

**RESOURCES COMMITTEE
09 FEBRUARY 2021**

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Tuesday 09th February 2021.**

Participating Committee Members

Elaine Wilkinson (Chair)
Grant Macrae
Mary Pitcaithly
Caroline Stuart

Other Participants

Scottish Police Authority

Lynn Brown, Interim Chief Executive
Darren Patterson, Head of HR Governance
John McNellis, Head of Finance, Audit and Risk
Jackie Kydd, Workforce Governance Lead
John Maclean, Workforce Governance Lead
Deborah Christie, Governance Support Officer (Minute)

Police Scotland

DCO David Page, Deputy Chief Officer
ACC Judi Heaton, ACC Major Crime, Public Protection & Local Crime
James Gray, Chief Financial Officer
Lynn Brown, Budgeting Specialist
Jude Helliker, Director of P&D
James Bertram, Health and Safety Manager
Iain McKie, Interim Procurement Improvement Lead
Peter Blair, Head of Strategic Workforce Planning
Nicky Page, Head of ER and Reward
Ch Insp Jackie Dunbar
Gemma Douglas, Finance Business Partner

1.1 Welcome and Apologies

Elaine Wilkinson welcomed everyone to the meeting which was being held using MS Teams due to the current COVID19 restrictions, it was confirmed that meeting would be live-cast to the SPA Website for the public items.

Charlie Fisher, HMICS and Jacqueline Farmer, Audit Scotland 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 18 December 2020

Members **AGREED** the Minute from the Resources Committee held on 18 December 2020 was an accurate record of the meeting.

1.4 Resources Committee Action Log Review

Members noted the action log and noted 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 6 - 11 on the agenda in private.

1.6 Business considered by the committee via correspondence between meetings

There was no business considered since the last committee.

2.1 Q3 Financial Monitoring Report - James Gray

Members considered the report which provided an update on the financial position of the SPA and Police Scotland for quarter three (nine months ending 31 December 2020) of the financial year 2020/21, as well as forecasting the full outturn to 31 March 2021. In addition to the written report and during discussion the following points were raised and discussed;

- Members noted the updated revenue position which was mainly due to additional funding received from the Scottish Government (£8.2m) to compensate the Police Authority for the impact of COVID-19 and costs previously included in the Q2 forecast from accelerated recruitment for COP26 in March 2020 (£1.0m) now confirmed as funded by HM Government. The combined effect was noted as having reduced the forecast deficit to £36m, the original budgeted deficit.
- James Gray reported a high level of confidence in terms of deliverability as all the known risks have been managed through the year.
- Members noted the Capital budget position with a large amount of the capital budget remaining to be spent in the last quarter of the financial year. An assurance was provided by James Gray that the position continued to be closely monitored and managed and confidence was high that the required spend would take place. Members welcomed the assurance that a large number of committed

orders had been placed with suppliers and this had given increased confidence the capital spend would take place. Furthermore, the committee were updated that Business Cases had been completed, procurement exercises had taken place and contracts had been signed which added to the confidence levels that the forecast would be achieved.

- The Committee welcomed the intention to develop the approach across the organisation in future years to improve the financial planning across individual business areas and to drive a change in behaviours with regards to capital spend. It was noted that the future approach would be discussed at the upcoming Corporate Planning day to ensure all business areas were sighted on the plans to improve this area going forward and to begin to explore what options existed for different planning cycles across the organisation.
- Members heard the reform forecast was £2.5m under the budget position of £25.0m and this forecast underspend was mainly driven by lower than budgeted costs associated with SPRM appeals. It was further explained that the timing of the SPRM project had meant that the detailed financial impacts of appeals had only recently become clear but this in no way meant that reform money was not required and it was just an indication of how significant a part of the money had to be budgeted for the possible appeals outcomes. The Committee was updated that discussions had taken place with Scottish Government colleagues to explore options to roll this forward to 2021/22 rather than seeking to reallocate at the last minute. It was noted that no decision had been made at this stage in response to the question.
- Clarity was sought as to whether the current lockdown had placed any additional pressure or financial risks not included in the increased forecast and heard that notwithstanding any big changes between now and the end of the financial year, there was confidence that actions taken would allow the budget to be landed as forecast. James Gray confirmed that the financial impacts of Covid would continue to be monitored into the coming 2021/22 budget year and should it be necessary then bids for additional Covid consequential money would be made by Police Scotland.
- It was reported that the 2021/22 budget would clearly distinguish between BAU and Covid costs and it was agreed this would be a helpful distinction.
- Recognising James Gray's comments in respect of strong confidence levels that the capital spend will take place as forecast a question was asked about the reported budget deliverability amber risk rating. It was explained that the ongoing uncertainty linked to Covid and the impacts that may have on the supply chain had meant that the risk remained at amber. It was explained the risk

was not in respect of what actions had been taken by Police Scotland but to reflect the supply chain risks.

- The Committee Chair sought clarity on the significant underspends being forecast for TCSS and overspends for VR/VER. It was explained that the TCSS underspend was as a result of the anticipated resource not being required to complete the work but that the projects would still deliver as planned. James Gray explained that the costs included in the VR/VER Business Case did not include the additional costs of the added years element of VER and this had been included in the forecast. Members welcomed this explanation and it was agreed this should be separated in future iterations of the budget to ensure clear and transparent budgeting and reporting of costs associated with VR/VER. James Gray agreed to provide a briefing note to provide a clear explanation of the impacts of the compensated added years element of VER.
- The Committee Chair expressed disappointment that the TCSS project had not made full use of the allocated reform money and asked what process was in place to ensure rigour and control was in place around future bids for reform money. James Gray explained that work was underway to ensure budget planning future years would have a robust process is in place to allow flexible management of underspends and overspends to ensure budgets are maximised.
- James Gray responded to a question from the Committee Chair that he was confident any drift from this year's spend could be managed in the 2021/22 budget.

Members noted the report and agreed the following actions;

RES-20210209-001: Briefing note to be provided which gives Members an understanding of the impacts of the compensated added years element of VER and assurance to be provided that this will budgeted for and reported in a consistent and transparent way in future reports to Committee.

