

**RESOURCES COMMITTEE
18 DECEMBER 2020**

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Friday 18th December 2020.**

Participating Committee Members

Elaine Wilkinson (Chair)
Grant Macrae
Mary Pitcaithly
Caroline Stuart

Other Participants

Scottish Police Authority

Lynn Brown, Interim Chief Executive
Darren Patterson, Head of HR Governance
John McNellis, Head of Finance, Audit and Risk
Barry Sillers, Deputy Chief Executive Strategy and Performance
Jackie Kydd, Workforce Governance Lead
John Maclean, Workforce Governance Lead
Deborah Christie, Governance Support Officer (Minute)

Police Scotland

DCO David Page, Deputy Chief Officer
James Gray, Chief Financial Officer
Jude Helliker, Director of P&D
ACC Kenny MacDonald, ACC Criminal Justice
ACC Mark Williams, ACC Operational Support
Chris Brown, Strategic Financial Planning and Budgeting Lead
Iain McKie, Interim Procurement Improvement Lead
Kirsty Garrick, Head of People Engagement Partnering
Peter Blair, Head of Strategic Workforce Planning
Ch Inspector Martin Gallagher, Mobile Working Project
Kerri Maciver, Head of Portfolio Management
Jen Allen, Workforce Planning and Design Manager
Nicky Page, Head of ER and Reward

1.1 Welcome and Apologies

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

SPA Member Matt Smith, Charlie Fisher, HMICS and Marie Swinney, SG were welcomed to the call as observers.

There were no apologies.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Resources Committee Minute from meeting held on 12 November 2020

Members **AGREED** the Minute from the Resources Committee held on 12 November 2020 was an accurate record of the meeting.

1.4 Resources Committee Action Log Review

It was noted that the expected date for closure of the action RES-20200810-002 should be February 2021 and agreed this would be updated.

Members noted the action log and noted 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 7 - 14 on the agenda in private.

1.6 Business considered by the committee via correspondence between meetings

There was no business considered since the last committee.

2.1 P7 Financial Monitoring Report – James Gray

Members considered the report which was submitted to provide the Committee with an update on the financial position of the SPA and Police Scotland for period 7 (year to 31 October 2020) 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 was in line with Q1 reporting.
- It was reported that a greater level of confidence now existed that the revenue forecast is deliverable due to the number of threats having decreased and the number of opportunities having increased.
- Members welcomed confirmation of the additional £8m Scottish Government funding in support of the budgeted COVID-19 income pressures.

- The Committee noted the status of the capital budget deliverability remained at amber due to the impacts of COVID-19 and were assured this would continue to be closely monitored, weekly for the time being and then from February this would be done on a daily basis. It was reported that at present, no significant areas of concern had been flagged in respect of any specific project or asset replacement programme.
- Members noted that the reform budget deliverability status remained at green and there was confidence that the budget would be spent in full.
- In response to a question to better understand any risks in relation to the timing of capital receipts, Members were assured that there were some risks in relation to the anticipated timing of capital receipts and that this continued to be closely monitored with strong partnership working in place between Finance and Estates colleagues.
- The committee explored some of the risks to the delivery of the capital and reform budgets. It was noted that all fleet orders had been placed for the current year and the suppliers had advised that the fleet would be delivered in year. Members heard that the main risk in relation to fleet will be in relation to spare vehicle parts however this was being managed and confidence was high that the full fleet spend would take place with the organisation being in a position to take delivery of the fleet items before the end of the financial year.
- The Committee discussed the plans to catch up on the estates repairs and maintenance spend which had arisen to ensure the uncompleted areas of work did not result in any new risks emerging. James Gray explained that work had taken place to work with Estates colleagues and contractor colleagues to seek to catch up on the repairs and maintenance with a substantial bid having been built into the capital planning process for 2021/22 to make sure that this work can be carried out.
- Noting the significant overspend of £1.7m on Transformational Resource, the Committee Chair questioned what additional achievements were being seen this year as a result of this overspend of reform funding. James Gray advised the Committee that although the overspend was a significant amount, it had been planned and was being closely managed and controlled. He advised that the spend had allowed additional resources to be brought into a number of different projects across the organisation and had allowed for improved quality as well as transformational activity. James Gray confirmed that he would be able to provide additional detail in a future report and Members welcomed this offer.
- DCO Page clarified that the majority of the spend was on internal resource and very little had been spend on Professional Services.

RES-20201218-001: Report to be considered which provides Committee Members with clarity on what benefits have been delivered as a result of reform money investments with particular reference to utilisation of professional services and skills transfer.

Members noted the report.

