

**RESOURCES COMMITTEE  
15 JUNE 2020**

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**Minute of the Scottish Police Authority Resources Committee held  
on MS Teams on Monday 15 June 2020.**

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Participating Committee Members

Elaine Wilkinson (EWilkinson) (Chair)  
Caroline Stuart (CStuart)  
Grant Macrae (GMacrae)

Other Participants

Scottish Police Authority (SPA)

Lynn Brown, Interim Chief Executive (left meeting during 3.1 – 5)  
Barry Sillers, Director of Strategy and Performance  
Darren Patterson, Head of HR Governance  
Jackie Kydd, HR Governance  
John Maclean, HR Governance  
Deborah Christie, Committee Co-ordinator (Minute)

Police Scotland (PS)

DCO David Page  
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  
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  
Ch Supt Nicky Burns  
Kirsty Louise Campbell, Head of Strategy and Innovation  
Supt Laura McLuckie, Head of Leadership and Talent  
Supt Simon Wright  
Kirsty Garrick, Head of People Engagement Partnering

Scott Moncrieff

Gary Devlin

### **1.1 Welcome and Apologies (Elaine Wilkinson)**

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

The Chair thanked Police Scotland colleagues for the improved quality of papers and the improvements in the information that had been provided. The committee welcomed the refined reports and agreed the content would allow the committee to effectively discharge its oversight function while providing support to the organisation.

Representatives from HMICS, Audit Scotland and Scottish Government Police Division were welcomed to the call.

Apologies were received from Authority Member, Mary Pitcaithly.

### **1.2 Declarations of Interest**

There were no declarations of interest.

### **1.3 Resources Committee minute from meeting held on 23 April 2020 for approval.**

Members **AGREED** the Minute from the Resources Committee held on 23 April 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.

The Committee **APPROVED** the action log.

### **1.5 Decision taken since last Committee.**

The Chair reported that Members had agreed to consider the refreshed Options Appraisal for the North East Integration Project and had unanimously welcomed the additional information provided and endorsed the approach to be taken. It was noted the Full Business Case would be presented to the committee at a future meeting however the matter had been considered by correspondence to ensure no unnecessary delay to the progression of work on this project.

### **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 8 - 10 on the agenda in private.

**2.1 Strategic Workforce Plan (SWP) – Audit Risk and Assurance Committee Referral – Jude Helliker/ Peter Blair**

**2.2 Strategic Workforce Plan (SWP) - Project Update**

It was agreed that items 2.1 and 2.2 would be considered together.

The Interim SPA Chief Executive introduced the paper highlighting that the Audit Risk and Assurance Committee had referred this report to the Resources Committee in order to highlight concerns in the following specific areas; timeline for delivery of plan by November 2020 and that the focus was not just on divisional policing but was across the entire organisation.

In addition to the report and during discussion, the following points were noted and raised;

- The Chair asked that the focus remain on what evidence was available to assure the committee that the SWP would be delivered on time and that all strands of work were being taken forward. In particular Police Scotland were asked to address:
  - What percentage of the local plans fell into the three tranches mentioned in the paper;
  - Given the slippage to date when would an early draft be available for the Committee to review. Members considered early sight essential given the history over the past two years of SWP timelines not being met;
  - How the reference to a close fit with strategy and innovation sat with the top down approach and what strategic direction had been provided to those working on local plans;
  - What approach has been taken across the whole business other than in local divisions which seemed to be the focus of work being reported. This should include corporate services, cyber, digital forensics and addressing any outstanding HMICS recommendations;
  - How change programme initiatives were being reflected in the SWP when the timetable indicated that they would not be looked at until Stage 10
  - As there was still likely to be a rank structure in place in divisions how was demand data, capacity and need for warranted/non-warranted officers being addressed in the SWP
- Members heard that there was robust internal governance of this project with both the SWP Planning Board and the SWP Oversight Group meeting regularly. It was confirmed that the SPA was represented at both these meetings and the Oversight Group invitation had been extended to a wide range of stakeholders, including Audit Scotland)

- Members heard that the Local Area Plans will cover all elements of the divisions (e.g. SCD, OSD) and not only Local Policing. It was reported that top-down direction has been provided to local authors in respect of wider organisational strategy and current ongoing change programmes. Levels of approval of local plans will further ensure that all strategies are taken into account in their aggregation.
- Members were informed that despite COVID19 having cause some delays, all initial drafts had been received on time and review activity of all drafts was on target for completion by the end of June. It was reported that some compression of timescales would be necessary due to COVID-19 but that the project remained on track in overall terms.
- It was recognised the development of this plan would be an iterative process committee welcomed the commitment to share a draft as soon as it was available. It was noted that the plans would not be aggregated until September and significant work was planned before then.
- Noting the reported timelines, it was agreed a workshop should be arranged as this would be a worthwhile opportunity to consider the draft Plan in advance of the final drafting process.
- Members were assured that despite the work of the DPU having been paused due to COVID19, robust demand data was available to inform draft plans for local policing. Members were informed that data in respect of other services (e.g. Corporate Services) was more challenging.
- The Committee was updated that no specific top-down direction had been given in respect of rank ratios or workforce mix, other than to ensure consideration on basis of demand. It was confirmed the Police Scotland Executive would take a view on prioritisation at the aggregation stage and that this process would consider any learning taken from Operation Talla. The committee requested a report to the next meeting which would provide an understanding of the high level strategic direction in respect of the projected demand profile, innovation embraced and details of the future size and shape of the organisation.
- Members heard that the Finance and P&D teams would continue to work closely to ensure financial planning assumptions were based on the most up to date information available.
- Internal Audit welcomed the assurance that robust project management arrangements were now in place and close monitoring of the project is underway with any slippage highlighted and reported at an early stage.
- It was agreed that when the plan was approved the ambition should be that strategic workforce planning be embedded in the