RES-20210209-002: Briefing note to be provided which gives the Committee assurances that a robust process is in place to manage underspends and overspends ensuring budgets are maximised.

3.1 SPRM Project (Verbal) Update – Nicky Page

Members considered a verbal update and the following key points were noted;

- The project remains on track with all but 1 appeal having been completed and effort was being made to ensure this outstanding appeal does not impact on the overall implementation.

- Comms plan is in place to ensure clear messaging to staff.
- Close partnership working with finance colleagues continues.
- Thanks were recorded for Trade Union Colleagues who had supported the project throughout.
- The financial details would be shared in the private session of the meeting.

Members noted the report.

Members agreed to consider item 3.2 as part of the overall discussions on the Q3 People Management Information Dashboard.

3.2 Modified Duties Short Life Working Group Update – Peter Blair

Members considered the report which sought to provide an update on the improvements in managing officers on modified duties to improve deployment options and also to signpost work under the Strategic Workforce Plan that will be undertaken in this area.

3.3 Q3 People Management Information Dashboard – Peter Blair

Members considered the report which sought to provide a strategic overview in relation to Q3 People Management Workforce data. In addition to the written report and during discussion the following points were raised and discussed;

- Members were provided with a high level summary of the report as reported in the Executive Summary.
- Members welcomed the clear reporting. The Committee Chair encouraged that future reports seek to identify, where applicable, planned outcomes, to allow impact of improvement activity towards the outcomes to be tracked over time.
- In response to a question about future plans for Special Constable and youth Volunteers it was confirmed that intakes were planned for Special Constable in the coming months and that Youth Volunteers data would be included in future reports.
- Recognising the impacts of Covid, the Committee explored the trends in terms of absence. It was reported that early analysis had been that during Covid short term absences had significantly reduced and that the types of absence had changed with, for example people with sore backs or minor respiratory illnesses being able to continue to work at home. The Committee agreed it would be helpful for the annual report to split absences by Covid and non Covid absence to allow oversight of any trends across the organisation year on year.
- The Committee noted that work was underway to explore what learning could be taken from the current working practices and how

opportunities from this could be incorporated across the organisation going forward.

- There was discussion in respect of the ageing demographic of the workforce and it was noted this was not an area of current concern for the organisation.
- Members agreed that modified duties continues to be an area of concern and interest for the committee and sought clarity on what was being done to address this issue and ensure the appropriate support is provided. Peter Blair explained that an exercise was currently under way to refresh the data and assured Members that this would result in greater confidence around the data robustness which would then inform the next steps.
- It was agreed that a report would be considered at a future People Committee which would provide assurances in respect of the work being done to identify posts suitable for modified duties and to give overview of the help and support being provided to those on modified duties.
- Recognising the impacts of Covid, the Committee noted the approach to manage annual leave and were assured that this was being actively managed and reported at a senior level internally. An assurance was provided there were no issues at present in this area.
- The Committee Chair commented the increased number of officers in corporate services roles and it was agreed that a report would be provided to a future committee which provided Members with an understanding of why the number of officers in corporate services posts had not reduced as had been the expectation.

Members noted the report and agreed the following actions;

RES-20210209-003: Briefing note to be provided which gives Members an understanding of the planned activity in relation to the Special Constable Intake and Youth Volunteering strategy.

RES-20210209-004: Annual dashboard report to split Covid related absence and non Covid related absence.

RES-20210209-005: Report to be brought back to Committee to provide assurances in respect of the work being done to identify posts suitable for modified duties and to give overview of the support being provided to those on modified duties.

RES-20210209-006: Report to be considered by Committee which explores why a growth in officers in corporate services roles has been seen.

4.1 Q3 Health & Safety Report – James Bertram

Members considered the report which had been submitted to provide a strategic overview in relation to Health & Safety within the Scottish Police Authority and Police Scotland. In addition to the written report and during discussion the following points were raised and discussed;

- Commenting that recent events had overtaken his report, the Health & Safety Manager, James Bertram provided Members with a verbal update to his submitted report. He reported that on Sunday 17 January two of our Road Policing Officers had taken ill after returning to the Road Policing Complex at Govan and at the time and carbon monoxide poisoning was suspected. The vehicle in question had been immediately impounded and inspected by a Police Scotland Vehicle Examiner with a fault in at least one fuel injector being quickly identified however it was not clear how any subsequent carbon monoxide could then enter the passenger compartment of the vehicle. It was clarified that the vehicle was an 18 plate BMW X5 with 80,000 miles on the clock and it's serviced every 4000 miles and it is a very well maintained vehicle. Members noted the incident has been reported to the Health and Safety Executive and heard that the investigation continues and BMW have already examined the vehicle and it has been requested that DVSA look at the vehicle which will be done as soon as restrictions allow. It was confirmed that the vehicle will be isolated until then. The Committee heard that it had been decided that, in order to keep officers safe, and mitigate the risk in this regard, carbon monoxide detection will be fitted in all of the petrol and diesel vehicles with steps being taken to procure the necessary kit and meantime Fleet are keeping a close eye on vehicles during routine servicing. Members heard that the officers were both still off work and still suffering some effects of the incident.
- On behalf of the Committee, the Chair extended their best wishes to those involved and welcomed the steps being taken to investigate and ensure actions are being taken to mitigate risks of a repeat of this type of incident going forward.
- The committee was provided with a summary of the recent visits by the Health & Safety Executive and a summary of the positive initial feedback was provided. An update was given that a letter of contravention has since been received following the visits and while this is not an enforcement action it is being treated very seriously with an action plan now in place to tackle issues identified.
- Members heard that in addition to existing regular communications reinforcing responsibilities, a new COVID Marshal Scheme will see a dedicated person in each building to ensure that standards are maintained.
- Clarity was sought on how learning was shared between divisions to drive improvement across the organisation. James Bertram

explained that matters were discussed and ideas and best practice shared on a weekly basis and this allowed a good exchange of view and learning to be shared. It was agreed that analysis of incident data by Division would provide opportunity to identifying areas for improvement.

