

<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>19 February 2020</b>
<b>Location</b>	<b>The Barracks, Stirling</b>
<b>Title of Paper</b>	<b>Committee and Oversight Group Reports</b>
<b>Presented By</b>	<b>Committee and Oversight Group Chairs</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>No</b>

**PURPOSE**

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

- A. CAM Oversight Group
- B. Legal Actions, Claims and Appeals Committee
- C. Audit Committee
- D. Forensic Services Committee
- E. Resources Committee

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CAM Oversight Group	Martyn Evans	05.12.19 15.01.20	3
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**Chair's report from the CAM Oversight Group**  
**Chair – Martyn Evans**

**Meeting held on 5<sup>th</sup> December 2019 and 15<sup>th</sup> January 2020**

1. The CAM Oversight Group met on 5<sup>th</sup> December 2019.
2. Police Scotland reported on good progress since the previous meeting, including implementation across Greater Glasgow Division, and CAM fully mainstreamed into Business as Usual in Lanarkshire and Dumfries and Galloway.
3. The evidence and performance data demonstrate that as roll out progresses, outcomes remain broadly aligned to planning assumptions. The response to urgent calls has been sustained within acceptable tolerance levels and in line with expected seasonal variation, and there is continued evidence of improvement in the response to non-urgent calls.
4. It was reported that feedback from staff and officers remained positive during the period, with transition to CAM as Business as Usual in G Division anticipated mid-January 2020.
5. The next phase of roll out implements CAM across the whole of West Division by the end of January 2020, with roll out progressing in coming months and anticipated final phase implementation beginning July 2020.
6. There remain in place a range of measures and activity to support a framework of assurance around CAM roll out and call handling processes, which are reviewed by and inform the work of the Oversight Group.
  - A new integrated and comprehensive performance reporting format for call handling, to take account of the transition to the CAM model, which has been welcomed by Oversight Group members.
  - Continuous monitoring of call handling and response within Police Scotland, shared internally and with Authority staff.
  - Police Scotland management processes including internal assurance on programme management, staff and stakeholder engagement, risk management, training, staff support, and monitoring delivery of programme objectives.
  - Police Scotland internal Quality Assurance programmes, sample testing call responses to identify additional training needs and inform ongoing training, and assess progress towards full

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implementation of the delivery model. Further Quality Assurance processes are planned including end to end process assurance on Direct Crime Recording, with a further report to be provided to the next meeting of the Oversight Group on the full range of Quality Assurance activity.

- HMICS review of the early stages of CAM implementation (published October 2019). The inspection was supportive of the model and offered assurance that no significant concerns requiring any delay to further roll out had been identified, while recommending a number of specific improvement actions. HMICS have no plans in place for a further inspection. This review took place early in the implementation programme. ACC Hawkins confirmed that issues flagged by the inspection team have either been addressed, are in process of resolution, or have been integrated into programme plan. Any outstanding HMICS recommendations will be shared with the Chair of the Authority's Audit Committee.
  - An independent external evaluation of CAM is currently in preparation.
7. The Oversight Group will consider in more detail finalising the SPA's complementary approach with Police Scotland to communication and engagement on CAM and call handling. It is intended that the work of the Group continue until CAM roll out is complete and early outcomes are available from the external evaluation process.
  8. A fuller public report on CAM will be available Spring 2020.
  9. The Resources Committee is leading oversight of how CAM is contributing to net capacity gains at Divisional Level. CAM Oversight Group and Resources Committee members jointly led a workshop on capacity and business benefits on 15<sup>th</sup> January 2020.
  10. The Workshop was designed to ensure a clear shared understanding between Police Scotland and the SPA of how the capacity benefits of the CAM initiative are calculated, measured and validated; and ensure effective reporting to the appropriate part(s) of the SPA of CAM actual capacity benefits and implications for the service.
  11. A follow up review is scheduled in the coming weeks to finalise outputs from this work.

**Chair's report from the Legal Actions, Claims and Appeals  
Committee  
Chair – Mary Pitcaithly**

**Meeting held on 13 December 2019 and 28<sup>th</sup> January 2020**

1. The Legal Actions, Claims and Appeals Committee met on 13 December 2019 and 28 January 2020. As meetings involve the provision of legal advice, and consideration of specific cases, much of the Committee's business requires to be held in private.
2. The items considered by the Committee included a report on Injury on Duty applications, the impending Public Inquiry, and information on ongoing litigation involving Police Scotland and the SPA.

