

Meeting	Authority Meeting
Date	3 April 2020
Location	Tele-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 a summary of the role of each Committee and Group in the context of the support, oversight and scrutiny applied to Police Scotland's role during the COVID-19 emergency:

- A. Audit, Risk and Assurance Committee
- B. Complaints and Conduct Committee
- C. Forensic Services Committee
- D. Policing Performance Committee
- E. Resources Committee
- F. CAM Oversight Group
- G. Policing of COP26 Oversight Group

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Chair's report from the Audit, Risk and Assurance Committee Chair – Jane Ryder

- 1 The Audit Risk and Assurance Committee (previously the Audit Committee) is a standing committee, established in line with the SPFM, whose role is to critically examine and provide assurance to the Board and the Accountable Officer that appropriate governance structures are in place, operating an effective system of internal controls and risk management.
- 2 The SPA has in place a Risk framework and at the Board meeting in February the Board approved a Strategic Risk Register. Although COVID19 was not at that stage a specific risk, the implications of COVID19 are entirely consistent with the Risk Register, particularly in relation to issues of public trust and confidence. As a matter of good practice and process the ARAC will consider the overall risk position at its forthcoming meeting on 6 May. However, given the importance of COVID19, the SPA Board has direct oversight of the COVID19 position, and SPA and Police Scotland are working collectively and separately to address key risks and effective mitigation. Other SPA Committee reports indicate where issues are being addressed in detail. Some aspects of business may be referred to ARAC, particularly if there are concerns about due process, whether following existing or any extraordinary processes which have been introduced to address COVID19.
- 3 Normal business of the ARAC at this time of year would include oversight of the preparation of the Annual Report and Accounts. COVID19 impacts on the final month under review but for reporting purposes the major impact will fall within the 2020/21 Accounts. For 2019/ 20 annual reporting, the intention is to proceed to the normal timetable as far as possible, which would see the Annual Report and Accounts being formally considered by the Board in September 2020 and then laid before the Scottish Parliament. While the intention of all involved is to keep to this timetable, it may be affected by external factors, including the COVID19 impact on the availability of staff and auditors.
- 4 Throughout the year ARAC normally considers a number of reports from internal auditors Scott Moncreiff as scoped in an Annual Internal Audit Plan. The 2020/21 Plan was approved by the Board in March 2020 and was intended to be relatively flexible. This will allow the commissioning of any new reports by way formal assurance, or the commissioning of consultancy support for Police Scotland which sits outside the Internal Audit Plan. While we would wish to keep to that original work plan in respect of identified reports, we anticipate

a degree of slippage owing to demands within Police Scotland in particular.

- 5 We also normally consider progress in respect of other reports, principally HMICS. However HMICS has suspended routine inspections for the present so we do not anticipate further reports from HMICS until at least the end of the year.

Chair's report from the Complaints and Conduct Committee Chair – Matt Smith

1. Committee members have discussed and considered the obligation to fulfil statutory responsibilities in terms of complaints and conduct matters while recognising the requirement to adjust approaches to routine business during these challenging times. In particular, members have:
 - a. Received notification of the approach being adopted by the PIRC during this time. This includes not publishing anything critical of PS; scaling back on investigations; not conducting new reviews until 1 May when this aspect will be reviewed; lifting timescales for PS to send material to PIRC; scaling back on the amount of information requested of PS; and not urging outstanding requests, recommendations or redirections;
 - b. Received notification of, and commented upon, the approach being adopted by PSD in relation to Low Level, Non-Criminal Complaints (where FLR has failed and there are no Human Rights issues identified) and where PS do not think it proportionate to take matters further in terms of investigation. In such circumstances, PS will close the complaint and inform the complainer by letter; and
 - c. Considered and approved the suggested approach to be taken by the SPA Complaints Team during this time. This includes; scaling back on information requested from PSD and Police Scotland's Executive Support Team; prioritising complaint handling and grievance-type allegations over misconduct regulations; and treating anonymous and historic complaints with more caution.
2. Members held a teleconference call with the Vice Chair, CCC Committee Co-ordinator, SPA Complaints & Conduct Manager and SPA Director of Communications and Relationships. During the call Members discussed the approach being adopted by the PIRC, PS and the SPA Complaints Team and fed back comments and suggestions via the Complaints & Conduct Manager. Members discussed the interaction with PS, including the daily briefings being provided to the Board. Members also discussed the Independent Advisory Group, chaired by John Scott QC, which has been set up to consider Police Scotland's use of new emergency powers to tackle the Coronavirus crisis.

