

**RESOURCES COMMITTEE
06 AUGUST 2020**

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Thursday 06 August 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
John Maclean, HR Governance
Hazel Rock, HR Governance
Deborah Christie, Committee Co-ordinator (Minute)

Police Scotland (PS)

DCO David Page, Deputy Chief Officer
ACC Kenny MacDonald
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 Strategy and Analysis
Gordon Downie, Interim Head of Corporate Services Transformation
Delivery
Yvonne Johnston, Estates Transformation and Change Lead

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 meeting would be live-cast to the SPA Website for the public items.

There were no apologies. Representatives from HMICS and Scottish Government Police Division 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 15 June 2020

Members **AGREED** the Minute from the Resources Committee held on 15 June 2020 was an accurate record of the meeting.

1.4 Resources Committee Minute from meeting held on 16 June 2020

Members **AGREED** the Minute from the Resources Committee held on 16 June 2020 was an accurate record of the meeting.

1.5 Resources Committee Action Log Review

Members agreed that action RES-20200615-002 and RES-20200615-003 would remain open as the information submitted did not provide the Committee with the requested assurances in respect of the Strategic Workforce Planning activity.

The Action Log was noted and with the exceptions as above, the actions proposed for closure were agreed.

1.6 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 - 9 on the agenda in private.

1.7 Business considered by the committee via correspondence between meetings.

It was confirmed there was no business considered by the committee since the last committee.

2.1 COVID-19 Resources Implications – James Gray/Jude Helliker/Susan Beaton/Peter Blair

Members considered the report which provided details of how Police Scotland was responding to COVID19 from a People & Development Perspective and from a financial control perspective. In addition to the written report and during discussion the following points were raised and discussed;

Finance

- It was confirmed that all financial and procurement activity relating to the COVID19 response was now incorporated into 'Business as Usual' (BAU) and would be detailed in the Q1 Financial Report to be considered later in the agenda.

Health & Safety – Susan Beaton

- Members heard an overview of the arrangements currently in place for physical distancing and were appraised of the future plans in this area.
- Members noted the support being given to the staff and officers in the Aberdeen area due to the recent spikes in cases and noted this would be carefully monitored with plans in place to address any future spikes.
- An assurance was provided that the weekly Op Talla meetings continue to provide the opportunity for any issues to be raised and escalated if necessary to ensure the health and safety of officers and staff.
- Members welcomed the assurance that there remained rigour around the management of the risks and welcomed the plans to move responsibility for future management of this to local managers.

Workforce – Peter Blair

- The Committee considered the statistics contained in the report in relation to workforce availability and it was confirmed that there were no anticipated future abstraction issues and this would continue to be monitored.
- The Committee heard that a Short Life Working Group (SLWG) had been established to look into how future abstractions (when restrictions are lifted) in key areas such as courts, training and operations and events could impact on future policing arrangements. Members questioned if there were any areas of risk that had been identified at this stage and were told that while the SLWG would explore the impacts in greater detail, there were no significant risks emerging at this stage.
- The Committee sought an assurance that despite the current restrictions, all statutory and mandatory training was being completed and it was confirmed by Jude Helliker that this was the case. Jude Helliker reported that a Training Recovery Group had been established to look at how the training would be delivered going forward whilst ensuring all health and safety obligations are

complied with. Jude Helliker assured the Committee that the organisation was ensuring as much action was being taken to prevent problems arising further down the track.