- Assurances were provided that guidance and advice had been shared with staff who were working from home and at this time, no significant issues had been identified in terms of home working arrangements.
- Recognising the work already done and steps already taken to ensure safety is maintained during this time of Covid restrictions a question was asked if any key areas still needed addressed. James Bertram explained that there was a significant amount of work that was ongoing and this would continue with any budget that is identified as being required to ensure H&S has been provided. It was noted that the H&S teams were out inspecting with Trade Union and Staff Association colleagues to ensure any problems are addressed as quickly as they possibly can be.
- The Committee Chair asked for an update on what progress has been made towards introducing Lateral Flow testing for those who are not able to work from home. Jude Helliker updated the Committee that discussions had taken place with Scottish Government colleagues regarding access to Lateral Flow tests and priority access to vaccines and some proposals had been put forward to Scottish Government for consideration in their planning.
- Jude Helliker confirmed that a policy and clear guidelines had been developed for local commanders with regards to 'end of day' vaccinations. Members were assured that this was being treated as a priority area by colleagues.
- Clarity was sought on whether excluding Covid, the downward trend on RIDDORS had continued and it was confirmed that this was thought to be the case. It was agreed that this would be reported separately in future reports to show any trends.
- Seeking to understand expected deliverables from Your Safety Matters, Members were advised that initial focus had been on analysis of data not previously available and as soon as current work priorities allowed this would be further explored.
- The Committee Chair welcomed the immediate and robust action taken by James and his team to address the issues that had been raised.

Members noted the report and agreed the following action;

RES-20210209-007: Future reports to provide a split between Covid related RIDDORS and BAU RIDDORS to allow committee oversight of any trends.

4.2 Q3 Wellbeing Report – Ch Insp Jackie Dunbar

The paper had been submitted to provide an update on Q3 Wellbeing activities and to highlight next steps to continue to mainstream the wellbeing agenda. In addition to the written report and during discussion the following points were raised and discussed;

- Members were provided with an overview of the report by Ch Inspector Dunbar.
- Noting unavoidable cancellation of Mental Wellbeing training due to COVID, a question was asked on what plans were in place to catch up on this training given how important wellbeing is and would be in the coming months given the impacts from Covid. Members were advised that this was still a priority and interim measures have been put in place pending a wider rollout in the new financial year. Members were advised that future committee updates would provide insights from the introduction of the wellbeing app, 87%.
- The Committee requested that future committee reporting include an update on progress in delivering management actions in response to the recent Internal Audit of Wellbeing.
- Members acknowledged the level of activity being undertaken and that things are progressing well, despite the impact of COVID. Noting the importance of measuring impact of wellbeing initiatives, the development of a corresponding performance dashboard was welcomed.
- Members asked if the employee survey remained on track to launch in early March and were assured this was indeed the case.
- Members welcomed the improved reporting which was clear and provided the committee with significantly enhanced data than had been available in the past and provided welcome assurance to the committee that officer and staff wellbeing remained a priority for the organisation.

RES-20210209-008: Future committee reports to include summary of the progress made against original objectives resulting from the Wellbeing Audit.

5. Resources Committee Work Plan verbal update

Members were updated that the committee business would be split between the Resources Committee and the newly established People Committee and scheduled for the 2021/22 year. Colleagues were encouraged to provide any future agenda items via Strategic Engagement and SPA Board Services.

The following items were taken in private.

End.

**RESOURCES COMMITTEE
18 MARCH 2021**

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Thursday 18th March 2021.**

Participating Committee Members

Elaine Wilkinson (Chair)
Grant Macrae
Mary Pitcaithly
Caroline Stuart

Other Participants

Scottish Police Authority

Lynn Brown, Chief Executive
Darren Patterson, Head of Workforce Governance
John McNellis, Head of Finance, Audit and Risk
Jackie Kydd, Workforce Governance Lead
John Maclean, Workforce Governance Lead
Deborah Christie, Governance Support Officer (Minute)

Police Scotland

DCO David Page, Deputy Chief Officer
James Gray, Chief Financial Officer
Lynn Brown, Budgeting Specialist
Michael Steele, Business Investment Lead
Jude Helliker, Director of P&D
Iain McKie, Interim Procurement Improvement Lead
Nicky Page, Head of ER and Reward
Sharon Dalli, Pensions Manager
Chief Superintendent Louise Skelton
Yvonne Johnstone, Estates Transformation and Change Lead

Marie Swinney joined for item 9.1 and 9.2.

1.1 Welcome and Apologies

Elaine Wilkinson welcomed everyone to the meeting which was being held using MS Teams due to the current COVID19 restrictions, it was confirmed that meeting would be live-cast to the SPA Website for the public items.

Authority Member Jane Ryder, Charlie Fisher, HMICS, Jacqueline Farmer, Audit Scotland and Avril Davidson 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 09 February 2021

Members **AGREED** the Minute from the Resources Committee held on 09 February 2021 was an accurate record of the meeting.

1.4 Resources Committee Action Log Review

Members noted the action log and the updates provided. The following was also agreed;

In respect of action 20201218-003 to ensure sight is not lost when the action is closed, Members agreed that the Resources Committee workplan should have a standing item every 6 months of "Resource Allocation - changes to allocation model as a result of capacity/efficiency generation and response to improved demand data".

Members noted the action log and noted 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 5 - 12 on the agenda in private.

1.6 Business considered by the committee via correspondence between meetings

There was no business considered since the last committee.

2.1 Financial Monitoring Report P10 - James Gray/ Michael Steele

Members considered the report which provided an update on the financial position of the SPA and Police Scotland for period 10 (year to 31 January 2021) of the financial year 2020/21. In addition to the written report and during discussion the following points were raised and discussed;

- Members heard that there had been significant activity since the P10 Report had been submitted.
- The Scottish Government and Accountable Officer had agreed to switch £2.5m reform funding to capital. It was reported that this will be used to purchase additional laptops for remote working and police vehicles.
- The Committee was advised that Scottish Government approached Police Scotland to offer additional capital funding in the current

financial year. Police Scotland has agreed to incur up to £10m additional capital for police vehicles of which approximately two thirds will be electric. It was noted this brings forward existing fleet plans.