3. Preparatory work continues for the forthcoming CCC meeting to be held on 5 May 2020 which will include a paper from Police Scotland in relation to COVID19.

Chair's report from the Forensic Service Committee **Chair – Tom Halpin**

1. The Forensic Services Committee met on 20th April 2020 and considered a number of matters including oversight of the COVID 19 response initiated by the Forensic Services Senior Management Team.

This response has included the following actions:

- Ensuring SPA members were appropriately updated on the Forensic Services COVID19 response. FS Committee Chair Tom Halpin, arranged and chaired a briefing to FS Committee Members; Bob Hayes and Jane Ryder on 1st April 2020 and also a briefing on the same day with the SPA Vice-Chair David Crichton and SPA CEO Lynn Brown. Director of Forensic Services, Tom Nelson, joined both these sessions.
- Communications have also been maintained on the Forensic Services response with frequent telephone calls between the FS Committee Chair and the Director of Forensic Services. This has also been formalised through Forensic Services involvement in the SPA Board COVID19 weekly briefings which commenced on 9th April 2020. The Director of Forensic Services has also communicated via email on a daily basis with all of Forensic Services staff over the last month.
- At the SPA Forensic Services Committee on 20th April 2020 the Director of Forensic Services reported on the Forensic Services COVID19 Impact response. This paper highlighted the work which has been ongoing since the Pandemic Business Continuity Plan was initiated on 13th March 2020. A business continuity plan which had been tested on 17th December 2019.
- On 16th March 2020 Forensic Services established Gold Command and strategic objectives to structure operational response which aligned to the Police Scotland objectives. A Communications Strategy was developed which both established the structure of communications and the rolls of the underpinning Silver and Bronze Command groups in relation to the COVID19 response. These structures were crucial to the initial response required, aligning operational requirements with the demands of Police Scotland and COPFS and keeping staff safe. The COVID19 response is now moving on from the initial impact of the COVID19 pandemic

outbreak to structuring working arrangements around the new social distancing requirements and forensic science demands. The COVID19 Command Groups still exist and will continue to support in the delivery of forensic services.

- Manager briefing sessions through the Command Group structure, directing the utilisation of Forensic Services capability, were held on a daily basis over the first few weeks of pandemic response. This frequency was necessary to prioritise scene attendance, priority and urgent work and in addition to setting out very clearly for staff what personal protective equipment should be used particularly at scenes following an appropriate risk assessment. The response Forensic Services have deployed has equally focused on meeting operational demands and keeping staff safe and protected.
- Ensuring adequate PPE for staff has and will continue to be a priority. It is well documented that the shortage of PPE globally is a challenge for all and Forensic Services are no different in this respect. Staff protection has however been supported by buffers of stock from the Brexit readiness planning and working closely with Police Scotland logistics. The newly established Stock Management Group will maintain and oversee such stock in addition to operational consumable items. Currently there are no issues which are impacting operational response.
- Laboratory facilities are still operational across the four Forensic Services sites although there are less staff working at each site. As at this time urgent and priority cases are being prioritised, as well as the requirements to maintain social distancing. Staff not on site are being supported in remote working with a programme of activities developed to ensure there is value created from this.
- At the start of the lockdown period, towards the end of March 2020, Forensic Services were approached by Scottish Government to understand if COVID19 testing could be provided from the Forensic Services laboratories. While the equipment Forensic Services use in part of the DNA testing process may be suitable for COVID19 testing it would have involved the procurement of additional equipment and considerable process changes before such testing could have been provided. A questionnaire has been completed and submitted to the NHS for review.

- At the Forensic Services Committee SPA Members were assured as to the working arrangements in place within Forensic Services, how the response to the COVID19 pandemic has been handled and the future planning to support what will be a “new normal” for working arrangements in the coming months.
- Assurance was provided by the Director of Forensic Services that Police Scotland and COPFS are working closely with Forensic Services in building this “new normal” operating environment.

