

**RESOURCES COMMITTEE
16 JUNE 2020**

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Monday 16 June 2020.**

Participating Committee Members

Elaine Wilkinson (Chair)
Grant Macrae
Mary Pitcaithly
Caroline Stuart

Other Participants

Scottish Police Authority (SPA)

Lynn Brown, Interim Chief Executive
Barry Sillers, Director of Strategy and Performance
Darren Patterson, Head of HR Governance
Jackie Kydd, HR Governance
Hazel Rock, HR Governance
Deborah Christie, Committee Co-ordinator (Minute)

Police Scotland (PS)

DCO David Page, Deputy Chief Officer
James Gray, Chief Financial Officer
Chris Brown, Strategic Financial Planning & Budgeting
Jude Helliker, Director of P&D
Susan Beaton, Interim Head of People Services
Michael Steele, Business Investment Lead
Iain McKie, Interim Procurement Improvement Lead
Peter Blair, Head of Strategic Workforce Planning
Tom McMahon, Director of Business Integration
ACC John Hawkins, Local Policing North
John McNellis, Financial Planning Specialist
Kerri MacIver, Head of Portfolio Management
Kirsty Stanners, Finance Business Partnering Lead
Susan Beaton, Interim Head of People Services
T/ACC Duncan Sloan, ACC Major Crime and Public Protection
Tony Chalk, Head of Fleet
Yvonne Johnston, Estates Transformation and Change Lead

Scott Moncrieff

Gary Devlin

1.1 Welcome and Apologies (Elaine Wilkinson)

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

There were no apologies. Representatives from HMICS, Audit Scotland and Scottish Government Police Division were welcomed to the call.

The Chair commended the improvements in the quality of the papers submitted for the committee. The Chair also praised the achievement of the Police Scotland Finance Team in relation to the CIPFA benchmarking exercise which recognised the significant improvements in the finance capability of Police Scotland under the leadership of the Chief Financial Officer.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Decision on Taking Business in Private

In accordance with paragraphs 21 and 22 of the SPA Standing Orders, the Committee **AGREED** to consider items 5 - 10 on the agenda in private.

1.4 Decisions taken by the committee via correspondence - it was confirmed there was no business considered by the committee since the last committee.

2.1 2019/20 Indicative Outturn – James Gray/Chris Brown

Members considered the report which provided an update on the provisional 2019/20 financial outturn. During discussion and in addition to the report the following points were discussed and noted;

- Against a budgeted revenue core deficit of £24.6m the actual out-turn position for the year was a deficit of £26.8m deficit which was £2.2m over budget. It was explained that the net increase in the deficit versus budget had been driven by COVID-19 related costs.
- Members recognised the rigour and control applied by the Finance Team across the year and were advised that sound working relationships between business areas had contributed to the effective budget planning that was now being seen.
- The committee explored how pressures and easements in final out-turn figures would impact on 2020/21. It was reported that some public order equipment had not been received before the end of year and this would be seen as a pressure in 2021/22.
- Members requested that Police Scotland build any impacts of the year end outturn into the re-draft of the 2020/21 budget for the post COVID-19 environment.

Members noted the report.

2.2 COVID-19 Resources Implications

Members considered the report which provided details of Finance, Workforce availability, and Health & Safety impacts as a result of COVID19 and Operation Talla. The Chair noted that there had been extensive discussion and assurance provided on Health and Safety and Well-being matters associated with COVID-19 response at the committee meeting on 15 June. During discussion and in addition to the reports provided the following points were raised and discussed;

Finance – Kirsty Stanners

- It was noted that Members had been receiving weekly Board updates on Operation Talla and as a result were familiar with much of the detail of this report.
- Members were assured that there was an enhanced understanding of the organisational requirements in relation to PPE and that planning and contracting for spend would be in line with actual run-rates. It was confirmed this work captured Forensic Services.
- Members heard that some PPE items were proving easier to purchase than others but that overall confidence levels for supply routes for PPE were high and this would continue to be closely monitored to ensure any changes in circumstances were taken into consideration.
- It was reported that work was underway to shift the overall management of PPE stock from Operation Talla cell management to BAU stock management.

Workforce – Peter Blair

- Members heard that annual leave was being closely monitored and tracked on a weekly basis to ensure an overall grip of the situation. The committee heard of the steps being taken to ensure officers were taking leave to ensure no build up and to minimise any carry forward to the next year. Members sought clarity that annual leave was being actively managed as well as being monitored and were assured this was indeed the case, and it was not deemed necessary to take any additional actions at this stage.
- It was reported that significant work was underway to capture the learning from the workforce availability during Op Talla and this would feed into the planned work to explore the optimum workforce availability across the organisation going forward.
- The Committee welcomed the undertaking to optimise future ways of working that will result in an efficient, smarter way of working that provides a flexible and agile approach. It was agreed that past

approaches should be challenged in light of the lessons learned from COVID19 and agreed this all linked back into the Strategic Workforce Planning.

- Members welcomed confirmation that Finance and P&D Teams were working closing together to inform the development of workforce plans in a way that is transparent and evidence based.

