

RESOURCES COMMITTEE  
06 FEBRUARY 2020

---

**Minute of the Scottish Police Authority Resources Committee held on Thursday 06 February 2020 at SPA HQ, 1 Pacific Quay, Glasgow, G51 1DZ.**

---

Committee Members Present: Elaine Wilkinson (EWilkinson) (Chair)  
Caroline Stuart (CStuart)  
Mary Pitcaithly (MPitcaithly)  
Grant Macrae (GMacrae)

In attendance: Scottish Police Authority (SPA)  
Lynn Brown, Interim Chief Executive (*not present for items 14.2 -16.1*)  
Barry Sillers, Director of Strategy and Performance  
Jackie Kydd, HR Governance  
John MacLean, HR Governance  
Darren Patterson, Head of HR Governance  
Deborah Christie, Committee Co-ordinator (Minute)

Police Scotland (PS)

David Page, Deputy Chief Officer  
James Gray, Chief Financial Officer  
Deputy Chief Constable Fiona Taylor  
Nicky Page, Head of ER and Reward  
Yvonne Johnston, Estates Transformation and Estates Lead  
Gordon Downie, Interim Head of Corporate Services Transformation Delivery  
James Bertram, Health and Safety Manager  
Chris Brown, Strategic Financial Planning and Budgeting Lead  
Jude Helliker, Director of P&D  
Yvonne Johnston, Head of Estates  
John McNellis, Financial Planning Specialist  
Michael Steele, Business Investment Lead  
Jen Allen, Workforce Planning and Design Manager  
Iain McKie, Interim Procurement Improvement Lead  
Andrew Hendry, Chief Digital and Information Officer

### 1. Welcome and Apologies (Elaine Wilkinson)

The Chair welcomed everyone to the meeting. There were no apologies.

### 2. Declarations of Interest

There were no declarations of interest.

### 3. Resources Committee minute from meeting held on 05 November 2019 for approval.

Members **AGREED** the Minute from the Resources Committee held on 05 November 2019 was an accurate record of the meeting.

### 4. Resources Committee Rolling Action Log and Matters Arising

Members reviewed the action log and noted the updates provided. During discussion and with reference to action RES-20191105-003, Members agreed that the submitted report did not provide the information requested. Members expressed disappointment as this was the third time this request had been made by the Committee with absolute clarity having been provided on what was expected. It was agreed that DCC Taylor would work with the teams to ensure that the report is revised to explicitly report against the commitments made in the People Strategy and not just provide a narrative which reflects activities conducted or not conducted. The report should focus on the delivery of the impacts intended in the People Strategy and any associated risks.

The Committee **APPROVED** the action log from the Committee held on 05 November 2019.

There were no matters arising.

### 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 12 - 19 on the agenda in private. Subsequent to the agenda being finalised and published, a request was made for item 9.1 Productivity Improvements and Operational Capacity Gains Monitoring to Q3 to be considered in private due to the sensitive nature of some of the report. Members agreed to consider this item in private however requested that future reports on the subject be written so that they could be discussed in public session.

#### 6.1 Financial Monitoring Report Q3 – Chris Brown

CBrown summarised the report which provided information in relation to revenue, capital and reform budgets. The Committee Chair thanked Police Scotland Finance Colleagues for their reporting which enabled a clear understanding of the risks, issues and options with the SPA budget. During discussion the following points were discussed and noted;

