

**RESOURCES COMMITTEE
23 APRIL 2020**

**Minute of the Scottish Police Authority Resources Committee held
by teleconference on Thursday 23 April 2020.**

Participating Committee Members

Elaine Wilkinson (EWilkinson) (Chair)

Caroline Stuart (CStuart)

Mary Pitcaithly (MPitcaithly)

Grant Macrae (GMacrae)

Other Participants

Scottish Police Authority (SPA)

Lynn Brown, Interim Chief Executive

Barry Sillers, Director of Strategy and Performance

Hazel Rock, Senior Finance Officer

Darren Patterson, Head of HR Governance

Jackie Kydd, HR Governance

Deborah Christie, Committee Co-ordinator (Minute)

Police Scotland (PS)

Deputy Chief Constable Fiona Taylor

DCO David Page

ACC Gary Ritchie

James Gray, Chief Financial Officer

Nicky Page, Head of ER and Reward

Chris Brown, Strategic Financial Planning & Budgeting

Jude Helliker, Director of P&D

Michael Steele, Business Investment Lead

Jen Allen, Workforce Planning and Design Manager

Iain McKie, Interim Procurement Improvement Lead

Peter Blair, head of Strategic Workforce Planning

James Bertram, Health and Safety Manager

Kirsty Stanners, Finance Business Partnering Lead

Susan Beaton, Interim Head of People Services

1.1 Welcome and Apologies (Elaine Wilkinson)

The Chair welcomed everyone to the meeting and explained that due to the current social distancing guidance the call would take place via teleconference.

The Chair welcomed Charlie Fisher – HMICS, Jacqueline Farmer – Audit Scotland and Avril Davidson – SG to who had dialled into the call.

There were no apologies.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Resources Committee minute from meeting held on 17 March 2020 for approval.

Members **AGREED** the Minute from the Resources Committee held on 17 March 2020 was an accurate record of the meeting.

1.4 Resources Committee Rolling Action Log and Matters Arising

Members reviewed the action log and noted the updates provided.

In closing action ref *RES-20200317-004* (relating to CAM benefits reporting), Members requested a new action to ensure work to further refine the methodology for calculating CAM benefits be completed and an update paper to be presented at a future committee meeting.

Action RES-20200423-001: CAM Benefits: Further refinement of methodology for calculating benefits to be completed and update paper to be presented to committee.

The Committee **APPROVED** the action log from the Committee held on 17 March 2020.

1.5 Decision taken since last Committee.

There were no decisions made by the Resources Committee since the last meeting however the Chair confirmed that after discussions with the SPA Chair and Scottish Government, she agreed an extension to her contract which would mean she would continue to chair the Committee over the coming months.

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 4 - 6 on the agenda in private.

2.1 Financial Monitoring Report P11 and 2.2 2019/20 Outturn – verbal update – Chris Brown

Members considered the P11 Report and a verbal update on the 2019/20 outturn. The Committee was provided with a summary of the key

highlights. During discussion the following points were raised and discussed;

- The report highlighted a month 11 position showing a consistent picture on revenue with an underspend of £0.7M a capital underspend of £5.3M against budget and a reform underspend of £3.4M against budget.
- Looking to the year end position and the additional spend associated with COVID-19, it was noted that commitments had been made in the order of 6.5M to date and that the 2019/20 spend included £600K of COVID-19 in that reporting year. This was expected to result in an overall revenue overspend of approximately £1.0 - 1.5M. The impact of COVID-19 on annual leave uptake in late March was also noted and would be incorporated into the final revenue position.
- Members enquired as to the level of confidence in having all the required information to ensure a proper provision for covering legal claims. The CFO gave assurance that a focus on the cost of legal claims had been maintained throughout the year and he was not anticipating any unexpected variance in 2019/20.
- Members also explored the impact of the increased carry over of leave on the budget. This was explained as having an impact on the projected saving that assumed a reduced carry over of leave which would have allowed the accrual level to be reduced whereas this would now be increased.
- Members questioned the forecast for staffing levels and turnover and whether there would be an impact on the budget. It was explained that in 2019/20 an aggressive position had been taken with a lower budget allocated and that there was a great deal of uncertainty in the 2020/21 budget forecast but this was within the context of a great deal of uncertainty.
- On the capital position, the Period 11 position had shown an on target spend and that by the end of year this was expected to be maintained and that the out turn would be directly in line with budget. This represented a capital spend in month 12 in excess of £10M which was noted as an improvement on the previous year. It was noted that flexibility had been built in by bringing forward fleet ULEV purchases and delaying capital estate disposals. The reform position was also made up in Period 12 which will be delivered in line with the budget.
- Updating Members on the overall phasing of transformation spend in the coming year given the COVID-19 environment, DCO Page reported that he was reviewing all plans in order to realign the profile to develop a revised transformation programme and this would be subject to review by the Chief Constable. It was agreed that the revised plans would be presented to the Resources Committee as early as possible.

