

Meeting	Authority Meeting
Date	26 May 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:

- Audit, Risk and Assurance Committee
- Legal Committee
- Forensic Services Committee
- Resources Committee

The Legal Committee met on 19th May. A report will be presented at the next Authority meeting.

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Committee	Chair	Date	Page
Audit, Risk and Assurance Committee	Jane Ryder	18.03.22+ 04.05.22	3
Legal Committee	Paul Edie	04.04.22+ 21.04.22	8
Forensic Services Committee	Tom Halpin	25.04.22	9
Resources Committee	Grant Macrae	10.05.22	12

Summary report from Audit, Risk and Assurance Committee

18 March 2022

Jane Ryder, Committee Chair

The formal minute of the public items of business was agreed at the meeting held on 4th May 2022. This was 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)

Note this was an additional committee convened primarily to consider internal and external audit reports in a timely manner and manage the committee's workload.

Main items of business

- Four internal audit reports
- Audit Scotland annual audit plan
- Project plan for preparation of annual report and accounts
- Evaluation of committee effectiveness

Key issues raised

- **Internal audit reports:**

- **Strategic planning.** Members welcomed the audit although noting it has taken longer than expected to finalise. The audit challenges were explored and Members probed how the actions and management responses would deliver against the auditor's conclusions. There were specific discussions focused on the strategic planning framework with an assurance this was evidenced in the Annual Policing Plan about to be considered at the Board meeting the following week. Much of the discussion therefore focused on implementation. Committee Members were looking for the structure of evidence and line of sight which provides the chain of satisfactory assurance. It was recognised in discussion that scope for improvement was a challenge if aiming to retrofit to existing strategies. However new strategies could act as exemplars and Police Scotland identified a new, improved approach could be demonstrated in the forthcoming strategies in

relation ED&I and violence against women and girls. This was warmly welcomed by the committee members as these are such important topics of widest public interest and without doubt these are current Police Scotland and SPA priorities. Progress against the recommendations will be followed up by ARAC.

- **Core financial controls – IFRS16.** Members welcomed the overall positive report and noted engagement is going with Scottish Government on the budgetary implications of the new standard which may impact decision making of leasing versus buying assets.
- **Procurement and tendering.** This was a positive report with minor weaknesses which Members were encouraged would be resolved shortly.
- **Forensic Services data security review.** Members welcomed the clear report and actions. They probed if the findings were representative across forensics and were assured that recommendations and action taken to be assured that were already having an impact.
- **Audit Scotland annual audit plan.** Audit Scotland highlighted this would be the last year of current teams appointment. The external auditor appointment for the next five years would be completed shortly by the Auditor General and the current team will work closely with successors on a transition arrangements. Members also discussed Audit Scotland's planned Best Value work and reliance placed on HMICS reports in addition to internal audit.
- **Project plan for preparation of annual report and accounts (ARA).** SPA and PS presented a combined plan and timetable. Members also heard detail of the key touch points for ARAC and other committees.
- **Evaluation of committee effectiveness.** Members considered the work and findings of the effectiveness review. They agreed with the reviews findings and the committee's assurance report.

Summary report from Audit, Risk and Assurance Committee

04 May 2022

Jane Ryder, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 14th July 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

- HMICS Scrutiny Plan
- Audit and improvements progress (SPA and Police Scotland)
- Three internal audit reports and the Internal Audit Annual Report
- Integrated Assurance Statement 2021/22
- Data Ethics Governance Framework
- Risk management updates (SPA and Police Scotland)
- Forensic Services Data Security Review Update
- Oversight of Change
- Cyber Crime Threat Update
- DESC Deep Dive
- Information Management 6 month and year end report (SPA and Police Scotland)
- Evaluation of committee effectiveness
- Procurement

Key issues raised

- **HMICS Scrutiny Plan.** Members welcomed Craig Naylor HM Chief Inspector of Scotland who introduced the new HMICS 3 year plan and an overview of current ongoing inspections. Discussion focussed on the inclusion of equality, diversity and inclusion within work undertaken and the challenges in recruitment of associate inspectors with specialist skills. Members warmly welcomed the approach and the commitment to bring each HMICS report to an appropriate SPA Committee.