**Chair's report from the Audit Committee  
Chair – Jane Ryder**

**Meetings held on 30 January 2020**

1. The Audit Committee met on 30 January. The Committee considered a number of audit risk and assurance matters and the following summarises key highlights.

**19/20 Internal Audit Plan Progress**

2. The Committee noted that around 50% of the planned internal audit activity had been completed to date and that there were plans in place to progress the remaining audits.
3. The audits of Strategic Workforce Planning and the Demand and Productivity Unit were recognised as strategically important audits and it was agreed that these should be taken forward as a priority in order to have the findings and recommendations available to Police Scotland as soon as possible and the final reports in place for the May Audit Committee. Members gave feedback on both audits centred on the linkages to the wider strategic outcomes and specifics on the business objectives in these audits and Scott Moncrieff agreed to reflect the comments in a further revision. These audits were authorised subject to the agreed changes, along with an audit of relocation expense processes and procedures with all three expected to be presented to the Committee in May 2020. The Committee Chair noted the back loading of the internal audit delivery and requested that the 2020/21 plan be better sequenced through the year.
4. The Committee discussed the progress against Police Scotland outstanding actions from internal audit and other improvement recommendations and noted the excellent progress that had been made in the last 12 months in closing a large number of these actions and the intention to continue this pace for the remainder of the financial year. The Committee requested that Police Scotland bring forward for the May Committee, a trend analysis to show this progress over the past three years.
5. Members received positive progress updates on work to progress information security actions and highlighted the importance of

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improved practice in this high profile and important area of assurance.

6. Members discussed the outstanding audit recommendations on joint working between Police Scotland and Forensics and were assured that processes had been reviewed and were found to be operating effectively. This would also be considered at the Forensics Committee the following week.
7. The Committee reviewed a detailed report on the outstanding recommendations for the SPA from National Records Scotland the Information Commissioners Office, HMICS and Audit Scotland. It was noted that there were plans in place to address all recommendations and that the number of outstanding actions had been reduced considerably in recent months. Nevertheless there are a large number of outstanding recommendations from the various sources.
8. Members reflected on the recent Auditor General evidence at the SG PAPLS Committee and that of the HM Chief Inspector of Constabulary at the Justice Sub Committee.

### **Internal Audit Reports**

9. The Committee considered internal audit reports on payroll and general computer controls in Police Scotland. Members commended Police Scotland on the work to consolidate the 19 legacy payroll systems into a single integrated system. Members also noted that not only had this new system greatly improved the controls but had also delivered savings of over £1M. The report on computer controls highlighted three areas of good practice and three areas where improvement could be made, none of which were high risk.
10. The Committee discussed the ongoing work in relation to purchase to pay and noted that the improvement programme was to be rolled out into local policing first on a prioritised risk basis and that the roll out would proceed through 2020.

### **Audit Scotland**

11. Audit Scotland presented their draft plan for the Audit Scotland audit of the SPA 2019/20. Members noted and discussed the risks

identified across financial statement risk and wider dimension risks and noted the sources of assurance including internal audit which would be drawn on in progressing the audit.

### **Police Scotland Internal Governance and Assurance**

12. DCC Taylor, supported by DCO David Page, ACC Alan Speirs and Tom McMahon, gave a presentation on the structures and processes within Police Scotland, including the internal assurance and governance framework. This provide a basis for a detailed discussion with members which enhanced members understanding of the current and proposed working within Police Scotland and was found to be a very useful session. The discussion included information about the use of ethics panels within Police Scotland and a wider debate on the public interest and public confidence, and the importance of work around data ethics.

### **Internal Audit Forward Planning**

13. The Committee reviewed a draft internal audit plan for 2020/21 and a three year look ahead. Members gave extensive feedback on the proposed plan suggesting the importance of optimising the timing of audits, avoiding fragmentation of strategic programmes into separate audits and the wish to consider alignment with other sources of assurance and scrutiny such as HMICS. Specific topics and timings were discussed. The Chief Executive will work with Scott Moncrieff to agree a revised the draft and share with members by correspondence, with a view to recommendation for the March Board meeting.

### **Procurement and Stock Management Improvement Plans**

14. Members received updates on the ongoing programmes to improve Police Scotland procurement and Police Scotland and Forensics stock management systems and processes. Very good process was noted on procurement and the Committee noted the roadmap to take forward the stock control plan. Both programmes showed potential for future savings.

