

**RESOURCES COMMITTEE
14 SEPTEMBER 2021**

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Tuesday 14TH September 2021.**

Participating Committee Members

Grant Macrae (Meeting Chair)

Katharina Kasper

Caroline Stuart

Mary Pitcaithly (item 2)

Other Participants

Scottish Police Authority

Chris Brown, Deputy Chief Executive

Lynn Brown, Chief Executive

John McNellis, Head of Finance, Audit and Risk

Fiona Douglas, Head of Strategic Change Programme, SPA Forensic Services

Deborah Christie, Governance Support Officer (Minute)

Police Scotland

DCO David Page, Deputy Chief Officer (*left after 7.1*)

Lynn Brown, Strategic Financial Planning and Budgeting Lead

James Gray, Chief Financial Officer

Andrew Hendry, Chief Digital & Information Officer

Yvonne Johnstone, Estates Transformation and Change Lead

Iain McKie, Interim Procurement Improvement Lead

Tom McMahon, Director of Strategy and Analysis

Superintendent Derek Frew, Partnerships

HMICS

Gil Imery

Tina Yule

Charlie Fisher

1.1 Welcome and Apologies

Grant Macrae welcomed everyone to the meeting which was being held using MS Teams due to the current COVID19 restrictions and would be live-cast to the SPA Website for the public items. Charlie Fisher - HMICS, Jacqueline Farmer - Audit Scotland and Avril Davidson - SG were

welcomed to the call as observers. The Chair of the SPA People Committee, Mary Pitcaithly would join the meeting for the 2 HMICS items.

Apologies were noted from Bob Black.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Resources Committee Minute from meeting held on 05 August 2021 - For Approval

Members **AGREED** the Minute from the Resources Committee held on 05 August 2021 was an accurate record of the meeting.

1.4 Resources Committee Action Log Review

Members noted the action log and the updates provided.

1.5 Decision on Taking Business in Private

In accordance with paragraph 20 of the SPA Standing Orders, the Committee **AGREED** to consider items 4 - 9 on the agenda in private.

2.1 HMICS assurance review of Police Scotland demand analysis and management – Gill Imery/Tina Yule

- Her Majesty's Chief Inspector of Constabulary, Gill Imery thanked the Committee for this opportunity to publically present 2 recently published HMICS reports and welcomed the opportunity to discuss any specific areas that Members may wish to explore in more detail. It was recognised this report and the assurance validation of Police Scotland transformation benefits 2019/20 report were linked.

Members considered a verbal summary of the HMICS assurance review of Police Scotland demand analysis and management, highlighting key findings of the assurance review. During discussion and in addition to the written report the following points were raised and discussed;

- Gill Imery reminded Members that HMIC has always been clear that officer numbers was not a meaningful measure of the quality of policing being delivered to the public and this should be measured and on a series of outcomes for communities.
- Members noted that while this report looks at benefits accrued during 2019/20 an upcoming, soon to be published report, would look at benefits accrued in 2020/21.
- Recognising the cross committee interest Gill Imery welcomed the attendance of the Chair of People Committee.
- The Chief Inspector of Constabulary took Members through the report recommendations and explained that it was hoped both the

reports being considered today should support the work of the Authority as it assesses how benefits are generated and how they are used by the organisation.

