

**RESOURCES COMMITTEE
17 MARCH 2020**

**Minute of the Scottish Police Authority Resources Committee held
on Tuesday 17 March 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)
(*Joined by teleconference)

Barry Sillers, Director of Strategy and Performance
Jackie Kydd, HR Governance
Darren Patterson, Head of HR Governance
Lynn Clarke, Programme Development Manager
Deborah Christie, Committee Co-ordinator (Minute)

Police Scotland (PS)

*David Page, Deputy Chief Officer
*DCC Malcolm Graham
*James Gray, Chief Financial Officer
*Nicky Page, Head of ER and Reward
*Chris Brown, Strategic Financial Planning & Budgeting
*John McNellis, Financial Planning Specialist
*Jude Helliker, Director of P&D
*Michael Steele, Business Investment Lead
*Jen Allen, Workforce Planning and Design Manager
*Iain McKie, Interim Procurement Improvement Lead
Supt David Mitchell, Strategic Coordination Unit
*Supt Murray Main, Police Scotland
* Iain McKie, Interim Procurement Improvement Lead

1.1 Welcome and Apologies (Elaine Wilkinson)

The Chair welcomed everyone to the meeting and explained that due to the Police Scotland advice on social distancing some colleagues would dial into the meeting via teleconference.

There were no apologies.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Resources Committee minute from meeting held on 06 February 2020 for approval.

Members **AGREED** the Minute from the Resources Committee held on 06 February 2020 was an accurate record of the meeting subject to the following change;

...in the action reference RES-202006-001 – *the draft SWP will be available by **September** and not **June**.*

1.4 Resources Committee Rolling Action Log and Matters Arising

Members reviewed the action log and noted the updates provided.

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

There were no matters arising.

1.5 Decision taken since last Committee.

It was confirmed that there were no decisions taken since the last Committee.

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 6 - 11 on the agenda in private.

2.1 Financial Monitoring Report P10 – to include verbal update on P11 - Chris Brown

Members considered the report and were provided with a summary of the key highlights. During discussion the following points were raised and discussed;

- The Committee noted the month 10 position which showed a consistent picture on revenue with a forecast underspend of £1.4M, a capital underspend of £1.0M , and a reform underspend of £0.3M
- Members asked for an indication of the impact of COVID-19 on forecast income. They were told that it was expected this would

have minimal effect in the current year but would have a considerable effect on next year.

- Members were advised of issues with delivering the planned capital spend in year and noted spend of around £11M was required in months 11 and 12 in order to deliver in line with budget. It was noted that £1M had been identified as high risk and a further £3M identified as medium risk. Members noted that mitigating actions would be taken where possible with measures included being to bring forward capital spend on electric vehicles and other fleet expenditure from the 2020/21 plan. Members heard that the reform spend was described as lower risk and there was an expectation that spend would be delivered by year end.

Members noted the report.

2.2 Strategic Workforce Plan Update – Jen Allan

The Committee considered an update on the work to develop the Strategic Workforce Plan (SWP). During discussion the following points were discussed and noted;

- The Committee heard an overview of the work being done to progress the work against the timeline to produce a Strategic Workforce Plan. Members noted that current plans seek to recover the delays from Stage One.
- It was reported that the programme is still on schedule to deliver the current stage by the end of March and was adequately resourced. Members noted the current demands being placed on the organisation as a result of COVID-19 may impact and if this was the case it would be reported to a future committee.
- Members were assured that the draft SWP would be checked against the Audit Scotland guidelines.
- Members heard that no submissions had been received from operational business areas yet and as such the quality of the submissions being was yet unknown although there was confidence in the quality of the submissions expected. Members stressed the importance of the ongoing management of risk to the programme and that the committee should be kept informed as the situation develops with future committee reports to provide a comprehensive understanding of the key risks and dependencies.
- It was noted that the SPA continued to be represented at the Project Board meetings and weekly status reports were complied.
- Members asked what business continuity processes were in place and were assured to hear that a Business Continuity Planning exercise had recently been commenced. It was confirmed that the

process with operational teams would complete in the next two weeks and the further work would be taken forward by the workforce planning team so there was a reduced impact expected.

- Members heard that the Project Board would continue to monitor the progress and requested to be briefed as soon as there is any slippage in the delivery timeline given the strategic importance of workforce planning. It was agreed that any delays should be reported to the Committee via SPA HR Governance Team in the first instance.