### **SPA Risk and Assurance**

15. Members considered a draft SPA Excellence Framework based on European Foundation for Quality Management principles. This took a

whole system view covering assurance using a stratified approach across 4 lines of defence using multiple sources to provide overall system assurance. Members endorsed the framework for approval at the February Board.

16. The Committee considered a draft SPA Strategic Risk register and with small agreed amendments endorsed the register for approval at the February Board.

### **Committee Terms of Reference**

17. The CEO agreed to work with the Chair and members to review the Terms of Reference for the Committee with a view to taking the revision to the February Board for approval.

**Chair's report from the Forensic Services Committee  
Chair – Tom Halpin**

**Meeting held on 03 February 2020**

1. The Forensic Services Committee met on 3 February 2020. The Committee considered a number of matters including the quarter 3 Performance Report, Drugs Analysis, Biometrics Commissioner Bill, update on the Forensic 2026 Programme, Drug Driving service delivery, the draft budget for 2020/21 and Strategic risk. The progress of the HMICS recommendations was covered and the completion thereof.
2. The Performance Report was reviewed, it was noted that the demands placed on Forensic Services have increased in the last year in Drugs and Biology areas and this has been matched by increased output over the same period. Additionally in the last year the age of casework across all areas of Forensic Services has fallen – this is as a direct result of a number of ongoing improvement initiatives. This improvement is also reflective of the age of casework reducing, again across all areas of the organisation.
3. Casework demand management work was flagged as being critical given there will come a point beyond which Forensic Services cannot increase capacity.
4. HMICS open recommendations are all progressing, 10 are complete and 13 are aligned to the Forensic 2026 Programme. It was noted further evidence has been submitted to HMICS surrounding failure demand, recommendation 12. Further work is ongoing in respect of the remaining open recommendations with details due to be submitted to HMICS at the end of February 2020. It was acknowledged that Forensic Services are part of the Internal Audit on Productions Handling, part of recommendation 14.
5. FS 2026 Operating Model work is the current priority project with work progressing in this area. Staff engagement sessions which were held across the organisation during the autumn are being followed up with SMT lead engagement sessions during February. The Denison Survey of staff held during 2019 which gauged the readiness for organisational change is being developed through development activity across 3 areas:- Goals and Objectives, Team Orientation and Capability Development.

6. The joint Drug Analysis paper from Police Scotland and Forensic Services reviewed the wider strategic drugs agenda. The data analysis represented a presentation of fact and highlighted that the abuse of Etizolam stood out. It was noted the Police Scotland approach would be more intelligence led in regard to enforcement actions. The Committee noted their keenness to see what comes out of the Police Scotland Drugs Strategy Board with a view to understanding if evidence based activity results in the intended outcomes. It was noted that the drugs analysis discussed would also be presented to the SPA Board.
7. The Committee discussed the current Biometrics Commissioners Bill which is at Stage 2 in its progress through Parliament. It was acknowledged the new Commissioner would be in place at the end of 2020 and that this would allow the Public to be better informed on the use and treatment of Biometric data. It is expected an Ethics Advisory Group will be established and that there will be distinct policies developed surrounding the treatment of children and data deletion. The Forensic Services use of biometric data extended to Fingerprints and DNA. There was discussion on how this data would be managed going forward. It was accepted that the current UK wide platform for fingerprints, IDENT1, did meet the needs of Scotland however the administration of the system could be improved with actions in place to address this. DNA data differed in that Scotland has more advanced DNA processing than England & Wales – as a consequence the Scottish DNA DB is a better tool than the UK National DNA DB at this time. Further work was requested on the further management of DNA in Scotland given the current Scottish DNA DB is in need of investment. A paper setting out the current position in relation to the Scottish DNA DB and National DNA DB was requested for presentation to the next Forensic Services Committee before being reviewed by the SPA Board.
8. The Committee meeting then moved into the closed session and received an update on the draft Capital, Revenue and Change budget for 2020/21, Drug Driving Service, Strategic Risk and significant Operational Risks, Morbid Toxicology Services, the Digital Forensics Working Group and Forensic Services Leadership and Remuneration - update to Members only.

The Committee made the following decisions:

- As part of the Forensic Services budget paper Members supported;
  - Scene Examination Accreditation to the ISO standard 17020
  - Short term external support for Drug Driving delivery in 2020
  - Overtime budget

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- To review the output of the Police Scotland Drugs Strategy Board
- To start the review of the future of the Scottish DNA DB.