- **Audit and Improvement Progress.** Members noted the updates provided and commended Police Scotland and SPA on the presentation and clarity on the information provided. Discussion focussed on revised timescales and Members requested future reports contain detail on barriers to progressing actions and barriers to demonstrating Best Value.
- **Internal Audit Reporting:**
 - **ICT Service Delivery.** Members welcomed the audit but noted delivery dates were quite long term and sought clarity that demonstrating Best Value had been discussed and incorporated. Members heard due dates were representative of interdependencies identified and departmental demands. Members observed the recommendations may have wider applicability
 - **SPRM.** Members welcomed the overall positive report and lessons learned identified.
 - **Health and Safety.** This was a positive report but Members questioned the timescales for completing actions and requested Police Scotland consider whether these can be accelerated. Members heard focus was now on policy and procedure mechanisms and were informed of the internal governance reporting.
 - **Internal Audit Annual Report 2022/23.** Internal Audit highlighted that in the opinion of Azets, the Scottish Police Authority, Police Scotland and Forensic Services have a framework of controls in place that provides reasonable assurance regarding the organisations' governance framework, internal controls, effective and efficient achievement of objectives and the management of key risks. This is the highest level of assurance available, and Members congratulated those who had contributed to the positive outcome.
 - **Forensic Services Data Security Review Update.** Assurance was received on the progress against actions raised from the Internal Audit report.
- **Assurance Reporting**
 - **Integrated Assurance Statement 2021/22.** This was a positive report and very well received by both Members and HMICS. Audit Scotland also commended the report, noting they had identified the document as an example of good practice which might be promoted to other public bodies.

- **Data Ethics Governance Framework.** Members received a presentation, and discussion thereafter focussed on next steps as this is implemented. Members encouraged collaborative working with SPA and the requirement for robust communication and engagement. Further discussion will take place between SPA and Police Scotland. **Oversight of Change.** Members welcomed the detail of projects within the Police Scotland change portfolio but requested future reports include the totality of change across the organisation, with a focus on areas of exception, and including SPA's role in respect of the oversight of change.
- **Cyber Crime Threat Update.** The report provided detail and assurance regarding current activity and strategy direction of cyber security. Member sought and received more detail on personnel and reputational implications.
- **DESC Deep Dive.** Members received a report which detailed the positional update of the Digital Evidence Sharing Capability (DESC) Programme. Members sought and received further information regarding indicative timings, and current contractual and governance arrangements as the project proceeds to roll out.
- **Information Management 6 Monthly and Year End Reports.** Positive reports were received from both SPA and Police Scotland.
- **Evaluation of committee effectiveness.** Members considered the detail of the annual review of SPA Committee Effectiveness all of which were positive.
- **Risk management.** Members welcomed the updates provided on risk reporting, with questions focusing on risks out with appetite and tolerance and risks associated with the Ukraine conflict.

Conclusions reached / actions agreed

- Consideration to be given on whether deadlines within Health and Safety Internal Audit Report can be accelerated.
- More collaborative work required between Police Scotland and SPA in relation to data ethics oversight and governance arrangements, and oversight of change
- Further work required in relation to risk appetite and tolerance; and DESC contractual and governance arrangements.

Summary report from Legal Committee

4th and 21st April 2022

Paul Edie, Committee Chair

Each of these meetings were chaired by SPA Board Member Caroline Stuart in the absence of Paul Edie.

Main items of business

- Settlement of Motor Liability Claim v Chief Constable
- Settlement of Employment Tribunal Claim

Key issues raised

- On the 4th April 2022 there was a special meeting of the Legal Committee to consider a report from Police Scotland Legal seeking authority to settle a motor accident claim.
- On the 21st April there was a special meeting of the Legal Committee to consider a report from Police Scotland Legal seeking authority to settle an Employment Tribunal claim.