- Members welcomed these updates and scrutinised how Police Scotland was ensuring that it delivers value for money and strategic alignment from the additional capital spend. Members sought and received assurances that the capital plans will be delivered in the financial year.

Members noted the report.

3.1 SPRM Project (Verbal) Update – Nicky Page

Members considered a verbal update and the following key points were noted;

- Members noted progress on the final stages of the project to communicate outcomes and process appeals settlements and heard that this work would continue.
- It was also recognised that this process was designed to implement a fair and equitable pay and reward system and Members heard that while the outcome may not be favourable for everyone there were robust arrangements in place to provide support routes for staff.
- Members noted the committee would have an opportunity to consider the outcome of post project evaluation work including an internal audit review of the project in due course.

Members noted the verbal update.

4. Resources Committee Work Plan

Members noted the work plan.

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

RESOURCES COMMITTEE
18 MAY 2021

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Tuesday 18th May 2021.**

Participating Committee Members

Bob Black (Chair)
Katharina Kasper
Grant Macrae
Caroline Stuart

Other Participants

Scottish Police Authority

Lynn Brown, Chief Executive
Chris Brown, Deputy Chief Executive
Darren Patterson, Head of Workforce Governance
John McNellis, Head of Finance, Audit and Risk
Jackie Kydd, Workforce Governance Lead
John Maclean, Workforce Governance Lead
Deborah Christie, Governance Support Officer (Minute)

Police Scotland

DCO David Page, Deputy Chief Officer
James Gray, Chief Financial Officer
Andrew Hendry, Chief Digital & Information Officer
Kerri Maciver, Head of Portfolio Management
Iain McKie, Interim Procurement Improvement Lead
Nicky Page, Head of ER and Reward
Yvonne Johnstone, Estates Transformation and Change Lead

1.1 Welcome and Apologies

Bob Black welcomed everyone to the meeting which was being held using MS Teams due to the current COVID19 restrictions, it was confirmed that meeting would be live-cast to the SPA Website for the public items.

Charlie Fisher, HMICS, Jacqueline Farmer, Audit Scotland and Avril Davidson 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 18 March 2021

Members **AGREED** the Minute from the Resources Committee held on 18 March 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 4 - 11 on the agenda in private.

1.6 Business considered by the committee via correspondence between meetings

There was no business considered since the last committee. The Chair noted that a number of briefing sessions had taken place to provide new Committee members with the relevant details on a number of key strategic matters.

2.1 Provisional Year End Outturn 2020/21 – High Level Update- James Gray

Members considered the report which provided an update on the provisional 2020/21 financial outturn. In addition to the written report and during discussion the following points were raised and discussed;

- It was confirmed that the reported position, excluding the late additional funding, was in line with previous forecasts (£36m revenue deficit) and a more detailed report with explanation of key variances would be presented to the next Resources Committee.
- James Gray took Members through a summary of the key revenue, capital and reform highlights as reported in the report.
- In response to a question regarding how the additional funding provided by Scottish Government and the agreed reform funding reallocation would be transparently reported in the final out turn, James Gray assured Members that effort would be made to ensure this was clearly reported in the annual report and accounts to ensure the movements were very clear.
- The Committee explored the impacts of COVID-19 on property disposals and how this was being managed, James Gray confirmed that there had been no negative impacts seen in property values and sales but this may change depending on how the economy changes in the coming year.

Members noted the report.

2.2 Transformation Programme Benefits Tracking – Quarterly Report – Andrew Hendry/ Kerri McIver

Members considered the report which had been submitted to provide an update in relation to the ongoing benefits management and tracking of the Police Scotland change Programme. In addition to the written report and during discussion the following points were raised and discussed;

- A high level summary of the report was provided and key areas of the paper were highlighted.
- Members noted a more detailed 6 monthly update report would be presented to the Authority in August and welcomed the update that a further review was being undertaken of Police Scotland's benefits reporting to the Authority.
- Members noted that the report now incorporated 2022/23 values which have now been added to the reporting timeline.
- The committee scrutinised the report with discussion on how cashable benefits translate to annual budget setting and budget monitoring and the Committee Chair suggested that the current monitoring reporting may be improved if it highlighted any variances. It was reported that this aligns with other associated design led activity and as such features a number of dependencies to facilitate an end to end process. It was confirmed that the focus has now moved to the organisational design mechanics to connect into the benefits models.
- A risk was highlighted to the Committee that benefits of the Commercial Excellence (CE) programme may not be achieved as a result of processes and working practices having significantly changed due to COVID-19. Members heard that a paper will be presented in the coming months to re-baseline the CE plans.
- Members sought clarity on the extent to which the data was validated and heard that this had been validated by HMICS with all areas up to 2019/20 having been signed off by HMICS with the exception of the CAM project. It was also reported that Internal Audit have audited some processes and the methodology has been agreed.
- The Committee challenged the way that the progress had been reported and requested a clearer understanding of whether projects were progressing relative to the projected timeline of the original business case. It was confirmed an attempt had been made to provide this information using a traffic light system however other methods would be explored to ensure this was clearly evidenced in future reporting.
- It was recognised that the plans to move to a more holistic reporting of benefits in the next reporting cycle would give the Committee a better understanding of how the delivery of benefits impacted on people.

Members noted the report and agreed the following action;

RES-20210518-001: Consideration to be given to including detail of the achievement of cashable savings in financial monitoring reports.

RES-20210518-002: Reporting to be further developed to continue to enhance how transformational benefits realised are tracked against plans and forecast both in term of the amount of benefit and timeline.

3. Resources Committee Work Plan

Members noted the work plan.

The following items were taken in private.