- Variances against the planned budget in terms of health and safety spending, and an uplift in public order spending were noted and it was explained that this was due to an increase in the public order capacity within Police Scotland. Members heard that this uplift had been approved in the light of operational risk and also an anticipation of additional external funding through events.
- Members explored the ICT spending profile and heard that savings and slippage in the delivery of programmes had contributed to solving the central cost challenge.
- Members noted the considerable overspends on a series of non-pay elements and were provided with assurances there were improved controls in place for these areas.
- Finance colleagues explained that the initial budget had contained an element of risk based on unknown elements when the budget was set.
- Referring to staff costs Members noted that planned staff savings had not been delivered as the vacancy rate was lower than expected and this would be addressed in next year's budget.
- Transport overspend was identified as being linked to the revision in the delivery timeline of the Telematics Programme. The link of this programme to the Fleet Strategy was noted.
- The profiled Time Off in Lieu (TOIL) and Annual Leave for staff was highlighted as being managed actively.
- With reference to the capital spend it was reported that there had been a substantial increase in spend through the year when compared to last year however this there remained a considerable capital spend which will need to be progressed in the remainder of the financial year. Members were assured that learning would continue to be taken from the organisation and used to further refine and improve the timing of capital spend in future years.
- Members heard that reform spending on transformation resource was behind plan but it was anticipated this would be back on track by the end of the financial year.
- Members explored what challenges existed with procurement and discussions focused on the impact of delayed procurement activity on the ability to spend within the current financial year. The Committee heard that all spend would be compliant with procurement regulations and that the procurement activity still to be completed was within the work plan.
- On the delivery of mobility savings, members asked for detail on the savings profile as their understanding had been that the planned contract spend aligned with the budget.
- It was noted that the Commercial Excellence Programme was coming to an end having completed the formal work to review contracts. Members were provided with an assurance the

knowledge transferred was now being embedded in business as usual contracting practice.

- Members highlighted that the current financial reporting to Committee did not include cash flow or holdings and requested that consideration be given to incorporating this into future iterations. Assurance was given that arrangements had been put in place with Scottish Government to enable the deficit to be covered in terms of cash flow at the end of the financial year.
- The issue of funding of the Ultra-Low Electric Vehicle (ULEV) fleet was discussed and Members noted that a small amount of the current fleet budget was being supplemented by Transport Scotland in order to move ahead with the increasing use of electric vehicles.

**Members noted the report.**

### **6.2 Spending Review 2020 – James Gray**

The Committee received a high level briefing on the preparations and inputs to the Spending Review 2020.

**Members noted the paper.**

### **6.3 Brexit Resource Implications – James Gray**

JGray summarised the report which summarised the Brexit Resource Implications. During discussion the following points were discussed and noted;

- It was the intention to retain the Force Reserve as a contribution to operational policing resilience.
- In terms of the spend in this year it was noted that £17M which would be funded in full by the Scottish Government however this excluded the opportunity cost to Police Scotland of the officers and staff aligned to the operational planning to support Brexit. It was also noted that the recovery of opportunity cost associated with COP26 was also not included and that these costs were already significant and increasing and that would have an effect on the overall impact of hosting COP26 particularly with reference to the delivery of change out with business as usual.
- Members discussed the ability to release officers back into local policing in the context of the future of the Force Reserve and the requirement to explore the best use of the available resource within the allocated budget.
- It was noted that this would be the last Brexit Resources Implications Report to come to the Committee and that the Force Reserve will continue to be reported and scrutinised via other Governance fora.

**Members noted the report.****6.4 COP26 Resource Implications – James Gray**

JGray provided a summary of the paper which included information in relation to Resource Implications pertaining to the United Nations Framework Convention on Climate Change (UNFCCC) 26<sup>th</sup> Conference of Parties (COP26) which will take place in Glasgow later this year. During discussion the following points were discussed and noted;

- The central tenet underpinning the cost recovery principles is that COP26 will result in no net financial gain or detriment to SPA/Police Scotland. It was confirmed that on that basis, costs are being captured in such a way as to enable identification of both marginal costs (that can be recovered) and opportunity costs (that are not incremental to the organisation and hence cannot be recovered).
- Members noted that Police Scotland are designing the operational inputs and estimates to the finance model which are then verified by the Metropolitan Police as an independent body.
- It was noted the planning assumptions were yet to be agreed.
- Members expressed the view that any agreement with HM Treasury should be clearly written down and assurance provided and noted that Police Scotland officer funding would only be for the weeks immediately before during and after the event and as such could not form the basis of recurring revenue funding.
- Members noted that weekly calls and regular meetings were taking place and that these were attended by the Accountable Officer and the Police Scotland COP26 Finance Team.
- Members further noted that funding was one of the strands of work being considered by the COP26 Oversight Group which would report to The Authority. It was requested that while duplication be avoided, the Resources Committee should continue to be sighted on the Resource Implications.