- The Committee was assured that active management of leave was in place to ensure no backlogs were building up. Members sought clarity on this and requested an evidence base upon which this statement could be supported. Peter Blair reported that at 28% of the leave year having passed, officers had used approx. 22% of their leave and staff have used approx. 20% their leave. Members were assured by these statistics as they supported the view that the leave was being managed. It was confirmed that these statistics included the backlog of annual leave from the previous year.
- The committee heard that 1474 Police Scotland staff and officers had been tested since early April and 478 tests of their family members had also been arranged and supported by the organisation. Of those tests 181 positive results had been seen with the individuals having since returned to work. It was confirmed that at present only 4 individuals were off sick with COVID19 as the reason.
- Members heard the current approach to testing was not expected to change soon and the statistics were reported to Scottish Government on a daily basis and agreed routes for escalation were in place should any areas of concern be picked up.
- Members heard that a consistent message had been delivered from senior managers and the Force Executive that, where possible, people should continue to work from home and only business critical roles should be in the workplace. It was confirmed that there was no intention currently to change this instruction.
- Jude Helliker commented that the absence levels were now lower than they have ever been for the organisation and that she believed in part this was due to the agile and dynamic approach taken by the team to facilitate flexible working during the pandemic.
- The Committee heard that a lot of the new ways of working across the organisation had been built into the Delivery Plan for the People Strategy which was to be considered at the next Resources Committee on the 10th August. It was also noted that learning from Op Talla would feed into future projects for the transformation of corporate services.
- Members welcomed the intention to share learning from Op Talla and explore new ways of working across public sector partner agencies when appropriate to ensure all available learning can be captured and built upon.
- The Committee sought clarity on what plans were in place to flex the workforce should it be necessary, for example in the event of further spikes in COVID-19, and heard that arrangements for a flexible

resource unit were in place and this had worked well with the recent spike in Aberdeen.

- Susan Beaton informed the committee that the expectation was for physical distancing to be in place in the workplace for a significant period of time to come. The plan is to keep the safety messaging front and centre it has now been pushed out to local divisions to own and manage and incorporate into their people plans. This approach will involve any issues to be flagged and escalated to ensure the approaches being taken continue to be successful with all learning being looped back into the plans.

Members noted the report.

2.2 Q1 Financial Monitoring Report – James Gray/Chris Brown

Members considered the report which was to provide the Committee with an update on the financial position of the SPA and Police Scotland for quarter one (three months ending 30 June 2020) of the financial year 2020/21, as well as forecasting the full outturn to 31 March 2021. In addition to the paper and during discussion the following points were raised and discussed;

REVENUE

- James Gray advised the committee that the work to develop this Q1 Report had been a significant challenge for the team given the number of variables and movements away from budget caused by the circumstances that had raised from the COVID19 events. It was confirmed that despite the challenges, the level of confidence in the report was high.
- The Committee heard that the Force Executive had taken some significant management actions to reduce the deficit considerably.
- Chris Brown walked members through the detail of the report.
- Members were reminded that the budget setting had been carried out in the main pre COVID19 impacts being known however the reduction in anticipated income had been factored into the overall budget which had been approved.
- It was explained that there were 2 elements of the reporting these being the cost of policing the response to COVID19 (Op Talla) and the impacts from the way in which the activities and behaviours across the organisation have had to change as a result of COVID19.
- Members heard that the £1.0m forecast revenue overspend vs budget reflected the robust management decisions that had been taken by the Force Executive as this figure had reduced significantly from a c. £8m previously anticipated overspend.

- The Committee explored how police officer and staff recruitment and travel costs would be monitored and managed.
- The Committee heard that the approaches to manage the revenue costs carried significant risks but this would be monitored and flagged at the earliest opportunity should the forecast change.
- Members welcomed the one-off unbudgeted benefit from historical mast rental which had resulted from a planned review of the approaches to collecting income. This income offset the spend arising from COVID-19 without putting additional pressures on the remainder of the Police Scotland budget.
- The Committee Chair reminded attendees that it was very unusual for a public sector organisation to be managing a deficit budget and this was the case due to a number of factors. However the Committee agreed they had been assured by the actions taken by the Leadership Team and welcomed the robust management actions being taken to manage expenditure within budget.