Approved

RESOURCES COMMITTEE
17 JUNE 2021

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Thursday 17th June 2021.**

Participating Committee Members

Bob Black (Chair)
Katharina Kasper
Grant Macrae (joined from item8.2)
Caroline Stuart

Other Participants

Scottish Police Authority

Chris Brown, Deputy Chief Executive
Lynn Brown, Chief Executive
John McNellis, Head of Finance, Audit and Risk

Deborah Christie, Governance Support Officer (Minute)

Police Scotland

Chief Superintendent Barry Blair, Criminal Justice Service Division
Lynn Brown, Strategic Financial Planning and Budgeting Lead
Kirsty Louise Campbell, Head of Strategy and Innovation
Phil Collard, Head of Estates
James Gray, Chief Financial Officer
Superintendent Jill Harper, Corporate Services
Andrew Hendry, Chief Digital & Information Officer
Brian Kyle, Interim Procurement Consultant
Colin Maciver, Programme Manager
Superintendent Iain MacLelland, Corporate Services
DCO David Page, Deputy Chief Officer
Michael Steele, Business Investment Lead
Superintendent Michael Whitford, Corporate Services

1.1 Welcome and Apologies

Bob Black welcomed everyone to the meeting which was being held using MS Teams due to the current COVID19 restrictions and would be live-cast to the SPA Website for the public items.

Charlie Fisher - HMICS, Ciaran O'Brian - Audit Scotland and Avril Davidson - SG were welcomed to the call as observers.

There were no apologies however Members noted Grant Macrae would join the meeting late.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Resources Committee Minute from meeting held on 18 May 2021 - For Approval

Members **AGREED** the Minute from the Resources Committee held on 18 May 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 5 - 10 on the agenda in private.

1.6 Business conducted since last Committee meeting

There was no Committee business considered since the last committee.

2.1 Provisional Year End Outturn 2020/21 - James Gray

Members considered the report which provided an update on the provisional 2020/21 financial outturn. In addition to the written report and during discussion the following points were raised and discussed;

- Members consider the report and noted that the presented figures were still subject to external audit but that the figures were in line with in year reporting to Committee and Board. An overview of the capital, revenue and reform budget was provided.
- The Committee Chair commended the work done to manage the overall financial position given the difficult and unpredictable past year and sought additional understanding of the work done to manage the overall position given the spend over and above budget. The Chief Financial Officer explained that any threats and opportunities were identified as early as possible and close working relationships between budget holders and finance business partners was key to ensuring rigour around the financial planning. Members heard that the Capital Investment group closely tracked spend against profile and it is at this group budget holders are challenged on whether they will deliver projects to identify if any reallocation will

be necessary. Members welcomed the assurances in respect of robust slippage management across the organisation.

- The Committee also welcomed an overview of the controls in place and the steps taken to ensure that cash flow was very closely monitored.
- Clarity was sought on the reason for the overspend on VR/VER. It was explained that following the anticipated underspend in SPRM, a decision was taken that if possible to overspend in this area, to reduce headcount where possible. It was also confirmed that the average cost per VR/VER package was also greater than had been budgeted.
- Noting the underspend across a number of cyber projects, Members questioned why these projects had not delivered against the planned budget. The Chief Financial Officer agreed to carry out some additional analysis into this and provide an explanation to the Committee. It was explained that this was a complex area of budget planning and management across linked projects given the multiyear nature of some projects and the significant interdependencies across a number of linked business areas. It was advised that many of these projects were tracking in line with the projections outlined in the Full Business Cases.

Members noted the report and agreed the following action;

RES-20210617-001: Further information to be provided on the underlying reasons for over and underspends in reform budget.

3. Importation of Goods from the EU – James Gray

Members considered the report which provided an update to the Committee on activity undertaken to adapt procedures to accommodate importation of goods from the EU following the exit of the UK from the EU. In addition to the written report the following points were raised and discussed;

- Members were provided with an update on the impact of changes since the UK's exit from the European Union on the importing of goods from the European Union.
- It was confirmed that, at this stage, there was no evidence of increased prices, however, there may be a gradual impact over time.
- In response to a question regarding what additional costs had been incurred or were expected to be seen as a result of the additional processes now involved it was confirmed that a limited impact had been seen so far but it would continue to be monitored.

Members noted the report.

4. Resources Committee Work Plan

Members noted the work plan.

Approved

**RESOURCES COMMITTEE
05 AUGUST 2021**

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Thursday 05TH August 2021.**

Participating Committee Members

Bob Black (Chair)
Katharina Kasper
Grant Macrae
Caroline Stuart

Other Participants

Scottish Police Authority

Chris Brown, Deputy Chief Executive
Lynn Brown, Chief Executive
John McNellis, Head of Finance, Audit and Risk

Deborah Christie, Governance Support Officer (Minute)

Police Scotland

Lynn Brown, Strategic Financial Planning and Budgeting Lead
James Gray, Chief Financial Officer
Andrew Hendry, Chief Digital & Information Officer
Yvonne Johnstone, Estates Transformation and Change Lead
Iain McKie, Interim Procurement Improvement Lead
Superintendent David Tonks, Corporate Services Division

1.1 Welcome and Apologies

Bob Black welcomed everyone to the meeting which was being held using MS Teams due to the current COVID19 restrictions and would be live-cast to the SPA Website for the public items. Charlie Fisher - HMICS, Jacqueline Farmer - Audit Scotland and Avril Davidson - SG were welcomed to the call as observers.

Apologies were noted from Deputy Chief Officer David Page.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Resources Committee Minute from meeting held on June 17 June 2021 - For Approval

Members **AGREED** the Minute from the Resources Committee held on 17 June 2021 was an accurate record of the meeting.

1.4 Resources Committee Action Log Review

Members noted the action log and the updates provided.

Members agreed action RES-20210518-002, in which a request for improved reporting of transformational benefits was requested, should remain open and that it would be discussed at the next committee meeting, when the quarterly benefits monitoring report is scheduled to be presented.

1.5 Decision on Taking Business in Private

In accordance with paragraph 20 of the SPA Standing Orders, the Committee **AGREED** to consider items 4 - 9 on the agenda in private.

