

RESOURCES COMMITTEE
08 FEBRUARY 2022

Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Tuesday 08th February 2021.

Participating Committee Members

Grant Macrae (Chair)
Alasdair Hay
Katharina Kasper
Caroline Stuart

Other Attendees

Scottish Police Authority

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

Police Scotland

Lynn Brown, Strategic Financial Planning and Budgeting Lead
Detective Chief Inspector Stuart Grainger
James Gray, Chief Financial Officer
Brian Hamilton, Employee Relations Manager
Andrew Hendry, Chief Digital and Information Officer
Yvonne Johnston, Estates Transformation and Portfolio Lead
Iain McKie, Head of Strategic Procurement
DCO David Page, Deputy Chief Officer
Michael Steele, Business Investment Lead

Other Attendees

Avril Davidson, Scottish Government
Jacqueline Farmer, Audit Scotland
Charlie Fisher, HMICS
Elaine Wilkinson, 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 considered in public. Colleagues from HMICS, Audit Scotland and Scottish Government were welcomed to the call as observers.

There were no apologies.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Resources Committee Minute from meeting held on 16 December 2021 2021- For Approval

Members **AGREED** the Minute from the Resources Committee held on held on 16 December 2021 was an accurate record of the meeting.

1.4 Resources Committee Action Log Review

Members noted the action log and the updates provided.

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.

2.1 Q3 Financial Monitoring Report – Lynn Brown

Members considered the report which had been submitted to provide the Committee with an update on the financial position of the SPA and Police Scotland for quarter three (nine months ending 31 December 2021) of the financial year 2021/22, as well as forecasting the full outturn to 31 March 2022. During discussion and in addition to the written report the following points were raised and discussed;

- The Committee was provided with a summary of the key areas of revenue, capital and reform budgets as detailed in the report.
- Members discussed in detail, the increase in net revenue expenditure caused by the estimated cost of untaken annual leave/rest days and received assurance that any additional funding needed from SG to cover this was highly likely to be agreed within the envelope of COVID-19 funding returned to SG before Omicron variant. Assurance was also provided that the balance of untaken leave was expected to reduce significantly by end of financial year and a return to the effective management of leave balances was expected post-pandemic. The Committee welcomed an update that plans were in place to ensure as many people get their time off and both Members and Police Scotland agreed officer and staff wellbeing was a priority matter.
- The Committee welcomed confirmation that the management of annual leave and TOIL balances was effective and robust across the organisation and, if the effects from both Covid and COP26 were stripped out, the budgeting in this area remains solid.
- In response to questions regarding what confidence there was that the full capital spend would take place before year end, the committee received assurances there are a number of levers available to accelerate capital spend to reach the full year budget should this be necessary and this continues to be very closely

managed. Members heard that there were no known issues with supply chains and this was also being closely monitored. The Committee recognised that a move to multi-year planning would allow capital to be spent more effectively and smoothly throughout a financial year.

- Members were updated that any underspend in reform money will be reallocated within the justice budget and this would be reported to a future committee.

Members noted the report.

2.2 Transformational Programme Benefits Tracking – Q3 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. It was highlighted that due to the time of year, there had been little movement since the last update to committee.
- Attendees discussed at length, the work being undertaken by Police Scotland colleagues to shift the emphasis of the benefits reporting so that there was a move towards evidencing the impact that transformational change is having on service delivery and welcomed the assurance that a number of new benefit categories were being built into the new template for business cases. Members stated the critical importance of these benefits being captured in all future business cases as this would provide the committee with the required assurances to be sought in respect of its oversight of change.
- Members welcomed the update there was effort being put into the testing and refinement of the new benefit modelling to ensure it captures a wider range of strategic measures than was currently reported. Members unanimously agreed they very much looked forward to the May transformational benefits update which, it was confirmed, would be presented in the new format.
- As previously discussed, the Committee agreed that the wider benefits realised and invested should be explained as part of the annual report and accounts for 2021/22. The Committee discussed that this should include highlighting the progress made on the journey to date.

- In response to a question about when the transformational activity would be part of BAU, it was confirmed that continuous improvement was part of the internal conversations that were taking place and that it would be at the heart of future programmes.
- Attendees agreed that Police Scotland and SPA colleagues should continue to work collaboratively to further develop the Benefits Report to ensure Members expectations were met when the refreshed reporting is brought to the May meeting.

Members noted the report.

*The following items were taken in private.
End.*

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