2.2 Transformation Programme Benefits Tracking Q2 Update Report – Kerri Maciver

Members considered the report which had been submitted to provide the Committee with an update in relation to the ongoing Benefits Management and tracking across the Police Scotland Change Programme. In addition to the written report and during discussion the following points were raised and discussed;

- Members were taken through the detailed report which outlined the actual and forecast benefits from transformational projects.
- Members welcomed the improved format of reporting and agreed this was a helpful report which highlighted a significant increase in actual benefits actually having been delivered.
- Members requested that future reports provide tracking of the actual project performance against the original business case.
- Commenting that the actual cashable benefits was currently reported at £3.1m, a question on how confident the team was that the full overall forecast cashable benefits would be achieved after 5 years. Kerri Maciver stated that confidence was high that the benefits would be realised and this was being closely monitored.
- Members were assured that although the actual Staff FTE efficiencies was only 5, this figure would increase as various programmes delivered with a large number of the efficiencies projected from 2023 onwards.
- The committee noted that delays caused by COVID 19 had meant that the benefits from full rollout of CAM were not yet showing in the reporting but it was expected these would be seen in the next iteration of the report.
- Commenting that there was an unplanned capacity gain of 273 officers, the Committee Chair whilst welcoming this news, requested that work be done to provide an understanding of how this had arisen and where the emerging benefits would show in the organisation.
- There was discussion around the need to demonstrate how the delivery of additional capacity in Officer time translates into benefits to communities and the wider service which Members agreed, should be an important aspect of the Strategic Workforce Plan. It

was agreed this was the ambition of future reports and this would be included in future reporting to the Resources Committee.

RES-20201218-002: Transformation Benefits Tracking - Future committee reporting to include actual performance against the original business case.

RES-20201218-003: Transformation Benefits Tracking - Future committee report to provide an overview of the processes involved to decide how capacity gains benefits are reallocated back into policing and the benefits these are delivering to contributing to keeping communities safe.

Members noted the report.

(Item 6 was taken out of order as it was linked to the previous item)

6. Mobile Working – Academic Evaluation of Project Benefits – ACC Kenny MacDonald

Members considered the report which had been submitted to provide an overview of the Academic Evaluation Report covering Mobile Working benefits. In addition to the written report and during discussion the following points were raised and discussed;

- ACC MacDonald provided a summary of the report and commented that this piece of work was a very positive story which highlighted the improvements that officers are experiencing as they have embraced the new technology. ACC MacDonald commented that in his view, this report brought to life the real and tangible benefits from the investment in policing.
- Members felt the report brought to life the benefits seen as a result of the investment in mobile working and welcomed this robust piece of scrutiny work.
- The Committee heard that when the Full Business Case was developed, a conservative approach had been taken to predicting benefits and the reality was that greater levels of benefits were now being realised. It was confirmed that the benefits were being reported and managed centrally with resources allocated, particularly where there are new or increasing demands.
- The Committee heard that a significant amount of effort had been put into the benefits calculations and the team was confident the methods had been robust and would withstand scrutiny. The Committee Chair asked that SPA staff to work with Police Scotland

colleagues to provide the committee with assurances that the methodology used to measure benefits in this area is robust as it was such an important part of the project.

- Members questioned if there were any plans to refresh the plan when new technology comes into play and heard that a very good relationship existed between suppliers and the approach would flex going forward as necessary.
- The Committee Chair sought clarity on what plans were in place to communicate the findings of this report to officers as it was such an important message to be delivered. ACC MacDonald highlighted a number of planned comms which would ensure the key messages were highlighted across the organisation and externally.
- The Committee commended the work of the entire project team.

RES-20201218-004: Mobile Working - SPA staff to work with Police Scotland colleagues to provide the committee with assurances that the methodology used to measure benefits in this area is robust.

Members noted the report.

3.1 SPRM Project (Verbal) Update – Nicky Page

Members were provided with a verbal update and noted the following key points;

- 98% of appeals were now complete which was as scheduled.
- There was continued partnership working with the SPRM Team and Finance Colleagues to ensure all financial impacts were tracked.
- The support of South Lanarkshire Council was noted and thanks recorded.
- The Committee Chair updated attendees that she had recently met with Nicky Page and Jackie Kydd to discuss the project timelines with this having been an opportunity for several assurances to be given in respect of the scheduling of necessary activity. The Chair commented that she was content that there is no scope to compress timescales at this stage but that prior planning of the appeals phase may have enabled earlier communication of outcomes.
- The Chair acknowledged the collective efforts to get the project to this stage on schedule and thanked those involved.

Members noted the verbal update.

4.1 Workforce Equality, Diversity & Human Rights – Nicky Page

Members considered the report and supporting appendices that had been submitted to update the Committee on;

- the development of an Equality, Diversity and Inclusion (Employment) Framework;
- the work to refresh the Equality Outcomes (2017) and develop the mainstreaming and Equality Outcomes progress report for April 2021;
- high-level activity and progress to support mainstreaming;
- high-level activity and updates on progress towards the current Police Scotland Equality Outcomes relevant to employment (6&7) and
- Workforce monitoring including the findings from the 1 April 2019 - 31 March 2020 monitoring and continuous improvement work.

