



Resources Committee

Minutes of the Resources Committee held on 13 February 2025 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 John McNellis, Head of Finance, Audit and Risk Scott Ross, Head of Change & Operational Scrutiny Deborah Christie, Governance Support Officer Police Scotland Lynn Brown, Head of Corporate Finance DCC Jane Connors, Deputy Chief Constable Andrew Hendry, Chief Digital & Information Officer ACC Tim Mairs, Assistant Chief Constable Colin Maciver, Head of Portfolio Delivery – Change Chief Superintendent Conrad Trickett HMICS Bryan McInulty

	Scottish Government Avril Davidson Beatriz Sanchez
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1.1 WELCOME

Grant Macrae, Committee Chair welcomed attendees from the Authority, Police Scotland, Scottish Government and HMICS.

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 5 - 9)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee agreed to consider items 5 – 9, **except for item 6.1** which was agreed to be suitable for public discussion, on the agenda in private.

1.5 DECISIONS TAKEN SINCE LAST MEETING OF THE COMMITTEE

There has been no business considered since the last meeting of the Committee.

2.1 RESOURCES COMMITTEE MINUTE FROM MEETING HELD ON 18 DECEMBER 2024 FOR APPROVAL

Members agreed the Minute from the Resources Committee held on held on 18 December 2024 was an accurate record of the meeting. It was noted that some clarification was required in some aspects of the Private Session minute and this would be agreed later in the meeting.

2.2 RESOURCES COMMITTEE ACTION LOG AND MATTERS ARISING

Members noted the Action Log updates and the actions proposed for closure.

3.1 FINANCIAL MONITORING REPORT Q3 024/25 – LYNN BROWN

Members considered the report which provided an update on the financial position of the SPA and Police Scotland for quarter three (Q3) of the financial year 2024-25. Appendix A (Finance Report) was presented for discussion and Appendix B (Budget Revision) was presented for approval. During discussion and in addition to the written report the following points were noted and discussed.

- The committee considered an overview of Appendix A and the updates provided on revenue, capital and reform budgets.
- The Committee recognised the continuing effort towards a balanced revenue budget which remains the forecast. The scale and complexity of this work was something that Members recognise and

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commended the work being carried out by the Finance Team with budget holders/business areas.

- A specific area of committee interest is the key risks to delivery of a balanced budget. The significant risks will continue to be managed closely in the coming weeks.
- One area of volatility is the third-party payments and Members requested some additional information on how the current year compared to previous years. It was agreed this would be provided.
- Regarding capital, Members scrutiny focused on the continued risk that the capital budget is not fully used in the current financial year. Discussions also focused on Best Value considerations to seek assurance that spend is in line with strategic objectives and provides value for taxpayers.
- It was explained that daily capital monitoring is in place with good collaboration taking place between finance and business leads.
- The work of the Capital Investment Task Force ensures the capital budget planning is considered organisation wide and the DCC told the committee the Exec have a real confidence in the capital planning for 2025/26 due to the robust focus in this area.
- In response to a request for clarity regarding the increase in spend on fleet, airwave and tasers it was confirmed this was a reallocation of spend and this would reduce financial pressures in 2025/26.
- Members sought and received an assurance that the £5.6m underspend on the Digitally Enabled Policing Programme was not as a result in the project not delivering but was due to some assumptions that had not materialised along with some costs that were less than expected. An assurance from the Head of Portfolio Delivery for Change was welcomed, which assured Members that the project continued to progress at the anticipated pace.

Members noted the report and supporting appendices.

Members approved the 2024-25 budget revision outlined in Appendix B.

Members agreed the following action:

RES-20250213-001: Briefing to be provided which demonstrates how current 3rd party payments spend compares to previous years.

4.1 Q3 TRANSFORMATIONAL BENEFITS TRACKER – CHIEF SUPERINTENDENT CONRAD TRICKETT

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 considered a brief overview of the report and heard that effort was continuing to improve the benefits reporting.

