SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 4.2

Meeting	**Audit, Risk and Assurance Committee**
Date	**2 August 2023**
Location	**Video Conference**
Title of Paper	**Police Scotland Best Value Progress Update**
Presented By	**Alasdair Corfield, Head of Best Value**
Recommendation to Members	**For Discussion**
Appendix Attached	**Yes** **Appendix A - Best Value Progress Update**

PURPOSE

To provide an update to members on the development of the Best Value function.

Members are invited to discuss the contents of this report.

1. EXECUTIVE SUMMARY

1.1 On 24 October 2022, approval was granted by Police Scotland Corporate Management and People Board and the Deputy Chief Officer to undertake a Best Value (BV) pilot. This was also discussed at SPA Audit, Risk and Assurance Committee on 17 January 2023.

1.2 The Procurement BV template was agreed to be the focus of this pilot and the work was subsequently started in February.

2. FURTHER DETAIL IN RELATION TO TOPIC

2.1 Much of the Procurement pilot review was undertaken with the Strategic Procurement team, however it is important to note that the remit was the wider procurement, purchasing and stores activities in Police Scotland.

2.2 The attached document at Appendix A outlines the pilot process, the learning points that have been gained, work done to ensure the programme will address the 7 Best Value themes set out by Scottish Government and the proposals to stand up the function that will undertake the work necessary over the coming months, to assure Best Value in Police Scotland.

2.3 The proposals include temporary and permanent recruitment, development of training modules, and other preparatory work including the establishment of a plan to set out the prioritisation of reviews (similar to an internal audit plan).

3. FINANCIAL IMPLICATIONS

3.1 There are no immediate financial implications in this report. This paper does not commit to additional cost, however there will be incremental costs associated with establishing a small team of c5 FTEs to undertake Best Value work. In the short term, resources are gratefully provided on a temporary (loan) basis at no incremental cost (i.e. costs covered by parent department). Prior to commitment to any new costs, the appropriate approvals will be sought.

4. PERSONNEL IMPLICATIONS

4.1 There are no immediate personnel implications in this report. As above, approval will be sought as necessary, prior to any recruitment exercise and only following approval of budget.

5. LEGAL IMPLICATIONS

5.1 There are legal implications in this report associated with the Chief Constable's statutory duty to make arrangements to secure Best Value for the Police Service.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this report.

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BEST VALUE

Progress update

Alasdair Corfield

1 August 2023

Procurement Best Value Pilot

Scope of work: evaluation of “procurement” encompassing all strategic procurement, logistics, stores, supply chain management, purchasing processes and the related activities in Police Scotland. It did not focus purely on the Strategic Procurement Team.

Initiation

Introductory email setting out expectations and requirements.

Meeting held with SMT to understand procurement journey and operational changes made over the last 3 years.

Feb 23

Self assessment

Procurement team completed the self-assessment toolkit evaluation and compiled an evidence bank which was uploaded to SharePoint.

Feb - Jun 23

Review

Deep dive desktop review of evaluation and evidence completed by BV team. Additional inputs sought from Purchasing, Operations and Logistics and Shared Services teams to further assess the holistic organisational position.

Apr - Jun 23

Recommendations

Review findings shared with Head of Strategic procurement for consultation and response.

Final outcome report compiled.

Learnings impacted

Next steps for wider roll out

Jun 23

Lessons learned - Initiation

Additional Actions	Benefits/Impacts
• Introduce a commissioning note for clients / BVRO	This note clearly sets out: - What are we doing? - Why are we doing it? - What are we looking for? - What does BV mean?
• Accountability for toolkit sits with a designated Best Value Responsible Owner (BVRO)	- Ensure accountability & leadership - Organisational input for all relevant areas invited to contribute - Responsible for reviewing recommendations and outputs of report to then prepare actions for improvement
• Workshop training – 'What is best value?'	- Validation of best value toolkit and tailoring as appropriate to ensure contemporaneous, complete and relevant - Set expectations for evaluation process itself and evidence requirements - Increase understanding of long term commitment and obligations that need to be maintained through delivery and recommendations/outcomes post review
• Functional introductions	- Early engagement with functional areas to understand operational context, specific objectives/drivers, and change/improvement culture in place. - Clearly identify all contributing areas / teams / colleagues
• Target performance levels	- Understand the aspirations of BVRO as to where they believe the organisation should sit against the evaluation criteria - Understand drivers behind that aspiration i.e. cost:benefit of achieving - Ability to challenge any misconceptions which contribute to status quo/accepted mindset

