

RESOURCES COMMITTEE
09 FEBRUARY 2021

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Tuesday 09th February 2021.**

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
Jackie Kydd, Workforce Governance Lead
John Maclean, Workforce Governance Lead
Deborah Christie, Governance Support Officer (Minute)

Police Scotland

DCO David Page, Deputy Chief Officer
ACC Judi Heaton, ACC Major Crime, Public Protection & Local Crime
James Gray, Chief Financial Officer
Lynn Brown, Budgeting Specialist
Jude Helliker, Director of P&D
James Bertram, Health and Safety Manager
Iain McKie, Interim Procurement Improvement Lead
Peter Blair, Head of Strategic Workforce Planning
Nicky Page, Head of ER and Reward
Ch Insp Jackie Dunbar
Gemma Douglas, Finance Business Partner

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.

Charlie Fisher, HMICS and Jacqueline Farmer, Audit Scotland 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 18 December 2020

Members **AGREED** the Minute from the Resources Committee held on 18 December 2020 was an accurate record of the meeting.

1.4 Resources Committee Action Log Review

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 6 - 11 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 Q3 Financial Monitoring Report - James Gray

Members considered the report which provided an update on the financial position of the SPA and Police Scotland for quarter three (nine months ending 31 December 2020) of the financial year 2020/21, as well as forecasting the full outturn to 31 March 2021. In addition to the written report and during discussion the following points were raised and discussed;

- Members noted the updated revenue position which was mainly due to additional funding received from the Scottish Government (£8.2m) to compensate the Police Authority for the impact of COVID-19 and costs previously included in the Q2 forecast from accelerated recruitment for COP26 in March 2020 (£1.0m) now confirmed as funded by HM Government. The combined effect was noted as having reduced the forecast deficit to £36m, the original budgeted deficit.
- James Gray reported a high level of confidence in terms of deliverability as all the known risks have been managed through the year.
- Members noted the Capital budget position with a large amount of the capital budget remaining to be spent in the last quarter of the financial year. An assurance was provided by James Gray that the position continued to be closely monitored and managed and confidence was high that the required spend would take place. Members welcomed the assurance that a large number of committed

orders had been placed with suppliers and this had given increased confidence the capital spend would take place. Furthermore, the committee were updated that Business Cases had been completed, procurement exercises had taken place and contracts had been signed which added to the confidence levels that the forecast would be achieved.

- The Committee welcomed the intention to develop the approach across the organisation in future years to improve the financial planning across individual business areas and to drive a change in behaviours with regards to capital spend. It was noted that the future approach would be discussed at the upcoming Corporate Planning day to ensure all business areas were sighted on the plans to improve this area going forward and to begin to explore what options existed for different planning cycles across the organisation.
- Members heard the reform forecast was £2.5m under the budget position of £25.0m and this forecast underspend was mainly driven by lower than budgeted costs associated with SPRM appeals. It was further explained that the timing of the SPRM project had meant that the detailed financial impacts of appeals had only recently become clear but this in no way meant that reform money was not required and it was just an indication of how significant a part of the money had to be budgeted for the possible appeals outcomes. The Committee was updated that discussions had taken place with Scottish Government colleagues to explore options to roll this forward to 2021/22 rather than seeking to reallocate at the last minute. It was noted that no decision had been made at this stage in response to the question.
- Clarity was sought as to whether the current lockdown had placed any additional pressure or financial risks not included in the increased forecast and heard that notwithstanding any big changes between now and the end of the financial year, there was confidence that actions taken would allow the budget to be landed as forecast. James Gray confirmed that the financial impacts of Covid would continue to be monitored into the coming 2021/22 budget year and should it be necessary then bids for additional Covid consequential money would be made by Police Scotland.
- It was reported that the 2021/22 budget would clearly distinguish between BAU and Covid costs and it was agreed this would be a helpful distinction.
- Recognising James Gray's comments in respect of strong confidence levels that the capital spend will take place as forecast a question was asked about the reported budget deliverability amber risk rating. It was explained that the ongoing uncertainty linked to Covid and the impacts that may have on the supply chain had meant that the risk remained at amber. It was explained the risk

was not in respect of what actions had been taken by Police Scotland but to reflect the supply chain risks.

- The Committee Chair sought clarity on the significant underspends being forecast for TCSS and overspends for VR/VER. It was explained that the TCSS underspend was as a result of the anticipated resource not being required to complete the work but that the projects would still deliver as planned. James Gray explained that the costs included in the VR/VER Business Case did not include the additional costs of the added years element of VER and this had been included in the forecast. Members welcomed this explanation and it was agreed this should be separated in future iterations of the budget to ensure clear and transparent budgeting and reporting of costs associated with VR/VER. James Gray agreed to provide a briefing note to provide a clear explanation of the impacts of the compensated added years element of VER.
- The Committee Chair expressed disappointment that the TCSS project had not made full use of the allocated reform money and asked what process was in place to ensure rigour and control was in place around future bids for reform money. James Gray explained that work was underway to ensure budget planning future years would have a robust process is in place to allow flexible management of underspends and overspends to ensure budgets are maximised.
- James Gray responded to a question from the Committee Chair that he was confident any drift from this year's spend could be managed in the 2021/22 budget.

