

RESOURCES COMMITTEE  
18 MAY 2021

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

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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