The Committee noted:

- The quarterly Performance Report
- The HMICS recommendations progress report
- FS 2026 Update
- Drugs Analysis paper
- Progress on Forensic Services service level agreement work
- Biometrics Commissioner Bill briefing
- Drug Driving Update
- The Committee Work Plan
- Draft Capital, Revenue and Change budget
- Strategic Risk Register
- Morbid Toxicology Service Update Report
- Digital Forensics Working Group update
- Drug Driving service
- Forensic Services Leadership and Remuneration (update to members only)

**Chair's report from the Resources Committee  
Chair – Elaine Wilkinson**

**Meeting held on 06 February 2020**

The Committee considered a number of people and finance matters and the following summarises key highlights.

**ACTION LOG – People and Development Issues**

1. Members reviewed the Committee Action Log. The action log highlighted a request to report on the progress against the People Strategy. The report which was submitted to the committee was assessed as not being fit for purpose. Members expressed disappointment as this was the third time this request had been made by the Committee with absolute clarity on what was expected. The action will be revisited by Police Scotland at a senior level, to develop a revised report to be brought back to the Committee which explicitly reports against the commitments made in the People Strategy rather than a narrative which reflects activities conducted or not conducted and focuses on the delivery of the impacts intended in the People Strategy and any associated risks. The Committee heard that the intended wellbeing report had not been completed on time due to the Q3 data being unavailable and this would prevent subsequent reporting to the Board until after the next Resources Committee.

**RESOURCE PLANNING**

2. Members reviewed the Financial Monitoring Report Q3 presented by the Police Scotland Finance Team, which highlighted variances against the planned budget in terms of health and safety spending, and an uplift in public order spending, owing to an increase in the public order capacity within Police Scotland. This uplift had been approved in the light of operational risk and also an anticipation of additional external funding through events. Members requested additional detail on the ICT spending profile which was less than planned due to savings and slippage in the delivery of programmes. It was noted that this contributed to the achievement of the central cost challenge. Members highlighted considerable overspends on a series on non-pay elements and asked for further assurance that there were controls in place for these issues. Finance colleagues noted that the initial budget contained an element of risk based on unknown elements when the budget was set.

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3. Referring to staff costs Members noted that planned staff savings had not been delivered as the vacancy rate was lower than expected and this would be addressed in next year's budget.  
Transport overspend was identified as being linked to the revision in the delivery timeline of the Telematics Programme. The link of this programme to the Fleet Strategy was noted as the information from telematics feeds into the planning for the electrification of the fleet. The profiled Time Off in Lieu (TOIL) and Annual Leave for staff was highlighted as being managed actively.
4. On capital spend it was reported that there had been a substantial increase in spend through the year when compared to last year. Despite this there is still a considerable capital spend which will need to be progressed in the remainder of the financial year. The spend profile will be reviewed again for next year to pursue further improvement.
5. Reform spending on transformation resource was noted as being behind plan but very likely to be pulled back on track by the end of the financial year.  
Members asked about the challenges with procurement and homed in on the impact of delayed procurement activity on the ability to spend within the current financial year. PS gave assurance that all spend would be compliant with regulations and that the procurement activity still to be completed was within the work plan.
6. On the delivery of mobility savings, members asked for detail on the savings profile as their understanding had been that the planned contract spend aligned with the budget. The committee noted that 10,000 mobility handsets would be in use by the end of the year.
7. It was noted that the Commercial Excellence programme was coming to an end having completed the formal work to review contracts and that the knowledge transferred was now being embedded in business as usual contracting practice.
8. Members discussed the support given to Forensics Services from PS to enhance FS contracting.
9. Members highlighted that the financial dashboard did not include cash flow or holdings. Assurance was given that arrangements had been put in place with Scottish Government to enable the deficit to be covered in terms of cash flow at the end of the financial year.
10. The issue of funding of the ULEV fleet was discussed and members noted that a small amount of the current fleet budget was being

supplemented by Transport Scotland in order to move ahead with the increasing use of electric vehicles.

11. The Committee Chair thanked PS for their reporting which enabled a clear understanding of the risks, issues and options with the SPA budget.

### **SPENDING REVIEW**

12. The Committee received a high level briefing on the preparations and inputs to the Spending Review 2020. The paper did not include any information which had not been previously shared with members. The options to move forward were highlighted as an increase in funding or a reduction in the cost base.