Summary report from Forensic Services Committee

25th April 2022

Tom Halpin, Committee Chair

The formal minute of the public items of business will be available at the next meeting which is scheduled for 8th August 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

- Forensic Services Director's Report
- Forensic Services Performance Report – Q4
- Annual Assurance Report
- Forensic Services Change Programme Update
- Update on HMICS Thematic Inspection of the Scottish Police Authority Forensic Services
- Demonstrating Value
- Drug Driving Update
- Post Mortem Toxicology Transfer Update
- Digital Forensics
- Risk – Operational and Strategic
- Final Draft Memorandum of Understanding (MoU)
- Strategic Workforce Planning
- Forensic Services Operating Model Consultation Update
- Drug Driving Capacity Plan
- Forensic Services Budget and Capital Investment Report

Key issues raised

Forensic Services Director Report – During this report members discussed public concern in relation to spiking and were provided with a detailed explanation around the complex process and the number of different analysis that take place during that process. The committee has requested a detailed report in relation to spiking cases being received.

- Forensic Services Performance Report Q4 – Members were provided with a detail view of toxicology demand, showing a reduction in demand over the past 3 months and an increase on output.

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Although moving to a favourable position, significant challenges remain within the latter part of Q4 and into Q1 for 2022/23 for the toxicology provision. Annual Report – Members welcomed the submission of the Forensic Services Annual Report and noted it as an extremely comprehensive piece of work and have asked that this positive report is communicated with stakeholders and staff associations.

- Change Programme Update – Members noted concerns around the complexity of Data Migration and Governance and agreed that further reporting in relation to this was required. Police Scotland's Chief Digital Information Officer provided members his assurance around what Police Scotland intend to achieve from a data perspective going forward and assured members that the security of data was of utmost importance.
- Update on HMICS Thematic Inspection – Members welcomed the report which advised that all HMICS Recommendations had now been discharged by Forensic Services.
- Demonstrating Value – Members were assured by a verbal update provided and noted that the first short-life working group was scheduled for 25th May 2022 to look at how the value provided by Forensic Services can be demonstrated within the justice system and more broadly.
- Drug Driving Update – Members considered two reports and had a detailed discussion in private around demand and capacity in this area, agreeing that it was an issue requiring input from all partners to resolve.
- Post Mortem Toxicology Service Transfer (Project Weaver) – Members welcomed the report and developments in this area and in order to gain additional assurance, have asked for a clear timeline in relation to staff transition, consultations and the gap analysis in terms of T&C's.
- Digital Forensics – Members were assured that Police Scotland are on track with the Project Plan and Timeline in respect of Digital Forensics. The committee will receive its next update in 6 months.
- Risk – Operational and Strategic – Members welcomed changes to scoring within the Strategic Risk Register that were initially set in 2019 and now reflect our current environment. Draft Memorandum of Understanding (MoU) – Members gained verbal assurance from both Crown Office and Police Scotland that they would progress their internal governance on the MoU in the hope to have a final version presented at the next Committee.
- Strategic Workforce Planning – Members welcomed and were assured by the structure presented.
- Organisational Change Update – The intention is for the full SPA Board to have a session in relation to the Organisation Change

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Programme in June 2022, before it is provided to the JNCC at the end of June 2022.

- Budget and Capital Investment Report – Due to the extended period for closing the financial year end, outturn figures for the full year (to end P12) were not yet available.

Conclusions reached / actions agreed

- Members **AGREED** that the committee require a detailed report on spiking cases being received by FS including volumes, types of drugs being identified through analysis along with the time and process involved.
- Members **AGREED** that the committee will receive an update in relation to the 13% increase on the time required for re-assessment following discussions with UKAS.
- Members **AGREED** the need to explore opportunities to use benchmarking within the Performance Framework in order to provide the committee with a comparison with other similar forensic services.
- Members **AGREED** that the committee require further reporting in relation to Data Migration.
- Members **AGREED** that the committee require a clear timeline in terms of staff transition, when consultations would start and what the gap analysis was in terms of T&C's for Project Weaver.
- Members **AGREED** the need for a planned communications with stakeholder and partners in relation to Project Weaver.
- Members **AGREED** for the need of a generic risk within the Operational Risk Register around provision of support services.