Lessons learned - Evaluation

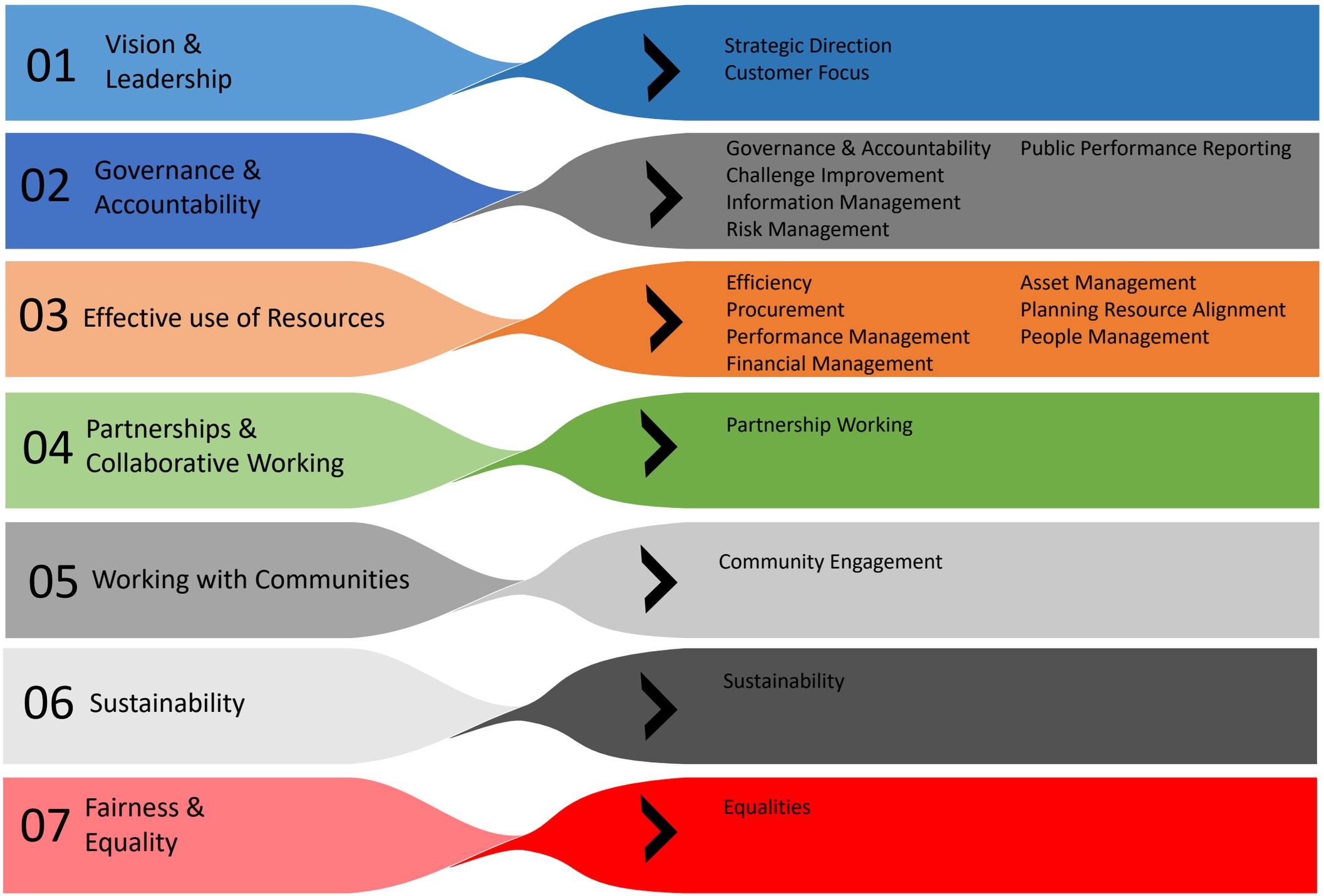
Additional Actions	Benefits/Impacts
• Template response document for collation of commentary in a word document (rather than Excel) supported by structured sharepoint site	- Facilitate simple and smooth contribution process
• Clear deadlines and timescales to be established	- Steady progress made while managing multiple toolkits - Minimise delays to support effective resource deployment
• Where functional toolkits involve more than one contributing department need clarity on who will be involved, lead contact points, evidence collection etc	- Clear roles and responsibilities - Clear task management and escalation routes
• Clearly identify toolkit reference documents and make them available to all respondents	- Improve the quality and accuracy of responses - Improved evidence base - Reduced delays
• Evidence should be provided with the toolkit response	- Assures relevance - There can be a significant time to gather documentation. - Need to set expectations which allow time for review.
• Increased interaction in development of evidence base	- More opportunity to challenge & improve evidence provided before finalisation - Allows team to take a coaching, not just evaluation role and as such add more value.
• BVRO should sign off on submission, and agree action plan for how/when they commit to implement recommendations	- Ensures accountability and drive for implementation of action plan for improvement in real time