**Members noted the report and the planned activity.****6.5 Strategic Workforce Planning Update – Jen Allen**

The Committee considered an update on the plan and progress made to develop the Strategic Workforce Plan. During discussion the following points were discussed and noted;

- DCC Taylor noted the central importance of this piece of work and described the various assurance processes in place.
- The Workforce Planning and Design Manager took Members through the stages of the development of the plan.
- It was noted that the risk assessment process to develop a heat map was delayed owing to ICT issues and business areas not

meeting deadlines for returns. It was noted that this process was now complete and the next stage was the prioritised profiling of risks. This process would identify quick wins and regulatory compliance issues. The classification of risks through this process would provide a mechanism through which risks could be addressed immediately during development of the wider plan.

- It was noted that business areas were taking forward planning using the NHS six stage model which was recognised by Audit Scotland as best practice.
- Local plans are being taken forward supported by centrally provided packs with multiple sources of data and other information which supports local areas during the planning phase. Members heard that this phase will continue through March with a view to the central team reviewing all local plans through April using the Demand and Productivity Unit to support the workforce planning team.
- Members heard of plans for approval and review through local and national mechanisms during May at Superintendent level and noted that in June the approval and review process would move to ACC and DCC level and then through a further scrutiny and aggregation processes.
- It was highlighted that the work for corporate services would take a different methodology which would reflect the changes in flight or proposed through the transformation portfolio. Members challenged whether this process would be carried out in the operational areas as well to reflect changes delivered through mobility, CAM and other operational policing change programmes and were assured that this was the case.
- It was confirmed that a first draft is expected in September with approval being sought by the end of November.
- Members explored the SPA role in governance of the work and sought assurances that this had been included in the timelines. It was proposed that there would be a draft available in May based on police officer work to date which would be tabled for review by the Resources Committee.
- Members heard that a SWP Project Board had recently been established and it was agreed that a standing invite would be extended to a representative of the SPA.
- Members asked about the timeframe of the risk assessments which were part of the foundation of the plan and asked whether these risks were projected across the three year period and beyond. Members were assured that the SWP would remain flexible to changing strategic risks and other environmental drivers.
- Members expressed concern that the process did not reflect the known strategic changes such as cyber-crime and the other changes reflected in the Strategic Police Plan. It was stated that the templates being used by local planners would support a focus on the Strategic Police Plan and the Target Operating Model.

- The Committee also discussed the state of the demand profile within the DPU which was informing this work and highlighted that this data needed to reflect the changing demand up and down rather than focusing primarily on the areas where demand is increasing, in order to have a full and accurate picture.
- Members also advised on the need for moderation of the bottom up requirements played into the model as there was likely to be an inflationary effect. The need to follow through on the intention to coordinate the bottom up and the top down approaches was agreed as key to developing a successful product and that the building of a supporting internal architecture would provide sustainability and an organisation wide expertise in workforce planning.
- Members requested more information on the process for engagement and consultation with the Trade Unions and Staff Associations. A process for expert engagement and information sharing was outlined to members.
- Members agreed on the need to have robust prioritisation in place in order to develop a plan which could be delivered within the forecast financial envelope and assurance was given in relation to the challenge to each identified risk and the method of mitigation proposed where this involved additional call on resource.
- The Committee Chair again highlighted the importance of this work and that no further slippage could be tolerated, and links to internal audit work that had been commissioned in support of developing the Strategic Workforce Plan.

**Members noted the update and the timeline for planned activity. The following actions were agreed;**

**RES-20200206-001: Strategic Workforce Planning: First draft of SWP to be considered at Resources Committee by September and to be added to the Committee Work Plan.**

**RES-20200206-002: Strategic Workforce Planning: SPA to be represented at future SWP Project Board meetings. Invite to be shared with Darren Patterson.**

### **7.1 TCSS Overview Report – Barry Sillers/Gordon Downie And 7.2 Progress and activity update**

Members discussed two papers on the Police Scotland actions to address the internal audit recommendations, which would support a revised Full Business Case for TCSS being presented to the Committee. During discussion the following points were discussed and noted;

- Members heard that given the other pressures on resource across the transformation programme work was underway to establish a revised plan to investigate an alternative model which would look for