Chair's report from the Policing Performance Committee Chair – Martyn Evans

1. It was agreed now is the right time to set out the Committee's approach to oversight under its terms of reference in these unusual circumstances. This note sets out our approach and is also informed by the discussion at the Board COVID briefing on 9th April and the commitment of the Vice-Chair to apply proportionality to any additional governance and reporting requirements at this time. We envisage this note is available within the SPA FoI publication scheme once it has been agreed and discussed.
2. Our approach is threefold. First, to increase significantly the frequency of our discussions between Committee meetings. Second, to use those discussions to ensure the Committee meetings are focused in the short and medium term on key public interest issues within our remit. Third, to do our utmost not to place unnecessary demands on Police Scotland or SPA staff which may detract from their focus on this crisis.
3. The COVID crisis is a public health crisis. Police Scotland has a critical and extraordinary role to play in helping Scotland tackle the crisis. Independent scrutiny has never been more important given the intrusive and coercive powers Police Scotland now has. If public confidence, compliance and consent are not maintained over this period then the health crisis could become one of public order.
4. The SPA and Police Scotland have established an Independent Advisory Group to scrutinise Police Scotland's use of temporary powers related to the COVID19 crisis. This Group will report to the SPA Board regularly. The Policing Performance Committee will therefore not be focused on these temporary powers and how Police Scotland exercise them unless requested to do so by the Board. The Chair of the Policing Performance Committee sits on this Independent Advisory Group.
5. The Members of the PP Committee will discuss COVID19 issues weekly to start with. These conference calls will allow space for Members to engage in and respond to the rapidly changing challenges and issues within their Committee terms of reference, any issues referred to it by the weekly Board COVID19 update and any issues raised by SPA staff.
6. The support from the SPA Executive for the Performance Committee will be agreed with the CEO of SPA in the light other demands on staff.

7. A short note of key actions from the conference calls will be taken and submitted to the Board weekly briefings.
8. The Committee will retain its regular quarterly meetings with a focus on business as usual and relevant COVID19 issues. It will also meet formally more frequently where required.
9. Business as usual priorities.
 - The Committee will continue with its oversight of police efficiency and value for money. As with any other public service, it is important to consider decisions relating to the prioritisation of expenditure and resource deployment. This will primarily be via the quarterly Police Scotland Performance against the Annual Police Plan. The measures in the performance report will indicate progress towards the five Strategic Outcomes agreed between the SPA and Police Scotland. This process will give some indication of a performance related opportunity costs of the COVID crisis.
 - The Committee will prioritise improvement in the quarterly Police Scotland performance report. The objective will be to have an in-principle agreement to a suitable reporting structure. Police Scotland will advise Members of its capacity to deliver the agreed improvements in 2020 in the light of Operation Talla pressures.
 - Reporting to the Board on public reporting frequency and method (currently twice a year under ToR 2(vi)) of the arrangements and outcomes for custody visiting. Also see 12 with regard to engagement with external stakeholders in this area.
 - The conference calls will review the Committee's annual workplan and the Committee will amend the plan in the light of SPA staff and Police Scotland capacity related to Operation Talla pressures.
 - No change to the Terms of Reference are required but we will review priorities and issues each week.
 - Members are aware of rapidly formed and implementation of innovative practice in policing by Police Scotland e.g. use of video with public in C3. It will be a priority to capture these innovations for review after the crisis and their relevance to improving policing in Scotland.
10. Measuring policing effectiveness has recently been given greater priority by the Committee via seeking more information from public polling surveys etc. The Scottish Crime and Justice Survey gives good disaggregated data of public confidence in policing across demographics and police divisions. Police Scotland conducts/commissions its own surveys. The SPA Board agreed to

undertake additional surveys focused on the COVID19 temporary powers and policing. All these are critical to gauge public confidence in policing. The timing of some may mean less immediate relevance. The Policing Performance Committee will seek to add value (at the request of the Board) to the SPA Board's review of the additional survey data focused on the public experience and views on the use of the COVID19 temporary powers

11. COVID19 focused priorities.
 - To engage appropriately in key new (significantly amended) policing policies/deployment procedures of Police Scotland that affect public confidence in policing. For example only, attendance responses to C3 calls, stop and search.
 - The Board of the SPA has agreed to transparency and openness on COVID19-related policing information and data. The meeting discussed the value of publication of the daily Operation Talla briefings on both the Police Scotland and SPA website unless there are clear security reasons not to publish a particular piece of data. FoI response times have been extended significantly under the emergency legalisation.
 - To review at the request of the Board the Operation Talla bulletins and raise any issues with the Board and CEO of SPA. Members consider these bulletins to be excellent and a rapid development of performance reporting in a style very similar to their objective for regular quarterly performance reporting as in paragraph 5.
 - Review Police Scotland C3 survey data on public experience in policing when contacting Police Scotland 999 and 101 service.
12. Resources Committee will have oversight of police staff wellbeing and protection.
13. The Members will propose external stakeholders to be invited to relevant Board update or PP Committee weekly conference calls to discuss external insights/concerns around police performance and oversight.

