

RESOURCES COMMITTEE  
10 MARCH 2022

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Minute of the Scottish Police Authority Resources Committee held  
on MS Teams on Thursday 10<sup>th</sup> March 2021.

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Participating Committee Members

Grant Macrae (Chair)  
Alasdair Hay  
Katharina Kasper  
Caroline Stuart

Other Attendees

Scottish Police Authority

Chris Brown, Acting Chief Executive (Resources)  
Scott Ross, Head of Change and Operational Scrutiny  
Deborah Christie, Governance Support Officer

Police Scotland

Lynn Brown, Strategic Financial Planning and Budgeting Lead  
James Gray, Chief Financial Officer  
Andrew Hendry, Chief Digital and Information Officer  
Yvonne Johnston, Estates Transformation and Portfolio Lead  
Iain McKie, Head of Strategic Procurement  
DCO David Page, Deputy Chief Officer

Other Attendees

Avril Davidson, Scottish Government  
Jacqueline Farmer, Audit Scotland  
Charlie Fisher, HMICS  
Elaine Wilkinson, HMICS

**1.1 Welcome and Apologies**

Grant Macrae welcomed everyone to the MS Teams meeting which would be live-cast to the SPA website for all items considered in public. Colleagues from HMICS, Audit Scotland and Scottish Government were welcomed to the call as observers.

There were no apologies.

### 1.2 Declarations of Interest

Caroline Stuart advised that, as a previous employee of Oracle, she would rescind herself from item 6.3. There were no other declarations of interest.

### 1.3 Resources Committee Minute from meeting held on 08 February 2022- For Approval

Members **AGREED** the Minute from the Resources Committee held on held on 08 February 2022 was an accurate record of the meeting.

### 1.4 Decision on taking business in private (items 4 – 8)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee **AGREED** to consider items 4 – 8 on the agenda in private.

### 2.1 P10 Financial Monitoring Report– Lynn Brown

Members considered the report which had been submitted to provide the Committee with an update on the financial position of the SPA and Police Scotland for period 10 of the financial year 2021/22. During discussion and in addition to the written report the following points were raised and discussed;

- The Committee was provided with a summary of the key areas of revenue, capital and reform budgets as detailed in the submitted report.
- Members recognised the significant levels of work that had been carried out across the Finance Team to ensure the robust management of the budget throughout the year and agreed this was reflected in the clear and concise committee reports.
- The committee explored the work being done to closely manage the capital budget noting significant spend was yet to take place before the year end. An assurance was provided that, albeit it with some challenges, the organisation was in a good place to achieve the full year forecast within the timelines required.
- It was confirmed that Capital receipts must be managed and spent in year and that effective financial management was the key to managing this risk. Members heard that going forward, options to consider bridging funding would be explored and considered if appropriate.
- Members noted that the Budget Allocation Management (BAM) letter was anticipated to be received towards the end of the financial year and this was in keeping with the usual timescales.

**Members noted the report.**

## 2.2 Finance Transformation Post Implementation Review

Members considered the report which had been submitted to provide a post implementation review of the Police Scotland Finance transformation activities that have been carried out since 2016. During discussion and in addition to the written report the following points were raised and discussed;

- The Chief Financial Officer highlighted some of the key areas of significant activity over the period of transformation and explained that as there had not been a full Business Case developed for the project it was not possible to evaluate the deliverables against an original Business Case however there had been a number of specific projects which had delivered notable efficiencies and improved processes.
- The improvements seen across the Payroll function was highlighted as an example of the work that had been carried out and this was a project that demonstrated very clearly how processes can be made more efficient and cost effective when the correct technology is in place to provide a better service at a lower cost.
- Members heard that the next steps will be to consider lessons learned from previous transformation as the Enabling Policing for the Future (EPF) programme is taken forward and further increase controls and increase efficiency with a focus on the end to end service delivery.
- Recognising that there was still a lot of work to further improve the corporate services function, Members all agreed that the successful transformation already seen was significant and a great example of what can be done with strong leadership to deliver an improved function.

**Members noted the report.**

## 3. Police Scotland Housing Strategy – Yvonne Johnston

Members considered the paper which had been submitted to provide the Committee with an update on the proposed Housing Strategy (Estates) and to invite Members to make a recommendation to the Authority to approve the Housing Strategy (Estates). During discussion and in addition to the written report the following points were raised and discussed;

- Members considered a summary presentation of the presented paper which provided details of the drivers for change across the Housing Estate. It was clarified that this was a Police Scotland Strategy that sought to explain how Police Scotland intends to use SPA Assets and it was agreed this would be more clearly explained in the Board paper.

- It was noted that officer feedback had been sought and was then used to inform the proposed strategy. Members felt this brought the issues to life within the documents.
- The finances are still to be firmed up and costs will be incorporated into the wider financial model going forward.
- When the timeline for future activity is available this will be provided to committee to allow opportunity for monitoring of progress.
- It was confirmed that Police Scotland were working with Local Authorities and partners and this would continue as the strategy was implemented.
- Members of the Committee recognised the provision of accommodation to staff is becoming an important matter in terms of attracting and retaining staff and welcomed this strategy as a valuable tool to take account of that.

**Members agreed to recommend to the Authority to approve the Police Scotland Housing Strategy, requesting where possible the delivery timescale be accelerated.**

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

DRY