2.1 Q1 Financial Monitoring Report - James Gray / Lynn Brown

Members considered the report which provided an update on the financial position of the SPA and Police Scotland for quarter one (three months ending 30 June 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 paper the following key points were raised and discussed;

- The Chief Financial Officer confirmed he was content with the current financial position with a number of threats and opportunities having been identified and which will continue to be monitored as the year progresses.
- Members were taken through the key areas of the detailed financial report which was presented at Appendix A. It was noted that both Revenue and Capital budgets remained at amber and Reform was green in terms of budget delivery monitoring.
- Members considered detailed updates on the revenue, capital and reform budget areas and welcomed the clear reporting.
- Recognising that fuel costs were at the highest they have been in recent years, a question was asked about what work was being done to find savings elsewhere to compensate for this increased cost. It was confirmed that the budget had been set taking cognisance of forecasts on fuel prices however the rapid increase in costs is likely to result in a cost pressure for the remainder of the financial year. Members heard that this would be closely monitored and effort would be made to find compensating savings across other business areas and the messages with regards to limiting fuel use

would be cascaded and reinforced. Members noted that the roll out of new electric fleet may help make fuel savings.

- In response to a question regarding the reported risk in respect of Hard FM, the Chief Financial Officer explained that the new Hard FM supplier would take over the contract from 01 December 2021 and the relevant teams would be monitoring the service delivery closely to ensure any issues with delivery are identified and managed. It was confirmed that transition arrangements will be put in place which will mitigate against any issues and help to manage the timing of billing for work during this transition time. Members welcomed the assurance that this will be closely monitored.
- Welcoming the inclusion of the cash flow management in the report, an assurance was sought that there were areas of pressure and that plans were in place to ensure there was sufficient cash, as required, across the year. The Chief Financial Officer explained that the cash flow management was a priority area and the team worked closely with SG colleagues to manage it. An assurance was provided to Members that Police Scotland finance colleagues were working with SPPA to improve the forecasting of pension costs.
- Commenting on the backlog in Ill Health Retirement which had arisen due to Covid delays, Members sought an assurance that effort was being put in to clearing these backlogged cases and heard that this was as a result of a reporting lag and it was expected the backlog would clear in the coming months with progress expected in the next Quarterly Monitoring report. It was confirmed that close links were being maintained with P&D colleagues to assess any financial implications and how this could impact on the budget for future years.
- Members asked what degree of uncertainty remained in terms of Covid impacts on the budget and were advised by the Chief Financial Officer that, although some degree of uncertainty remained, the organisation was in a significantly more informed position than had been the case previously which was informing the planning assumptions. It was advised that impacts of cancellation of events and lower passenger numbers at airports was still an area to be explored and while funding had been made available for this year, it may be that a lag on recovery of income levels will see continued impacts. Members noted that close working with SG colleagues would continue and the funding settlement had been accepted with the caveat that business as usual levels would return.

Members noted the paper.

2.2 2022/23 Budget Strategy – Interim Update – James Gray / Lynn Brown

Members considered the paper which had been submitted to provide the Committee with details of the 2022/23 budget strategy. During discussion and in addition to the paper the following key points were raised and discussed;

- The Chief Financial Officer explained to Members the journey would continue to full priority based budgeting (PBB) which would be an extension of the zero based budgeting which allocates financial resources to support the organisation's key priorities and outcomes.
- Members were advised that the work to develop the budget would be minimal in November given the focus on COP26 but an assurance was provided that the budget timelines had been adjusted to accommodate this.
- Members considered an overview of the report which outlined the budget setting approach, budget setting principles, risk, income, SPA Corporate and SPA Forensic budgets, ownership and accountability and the timelines for activity.
- Members asked how any proposed changes to service levels as a result of budget decisions would be managed recognising that stakeholder consultation would be a key part to how this was managed. An assurance was provided that any proposed changes to service provision that would come forward would be subject to a comprehensive impact assessments and consultation along with consideration of any risk. Members welcomed the assurance that the committee and Authority would be appropriately sighted on any service impacts should that be relevant.
- Recognising this significant shift in approach would require a culture change at local level, Members questioned what support would be given to officers and staff to ensure they were appropriately trained. It was confirmed that budget training was being provided to build awareness and knowledge across budget holders and the intention is to provide additional training (which may be external if necessary) on priority based budgets with targeted support to be available develop this approach and embed the approach within the organisation.

Members noted the report.

3. Resources Committee Work Plan

It was agreed that the Chief Financial Officer's teams would work with the Governance Support Officer to ensure future committee business was appropriately scheduled and the work plan was as up to date as possible.

Members noted the work plan.

SCOTTISH POLICE
AUTHORITY

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

Approved

**RESOURCES COMMITTEE
14 SEPTEMBER 2021**

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Tuesday 14TH September 2021.**

Participating Committee Members

Grant Macrae (Meeting Chair)

Katharina Kasper

Caroline Stuart

Mary Pitcaithly (item 2)

Other Participants

Scottish Police Authority

Chris Brown, Deputy Chief Executive

Lynn Brown, Chief Executive

John McNellis, Head of Finance, Audit and Risk

Fiona Douglas, Head of Strategic Change Programme, SPA Forensic Services

Deborah Christie, Governance Support Officer (Minute)

Police Scotland

DCO David Page, Deputy Chief Officer (*left after 7.1*)

Lynn Brown, Strategic Financial Planning and Budgeting Lead

James Gray, Chief Financial Officer

Andrew Hendry, Chief Digital & Information Officer

Yvonne Johnstone, Estates Transformation and Change Lead

Iain McKie, Interim Procurement Improvement Lead

Tom McMahon, Director of Strategy and Analysis

Superintendent Derek Frew, Partnerships

HMICS

Gil Imery

Tina Yule

Charlie Fisher

1.1 Welcome and Apologies

Grant Macrae welcomed everyone to the meeting which was being held using MS Teams due to the current COVID19 restrictions and would be live-cast to the SPA Website for the public items. Charlie Fisher - HMICS, Jacqueline Farmer - Audit Scotland and Avril Davidson - SG were

welcomed to the call as observers. The Chair of the SPA People Committee, Mary Pitcaithly would join the meeting for the 2 HMICS items.

Apologies were noted from Bob Black.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Resources Committee Minute from meeting held on 05 August 2021 - For Approval

Members **AGREED** the Minute from the Resources Committee held on 05 August 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 4 - 9 on the agenda in private.

