



SCOTTISH POLICE
AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Resources Committee

Minutes of the Resources Committee held on 13 March 2025 on Webex

Authority Members present	Grant Macrae (Chair) Tom Halpin Alasdair Hay Pauline Howie Caroline Stuart
Authority Member apologies	Angela Leitch
In attendance	SPA Chris Brown, Deputy Chief Executive 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 James Gray, Chief Financial Officer Andrew Hendry, Chief Digital & Information Officer ACC Steve Johnston, Assistant Chief Constable Martin Low, Chief Operating Officer Colin Maciver, Head of Portfolio Delivery – Change DCC Bex Smith, DCC Transformation HMICS Brian 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

Apologies were noted from Authority Member Angela Leitch.

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 - 11)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee agreed to consider items 6 – 11.

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 13 FEBRUARY 2025 FOR APPROVAL

Members agreed the Minute from the Resources Committee held on held on 13 February 2025 was an accurate record of 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 P10 FINANCIAL MONITORING REPORT – LYNN BROWN

Members considered the report which provided an update on the financial position of the SPA and Police Scotland for period 10 of the financial year 2024-25. 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 considerable work to deliver a balanced revenue budget, which remains the forecast, was commended by the Committee. Any residual risks to delivery will continue to be managed closely in the coming weeks.
- An area that the Committee wish to keep a focus is the management of the capital budget and Members asked that future

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committee reporting include a progress update on how much capital spend has been committed as the year progresses. This will provide assurance that the impact of better planning across all business areas and budget holders is being seen.

- The Chief Financial Officer explained plans to introduce 3–5 year detailed delivery plans. This work, which is in line with recommendations from the Deloitte's Capital Review, will involve establishing associated resourcing requirements and this will support the work of budget holders as they will have greater confidence to plan further ahead than is currently the case.
- It is anticipated the committee will begin to see the capital budget management improve in the 2025/26 year but that there will still be some back-end spend however the project financial planning will be more robust.
- DCC Connors highlighted the effort being made to ensure the plans are deliverable and this is being done through prioritising change. There are several large projects that will require capital spend and this will require very robust management.
- DCC Connor told the committee she was confident all the steps have been taken and will continue to ensure better capital planning both in year and longer term.
- DCC Smith explained that it is her intention to be in a position to demonstrate how the spend is matching the strategic plan so that the Operating Model, the Estates Planning, Workforce Planning are all reflected and the associated spend tracked.
- A commitment to bring early details of this strategic oversight to the committee in approximately 3 months' time was given by DCC Smith and this will give committee oversight of the developing plans with more detailed delivery plan updates to follow.
- The Committee was supportive of this direction of travel and look forward to seeing the impacts of this work at committee.
- In response to a question about when the upgraded and integrated financial system which featured in the capital plan would be in place it was explained that work was ongoing and an interim solution will be put in place before the longer-term strategic objective of rolling out a fully integrated ERP over the next 2-3 years.
- Police Scotland assured Members that lessons have been learned from previous work to explore suitable ERP packages for the organisation the project will be cognisant of this learning. The Committee welcomed the update that the solutions being considered will be 'off the shelf' products.
- In conclusion the Committee commended the huge effort to manage what is an enormous budget and agreed that the work underway and planned should start to provide this committee with the budget oversight required.

Members agreed the following action:

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RES-20250313-001: Report to be considered at committee which gives details of how PS will demonstrate how budgeted transformation spend is aligned to the strategic plan so that key projects such as Operating Model, Estates Planning & Workforce Planning are all reflected and the associated spend tracked. Early sight of details of this strategic oversight to be available at this committee in approximately 3 months.

Members noted the contents of the report and the Period 10 financial position at Appendix A.

4.1 POLICE SCOTLAND PROCUREMENT STRATEGY – IAIN MCKIE

Members considered the report which presented the updated Procurement Strategy for 25-28. During discussion and in addition to the written report the following points were noted and discussed.

- The Procurement Strategy for 2025-28 was considered with the focus of committee interest being across two main areas: resource and capacity within the team to delivery against the strategy, and alignment to delivery plans for the Estates Masterplan.
- The Head of Strategic Procurement provided details of the work being done to grow talent from within the organisation which was welcomed by the Committee.
- The Committee sought and received an assurance that close partnerships were in place across business areas to ensure good alignment between procurement and budget holders. Members also heard that SPA colleagues will be part of the discussions, through attendance at various internal PS governance meetings.
- Members heard that community benefits are always part of the considerations for contract awards however this was more challenging than it has ever been because of the market and budget challenges.

Members approved the Procurement Strategy for 2025-2028.

5. COMMITTEE EFFECTIVENESS – VANESSA EWING-BLAIR

Members considered the report which provided the Committee with the findings of a recent survey conducted with Board Members and stakeholders, seeking their feedback on the overall effectiveness of the committee. The report is for Members consideration and seeks to inform overall evaluation of the committee's effectiveness during 2024/25, and subsequent assurance report to the Audit Risk and Assurance Committee in May 2025. During discussion and in addition to the written report the following points were noted and discussed.

- Clarity was sought on whether any of the Stakeholders suggested areas for improvement had included suggestions for how these improvements could be progressed but this was not detail that had been provided however the informal discussions that take place

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between SPA staff and stakeholders will be an opportunity to explore these details.

- The findings of this exercise will be discussed at a committee Development Day later in the year.
- Members were keen to support the work to ensure committee timelines are adhered to so that papers are not late.

Members noted the report and the Committee was able to sign off the Committee Assurance Certificate which would be considered at the Audit Risk and Assurance Committee in May.

Following conclusion of the business on the public agenda, Pauline Howie took the opportunity to recognise this was the final meeting for both Grant Macrae and Caroline Stuart.

On behalf of the Committee, Pauline Howie thanked Caroline Stuart for the wealth of experience, knowledge and understanding of delivery of largescale projects in the world of technology that Caroline has brought to the work of the committee. Members agreed that Caroline has used this to both challenge and very importantly, offer support to Police Scotland during what has been a period of unprecedented reform and reshaping of Policing in Scotland.

Grant Macrae's understanding of public sector finance, risk and corporate governance has played a key role strengthening the financial oversight of policing in Scotland and supporting the eradication of a structural deficit. Pauline commented that his diligent work on this committee as member and latterly as Chair will be sorely missed. The Committee endorsed Pauline's comments and thanked both Caroline and Grant for their service over the last 8-years and wished them both well.

The following items were taken in private.
End.