggregated format.

The Committee considered the Chief Constable's Annual Assessment. The 1 red milestone was highlighted, assurance was sought and received that Police Scotland will monitor and report the progress

towards delivering the milestones on a quarterly basis to avoid slippage.

Members reflected that the Annual Assessment would be further enhanced if direct assessment of progress toward the Strategic Police Plan Outcomes was included.

Operational Matters

The Committee received an update in respect of the work conducted as part of the Police Scotland, Scottish Police Authority and Scottish Biometrics Commissioner's National Conversation on Live Facial Recognition. There was extensive discussion regarding the timeline for making a decision on possible implementation and the critical need to consider in a balanced way the concerns raised by key stakeholders around the human rights, equality and ethical implications of the potential adoption of LFR technology with the protections from harm it offers to citizens. The Committee felt assured that all voices were being given the opportunity to be heard in discussions and ultimately, the decision in relation to adopting this technology is for the Chief Constable but it must be proportionate, justifiable and explainable.

Partnership & Community Focus

Councillor Maureen Chalmers, COSLA Spokesperson for Community Wellbeing, provided updates on the Hate Crime Toolkit, the COSLA 'A Call for Civility in Public Life' round table event held on 28 May 2025, the Sentencing & Penal Policy Commission, the National Joint Investigative Interviewing Project and the COSLA and Scottish Government joint Mental Health and Wellbeing Strategy. It was agreed that the Hate Crime Toolkit would be shared with PPC Members off table in draft form.

Members considered an update on Police Scotland's position regarding Trauma Informed Practice and the future plans to create and deliver a plan to embed this practice into the whole organisation. Members sought and received assurance around the timescale to train the 4,200 officers to achieve 'trauma-enhanced' status. Further assurance was provided as ACC Paton advised that in future all front-line officers and staff will receive this training. The Committee requested that the Trauma Informed Practice Implementation plan is presented at a future PPC.

Oversight of Improvement in Policing

Members received an update in respect of the on-going review in relation to policy and practice to recording Sex and Gender within Police Scotland. The pace at which Police Scotland are carrying out this

work was questioned and whether the Supreme Court judgement ruling has been adopted into Police Scotland's policies. The Committee were advised that time is being taken to consider all relevant legislation, national guidance and stakeholder feedback in order to ensure proposals are well-informed and evidence based. ACC Paton advised that the focus on this work began with understanding how this data is captured and recorded and emphasised Police Scotland's approach of 'doing it once and doing it right'. The Committee look forward to receiving an update at a future meeting detailing tangible progress.

Members received an overview of progress in terms of improved service delivery against a range of improvement plans developed to address HMICS recommendations, this report had a specific focus on Custody. The Committee took assurance from the update that the recommendations are being appropriately prioritised and addressed to ensure custody continues to be a safe environment where detainees are treated fairly, with dignity and respect.

Brian McInulty, Assistant Inspector of Constabulary, and Lead Inspector, Ray Jones, presented the findings from the Custody Inspection Report for Greater Glasgow.

Members considered the Independent Custody Visitor's Scheme of Scotland Annual Report. The Committee heard from Mr Frankie Lydon an independent custody visitor and thanked him and all visitors for their invaluable work. The Committee were assured that no concerns were raised in relation to the United Nations Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment in this reporting period.

Conclusions Reached

Annual Assurance of Operational Policing Matters report to be presented at the 16 September 2025 PPC.

Police Scotland to report on 2030 Vision milestone progress on a quarterly basis.

The Committee requested that data relating to antisocial behaviour is displayed in a disaggregated manner in future quarterly policing performance reporting.

Members noted the wide-reaching engagement conducted by Police Scotland, SPA and the Scottish Biometrics Commissioner with regard to the Live Facial Recognition National Conversation and acknowledged that

ultimately operational decision-making lies with Police Scotland and the Chief Constable.

COSLA Hate Crime Toolkit to be shared with PPC Members off table in draft form.

Members requested that the Trauma Informed Practice Implementation plan presented is presented at a PPC.