Members noted the report and agreed the following actions;

RES-20210209-001: Briefing note to be provided which gives Members an understanding of the impacts of the compensated added years element of VER and assurance to be provided that this will budgeted for and reported in a consistent and transparent way in future reports to Committee.

RES-20210209-002: Briefing note to be provided which gives the Committee assurances that a robust process is in place to manage underspends and overspends ensuring budgets are maximised.

3.1 SPRM Project (Verbal) Update – Nicky Page

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

- The project remains on track with all but 1 appeal having been completed and effort was being made to ensure this outstanding appeal does not impact on the overall implementation.

- Comms plan is in place to ensure clear messaging to staff.
- Close partnership working with finance colleagues continues.
- Thanks were recorded for Trade Union Colleagues who had supported the project throughout.
- The financial details would be shared in the private session of the meeting.

Members noted the report.

Members agreed to consider item 3.2 as part of the overall discussions on the Q3 People Management Information Dashboard.

3.2 Modified Duties Short Life Working Group Update – Peter Blair

Members considered the report which sought to provide an update on the improvements in managing officers on modified duties to improve deployment options and also to signpost work under the Strategic Workforce Plan that will be undertaken in this area.

3.3 Q3 People Management Information Dashboard – Peter Blair

Members considered the report which sought to provide a strategic overview in relation to Q3 People Management Workforce data. In addition to the written report and during discussion the following points were raised and discussed;

- Members were provided with a high level summary of the report as reported in the Executive Summary.
- Members welcomed the clear reporting. The Committee Chair encouraged that future reports seek to identify, where applicable, planned outcomes, to allow impact of improvement activity towards the outcomes to be tracked over time.
- In response to a question about future plans for Special Constable and youth Volunteers it was confirmed that intakes were planned for Special Constable in the coming months and that Youth Volunteers data would be included in future reports.
- Recognising the impacts of Covid, the Committee explored the trends in terms of absence. It was reported that early analysis had been that during Covid short term absences had significantly reduced and that the types of absence had changed with, for example people with sore backs or minor respiratory illnesses being able to continue to work at home. The Committee agreed it would be helpful for the annual report to split absences by Covid and non Covid absence to allow oversight of any trends across the organisation year on year.
- The Committee noted that work was underway to explore what learning could be taken from the current working practices and how

opportunities from this could be incorporated across the organisation going forward.

- There was discussion in respect of the ageing demographic of the workforce and it was noted this was not an area of current concern for the organisation.
- Members agreed that modified duties continues to be an area of concern and interest for the committee and sought clarity on what was being done to address this issue and ensure the appropriate support is provided. Peter Blair explained that an exercise was currently under way to refresh the data and assured Members that this would result in greater confidence around the data robustness which would then inform the next steps.
- It was agreed that a report would be considered at a future People Committee which would provide assurances in respect of the work being done to identify posts suitable for modified duties and to give overview of the help and support being provided to those on modified duties.
- Recognising the impacts of Covid, the Committee noted the approach to manage annual leave and were assured that this was being actively managed and reported at a senior level internally. An assurance was provided there were no issues at present in this area.
- The Committee Chair commented the increased number of officers in corporate services roles and it was agreed that a report would be provided to a future committee which provided Members with an understanding of why the number of officers in corporate services posts had not reduced as had been the expectation.

Members noted the report and agreed the following actions;

RES-20210209-003: Briefing note to be provided which gives Members an understanding of the planned activity in relation to the Special Constable Intake and Youth Volunteering strategy.

RES-20210209-004: Annual dashboard report to split Covid related absence and non Covid related absence.

RES-20210209-005: Report to be brought back to Committee to provide assurances in respect of the work being done to identify posts suitable for modified duties and to give overview of the support being provided to those on modified duties.

RES-20210209-006: Report to be considered by Committee which explores why a growth in officers in corporate services roles has been seen.

4.1 Q3 Health & Safety Report – James Bertram

Members considered the report which had been submitted to provide a strategic overview in relation to Health & Safety within the Scottish Police Authority and Police Scotland. In addition to the written report and during discussion the following points were raised and discussed;

