



Resources Committee

Minutes of the Resources Committee held on 13 August 2024 on Webex

Authority Members present	Grant Macrae (Chair) Tom Halpin Alasdair Hay Pauline Howie Angela Leitch Caroline Stuart
Authority Member apologies	Nil
In attendance	SPA Chris Brown, Deputy Chief Executive John McNellis, Head of Finance, Audit and Risk Scott Ross, Head of Change & Operational Scrutiny Deborah Christie, Governance Support Officer Police Scotland Gillian Beattie, Estates & Strategic Planning Lead Lynn Brown, Head of Corporate Finance DCC Jane Connors, Deputy Chief Constable Chief Superintendent Jordana Emmerson, Policing Together Superintendent Steven Espie, Contact, Command & Control James Gray, Chief Financial Officer Andrew Hendry, Chief Digital & Information Officer

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	<p>Martin Low, Chief Operating Officer ACC Tim Mairs, Assistant Chief Constable Iain McKie, Head of Strategic Procurement Chief Superintendent Conrad Trickett, Specialist Crime Division</p> <p>Scottish Government Beatriz Sanchez</p> <p>HMICS Alan Wright</p>
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1.1 WELCOME

Grant Macrae, Committee Chair welcomed attendees from the Authority, Police Scotland, Scottish Government, and HMICS. It was explained that DCC Connors and ACC Mairs will provide context from an operational perspective on any matters where this was required or would be helpful.

Finally, Authority members Angela Leitch and Pauline Howie we welcomed to their first meeting since being formally appointed to the committee.

The Chair confirmed that item 4.2 Change Portfolio Progress Report would not be considered at today's meeting because the paper had not been submitted in sufficient time to allow Members' review. Members agreed this was very disappointing and thanked DCC Connors for her apology regarding the late paper along with an assurance this would not happen again.

1.2 APOLOGIES

There were no Member apologies.

1.3 DECLARATIONS OF INTREST AND CONNECTIONS

There were no declarations of interest or connections.

1.4 DECISIONS ON TAKING BUSINESS IN PRIVATE (ITEMS 6 - 11)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee agreed to consider items 6 - 11 on the agenda in private.

2.1 RESOURCES COMMITTEE MINUTE FROM MEETING HELD ON 19 JUNE 2024 FOR APPROVAL

Members agreed the Minute from the Resources Committee held on held on 19 June 2024 was an accurate record of the meeting.

2.2 RESOURCES COMMITTEE ACTION LOG AND MATTERS ARISING

Members agreed the Action Log and approved the actions that were proposed for closure.

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Given there are a number on ongoing actions in respect of benefits reporting across both public and private actions, and to avoid duplication and ensure a clear and shared understanding of what the Committee expects to see going forward, Members agreed to merge the actions into a new combined action. [ACTION RES-20240813-001](#)

2.3 DECISIONS SINCE LAST MEETING

No formal committee business was conducted between meetings.

3.1 FINANCIAL MONITORING REPORT Q1 2024/25 – LYNN BROWN

Members considered the report which presented an update on the financial position of the SPA and Police Scotland for quarter one (Q1) of the financial year 2024-25. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered a detailed summary of the year to date spend and first forecast for this financial year. Break even revenue, capital and reform budgets with risks to delivery were highlighted.
- The Committee heard about the newly established Police Scotland Revenue Investment Group (RIG). Senior attendees and a robust approach to scrutiny will seek to ensure evidence of organisational wide internal consideration and challenge of all revenue spending. Members also considered the officer pay forecast and other one-off items in the revenue forecast. DCC Connors explained the group would also consider to what extent proposals will improve the future capabilities of the organisation. The work of the group will be informed by views and experience of front-line officers and staff.
- The Committee welcomed an update which explained the issues with Scottish Government approval through the Accountable Officer template have now been resolved.
- In response to a question about impact of officer numbers on the budget, it was explained that the 2024-25 budget is based on a maximum of 16,600 officers, but the budget was phased in line with planned probationer intakes recognising that Police Scotland would be running below 16,600 at specific points in the financial year. The potential underspend was held to be reallocated to other budget lines to support service levels.
- Members continue to seek assurance in respect of the profile of capital planning and spending to ensure that the budget is appropriately utilised in year. More analysis of the timing of spend and pathways for the remainder of the year along with an understanding of alternative options available was requested by the Committee and it was agreed this would be available for the November meeting.
- The Committee discussed the income budget and heard that many organisations who use the services of Police Scotland were experiencing financial constraints and work was ongoing to ensure

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payments are received for services provided. Members noted the challenges in this area given the obligation on Police Scotland to keep people safe.

- Members asked about the effort to manage the dynamic nature of procurement and were assured that close relationships were in place between finance, procurement and business areas to ensure any risks are flagged and mitigations put in place. Challenges remain in respect of staffing resource in the procurement team however effort was being made to recruit.
- The committee also discussed and approved budget revisions which were detailed in Appendix B of the published paper. These were in respect of VR/VER savings originally budgeted in the Corporate Centre - £7.4m net of slippage reallocated to the divisions realising the saving; Police Officer OT Contingency held centrally within DCC Professionalism, Strategy and Engagement – amount drawn down to date by the divisions £0.6m and allocation of in-year budget £0.5m to Digital Division for staff posts.

Members noted the report, approved the budget revisions and agreed the following actions.