### **BREXIT**

13. Members noted a paper which summarised the Brexit Resource Implications and the PS intention to retain the Force reserve as a contribution to operational policing resilience. In terms of the spend in this year it was noted that £17M which would be funded but this excluded the opportunity cost to Police Scotland of the officers and staff aligned to the operational planning to support Brexit. It was noted that the recovery of opportunity cost associated with COP26 was also not included and that these costs were already significant and increasing and that would have an effect on the overall impact of hosting COP26 particularly with reference to the delivery of change out with business as usual.  
Members discussed the ability to release officers back into local policing in the context of the future of the Force Reserve. Members enquired about the scope of the forthcoming review of the Force Reserve and what possible implications this would have on future finances and the wellbeing of front line staff.

### **COP26**

14. Members considered a paper on the high level COP26 Resource Implications which highlighted that there should be no financial detriment to policing in Scotland, however although opportunity costs would be collated these would not be recoverable. The links between operational inputs to the financial model were highlighted as a key element in defining what the cost of COP26 would be. Members noted that Police Scotland are designing the operational inputs and estimates to the finance model which are then verified by the Metropolitan Police as an independent body.

Members advised that any agreement with HM Treasury should be clearly written down and assurance provided and noted that Police Scotland officer funding would only be for the weeks immediately before during and after the event and as such could not form the basis of recurring revenue funding.

## **STRATEGIC WORKFORCE PLANNING**

15. The Committee considered an update on the plan and progress made to develop the Strategic Workforce Plan. DCC Taylor noted the central importance of this piece of work and described the various assurance processes in place. Members were taken in detail through the stages of the development of the plan. It was noted that the risk assessment process to develop a heat map was delayed owing to ICT issues and business areas not meeting deadlines for returns. It was noted that this process was now complete and the next stage was the prioritised profiling of risks. This process would identify quick wins and regulatory compliance issues. The classification of risks through this process would provide a mechanism through which risks could be addressed immediately during development of the wider plan.

It was noted that business areas were taking forward planning using the NHS six stage model which was recognised by Audit Scotland as best practice. Local plans are being taken forward supported by centrally provided packs with multiple sources of data and other information which supports local areas during the planning phase. This phase will continue through March with a view to the central team reviewing all local plans through April using the Demand and Productivity Unit to support the workforce planning team.

Members heard of plans for approval and review through local and national mechanisms during May at Superintendent level. In June the approval and review process would move up to ACC and DCC level and then through a further scrutiny and aggregation processes.

It was highlighted that the work for corporate services would take a different methodology which would reflect the changes in flight or proposed through the transformation portfolio. Members challenged whether this process would be carried out in the operational areas as well to reflect changes delivered through mobility, CAM and other operational policing change programmes and were assured that this was the case.

A first draft is expected in September with approval by the end of November.

16. Members asked for assurance over the SPA role in governance. It was proposed that there would be a draft in May based on police officer work to date which would be available for review by the Resources Committee.

The Committee enquired about the timeframe of the risk assessments which were part of the foundation of the plan and asked whether these risks were projected across the three year period and beyond. Members were assured that the SWP would remain flexible to changing strategic risks and other environmental drivers.

17. Members expressed concern that the process did not reflect the known strategic changes such as cyber crime and the other changes reflected in the Strategic Police Plan. It was stated that the templates being used by local planners would support a focus on the Strategic Police Plan and the Target Operating Model. The Committee also discussed the state of the demand profile within the DPU which was informing this work and highlighted that this data needed to reflect the changing demand up and down rather than focusing primarily on the areas where demand is increasing, in order to have a full and accurate picture. Members also advised on the need for moderation of the bottom up requirements played into the model as there was likely to be an inflationary effect.
18. The need to follow through on the intention to coordinate the bottom up and the top down approaches was agreed as key to developing a successful product and that the building of a supporting internal architecture would provide sustainability and an organisation wide expertise in workforce planning.
19. Members requested more information on the process for engagement and consultation with the trade unions and staff associations. A process for expert engagement and information sharing was outlined to members.

Members focussed on the need to have robust prioritisation in place in order to develop a plan which could be delivered within the forecast financial envelope and assurance was given in relation to the challenge to each identified risk and the method of mitigation proposed where this involved additional call on resource.

20. In closing the Committee Chair again highlighted the importance of this work and that no further slippage could be tolerated, and links to internal audit work that had been commissioned in support of developing the Strategic Workforce Plan.