- a different approach to focus on quick wins and burning platforms to maximise the gains and minimise the financial and other risks.
- It was reported that the TCSS Programme Board had guided a review of the Business Case to reflect what had changed since the Full Business Case (FBC) was first drafted and work was to be progressed to identify lower cost and risk methods to deliver the same impact and outcomes described in the FBC. GDownie explained that this would involve looking at different ways of working or processes which could reprioritise the programme and develop delivery at lower cost. Part of this reprioritisation would see a revised phasing to focus on delivery in People and Development first where the need and risk are more immediate and the potential gains more easily accessed.
  - Members welcomed the revised approach which was more aligned to their understanding of what was to be produced when the work was first approved by the SPA Interim Chief Officer. This includes developing a number of smaller more focused projects against revised priorities, however members expressed continued concern about the use of external professional services without knowledge. Members agreed this was to be seen as a key learning point for Police Scotland.
  - Members noted that the successful restructuring of the Finance Team was consistent with the Target Operating Model and was building on the stable platform of e-financials whereas the current HR system, SCoPE had more inherent risk which supported the prioritisation.
  - The Committee Chair highlighted inaccuracies in the comments made by HMICS as detailed in the Police Scotland report where reference to a SPA approved TCSS Initial Business Case is not correct and restated for the record that Board approval had not been granted for the Business Case in 2018.

### **Members noted the reports and the planned work.**

#### **8. Procurement Annual Report – Iain McKie**

The Committee considered the draft Procurement Annual Report for recommendation to the SPA Board and a high level summary of the report was provided. During discussion the following points were discussed and noted;

- Members noted the rise in procurement workload and the positive change in information and the control environment which had been delivered through the procurement improvement plan.
- The future plan for spending was noted as a work in progress which was continuing to be taken forward on a week by week basis.
- Members noted the progress made in improving procurement processes and practices and advised investment to ensure that



these improvements were built upon and then embedded in business as usual.

- The continued pressures on resource was highlighted and it was confirmed that a restructuring of the procurement team would mitigate risks in this regard.
- Members took assurance from the progress made but highlighted that some of the data in the report could potentially raise questions which would be in the public interest in terms of the detailed spend and areas of identified risk.
- The Committee chair also highlighted the importance of articulating community benefit and environmental impact.

**Members noted the report and agreed to Recommend the Annual Procurement Report 2018-2019 Draft for onward submission to The Authority for approval and its' publication on the Police Scotland website.**

### **9.1 Productivity Improvements and Operational Capacity Gains Monitoring to Q3**

At the request of Police Scotland, Members agreed to considered this item in Private under section 21 (g) and (h) of the SPA Corporate Governance Framework.

### **10.1 Health and Safety Report – Q3 – James Bertram**

Members reviewed and discussed a very detailed Health and Safety Report covering Q3. During discussion the following points were discussed and noted;

- There was discussion on the level of detail which should be presented at the SPA Board with a view to providing a strategic summary with key messages. Members asked for consideration to be given to providing a report on linkages between areas where health and safety training had been provided and a reduction in incidents.
- Members noted several areas where incidents had been reduced but also highlighted the rise in injuries to officers and noted that there was regional variation which should be investigated to see whether there was an underlying issue which could be addressed.
- Members heard that a coproduction approach was being taken with academic partners to fully review the data available on officer injuries.
- Members requested that the internal audit work being conducted in Health and Safety assurance be reported to the Committee in due course.
- Members advised that Board level reporting should highlight areas of improvement, areas of concern and actions proposed to understand and address these issues.

**Members noted the report.**

### **10.2 Wellbeing and Engagement Verbal Update – Jude Helliker**

Members noted that a high level summary of the key findings of the Scottish Police Federation 2019 Wellbeing Survey had been circulated in response to an action. It was agreed that the proposed response to this survey would be discussed later in the meeting.

**Members noted the verbal update.**

### **10.3 People Management Information Dashboard Report Q3 – Jude Helliker**

Members reviewed and discussed the People Management Information Dashboard Report for 2019-20 Q3. During discussion the following points were discussed and noted;

- The progress in male/female ratio was noted which now stood at 60/40 but reflected on the level of BME officers still being 1%.
- Members heard of a recruitment plan for special constables. The rise in psychological absence was highlighted to Members which was being investigated with a view to creating specific actions to address any areas of concern.

**Members noted the report.**

### **11. Resources Committee Work Plan**

Members noted the Committee work plan. The Chair requested an item be added to the work plan for an update paper to be provided at the March Committee which would provide an understanding of the Demand and Productivity Unit and give examples of how their data was being used within the organisation.

*The following items were considered in Private.*