2.1 HMICS assurance review of Police Scotland demand analysis and management – Gill Imery/Tina Yule

- Her Majesty's Chief Inspector of Constabulary, Gill Imery thanked the Committee for this opportunity to publically present 2 recently published HMICS reports and welcomed the opportunity to discuss any specific areas that Members may wish to explore in more detail. It was recognised this report and the assurance validation of Police Scotland transformation benefits 2019/20 report were linked.

Members considered a verbal summary of the HMICS assurance review of Police Scotland demand analysis and management, highlighting key findings of the assurance review. During discussion and in addition to the written report the following points were raised and discussed;

- Gill Imery reminded Members that HMIC has always been clear that officer numbers was not a meaningful measure of the quality of policing being delivered to the public and this should be measured and on a series of outcomes for communities.
- Members noted that while this report looks at benefits accrued during 2019/20 an upcoming, soon to be published report, would look at benefits accrued in 2020/21.
- Recognising the cross committee interest Gill Imery welcomed the attendance of the Chair of People Committee.
- The Chief Inspector of Constabulary took Members through the report recommendations and explained that it was hoped both the

reports being considered today should support the work of the Authority as it assesses how benefits are generated and how they are used by the organisation.

- Members welcomed the reports which they agreed were a balance reflection of what has been achieved, the progress made and future challenges.
- In response to a question about the sequencing of steps to address the recommendations from the reports, DCO Page explained that capacity creation is ongoing in the organisation and there are ebbs and flows depending on the change programme of activity. He assured Members that the organisation continues to improve its approach to capturing areas in which capacity has been created and reporting where this has been used effectively and confirmed this was ongoing across all business areas.
- In response to a question about whether these HMICS reports had informed the financial planning work that was underway, Members were assured this was the case.
- Noting the IBC for the Analytics Transformation was to be discussed later in the agenda, Members sought an assurance these recommendations were part of that work and were advised the IBC incorporates the development of the DPU and both the APU and the DPU have been developed in parallel. Members welcomed this approach which they agreed was a sensible approach.
- Members explored the Force Management Statements (FMS) which are used across England and Wales to ensure Forces could report on their demand and their assets to meet that demand. Members heard that HMICS were keen to explore how self-evaluation/assessment could be introduced to the approach taken by Police Scotland. Tina Yule explained that FMS are used in England and Wales to not only understand current demand but to forecast future demand and to demonstrate how the Force is preparing through its change programme to deliver towards meeting that new organisational design to meet the future demand.
- It was explained that the work of the Police Scotland Demand and Productivity Unit (DPU) to combine the demand information with resourcing information to give a much richer picture will put the organisation in a good place to get a real understanding of demand and if Police Scotland can get better at forecasting demand, the organisation will be in a very strong position to predict demand going forward. Tina Yule confirmed that Police Scotland was, in her opinion, heading in the right direction in this area.
- The Chair of the People Committee thanked colleagues for the reports which she felt answer a lot of the questions previously raised by the Resources Committee and will help move this area of work

forward recognising the critically of financial and workforce planning for the organisation.

- DCO Page advised that there will not be enough capacity created through the change programme to meet all of the new demand or increasing demand and therefore in order to meet the demand the workload will require to be reprioritised. DCO Page explained that demand and risk data will be assessed to identify how this will be taken forward. Members were advised that the capital investment budget will be used to invest in transformational change which will result in capacity creation and capability but this will not be enough to meet future/increasing demand and this will mean some areas of activity will need to be deprioritised. The DCO explained this was a complicated thing to do and any changes to current approaches will require to be carefully explained to the public and stakeholders. DCO Page advised that the support of the Authority will be important to this given the resistance any changes to existing activity may face. It was confirmed that clear data and good evidence will be made available to allow the Board to interrogate the proposals. Members agreed that improved and robust data would allow the Authority to discharge its oversight responsibilities.
- Gill Imery stated that she too felt this was a hugely important area and highlighted the draft five 'T' model for demand response part of the report which explores possible actions to address demands identified.

Members noted the report.

2.2 HMICS assurance validation of Police Scotland transformation benefits 2019/20 – Gill Imery/Charlie Fisher

During discussion and in addition to the written report the following points were raised and discussed;

- Charlie Fisher clarified that this work was to validate the approach and not verify specific numbers. Members heard that benefit management has significantly improved across the reporting and processes to capture the data.
- It was explained that the ambition is to see these improved core processes consistently applied across projects and embedded across the various change projects to ensure continued robust reporting of benefits and this was already being seen.
- Members recognised that both reports not only provided assurances in terms of what has been achieved but also provided a focus on what still needed to be done and it was recognised the relevant

aspects of this would be overseen at the relevant SPA Governance Committee depending on the specific detail.

Members noted the report.

3.1 P4 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 period 4 (year to 31 July 2021) of the financial year 2021/22. During discussion and in addition to the paper the following key points were raised and discussed;

- Members considered a verbal summary of the Finance Dashboard which provided details of revenue, capital and reform budgets.
- An assurance was sought that the workforce forecast reflected the planned business cases and it was confirmed this was the case. CFO James Gray confirmed that in the quarter two forecast report the finance department will focus attention on workforce forecasts and take cognisance of the more stable labour market.
- The Chief Executive advised Members that updated Accountable Officer guidance had recently been issued from Scottish Government to all Accountable Officers on required spending approvals not legally committed and above £1m. Members heard that discussion was planned with Scottish Government colleagues to understand the requirements and their impact on the Authority.
- In response to a question regarding lower capital receipts for the full year, it was confirmed that this is as a result of some slippage in respect of a planned disposal and not a reduction in the amount achieved.

Members noted the paper.

The following items were taken in private.
End.