- Members welcomed the reports which they agreed were a balance reflection of what has been achieved, the progress made and future challenges.
- In response to a question about the sequencing of steps to address the recommendations from the reports, DCO Page explained that capacity creation is ongoing in the organisation and there are ebbs and flows depending on the change programme of activity. He assured Members that the organisation continues to improve its approach to capturing areas in which capacity has been created and reporting where this has been used effectively and confirmed this was ongoing across all business areas.
- In response to a question about whether these HMICS reports had informed the financial planning work that was underway, Members were assured this was the case.
- Noting the IBC for the Analytics Transformation was to be discussed later in the agenda, Members sought an assurance these recommendations were part of that work and were advised the IBC incorporates the development of the DPU and both the APU and the DPU have been developed in parallel. Members welcomed this approach which they agreed was a sensible approach.
- Members explored the Force Management Statements (FMS) which are used across England and Wales to ensure Forces could report on their demand and their assets to meet that demand. Members heard that HMICS were keen to explore how self-evaluation/assessment could be introduced to the approach taken by Police Scotland. Tina Yule explained that FMS are used in England and Wales to not only understand current demand but to forecast future demand and to demonstrate how the Force is preparing through its change programme to deliver towards meeting that new organisational design to meet the future demand.
- It was explained that the work of the Police Scotland Demand and Productivity Unit (DPU) to combine the demand information with resourcing information to give a much richer picture will put the organisation in a good place to get a real understanding of demand and if Police Scotland can get better at forecasting demand, the organisation will be in a very strong position to predict demand going forward. Tina Yule confirmed that Police Scotland was, in her opinion, heading in the right direction in this area.
- The Chair of the People Committee thanked colleagues for the reports which she felt answer a lot of the questions previously raised by the Resources Committee and will help move this area of work

forward recognising the critically of financial and workforce planning for the organisation.

- DCO Page advised that there will not be enough capacity created through the change programme to meet all of the new demand or increasing demand and therefore in order to meet the demand the workload will require to be reprioritised. DCO Page explained that demand and risk data will be assessed to identify how this will be taken forward. Members were advised that the capital investment budget will be used to invest in transformational change which will result in capacity creation and capability but this will not be enough to meet future/increasing demand and this will mean some areas of activity will need to be deprioritised. The DCO explained this was a complicated thing to do and any changes to current approaches will require to be carefully explained to the public and stakeholders. DCO Page advised that the support of the Authority will be important to this given the resistance any changes to existing activity may face. It was confirmed that clear data and good evidence will be made available to allow the Board to interrogate the proposals. Members agreed that improved and robust data would allow the Authority to discharge its oversight responsibilities.
- Gill Imery stated that she too felt this was a hugely important area and highlighted the draft five 'T' model for demand response part of the report which explores possible actions to address demands identified.

Members noted the report.

2.2 HMICS assurance validation of Police Scotland transformation benefits 2019/20 – Gill Imery/Charlie Fisher

During discussion and in addition to the written report the following points were raised and discussed;

- Charlie Fisher clarified that this work was to validate the approach and not verify specific numbers. Members heard that benefit management has significantly improved across the reporting and processes to capture the data.
- It was explained that the ambition is to see these improved core processes consistently applied across projects and embedded across the various change projects to ensure continued robust reporting of benefits and this was already being seen.
- Members recognised that both reports not only provided assurances in terms of what has been achieved but also provided a focus on what still needed to be done and it was recognised the relevant

aspects of this would be overseen at the relevant SPA Governance Committee depending on the specific detail.

Members noted the report.

3.1 P4 Financial Monitoring Report - Lynn Brown

Members considered the report which had been submitted to provide the committee with an update on the financial position of the SPA and Police Scotland for period 4 (year to 31 July 2021) of the financial year 2021/22. During discussion and in addition to the paper the following key points were raised and discussed;

- Members considered a verbal summary of the Finance Dashboard which provided details of revenue, capital and reform budgets.
- An assurance was sought that the workforce forecast reflected the planned business cases and it was confirmed this was the case. CFO James Gray confirmed that in the quarter two forecast report the finance department will focus attention on workforce forecasts and take cognisance of the more stable labour market.
- The Chief Executive advised Members that updated Accountable Officer guidance had recently been issued from Scottish Government to all Accountable Officers on required spending approvals not legally committed and above £1m. Members heard that discussion was planned with Scottish Government colleagues to understand the requirements and their impact on the Authority.
- In response to a question regarding lower capital receipts for the full year, it was confirmed that this is as a result of some slippage in respect of a planned disposal and not a reduction in the amount achieved.

Members noted the paper.

The following items were taken in private.
End.