Summary report from Resources Committee

10 May 2022

Grant Macrae, Committee Chair

The formal minute of the public items of business will be available at the next meeting which is scheduled for 13 June 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/resourcesmay22>

Main items of business

- Provisional Year End Outturn 2021/22 - High Level Update
- Transformational Programme Benefits Tracking – Year End Report
- COP26 Budget Update
- Revenue and Capital verbal update
- Procurement NCA Update
- Contract Award: Provision of Radio Masts Portfolio Marketing & Management and Maintenance Services
- Contract Award: Provision of Temporary Resources for Change Function
- Contract Award: Vehicle Parts
- Enabling Policing for the Future (EPF) Outline Business Case
- Estates – Oban Long Term Accommodation Solution Initial Business Case
- Estates Transformation Reform 2022/23 Full Business Case
- Proposed Accounting Write Off
- Officer and Staff pay verbal update

Key issues raised

- **Provisional Year End Outturn 2021/22 - High Level Update.** The Committee considered the report and discussion focused on a number of areas including:
 - Recognising the significant challenges of the past year which include the delivery of policing of COP26 and the ongoing response to COVID19, Members commended the work to effectively manage the outturn to budget.

- The committee noted the reported financial impacts of untaken leave balances and heard that this would continue to be monitored. Members agreed the importance of not only financial management in this area but also the management of officer and staff wellbeing and welcomed the assurance from DCO Page this was a matter of priority for the Police Scotland Leadership.
- **Revenue and Capital verbal update** – Members considered a verbal update from the CFO on the initial 2022/23 financial position. Officer numbers had been expected to be below budgeted numbers, but extent of turnover has been higher even than allowed in the budget. Police Scotland leadership are examining how the resulting underspend can be used to boost officer recruitment numbers and this situation will be tracked closely by finance, which Members welcomed. On capital, Members heard about the ongoing challenges of inflation and supply chains to deliver on time and at budgeted costs and again welcomed assurances regarding monitoring in this area.
- **Transformational Programme Benefits Tracking – Year End Report** - Members considered the report on the ongoing benefits management programme noting future reports to committee will be in a refreshed format which will improve the quality of information presented to committee. The new reporting format will be the subject of a committee workshop in early June.
- **COP26** – Members received an update on COP26 spend, with it remaining on track to be slightly below forecast and not requiring contingency. Given activity is almost completely closed out, Members welcomed that an overall outturn report is expected to be considered at the June Resources Committee and thereafter reported to the Authority.

Business Cases

- **Enabling Policing for the Future (EPF) Outline Business Case**
Members considered an overview of the strategic intent of the project and agreed that a recent briefing session had been very beneficial in understanding the project. Members were supportive of the strategic intent and asked that future reports to the committee provide clarity on; project governance, benefits recording/reporting and overall progress reporting.
- **Estates – Oban Long Term Accommodation Solution Initial Business Case**
The Committee noted the IBC and questioned how the project risks will be managed given the novel nature and scale of this work. Members heard that future reports to committee will provide an

option appraisal of the way forward and an understanding of how the risks will be managed, particularly in terms of delivery and sharing of risk across potential public sector partners.

- **Estates Transformation Reform 2022/23 Full Business Case**

In considering this proposal, Members expressed concern regarding the lack of an overall strategic direction in respect of estates transformation and agreed that to make recommendations for individual proposals like this was challenging for the committee given the lack of a TOM or end state. Recognising the complexity of the Estates Transformation Programme, Members agreed that the committee required to better understand the future demands of policing and how this could inform a top down assessment of how the organisations needs can be met going forward.

Contracts and Compliance

- **Procurement Non Competitive Actions Update**

- The committee explored ways in which Best Value can be evidenced when awarding NCAs and asked that this information be provided in future reports.

- **Contract awards**

- Members considered proposals in respect of the provision of Provision of Radio Masts Portfolio Marketing & Management and Maintenance Services, Provision of Temporary Resources for Change Function and Vehicle Parts.
- It was agreed that Committee members will be briefed on the procurement processes to give an understanding of what impacts on how evaluations are made.

Proposed Accounting Write Off

Members requested some additional information in respect of this proposal and it was agreed the Board paper would be updated to include this additional detail.

Officer and Staff pay verbal update

The Committee considered verbal updates in respect of both Officer and Staff Pay awards.

Conclusions reached / actions agreed

- Workshop on transformation benefits reporting to shape the next quarterly report to the Committee.
- The following items were recommend to the Authority for Approval:

Full Business Case

- Estates Transformation Reform 2022/23 Full Business Case

Contract Awards:

- Provision of Radio Masts Portfolio Marketing & Management and Maintenance Services
- Provision of Temporary Resources for Change Function
- Vehicle Parts