- Members requested assurance that the reactive innovations in terms of policing actions established in the respond phase would be taken into account to plan a new approach in the recovery phase for adoption into business as usual in the renew phase. DCO Page assured that this was part of the review process and that there were new threats, opportunities and priorities in play and undertook to provide an update to the June Resources Committee.

Action RES-20200423-002: Refreshed Transformation Programme: Details of revised Transformation Programme post COVID19 to be presented to the Committee as early as possible.

Members noted the report and the verbal update.

2.3 COVID-19 Resources Implications

Members considered the report which had been submitted to provide updates in 4 key areas; Workforce, Health, Safety and Wellbeing, Procurement Activity and Finance.

Members considered the report on Police Scotland's workforce availability and capacity. During discussion the following points were raised and discussed;

Workforce – Susan Beaton

- The dynamic situation was tracked through daily reporting which monitored the absence rates and absences across the entire organisation. These reports informed actions being taken to dynamically redeploy officers or staff across the force to cover any areas of shortage and that non critical roles were being redeployed where required.
- It was confirmed that there were no regional areas of pressures and absence was tracking as proportionate to the numbers in each division.
- The committee heard that the greatest impacts of absence were being seen in C3 Division however this was being managed and there were no areas of significant concern.
- Members were assured that pregnant staff were working from home.
- Members heard that the outstanding TOIL and annual leave balances would be managed and would form part of the work on the strategic workforce planning.
- The committee heard that due to the higher level of operational workforce availability that Annual Leave and TOIL backlog was not expected to be a significant issue.

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- Members were assured that new processes involving People Direct broadening its remit would be considered for the renew phase.
- Members were assured to hear that key learnings from the dynamic resource planning seen over the past weeks would be captured and would feed into the SWP.

Wellbeing

- Members were assured by the wide range of arrangements that had been put in place to ensure all advice and guidance required by officers and staff was available on an ongoing basis.
- Members heard that a focus would be placed on ensuring officers and staff took annual leave as planned wherever possible and that no issues were anticipated in this area.
- Members expressed concern about the distance that some staff may need to travel to the regional test centres and asked if arrangements could be made so that staff could use facilities available through local health boards. It was agreed that colleagues would incorporate this advice into their agile plans for testing.
- An assurance was provided that the effects of any delayed retirements and other measures on the budgeted officer number and resource implications would be taken into account in the recruitment profile. It was reported that there would be no June intake to the Scottish Policing College and a revised intake in August which would feed into a revised budget profile.

Health & Safety – James Bertram

- Members welcomed a comprehensive overview of Health and Safety related actions including a summary of the various PPE options available and their use and noted that the draft risk assessment had been carried out collaboratively with Scottish Police Federation and Trade Union colleagues. It was acknowledged that the issue of PPE had been one of the most challenging areas and this was due to the very different nature of policing to other sectors. It was noted that guidance changed frequently from public health advisory bodies but the risk assessment and approach was flexible and would continually adapt.
- Members asked for assurance that the PPE procured was fit for purpose and of suitable quality. The Committee was assured that that the quality of the procured PPE products was high and that quality assurance processes were in place.
- It was agreed that any available data on RIDDOR incidents would be included in the next COVID19 H&S report to Committee.
- Members sought assurance on the compliance with training and fitting regulations and whether there was a robust legal footing for the guidance being given. They were advised that Police Scotland compliance was very high and that the PPE in use now had been in

routine use by Police Scotland before the emergence of COVID-19 for appropriate high risk duties and that the Health and Safety Executive were aware of and fully supportive of the approach.