## **TRANSFORMING CORPORATE SUPPORT SERVICES (TCSS)**

21. Members discussed two papers on the Police Scotland actions to address the internal audit recommendations, which would support a revised Full Business Case for TCSS being presented to the Committee.
22. Members noted the other pressures on resource across the transformation programme and the revised plan to investigate an alternative model which would look for a different approach to focus on quick wins and burning platforms to maximise the gains and minimise the financial and other risks. The TCSS Programme Board had guided a review of the business case to reflect what had changed since the FBC was first drafted and work to be progressed to identify lower cost and risk methods to deliver the same impact and outcomes described in the FBC. This was described as looking at different ways of working or processes which could reprioritise the programme and develop delivery at lower cost. Part of this reprioritisation would see a revised phasing to focus on delivery in People and Development first where the need and risk are more immediate and the potential gains more easily accessed.
23. Members welcomed the revised approach which is more aligned to their understanding of what was to be produced when the work was first approved by the SPA Interim Chief Officer. This includes developing a number of smaller more focused projects against revised priorities, however members expressed continued concern about the use of external professional services without knowledge transfer which develops internal sustainable capacity and this was seen as a key learning point for Police Scotland. Members noted that the successful restructuring of the Finance Team was consistent with the Target Operating Model and was building on the stable platform of e-financials whereas the current HR system, SCOPE had more inherent risk which supported the prioritisation.
24. The Committee Chair highlighted inaccuracies in the comments made by HMICS detailed in the Police Scotland report where reference to a SPA approved TCSS IBC are not correct.

## **PROCUREMENT**

25. The Committee considered the draft Procurement Annual Report for recommendation to the SPA Board. Members were taken through the document at a high level and noted the rise in procurement workload and the positive change in information and the control environment

which had been delivered through the procurement improvement plan. The future plan for spending was noted as a work in progress which was continuing to be taken forward on a week by week basis.

Members noted the progress made in improving procurement processes and practices and advised investment to ensure that these improvements were built upon and then embedded in business as usual. Police Scotland noted continued pressures on resource however highlighted that a restructuring of the procurement team would mitigate risks.

Members took assurance from the progress made but highlighted that some of the data in the report could potentially raise questions which would be in the public interest in terms of the detailed spend and areas of identified risk. The Committee chair also highlighted the importance of articulating community benefit and environmental impact.

**Members agreed to recommend to the Board for approval.**

## **PEOPLE AND DEVELOPMENT**

26. Members reviewed and discussed a very detailed Health and Safety Report covering Q3. There was discussion on the level of detail which should be presented at the SPA Board with a view to providing a strategic summary with key messages. Members asked for consideration to be given to providing a report on linkages between areas where health and safety training had been provided and a reduction in incidents.

Members noted several areas where incidents had been reduced but also highlighted the rise in injuries to officers and noted that there was regional variation which should be investigated to see whether there was an underlying issue which could be addressed. Police Scotland described a coproduction approach being taken with academic partners to fully review the data available on officer injuries.

Members requested that the internal audit work being conducted in Health and Safety assurance is reported to the Committee in due course.

Members advised that Board level reporting should highlight areas of improvement, areas of concern and actions proposed to understand and address these issues.

## **PEOPLE DASHBOARD**

27. Members reviewed and discussed the People Management Information Dashboard Report for 2019-20 Q3. Highlights were the progress in male/female ratio which now stands at 60/40 but reflected on the level of BME officers still being 1%. Members heard of a recruitment plan for special constables. Police Scotland highlighted the rise in psychological absence which was being looked into with a view to creating specific actions to address.

## **COMMITTEE WORKPLAN**

28. Members noted the Committee work plan and asked for a future report on the demand data being used to inform various programmes.

## **BENEFITS REALISATION**

27. Members received a report on benefits realisation and capacity gains against the three categories of cashable, officer FTE and staff FTE gains. The report gave a three year forecast for benefits against planned forecast and actual delivered benefits.

Members discussed in detail the format of the benefits report and the presentation of the data. Police Scotland agreed to review the data for accuracy and review the presentation format and to submit a revised paper.

## **CONTRACTS AWARDS, LEASES AND PROCUREMENT**

28. Members considered a proposal for the award of a **contract for the Supply and Delivery of Liquid Fuel**. Members noted that this was a national contract which was being proposed as being contracted to the current supplier who was performing well. Assurances were given that the contract contained a number of elements beyond the service delivery which included environmental issues. Members asked whether the duration of the contract had an implication for the future move to ULEV vehicles. Members also noted the inclusion of cost avoidance through reducing the use of commercial fuel forecourts rather than bunkered fuels where Police Scotland carry a risk around storage and management.