Lessons learned – Organisational change

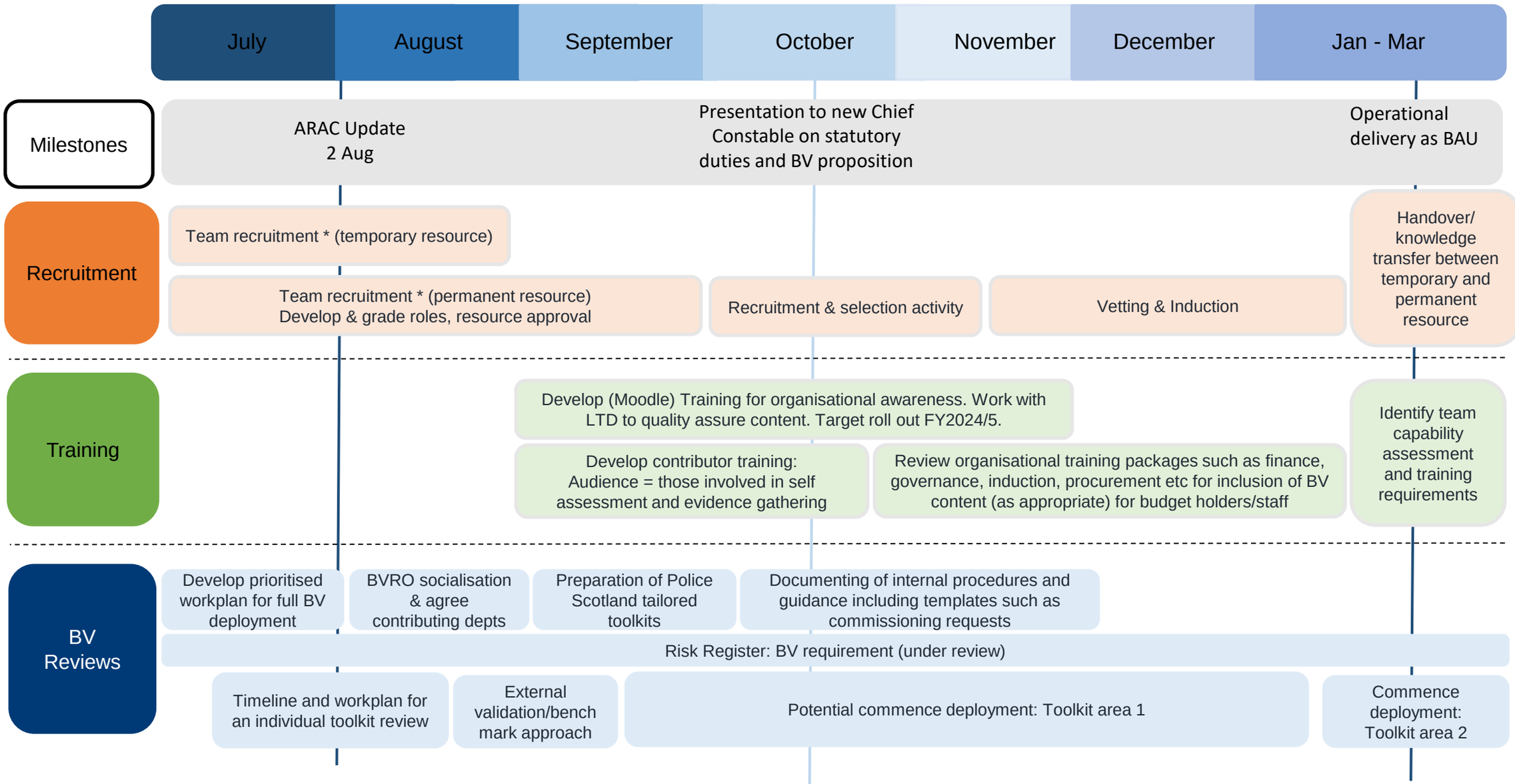
Additional Actions	Benefits/Impacts
• Identify opportunities to incorporate BV principles into existing processes and procedures e.g. finance and/or P2P training	- Increase awareness and sustainability of best value obligations for all staff/officers.
• Breakdown silos and departmental boundaries	- Enterprise wide approach is department agnostic - Toolkits evaluate our response on a subject/function not within a designated department - Need to foster a collegiate/holistic approach
• Identify clear links between abilities demonstrated in toolkits and the Best Value Themes	- Comprehensive understanding of strengths and weaknesses - Prioritise improvement plans and dedicate resource where needed, based on risk:reward

Evidentiary investigation of BV themes

There are 7 primary themes that must be addressed. We propose to use 18 toolkits in evaluating the organisational capabilities with respect to Best Value. Need to ensure that Police Scotland can evidence strengths across all primary themes:



Forward plan



* Recruitment subject to current budget prioritisation review

Priorities for delivery

Delivery of the forward plan is contingent upon the following:

- Approval of budget (Subject to the current review of budget prioritisation)
- Successful recruitment and training of team
- Commitment of BVROs across the organisation
- Commitment of key contributors in support of BVRO and BV objectives
- Development of PS BV training and familiarisation material
- Constructive engagement of officers/staff with BV reviews
- Buy-in to agreed improvement actions
- Focus on delivering and evidencing Best Value

Next steps

5

DELIVERY

Commence delivery and roll out of work plan across the organization as BAU activity

4

POLICE SCOTLAND CUSTOMISATION

Review and customization of toolkits for Police Scotland specific requirements. Preparation of templates to support roll out such as commissioning documents, training materials and response forms.

3

RECRUITMENT & SELECTION

Complete recruitment and selection of best value team in line with approved resource requirements.

2

RESOURCE REQUIREMENTS

Identify the target operating model and resource requirements to deliver the workplan effectively. Role Profiles, job evalution, resource approvals to be completed.

1

WORK PLAN

Finalise implementation plan for delivery of the remaining 17 tool kit evaluations across the organisation including timescales