- Commenting that recent events had overtaken his report, the Health & Safety Manager, James Bertram provided Members with a verbal update to his submitted report. He reported that on Sunday 17 January two of our Road Policing Officers had taken ill after returning to the Road Policing Complex at Govan and at the time and carbon monoxide poisoning was suspected. The vehicle in question had been immediately impounded and inspected by a Police Scotland Vehicle Examiner with a fault in at least one fuel injector being quickly identified however it was not clear how any subsequent carbon monoxide could then enter the passenger compartment of the vehicle. It was clarified that the vehicle was an 18 plate BMW X5 with 80,000 miles on the clock and it's serviced every 4000 miles and it is a very well maintained vehicle. Members noted the incident has been reported to the Health and Safety Executive and heard that the investigation continues and BMW have already examined the vehicle and it has been requested that DVSA look at the vehicle which will be done as soon as restrictions allow. It was confirmed that the vehicle will be isolated until then. The Committee heard that it had been decided that, in order to keep officers safe, and mitigate the risk in this regard, carbon monoxide detection will be fitted in all of the petrol and diesel vehicles with steps being taken to procure the necessary kit and meantime Fleet are keeping a close eye on vehicles during routine servicing. Members heard that the officers were both still off work and still suffering some effects of the incident.
- On behalf of the Committee, the Chair extended their best wishes to those involved and welcomed the steps being taken to investigate and ensure actions are being taken to mitigate risks of a repeat of this type of incident going forward.
- The committee was provided with a summary of the recent visits by the Health & Safety Executive and a summary of the positive initial feedback was provided. An update was given that a letter of contravention has since been received following the visits and while this is not an enforcement action it is being treated very seriously with an action plan now in place to tackle issues identified.
- Members heard that in addition to existing regular communications reinforcing responsibilities, a new COVID Marshal Scheme will see a dedicated person in each building to ensure that standards are maintained.
- Clarity was sought on how learning was shared between divisions to drive improvement across the organisation. James Bertram

explained that matters were discussed and ideas and best practice shared on a weekly basis and this allowed a good exchange of view and learning to be shared. It was agreed that analysis of incident data by Division would provide opportunity to identifying areas for improvement.

- Assurances were provided that guidance and advice had been shared with staff who were working from home and at this time, no significant issues had been identified in terms of home working arrangements.
- Recognising the work already done and steps already taken to ensure safety is maintained during this time of Covid restrictions a question was asked if any key areas still needed addressed. James Bertram explained that there was a significant amount of work that was ongoing and this would continue with any budget that is identified as being required to ensure H&S has been provided. It was noted that the H&S teams were out inspecting with Trade Union and Staff Association colleagues to ensure any problems are addressed as quickly as they possibly can be.
- The Committee Chair asked for an update on what progress has been made towards introducing Lateral Flow testing for those who are not able to work from home. Jude Helliker updated the Committee that discussions had taken place with Scottish Government colleagues regarding access to Lateral Flow tests and priority access to vaccines and some proposals had been put forward to Scottish Government for consideration in their planning.
- Jude Helliker confirmed that a policy and clear guidelines had been developed for local commanders with regards to 'end of day' vaccinations. Members were assured that this was being treated as a priority area by colleagues.
- Clarity was sought on whether excluding Covid, the downward trend on RIDDORs had continued and it was confirmed that this was thought to be the case. It was agreed that this would be reported separately in future reports to show any trends.
- Seeking to understand expected deliverables from Your Safety Matters, Members were advised that initial focus had been on analysis of data not previously available and as soon as current work priorities allowed this would be further explored.
- The Committee Chair welcomed the immediate and robust action taken by James and his team to address the issues that had been raised.

Members noted the report and agreed the following action;

RES-20210209-007: Future reports to provide a split between Covid related RIDDORS and BAU RIDDORS to allow committee oversight of any trends.

4.2 Q3 Wellbeing Report – Ch Insp Jackie Dunbar

The paper had been submitted to provide an update on Q3 Wellbeing activities and to highlight next steps to continue to mainstream the wellbeing agenda. In addition to the written report and during discussion the following points were raised and discussed;

- Members were provided with an overview of the report by Ch Inspector Dunbar.
- Noting unavoidable cancellation of Mental Wellbeing training due to COVID, a question was asked on what plans were in place to catch up on this training given how important wellbeing is and would be in the coming months given the impacts from Covid. Members were advised that this was still a priority and interim measures have been put in place pending a wider rollout in the new financial year. Members were advised that future committee updates would provide insights from the introduction of the wellbeing app, 87%.
- The Committee requested that future committee reporting include an update on progress in delivering management actions in response to the recent Internal Audit of Wellbeing.
- Members acknowledged the level of activity being undertaken and that things are progressing well, despite the impact of COVID. Noting the importance of measuring impact of wellbeing initiatives, the development of a corresponding performance dashboard was welcomed.
- Members asked if the employee survey remained on track to launch in early March and were assured this was indeed the case.
- Members welcomed the improved reporting which was clear and provided the committee with significantly enhanced data than had been available in the past and provided welcome assurance to the committee that officer and staff wellbeing remained a priority for the organisation.

RES-20210209-008: Future committee reports to include summary of the progress made against original objectives resulting from the Wellbeing Audit.

5. Resources Committee Work Plan verbal update

Members were updated that the committee business would be split between the Resources Committee and the newly established People Committee and scheduled for the 2021/22 year. Colleagues were encouraged to provide any future agenda items via Strategic Engagement and SPA Board Services.

The following items were taken in private.

End.