Chair's report from the Resources Committee

Chair – Elaine Wilkinson

Key issues explored in detail by Committee in relation to Workforce, Well-being, Health and Safety, Finance and Procurement matters.

Workforce Availability

- No concerns about operational capacity as, with normal abstractions reduced, the actual number of officers available was higher than would normally be the case. Capacity has been realigned from non-critical areas to fill any operational gaps and no evidence of regional hot spots.
- Exploration of impact of current reactive deployment on longer term workloads and future deployment models to address potential backlogs. This will be picked up in Strategic Workforce Plan (SWP) although we have concerns that the timeline for production of the SWP will be extended to take account of the Post COVID environment.

Well being

- Positive results emerging from use of People Direct Service removing workload from C3 and a Well-being Hub combining all services. To be considered and evaluated for continuation in the renew phase.
- Access to testing service developing to support return to work.

Health and Safety

- Introduction of a dynamic risk assessed approach to specification, training, guidance and use of PPE in the policing environment, informed by expert advice from Health Protection Scotland and working with Federation and Unions.
- Procurement building in quality assurance process and testing of product prior to utilisation.
- Assurance on the compliance with training and fitting regulations, robust legal footing for the guidance with the Health and Safety Executive aware of and fully supportive of the approach.

Financial Planning

- To date the focus has been reactive and based on recording spend. 19/20 impact c. £0.6m on PPE plus additional overtime and increased TOIL and Leave balances still to be quantified.
- Focus is moving to a more proactive approach with a view to revising 20/21 budget taking a holistic view of the post-COVID 19 environment incorporating additional cost pressures and underspends in other areas due to changed operational practices.
- Revisions to capital and transformation plans to reprioritise projects and timelines to support new, improved, innovative and more efficient working practices in the post COVID environment

Procurement

- The procurement effort for PPE has been challenging, with a revised control mechanism developed alongside rapid delivery. Additional detailed analysis sought by Committee on what was approved by whom and when, homologation amounts and other facts and figures in relation to cost and risks in procurement to date. If required, any retrospective approvals will be made through the normal governance routes.
- Additional PPE spend committed to is in order of £6.5m with £1m received.
- Cross organisation/sector collaboration has been put in place and full use has been made of a range of existing procurement frameworks ensuring all activity is auditable and compliant. Stock control, run-rates and benchmarking across divisions introduced to inform forecasting for future procurement activities.
- Learning from the challenges experienced during this period to be incorporated into any revisions to procurement strategy later in the year.

Other

An outstanding action point revisited on timing for introduction of full use of Telematics functionality to support COVID-19 operational requirements and response.

Chair's report from the Succession Planning and Appointments Committee
Chair – David Crichton

The Succession Planning and Appointments Committee met as planned on 16 April. Recognising the need for proportionality at this time, the Committee agreed to postpone its scheduled meeting in May until later in the summer. Any time-critical issues will be dealt with by correspondence. This will include formal acknowledgement of the decision to proceed with the planned ACC recruitment process.

Chair's report from the CAM Oversight Group Chair – Martyn Evans

Background

The CAM Oversight Group held an urgent meeting on the 24th April. The meeting was called following conversations the Chair of CAM Group held with SPA staff, Group Board members and the HMICS member. The focus was on the accelerated roll out of CAM across Scotland. This significant increase in pace in rollout was driven by Police Scotland's COVID-19 response and in particular focus on effective call handling and policing responses across Scotland. The Chair of the CAM Oversight Group had been informed of the planned operation recommendation to do this by ACC Hawkins in advance of a decision by CC Livingstone. The roll out across Fife and Central Scotland took place week beginning 16th April and across North Division week beginning 23rd April. Calls for North division are being handled from a temporary facility in Dundee, ahead of transition to the facility in Inverness.