RES-20240813-002: More analysis of the timing of spend and pathways for the remainder of the year along with an understanding of alternative options available to be provided.

3.2 ANNUAL PROCUREMENT REPORT – IAIN MCKIE

Members considered the report presented which presented the draft Annual Procurement Report for 2023-2024, prepared in accordance with the requirements of the Procurement Reform (Scotland) Act 2014, and seeks approval to publish the report publicly. During discussion and in addition to the written report the following points were noted and discussed.

- Following approval, the report will be published on the Police Scotland website.
- The committee explored plans to progress to a fully automated procurement function and heard that good progress was being made.
- Community benefits were an area of interest for Members and the committee welcomed assurances this is part of the criteria when procurement engage with suppliers albeit this can be difficult to track as it is for the supplier to ensure the community benefits are delivered.
- In response to a question about how the lessons that have been learned will be used, it was confirmed that key lessons have been captured and these will inform future budget monitoring and planning.

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Members approved the publication of the 2023/24 Annual Procurement Report.

4.1 Q1 TRANSFORMATIONAL BENEFITS TRACKER – ANDREW HENDRY

Members considered the report which provided 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 noted and discussed.

- The Committee discussed how benefits are currently measured and discussed what Police Scotland does with the savings. The need for evidence of impact and outcomes was a key consideration for Members. Committee scrutiny focused on the large variations from forecast and it was explained that most variations are due to time and have been influenced by a lack of change staff.
- ACC Mairs explained that it had been the case that additional capacity had not always been created and it was the case that the time freed up was allowing officers and staff to get appropriate breaks or complete training amongst other things.
- The Committee agreed that benefits have not been tracked in the way they should have been and this was highlighted as an area of focus for improvement. Disappointment was expressed at the apparent lack of discipline and a lack of evidence that a joined-up approach to decision making was embedded in the organisation.
- Members recognised the difficulty in reporting benefits and agreed with Police Scotland colleagues this is not an easy thing to do but the Committee urged PS colleagues to ensure a disciplined approach to change management with Business Cases to be clearer on impacts.
- Through the work to develop a Revised Model of Policing, Police Scotland intends to ensure that benefits tracking is improved and can meet Members' expectations. Members are keen to see a focus on outcomes and impacts of what Police Scotland is achieving through change and to explore what may be unintentional consequences.
- DCC Connors updated Members about the work which is underway to develop a benefits framework and introduction of consistent benefits language and how this will result in more rigour to the change oversight and clearer articulation of benefits.
- ACC Mairs explained that the Service Delivery Review, which is underway, will deliver a baseline which will support decision making however the difficulty is the delivery model being different across the country.
- Commenting that the previous Benefits Report to Committee stated that it was expected the Cashable and Non-Cashable benefits would be validated in Q1 this year. Members asked that these cashable and non-cashable benefits for 2023/24 be validated as soon as possible

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and asked for a date by which this would be done and a report to a future committee which would provide assurances in this regard. The Chief Digital Information Officer assurance Members he would highlight any changes to the budgeted benefits at the earliest opportunity.

- The Committee agreed it was very important to be able to tell the public in a clear way about all the improvements that have been delivered through the change activity since Police Scotland came into being and for that public narrative to be clear about the impacts and outcomes.

Members noted the report and agreed the following action.

RES-20240813-003: Assurance is required that the remaining cashable and non-cashable benefits for 2023/24 will be validated and a timeline for this.

4.1.1 BENEFITS REALISATION PROCESS – ANDREW HENDRY

Members considered the report which provided an update on the ongoing work within Police Scotland to enhance our benefits realisation process and to better inform the Scottish Police Authority of the scale, scope and timeline of benefits realised through organisational change activities. During discussion and in addition to the written report the following points were noted and discussed.

- As agreed during the action log review, the existing actions in respect of improvements to benefits and change reporting to be consolidated to ensure a clear and shared understanding of what the Committee expects to see going forward.
- Members requested a report which gives oversight of the agreed priorities across the Change Portfolio and to highlight any risks to delivery timelines.

Members are noted the report and agreed the following action.

RES-20240813-004: Police Scotland to provide a report which gives oversight of the agreed priorities across the Change Portfolio and to highlight any risks to delivery timelines.

4.2 CHANGE PORTFOLIO PROGRESS – ANDREW HENDRY

THIS PAPER WAS WITHDRAWN BY THE COMMITTEE CHAIR AS IT WAS NOT SUBMITTED IN TIME FOR MEMBERS TO BE ABLE TO CONSIDER IT.

5. RESOURCES COMMITTEE PRIORITIES AND OUTCOMES REPORT – GRANT MACRAE

Members considered the report which provided reflections on areas of committee focus over 2023/24 and outlines priority area of focus and

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target outcomes for the period 2024-2026. During discussion and in addition to the written report the following points were noted and discussed.

- The Chair highlighted some minor wording changes that he was proposing to the presented draft. These changes had been agreed with CE and Chair

The changes are listed below

1. Estates planning Revised long-term Estates strategy aligned to the RMoP.
2. Replace modernisation and integration with Capacity
3. Capability improvements and removal of 'outcomes' after RMoP.
4. Estates Rationalisation: Reword to -Exploit all actionable opportunities to create a fit for purpose estate to meet RMoP.
5. Transformation - replace 'transformation' to Change portfolio reporting in heading and body text.

Members noted the report and subject to the changes, endorsed the priorities and targeted outcomes.

End.

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