

**RESOURCES COMMITTEE  
16 DECEMBER 2021**

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**Minute of the Scottish Police Authority Resources Committee held  
on MS Teams on Tuesday 16<sup>th</sup> December 2021.**

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Participating Committee Members

Grant Macrae (Chair)  
Alasdair Hay (left after 2.2 and re-joined from 6.1)  
Katharina Kasper (joined meeting from item 2.2)  
Caroline Stuart

Other Attendees

Scottish Police Authority

Chris Brown, Acting Chief Executive (Resources)  
John McNellis, Head of Finance, Audit and Risk  
Scott Ross, Head of Change and Operational Scrutiny  
Deborah Christie, Governance Support Officer

Police Scotland

Ch Supt Gregg Banks, Police Scotland  
Peter Blair, Head of Strategic Workforce Planning  
Lynn Brown, Strategic Financial Planning and Budgeting Lead  
James Gray, Chief Financial Officer  
Andrew Hendry, Chief Digital & Information Officer  
Brian Kyle, Interim Procurement Consultant  
DCO David Page, Deputy Chief Officer  
Michael Steele, Business Investment Lead

Other Attendees

Avril Davidson, Scottish Government  
Charlie Fisher, HMICS

**1.1 Welcome and Apologies**

Grant Macrae welcomed everyone to the MS Teams meeting which would be live-cast to the SPA Website for all items taken in public. Colleagues from HMICS and Scottish Government were welcomed to the call as observers.

Apologies were noted from ACC John Hawkins and Iain McKie.

**1.2 Declarations of Interest**

There were no declarations of interest.

### **1.3 Resources Committee Minute from meeting held on 11 November 2021- For Approval**

Members **AGREED** the Minute from the Resources Committee held on held on 11 November 2021 was an accurate record of the meeting.

### **1.4 Resources Committee Action Log Review**

Members noted the action log and the updates provided. It was agreed that RES-20210518-002 would remain ongoing and Members' information requirements would be clarified during the discussions for agenda item 2.2.

### **1.5 Decision on Taking Business in Private**

In accordance with paragraph 20 of the SPA Standing Orders, the Committee **AGREED** to consider items 3 - 6 on the agenda in private.

### **1.6 Committee Work Plan**

Members noted the workplan.

### **2.1 P7 Financial Monitoring Report – Lynn Brown**

Members considered the report which had been provide to give an update on the financial position of the SPA and Police Scotland for period 7 of the financial year 2021/22. During discussion and in addition to the written report the following points were raised and discussed;

- Members were provided with a summary of the key areas of revenue, capital and reform budgets as detailed in the report.
- In response to a question from Members regarding the very dynamic nature of the response to Covid, an assurance was provided that no funding issues are anticipated at present in respect of the current COVID-19 situation. Members welcomed an assurance that this area of the budget will continue to be monitored and any change in the budget circumstances will be reported to the Committee.
- The Committee considered some of the challenges being faced by the organisation in respect of external factors (supply chain) and internal factors (recruitment delays and capacity) and Members heard that the capital budget still was expected to be fully spent. Members noted the measures which have been taken to ensure delivery to budget and noted that a reallocation of budget between projects had taken place.
- Members were provided with an update on work to address the Ill Health Retiral case backlog. Short time measures have been identified but further work is required and the financial impacts of this will continue to be reported to the Resources Committee.

**Members noted the report.**

**2.2 Transformational Programme Benefits Tracking - Q2 Report – Andrew Hendry**

Members considered the report which sought to provide the Committee with an update in relation to the ongoing Benefits Management and tracking within the Police Scotland change Programme. During discussion and in addition to the written report the following points were raised and discussed;

- Chief Digital Information Officer Andrew Hendry provided Members with an overview of the paper which summarised ongoing benefits management and tracking across change programmes. Members reflected on what could be done to develop the report to move from a focus on FTE to a broader understanding of the improvements to the service as a result of changes and in particular, Members asked that Police Scotland consider how the wider benefits realised and invested can be explained as part of the annual report and accounts for 2021/22.
- An assurance was sought that appropriate checks were in place to ensure a robust approach to management of headcount and any changes to the budgeted headcount were subject to appropriate internal governance. It was confirmed that robust processes are in place to ensure tight control of changes to headcount.
- Members agreed to keep existing action RES-20210518-002 open and asked that work be done to develop the reporting to move from a focus on FTE to a broader understanding of the improvements to the service as a result of changes and in particular, Members asked that SPA/PS colleagues work together to consider how the wider benefits realised and invested can be explained can be measured against strategic priorities and outcomes.
- It was recognised the effort to improve the report would be significant however this was an important piece of work to improve the reporting to committee and to provide a way of telling the story of benefits delivery in a way that can be incorporated into the Annual Report. Members welcomed the intention to, where possible, make improvements to the next iteration of the committee report and a target date for a completely refreshed format would be seen from the start of 2022/23 financial year. (May 2023 RC).

**Members noted the report and noted the update to Action RES-20210518-002**

*The following items were taken in private.*