In addition to the written report and during discussion the following points were raised and discussed;

- Members were provided with a summary of the report which updated the committee on work carried out since the last update was presented. The Committee welcomed the varied work and initiatives that were in place.
- Nicky Page advised that there had been close partnership working with a wide range of representative groups and recorded her thanks to all contributing members of Diversity Associations, and specifically Louise Beal and Michael Bruce who assisted in the development of the Diversity and Inclusion (Employment) Framework.
- Members noted the updated data dashboards, including profiles for local areas and heard that further work was being undertaken to improve breadth and depth of analysis, including generation of further data which would come through the upcoming Employee Survey and a revised Exit Interview process).
- The Committee welcomed the training now being available online as this would make it more accessible to all staff on an ongoing basis.
- A question was raised in respect of the timelines for the introduction of an e-Recruitment system and a replacement for SCoPE. It was confirmed this was part of the TCSS Programme of activity with the e-recruitment due to be implemented by the end of the current financial year. It was noted that a replacement for SCoPE was also being explored but this would not take place until 2021/22.
- Details of the work that is planned to provide more trend analysis in future reports was given and the Committee heard future updates would seek to include trends analysis to allow the committee oversight in this area and an understanding of what impacts were being seen as a result of actions taken.

- The Committee heard that following the publication of the Dame Elish Angiolini Report, the Chief Constable had met with Diversity Associations and a commitment has been given to ongoing and further dialogue.
- Members were given an assurance that the E&D team would work closely with partners and diversity associations to ensure that the prioritisation of initiatives was managed centrally whilst taking account of regional variations and Divisional Commanders' priorities.
- The Committee asked how the success of initiatives would be tracked and measured and sought an assurance that there was a clear understanding on what outcomes were being sought and what evidence would be gathered. It was explained that work was required to develop the approach to meaningful outcomes but that this was being developed with diversity associations, local commanders and colleagues in the SPA. It was acknowledged that this was a significant piece of work and would take time. It was confirmed that Police Scotland colleagues would continue to engage with SPA colleagues on potential measures for presentation to the new People Committee to ensure that People Committee Members information requirements will be met going forward.

Members noted the report.

4.2 Wellbeing and Engagement - Employee Survey Update - Jude Helliker/Kirsty Garrick

Members considered the paper which had been submitted to provide the Committee with an update on the agreed activity and implementation of the Police Scotland Wellbeing & Engagement Survey as agreed through the Survey Steering Group (SSG). In addition to the written report and during discussion the following points were raised and discussed;

- The survey is planned for launch on 2 March 2021 and only slight delays had been experienced as a result of impacts from Covid19.
- The provider is experienced in working with other policing organisations, results which will provide good opportunities for external and internal benchmarking.
- Members noted the establishment of a Survey Steering Group, a communications plan (which will update on progress against earlier survey results), and governance arrangements to support organisational and local action planning.
- Members emphasised the importance incorporating equality and diversity considerations, particularly in light of the Angiolini Report.
- Members questioned what mitigating actions would be taken to manage the risks in respect of survey fatigue and heard that the

communications would be tailored to provide timely reminders to the workforce throughout the open period of the survey.

- In response to a question about any risks to the delivery of this survey and what is being done to manage this it was confirmed that the biggest risk was believed to be non-participation. It was also noted that local action plans would play a key role in ensuring the follow through on issues highlighted.

Members noted the report.

5. People Strategy Mid-Year Review - Jude Helliker

Members considered the paper which had been submitted to provide the Committee with an update on the status and progress of the P&D Annual Delivery Plan and to provide an opportunity for discussion about deliverables, challenges and any necessary mitigations. In addition to the written report and during discussion the following points were raised and discussed;

- Despite the impact of COVID-19, Members were advised that Police Scotland were on track to deliver on the majority of the Annual Delivery Plan commitments and commended the successful delivery in many areas. The Committee welcomed the strong progress made during what was a difficult time given the impacts of COVID19.
- A summary was provided of some key highlights including the launch of MyCareer proof of concept; a new national promotion processes; a new probationer training programme; Officer Handbook; and progress to implement e-Recruitment/EDRMS.
- A summary of areas that had seen slippage was provided and Members noted that work in respect of succession planning and modified duties was reporting as 'off track' at present. Members noted that Succession planning had been impacted due to competing priorities and that additional data cleansing was required to progress the modified duties work.
- The Committee Chair asked how the organisation was prioritising investment in the various areas of the People Strategy and commented that going forward there should be greater clarity on what investment had been awarded to each initiative. DCO Page explained that there was a multi layered approach to how projects were prioritised across the organisation. The Chair requested that going forward in future plans, there should be a better alignment between plans and actual funding that has been allocated.

Members noted the report.

(Item 6 was taken after item 2.2 on the agenda)

The following items were taken in private.

End.