Procurement – James Gray

- Members noted the report which provided a summary of finance and procurement issues arising from COVID-19.
- It was noted that the procurement effort had been a challenge in the environment where organisations from across the globe were seeking to procure PPE.
- Members heard that the demand for PPE was now being assessed to inform forecasting for future procurement activities in relation to PPE.
- Members heard that there had been a need to revise normal procurement practice in order to secure the required quantities of PPE and other supplies. It was reported that a revised control mechanism had been developed alongside a rapid delivery approach to procurement including changes to policy. The committee were advised that cross organisation collaboration had been put in place and full use has been made of a range of existing procurement frameworks with a focus on ensuring that all procurement would be auditable and compliant.
- Members noted that procurement would be explored further in the private session of the meeting which would allow further exploration of areas that were commercially sensitive.

Finance – James Gray

- It was noted that the focus to date had been reactive financial management focusing on recording spend for future review and that focus would move toward a more proactive approach in coming weeks with a view to projecting the COVID-19 impact on delivery of the approved budget.
- Members noted the challenges being face across the organisations in capturing Operation Talla costs correctly and were assured to hear that guidance had been issued with business partners working closely with business areas to ensure robust records are kept.
- It was agreed that a revised 20/21 forecast including projections on revised cost impacts, adjusted saving profiles and the opportunity for underspend on areas such as travel would be considered at the June Resources Committee.

Members noted the report.

Action RES-20200423-003: Figures in relation to RIDDORS to be considered at next Committee meeting.

Action RES-20200423-004: Budget Forecast: revised 20/21 forecast to be considered by the committee.

2.4 COP26 Resource Implications – Lynn Brown

Members considered the report which provide an update on the resource and financial implications of the policing of the United Nations Framework Convention on Climate Change (UNFCCC) 26th Conference of the Parties (COP26), in light of the recent decision to defer the event to 2021. During discussion the following points were raised and noted;

- The Interim SPA Chief Executive provided a summary of the paper which gave an update on the spend to date on COP26.
- Members heard that plans were underway to rebalance the officer numbers within the approved budget within the financial year and heard that plans to adjust the intakes across the remainder of this year were in place
- It was noted that close relations were being maintained between the Chief Constable and ACC Higgins and the UK strategic planning team but there was no real clarity in relation to an agreed date for 2021 at this time.

Members noted the report.

2.5 SWP Update – verbal – Jen Allen

Members considered a verbal update on the progress made towards development and delivery of a Police Scotland Strategic Workforce Plan. The key points noted were;

- JAllen reported that Stage 2 of the project was close to completion but local area risk assessments required some review before a revised Risk Assessment Prioritisation Framework could be submitted for approval. It was confirmed that this will not impact overarching project timescales.
- Members heard that confidence in the ability to deliver local draft plan in line with the project timelines had been impacted by COVID19 and extractions for Op Talla with this being seen across key areas of OSD/C3/Criminal Justice and Custody and Event Planning. It was noted that further work was required by local areas before the plans can be reviewed at Stage 5. The Committee were informed that an assessment of impact on project timescales was currently being undertaken.

- Members expressed disappointment that the Demand and Productivity Unit input was not available as it may be a good opportunity to have the Unit's support to assess demand across Scotland with the assessment informing the draft plans dynamically. Members were informed that any additional input at this stage may also impact timescales to ensure a quality end product was developed.
- Members were assured that Op Talla experience would further inform strategic workforce planning considerations in relation to both ways of working and organisational resilience, however JAllen noted that timing of a report on organisational learning was unlikely to align with project timescales. Members welcomed confirmation that Op Talla learning would be incorporated but expressed serious concern over any potential slippage, noting the criticality of SWP outputs to inform 2020/21 budget considerations and requesting that Police Scotland examine what can still be delivered by November 2020. JHelliker confirmed that the Committee Member feedback would be considered at the SWP Project Board and stated that potential delays from Op Talla impacts had yet to be quantified but would be part of the Project Board's considerations.
- Members were assured by JHelliker that the need to deliver a Strategic Workforce Plan was at the forefront of executive thinking adding that the Strategic Workforce Plan was an organisational priority. Members welcomed this assurance and agreed the development of the Plan would be an iterative process.
- It was agreed that future SWP updates would include progress against audit recommendations to provide the committee with a more rounded update.

Members noted the update and the agreed action.

Action RES-20200423-005: Strategic Workforce Plan: All future committee updates to include progress made towards discharging Internal Audit recommendations.

3. Resources Committee Work Plan

The current committee work plan was noted and the Chair indicated that as June has a very heavy workload she would like to explore the option of holding two meetings in June.

RES-20200423-006: Committee Work Plan: Work Plan to be reviewed and decision to be taken if additional committee in June is required.

Members noted the Committee work plan and the agreed action.

The following items were considered in Private.

Approved