Health & Safety – Susan Beaton

- Members were provided with a summary of the testing arrangements now in place across the organisation as detailed in the report. It was noted that this was a dynamic situation and the approach taken allowed for flexing when required.
- The Committee commended the work done and sought clarity on what steps had been taken to make the testing as accessible as possible to staff. Assurances were given that support was provided for staff to ensure the most convenient testing centre was made available and no delays existed in getting the tests completed and results given.
- Members heard that when the antibody testing became available (phase 4) the strategy will be refreshed to ensure a blended approach was taken forward.

Members noted the report.

2.3 2020/21 Financial Monitoring Report – Period 2 (verbal) Chris Brown

The committee was updated that as it was very early into the Financial Year, no trends had been identified yet and as the reporting was against a pre COVID19 budget it was now out of date. Members heard that the next formal recast will give the opportunity to consider a budget that reflects the recent events and current circumstances and this would reflect both pressures and opportunities.

Members noted the verbal update and noted the recast Q1 report would be presented at the August Committee meeting.

3.1 SPA Productions Project Internal Audit Report – Lynn Brown

3.2 Police Scotland Productions Project Internal Audit Report – Andrew Hendry

Members considered the report which highlighted key issues arising from the Internal Audit Report on the Productions Remodelling Project presented to the Audit Risk and Assurance Committee on 6 May 2020. The Chair acknowledged that the Productions Project was a specific example from within the Transformation Programme to be discussed at

Item 3.3, 3.4 and 4.1. During discussion the following points were raised and discussed;

- Members sought assurances that checks and balances were now in place to ensure that appropriate change control approvals and reporting was in place both internally and to the Authority that would address any significant changes to projects.
- It was discussed that the Internal Audit Action Plan which was now in place provided the route map that would address these concerns and should provide the Committee with assurance.
- It was agreed that Police Scotland had developed and improved in this area and this has been seen in a relatively short time and would continue to improve.

The Committee noted the report.

**3.3 SPA Transformation Change Programme Management
3.4 Police Scotland Transformation Change Programme Management - NOTE ITEM 3.3 AND 3.4 WERE CONSIDERED AS PART OF THE DISCUSSION FOR ITEM 4.1**

4.1 Productivity Improvements and Operational Capacity Gains Monitoring – Andrew Hendry/ Kerri MacIver

Members considered the report which provided an update in relation to the ongoing Benefits Management and tracking within the Police Scotland change Programme. During discussion and in addition to the report, the following was raised and discussed;

- Members were provided with an update and heard that it was felt that the overall maturity of the transformation function had moved on since its inception and it was now believed to be the right time to carry out a review of the function, particularly in light of COVID19.
- Planning was underway for a development session with the Board at which Members would have the opportunity to discuss and test the approaches being taken. Members welcomed the plans to consider progress against the broader change agenda at this session.
- Kerri MacIver took Members through the paper which provided details of progress seen to date.
- Members explored the way in which the benefits were being reviewed against the approved business case and it was confirmed this was being done. However it was recognised that there were issues around the original data used in business cases meaning that for some projects, the benefits were not likely to be achieved to the same degree as initially planned. Members were assured that benefits tracking at both project and programme level and the

methodology for calculating benefits had been refined and would continue to be further refined.

- Members also emphasised the importance of change control in drawing out lessons and ensuring that significant changes over a certain threshold amount or deviation in timelines were given appropriate re-approvals in line with the original approval route.
- Members asked that learning from the Commercial Excellence project be fed back in to the project management process to improve measurement and refinement. There was also agreement that proper change control needs to be in place including a loop back to original approvers such as SPA or Scottish Government.
- Members challenged Police Scotland on how it can ensure a better measurement and articulation of capacity/productivity increases and how that ultimately leads to more efficient and effective policing in communities in Scotland. It was agreed that effective telling of that story was the goal.
- Members recognised that there had been improvements in the quality of business cases and estimate of benefits but there was still some way to go and it was essential that the learning from previous projects was used to inform future business cases and benefit estimates. There was a shared view that the benefits monitoring must be managed centrally to ensure a high level check of how each project aligns to the Target Operating Model.
- Much better reporting gives a better opportunity for an improved common understanding which in turn lends itself to working towards the common purpose of improving policing in Scotland.
- In conclusion Members welcomed the detailed update on benefits monitoring particularly as this had also been raised at the Audit, Risk and Assurance Committee and referred for discussion. Members agreed that the organisation needs to be able to show how capacity created and benefits realised, will improve policing in our communities.
- It was agreed that the lessons learned report from the Commercial Excellence implementation would be brought to the committee for consideration.
- Members noted Police Scotland colleagues were confident that the projected savings will be realised over the coming years. Work was required to assess what impacts COVID19 would have on the overall programme but there was a reasonable confidence the functions will continue to improve in spite of the issues faced due to legacy data.

RES-20200616-001: A high level report on lessons learned from Commercial Excellence Project to be considered by the Resources Committee.

Members noted the report.

4.2 CAM Benefits Reporting - methodology for calculating benefits - ACC John Hawkins

Members considered the report which provided an update on the methodology being used to calculate the productivity gain being delivered as a result of the implementation of the Contact Assessment Model (CAM) across Scotland. During discussion the following points were raised and discussed;

- It was agreed that the approach would be further refined as it was rolled out to local divisions but provided the starting point to capture the benefits realised as a result of the new way of working.
- Members heard that significant work had been done to reach a shared understanding of what the benefits of CAM would be and the work done by the teams involved was commended.

Members noted the report.

The following items were taken in private

End.

Approved