

**RESOURCES COMMITTEE  
11 NOVEMBER 2021**

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

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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 3<sup>rd</sup> 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.*