organisation to ensure the work was part of the business as usual going forward.

- The committee thanked all those involved for their efforts to develop this plan and recognised the significant work that was being done and requested that if possible, the August Committee update should provide an example of how the local plans and strategic direction were shaping what was being taken forward.

RES-20200615-001 - Joint PS/SPA Workshop to discuss first draft of SWP to be scheduled. Workshop to provide opportunity to allow consideration of Members' input on the draft before final drafting process.

RES-20200615-002 - Update to be provided at August Committee that describes the high level strategic direction relating to projected demand profile, innovation embraced and resultant early view on the transformed size and shape of the future workforce.

RES-20200615-003 - Example of translation of bottom up local plan and top down strategic direction shaping new workforce to be presented as part of the August Committee update.

### **3.1 2019/20 Year End Review and Plan for 2020/21 (incorporating Wellbeing and Recruitment, Selection & Promotion Frameworks) – Jude Helliker**

The Committee considered a paper which provided details of progress made in financial year 2019/20 of the 3 Year People Strategy (2018-2021), the indicative Annual Delivery Plan for 2020/21 (Year 3 of the People Strategy (2018-2021) and the Wellbeing and Recruitment, Selection and Promotion Frameworks. During discussion and in addition to the papers, the following points were noted and discussed;

- Members welcomed the quality of the report and heard a summary of how some key aspects of this business area will be progressed over the coming weeks and months.
- The work to develop an activity plan in respect of the 'new normal' to reflect the implications for the workforce was underway and it was anticipated this would be a focus for much of the coming year.
- It was agreed that the refreshed 2020/21 plan would be brought to a future committee meeting and that the information provided would show how the deliverables and benefits from the revised 2020/21 Plan would be reported as part of the portfolio reporting.

### **Members noted the report and agreed the following actions;**

RES-20200615-004 - Revised Activity Plan, to reflect known impacts of COVID19 to be considered at Committee in August.

RES-20200615-005 - Refreshed 2020/21 Delivery Plan to be considered by Committee when available. Draft to provide details on delivery timelines and how benefits will be incorporated into portfolio reporting.

#### **4.1 Q4 and End of Year Health & Safety Report – James Bertram**

The committee considered a report which provided a strategic overview in relation to Health & Safety within the Scottish Police Authority and Police Scotland. During discussion and in addition to the papers, the following points were noted and discussed;

- Members were taken through the paper and a comprehensive summary was provided. Members were assured by the regular consultation and engagement with all Staff Associations and Trade Unions.
- Comprehensive details of Operation Talla Health and Safety were highlighted in the paper in section 2.2.
- The Police Scotland H&S Team was not yet back to Business as usual and still remained committed to Operation Talla. The team were currently working hard to help other business areas return to BAU. It was noted that this was a significant undertaking and could present a challenge in terms of capacity going forward. Members questioned when it was anticipated the BAU activity would recommence and heard that it was not yet clear when this would be. It was confirmed that based on the current model the team was sufficiently resourced to operate and work was underway to review how training could be completed going forward with all options being explored.
- Key areas of Risk were reported as Fire Risk Assessments, Custody Inspections and H&S Training and it was confirmed that the desire was to recommence this activity as soon as possible. Members explored what would allow this work to start again and were told that there were significant issues with these areas. It was noted that these risks were being managed at the current time and any essential work would be done with the necessary precautions being put in place.
- Members welcomed the updates provided in relation to the following Operation Talla related matters; An Improvement Notice that was issued in relation to Breath Testing activity; correspondence from the SPF in relation to COSHH; and complaints made to the HSE about some locations across the Estate none of which were upheld. It was hoped that an update on the SPF Improvement notice would be able to be provided at the Board meeting on June 30<sup>th</sup>.

- The Committee considered the RIDDOR statistic reporting and heard that no significant trends had been identified other than an increase in assaults had been seen across the UK.
- Members noted that thus far no regional 'hot spots' had been identified as having COVID19 related issues.
- The Committee commended the team on their work at this very busy and unprecedented time. It was agreed that this report should be shared with the June Board however an executive summary should be added to draw out the key matters, draw out key achievements and highlight any areas of risk.

