

RESOURCES COMMITTEE
08 SEPTEMBER 2020

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Tuesday 08 September 2020.**

Participating Committee Members

Elaine Wilkinson (Chair)
Grant Macrae
Caroline Stuart

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
DCC Fiona Taylor, Deputy Chief Constable, People & Professionalism
ACC Kenny MacDonald, Assistant Chief Constable, Criminal Justice
ACC John Hawkins, Local Policing North
Superintendent Derek Hiley
Detective Superintendent Raymond Higgins
Detective Chief Inspector Stuart McAdam
James Gray, Chief Financial Officer
Superintendent Martin Gallagher, Mobile Working
Tom McMahon, Director of Strategy and Analysis
Jude Helliker, Director of P&D
John McNellis, Financial Planning Specialist
Chris Brown, Strategic Financial Planning and Budgeting Lead
Yvonne Johnstone, Estates Transformation and Change Lead
Superintendent Gordon McCredie
Phil Collard, Head of Estates
Michael Steele, Business Investment Lead
Iain McKie, Interim Procurement Improvement Lead
Peter Blair, Head of Strategic Workforce Planning

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.

Apologies were received from Mary Pitcaithly.

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 06 August 2020

Members **AGREED** the Minute from the Resources Committee held on 06 August 2020 was an accurate record of the meeting.

1.4 Resources Committee Minute from meeting held on 10 August 2020

Members **AGREED** the Minute from the Resources Committee held on 10 August 2020 was an accurate record of the meeting.

1.5 Resources Committee Action Log Review

Members noted the action log and noted the updates provided.

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 - 11 on the agenda in private.

1.7 Business considered by the committee via correspondence between meetings.

The Committee Chair advised that she had attended the SPA Policing Performance Committee on 26 August for the Demand and Productivity Unit (DPU) progress report items, to avoid a duplication of reporting to this committee. This was prompted following the Resources Committee in August at which the Committee had sought, and had not received, the evidence base around demand and productivity in the context of interdependencies with the Strategic Workforce Plan.

The Committee Chair updated attendees that it was explicit in the Policing Performance Committee paper that the demand data from the DPU only covers local divisions yet this Committee had been advised in context of SWP that national divisions were included. It also became apparent in discussion that a 'demand baseline' has not been produced but was still evolving. This is despite, as far as Members had understood, the production of such a baseline being a key objective of the Demand and Productivity Programme which was supported by professional services investment in the order of £1.5m. The Committee Chair advised

attendees that the outworkings of the DPP do not appear to be captured on the transformation programme benefits realisation schedule.

The Committee Chair stated that given the level of investment and the need for The Authority to assure itself on the Value for Money aspects of this programme she is requesting an evaluation report for consideration by the committee on what was actually delivered by the DPP against what was approved in the Business Case. The Chair commented that she assumed this should be readily available if good practice in programme management was being followed and asked if this could be provided in advance of the Authority Meeting on 30 September and if not then by the 02 October SWP Workshop or 12 November Resources Committee.

It was recognised that while the Business Case from 2018 did not provide quantifiable benefits projections, the evaluation report should be based on the progress made against the 18 specific outcomes contained in DPP FBC approved by the Board in June 2018.

DCO Page confirmed that he would be able to produce an evaluation report as requested and undertook to confirm the timeline for this by correspondence. Members were assured by DCO Page that the report would be provided as soon as was possible.

The Committee recognised the challenge associated with establishing demand data but also the critical need for it in support of operational policing, resource allocation and workforce planning.

RES-20200908-001: DPP: Evaluation report on what has been delivered by the DPP against the outcomes set out in the Full Business Case (approved by Board in June 2018) to be provided to Committee preferably in advance of the September Board or next committee meeting.

2.1 P4 Financial Monitoring Report – Chris Brown

Members considered the report which provided an update on the financial position of the SPA and Police Scotland for period four (year to 31 July) of the financial year 2020/21. In addition to the written report and during discussion the following points were raised and discussed;

- Members noted the position which was in line with Q1 reporting from last month.
- The Committee agreed this was an excellent report and congratulated the entire team that had worked on the report.
- In response to a question as to what income was still expected to be received in the current financial year, Members were told that the budget had been developed in line with the Scottish Government

guidance available at the time and this would absolutely remain an area of high risk as the year progressed.

- Members challenged the reason for the large adverse variance in the DCC Crime & Operations budget and were told that this had arisen as a result of the lost income due to COVID-19. Chris Brown explained that because an allowance had not been made for this in the DCC Crime & Operation's budget there was a mis-match between budget and actual costs/income. The committee noted that a budget virement was being proposed in the private session of the meeting which, if approved, would thereafter result in the issue not distorting monitoring reports.
- The Committee asked for an explanation of what measures had been put in place to manage the unbudgeted pressures in relation to there being fewer leavers than had been budgeted for and asked how effective these steps had been. Chris Brown reported that a process has been developed with P&D and Finance Colleagues which is due to be approved by the Strategic Leadership Board in the near future. The approach will be to match the numbers of leavers with number of new recruits which would stop the issue getting any bigger than it already is. Members welcomed the approach but questioned what would be done to reduce the number of posts that were already over budget. Chris Brown explained that to reduce the number of posts that were over budget would need a halt on recruitment which would create a risk to operational policing and the proposed policy would allow critical posts to be prioritised over the coming months. Members noted that the decisions in relation to recruitment would be made centrally at a corporate level to ensure tight control.
- The Chair confirmed that the Committee would continue to focus on income and staff costs given they were key risks areas of the budget.