Summary report from Resources Committee

17 June 2025

Pauline Howie, Chair

The formal minute of the public items of business will be available at the meeting scheduled for 13 August 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

Monitoring, planning and oversight

- 2024/25 Provisional Year End Outturn
- 2025/26 Revenue and Capital updates
- Medium/Long Term Financial Plan
- Policing of the Commonwealth Games 2026 Finance Principles
- Transformation and Oversight of Benefits
- Pre-approval Reporting: Financial Regulations & Estates
- Surplus Assets Proposed Disposals
- Procurement Performance Report

Business Case Scrutiny & Oversight

- Contract Award: Microsoft Enterprise Agreement
- Interim Finance System Full Business Case
- Change Request x 3: Microsoft Office 365, National Law Enforcement Data Service (NLEDS) and GDPR Unstructured Data Project
- Data Migration End of Project Report

Key Issues Raised

Financial Monitoring & Planning

- **2024/25 outturn** – The Committee commend the work to deliver a break-even outturn. Members agree it is testimony to the good work

of Police Scotland's Finance Team and their close partnerships with budget holders.

- The Committee explored how the learning from identified impacts of reductions to officer numbers was being considered in budget planning so that front-line services are protected and agreed this must be a priority.
- Assurance was given that there is a focus on aligning capital spend in the current and future years to strategic priorities for policing in Scotland. This is coordinated through the Capital Investment Taskforce Group.
- **2025/26 period 1** – No areas of concern were highlighted. The key financial threats and opportunities remain as previously reported to the Committee in the budget approval paper.
- **Medium and long-term financial planning** – The progress to date was recognised. Financial planning seeks to demonstrate where capital spend can have the most effective impact on improving policing in Scotland. Members would like to see an enhanced narrative of how the police spending has provided benefits to the Service, the public and the wider Criminal Justice Sector.
- **Change reporting** - There was lengthy discussion about how the work to further improve benefits reporting, workforce planning and estates masterplan will support delivery of the 2030 Vision.
- Over the coming months, the priority will be to ensuring robust oversight of transformation and to develop the narrative to demonstrate how transformation activity links to the 2030 Vision: Safer Communities, Less Crime, Supported Victims and Thriving Workforce.
- **Commonwealth Games 2026** - An update on planning was considered and Members noted Police Scotland's key underlying financial planning assumption is that there will be no financial gain or detriment to Policing as a result of delivering a safe and secure event.

Procurement

- The bi-annual Procurement Performance Report evidenced very high levels of compliance.

Business Cases

- **Interim Finance System Replacement –Business Justification Case:** Members considered the proposal for an interim finance system to replace the current unsupported system. Discussion focused on how this interim solution would be aligned to the eventual longer-term

solution. The Committee was assured that appropriate mitigation actions will be taken to manage risk in what is an aggressive timeline.

Change Requests

- Three change requests considered: Microsoft Office 365, National Law Enforcement Data Service (NLEDS) & GDPR Unstructured. For each request the Committee scrutinised how learning from each project had been cascaded across the organisation to ensure continuous improvement.

End of Project Reports

- **COS Data Migration:** The Committee noted the success of this project in achieving the intended objectives. The assurance that learning about project team resilience is now applied across all projects was particularly welcomed by the committee.

Conclusions/ Actions Reached

- Financial implications of plans to deliver the 2030 Vision to be considered by this committee when sufficiently developed – it is anticipated this will be towards the end of the calendar year.
- Given the need for close tracking of Capital spend, P2 Financial Monitoring to be shared with Members by correspondence when available.
- Approval of budget virement to reduce Fleet's budget because of accelerated spend in 2024/25 and reallocate that reduction to the slippage figure within the overall capital budget.
- Reporting to committee will be improved so that there is a greater understanding of what material benefit the extra officer hours and efficiencies are having on service delivery.
- Approval of contract award: Microsoft Enterprise Agreement
- Approval of Business Justification Case: Interim Finance System Replacement
- Approval x 3 of Change Requests