

**RESOURCES COMMITTEE
12 NOVEMBER 2020**

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Thursday 12 November 2020.**

Participating Committee Members

Elaine Wilkinson (Chair) – joined and chaired from item 7.2

Grant Macrae

Mary Pitcaithly – Chaired the meeting up to and including 7.1

Caroline Stuart – joined from item 6.1

Other Participants

Scottish Police Authority (SPA)

Lynn Brown, Interim Chief Executive

Darren Patterson, Head of HR Governance

Jackie Kydd, HR Governance

Deborah Christie, Committee Co-ordinator (Minute)

Police Scotland (PS)

DCO David Page, Deputy Chief Officer

James Gray, Chief Financial Officer

Tom McMahon, Director of Strategy and Analysis

Jude Helliker, Director of P&D

Chris Brown, Strategic Financial Planning and Budgeting Lead

Yvonne Johnstone, Estates Transformation and Change Lead

Michael Steele, Business Investment Lead

Iain McKie, Interim Procurement Improvement Lead

Peter Blair, Head of Strategic Workforce Planning

Lynn Brown, Budgeting Specialist

Graham Nobel, Reward Manager

Brian Hamilton, HR Business Partner

Alasdair Corfield, Financial Controller

Chief Inspector Neil MacDougal

1.1 Welcome and Apologies (Mary Pitcaithly)

Mary Pitcaithly welcomed everyone to the meeting which was being held using MS Teams due to the current COVID19 restrictions, it was confirmed that meeting would be live-cast to the SPA Website for the public items.

Attendees noted that Elaine Wilkinson was unable to join the meeting from the start and would join and chair the later items on the agenda. Caroline Stuart was also unable to join until later in the meeting.

There were no apologies.

Charlie Fisher, HMICS and Avril Davidson, SG were welcomed to the call.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Resources Committee Minute from meeting held on 08 September 2020

Members **AGREED** the Minute from the Resources Committee held on 08 September 2020 was an accurate record of the meeting.

1.4 Resources Committee Action Log Review

It was noted that the expected date for closure of the action RES-20200810-002 should be February 2021 and agreed this would be updated.

Members noted the action log and noted the updates provided.

1.5 Decision on Taking Business in Private

In accordance with paragraphs 21 and 22 of the SPA Standing Orders, the Committee **AGREED** to consider items 6 - 13 on the agenda in private.

1.6 Business considered by the committee via correspondence between meetings.

Attendees noted that a SWP workshop session had taken place on the 2nd October and that Members of the Resources Committee joined the meeting of the Forensic Services Committee on the 26th October to participate in the discussions on the Morbid Toxicology item.

2.1 Q2 Health and Safety Report – James Bertram

Members considered the report which had been submitted to provide a strategic overview in relation to Health & Safety within the Scottish Police Authority and Police Scotland. In addition to the written report and during discussion the following points were raised and discussed;

- Members were updated that most BAU activity had been maintained throughout the period despite Covid19 restrictions.
- The committee heard that there had been an increase in instances of exposure to the Covid19 virus across the organisation and close liaison between the Police Scotland Health & Safety Team, HR colleagues, HSE and NHS would continue. An assurance was provided that learning was sought from each incident and the Health and Safety Team would be working closely with the new Outbreak Management

Team. It was reported that positive impacts had already been seen from the work of this team.

- James Bertram confirmed an update on the detail of the Custody Audit Programme findings could be explored at a future committee meeting.
- Members were updated on the key considerations of the Police Scotland September Health and Safety Board and welcomed the update that having carried out an initial review of the assurance submissions the Health & Safety Manager had no significant concerns. The plans for further work with local managers were noted.
- Members welcomed the intention to bring the 2019/20 Annual Health & Safety report to the next Resources Committee.
- It was requested that some thought be given to further improving what is a very comprehensive report to somehow draw out what the report is telling Police Scotland and how the organisation intends to respond to the main findings in the updates. An example was suggested for improvement in respect of the reporting of near misses and it was discussed that the reporting could be improved by providing details of what actions had been taken to understand and address the issue and the timescales for improvement to be seen.
- With reference to the significant number of actions identified from the Fire Risk Assessments, Members questioned how the required actions were being prioritised by the organisation given the budget consideration and competing priorities from other business areas. It was explained that partnership working with Estates colleagues was required to agree how the actions would be taken forward but an assurance was provided that this would be done on a timely basis and would be monitored through the Police Scotland Health and Safety Board. It was agreed that future reports would provide updates on how relevant pieces of work were being taken forward across the organisation in a joined up way. James Gray assured the committee such recommendations were monitored carefully by the organisation using a priority matrix and Health and Safety compliance matters were always prioritised for both revenue and capital budgets. It was agreed to reflect this in a future report to the committee.
- Members sought an assurance in terms of preparedness for a second wave of Covid19 and asked if the organisation was well placed as we moved into the second wave in respect of PPE provision for officers and staff. James Bertram assured Members that the necessary PPE was available for all officers and staff and this had been the case since early on in Phase 1 of Operation Talla. It was confirmed there were no significant shortages or issues in terms of supply and availability for PPE. Members welcomed this update given the importance of officer and staff safety.
- DCO Page reported that there was no financial constraint on the provision of PPE equipment and the procurement had been driven by need and not budget for all officers and staff. It was noted that this