**The Committee noted the report and agreed the following actions;**

RES-20200615-006 - Future reports to committee (and Board) to be made more accessible for public with inclusion of Executive Summary to highlight any key successes, areas of concerns, any delays and tracking of progress against improvement recommendations.

**4.2 Q4 and Annual Wellbeing Report – Kirsty Garrick**

The Committee consider a report which provided a review of the 2019/20 wellbeing performance and activities, the Police Scotland response to COVID-19 and proposals for next steps to continue to mainstream the wellbeing agenda. During discussion and in addition to the papers, the following points were noted and discussed;

- The progress was noted and Members heard that discussions had taken place with the Scottish Association for Mental Health (SAMH) to explore how they could support the organisations to review its existing wellbeing provision and to identify any gaps.
- It was reported that the sustained increase in utilisation of the core wellbeing services had been attributed to improved awareness. Members heard that work would be done to seek ways in which the management information could be improved and further refined however this was a challenging area due to the confidential nature of the Employee Assistance Scheme. Members welcomed an update that the Management Information data was significantly better than what had been available (e.g. divisional breakdown) in the past and that it was expected this data would be further developed and refined.
- It was noted that the Wellbeing Investment Short Life Working Group would determine the most effective spend for the allocated 20/21 budget and that details of this would be reported to the Resources committee. Members requested that details of how the benefits of any initiatives taken forward would be captured in the

performance framework and incorporated into the portfolio benefit reporting. It was also requested that the future update provide assurances that the initiatives select to be taken forward will address Internal Audit recommendations, where relevant.

**Members noted the paper and agreed the following action;**

RES-20200615-007 - Future reports to this committee to provide an update on the additional wellbeing initiatives taken forward, where this is captured in performance framework and how the benefits will be incorporated into the portfolio benefit reporting. Reporting to provide assurance that the chosen initiatives will address IA recommendations.

**5. Q4 and Annual People MI Dashboard – Jude Helliker**

Members considered a report which provided an update on Police Scotland workforce as at the end of the Financial Year, 2019/20. Members commended the work done to improve this report and agreed it was a good piece of work which was easy to read and understand. During discussion and in addition to the papers, the following points were noted and discussed;

- The ambition is to provide insights and benchmarking data in future iterations of the report and this data will go some way to inform the People Strategy going forward.
- The committee explored the challenges that COVID19 has brought in terms of staff numbers and how this was being managed across the organisation. It was explained that there was to be significant work done to explore how the opportunities created as a result of COVID19 would be managed and questions would be asked if delivery can be optimised in a way other than what was in place before COVID19.
- The process for agreeing establishment of posts out with agreed resource was clarified and Members noted that any posts over and above what was agreed must be signed off at a senior level. Members sought an assurance that sufficiently robust controls were in place to ensure no unnecessary recruitment spend occurred.
- Members heard that revised protocols were being developed in terms of recruitment and vacancy management in light of the anticipated changes expected due to COVID19 (i.e. lower staff turnover with fewer people leaving due to overall job market uncertainty). An assurance was provided that Finance and P&D colleagues would work very closely to quantify these issues and develop the approach to be taken.

- Members heard that Strategic Workforce Plan would provide clarity on workforce mix going forward and this would in turn inform the overall approach.
- The advantages and disadvantages of a recruitment freeze were discussed. It was advised that this had been explored and it was felt that it could result in some business areas such as C3 being disproportionately impacted with significant impact on operational policing.
- The committee was assured that this matter was being given due consideration given the current environment.

**The Committee noted the report.**

**6. Workforce Equality & Diversity Assurance – Nicky Page**

Members considered a report and supporting appendices that provided a Strategic update on progress being made towards mainstreaming of equality considerations into the performance framework, strategic planning and policies/practice; and how this work ensures we are meeting our specific duties under the Equality Act. The report also provided an update on plans to review the Equality Outcomes by April 2021 and an update on progress (since the 2019 mainstreaming report) against Equality Outcome 6, including work in response to 2019 SWDF report and progress re agile and flexible working, and also areas of focus for improvement. During discussion and in addition to the papers, the following points were noted and discussed;

- Members welcomed the updates and noted the comprehensive work done to embed the approaches across strategy, planning and performance. It was agreed that to embed this in any large organisation was a significant challenge but were encouraged to hear that the appropriate support would be provided across the organisation.
- The Committee agreed this update report was of great importance particularly in light of current affairs and were keen to support the mainstreaming agenda through visible scrutiny of wider strategy from an equality and diversity perspective.

**Members noted the report.**

**7. Resources Committee Work Plan**

Commenting that the forward business for August was already significant, The Chair invited Police Scotland colleagues to consider if an additional meeting was required in September.

**Members noted the Work Plan and agreed the following action;**

RES-20200615-008 - Forward business to be revised and timely request for September Committee to be made if required.

**Members noted the Committee work plan and the agreed action.**

Approved