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- Members discussed the evolving benefits realisation report and reiterated the need for this committee to be able to understand what efficiencies have been created, how these are then used by the organisation and how this then impacts on the delivery of policing in Scotland along with an understanding of any interdependencies.
- The Committee heard about the Benefits Working Group which was working hard to develop the reporting and the way that the benefits will be used by the organisation. The work to develop and refine a process to either reallocate efficiencies or use the efficiency to meet existing demand is currently being tested with some change projects and will be reported to the committee when complete.
- The Committee welcome this update and look forward to considering future reports.
- It was acknowledged by Police Scotland that the organisational tracking of benefits and any benefits reinvestment is an area that has not been as good as it needed to be. DCC Connors explained that the new approach will very much be a shift in the way benefits and investment decisions are managed and reported.
- Demand Productivity colleagues will support the work of the Benefits Working Group which will mean that the full story of change activity and how that will impact on policing will develop and begin to provide an informed narrative to reporting.
- The Committee remain frustrated that benefits reporting is not yet able to demonstrate the benefits from significant investment but recognise the work being done. In response to a question about the timeline for this committee to have the improved reporting, DCC Connors advised that the focus is on becoming more agile and work would continue to deliver this. The DCC expects to have a robust process available which would meet the needs of this committee in 6 months time and this work would be a priority of the Transformation Director.
- The Committee agreed with the DCC that a strong team will be required to drive this work and deliver change. It was agreed that the current team have worked hard to deliver change to date and this should be recognised and should be the foundation upon which capacity and capability is built.
- Members are keen to consider some evidence of the qualitative and quantitative benefits over the past 3-5 years so that the committee can understand the evolving picture and to see the cumulative improvements and how these have impacted service delivery and driven improvements.
- It was agreed that future reporting to the committee would provide details of any projects where there has been significant variance from what was approved in the Business Case.

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Members noted the report and supporting appendix and the following actions were agreed:

RES-20250213-002: As per timeline given by DCC Connor on 13/2 (c. 6 months) the re-designed benefits realisation reports to be considered by the committee. Reports to provide this committee with evidence of how benefits are tracking against Business Cases and demonstrate how the organisation is benefiting from investments that have been made.

RES-20250213-003: Report on qualitative and quantitative benefits over the past 3-5 years to be considered by this committee to show the evolving picture and to see the cumulative improvements and impact which will demonstrate improvements.

4.2 CHANGE PORTFOLIO OVERSIGHT REPORT – COLIN MACIVOR

Members considered the report which provided an update in relation to the ongoing Police Scotland Change Programme. During discussion and in addition to the written report the following points were noted and discussed.

- A high-level summary of the report was provided.
- Members welcomed the development of the report and asked for future reporting to include tracking of costs to date and benefits against the forecast in the approved business case. The committee recognise there will be slippage across some projects however it is important for the tracking to provide committee oversight of any significant changes and to understand the reasons for variances.
- Members sought and received assurance that the risks in relation to 2 projects that were tracking as red, were being managed and steps were being taken to mitigate impacts. Police Scotland will continue to meet with the suppliers to resolve the issues.
- Given the vacancies being carried in the Change Team, the Committee expressed concerns about the capacity to deliver a significant portfolio of activity and asked how the risk of non-delivery will be managed. It was explained that the bulk of the vacancies sit within the PMO and the vacancies will not impact delivery. An assurance was given that the risk created by vacancies will continue to be closely managed.

Members agreed the following action and noted the report.

RES-20250213-004: Future reporting to include visibility of the actual costs to date against the approved Business Case. (Existing internal reporting to be adapted for the non-exec audience)

6.1 PROCUREMENT STANDING ORDERS – VERBAL UPDATE – IAIN MCKIE

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- Members considered a brief verbal update which confirmed that, following the annual review of the Police Scotland Procurement Standing Orders, no changes are necessary and the document remains fit for purpose.
- Given the expected increase in demand for the procurement function, Members highlighted that an area of focus going forward for this Committee will oversight of work to build capacity in the procurement team.

Members noted the verbal update provided.

The following items were taken in private.

End.

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