

**RESOURCES COMMITTEE  
MINUTES OF THE MEETING HELD ON 28 FEBRUARY  
PF Office, 29 CHAMBERS STREET, EDINBURGH**

**Present:**

**Members**

John Logue	Deputy Crown Agent (Operational Support)(Chair)
Ian Walford	Deputy Chief Executive
Catriona Dalrymple	Procurator Fiscal (Local Court North and East Scotland) Non-Executive Director
John Cooper	Head of Business Management (Serious Casework)
Bill Comrie	Head of Management Accounting and Planning
Evelyn Aitken	Director of Support Services/HOBM
Graham Kerr	Finance and Procurement Director
Mark Howells	

**In attendance**

June Campbell	Secretariat
Steve Scott	Senior Consultant (Contracts and Process Review)

**Apologies**

None

**Welcome**

1. The Chair welcomed everyone to the meeting.

**Minutes from meetings held on 28 January**

2. The minutes were agreed.

**Actions**

3. Actions 1, 2, 4, 5, 7, 9 and 10 are ongoing or are scheduled for a future meeting.
4. Actions 3, 6 and 8 are closed.

**2018-19 Finance and Procurement Update**

5. The committee was asked to note the forecast position as at 31 January 2019. The forecast against budget shows a cash underspend and a capital overspend. The forecast includes the additional funding received from Scottish Government (SG) in the Autumn and Spring Budget Revisions and the assignment of the forecast underspend agreed at the previous Resources Committee (RC) meetings on 10 and 28 January 2019.

6. Finance and Human Resources are working to ensure that all additional posts are filled with new posts being allocated unique post numbers to assist with tracking.

7. COPFS has submitted the 2019-20 pay remit to SG. Once approved formal negotiations will take place with Trade Unions.

8. Procurement in COPFS has been subject to three independent external reviews recently; consistent outcome is that COPFS has robust governance, policies and procedures in place which are effective and efficient. The Chair expressed his appreciation in respect of the work undertaken to achieve this outcome.

9. For COPFS to achieve desired savings and benefits the Procurement Steering Board (PSB) made several recommendations including:

- Consolidate the progress to date rather than pursue Phase 2 of the Strategic Transformation project.
- Bring Off Contract Expenditure on contract where there is a clear case for doing so – a number of specific areas of expenditure have been highlighted as top priorities.
- Embedding of Contract Management good practice with focus on the specific contracts identified as requiring particular attention. Service User Leaders (SUL) development programme underway and creation of SUL Forum which will be held prior to the bi-monthly PSB meetings to allow SULs to report to the PSB.
- Additional resources will be needed in the CPT (estimated at a one off of 1.8 person years) and in the functions to allow SULs the time to deliver the above and therefore to secure savings.

10. The Non-Staff Expenditure Workshop on 14 March will provide an ideal opportunity for further discussion about how to embed better procurement and contract management across COPFS.

11. The committee **approved** the PSB recommendations.

## **Budget Update**

12. The Deputy Chief Executive (DCE) provided an update on budget planning for the 2019-20 financial year. It is envisaged that COPFS will reach peak staffing levels by summer 2019. Efficiency savings arising over the next few years should allow a gradual reduction in our staffing complement if the caseload remains more or less static. No decision will be made on whether and when to reduce staffing levels until the analysis of potential additional demands on and savings of staff time over the next few years has been completed

13. The Financial and Workforce Planning strategies will be updated with a range of scenarios from 2020-21 onwards and will form the basis for discussions with SG.

14. Next steps:

Releasable under the Freedom of Information (Scotland) act 2002 after the next meeting

- 2019-20 budget proposals will be submitted to Executive Board in the next few weeks.
- Function heads will provide the analysis of potential additional demands on and savings of staff time over the next few years by mid-May.

### **Expansion Planning**

15. Appointments have been made to one hundred of the new posts. The balance should be in post by late summer 2019, subject to ongoing progress with recruitment.

