



Resources Committee

Minutes of the Resources Committee held on 19 June 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 Deborah Christie, Governance Support Officer Police Scotland Lynn Brown, Head of Corporate Finance Patrick Brown, Head of Finance, Police Scotland Andrew Hendry, Chief Digital & Information Officer ACC Stuart Houston, Assistant Chief Constable Professionalism and Assurance, Police Scotland Martin Low, Chief Operating Officer Iain McKie, Head of Strategic Procurement ACC Wendy Middleton, Assistant Chief Constable

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	DCC Bex Smith, Deputy Chief Constable Criminal Justice Laura Stewart, Project Manager Scottish Government Avril Davidson Beatriz Sanchez HMICS Alan Wright
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1.1 WELCOME

Grant Macrae, Committee Chair welcomed attendees to the meeting. Colleagues from HMICS and Scottish Government were also welcomed.

The Chair also welcomed Authority members Angela Leitch and Pauline Howie who would observe the meeting as part of their induction.

1.2 APOLOGIES

There were no Member apologies. Apologies were received from Chief Financial Officer James Gray.

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 - 12)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee agreed to consider items 6 - 12 on the agenda in private.

2.1 RESOURCES COMMITTEE MINUTE FROM MEETING HELD ON 13 MARCH 2024 FOR APPROVAL

Members agreed the Minute from the Resources Committee held on held on 13 March 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.

2.3 DECISIONS SINCE LAST MEETING

No formal committee business was conducted between meetings.

3.1 FINANCIAL MONITORING REPORT P1 2024/25 – LYNN BROWN

Members considered the report which presented an update on the financial position of the SPA and Police Scotland for period 1 of the financial year 2024/25. During discussion and in addition to the written report the following points were noted and discussed.

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- The period one finance report provided an early update on budget progress including the requested capital spend status.
- Details were provided of the impacts from delays in approvals from Scottish Government because of the additional Accountable Officer (AO) approval process. Members agreed that delays caused by the additional AO template process for any new contract over £1m were an issue and of concern to the committee. A request was made for the Chief Executive to write to Scottish Government outlining the financial and operational impact of this process, highlighting the impacts and Authority's concerns.
- The committee heard that a pipeline of spend was being developed to ensure alternatives are available in the event of any slippage. It was agreed that details of the profile of the 2024/25 Capital and Reform spends which will include details of the key milestones and contingency plans would be brought to the next committee meeting. Members requested this because they require assurance that there is planning in place and contingency arrangements.
- Members were disappointed at the lack of reported progress in the Capital spend as the end of Q1 approaches and expressed concern over the deliverability of the Capital Programme and requested regular committee reporting of the milestones and progress towards delivery of the capital budget in year, showing any slippage.
- There was discussion about management of overtime and it was explained that an overtime contingency is held centrally which will be allocated to business areas to support large and unexpected events and operations. Members were told this will be approved and managed through the Overtime Management Group. Some bids have recently been approved which will help to mitigate the year to date overspend. Additional overtime may be required throughout the year whilst we run below 16,600 officers. Any additional overtime spend will be covered from the Police Officer costs budget line.
- DCC Smith provided an overview of the work by the Police Scotland Exec to ensure robust management of the budget. She explained the importance of effective budget planning and management and stated she was confident the arrangements in place to monitor and track progress through the year will achieve the desired outcomes. The DCC welcomed the plans to write to the Scottish Government and highlight the challenges being caused by the additional approval process.
- An update was provided on the roll out of Body Worn Video. A detailed timeline will be available in due course.

Members noted the report and agreed the following actions.

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RES-20240619-001: Committee to consider a report that provides scheduling of the major projects that will require to be progressed in this financial year. Information to include contingency plans for any slippage. This to become a standing item so that there is appropriate oversight of progress and visibility of any slippage.

RES-20240619-002: SPA Chief Executive to write to Scottish Government and highlight the financial and operational impacts resulting from delays caused by the additional Accountable Officer (AO) template process for any new contract over £1m. Request to be made to review the process.