**Members agreed to recommend to the Board for approval**

29. Members considered a proposal for the award of a **contract for Print Equipment and Web to Print**. This contract offered through competition via the Scottish procurement framework was noted as being a great improvement to the current contracting arrangement. Quality was the key criteria for assessing the award. Key additional benefits were noted regarding consumables and maintenance and also relocation of equipment costs. Together these would lead to considerable savings. The contract also facilitates better control of ordering processes.

Members noted the large variance in the cost of the bids but were assured the preferred bidder met all the required quality standards. Members asked for assurance that Police Scotland had an active programme in place for reducing the use of paper documents.

Members asked about the baseline calculation excluding in house machinery provision and assurance was given that this comment was around the availability of past data on printing volume.

#### **Members agreed to recommend to the Board for approval**

30. Members considered a proposal for the award of an extension to the **Contract for the Ground Lease** of the Treslaig Radio Mast. It was explained that this was a continuation of an existing arrangement which supported income generation.

#### **Members agreed to recommend to the Board for approval**

31. Members received an update on a decision that was made out of the normal governance approval process via the Committee for the **procurement of covert radio equipment** at a discount price which was approved by PS DCO and the SPA CEO. Members considered the decision and noted the information.

#### **CONTRACTING**

32. Members discussed a paper which summarised the Review of Contract Expenditure focusing on compliance and non-compliance of contract expenditure. The review had examined three years of activities and was now monitored through the procurement improvement programme which would lead to a further £20M of spend becoming compliant and this would represent a rate of over 85%. This work was expected to deliver in the next 12-18 months. Members noted the interfaces with finance colleagues and business areas as part of the overall procurement process.

Members agreed that this was an excellent piece of work and were very supportive of the increased compliance that has been delivered. The principles established are being applied across procurement including the procurement associated with COP26.

33. Members specifically discussed an emergent risk related to the payment of deposits for the booking of hotel accommodation for officers supporting COP26. It was agreed that SG would need to provide financial cover for this spend before Police Scotland could commit to any expenditure, noting that there is an urgent need to secure accommodation to stabilise the forecast cost profile.

Members noted that in considering this report the significant links to the ongoing work on the procurement improvement programme were key.

### **ESTATES**

34. Members considered a request to declare surplus to operational requirements properties at Lochgoilhead and Kames. Members noted that Lochgoilhead and Kames had not operated as police offices for a number of years and heard that local communities has not raised concerns. Members noted that the local council had requested the reinstatement of a local office presence in Lochgoilhead however this was not operationally justified.

### **Members agreed to recommend to the Board for approval**

35. Members considered a proposal to relocate operations at the Alloa Police Station to the Clackmannanshire Council Buildings at Kilncraigs, Alloa. The relocation project has been subject to joint working since 2017 and would see the local population of 51000 people served from a collocated partnership hub which would focus on prevention and early intervention. Clackmannanshire Council have already approved this collocation via their governance processes.

The preferred option requires capital investment but gives a capital receipt and an ongoing revenue cost saving. The agreement provides a rent free arrangement for Police Scotland with only a share of running costs being payable.

Members noted that the capital investment was significantly more than the capital receipt but this would be recovered through revenue savings in time.

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Members acknowledged and agreed in principle that this was in accordance with the Estates Strategy but expressed concern that the investment was in a council owned facility and that this should be considered on the understanding that the capital costs would need to be considered as part of the prioritisation of Police Scotland capital budget.

### **Members agreed to recommend to the Board for approval subject to the identification of a funding stream**

36. Members considered a proposal for the relocation of Lesmahagow Police Station operations to the SFRS Fire Station at Lesmahagow. This development has been in progress for some time and would see the two police officers based in the current station provided office space within an area of the fire station which is no longer in use. There are a range of financial and non-financial benefits. The capital investment is being funded from estates business as usual capital.

### **Members agreed to recommend to the Board for approval**

37. Members considered a proposal for a Community Assets Transfer Request for Moffat Police Station to be transferred to Moffatt Town Hall Redevelopment Trust in order to deliver community services. The existing two Police officers operating from the station would continue to be required to use the building as an operational policing base.

Members discussed a proposal to transfer the building at zero cost to the trust, along with an option to offer at the market value with a discount. Other options discussed were leasing arrangements whilst retaining ownership of the facility.

