

Meeting	Scottish Police Authority Board Meeting
Date	28 March 2019
Location	Maryhill Burgh Halls, Glasgow
Title of Paper	Committee and Working Group Chairs' Reports
Presented By	Committee and Working Group Chairs
Recommendation to Members	For Noting
Appendix Attached:	No

PURPOSE

To provide the Board with an update on business progressed through the:

- A. Resources Committee
- B. Transformation Working Group
- C. Strategy, Policy and Performance Committee
- D. Complaints and Conduct Committee (verbal report)
- E. Audit Committee (verbal report)
- F. Forensic Services Committee (verbal report)
- G. Succession Planning and Appointments Committee (verbal report)

Committee	Chair	Date	Page
Resources Committee	Elaine Wilkinson	14.03.19	3
Transformation Working Group	Mary Pitcaithly	18.03.19	6
Strategy, Policy and Performance Committee	Michelle Miller	21.03.19	8

Chair's report from the Resources Committee

Chair – Elaine Wilkinson

Meeting held on 14 March 2019

1. The Resources Committee met on 14 March. The Committee considered a number of matters, including the final stages of the preparatory work for the 2019/20 budget setting process, Police Scotland's proposed benefits realisation tracking and reporting framework, various workforce and estates issues as well as an Initial Business Case for Cyber Resilience.
2. The Committee noted the period 11 finance position and forecast for the end of year position which was still on target to deliver the agreed 2018/19 budget. The Committee recognised the work that was ongoing to balance the income from estates disposals with the prioritisation of capital spend through the last weeks of the financial year.
3. The Committee considered the draft budget proposal and a number of suggestions were made to the authors for drafting improvements. The Committee discussed the importance of being able to comprehensively detail the changes to the size and shape of the workforce, with particular emphasis on where the gross numbers remained broadly the same but there had been a marked improvement in capability through changes in skill mix. The Committee Chair highlighted that the budget covered the workforce, the estate, fleet and infrastructure and that in the narrative supporting the budget there should be a focus on planning for sustainability. The Committee discussed budget delivery risk and advised on the preferred presentation format and content for the Board budget proposal.
4. Members discussed the need to invest in the Change Portfolio wherever possible to deliver the long term efficiencies and productivity gains that would support a more financially sustainable future police service and one that is fit for the 21st century.
5. The Committee discussed high level proposals for revising the 3 year finance plan which was based on the linked variables of workforce size and shape, recurring funding and deficit reduction plans.
6. The Committee received a verbal update on the Brexit preparations and noted the preparedness of Police Scotland but also the flexibility

to redeploy resource should Brexit not result in the full impact which has been allowed for in the planning assumptions.

7. The Committee noted a further update on the progress toward developing a Strategic Workforce Plan. Members discussed in detail the progress made and provided further supportive feedback to aid Police Scotland in enhancing the draft plan. It was agreed that a further draft would come to the Committee's April meeting with a view to consideration for recommendation to the SPA Board in May. It was noted that SPA Corporate officers and Police Scotland Finance team both offered support to the next draft plan. The committee were advised that Audit Scotland have been briefed on draft Plan and acknowledged that progress was being made in the right direction.
8. The Committee received an update on the implementation of SPRM and discussed what action is being taken to address the impact in specific areas.
9. Members noted a detailed update on the programme of estates disposals which had returned over £11M in the financial year.
10. The Committee discussed in detail the interim productivity tracker covering increases in front line officer productivity and capacity and the related HMICS assurance report.
11. There was a comprehensive discussion on the importance of the new benefits realisation framework and performance frameworks which together with the robust financial reporting regime would allow the SPA to oversee the impact of investment and the demonstration of best value from the allocated budget. It was noted that the requirement to be able to describe benefit in terms of financial gain, productivity and capacity gains and other benefits such as wellbeing, public confidence and risk reduction were paramount considerations.
12. The Committee considered an updated report on specialist professional support to the PS change capability and agreed that further detail and supportive narrative should be brought to the next Committee.
13. The Committee discussed and endorsed for proposing to the Board the writing off of a number of bad debts which were irrecoverable.

14. The Committee endorsed the early renewal of a contract for secure data storage which had multiple financial benefits whilst maintain quality of service.
15. The Committee considered an Initial Business Case for enhancing the Police Scotland Cyber Resilience Capability. Members agreed that the preferred option would give PS the appropriate level of cyber resilience and were assured that the costs were already included as part of the 3 year finance plan. The Committee endorsed the project moving to the development of a Full Business Case for presentation to a future Committee and subsequently to the SPA Board.
16. The Committee received an update on the ongoing work to prepare a Full Business Case for the Transformation of Corporate Support Services and noted an intention to bring a finalised proposal to the April Committee. DCO Page noted the value of feedback which his team had received and committed to reviewing this in detail as part of the ongoing refinement of the business case.