Members noted the report and the agreed the following actions;

RES-20200317-001: All future committee reports to include details of key risks and dependencies to ensure Committee is fully sighted as the project progresses.

RES-20200317-002: Committee's concern in relation to lack of timely decision making on allocating additional resource to the project to be communicated to the Project Board as soon as possible and any resulting decision to be shared with members.

3. Coronavirus (COVID-19) Resource Implications – DCC Malcolm Graham

Members noted a paper which summarised the potential resource implication associated with Coronavirus (COVID-19). During discussion the following points were raised and discussed;

- The paper focused on operational issues but members asked that the discussion took a resource implication view. DCC Graham highlighted the links into national resilience mechanisms and that there was ongoing guidance that was designed to maintain operational policing response as far as possible and the health, safety and wellbeing of officers and staff.
- A need to change working patterns and prioritising work outputs was noted.
- The additional spend to date was reported as being tracked through Operation Talla and was currently limited to personal protection equipment (PPE) costs and overtime which was currently being managed in the 2019/20 budget.
- In relation to income this is under review and is recognised as having a detrimental impact on the budgeted income for 2020/21 with a first estimate in the region of £9M drop in income depending on the duration of the impact.

- Members stressed the need for Officer and Staff safety and welfare to be a priority and sought an assurance that this was always at the forefront of planning. Members heard that work was underway to secure appropriate Personal Protective Equipment (PPE). Members agreed that should flexibility be required in relation to procurement processes for such equipment a pragmatic approach should be taken. Members noted that the Chief Financial Officer would work closely with the SPA Interim Chief Executive should any issues with procurement arise which were out with the standard Governance processes.
- The Chair thanked DCC Graham and his team for the very helpful briefing from which significant assurance could be taken.

Members noted the paper.

4.1 Productivity Improvements and Operational Capacity Gains Monitoring – David Page

Members considered a paper which provided an update on the ongoing benefits management and tracking within the Police Scotland Change Programme. During discussion the following points were raised and discussed;

- It was highlighted that there was still internal tension generated by the existing culture with regard to being able to describe benefit and understand the need to reallocate resources and the fear that benefits realisation would lead to a reduction in officer numbers.
- Members expressed frustration that there was not a consistent and transparent benefit realisation reporting mechanism which allows the communication of the benefits of transformation and the investment in change. Members described an expectation of being able to accurately describe the benefit against the original business case assumption on which the investment spend was approved.
- Members questioned how Police Scotland could claim that benefits would be delivered in line with forecast without providing a supporting evidence base of actuals delivered to date.
- It was recognised that there was an unmet demand but members again highlighted the absolute requirement to be able to evidence the benefit realised either in terms of increase in productivity or in meeting previously unmet demand.
- Members discussed the urgent need for PS to join up across the change portfolio, the demand and productivity work and the design authority in order to be able to accurately describe the positive impact of change investment and expressed disappointment that this was not yet in place.

- It was noted that the benefits described were not referenced to the original business case and members expressed concern that the Committee were not provided with an opportunity to review significant changes in the benefit realisation profile after formal approval.
- The Committee agreed that there was an urgent need to improve the reporting of benefits across the portfolio.

Members noted the paper and agreed the following action;

RES-20200317-004: Future committee reports to be improved to include;

- **Clear description/tracking of the benefit against the original business case assumption on which the investment spend was approved.**
- **Evidence of the benefit realised either in terms of increase in productivity or in meeting previously unmet demand.**
- **Evidence of joined up reporting across the change portfolio of the demand and productivity work and the design authority in order to be able to accurately describe the positive impact of change investment.**

4.2 CAM Benefits Reporting – Superintendent Murray Main

The Committee considered the update paper. During discussion the following points were raised and discussed;

- The submitted paper did not provide the supporting evidence base for the methodology that had been explained and shared at the workshop referenced in the report. Members requested that the required information be shared as soon as possible as the provision of a clear evidence base was essential to the reporting.

Members noted the paper and agreed the following action;

RES-20200317-005: As per the discussions at the CAM Benefits Workshop, the diagram that demonstrates the shared understanding of CAM Benefits Reporting to be shared with committee Members.

5. Resources Committee Work Plan

Members noted the Committee work plan.

The following items were considered in Private.

Approved