Risk and delivery

The Oversight Group Chair had requested by email more detailed information on a range of risk and other issues. These were discussed at the meeting along with the rationale of accelerated roll out as part of the Covid-19 contingency response; the risk management and staff training in place to support service resilience; understanding public expectations of service and policing's response, and the measures in place to maximise the safety of call handling staff in the work place.

Summary of Oversight Group view

The Oversight Group concluded the CAM model offers a significant contribution to strengthening policing's response to the current crisis. The group considered that the accelerated roll out is being safely managed, that the benefits of accelerated roll out outweigh any associated risks, and congratulated the team on delivering this safely and at such pace.

- How the accelerated roll out of CAM minimises competing risks.
- The service now operates one model for call handling across Scotland.
- Staff are all using the same systems and processes and there is flex in the system to support continuity of service, despite any related increase in absence.
- The enhanced assessment of risk and harm ensures that while the service is responding to the demands of COVID-19, it also routinely prioritises any incidents on the basis of an assessment of risk, harm, and vulnerability.
- The model increases operational capacity of front line staff, which is of critical importance in supporting policing's response to the pandemic.

- The temporary rollout in the North does not cut across any commitments made by the SPA and Police Scotland to future 'business as usual' commitments with regard to C3 delivery in Inverness.

Call handling and response times

Call response for both 101 and 999 services has been sustained within acceptable tolerances.

Protection and well-being of call handling staff

The Oversight Group received detailed assurance on measures put in place to support social distancing and staff safety in control centres.

Supporting social distancing and responding to calls for service

The Oversight Group received assurance that calls are being appropriately managed, in a way which maximises public protection and the safety of staff and officers. A temporary deployment model has been put in place to support social distancing. The Group reviewed this model.

Police attendance is maintained for calls where there is a high level of risk or vulnerability.

Local Policing Appointments have been temporarily replaced by an Operation Talla appointments system, with much greater use of telephone appointments to resolve non-urgent matters. All appointments are still based on a THRIVE assessment.

As a result of social distancing protocols, more incidents are dealt with via telephone appointments, and a Scotland wide system is in place to manage this process. This system is only in place for Operation Talla and will be reviewed as social distancing protocols are relaxed.

Overview and for future consideration

1. The accelerated roll out of the CAM model has been a significant achievement for the C3 Team.
2. Additional data is being gathered as part of Police Scotland's survey work to understand the public response to the new way of working and the temporary deployment model.
3. The CAM team are currently analysing data to determine how the current interim Operation Talla arrangements might support and enable further development of CAM.

Chair's report from the Policing of the COP26 Oversight Group Chair – Tom Halpin

The Policing of COP26 Oversight Group met on 8th April 2020 and considered a number of matters including the impact of the COVID 19 response on the planning for this event.

The Group determined that while there is now a pause on the operational planning for COP26, there is still a requirement to maintain some critical planning activity, albeit temporarily at a scaled down level, with the following points of note for the SPA Board:

- It is still HMG intention that COP26 will take place in Glasgow at the SECC site during 2021. An announcement on the proposed new dates will be advised when agreed. Aside from Covid19 impact on capacity for mutual aid, other considerations on the dates impacting on Police Scotland resources include the operational concurrence with Brexit and Euro 20 Football Tournament.
- A number of financial business cases relating to COP26 need to be progressed with HMG.
- The proposed operational Assurance Review being carried out by Metropolitan Police Service will continue as a desk top review.
- The planning team has already been significantly reduced to 20-30 staff with key skilled personnel redeployed to the Covid19 response.
- Continued planning for Covid19 has been placed in three categories: category 1 - critical activities that must progress now, category 2 - significant planning reliance that should be progressed by the scaled down planning team, category 3 - planning activity that can be paused now.
- If the conference is rescheduled to November 2021 then the team will be reduced further. If the conference is rescheduled to early 2021 then the team will be incrementally grown from July 2020. As the host city and venue will remain the same, all plans in place are still applicable and work already done will not have been wasted.
- The SPA Oversight Group will continue to meet at 6 weekly intervals, subject to review of ongoing schedule with HMICS and Scottish Government attendance in observer status.
- The Groups Terms of Reference remain relevant with focus on three key areas of public interest: funding; welfare and wellbeing and local policing/prioritisation.