3.2 UNAUDITED YEAR END OUTTURN 2023/24 – LYNN BROWN

Members considered the report presented which provided an update on the financial outturn position of the SPA and Police Scotland for FY 2023/24. Members are also invited to approve the following 2023/24 budget revisions:

- £5.2m reduction in the revenue budget to reflect the impact of IFRS16 leases; and
- £8.4m increase in the capital budget to reflect the impact of IFRS16 leases.

During discussion and in addition to the written report the following points were noted and discussed.

- 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.
- Members questioned how the impacts on delivery of policing would be measured and the Head of Finance explained that a more analytical review of the key issues from the last year was being done. Business areas will also work closely with Finance Business Partners to challenge thinking.
- The significant variances in the Digital portfolio were flagged by the Chair as reinforcement of the need to improve planning.
- Members commended the work to deliver a balanced budget as reported in the unaudited outturn for 2023/24 despite significant challenges earlier in the financial year. The effort planned to continue the work in this area along with the commitment from Police Scotland Exec was welcomed by Members.

Members noted the report and approved the Budget Revision in Appendix B.

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4.1 TRANSFORMATIONAL BENEFITS TRACKER – YEAR END – 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.

- Members welcomed assurance that work remains ongoing to produce a revised and more accessible benefits monitoring report that is aligned to the Revised Model of Policing. The Chief Digital & Information Officer (CDIO) suggested a workshop session to discuss the prototype reporting templates and seek Member feedback.
- Following an update from the CDIO on the continued effort and plans for new reporting, the need for early sight of the draft refreshed benefits reporting documents was agreed. Given this is a long-standing request of the Committee, Members asked that the work to develop reporting continues at pace.
- Finance colleagues confirmed they were working with the team to ensure robust processes were in place with regards to validation of benefits and how benefits are captured.
- DCC Smith provided an update to explain the Chief Constable had been very clear that all activity must be aligned to the vision and if activity is not aligned to that vision questions must be asked why it was being done. The DCC confirmed that operational colleagues would work closely with Change colleagues to ensure this is considered. Members were pleased to hear this was a priority focus of the Chief Constable.
- There was discussion about the need for central management of Change projects, for example a Design Authority who will ensure each project is considered as part of the overall work. The CDIO explained that there was now a much better understanding across the organisation that a Design Authority was key to the management of change and a whole system approach would be the direction of travel. Members welcomed this approach as it will mean that everyone will be responsible and accountable for their area.
- It was agreed that a future meeting would consider a case study of a business case to understand if the anticipated benefits have been delivered, what has changed from the FBC approval and the operational and financial impacts of any changes. NICCS was proposed as a worthwhile option for consideration however it was agreed that the CDIO would explore options and revert with a proposal.

Members are noted the paper and agreed the following actions.

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RES-20240619-003: Workshop session to be arranged that allows draft refreshed prototype for benefits reporting to be shared with Committee members and feedback discussed.

RES-20240619-004: Committee to consider a case study of NICCS to understand if the anticipated benefits have been delivered, what has changed from the FBC approval and the operational and financial impacts of any changes.

5.1 ESTATES CONTINUOUS IMPROVEMENT INITIATIVES UPDATE AND NEXT STEPS – PATRICK BROWN

Members considered the report which provided an update on the progress of the Estates Continuous Improvement initiatives. During discussion and in addition to the written report the following points were noted and discussed.

- Members considered an update on the recent activity and progress made on the Estates Improvement Plan. Assurance was provided that robust engagement would be conducted and this would include officers, staff, stakeholders, partners and the wider public.
- Members agreed the recent briefing session with all Board members had been very useful but that it was now important that good progress is made with an implementation plan finalised and work progresses at pace.
- The Committee asked for a view on the operational perspective of this work and DCC Smith explained the ongoing Estates work provided a timely opportunity to consider what Police Scotland need to deliver policing in a modern world; to make our estate fit for purpose for our Officers, staff and the public. The Revised Model of Policing will be a good opportunity to assess how we deliver policing to communities. DCC Smith assured Members collaborative approaches with other Blue Light organisation and public sector partners would be explored as part of this work.

Members noted the report.

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