Members noted the report.

2.2 Approach to Financial Planning – James Gray/John McNellis

Members considered the report which had been presented to provide the Committee with details of the proposed financial strategy. In addition to the written report and during discussion the following points were raised and discussed;

- James Gray introduced the papers by highlighting this was the first time the organisation had attempted to integrate the financial planning and the budget strategy. It was explained that the decision had been taken to move away from a formal financial plan and to develop a number of scenarios and this had allowed for the variables to feed into the planning work.

- The Committee Chair stated that the scenario planning approach was very informative for all stakeholders at this stage and when there was clarity on the variables, the formal plan could emerge.
- John McNellis provided Members with a comprehensive strategic overview of the approach being developed as outlined in the report and explained that the approach takes account of the zero based budget developed last year, the impact of COVID-19 and will be refined iteratively to take account of the Strategic Workforce Plan (SWP) as the detail becomes available from that work.
- Lynn Brown endorsed the approach being taken to this work and explained that this informative piece of work highlighted the short, medium and longer term risk based approach to financial planning and would provide robust figures that could be discussed with Scottish Government colleagues.
- Members explored the anticipated timescales for the information from the SWP to feed into the financial planning and were advised that it was anticipated this would be an iterative piece of work with scenarios being refreshed as the details of the SWP are available. James Gray advised that the SWP would inform the direction of travel in some key areas in the shorter term and as things move on, the SWP would have a significantly bigger impact on the budget process as the shape of the workforce and the business evolves. Members heard that the team was alive to the potential future impacts for example the shift over time from capital ICT investment to ongoing revenue costs for licences etc. It was agreed that it was important to draw out the anticipated future increase in non-pay revenue costs as this was a very important point that should be clearly stated.
- The Committee Chair commented that the organisation was in a unique starting point for a public sector organisation in that any additional pressures added to the existing operating deficit and therefore approving any additional non-pay spend was actually increasing that operating deficit.
- The Committee welcomed this piece of strategic work and commended the clarity that it provided to the ongoing budget planning process.

Members noted the report.

2.3 SPRM Project Update – Nicky Page

Members considered the paper which had been provided to give the Committee 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;

- Members noted good progress in the last month and acknowledged, alongside Police Scotland, their thanks to staff and Trade Unions in embracing the use of technology as a key enabler.

Members noted the report.

3.1 SWP Progress Update – DCC Fiona Taylor/Jude Helliker

The Committee considered the report which had been provided to update Members 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;

- Jude Helliker provided the Committee with an overview of stages 9 and 10, Scrutiny Panel and Aggregation. Members noted that first and second level approval stages for local draft plans were complete, with final drafts considered by the Scrutiny Panel on 28 August.
- It was reported that there had been an Executive Planning day which had resulted in a number of key decisions made which will inform the top-down approach.
- Members heard that the aggregation phase commenced on 07 September and it was confirmed by Jude Helliker that a working draft of the SWP would be shared in advance of the SWP workshop on 02 October, alongside the evidence base used to inform development of local draft plans and resulting scrutiny.
- It was recognised that some of the information that is currently available will require to be reviewed and refreshed however the plan would be developed using the best available information and this work would continue beyond November 2020.
- Members received assurance from DCC Taylor that the Scrutiny Panel were satisfied that feedback provided through the earlier approval stages had been sufficiently addressed to allow the project to progress forward to the next stage in line with planned timescales and were advised that Police Scotland were confident that all risks to delivery were mitigated.
- DCC Taylor highlighted that conversations had taken place with Demand Team colleagues on how they capture and manage the demand and these key conversations would continue to inform the approaches taken towards capturing hidden demand.
- DCC Taylor reflected that the executive scrutiny phase had allowed the senior leadership to consider and debate a range of broader interconnected strategic issues impacting the future of the organisation which will inform the top down approach.

- Members welcomed this informative update and thanked DCC Taylor for the overview which provided an understanding of the good progress made.
- The Committee Chair reminded colleagues that the Committee had been pressing for this piece of work to be progressed because the SWP will be a valuable tool that would allow the Chief Constable to make informed decisions as the organisation moves forward.
- The Committee Chair reminded colleagues that she was very mindful of not taking up time of Police Scotland colleague unnecessarily but that she believed the workshop was important to ensure the focus remained on getting a SWP delivered in November.
- In response to a question regarding any specific risks as the work continued in the coming weeks and months, Jude Helliker confirmed that the timescales were challenging but she was confident that the team had plans in place to mitigate against the risks and deliver the plan to the November Board. The Committee Chair invited Jude to consider any areas in which the Committee could support the work.

Members noted the update and agreed the following actions;

RES-20200908-002: Working Draft of the SWP to be shared with the Committee in advance of the workshop that will be held on the 2nd October.

RES-20200908-003: Demand evidence base used to inform development of local draft plans and resulting scrutiny to be shared with the Committee in advance of the workshop that will be held on the 2nd October.

RES-20200908-003: Summary of the conclusions from the Exec Planning Day discussions in relation to the SWP as reported verbally by the Director P&D to be shared with the Committee by correspondence.

4. Resource Committee Work Plan

Members noted the work plan.

The following items were taken in private

End.