16. A summary of the recruitment position, promotions and transfers between Local Court and Serious Casework Group will be circulated fortnightly to the Workforce Planning Group, Senior Executive Team and Resources Committee.

### **Pathology and Mortuary Update**

17. Senior Consultant (Contracts and Process Review) provided an update in respect of forensic and non forensic pathology & mortuary provision. Phase 1 of project (Revised Interim Contracts) is on target.

18. Phase 2 (Future Service Delivery) - Options Appraisal report has been delayed but will be submitted to the Executive Board at their meeting on 12 March.

The committee **noted** the Project Board's direction of travel.

### **Overtime Update**

19. Finance provided an update on the 2018-19 forecast position for overtime as well as options for the 2019/20 budget.

20. The Resources Committee requested updates every quarter to monitor and track spend.

21. The committee **agreed** that overtime budgets will remain devolved to the functions to allow the Heads of Business Management flexibility to manage staff absences along with delivering outcomes, and that additional provision should be made in 2019-20.

### **Human Resources Update**

22. Human Resources provided a high level summary in respect of Staffing, Absence, Recruitment, Exit Interviews and the Annual Leave carryover survey. Main highlights;

- Workforce has increased as the recruitment programme continues with the majority of new entrants filling Band B and Procurator Fiscal Depute posts.
- On average eight to nine employees leave COPFS organisation each month; the main reasons are resignations, retirement and transfers to other government departments.

- A new exit questionnaire has been developed which can be completed anonymously on-line. This change is to be highlighted in a news article on PFEye and a link added to corporate apps.

### **Estates/Strategy Delivery Update**

23. To date the Estates Strategy action plan has capitalised on reducing the size of the COPFS estate and implementing opportunities to use the remaining estate more efficiently. In 2019-20 the Estates action plan will concentrate mainly on maintenance of buildings and flexibility/best use of office space with two further offices undergoing a change in location.

24. The application to install secondary glazing at the front of the Crown Office building has been refused by the council. Refurbishment of current windows/frames is being considered. The cost of the Crown Office being able to control its own heating is also under review.

25. Additional space and workstations is being considered in respect of new staff in relevant offices; new desks are on order and conversion of existing space is underway.

26. Estates will produce an end of financial year report for the April RC in respect of sustainability targets and KPI performance with quarterly reports thereafter.

27. The DCE said that delivery of the initial Estates strategy has produced very significant savings for COPFS, but that now is the right time to develop the next phase of the strategy taking into account future digital plans and the review of future ways of working. This work will be led by the Director of Support Services and he and his team will consult closely with staff in all Functions and Trade Unions on the strategy itself and the governance to be put in place to implement it.

28. The Estates Project Board, led by Local Court, has played an important part in leading implementation of the estates strategy over the last 3 years. The DCA-Local Court has decided that the Board will now be wound up and its residual actions transferred to alternative governance.

29. The Resources Committee endorsed the decision (HOBM Serious Casework dissenting) to close the Estates Project Board and transfer its residual actions to alternative governance and noted concerns that there would need to be careful management of the transitional arrangements to ensure that the success of the Estates Project Board in securing local buy-in and effective communication with staff is replicated and enhanced in the two planned office moves and the implementation of the new estates strategy. These would be issues to be taken forward by Operational Support and the Estates Project Board in developing the new arrangements and closing the Project Board in an appropriate manner.

### **Corporate Risk Register Update**

30. The Risk Management Group (RMG) representative provided an update in respect of the current Corporate Risk Register, the Internal Audit (IAD) Report in respect of COPFS Risk Management Arrangements and a summary of the main points from the RMG meeting held on 16 January.

31. The IAD report provided a positive assessment of COPFS risk management arrangements across the organisation.

32. A Corporate Resilience Group has been set up to consider potential implications of Brexit.

33. The committee **agreed** that the Corporate Risk Register reflects the potential risks of the organisation.

### **Other Business**

34. The Chair thanked everyone for their contribution to the meeting.

**Date of next meeting 26 March 2019**