was a clear commitment of the Chief Constable and all officers and staff were encouraged to use whatever equipment they needed without restriction and communications were in place to ensure all officers and staff were kept aware of this. The Committee agreed this was the correct approach and were reassured by the commitment.

- Noting some of the Covid19 situational examples in the report Members questioned what arrangements were in place to ensure staff were reminded of the risks in respect of Covid19 and kept aware of their personal responsibilities to ensure the safety of themselves and others. It was confirmed that corporate communications were in place to ensure the clear messages were kept relevant and that in an organisation with so many people this was a challenge.
- Members sought clarity on what has been done to ensure Police Scotland officers and Staff would be given priority access to a vaccine when it became available and heard that DCC Malcolm Graham has been in discussions with Scottish Government colleagues to ensure the organisation is treated as a priority given the key worker status of officers and staff.

RES-20201112-001: Future reports to provide understanding of how issues are progressed by the organisation in a joined up way (e.g. Fire Risk Assessment recommendations being progressed by H&S and Estates Teams) and to ensure Health & Safety matters are prioritised in terms of budget allocation.

2.2 Q2 Wellbeing Report – Ch Insp Jackie Dunbar

Members considered the report which provided an update on Q2 Wellbeing activities and proposed next steps to continue to mainstream the wellbeing agenda. In addition to the written report and during discussion the following points were raised and discussed;

- Members considered a summary of the report and noted the initiatives underway.
- Members heard that work was underway to address the number of recruitment medical deferrals. It was reported that some issues related to impact of COVID-19.
- The uptake of flu vaccination was reported and Members commented the reported uptake was low. It was explained that due to the process for claiming the costs back, there was a reporting lag and it was expected this figure would increase in future reports. The committee also noted that challenges with supply may have resulted in a delay for some people getting the vaccine but that comms were planned to promote the initiative.
- Members heard that an action plan was now in place in response to the recent Internal Audit on Wellbeing. It was reported that additional resources had been brought into the team.

- Members heard the Wellbeing Hub had been set up in response to Covid19 and that this had been well used.
- The Committee agreed that wellbeing was a key priority for the organisation and welcomed the work done in this area.
- The committee explored the reasons behind the reported reduction in management referrals and asked if there were any risks in relation to this. It was confirmed that the back logs were being actively worked through and it was expected that the numbers would reduce. Members were told it was not anticipated this would be an issue for the organisation. It was confirmed that close partnership working with the service provider would continue to ensure the best approaches were being taken.
- Members heard that there was a continuing requirement for wellbeing and this would continue to be fed into future budget planning activity.

Members noted the report.

3. Q2 People Management Information Dashboard – Peter Blair

Members considered the report which provided a strategic overview in relation to Workforce data. In addition to the written report and during discussion the following points were raised and discussed;

- Noting the rise in Police Staff numbers, Members explored work being done in relation to the vacancy management process which has been introduced to control the filling of vacancies and ensure that only critical posts are filled. It was recognised that the vacancy management process had only been in place for recent weeks and the impacts would take some time to be reported. Members requested actual budgeted establishment be included in the future committee reports to allow oversight of this.
- Members were assured by DCO Page that the approvals process for recruits was robust and was being managed at a senior level.
- The Committee discussed what benchmarking could be done both across other police forces and with other organisations. It was agreed that consideration should be given to including benchmarking in future reports as this could be useful in exploring opportunities to incorporate best practice from elsewhere.
- The decline in Special Constable numbers was discussed and Members heard that work was underway to explore new approaches to Special Constables recruitment.
- In response to a question regarding reasons behind the uplift in C3 officers, it was explained this was because of the new ways of working under the CAM model where officers were taken from local divisions and placed in the C3 Division to support the CAM activity and this was with a focus on supporting local divisions. It was

reported that some of the other moves that had been reported were temporary moves and were part of the Brexit planning and Op Talla response.