**RESOURCES COMMITTEE
11 NOVEMBER 2021**

**Minute of the Scottish Police Authority Resources Committee held
on MS Teams on Thursday 11th November 2021.**

Participating Committee Members

Alasdair Hay
Katharina Kasper
Grant Macrae (Chair)
Caroline Stuart
Jane Ryder (Observer)

Other Attendees

Scottish Police Authority

Chris Brown, Acting Chief Executive (Resources)
Jackie Kydd, Workforce Governance Lead
John McNellis, Head of Finance, Audit and Risk
Scott Ross, Head of Change and Operational Scrutiny
Barry Sillers, Acting Chief Executive (Strategy and Performance)

Deborah Christie, Governance Support Officer (Minute)

Police Scotland

Lynn Brown, Strategic Financial Planning and Budgeting Lead
James Gray, Chief Financial Officer
Andrew Hendry, Chief Digital & Information Officer
Iain McKie, Interim Procurement Improvement Lead
DCO David Page, Deputy Chief Officer (*left after 7.1*)
Nicky Page, Head of Human Resources
Michael Steele, Business Investment Lead
Joe Carragher, Head of Applications and Development

Other Attendees

Avril Davidson, Scottish Government
Jacqueline Farmer, Audit Scotland
Charlie Fisher, HMICS

1.1 Welcome and Apologies

Grant Macrae welcomed everyone to the meeting which would be live-cast to the SPA Website for the public items. Colleagues from HMICS, Audit Scotland and Scottish Government were welcomed to the MS Teams call as observers. The Vice Chair of the Authority and Chair of the ARAC Committee, Jane Ryder would also observe the meeting.

There were no apologies.

Grant Macrae commented that, following the sad passing of colleague and Committee Chair Bob Black, the Board have agreed, by correspondence to appoint him as Committee Chair and to appoint Alasdair Hay as a Member of the Committee. It was noted that confirmation of these decisions will be reported at the Board meeting later in November. Attendees noted the intention to pause just before 1100 hrs to mark Armistice Day with a Two Minute silence.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Resources Committee Minute from meeting held on 14 September 2021 - For Approval

Members **AGREED** the Minute from the Resources Committee held on 14 September 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 4 - 7 on the agenda in private.

1.6 Committee Work Plan

Members noted the workplan.

2.1 Q2 Financial Monitoring Report – Lynn Brown/Michael Steele

Members considered the report which had been provide to give Members an update on the financial position of the SPA and Police Scotland for quarter two (six months ending 30 September 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;

- Members were provided with a summary of the key areas of revenue, capital and reform budgets as detailed in the report.
- It was confirmed that some of the reasons for the reported reduction in revenue costs since Q1 were; income having exceeded budget, a reduction in Ill Health and injury pensions costs and lower cleaning costs associated with the pandemic.
- Members were advised that because the full amount of COVID-19 funding was not required it is the intention to not draw down £6.2m (of the £15m) ring-fenced Covid19 funding to the Scottish Government. It was confirmed this did not impact on the Revenue

budget and was specifically in relation to the one off funding. It was confirmed this would be done based on the best available knowledge at the time but should the circumstances change over the coming months, the forecasted position would be reviewed.

- Members welcomed the assurance that a number of threats and opportunities continued to be monitored over the coming period.
- An updated was provided on the capital budget. It was recognised that the many impacts of the pandemic have now resulted in a more challenging procurement landscape and the capital budget management was more challenging than in previous years especially given the supply chain issues which are likely to continue to impact on the practicalities of being able to progress capital spend in year.
- Members welcomed the update that an important piece of work will be carried out by the DCO which will look at options to improve the overall management of capital spend and break the cycle of how this has been approached by the organisation in previous years. DCO Page explained the review will look at the management of capital spend from an end to end perspective and would seek to review each part of the process. Attendees recognised that back loaded capital spend has been an ongoing issue since Police Scotland came into existence but a switch to a 5 year capital plan will give an opportunity to refresh the approach and change behaviours across all business areas and will encourage multi-year thinking and planning.
- Members welcomed the assurance that this committee would be kept informed as this work progressed and noted the intention to include a 5 Year Capital view in the 2022/23 budget.
- In response to a question regarding the challenges with staff recruitment impacting on revenue, capital and reform budgets and what effort was being put in to developing talent from within the organisation, CFO James Gray agreed it was a very challenging market and confirmed that this would be explored as part of the Enabling Policing for the Future Programme.
- Noting the £2.3m underspend on Ill Health and injury costs, an assurance was sought that both the staff wellbeing and budget implications were being closely managed and monitored and effort being put into understanding the reason behind the significant underspend. DCO Page explained that the backlog had been created due to issues with the 3rd party who supply the service and a shortage of Senior Medical Practitioners had created delays. Members heard that it was not within the gift of Police Scotland to fix the issues and this was a UK wide issue but were advised that the organisation was working with Optima to explore options that could allow progress to be made. The Committee also heard that discussions were underway with other UK Forces to explore if there was anything that could be done collaboratively to unblock the

delays. Members specifically asked what was being done to support impacted staff and were assured by the DCO that Occupational Health would continue to work with those who were affected to ensure support was provided as required.

- Members asked if there as a plan B should it not be possible to spend the full reallocated amount of £4.7m across capital programmes and were advised by DCO Page that if the spend couldn't take place then the money would be returned to Scottish Government but he was hopeful the spend would take place. It was also explained that some of the funds could be used for Project Weaver and the funding request for that project would be adjusted accordingly.

Members noted the report.

3. SPRM Closure Report – Nicky Page

Members considered the report the Staff Pay Reward Modernisation (SPRM) Project End Project Report. During discussion and in addition to the written report the following points were raised and discussed;

- Nicky Page provided a comprehensive overview of the closure report which provided a reflection on the scale of the project, its challenges and achievements. Members welcomed the many significant benefits that had been delivered as a result of this very significant project. Members agreed that the work had resulted in a baseline with the opportunity to now thoroughly interrogate the data and better understanding issues across the organisation and develop the approach to reward going forward.
- Members commended the work to deliver the appeals process in spite of the pandemic and Nicky Page thanked all those involved for their hard work to deliver this project effectively.
- Members welcomed the assurance that learning from this project was to be shared both internally and with other organisations.
- It was recognised that it is inevitable changes will occur as a project progresses and the costs may differ from what was anticipated in the FBC however the Committee agreed that it was very important to ensure that costs are monitored and reported to the Authority where there is significant changes from previous Business Case approval.
- The Committee heard an overview of how the Post Implementation review would be taken forward and the timelines for that activity.

Members noted the report.

The following items were taken in private.
End.

**RESOURCES COMMITTEE
16 DECEMBER 2021**

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

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 process 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.