### **Members agreed to not recommend the transfer at zero cost and requested further options to be reviewed.**

## **WELLBEING**

38. Members were provided with a detailed briefing on the range of various initiatives and activities that make up the current Wellbeing programme. Members also received an update on progress to agree the timing and content of a staff survey across the policing workforce. Options being considered include surveys in April or May of 2020 or to delay the survey until 2021.

Members were briefed that the Duxbury Change Readiness Survey in 2018 had been funded by the Scottish Police Federation (SPF) and

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also heard that there were follow up surveys which were intended to look at the impact of the Mobility Programme in 2019.

Members advised to consider these matters within the context of staff wellbeing and the improvement of wellbeing for all staff groups and were supportive of conducting the planned survey as soon as possible in order to demonstrate the Chief Constable's and SPA commitment to staff wellbeing.

39. As part of a wider discussion on wellbeing members heard of work in relation to recent suicides in the service and members were assured of the seriousness with which these issues are dealt and the sensitivities of these matters. Ongoing work to identify high risk individuals, organisational factors and other considerations which shape the actions to take early intervention action, was described as a priority to support staff and officers.
40. Members discussed the reporting to the SPA Board in February on wellbeing and agreed that the focus should be on recognising current wellbeing challenges and risks and proposals for future work in this area.

### **SPRM**

The Committee received a report on the SPRM programme and the delivery against the project milestones.

Members expressed real concern at the potential slippage in timescales and the transparency of reporting this to the Committee and the SPA Board.

41. The Committee noted that there was funding approved for 2019-20 and requested assurance that funding into 2020-21 would be secured. The PS CCFO gave assurance that this was incorporated into the 2020-21 budget planning.

### **EVENTS CHARGING RATES**

42. Members considered a paper regarding setting the Charging for Events and Other Services rates for 2020/21. It was noted that this piece of work was part of a wider work stream which had been underway for some time and that the full programme would take considerable consultation and would likely be implemented from 2021-22.

**The specific formula for application in 2020-21 was agreed by members for recommendation to the Board for approval.**

### **EXTERNALLY FUNDED OFFICERS**

43. Members received a briefing on further detailed work to develop a revised policy for Externally Funded Officers which was underpinned by a robust data collection and data quality process. The update highlighted the number of arrangements which no longer have an up to date agreement and provides a process to resolve this shortfall.

Police Scotland expressed an ambition to develop a clear and consistent model for costing externally funded services which reflects actual costs and is transparent to all parties.

### **Members agreed to recommend to the Board for approval**

### **SPENDING REVIEW**

44. Members received a short briefing on the formal submission to the SG Spending Review 2020 which had already been given to members at the Board Development Day on 16 February 2020. savings profiles over the next 5 years which demonstrate a growing deficit. The paper described scenarios in terms of funding increases and workforce reductions to deliver a sustainable finance position over the next 5 years.
45. It was agreed that there had been a great deal of excellent work in this area and that it had enabled the SPA and Police Scotland to present a joint view of the financial challenges and options available.
46. On the subject of capital allocations for the next 5 years there was collective disappointment that the SG Infrastructure programme had not been informed by SG Police Division of Police Scotland capital requirements such as the Fleet Strategy which would make a major contribution to wider SG capital priorities and SG climate change ambitions.

### **2020-21 BUDGET**

Police Scotland finance staff gave a briefing on the implications of the 2020/2021 SPA budget setting process and the forecast deficit.

### **It was agreed that an updated paper with the revised numbers form the budget announcement would be taken to the Board.**

47. Members expressed their strongest appreciation to the Police Scotland Finance Team for their work on the budget.

## **BENEFITS REPORTING AND RESOURCE ALLOCATION**

48. In order to support a wider discussion on resource allocation and the management of benefits emerging from transformational change, DCO Page gave a summary of the definitions and calculation methodologies to be used through the presentation of capacity, productivity and cashable benefit realisation.
49. Members discussed the benefits description from a number of change programmes and discussed the impact of the capacity or productivity gains. It was noted these benefits are taken through a process to be assessed at an organisational level at Change Board where proposals for resource reallocation are considered.

Members focused on the key input of the accurate description of demand and the interpretation of that against the policing priorities in developing the strategic workforce plan to deliver the target operating model.

50. Members asked for assurance that this process would be delivered in a robust and timely fashion so that there was a clear articulation of the benefits of the change portfolio and investment, made through business cases approved by the SPA, prior to any reallocation of the released capacity in order to demonstrate best value for investment.

In summary it was agreed that this was a very complicated task but was a task that was central to the articulation of a modern effective and efficient police service.