Chair's report from the Transformation Working Group

Chair – Mary Pitcaithly

Meeting held on 18 March 2019

1. The Transformation Working Group met on 18 March. Mary Pitcaithly as Working Group Chair welcomed members to the last meeting of the Working Group. The Working Group had an agenda which covered the strategic impact of change delivery, the SPA oversight of the approval and delivery of those changes and the development of an approach to benefits realisation that would enable the compelling narrative around positive impact and return on investment to be described.
2. DCC Fiona Taylor took the Working Group through a high level overview of the change portfolio, covering the priorities and expected benefits and the impact of those benefits for operational policing and our communities and the public. DCC Taylor noted great improvements in Police Scotland's capability in key areas such as financial governance, change management and insight to and management of risk. The discussion reflected on sharing learning with PSNI and the Metropolitan Police Service as part of an overall programme to enhance senior PS leadership capability in the wider public sector context. It was noted that PS were currently reviewing their governance structures and that mirrored the ongoing work in the SPA to refine governance and assurance processes. The importance of the outputs of the Demand and Productivity Programme were recognised in terms of aligning resource to demand and the opportunities for greater direction of resources which would be enabled by the forthcoming roll out of the Contact Assessment Model.
3. DCC Taylor summarised the positive changes seen so far in the delivery of change in Police Scotland including but not limited to:
 - Changes in command control and communication infrastructure
 - Delivery of changes through the Criminal Justice Act
 - Changes to custody suites and the introduction of Police Custody and Support Officers (PCSOs)
 - Improvements in productions and exhibit procedures
 - The roll out of conducted electrical weapons (TASER)
 - National missing persons data base improvements
 - Payroll migration

- Staff pay and reward modernisation
4. DCC Taylor then lead a discussion of the upcoming change driven improvements and the further positive impact which will be seen upon implementation. The Working Group discussed the importance of being able to communicate the benefits internally to staff and officers but also to the public and other key stakeholders.
 5. The Working Group reviewed a further draft of the developing Governance and Assurance Framework and noted that the framework had been shared with HMICS and Audit Scotland, both of whom had provided positive feedback. It was also noted that the draft framework had been trialled on the Cyber Resilience IBC and Transforming Corporate Support Services FBC and that the Resources Committee members had found the associated briefings very useful.
 6. The Working Group reviewed the overview of the change portfolio as presented to the Police Scotland Change Board noting changes to the format as a result of the discussion at the last TWG.
 7. The Working Group received an initial briefing on the ongoing work to develop a benefits realisation framework which once fully populated would provide a framework which would enable the SPA to provide oversight of the benefits generated through the change portfolio and other operational changes.
 8. The Working Group noted that a further update on professional services aligned to the change programme would be presented to the next Resources Committee.

Chair's report from the Strategy, Police and Performance Committee

Chair – Michelle Miller

STRATEGY POLICY AND PERFORMANCE COMMITTEE

Meeting held on 21 March 2019

1. The Strategy Policy and Performance Committee held an extraordinary session on 21 March. The Committee had a short agenda which covered a brief update on the work to establish a committee to provide scrutiny of Railway Policing in Scotland and a more extensive discussion of the draft Police Scotland Annual Police Plan and the closely linked draft Police Scotland Performance Framework.
2. The Committee received an update on the work to establish a committee to provide scrutiny of Railway Policing in Scotland which detailed a revised timeline, which will allow further discussion at a meeting of British Transport Police and Police Scotland Chief Constables and Chairs of the SPA and BTPA. This meeting and other stakeholder discussions will inform the proposed Committee terms of reference. The hope is that revised terms of reference could be considered by the Strategy Policy and Performance Committee on 8 May before going to the SPA and BTPA Boards on 22 May 2019.
3. The Committee noted the complementary nature of the draft Annual Police Plan and Performance Framework. Both documents are based on the same Strategic Outcomes and Objectives. The Plan describes the activities and actions to deliver the outcomes and the Performance Framework allows reporting on the effectiveness of those activities in delivering the outcomes.
4. The revised outcome based approach to planning and performance is a substantial change from previous arrangements. There was an extensive discussion on the benefits to local police planning in having a clear outcome based, high level plan at national level and that this approach would enhance the ability of local police planning to be complementary and where appropriate integrated into local community planning.
5. The Committee discussed how the plan will drive forward the business of policing and would provide a common understanding of

how that was to be done amongst officers, staff and the people and communities Police Scotland serves.

6. The Committee received an overview of the accompanying Performance Framework and discussed the linkages to the Policing 2026 Strategic Police Plan and other national outcomes. There was recognition and agreement that the development of the performance measures, which underpin the objective and outcome delivery assessment, would not all be in place by the start of the reporting year. The population of these measures will continue to be increased throughout the year and will be subject to review over the life of the framework.
7. The Committee was very supportive of the work that had been done to develop the Annual Police Plan and Performance Framework.