- Members heard that due to the geographic variation the levels of police staff would vary across divisions. It was reported that the Transformation of Corporate Services project would undertake a middle office review and this would seek to review the legacy arrangements across each division with the aim of establishing a single model across support functions but which takes account of geographical requirements.

Members noted the report and agreed the following actions;

RES-20201112-002: Budgeted establishment be included in the future committee reports.

RES-20201112-003: Benchmarking to be incorporated into future iterations of the report where useful to do so and to allow exploration of best practice from other forces/ organisations.

4.1 Q2 Financial Monitoring Report – Chris Brown

Members considered the report which provided an update on the financial position of the SPA and Police Scotland for quarter two (six months ending 30 September 2020) of the financial year 2020/21, as well as forecasting the full outturn to 31 March 2021. In addition to the written report and during discussion the following points were raised and discussed;

- Members noted the position was in line with Q1 reporting.
- It was recognised that a reduced risk in relation to the forecast outturn position was now being reported as a result of one-off favourable income streams for most income and non-domestic rates rebates.
- It was reported that Capital was £1.7m underspend year to date and this was in the main due to Covid related delays in ICT projects. It was confirmed that a recommendation had been made at the Capital Investment group to reallocate funds and this has been done. Capital Investment Group in October recommends the reallocation of £2.0m as detailed in the paper.
- It was highlighted that the reform spend was tracking behind budget and the committee heard that it was anticipated that as the SPRM Project progressed greater clarity would be available in respect of actual appeal outcomes and the forecast would be updated accordingly.
- In response to a question about what actions can be taken by Forensic Services to reduce the forecast overspend Members heard that it was

as a result of lower staff attrition rates and it unlikely this would be reduced throughout the year.

- An explanation for the DDICT slippage was requested and a question was asked if this significant underspend could be recovered in year. Members received an explanation that this was due to 2 separate projects; The Unified Comms had been delayed and the spend wouldn't be made in this financial year and the other project being COS with a payment milestone being moved from Q4 of this year to Q1 of the next financial year. The Committee was assured this would be closely managed.
- It was explained that the assumption was that a reform budget would be available in the next year and the budget build would take place on that basis. It was explained that this would facilitate any areas of slippage in reform spending to take place in the following year.

Members noted the year to date and forecast financial position for the SPA and Police Scotland.

4.2 Staff Pay and Reward Modernisation Project Update – Graham Nobel

Members considered a paper which provided an update regarding the progress of the SPRM appeals process. In addition to the written report and during discussion the following points were raised and discussed;

- The Committee was updated that the project remained on track with 75% of appeals now complete.
- Members were updated that following a request by this committee to explore options to do so, some activities had been brought forward and were being carried out concurrently and it was anticipated this would take some of the pressure from the final stages of the project.
- Members questioned if the spend for this project would be made in the current year and it was explained that the intention was to incur a clear liability of costs before the year end and this would allow the expenditure to be recognised in this year through accruals.

Members noted the report.

4.3 Strategic Workforce Planning Update – Jude Helliker

Members considered a report which had been provided to update the Committee on progress toward the development of the Police Scotland Strategic Workforce Plan (SWP). In addition to the written report and during discussion the following points were raised and discussed;

- It was reported that the draft plan has been shared with the Force Executive but due to unexpected operational matters this could not

be considered at the recent SLB as planned. The draft will now be considered at a special meeting of the SLB on Monday 16th November and after this meeting, the intention is to share the draft more widely with stakeholders.

- Members were advised that the Governance structure for the monitoring of the delivery of the plan would be further developed and details would be reported to the Resources Committee in February.
- Members asked if there was sufficient time to complete the required stakeholder engagement in advance of the Resources Committee in December and were assured that there was sufficient opportunity for the necessary engagement to take place. It was agreed that should any issues arise the committee would be advised via the HR Governance Team.
- Members were assured the activity would be completed in time for the next Resources Committee on the 18th December which would be the opportunity to consider the draft document along with stakeholder feedback in advance of the draft being considered at the Board meeting in January.

Members noted the report.

5. Resource Committee Work Plan

Members noted the work plan.

Mary Pitcaithly thanked attendees for their contributions and proposed a short break after which the remainder of items would be considered in private. Members were reminded that during the discussions on the Spending Review paper it will be important that the committee take cognisance of the recently published report from the Justice Sub-Committee on Policing into the 2021/22 budget.

The following items were taken in private

End.