CAPITAL

- It was reported that the additional costs resulting from COVID19 (laptops and other ICT equipment) are now included in the Capital forecast. It was reported that rather than seek to address the overspend from Op Talla ICT equipment at this stage, the slippage management has been increased and the ICT overspend is likely to be addressed through slippage in capital spend later in the year.
- Members challenged the back loading of capital spend towards the last two quarters of the financial year but were assured that budget holders are being regularly challenged and that priority areas of spend had been identified or could be brought forward from 2021/22 to utilise any slippage at short notice.
- In response to a question about cash flow management James Gray assured the Committee that there was tight cash flow management monitoring to ensure a clear understanding of what needs to be drawn down on a monthly basis. It was confirmed that the team would work closely with Scottish Government to ensure they were fully sighted on this area to ensure all commitments could be met.
- The Committee Chair asked for an explanation of reason for the increase in the Full Year Forecast for transformation resources within the reform section. Michael Steele confirmed that it was due to a number of requests that had been approved by DCO Page to either extend existing temporary posts or to create new temporary posts within the transformation portfolio of work. DCO Page confirmed that all business areas across Police Scotland and SPA Forensics would be considered as and when budget becomes available.

- The Committee commended the approach taken to reforecast the budget and further commended the rigour and robust nature of the management actions taken.

Members noted the report.

3.1 SWP Progress Update – Jude Helliker

Members considered the report which provide an update on the progress toward the development of the Police Scotland Strategic Workforce Plan (SWP). In addition to the paper and during discussion the following points were raised and discussed.

- Mary Pitcaithly stated that the focus of the committee would be on the evidence that was available to the Committee to provide Members with assurances that the project would deliver a plan on time with all the strands of activity aligned.
- The committee welcomed the correction plan which had been developed taking COVID19 impacts into account and noted that this plan retained the November 2020 target date for a Police Scotland approved SWP. Clarity was sought on what would be available for consideration in advance of the formal request to The Authority for approval of the plan.
- Peter Blair advised that internal governance in relation to the plans had yet to be completed but it was expected that the ACC level sign off process would get underway soon and when this had been completed the plans could be shared with the SPA. Members noted that these plans were sizeable documents and would be distilled into more manageable user friendly versions. It was confirmed that each local plan would have a summary template to draw out the key highlights.
- The Committee sought an assurance that the local plans would have a clear articulation of how the current workforce looks, how we should expect the future workforce to look, the timeline for this shift and a clear vision of what we should expect to see after implementing the SWP to demonstrate how we become a more effective police force. Peter Blair confirmed the plan would seek to follow the good practice guide and address all of the above to articulate where the current workforce is, where the workforce needs to be, a gap analysis and a plan on how to get where we need to be.
- The Committee asked how prioritisation will be done. Peter Blair confirmed this would be done at the Scrutiny Panel and the Risk Assessments would inform this prioritisation work.
- Members asked how the new ways of working were being fed into the SWP development and were told that due to the dynamic nature

of the ways of working, this would need to be incorporated as best as possible at the current time and then revisited and plans refreshed where required. It was confirmed this was high on the agenda and as many elements as possible would be incorporated.

- Members raised concerns that the approach being taken would not address the changing ways in which the organisation would work specifically in the area of cyber and asked if the work being carried out by DCC Graham in terms of cyber capacity/capability will link into the plans. DCO Page confirmed that the plans would be developed by taking a professional judgement based on the experiences of the Met/National Crime Agency in conjunction with the existing knowledge to shape how the Police Scotland cyber teams will look.
- The Committee Chair recognised this piece of work needs to remain agile and it was therefore important for the plan to be developed in such a way to enable it to be flexed as demand and resource changed. Members welcomed an assurance from DCO Page that the SWP was being developed as a dynamic plan that will be refreshed as and when required.
- Members asked if the early concerns regarding weaknesses in some of the local plans had been addressed. Jude Helliker confirmed that that the engagement now seen from the ACCs had been excellent and ACC ownership of the plans had resulted in quality plans being developed informed by the required local details.

4. Resource Committee Work Plan

Members noted the work plan and noted the addition of an extra Committee in September to help with the flow of Committee business.

The following items were taken in private

AR