

OFFICIAL



SCOTTISH POLICE
AUTHORITY
ÙGH DARRAS POILIS NA H-ALBA

SPA Resources Committee

Rolling Action Log

Action No	Action	Action Owner	Status	Expected Date of Completion	Update/Comments
MEETING HELD 18 DECEMBER 2024					
RES-20241218-001	Budget management: Opportunity to be arranged to give Members understanding of the established processes and controls to ensure robust budget management and to provide assurance in respect of how budget holders are held to account for delivery.	Deborah Christie, Governance Support Officer	OPEN	17 June 2025	18/12: To be considered as part of the planning for the committee development day which will take place Q1 2025/26. PROPOSE ONGOING
MEETING HELD 19 NOVEMBER 2024					
RES-20241119-001	Transformational Benefits Reporting: Workshop session to be arranged so that Members can understand the approach and share feedback with PS colleagues so that final product meets with Committee expectations in terms of what is required as highlighted in action RES-20240813-001.	Deborah Christie, Governance Support Officer	OPEN	13 February 2024	03/12: Session planned for 16 January 2025. Action to be closed following session. 30/01: A session took place in January where there was exploration of challenges being faced by the organisation and the ability to tell the whole story of 'value adding activity' beyond the simple narrative of efficiency/cashable benefits. Also discussed was the current inability to clearly communicate how benefits

OFFICIAL

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Update/Comments
					are reinvested, managed and how they support decision making. Members are now sighted on what will change and the anticipated timelines for these changes to be reported to the Authority. Members have assurance there is commitment from Police Scotland to work closely with SPA colleagues to develop future committee reports in this regard. PROPOSE TO CLOSE
RES-20241119-003	Transformational Benefits: Committee to consider a paper on the approach to identification of and management of cashable and non-cashable savings.	Chief Digital & Information Officer Andrew Hendry	OPEN	13 February 2025	06/02: Briefing note circulated. This will be published with papers for the Feb RC. PROPOSE TO CLOSE
RES-20241119-004	Change Portfolio Oversight: Update to be provided to Committee on Local Policing Service Delivery Review	DCC Jane Connors, Deputy Chief Constable – Local Policing	OPEN	13 February 2025	06/02: Briefing note circulated. This will be published with papers for the Feb RC. PROPOSE TO CLOSE.
MEETING HELD 13 AUGUST 2024					
RES-20240813-001	Benefits Reporting: - SPA and PS to continue to work collaboratively to ensure future benefits reporting meets Committee expectations. Evidence is required that benefits are being centrally managed and that data is being used to inform decision making.	Chief Digital & Information Officer Andrew Hendry/ John McNellis/ Scott Ross	ON GOING	19 November 2024 18 December 2024	This action seeks to consolidate and bring focus to Committee information requests and to ensure a clear, shared understanding of what Members expect to see going forward. 11/11: Police Scotland will propose a revised approach to value management (benefits and outcomes) that will enable the organisation to

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Update/Comments
	- Narrative required which will articulate what impacts and outcomes have successfully been delivered to citizens of Scotland as well as officers and staff, this also to include reporting over a longer time period than the current 3-year reporting timeframe.				<p>enhance its ability to manage and report on performance relating to the introduction of change at the SPA Resources Committee in November.</p> <p>Authority has been given to pilot to refine the approach and this work is being scoped and prepared for delivery. There are time, resource and data implications associated with the proposal which is why it is vital to test to ensure our ability to scale.</p> <p>19/11: Workshop required to ensure that the proposed reporting will meet Committee expectations in respect of benefits reporting (as per original action)</p> <p>09/12: Session planned for 16 January 2025</p> <p>30/12: Action update as per above at RES-20241119-001</p> <p>PROPOSE TO CLOSE.</p>
RES-20240813-003	Benefits Validation: Assurance is required that the remaining cashable and non-cashable benefits for 2023/24 will be validated and a timeline for this.	Chief Digital & Information Officer Andrew Hendry	ON GOING	13 March 2025	<p>8/11: A process is in place to validate cashable benefits via Finance, with non-cashable validated through the benefit owners, PMO leading on the validation activity. Expectation is that will be closed out by March 2025.</p> <p>19/11: this action should remain ongoing until March 2025 (see action RES-20241911-001)</p> <p>06/02: Briefing note circulated. This will be published with papers for the Feb RC.</p> <p>PROPOSE TO CLOSE.</p>

End.



BRIEFING PAPER FOR INFORMATION OF SCOTTISH POLICE AUTHORITY

FOR INFORMATION	
For Publication	Yes
Date Created	28.01.25
Author / Approved by	C Moffat / CS C Trickett
Attachments: No	

BRIEFING PAPER ON ACTIONS RELATING TO BENEFITS MANAGEMENT

PURPOSE

The purpose of this paper is to provide SPA Resources Committee with an update on the following Benefits Management actions:

RES-20240813-001
RES-20240813-003
RES-20241911-003

BACKGROUND

The SPA Resources Committee has rightly focussed on the delivery of benefits arising from Transformational Change activities and in particular, seeking assurance around validation and reporting. More widely, the committee have also sought evidence of a better approach to PS ability to evidence the value derived from change activities and where PS can use outcomes of benefit to inform decision making and guide reinvestment.

FURTHER INFORMATION

RES-20240813-001 - Benefits Reporting.

PS briefed the committee on the introduction of a new approach to 'value management' at their offices on Thursday 16th January. DCC Connors, supported by CS Trickett and Mr C Moffat outlined the new proposals and work underway to bring forward the change in approach.

OFFICIAL

This new approach goes a long way to addressing the committee's concerns about reinvestment decisions, an ability to narrate the benefits to the people of Scotland and internal audiences and broaden the net of value management beyond the change portfolio into the business as usual (BaU) domain. A paper outlining the new approach was presented in support of the discussion.

Some time will be required to pilot the new approach with work underway across both change initiatives and BaU activity which will enable PS to understand both the resource and process implications prior to wider roll out.

PS propose that this action is closed.

RES-20240813-003 - Benefits Validation.

The committee requested that the remaining cashable and non-cashable benefits for 2023/24 will be validated and a timeline for this. The update on the outstanding validation activity is covered here:

- **NatNet** – the cashable actual £2.499m was validated by Finance for 2023/24 and reported in current Q3 (February) report. The £1.950m for 2024/25 should be validated shortly and we hope to include this in the Q4 report (May).
- **UCCP** – the benefits were re-sequenced and the Finance revised forecast was reported in Q2; then the Change Request was approved in Dec 24 and this was reflected in the Q3 report. The validation of the revised benefits of £501k for 23/24 and £735k for 2024/25 should be validated shortly and we hope to include these in the Q4 report too.
- **Office 365** – No benefit realisation due until 2025/26 as per the revised Finance forecast. The Change Request to re-baseline the benefits is due to come to Change Board in Apr 25, will be reflected in the FY 25/26 Q1 SPA RC Quarterly report.
- **Leadership** –a Briefing Paper has been requested from the PM to re-baseline the benefits as per the revised Finance forecast. We expect the £31,615 for 2024/25 will be validated and included in the Q4 report.

PS propose that this action is closed.

RES-20241911-003 - Transformational Benefits

This action is supported by the approach outlined above in relation to action RES-20240813-001 - Benefits Reporting and PS propose that this action is closed.

CONCLUSION

There is significant work underway within PS to bring forward a new approach to value management. Reporting of cashable and efficiency benefits from transformational change initiatives shall continue and will be supplemented in due course by additional reporting on outcomes of benefits against our Vision 2030 and the 3 year business plan.

OFFICIAL